



Queen's
UNIVERSITY

MEMORANDUM

Vice-Principal (Academic)

To: Georgina Moore
Secretary of the University

From: Vice-Principal (Academic) Patrick Deane and
Vice-Principal (Human Resources) Rod Morrison

Date: December 20, 2009

Subject: Submission of the Annual Report of the Council on Employment Equity to Senate

Deane
R. Morrison

The Council on Employment Equity prepares and submits to the Principal an Annual Report which highlights the issues it considered throughout the year, summarizes recent activities that had implications for employment equity, and lists issues for priority in the coming year. The information contained in this report deserves attention by all of the University's administrative bodies, including members of the Senate.

We respectfully request, therefore, that Senate agree to accept a copy of the Annual Report as prepared by the Council on Employment Equity.

Copy: Dr. Daniel Woolf, Principal
Dr. Gordon Smith, Chair, Council on Employment Equity
Catherine Isaacs, Coordinator, Council on Employment Equity

Office of the Vice-Principal (Academic)
Room 353 Richardson Hall, Queen's University
Kingston, Ontario, Canada K7L 3N6
Telephone: 613-533-2020 Fax: 613-533-6441

Council on Employment Equity

Annual Report to the Principal



December 20th, 2009

Council on Employment Equity Membership 2009-2010

Chair – Dr. Gordon E. Smith, Faculty of Arts and Science

Coordinator – Catherine Isaacs, Equity Officer

Employee Group Representatives

Dorothy Agnew	Microbiology/Immunology	CUPE Local 254
Derek Cole	Physical Plant Services	CUPE Local 229
Alex Cooper	Stauffer Library	CUPE Local 1302
Roger Healey	Institutional Research and Planning	QUSA
Margaret Jamieson	Rehabilitation Therapy	QUFA
Suzan Moase	Clinical Trials Group	QUSA

Aboriginal Council Representative

Gordon E. Smith	Faculty of Arts and Science
-----------------	-----------------------------

Ex-Officio Members

Dan Bradshaw	Director of Faculty Relations	Office of the Vice Principal, Academic
Irène Bujara	Director, Human Rights and Equity	Human Rights and Equity Offices
Patti Evaristo	Manager, Employee Relations	Human Resources
Jeanette Parsons	Accessibility and Equity Coordinator	Equity Office
Chuck Vetere	Psychologist	Health, Counselling and Disability Services
Sophia Virani	Equity Commissioner	SGPS (Society of Graduate and Professional Students)
Samantha Boyce	Equity Representative	AMS (Alma Mater Society)

The role of the Council on Employment Equity

The Council on Employment Equity reports to the Principal. It assists the University in advancing employment equity by:

- Monitoring and reporting on the University's compliance with the Federal Contractors Program (FCP).
- Ensuring that appropriate analysis is carried out on existing and proposed policies that may have employment equity implications.
- Making recommendations on changes to policies, procedures or practices that will have a positive impact on employment equity.
- Communicating with the University community about matters concerning employment equity.
- Facilitating communications on employment equity matters between Queen's administration and employee groups.

Background

The University established the Council on Employment Equity (CEE) in 1987. The Principal gave the Council a mandate to "endeavour to promote a climate favourable to equity on campus with a focus on human resource matters". The Council also oversees and reports on the University's compliance with the Federal Contractors Program and solicits input from all employee groups on matters pertaining to employment equity.

In 2005, a steering committee chaired by Principal Hitchcock commissioned the *Hay Group* in Ottawa to conduct a survey and to review the existing structure of offices pertaining to employee services. The review examined the work of four offices: the University Advisor on Equity, the Human Rights Office, Human Resources and Faculty Relations (housed in the Office of the Vice Principal, Academic).

In 2005, the University aligned both the Office of the University Advisor on Equity and the Human Rights Office under one Director. Irène Bujara serves as the Director of the Human Rights Office as well as the University Advisor on Equity. Both Offices now report to the Vice Principal, Human Resources. The Council on Employment Equity continues to report to the Principal. The Vice Principal, Academic, Patrick Deane, and the Vice Principal, Human Resources, Rod Morrison, are represented on the CEE by *ex officio* members. The Council adopted its new Terms of Reference in March 2008 to reflect these organizational changes (Appendix 1).

Recent activities

In 2008-2009, the Council on Employment Equity participated in and supported the following activities aimed at advancing employment equity:

- Reviewing and distributing a series of booklets and pamphlets informing the Queen's community about employment equity matters, including the recently published *Achieving Equity II: Snapshots*, the second in a four-part series of joint publications with the Equity Office.
- Redesigning the Equity Office's Exit Survey tool (Appendix 2) and administration process.
- Updating the *I Count Queen's Equity Census*, to include questions on gender identity and LGBTQ status.
- Examining the impact of Bill 168 on current University policies and procedures regarding personal harassment including:
 - A discussion with invited guests Lorna Baxter, Diane Kelly, Dan Langham, Ramneek Pooni and Harry Smith.
 - Receiving information on the gap analysis, mandated by the CEE and undertaken by Dan Langham, Director of Occupational Health and Safety, to compare existing personal harassment and workplace violence policies and procedures at Queen's with those required under Bill 168 (summary of initial findings provided in Appendix 3).
- Reviewing the results of the workforce analysis conducted on Queen's 2008 employment data and making recommendations to improve the representation of designated groups at Queen's (summary provided in Appendix 4).
- Approving a low-cost strategy for increasing the recruitment of Aboriginal candidates. The strategy was implemented with the assistance of staff at the Kingston *Kagita Mikam* employment office and Queen's Human Resources.

Council will focus on the following areas in 2010:

- Coordinating its activities with the Senate Educational Equity Committee (SEEC), the Diversity and Equity Taskforce (DET) and the Employment Equity Action Group.
- Cooperating with the DET in its efforts to assess the policies, practices and programs related to achieving diversity and equity at Queen's.
- Continuing to facilitate and strengthen communications on employment equity matters between Queen's administration and employee groups.

- Supporting and monitoring the University's compliance with the Federal Contractors Program, including the workforce analysis process and the production of the FCP report in preparation for a potential audit.
- Continuing to review and make recommendations concerning the University's response to Bill 168, *Occupational Health and Safety Amendment Act (Violence and Harassment in the Workplace) 2009*, which received Royal assent on December 15th, 2009.
- Reviewing and recommending the adoption of measures that would increase the recruitment and retention of designated groups at Queen's, in particular for non academic staff.
- Supporting employment equity communication and education efforts by reviewing and making recommendations on drafts of the *Achieving Equity* series of publications. *Achieving Equity III* will be published in 2010.
- Overseeing a review of code assignment and data entry processes for National Occupational Classification codes and Employment Equity Occupational Group codes to remedy the current data integrity problems that have increased the cost of producing accurate FCP data.
- Receiving information about the impact of implementing *Accessibility for Ontarians with Disabilities Act* (AODA) standards on the environment for employees at Queen's.
- Deciding on the administration process and communication plan for the revised *I Count Census*.
- Monitoring the rollout of the revised *I Count Census*.

APPENDIX 1

Terms of Reference for the Council on Employment Equity

Queen's University seeks to nurture and enhance an institutional culture that is consistently respectful of the dignity and worth of all who work here. Striving at all times to eliminate direct, indirect and systemic discrimination, the University will develop policies and programs, foster practices, and encourage traditions which facilitate free, safe and full participation by all members of its community.

The Council on Employment Equity has received a mandate from the Principal to assist the University in advancing equity in employment through the following activities:

- Monitor and report on the University's compliance with the Federal Contractors Program (FCP)
- Ensure that appropriate analysis is carried out on existing and proposed policies with employment equity implications;
- Make recommendations through the Principal and Vice Principals on changes to policies, procedures or practices that will have a positive impact on employment equity;
- Communicate with the University community about matters concerning employment equity;
- Facilitate communications on employment equity matters between Queen's administration and employee groups;
- Prepare an annual progress report for the Principal, due on June 1 of each year.

The Council reports to the Principal. The Offices of the Vice Principals, Academic and Human Resources will facilitate this reporting process. The Chair of the Council shall meet with the Vice Principals, Academic and Human Resources three times a year and with the Principal once a year following submission of the Annual Report.

Membership

The Principal appoints all members. Council members will consist of staff, faculty and student representatives from the Alma Mater Society (AMS) and the Society for Graduate and Professional Students (SGPS). Members may sit on the Council of Employment Equity for two years with a term lasting from October 1 until September 30.

In March, the Program Coordinator will solicit nominations from all employee groups including the Queen's University Faculty Association, Queen's University Staff Association, CUPE Locals 229, 1302 and 254, the Aboriginal Council and both student groups, AMS and SGPS. In keeping with the spirit of the FCP, members of the four designated groups will be particularly encouraged to apply.

The Ex-Officio membership will consist of: the Vice Principal, Academic or Designate; the Vice Principal, Human Resources or Designate; the University Advisor on Equity/Director, Human Rights Office or Designate; and the Program Coordinator, Office of the University Advisor on Equity.

The Principal will appoint the Chair of the Council to a three-year term from a list of nominees recommended by the Council. To facilitate this process, a Nominating Sub-Committee of the Council shall convene in March of the year the current Chair's term is expiring. The nominating sub-committee shall consist of two members, as well as one ex-officio member and the Program Coordinator.

APPENDIX 2

Queen's University Equity Exit Survey

Queen's University strives to be an employer of choice and considers employees to be its most valuable resource. To help us ensure that we meet our commitment to employment equity, the following exit survey is available to all employees departing Queen's University. We would appreciate hearing about any barriers you may have encountered in your employment related to employment equity, discrimination, harassment and/or accommodation and whether or not these barriers had any impact on your decision to leave Queen's University. Completing this questionnaire is voluntary and your responses will be kept confidential. Once the data is made anonymous, it will then be aggregated in order to analyze the results. You will be providing valuable feedback that will be used to assist Queen's University in improving operations, policies and practices in the working environment for employees. Please note that the survey should only take approximately five minutes to complete and you may select as many responses as you feel appropriate for each question.

The Employment Equity program at Queen's University was established to identify and eliminate barriers in the organization's employment procedures, policies and practices, as well as to facilitate the development of new procedures, policies and programs that would ensure greater and equal participation of marginalized groups and individuals in the University.

If you have any questions regarding this survey, please contact the Equity Office at equity@queensu.ca or telephone 613-533-2563 and we will be happy to assist you.

Note: Some terms are underlined because they are hyperlinked to definitions in the original survey document.

Please click on the embedded links to view definitions for terms being used in this survey.

1. Please indicate if you have ever encountered [discrimination](#) toward yourself or others in your unit/department/faculty based on any of the following (you may indicate more than one):

- [Aboriginal Ancestry](#)
- Accent/language
- [Age](#)
- [Disability](#)
- [Family Status](#)
- [Gender Identity \(e.g., transgender\)](#)
- [Racialized Identity \(formerly Visible Minority\)](#)
- [Religion or Creed](#)
- Sex
- [Sexual Orientation](#)
- Other
- Not Applicable

2. Please indicate whether you ever encountered [harassment](#) toward yourself or others in your unit/department/faculty based on any of the following (you may indicate more than one):

- [Aboriginal Ancestry](#)
- Accent/language
- [Age](#)
- [Disability](#)
- [Family Status](#)
- [Gender Identity \(e.g., transgender\)](#)
- [Racialized Identity \(formerly Visible Minority\)](#)
- [Religion or Creed](#)
- Sex
- [Sexual Orientation](#)

- Other
- Not Applicable

3. Please indicate if you have ever felt that your unit/department/faculty did not prevent discrimination or harassment based on any of the following (you may indicate more than one):

- Aboriginal Ancestry
- Accent/language
- Age
- Disability
- Family Status
- Gender Identity (e.g., transgender)
- Racialized Identity (formerly Visible Minority)
- Religion or Creed
- Sex
- Sexual Orientation
- Other
- Not Applicable

4. Please indicate if you have ever felt that your unit/faculty/department did not provide accommodation on any of the following (you may indicate more than one):

- Aboriginal Ancestry
- Accent/language
- Age
- Disability
- Family Status
- Gender Identity (e.g., transgender)
- Racialized Identity (formerly Visible Minority)
- Religion or Creed

- Sex
- [Sexual Orientation](#)
- Other
- Not Applicable

5. Did you ever experience retaliation or have you ever witnessed retaliation in connection with an equity matter?

- Witnessed
- Experienced
- Not Applicable

6. Please indicate if you contacted the Equity Office, Human Resources, Human Rights or any other office at Queen's University for assistance with an equity matter:

- [Equity Office](#)
- [Human Resources](#)
- [Human Rights Office](#)
- Other
- Not Applicable

7. If you were experiencing difficulties such as lack of [accommodation](#), [discrimination](#), or [harassment](#) during your employment, were you aware that Queen's University offers support to persons experiencing such difficulties?

- Yes
- No

8. Were one or more reasons below a factor in your leaving Queen's University?

- Lack of [Accommodation](#)
- [Discrimination](#)
- [Harassment](#)
- Not Applicable

9. I self-identify in one or more of the following Employment Equity categories:

- Female
- Racialized Identity (formerly Visible Minority)
- Aboriginal Person
- Person with Disabilities

10. Would you like the Equity Office to contact you to discuss your concerns?

- Yes
- No

If you would like to be contacted, please indicate your contact information below:

Name:

Telephone:

Email:

Thank you for completing the survey.

Definitions:

An Aboriginal Person/Person of Aboriginal Ancestry is a North American Indian, Métis or Inuit, or a member of a North American First Nation. An Aboriginal Person may be a treaty, status, non-status, registered or non-registered Indian.

Accommodation refers to the removal of potential barriers for access to employment. It consists of a series of steps taken to ensure that everyone is able to participate fully in employment and employment-related activities.

Accommodation means that the terms and employment conditions of the workplace may have to be modified. An accommodation is meant to address a person's needs in ways that are respectful of the individual's privacy and dignity; it is not a lowering of employment standards.

Age Discrimination (Ageism) is attitudes and labels that make assumptions about persons and their abilities based on their age. Ageism also includes a tendency to view and design society on the basis that everyone is young. However, people may experience age discrimination at any time in their lives, and certain age groups tend to face different forms of discrimination.

Disability covers a broad range and degree of conditions, some visible and others not. A disability may have been present from birth, caused by an accident, or developed over time. It includes physical, mental, and learning disabilities, mental disorders, hearing or vision disabilities, epilepsy, drug and alcohol dependencies, environmental sensitivities, as well as other conditions.

Discrimination means unfair treatment because of your ancestry, ethnic origin, colour, race, religion, citizenship, place of origin, sex (including gender, gender identity and gender related physical circumstances such as pregnancy), disability (including mental and physical disabilities), age, religion, sexual orientation (two spirited) as well as family or marital status and family or opposite/same sex partnership status. It is any action, intentional or not, that imposes burdens on a person or group and not on others, or that withholds or limits access to benefits available to other members of society.

Family Status is considered being in a parent and child relationship, however, it can also mean a parent and child "type" of relationship, embracing a range of circumstances without blood or adoptive ties but with similar relationships of care, responsibility and commitment. Examples include parents caring for children (also by adoption, fostering and step parenting), adults caring for aging parents or relatives with disabilities, and families headed by lesbian, gay, bisexual or transgendered persons.

Gender Identity refers to the self-image or understanding of one's gender as being female, male, androgynous, or something else (e.g., third, fourth gender). Gender identity may differ from assigned sex and, if so, the individual may be considered to be trans. Gender identity differs from sexual orientation, and trans people may be heterosexual, lesbian, gay, or bisexual.

Harassment is a form of discrimination. It includes making comments, name calling, telling jokes, displaying pictures or engaging in any other behavior that insults, offends or humiliates someone. Sexual harassment includes unwanted or unwelcome actions or comments of a sexual or gender-related nature. For example, someone who makes unwelcome sexual or gender-related remarks and gestures by touching a person inappropriately, making offensive jokes or remarks about women or men, making sexual requests or suggestions, staring at or making unwelcome comments about a person's body, displaying sexually offensive pictures, and/or being verbally abusive to a person because of his/her gender.

Persons with a Disability are persons who have a long-term or recurring physical, mental, sensory, psychiatric or learning disability and who consider themselves to be disadvantaged in employment by reason of that disability, or believe that an employer or potential employer is likely to consider them to be disadvantaged in employment by

reason of that disability. This includes persons whose functional limitations owing to their disability have been accommodated in their current job or workplace.

Racialized Identities/Visible Minorities in Canada are individuals (other than Aboriginal Persons) who self-identify as non-white in colour or non-Caucasian in racial origin, regardless of birthplace or citizenship.

Religion or Creed includes the practices, beliefs and observances that are part of a creed, faith or religion. It does not include personal moral, ethical or political views. Nor does it include religions that promote violence or hate towards others, or that violate criminal law. Creed is further understood to mean a professed system and confession of faith, including both beliefs and observances or worship. A belief in a God or gods, or a single supreme being or deity is not a requisite. Religion also includes non-deistic bodies of faith, such as the spiritual faiths/ practices of Aboriginal cultures, as well as *bona fide* newer religions (assessed on a case by case basis by the Human Rights Tribunal).

Sex: in Ontario, individuals are legally protected from discrimination and harassment because of sex, including gender identity and discrimination due to pregnancy and breastfeeding. It is illegal to discriminate because a person is pregnant. It is also illegal to discriminate because a person was pregnant, had a baby, or may become pregnant. The right to breastfeed in a public area is protected in Ontario. The person nursing the child should not be asked to “cover up”, to move to another area that is more “discreet”, or otherwise be disturbed or prevented from nursing the child.

Sexual Orientation is a personal characteristic that covers the range of human sexuality from gay and lesbian to bisexual and heterosexual orientations. Sexual orientation is different from gender identity. It includes emotional attachment, sexual attraction, sexual behaviors, and often identification with a particular culture (e.g., lesbian, gay, bi, two-spirited, trans, or heterosexual culture).

APPENDIX 3

Summary of interim gap analysis findings for Bill 168 (D. Langham, Director, Occupational Health and Safety)

- In terms of harassment policies, general staff as well as employee groups who had collective agreements are already covered by workplace harassment policies, but there is currently no overarching policy
- The provisions of the Bill allow institutions to keep existing policies, so Queen's will not have to implement completely new procedures and processes. This is advantageous because most of the present harassment policies are embedded in collective agreements and would therefore be difficult to change

Gaps identified in the preliminary analysis

- Queen's needs an overarching, university-wide harassment policy
- The Bill will require Queen's to train employees and persons administering the harassment and violence policies
- A work refusal process will have to be incorporated into the present violence policy
- Queen's will need to implement a systematic risk assessment process
- The present campus-wide violence policy will have to be amended so that the definitions are consistent with those in Bill 168.

COU initiative

- The COU has retained the Human Resources law firm *Hicks Morley* to advise a small working group. The group will design templates for policies, risk assessment procedures etc. The COU working group will also provide universities with resources to help comply with the legislation.
- To date, the Scope of Work has been drafted between *Hicks Morley* and the COU in consultation with the Council of Environmental Health and Safety Officers of Ontario.

APPENDIX 4

Summary of numeric gaps (hiring goals) calculated using Queen's 2008 employment data as part of the Federal Contractors Program legislative requirements (C. Isaacs, Equity Officer)

Highlights for women

- There is an overall gap of 135 female employees
- There is a complete absence of women from three Employment Equity Occupational Groups^a (EEOGs) where there is availability within the recruiting pool^b: *Supervisors Crafts and Trades, Skilled Crafts and Trades Workers and Other Manual Workers*
- Gaps have also been identified in the following EEOGs: *Professionals* (85), *Semi-Professionals and Technicians* (11), *Intermediate Sales and Service Personnel* (1) and *Other Sales and Service Personnel* (33)
- Within the *Professionals* EEOG, gaps are mainly for professors (54) and TAs/RAs (17)
- There is good representation for women in management, although women tend to be paid less than men

Highlights for Aboriginal persons

- There is an overall gap of 17 Aboriginal employees
- There is a complete absence of Aboriginal persons from seven EEOGs where there is availability within the recruiting pool: *Senior Managers, Middle and Other Managers, Supervisors - Crafts and Trades, Skilled Sales and Service Personnel, Intermediate Sales and Service Personnel, Semi-Skilled Manual Workers and Other Manual Workers*
- Gaps have also been identified in the following EEOGs: *Professionals* (9), *Semi-Professionals and Technicians* (1) and *Clerical Personnel* (3)

Highlights for visible minorities

- There is an extremely large overall gap of 182 visible minority employees
- There is a complete absence of visible minorities from seven EEOGs where there is availability within the recruiting pool: *Senior Managers, Supervisors - Crafts and Trades, Skilled Crafts and Trades Workers, Skilled Sales and Service Personnel, Intermediate Sales and Service Personnel, Semi-Skilled Manual Workers and Other Manual Workers*
- Gaps have also been identified in the following EEOGs: *Professionals* (100 - of which 33 are professors), *Semi-Professionals and Technicians* (35), *Supervisors - Crafts and Trades* (2), *Administrative and Senior Clerical Personnel* (7), *Clerical Personnel* (8), *Intermediate Sales and Service Personnel* (1) and *Other Sales and Service Personnel* (3)
- Within the *Professionals* EEOG, gaps are mainly for professors (33), TAs/RAs (11), IT workers (25) and health research associates (8)
- The gap for professors is narrower than it was in 2003, likely due to Queen's equity hiring practices

^a Examples of Queen's occupations within each EEOG are listed in Appendix 5

^b Recruiting pools are listed in Appendix 5

Highlights for persons with disabilities

- There is an overall gap of 40 persons with disabilities
- There is a complete absence of persons with disabilities from four EEOGs where there is availability within the recruiting pool: *Supervisors, Skilled Sales and Service Personnel, Semi-Skilled Manual Workers and Other Manual Workers*
- Gaps have also been identified in the following EEOGs: *Professionals* (27), *Skilled Crafts and Trades Workers* (1), *Clerical Personnel* (7) and *Other Sales and Service Personnel* (1)
- There is good representation of persons with disabilities within management

APPENDIX 5

Classification of Queen's positions by Employment Equity Occupational Group

EEOG	Examples of Queen's Positions
1. Senior Managers	Principal, Vice-Principals and Associate Vice-Principals.
2. Middle and Other Managers	Deans, Associate Deans, Directors, Associate Directors and Managers.
3. Professionals	Professors, accountants, lawyers, nurses, doctors, teaching assistants and marking assistants.
4. Semi-Professionals and Technicians	Civil and chemical engineering technologists, instrumentation technicians, draftspersons, video technicians and other technical personnel.
5. Supervisors	Operations supervisors, administrative coordinators, facility supervisors and departmental coordinators.
6. Supervisors - Crafts and Trades	Area managers, chief engineers and assistant chief engineers.
7. Administrative and Senior Clerical Personnel	Administrative personnel such as financial officers, executive assistants, secretaries and staffing officers.
8. Skilled Sales and Service Personnel	Specialized sales staff in the campus computer store.
9. Skilled Crafts and Trades Workers	Area managers, chief engineers and assistant chief engineers.
10. Clerical Personnel	Office assistants, medical records clerks, financial clerks, circulation clerks and accounts payable clerks.
11. Intermediate Sales and Service Personnel	Animal care workers, by-law enforcement officers, front desk clerks, off-campus response coordinators and food servers.
12. Semi-Skilled Manual Workers	Delivery clerks, drivers, material handlers and machine operators.
13. Other Sales and Service Personnel	Cashiers, kitchen helpers, security guards, caretakers, building superintendents, athletics attendants and booth attendants.
14. Other Manual Workers	Trades helpers, labourers and grounds keepers.

**FCP-specified workforce analysis occupational detail and recruitment area for women,
Aboriginal persons and visible minorities**

EEOG	Occupational detail	Recruitment area
1. Senior Managers	EEOG	National
2. Middle and Other Managers	EEOG	National
3. Professionals	NOC	National
4. Semi-Professionals and Technicians	NOC	Provincial
5. Supervisors	EEOG	CMA ¹
6. Supervisors - Crafts and Trades	NOC	Provincial
7. Administrative and Senior Clerical Personnel	EEOG	CMA
8. Skilled Sales and Service Personnel	NOC	Provincial
9. Skilled Crafts and Trades Workers	NOC	Provincial
10. Clerical Personnel	EEOG	CMA
11. Intermediate Sales and Service Personnel	EEOG	CMA
12. Semi-Skilled Manual Workers	EEOG	CMA
13. Other Sales and Service Personnel	EEOG	CMA
14. Other Manual Workers	EEOG	CMA

¹Census Metropolitan Area, e.g., Kingston.

Note: The recruitment area for persons with disabilities is national and the occupational detail is EEOG