Learning Outcomes

Listen to a presentation highlighting key components and questions for researchers re: how to develop inclusive research teams, from recruitment to engagement, and retention.

Network with colleagues to exchange knowledge about their approaches to developing inclusive research teams.

Explore actions to begin to implement or further enhance approaches to developing inclusive research teams.

Engage in a short discussion period with fellow participants and webinar facilitators to integrate learning.
Poll #1

How many people are on your research team at Queen's?

a) 2 to 4
b) 5 to 9
c) more than 10 but less than 20
d) More than 20
e) Just me
Describe who is on your team?
Share your answer in the Chat
Why Develop Inclusive Research Teams?

Share your reasons in the Chat.
Reasons for developing inclusive research teams

Hire the best talent and hire for diversity.

People with different backgrounds can bring unique knowledge, information, and experience to tasks.

Opportunities to interact with different group members foster a group's abilities to anticipate alternative viewpoints.

Diversity encourages efforts to seek innovation, including better research questions, decision making and problem solving.

Expands global reach and potentially new audiences.
Focus on creating an inclusive environment through an EDI Action Plan
Why have an EDI Action Plan?

Be deliberate about the environment that you are inviting people into.

It's not about how team members will fit in.

It's about creating a space for them.
Developing Inclusive Research Teams

Outline

- Human Resource Recruitment Processes
- Retention and Inclusion
- Relationships

Consider these elements in creating your overall EDI Action Plan
HR Recruitment Processes

Selecting the best candidates to maximize ideas generation and research impact.
HR Recruitment Processes Using EDI Principles

Address systemic biases and unconscious biases in team recruitment.
- Where do you advertise your positions?
- Who do you want to attract?

Review existing hiring and recruitment policies at Queen's and in your department that address EDI (e.g., DEAP Tool)

Both HREO and Human Resources can help!
Embedding EDI in Recruitment Practices:

Privacy and Confidentiality

Do not make assumptions about a team member's identity or identities.

How an individual self-identifies in terms of belonging to one or more equity deserving groups is considered personal information.

If a team member chooses to self-identify, they might also choose to include this information in their own biographical summaries within a grant; however, this should not be reduced to 'data' to include in the overall description of the team.
Job Postings

Draw from HREO training to learn how to use inclusive language.

Be honest and clear about the skills you need.

Are there physical constraints to working in your lab or office space? Can you show openness to accommodation needs?

Visit Queen's Accessibility Hub!

Avoid Tokenism: think of the language you can use to convey you and your team's commitment to EDI, now and in the long term.
Reference Letters

Wait until you have finalized your short list.

Tell candidates to line up referees but that you will only ask for reference letters if they are short listed.

When assessing reference letters, are you looking for unconscious bias of referees?
Create Transparency in the Hiring Process

Have more than one person on the hiring committee to prevent unconscious bias and conflicts of interest.

Is your training and the hiring committee's training up to date (e.g., unconscious bias training at Queen's and through CIHR)?

Did you develop selection criteria before you received applications?

Are any real or perceived conflicts of interest identified and addressed?
Poll #2

Have you ever included interview questions that evaluate a candidate's commitment to EDI and invited sharing of experiences with diverse communities?

a) Yes.
b) Not Yet.
c) I never considered this before.
Challenging Established and Assumed Norms

What are the ways that you assess a candidate's knowledge and experience?

Do your questions evaluate a candidate's commitment to EDI?

Do you invite candidates who have experiences with diverse communities?
Retention of Team Members with Inclusion as an Outcome

Creating supportive and equitable policies, practices, and relationships among researchers
Reflection Question
(Share your Answer in the Chat)

What are your current practices in creating a welcoming work environment for members of your research team?
Queen's has several workplace policies and guidelines in place to facilitate inclusion:

- Guidelines for collecting information on sex and gender.
- Policy on Sexual Violence Involving Queen's University Students.
- Queen's University Equity Appointments Process (QEAP) Tool.
The following documents also include recommendations for EDI in research

- Principal's Implementation Committee on Racism, Diversity, and Inclusion (PICRDI) Report
- "Extending the Rafters", Truth and Reconciliation Commission Task Force Report
- Scarborough Charter
- Faculty EDI plans and strategies
Developing policies that support the diverse members of your team

- Pay equity
- Financial support
- Leaves of absence
- Flexible work arrangements and workspaces
- Parental leave, emergency days, elder care support, support for breastfeeding mothers
- Support for early-career researchers, publication records, co-authorship
Reflection Question
(Share your Answer in the Chat)
What are some of the ways that you co-create a shared sense of purpose with your research team?
Enhancing inclusivity of your team

- Use an intersectional perspective to consider the opportunities you can create to advance peers and HQP of different identities into supported leadership positions.

- What are you doing to safeguard the career and leadership trajectories:
  - of BIPOC and women researchers on your team?
  - of researchers who are caregivers of elders and/or children?
... Enhancing inclusivity on your team

- Consider having more than one EDI champion on any team.

- Are issues regarding equity, diversity and inclusion discussed at team meetings?
Employee Resource Groups at Queen's

ERGs provide opportunities for community building.

They can also give employees opportunities for professional development.

Current ERGs include:
- Indigenous Staff and Faculty Network
- Queen's University Association of Queer Employees
- Queen's Women's Network
- Women in Science at Queen's

https://www.queensu.ca/inclusive/initiatives/employee-resource-groups
Building Strong Relationships to Foster Inclusion

Professional development and leadership planning
Poll #3

Does your team currently have a professional development plan?

a) Yes.
b) Not Yet.
c) I never considered developing one.
Why Create a Professional Development Plan?

A professional development plan for your team can involve three elements that embed EDI:

- keeping skills up to date.
- expanding your set of skills and interests in your field.
- leadership and executive training for team members to assume greater responsibility and invite opportunities for promotion (e.g., for post-docs).
Elements to include in your professional development plan

- Include a self-assessment of your current activities and your needs.

- What kinds of professional development do your team members need to remain engaged in your field?

- What are you currently doing to inform your team of professional development opportunities?

- Customize your professional development plan for the life-state/career stage of your diverse team members.
Creating EDII Champions

Include Equity, Diversity, and Indigenization in your team's professional development to create EDII champions.

Encourage your team to identify their current level of engagement with EDI to determine their starting point for professional development in EDI.
Additional tips for professional development

Do you encourage team members to attend sessions with EDI themes at academic conferences?

Do you ask them to report back to the team about what was learned?
Creating an EDI Action Plan for (and with) your Research Team
Create an EDI Action Plan for (and with) your research team

What are the current and future needs of your team?
- conduct an environmental scan of your field
- what skills do your HQP team members have now, and what will be needed to remain relevant.

Map out the needs and assets of your team and assess the needs and assets periodically:
- annual performance reviews;
- when applying for grants;
- through individual research plans.
Create an EDI Action Plan for (and with) your research team...

Apply SMART principles to develop short-and-long-term objectives.

Identify policies that you currently have in place to support the needs of your diverse team.

What professional development do you make available to your team members at different stages of their careers?

How do you / will you support team members to become EDI champions?
You may not be able to meet all your EDI objectives immediately; however, you should be able to show you are on a path to implementing your EDI Action Plan with a timeline in place.
Introduce yourselves to each other.

What policies and practices do you have in place to foster belonging and inclusion among your team members?

Time for Breakout Groups!

- Introduce yourselves to each other.
- Take the next 15 mins to network and discuss the following:
  - What policies and practices do you have in place to foster belonging and inclusion among your team members?
  - What are the kinds of professional development opportunities available to your research team beyond academic and professional conferences?

See the PDF in the chat for more resources and a list of ways that building inclusive research teams are relevant to your grant applications.