

# Report of the sub-committee of the Committee on Diversity and Inclusion

Employment Equity

Committee on Diversity and Inclusion

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**Members of the Sub-Committee on Employment  
Equity  
President's Ad Hoc Committee on Diversity and Inclusion**

**Carole Bourque**, Diversity and Inclusion Specialist, Human Rights Office

**Manon Dugal**, Senior HR Director and Strategic Initiatives

**Terry Campbell**, Executive Director, Research Operations and Strategies, Research Management Services

**Carl Bélanger**, Advisor, Labour Relations – Academic Staff, Office of the Vice-President, Academic and Provost

**Sylvie Pilotte**, HR Business Partner, Human Resources

**Sonya Nigam**, Director, Human Rights Office

## Subcommittee on Employment Equity at the University of Ottawa

In the area of employment, like other social areas, the University of Ottawa must comply with the *Ontario Human Rights Code* which prohibits discrimination on fourteen (14) grounds: age, ancestry, citizenship, colour, creed, disability, ethnic origin, family status, marital status, place of origin, race, record of offenses, sex, and sexual orientation.

In addition, the University is subject to two federally regulated Employment Equity (EE) Programs – the Federal Contractor’s Program (FCP) and the Canada Research Chairs Program (CRC). Both programs require the University to set employment targets for the four designated groups, namely, women, Aboriginal peoples, visible minorities, and persons with disabilities. In addition, the University must create strategic plans to meet these targets. Failure to comply can lead to sanctions

Compliance is managed as follows:

- Federal Contractors Program (recruiting and hiring practices, retention, salaries and promotion): Human Resources (HR) (regular administrative staff), Faculty Affairs (FA) (regular professors) and the HRO (administrative and faculty)
- Workplace accommodation: HR (Health and Wellness)
- Canada Research Chairs program: Research Management Services (RMS)
- Diversity and Inclusion, including Employment Equity, Federal Contractor’s Program: Human Rights Office (HRO)
- Human Rights Complaints: HRO

The Employment Equity Report of August 2016 reveals that the University has significant gaps in the representation of all four designated employment equity groups, in each of the 4 employment categories identified in the Federal Contractors Program: women are underrepresented in 6, visible minorities in 14, Aboriginal persons in 13, and persons with disabilities in at least 11. For many categories gaps are considerable; for example, uOttawa would need to hire 143 professors who identify as being a member of a visible minority in order to meet the employment equity target set out by the Federal Contractor’s Program.

Further, the 2017 Work Climate Survey results, in relation to diversity questions, have decreased in all areas. Respondents’ scores reflect a need for improved practices in diversity and inclusion, more specifically in the areas of family status, age, sexual orientation, disability, creed or religious affiliation, ethnic or cultural origins and gender.

### Barriers

- Lack of clear institutional leadership on equity and inclusion at the uppermost senior levels, including the Board of governors, makes it challenging for those responsible for implementing EE strategies within the CRC and FCP programs to influence services and faculties
- Lack of standardization in the recruitment process for full-time faculty.

- Lack of equity training in relation to recruitment at all levels: Board of Governors, Administration Committee, senior leaders, Deans and Managers, and for recruitment and hiring committee members.
- The expertise of the HRO extends far beyond the handling of complaints; it holds the expertise in the development and acquisition of equitable and inclusive institutional strategies and practices. A growing number of senior directors and scholars at uOttawa collaborate with the HRO precisely to build capacity and vision for equity and inclusion, yet the HRO frequently hears of institutional equity and inclusion challenges being addressed without consulting the HRO. What results is a number of errors that cost the institution in innumerable ways (i.e., possible human rights violations, litigation costs, inefficiencies, duplication, etc.).
- The bilingualism policy in some cases prevents uOttawa from hiring top talent, including those from members of the four designated EE groups.
- A lack of community awareness on the importance of diversity and inclusion discourages the development of trust and negatively impacts self-identification rates.

### Recommendations

- The Administration Committee approves and communicates a clear institutional vision on employment equity in the workplace, as part of the overall diversity and inclusion vision.
- An Employment Equity Working Group, including the HRO, HR, CRC and FA, develops a strategic institutional EE action plan. This strategic vision is publicly named and supported by the Administration Committee and the President's Diversity and Inclusion Committee and is integrated into destination 20/30.
- The Employment Equity Working Group mentioned above develops a strategic EE action plan specifically for Faculties and Departments. We recommend that the VP, Academic and Provost, supports these efforts by communicating and championing the commitment to the plan to all Deans.
- The HRO reports directly to the President's Office in order to guide the institution in building its capacity for equity and inclusion. This approach is regarded as best practices for achieving significant gains in several institutional performance measures (i.e., client service, engagement, reduced legal costs, etc.) , and is an essential element, amongst institutions who are leaders in equity and inclusion.
- Deans and service Directors, with guidance from the HRO and HR, incorporate EE targets and initiatives into their strategic plans, on which they report regularly to the President's Office, while respecting collective agreements and Federal equity and human rights laws.
- Mandatory training, as recommended by the HRO, for all levels of leadership, on equity and inclusion. The training must be comprehensive and the time commitment must reflect the actual time required to develop an understanding of equity and inclusion. Mandatory training, as recommended by the HRO, on equitable and inclusive hiring practices for all recruitment and hiring committee members.
- Approval of an Employment Equity Policy to be developed by the HRO in collaboration with HR, FA and RMS.

- Ensure protection of highly confidential data
- Clarify roles and responsibilities between services to ensure compliance obligations can be met, including IT support.
- There are many models of bilingualism. The President's Office supports the exploration of bilingualism approaches and policies that preserve uOttawa's intent while also allowing it to modernize recruitment policies, and to achieve, at a minimum, its federally imposed EE targets.

Note: The Equity sub-committee is comprised of Senior Leaders from the following units: Faculty (FA) Affairs, Human Resources (HR), Human Rights Office (HRO), and Research Management Services (RMS). The President of the APUO Equity Committee was also invited to contribute, but did not do so.