

Achieving Employment Equity at Queen's

*Part 5: Looking to the Future,
Visible Minorities at Queen's*



Council on Employment Equity

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Introduction

Queen's strives to foster an inclusive culture that celebrates our diversity and assists with attracting and retaining talented employees. Queen's must respond strategically to the challenges of reaching its employment equity and diversity goals in a competitive employment market. This report is the fifth in a series of joint publications by the Queen's Equity Office and the Council on Employment Equity, highlighting employment equity activities at Queen's.

The first publication, ***Achieving Employment Equity at Queen's, Part 1: Challenges***, introduces the concept of employment equity and its application to Queen's.

The second publication, ***Achieving Employment Equity at Queen's, Part 2: Snapshots***, compares the diversity of the Queen's workforce population to the diversity of the three domestic pools from which candidates are recruited (Canada, Ontario and the Kingston Census Metropolitan Area).

The third report, ***Achieving Employment Equity at Queen's, Part 3: Ten Years in Review***, outlines the representation of women, Aboriginal peoples, visible minorities and persons with disabilities, in the workforce population at Queen's over the past decade.

The fourth report, ***Achieving Employment Equity at Queen's, Part 4: From Compliance to Inclusion***, highlights a variety of innovative efforts and programs from various units across the University to promote inclusion.

This report, ***Achieving Employment Equity at Queen's, Part 5: Looking to the Future, Visible Minorities at Queen's***, is the first in a series that will examine the factors Queen's needs to consider if we are to achieve our employment equity goals in the future. This issue will focus on members of visible minorities while future issues will focus on other designated groups.

In order to avoid confusion, please note that throughout this publication the term 'visible minorities' may replace the term 'racialized persons' in keeping with the terminology used by the Federal Contractors Program.

The Federal Contractors Program

Under the Employment Equity Act (1995), an employer must ensure that persons in designated groups (Aboriginal peoples, persons with disabilities, women and members of visible minorities) achieve a degree of representation that reflects their representation in the Canadian workforce in each of the Federal occupational classifications. The Federal Contractors Program (FCP), administered by Human Resources and Skills Development Canada (HRSDC), was initiated by the Federal government in 1986. It was developed by HRSDC to enforce the compliance of large, provincially-regulated employers within the provisions of the Employment Equity Act. Thus, the Federal Contractors Program applies to all provincially-regulated employers that have one hundred or more employees and that receive federal government contracts of \$200,000 or more. These “Federal Contractors”, including Queen’s University, are required to certify their commitment to employment equity by showing that they meet, or are taking measures that will enable them to meet, the twelve FCP requirements:

1. Adopt accountability mechanisms for employment equity and assign a senior official.
2. Communicate to employees regarding employment equity.
3. Consult and collaborate with bargaining agents and/or employee representatives.
4. Collect workforce information.
5. Complete a workforce analysis.
6. Complete an employment systems review.
7. Establish short-term and long-term goals.
8. Adopt measures to remove barriers.
9. Adopt special measures, positive policies and practices, and reasonable accommodation measures.
10. Adopt monitoring procedures.
11. Make reasonable efforts and achieve reasonable progress.
12. Review and revise the employment equity plan.

The following findings during an HRSDC FCP review are considered to be evidence of non-compliance unless measures are being implemented that will result in “reasonable progress” towards full representation:

Significant Gaps

A significant gap occurs when there is an under-representation for a designated group of 3 employees or more and the percentage representation is 80 percent or less.

“Red flags”

- Several small gaps for a designated group in various Employment Equity Occupational Groups (EEOGs).
- Under representation of most designated groups in one EEOG
- Absence of one or more designated groups from several EEOGs.

Significant Gaps at Queen’s

The following designated groups are under-represented significantly at Queen’s:

- **Women** in Intermediate Sales and Service, Other Sales and Service and Other Manual Workers
- **Aboriginal peoples** in Middle and Other Managers, Professionals, and Other Sales and Service
- **Persons with disabilities** in Skilled Crafts and Trades Workers and Other Sales and Service
- **Members of visible minorities** in Middle and Other Managers, Professionals, Semi-Professionals and Technicians, Administrative and Senior Clerical, Skilled Crafts and Trades Workers, Clerical Personnel and Other Sales and Service Personnel

“Red flags” at Queen’s

The following are considered red flags when reviewing Queen’s designated group representation:

- There are several small gaps for women in Professionals, Supervisors- Crafts and Trades, Skilled Crafts and Trades Workers and Semi-Skilled Manual Workers
- There are several small gaps for Aboriginal peoples in Clerical Personnel, Intermediate Sales and Service and Other Manual Workers
- **All** designated groups are under-represented in Professionals and Other Sales and Service Personnel
- 3 of the 4 designated groups are under-represented in Skilled Crafts and Trades
All designated groups are absent from Semi-Skilled Manual Workers
- 3 of the 4 designated groups are absent from Other Manual Workers

2012 Gaps for all Designated Groups at Queen's

Although there are gaps within each of the four federally designated groups, the table below illustrates that members of visible minorities have the largest gap in representation at Queen's. The table also indicates that for members of visible minorities, there are gaps in nine of the fourteen EEOGs, a larger number of gaps than any other designated group.

Employment Equity Occupational Group (EEOG)	Women	Aboriginal peoples	Visible minorities	Persons with disabilities
1. Senior Managers	4	0	0	0
2. Middle and Other Managers	19	-3	-13	1
3. Professionals	-9	-7	-163	-6
4. Semi-Professionals and Technicians	4	5	-45	4
5. Supervisors	2	3	1	-2
6. Supervisors - Crafts and Trades	-1	0	-2	0
7. Administrative and Senior Clerical	29	2	-7	32
8. Skilled Sales and Service Personnel	0	0	-1	1
9. Skilled Crafts and Trades Workers	-1	0	-8	-3
10. Clerical Personnel	58	-1	-10	11
11. Intermediate Sales and Service	-3	-1	1	-1
12. Semi-Skilled Manual Workers	-1	0	0	0
13. Other Sales and Service Personnel	-39	-4	-8	-8
14. Other Manual Workers	-3	-1	0	0
Overall gap (hiring goal)	48	-10	-254	31

Gaps for Members of Visible Minorities at Queen's

In 2012, members of visible minorities were the most under-represented designated group at Queen's University. For this reason, this publication highlights the efforts made to improve the representation of members of visible minorities in the workforce since 2011, and the continued need to be vigilant if the University wishes to achieve equity. This will be particularly important when considering two important factors: the ethnocultural diversification of the Canadian population (the percentage of members of visible minorities in Canada is expected to rise from 19.1% in 2011 to 33.3% by 2031) and the systemic discrimination present in the Canadian workforce population.

2011 Gaps for Visible Minorities

- **Visible minorities were represented in 2 EEOGs:** Supervisors and Intermediate Sales and Service
- **Visible minorities were not represented in 6 out of 14 EEOGs:** Senior Managers, Supervisors: Crafts and Trades, Skilled Sales and Service Personnel, Skilled Crafts and Trades Workers, Semi-Skilled Manual Workers and Other Manual Workers. This is considered to be a red flag
- **There were gaps within 7 EEOGs:** Middle and Other Managers, Professionals, Semi-Professionals, Administrative and Senior Clerical, Skilled Crafts and Trades, Clerical Personnel, and Other Sales and Service. Smaller gaps exist within three other EEOGs: Senior managers, Supervisors: Crafts and Trades and Skilled Sales and Service Personnel
- The largest gap exists with respect to Professionals of which 56.4% are University Professors

Employment Equity Occupational Group	Queen's Representation	Workforce Availability	Gap
	%	%	#
01: Senior Managers	0.0%	8.7%	-1
02: Middle and Other Managers	2.0%	14.0%	-18
03: Professionals	11.2%	17.4%	-179
4121: University Professors	8.8%	15.1%	-103
04: Semi-Professionals and Technicians	11.7%	21.2%	-23
05: Supervisors	4.8%	2.4%	2
06: Supervisors - Crafts and Trades	0.0%	12.6%	-2
07: Administrative and Senior Clerical	2.6%	4.6%	-14
08: Skilled Sales and Service Personnel	0.0%	17.0%	-1
09: Skilled Crafts and Trades Workers	0.0%	11.2%	-7
10: Clerical Personnel	3.4%	5.0%	-7
11: Intermediate Sales and Service	4.8%	5.0%	0
12: Semi-Skilled Manual Workers	0.0%	2.9%	0
13: Other Sales and Service (Custodians)	0.9%	5.5%	-10
14: Other Manual Workers	0.0%	2.0%	0
Total	6.1%	13.5%	-267

2012 Gaps for Visible Minorities

- **Visible minorities were represented in 3 EEOGs:** Senior Managers, Supervisors and Intermediate Sales and Service.
- **Visible minorities were not represented in 5 out of 14 EEOGs at Queen's:**
Supervisors: Crafts and Trades, Skilled Sales and Service Personnel, Skilled Crafts and Trades Workers, Semi-Skilled Manual Workers and Other Manual Workers. This is considered to be a red flag.
- **There were gaps within 7 EEOGs:** Middle and Other Managers, Professionals, Semi-Professionals, Administrative and Senior Clerical, Skilled Crafts and Trades, Clerical Personnel, and Other Sales and Service. Smaller gaps exist within two other EEOGs: Supervisors-Crafts and Trades and Skilled Sales and Service Personnel.
- The largest gap exists with respect to Professionals of which 57.6% are University Professors.

Employment Equity Occupational Group	Queen's Representation	Workforce Availability	Gap
	%	%	#
01: Senior Managers	6.7%	8.7%	0
02: Middle and Other Managers	4.8%	14.0%	-13
03: Professionals	11.5%	17.4%	-163
4121: University Professors	9.5%	15.1%	-89
04: Semi-Professionals and Technicians	8.9%	21.2%	-45
05: Supervisors	3.9%	2.4%	1
06: Supervisors - Crafts and Trades	0.0%	12.6%	-2
07: Administrative and Senior Clerical	3.7%	4.6%	-7
08: Skilled Sales and Service Personnel	0.0%	17.0%	-1
09: Skilled Crafts and Trades Workers	0.0%	11.2%	-8
10: Clerical Personnel	2.9%	5.0%	-10
11: Intermediate Sales and Service	8.7%	5.0%	1
12: Semi-Skilled Manual Workers	0.0%	2.9%	0
13: Other Sales and Service (Custodians)	2.1%	5.5%	-8
14: Other Manual Workers	0.0%	2.0%	0
Total	8.3%	13.5%	-254

Summary: Gap Comparison

In 2011 there were gaps in 10 of the 14 EEOGs at Queen's. In 2012:

- The gap has been closed in 1 EEOG: Senior Managers.
- Gaps have narrowed within 4 EEOG: Middle and Other Managers, Professionals, Administrative and Senior Clerical and Other Sales and Service.
- Gaps have increased within 3 EEOG: Semi-Professionals and Technicians. Skilled Crafts and Trades Workers and Clerical Personnel.
- Smaller gaps have remained stable within 2 EEOG: Supervisors: Crafts and Trades, Skilled Sales and Service Personnel.
- The gap for professors has narrowed from 2011 to 2012.

The below table demonstrates the difference between the 2011 and 2012 gaps.

Employment Equity Occupational Group	2011 Gaps	2012 Gaps
01: Senior Managers	-1	0
02: Middle and Other Managers	-18	-13
03: Professionals	-179	-163
4121: University Professors	-103	-89
04: Semi-Professionals and Technicians	-23	-45
05: Supervisors	2	1
06: Supervisors - Crafts and Trades	-2	-2
07: Administrative and Senior Clerical	-14	-7
08: Skilled Sales and Service Personnel	-1	-1
09: Skilled Crafts and Trades Workers	-7	-8
10: Clerical Personnel	-7	-10
11: Intermediate Sales and Service	0	1
12: Semi-Skilled Manual Workers	0	0
13: Other Sales and Service (Custodians)	-10	-8
14: Other Manual Workers	0	0
Total	-267	-254

Initiatives: Measures to Address the Gaps

Queen's is addressing the gaps in employment equity from several strategic directions. Some of the most recent initiatives include:

1. Queen's Employment Equity Plan

The FCP requires its contractors to demonstrate that they are making reasonable progress in addressing gaps in representation through the implementation of special measures¹. Queen's is taking steps to close its gaps in part through the work of the Queen's Federal Contractors Program Action Group (FCP AG), which has been endorsed by the Council on Employment Equity (CEE) and the Senior Administration. The FCP AG meets monthly to discuss the following items:

- **Communications and Training:** Delivery of employment equity training to members of QUFA, inclusivity training to interested Queen's staff and faculty (From Diversity to Inclusion Certificate), distribution to the Equity listserv of a bi-monthly electronic newsletter (Equity Matters), the administration and communication of the first Teaching Assistant (TA) census, the publication of several reports (FCP AG Annual Report, Work Force Analysis Report, CEE Annual Report).
- **Recruitment and Hiring:** Review of Human Resources policies, development of search procedures for senior administrators, development of employment equity procedures for hiring staff in targeted areas (Pilot Project: Custodians), addition of human rights and equity-related competencies to all staff search factsheets and guidelines, revision of Queen's employment equity policy.
- **Climate and Retention:** Development of Employee Resource Groups, review of exit survey adding elements relating to climate, development of employment equity best practices (to be included in performance review procedure packages), the addition of sexual orientation and gender identity to all survey tools, employment equity award ceremony.

¹ Special measures are designed to help people who experience hardship, economic disadvantage, inequality or discrimination and protect these individuals from arbitrary barriers in the workplace.

- **Accommodation:** Identification of existing Queen's policies to accommodate employees whose faith holidays do not coincide with statutory holidays, update of the latest Harassment, Discrimination and Accommodation Policy, the development of online training in the areas of accessibility and human rights.
- **Accountability and Monitoring:** Delivery of the 2009-2011 compliance report on equity in faculty hiring to the Joint Committee on the Administration of the Agreement (JCAA), analysis of exit survey results, Administrating the ICOUNT Queen's Equity Census and analyzing the results, Compilation of the FCP report, the development of the equity components of the Cyclical Program Reviews.

2. Senior Search Strategy Proposal

In 2012, the FCP action group, the Equity Office and the Council for Employment Equity put forward a Senior Search Strategy Proposal to the senior administration. The strategy includes measures that ensure that search firms chosen to recruit senior administrative candidates will have a proven record of successfully implementing equity and diversity measures in their searches. Moreover, it requires the consultants to: attend the committee meeting which specifically speaks to employment equity as it pertains to that specific search; target candidates from equity-seeking groups² in its search; and put forward all qualified candidates from equity-seeking groups. If the firm does not bring forward any candidates from equity-seeking groups, the hiring committee will ask the firm to expand its search. The Strategy also requires the hiring committee to have an employment equity representative.

3. Pilot Project: Equitable Hiring of Casual Custodians

In light of the significant gaps within the Other Sales and Service EEOG, Physical Plant Services has agreed to participate in a 2012-2013 pilot project. This project will modify their current recruitment and hiring process to include specific equity measures in the hiring of casual positions for custodians at Queen's. Measures include diversifying the candidate pool, giving candidates an opportunity to self-identify, training the members of the committee in employment equity and training managers in cultural competency.

² Queen's recognizes that groups other than those in the FCP have historically met with barriers in the workplace that limit their full active participation. Therefore, equity-seeking groups include the four federally designated groups as well as but not limited to the LGBTQ communities.

4. Diversity to Inclusion Certificate Program

The *From Diversity to Inclusion in the Workplace* Certificate Program is a series of courses that seeks to engage Queen’s staff and faculty in conversations, discovery and learning about diversity and equity and to provide resources, knowledge, and tools required to make Queen’s an inclusive campus. It is designed to offer participants a foundational examination of the many differences that exist in our community so that they may gain a greater understanding of how we can work together to build a stronger and more equitable community on campus. Participants will gain valuable knowledge and skills to work and lead in an inclusive work environment.

The Certificate Program is jointly sponsored by Queen’s Human Resources, the Queen’s Human Rights Office and the Queen’s Equity Office. The Certificate Program is open to Queen’s employees interested in advancing their knowledge and skills in inclusive practices in the workplace. More information regarding the Certificate Program can be found on the equity office website at www.queensu.ca/equity

5. Higher Equity Goals

While we must comply with employment equity targets set by the federal government within all occupational groups, only one employee group on campus has incorporated mandatory equity training for all hiring committees into its collective agreement. The Collective Agreement between Queen’s University Faculty Association (QUFA) and Queen’s University at Kingston stipulates that its employment equity targets should equal the proportion of the designated groups in the Canadian population (rather than the Canadian *workforce* population).

The table below indicates that over the past 10 years the Canadian population has been higher than the Canadian workforce population with respect to members of visible minorities.

The Proportion of visible minorities in the Canadian Population and the Canadian Workforce Population 2001-2006

Census Year	Canadian Population	Canadian Workforce Population
2001	13.4	11.5
2006	16.2	13.4

Why is it better to aim to be more diverse than the Canadian Workforce Population?

One answer is that racialized Canadians experience systemic discrimination in our country's labour force. A recent study published by the Canadian Centre for Policy Alternatives argues that Canada has a "colour-coded" labour market³. Sheila Block and Grace-Edward Galabuzi use data from the 2006 Census to demonstrate that racialized Canadians are more willing to work than non-racialized Canadians⁴ and yet the former have higher rates of unemployment⁵.

In a further breakdown of the labour force by industry, Block and Galabuzi also point out that "both racialized women and men are over-represented in administrative support, waste management, and remediation services, while non-racialized men and women are not" (10). "This industry grouping" is worrisome, they add, because it "covers a range of traditionally low-paid business services, ranging from call centres to security services to janitorial services. These jobs also tend to be precarious, insecure, low-paid jobs with few or no benefits"(10). While both racialized and non-racialized men are overrepresented in the manufacturing and processing, racialized men occupy the lower paying jobs. Similarly, the authors demonstrate that racialized women, compared to non-racialized women, are more likely to work in manufacturing and processing jobs and natural and applied sciences; but less likely to work in the field of education. (10)

This systemic discrimination in the Canadian labour market leads to what the authors call "the racialization of poverty" in Canada, which, in turn translates into "racial disparities in health"⁶. The authors of this study suggest that the racialization of employment in public administration is particularly worrisome and raises serious questions about the effectiveness of our current employment equity programs:

³ Block, Sheila and Grace-Edward Galabuzi. *Canada's Colour Coded Labour Market: the Gap for Racialized Workers*. Wellesley Institute. Canadian Centre for Policy Alternatives, March 2011.

⁴ "The participation rate for racialized Canadians was 67.3% compared to 66.7% for non-racialized Canadians" (ibid, 7)

⁵ "Though they tend to be more willing to work, racialized workers also experience higher unemployment rates – 2.4% percentage points higher than non-racialized Canadians. The gap is worse for Racialized women, whose unemployment rate was 1.5 percentage points higher than racialized men and 3 percentage points higher than non-racialized men" (ibid, 7).

⁶ "The racial barrier to Canadian jobs has a deep impact on the health and well-being of racialized Canadians. It influences the nature of poverty in Canada and the experience of health and well-being among its citizens." (ibid,15).

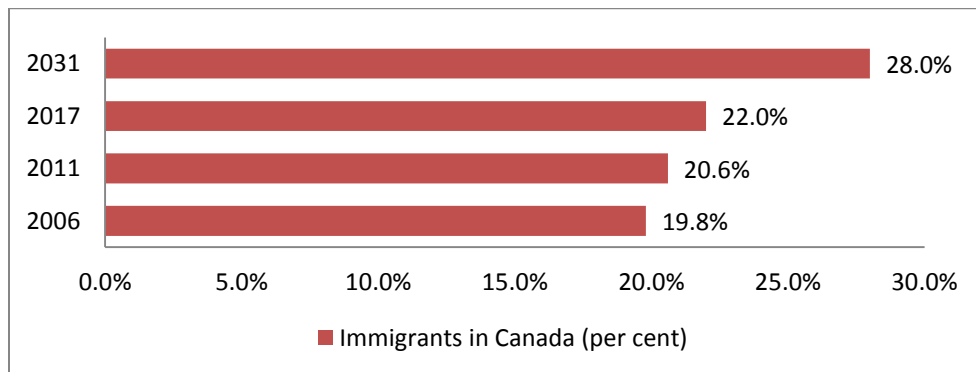
“From a public policy perspective, the under-representation of racialized workers in public administration is of grave concern. Both racialized men and women appear to be experiencing significant barriers to access to employment in this sector. This has implications for good policy development and suggests a need to review the effectiveness of equitable hiring programs practices in the public service.” (11)

As the equitable hiring programs and practices in public service are identical to those used for federal contractors, this conclusion may lead Queen’s University to wonder about our own employment equity targets. Striving to achieve the representation rates of a “colour-coded” labour market may not be the best practice available to the University, which strives to embrace diversity and thereby to enhance its academic excellence.

In this way, the Collective Agreement between QUFA and the University is a precursor of inclusivity at Queen’s University. By raising expectations, like the Collective Agreement has done, by implementing employment equity strategies where the target reflects the diversity of the actual population and not the “colour-coded” workforce, the Collective Agreement between QUFA and the University has shown itself to be a leader amongst Canadian Universities.

Looking to the Future

Targeting anticipated future national workforce diversity is essential if Queen's is to be successful in reducing or eliminating gaps in representation. As we have seen, Queen's is struggling to achieve equity for members of visible minorities, its most poorly represented designated group in 2012. Over the next two decades, the challenge to achieve equity for members of visible minorities at Queen's is only going to become more pronounced as the Canadian demographic landscape shifts. This shift is leading to a more diverse population and an increase in members of visible minorities. First generation (foreign born) immigrants, in 2006, accounted for 19.8% of the Canadian population. In 2011, this percentage increased to 20.6%. By 2017, that proportion is predicted to climb to 22%⁷ and by 2031, it is predicted to climb to between 25% and 28%⁸. This means that in about 20 years, one out of four Canadians would be born outside Canada.



With a shift from European-based immigration to Asian-based immigration, most first generation immigrants in Canada are racialized persons. In fact the six largest groups are Chinese, South-Asian, Black, Filipino, Arab and West Asian.⁹ Due to these and other factors, racialized persons are one of the fastest growing groups in both the Canadian Population and the Canadian Workforce population. Statistics Canada refers to this

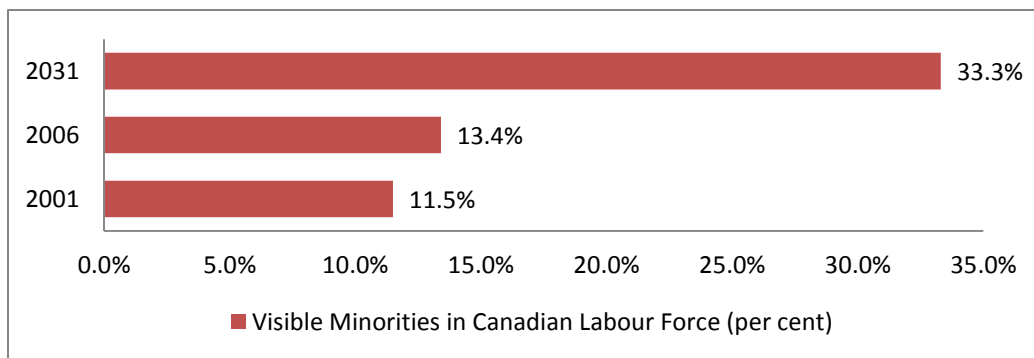
⁷ Malenfant, Eric Caron, André Lebel. *Ethnocultural diversity in Canada : Prospects for 2017*. Adopted from *Population Projections for Visible Minority Groups, Canada, Provinces and regions: 2—1=2017*, Statistics Canada catalogue no. 91-541-XIE.

⁸ Malenfant, Eric Caron, André Lebel and Laurent Martel. *Projections for the Diversity of the Canadian Population 2006- 2031*, Statistics Canada, Catalogue 91-551-X, p 15.

⁹ Statistics Canada predicts that from 2006 to 2031, the non-racialized population will increase by 12% whereas the racialized population will double. (Ibid, p.23)

demographic transformation as the “ethnocultural diversification of Canada¹⁰” and its data and predictions demonstrate this.

This change in immigrant population together with the existing Canadian population has led to significant change between 2001 and 2006. In 2001, racialized persons represented 11.5% of the workforce population. This percentage increased to 15.3% in 2006. According to Statistics Canada, “about one person out of three in the labour force would belong to a visible minority group by 2031 [...] [The proportion] could reach about 40% in Ontario and British Columbia by 2031.¹¹ Most of Canada’s incoming immigrants will be professionals or skilled tradespersons, who will have been targeted by the Federal government to fill in employment gaps in the country.



Each year, the Minister of Citizenship and Immigration releases a set of eligible occupations for persons wishing to immigrate to Canada. Many of these occupations exist at Queen’s, which means that hiring committees may wish to make concerted efforts to target this available pool of talented racialized immigrants when searching for: Engineering managers, Financial and investment analysts, Geoscientists and oceanographers; Civil, Mechanical, Chemical, Computer Engineers, Computer programmers, Audiologists and Speech Language Pathologists, Physiotherapists, Machinists, Electricians, Plumbers and Carpenters.

While the federal government has not included “university teachers” amongst its eligible occupations in 2013 (unlike in 2008), the authors of *The Visible Minority*

¹⁰ Malenfant, Eric Caron, André Lebel. *Ethnocultural diversity in Canada : Prospects for 2017*. Adopted from *Population Projections for Visible Minority Groups, Canada, Provinces and regions: 2—1=2017*, Statistics Canada catalogue no. 91-541-XIE.

¹¹ Martel, Laurent, Eric Caron Malenfant, Jean-Dominique Morency, André Lebel, Alain Bélanger, Nicolas Bastien. « Projected trends to 2031 for the Canadian Labour Force”. *Canadian Economic Observer*, 11-010-X, section: highlights.

Population in Canada: A Review of Numbers, Growth and Labour Force Issues argue that immigrants may become Canada's next generation of nurses and professors as the baby-boomers retire.

As the knowledge-based sector of the economy grows, skills shortages are likely to develop. They already exist in some sectors, for example, in construction trades, medical technologies, aircraft servicing and in policing. The exit of the baby-boom workers from the labour force during the next 5-25 years will accentuate these and other shortages. For example, it is estimated that by 2011, there may be a shortage of 100,000 nurses and 30,000 new university faculty members (Ibid.). Indeed, immigration is a key policy instrument for the government to manage population and labour force growth and shortage of skills.¹²

Over the next two decades (from 2013 to 2031), Queen's University will need to take the ethno-cultural diversification of Canada into consideration as it strives to achieve employment equity for racialized persons. Hiring committees will be face increasingly large availability pools of racialized candidates, which means that they will have higher employment equity goals for this designated group within their units.

Conclusion

As stated earlier the FCP requires the university to demonstrate that reasonable efforts are in place to improve the representation of federally designated groups in the presence of significant gaps and red flags (in this case, the absence of members of visible minorities from five EEOG).

- Indeed, while significant gaps remained from 2011 to 2012, improvements were definitely made with four EEOGs: Middle and Other Managers, Professionals, Administrative & Senior Clerical and Other Sales & Service. Moreover, Senior Management, which was under-represented in 2011, was represented in 2012.
- Furthermore, the Queen's FCP Action Group is undertaking special measures in five areas in 2012-2013: Communications and Training, Recruitment and Hiring, Climate and Retention Accommodation; Accountability and Monitoring. These measures aim to narrow all gaps overall in 2013.
- QUFA is the only unionized employee group on campus with specific employment equity targets written into its collective agreement. These targets are higher than

¹² Canadian Studies in Population, Vol. 33.2, 2006, pp. 241-269

those proposed by the FCP. As we have seen, this is a best practice since the Canadian Centre for Policy Alternatives has deemed federal equity programs to be ineffectual in today's "colour coded" labour market.

- In 2012, PPS, in an attempt to diversify its custodian pool, will engage in a pilot project that mirrors QUFA's systemic employment equity process in the hiring of casual custodians. It will widen its search for applicants, invite them (casual custodians) to self-identify, train its hiring committees and managers and seek representation (on hiring committees) from Human Resources and the Equity Office.
- In 2012, Senior Management implemented parts of a proposed strategy for senior searches. This has produced some encouraging results and Queen's plans on implementing additional measures in the future.

Statistics Canada predicts that by 2031, one third of both the Canadian population and Canadian workforce population will be racialized. In Ontario, the workforce population will likely soar to almost 40%¹³. This demographic shift provides another motivator for Queen's University to take assertive employment equity measures throughout the 14 occupational groups.

¹³ Martel, Laurent, Eric Caron Malenfant, Jean-Dominique Morency, André Lebel, Alain Bélanger, Nicolas Bastien. « Projected trends to 2031 for the Canadian Labour Force ». *Canadian Economic Observer*, 11-010-X, section: highlights.

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