



# uOttawa

Canada Research Chairs  
Institutional Equity, Diversity, Inclusion  
Action Plan, 2017-2019

Revised September 27th, 2019

Service de gestion de la recherche  
Research Management Services

<https://research.uottawa.ca/rms/>



uOttawa

**Canada Research Chairs Institutional Equity, Diversity, Inclusion Action Plan, 2017-2019**  
**University of Ottawa**  
**Revised September 27<sup>th</sup>, 2019**

**uOttawa's Canada Research Chairs Equity Mission Statement**

*The University of Ottawa strongly supports a workplace environment that removes disparities experienced by the designated groups in Canada: women, Indigenous peoples, persons with disabilities and members of visible minorities, as defined in the [Employment Equity Act](#). To this end, we have implemented various measures throughout the Canada Research Chair (CRC) recruitment and nomination process to promote the full participation of members of these groups.*

*Preamble*

In follow up to recommendations from the 15<sup>th</sup> year evaluation of the federal Canada Research Chairs (CRC) Program, the Program has required that institutions adopt greater transparency in the allocation, selection and renewal processes for chairholders. Specifically, as of spring 2017, institutions were required to develop their own Equity, Diversity and Inclusion (EDI) Action Plans.

In compliance with the Program's specific requirements ([http://www.chairs-chaire.gc.ca/program-programme/admin\\_guide-eng.aspx#equity](http://www.chairs-chaire.gc.ca/program-programme/admin_guide-eng.aspx#equity)), the University of Ottawa has identified the following Action Plan to address the underrepresentation of individuals from the four designated groups (FDGs) - women, Indigenous peoples, persons with disabilities, and members of visible minorities - among its CRC allocation.

The Action Plan includes four (4) impactful equity, diversity and inclusion objectives, as well as a series of actions that will enable the University to make swift progress in addressing the barriers currently experienced by individuals from the FDGs in accessing and benefiting from the Program. The University will progressively meet these objectives within the 18 to 24 months following the implementation of its Action Plan on December 15, 2017. This plan will be revised and improved as needed going forward.

The original plan, submitted to the Canada Research Chairs in December 2017 has been updated twice to include additional details on the evidence that informed the development of the plan, to clarify processes, and to incorporate new requirements of the program. (See Appendix A for an overview of the changes related to the 7 areas of improvement suggested by the Canada Research Chairs Program's Equity, Diversity and Inclusion External Review Panel in 2019). Progress towards meeting objectives will be reviewed regularly; a progress report will be tabled annually with our Senior Administration Committee; and the plan will be modified as required. We wish to recognize all those in the uOttawa academic and research community who contributed to the development of the original plan and its revision. This includes:

- uOttawa Diversity and Inclusion Employment Equity Sub-Committee, a sub-committee of the President's Committee on Diversity and Inclusion (2017);
- Diversity and Inclusion Specialist (C. Bourque), uOttawa Human Rights Office (2017 and 2019);
- Director, uOttawa Human Rights Office (Noël A. J. Badiou; 2019);
- Individual Research Chairs and Researchers from FDGs; Senior Administrators, Research and Academic (2017 and 2019);
- Dr. Steffany Bennett, President's Special Advisor, Diversity and Inclusion (2018 and 2019);
- Vice-President, Research Comité IDÉE- Inclusion, Diversité, Équité et Excellence (2018 and 2019).

Finally, we thank our Vice-President Research Champions for their leadership and commitment to equity and diversity: Dr. Mona Nemer (2016 and 2017) and Dr. Sylvain Charbonneau (2017 - 2019).

## **Background**

The University of Ottawa is a bilingual urban institution of higher learning in the heart of Canada's capital. In recent years, uOttawa has experienced rapid and dramatic growth; its student population now stands at 41,800; there are 1250 regular professors; and research revenues exceeded \$320 M in 2016.

In the fall of 2015, the University of Ottawa was officially designated under the French Language Services Act of Ontario. This designation guarantees that undergraduate programs (with the exception of certain programs in science and engineering) can be completed entirely in French. While bilingualism is a foundational aspect of its institutional culture, uOttawa is also firmly committed to a full range of cultural diversities found on its campuses. This diversity, which is fully reflective of society, strengthens the University's culture and activities.

## **Institutional Context**

### *Environmental Scan*

- In November 2016, the President created the Ad Hoc Committee on Diversity and Inclusion. The Committee's goal, under the chairmanship of Dr. Caroline Andrew, a full professor in the Faculty of Social Sciences, was to gather information to guide the University's efforts in eliminating barriers to inclusion and to ensure that diversity becomes a criterion of excellence on campus.
- Ten sub-committees were created to inform the Committee's work (admissions equity policy; ageism; disability; employment equity; gender in teaching staff; disabilities, mental health and wellness, recreation and sport; mental health; part-time professors; teaching and learning; transgender issues. The Committee also conducted a quantitative survey and 3 qualitative surveys.
- The University also carried out a study on equity, diversity and inclusion among faculty, in collaboration with the Association of Professors of the University of Ottawa (APUO). The report, presented by a joint APUO-uOttawa committee, provided various means to better illustrate the situation of professors and researchers. It paid particular attention to pay equity, promotion and the hiring process.
- All reports are located at: <https://www.uottawa.ca/president/strategic-areas/diversity-and-inclusion>. These reports shed light on the challenges that the University needs to address to become a model of inclusion and diversity.
- In response, in spring 2018, the President appointed a Special Advisor, Diversity and Inclusion, Dr. Steffany Bennett, for a two-year period. As Special Advisor reporting directly to the President, Dr. Bennett's mandate includes analyzing the main elements identified in these reports, and developing an action plan to address priority areas. Key areas of focus are: policy development; collection of data; advancement and leadership.

- In fall 2018, the University agreed with the faculty APUO association to implement mandatory Employment Equity/EDI best practices for all faculty selection committee members – the training will be delivered jointly by APUO representatives and uOttawa representatives (Human Rights Office and Centre for Academic Leadership; see collective agreement 2018-2021, Section 17.1.3.4)
- A Standing Committee on Indigenous Engagement, chaired by the Provost and Vice President, Academic Affairs, is working to increase institutional integration of Indigenous knowledge. Under the leadership of Dr. Brenda MacDougall (Academic Delegate for Indigenous Engagement), with ongoing engagement with First Nations, Métis, and Inuit community organizations, a formalized hiring policy for candidates in Indigenous-specific positions is being adopted that strengthens overall campus diversity, experience, and support of Indigenous faculty members.

## **Review of uOttawa’s Policy and Administrative Context**

### *Employment Systems Review*

The following section provides an overview of institutional policies and practices related to CRC allocation, equity data collection, resource allocation, and retention and inclusivity, based on a review of the following:

- CRC Secretariat’s Equity, Diversity and Inclusion: Best Practices for Recruitment, Hiring and Retention;
- Association of Professors of the University of Ottawa Collective Agreement (2018-2021) [https://www.uottawa.ca/human-resources/sites/www.uottawa.ca/human-resources/files/apuo\\_convention\\_collective\\_agreement\\_2018-2021.pdf](https://www.uottawa.ca/human-resources/sites/www.uottawa.ca/human-resources/files/apuo_convention_collective_agreement_2018-2021.pdf);
- uOttawa’s 2016 Annual Employment Equity Statistical Report;
- uOttawa’s Guidelines for Selection of Canada Research Chairs (see Appendix C).

Staff from the Vice-President Research Office, in conjunction with the University’s Diversity and Inclusion Specialist, Human Rights Office (C. Bourque), performed the review which informed the environmental scan. Input was also solicited from the working group on Diversity and Inclusion Employment Equity, a Sub-Committee of the President’s Committee on Diversity and Inclusion. This sub-committee included senior Leaders from Faculty Affairs (FA), Human Resources (HR), Human Rights Office (HRO), and the Vice-President Research Office – Research Management Services. Where there were gaps in University policy to address CRC barriers, such as a preferential recruitment hiring policy, the members of the working group provided advice and support on its development.

### Findings:

The August 2016 Employment Equity Report showed that the University has significant gaps in the representation of all four designated employment equity groups, in each of the fourteen

employment categories identified in the Federal Contractors Program (women are underrepresented in 6, visible minorities in 14, Indigenous peoples in 13 and persons with disabilities in at least 11.)

When looking specifically at uOttawa’s CRC holders, the following barriers and practices that could be having an adverse effect on the employment of individuals from the FDGs were identified: 1) *The inability to recruit sufficient candidates from the FDGs and the lack of mandatory training on the impact of unconscious bias for those involved in the recruitment;* 2) *The lack of standardized data to monitor and report on performance, both at the institutional level and for CRC holders;* 3) *The lack of focused attention on activities to support the retention and inclusion of Chairs who are members of the FDGs;* and 4) *The need for greater institutional commitment to diversity and inclusion.* In addition to these barriers, one specific recruitment challenge that restricts the pool of applicants is the institutional linguistic requirement that faculty members teach in both English and French. While the world’s English-speakers constitute approximately 20% of the total population, a mere 4% (300M) are French-speakers. Therefore, the requirement of bilingualism significantly reduces the pool of candidates thus increasing the challenge of meeting the established targets for members of the FDGs.

Since the implementation of our CRC EDI Action Plan in the fall of 2017, a series of proactive measures have been taken to reduce these barriers. As a result, the number of chairs allocated to women increased by five (25% to 32%). The number of allocated chairs to visible minorities also increased by four (16% to 22%) and is now exceeding the targeted number (12 versus 8). As for Indigenous peoples, the University advertised chair positions targeted for Indigenous scholars and submitted these nominations to the CRC Program in the summer of 2019. As for people with disabilities, some progress has been made. However, numbers lower than five cannot be divulged to protect the privacy of chairholders.

**uOttawa Equity Targets and Results for the Designated Groups**

<b>Designated Groups</b>		<b>September 1<sup>st</sup>, 2019</b>
<b>Women</b>	<b>Target in Chairs</b>	18
	<b>Number of Chairs</b>	19
<b>Visible Minorities</b>	<b>Target in Chairs</b>	8
	<b>Number of Chairs</b>	13
<b>People with Disabilities</b>	<b>Target in Chairs</b>	2
	<b>Number of Chairs</b>	(see below)*
<b>Indigenous peoples</b>	<b>Target in Chairs</b>	1
	<b>Number of Chairs</b>	(see below)*

\* In keeping with the Privacy Act, numbers lower than five were removed to protect the privacy of chairholders. The information in the table above reflects the number of individuals who self-declared as members of the designated groups.

*Barrier 1: The inability to recruit sufficient members of the FDGs and the lack of mandatory unconscious bias training for those involved in the recruitment.*

To address this, the Office of the Vice-President, Research (OVPR) initiated a review of its Process for the Allocation of Canada Research Chairs (CRCs) (See Appendix B) and its internal Guidelines for the Selection Committee CRCs (See Appendix C). At uOttawa, CRCs are mainly used for external recruitment purposes. The CRCs are managed centrally by the OVPR and are allocated in light of the availability of CRCs, the [uOttawa's CRC Equity, Diversity and Inclusion Action Plan](#), the relative priority of the request, the allocation of CRCs across disciplines, and other contextual factors. In addition, the OVPR has developed a chair request template (See Appendix D) to be filled by each Faculty Dean explaining how the proposed research chair addresses a research priority and/or fills a research gap within their faculty, and how it is aligned with the [University's Strategic Areas of Development in Research](#). The VP Research considers use of the corridor of flexibility as part of this process and preferential hiring practices are encouraged from the start of the hiring process. Upon approval of the VP Research, a selection committee chair is appointed and is required to follow the [OVPR's Guidelines on the Selection of Canada Research Chairs](#) which includes a description of the committee's mandate, evaluation criteria, EDI requirements, as well as selection and interviewing processes. When a Chair becomes vacant, through completion of term or early termination, the Chair is returned to the central pool for re-allocation. This clearly-defined and centrally-managed process minimizes bias which may occur in a more decentralized model with many players and differing policy interpretations.

Renewals: The Executive Committee of the Research Chairs Evaluation Committee conducts a mid-term review of all chairholders. The review aims to provide constructive feedback on their research performance to date, and to offer guidance and suggestions for improvement, if warranted, before the formal renewal process begins. The review focuses on the following criteria: publications, external funding, training of Highly Qualified Personnel, and impact of research activities. The Executive Committee, chaired by the Vice-President of Research (VPR), examines the chairholder's CRC annual reports, up-to-date Curriculum Vitae and any other comprehensive activity reports. The committee chair then shares the results with the chairholder and his/her Dean, in letter form. The mid-term evaluation serves as an additional safeguard to discuss and address barriers that chairholders from the FDGs may have encountered thus far.

Advancements: The process for Advancements is similar to that for new recruits. The Dean makes the request to the VPR, with a rationale, and the VPR makes a decision based on the rationale provided, including a review of the incumbent's previous annual reports and mid-term reviews. The VPR also ensures that the candidate's file meets the selection criteria for a Tier 1 CRC by examining the CV and related research activities. All Advancement positions are publicly posted and follow a similar selection process as for external CRC recruitments and are reviewed by the University's Research Chairs Evaluation Committee.

Phase-outs: Due to its steady increase in research revenues, to date the University has not encountered the need to phase-out Chairs prior to their normal termination date. It also holds a very small number of chairs open at all times to prevent the impact of any unplanned phase-outs.

Complaints: Equity concerns or complaints regarding the management of the institution's chair allocation falls under the purview of the OVPR given that Canada Research Chairs are administered centrally at uOttawa. Equity concerns or complaints are treated as confidential and can be addressed to the Executive Director of Research Management Services ([terry.campbell@uottawa.ca](mailto:terry.campbell@uottawa.ca) or at 613-562-5800 ext. 1242). The Executive Director or his/her representative will listen to the complaint, answer questions and/or provide contextual information, and will offer solutions, if warranted. In the event that the complaint remains unresolved, the chairholder can contact the University's Equity and Diversity Specialist to further discuss the issue (with or without the Executive Director). If warranted, a formal meeting with the University's Vice-President of Research (VPR) can also be scheduled to resolve the situation. As for general complaints related to harassment and/or discrimination, chairholders can contact uOttawa's [Office of Human Rights](mailto:respect@uottawa.ca) ([respect@uottawa.ca](mailto:respect@uottawa.ca) or at 613-562-5800 ext. 5222). As for the monitoring of complaints, the Office of Research Management Services will submit an annual report to the VPR (if any received) and subsequently, review/modify internal processes if warranted.

As mentioned in the revised action plan below, a number of actions were identified to address this barrier, including –mandatory training on unconscious bias for selection committees and research administrators involved in the recruitment process; implementation of preferential and selected hiring strategies; having the President's Special Advisor on Diversity and Inclusion sit on all CRC selection committees; developing a self-identification form and collecting data on FDGs. The Guidelines on the Selection of Canada Research Chairs were also revised to reflect these changes. In addition, specific measures were taken to ensure that all candidates (including candidates from the FDGs) who have career gaps such as parental or extended sick leave are not disadvantaged in applying for CRC positions. For example, all job postings clearly state that career leaves will be taken into careful consideration in the selection process. This statement is later reinforced by the selection committee chair during the deliberation and ranking of the files and where members are required to sign [uOttawa's EDI Attestation Form](#) (See Appendix E). The [Research Chairs Evaluation Committee](#) also provides guidance on how these nominations can be supported and strengthened by assigning scientific mentors to review the application before submission to the CRC Program.

*Barrier 2: The lack of standardized data to monitor and report on performance, both at the institutional level and for the uOttawa Canada Research Chairs program.*

Both the President's and the APUO's reports on EDI underscored the lack of standardized data and resources as a barrier, thus impeding on our ability to properly monitor and report on equity related data at the institutional level. One of the recommendations is for the University and the APUO to give top priority to the analysis of the employment equity situation of the FDGs by developing a mutually acceptable plan for collecting the necessary employment data. To achieve this goal, it is also recommended that a data analyst position be created solely for the purpose of collecting, analyzing and publishing equity data, with that position being enshrined in the Collective Agreement.

Given this existing institutional barrier, collecting and reporting on EDI related data for CRC holders remains somewhat of a challenge at present. However, the OVPR, in consultation with



relevant services, put in place a number of actions such as: collecting self-identification data from candidates submitting their applications for CRC positions at uOttawa (See Appendix F), while ensuring confidentiality of data; collecting data on CRC recruitment competitions (i.e. chair title, competition year, list of applicants, hiring strategy, type of posting and duration, selection committee members, members who completed the unconscious bias training, self-identification data, list of interviewed and selected candidates); conducting an analysis of uOttawa success rates of individuals from the FDGs to monitor for bias in the national program’s peer review process; and performing gender-based analysis to identify inequities among CRC holders.

In addition, this will be partially addressed in the fall 2019 when the University launches a self-identification campaign to survey the uOttawa professors and staff with respect to gender, Indigenous identity, disabilities, and racialized person/visible minority identity.

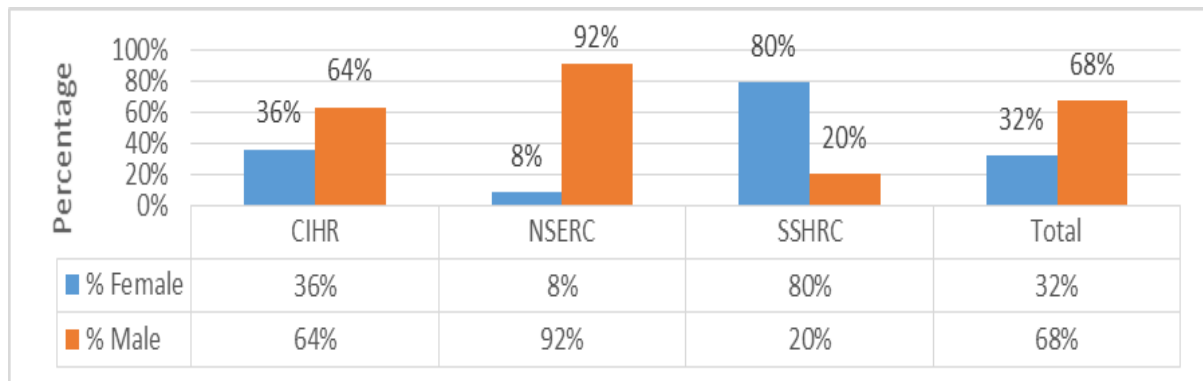
*Comparative Review*

The OVPR conducted a comparative review of existing CRC holders (2013 to 2018) to assess gender disparities within the distribution of chairs and the level of support provided to these groups. As part of the revision of the action plan, additional analyses on the disparities between visible minority (VM) and non-visible minority (Non VM) chairholders were added and intersectional analyses were discussed. The objective of these analyses is to provide data to help guide decisions and actions towards diversity and equity in the allocation and institutional management of CRCs at uOttawa.

Findings – Gender Disparities

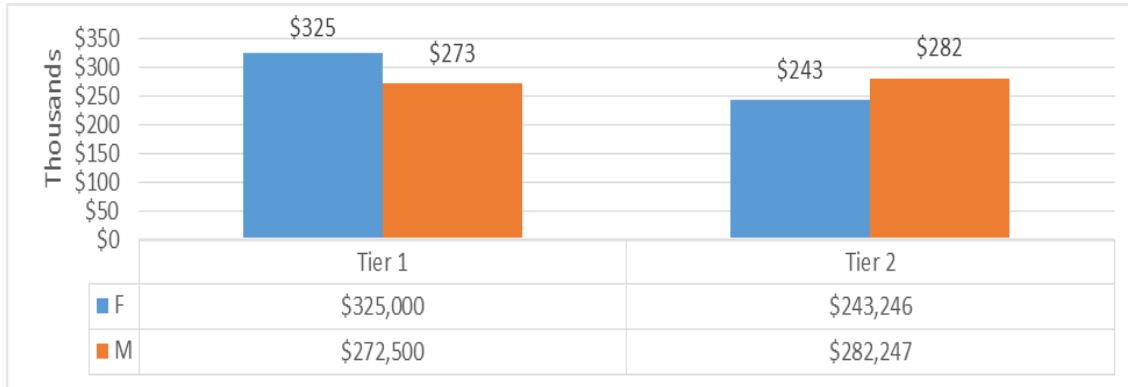
Between 2013 and 2018, the institution allocated twice as many CRC to males as to females (68% vs 32%). More specifically, the disparities were larger for the allocation of NSERC chairs than for the two other councils; the allocation rate for females holding NSERC chairs was only 8% (see Figure 1). On the other hand, SSHRC chairs were allocated to female in 80% of cases rather than males.

**Figure 1: The Distribution of New CRC by Gender (2013-2018) (N=28)**



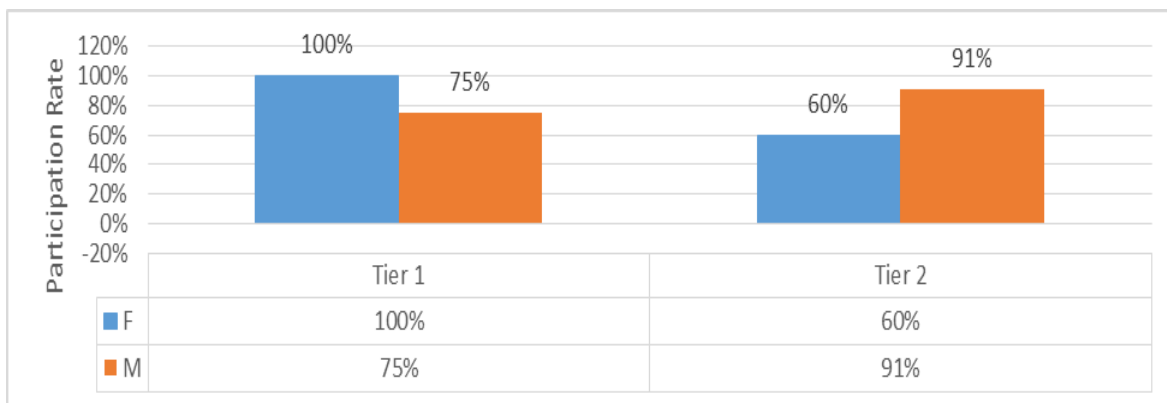
With regards to start-up funds, Tier 1 CRC female holders received on average, a larger start-up fund than their male counterparts. However, Tier 2 CRC female holders received on average, a lower amount ( $d = \$39,001$ ) than their male counterparts (see Figure 2).

**Figure 2: Average Start-up Funds for New CRC Recruits, by Gender (2014-2018) (N=21)**



Regarding the participation rate of new CRC holders to the tri-agencies funding programs (CIHR, NSERC and SSHRC), all Tier 1 female holders obtained funds from at least one of the tri-agencies while only 75% of Tier 1 males did (see Figure 3). However, for Tier 2, fewer female chairholders obtained funds than did male chairholders. A substantial difference was also noted with regard to the average tri-agency grant size, where Tier 1 CRC female chairholders obtained lower amounts of research funding (\$79,680 in average) than their male counterparts (\$313,341 in average).

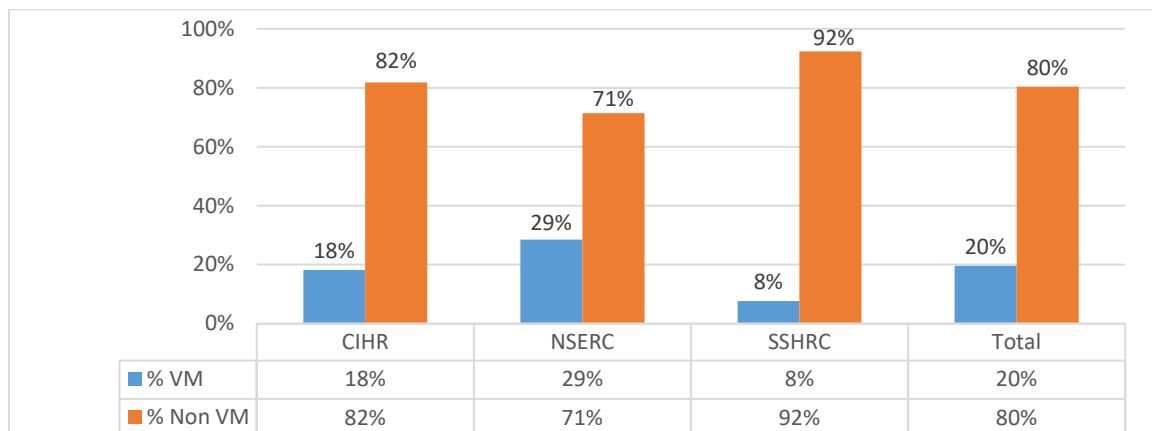
**Figure 3: Tri-Agency Participation Rate for New CRC, by Gender (2014-2018) (N=28)**



Findings – Visible Minorities

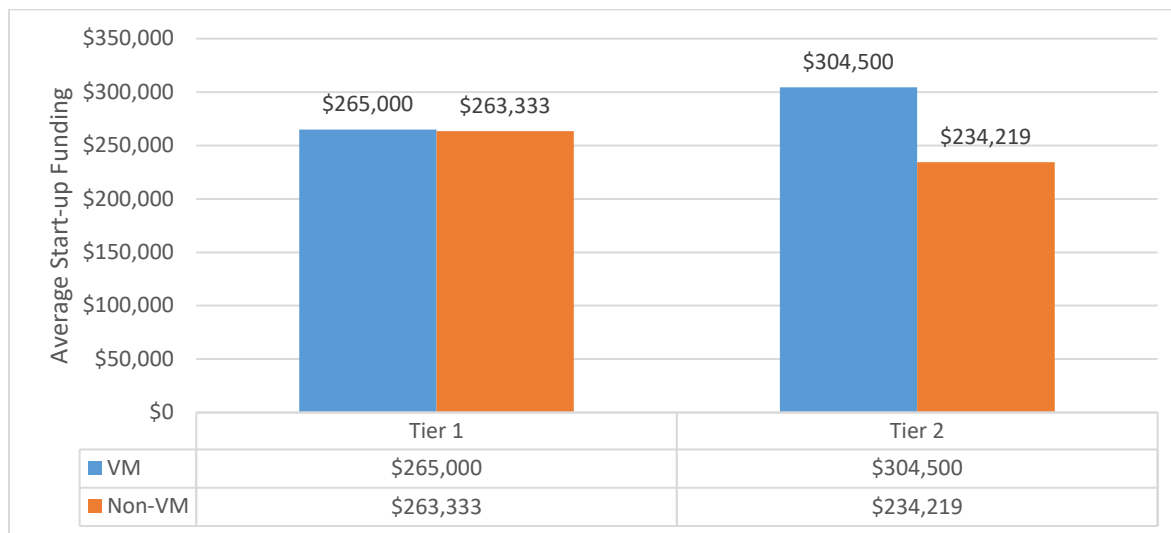
Between 2013 and 2018, the institution allocated four times more CRCs to non-visible minorities (Non VM) than to visible minority (VM) chairholders (80% vs 20%). For SSHRC chairs, only 8% of the chairholders were VM. (see Figure 4).

**Figure 4: The Distribution of New CRC by Visible Minority Status in 2018 (N=56)**



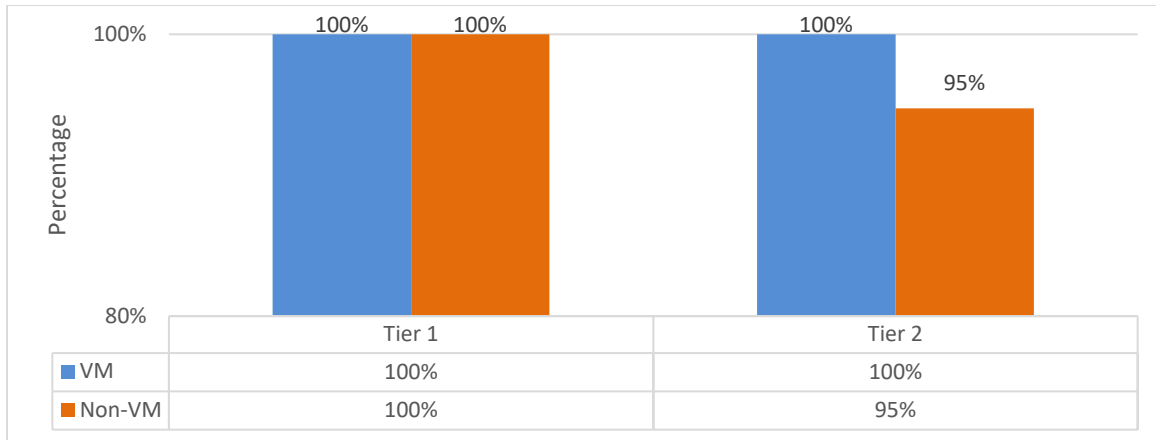
With regards to start-up funds, on average both groups, Tier 1 and Tier 2 CRC VM chairholders, received larger start-up funds than the Non-VM. The difference between the two groups is larger for Tier 2 (\$70,281) than for Tier 1 (\$1,667; see Figure 5).

**Figure 5: Average Start-up Funds for New CRC Recruits, by Visible Minority Status (2013-2019) (N=23)**



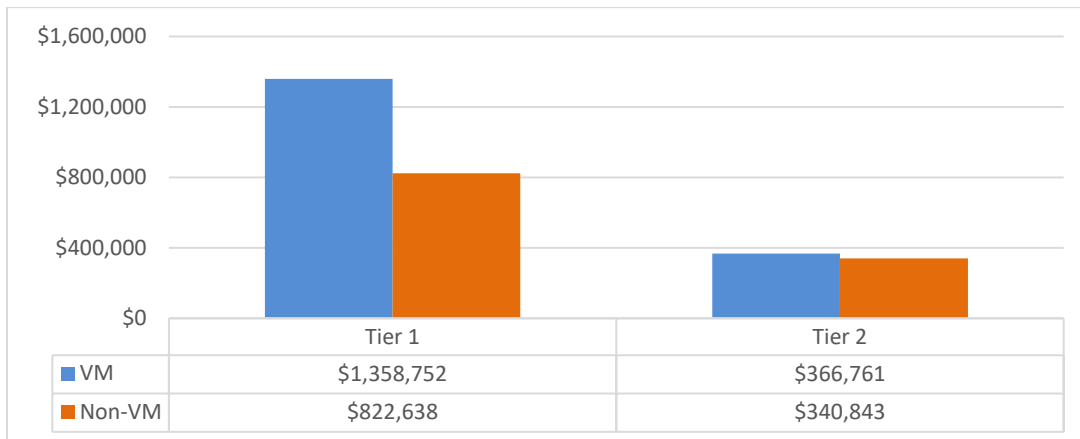
The participation rate of new CRC holders to the tri-agencies (CIHR, NSERC and SSHRC) is higher for Tier 2 VM chairholders compared to Non VM chairholders (see Figure 6).

**Figure 6: Tri-Agency Participation Rate for New CRC, by Visible Minority Status (2013-2019) (N=52)**



A substantial difference was also noted with regards to the average tri-agency grant size, where Tier 1 CRC VM holders obtained larger amounts of research funding than Non VM. The average grant size for Tier 2 is also higher for VM than non VM ( $d = \$25,918$ ; see Figure 7).

**Figure 7: Tri-Agency Average Funding for New CRC, by Visible Minority Status (2013-2019) (N=52)**



Findings – Intersectional Analysis

An intersectional lens was considered to analyze the dataset; however, the statistical power of such an analysis is too low. Unfortunately, the number of females in each of the Tier 1 and Tier 2 VM category is too low making it impossible to interpret the results of a comparison VM by gender. Similarly, the number of chairholders in the other two categories (Indigenous Peoples, persons

with disabilities, and members of visible minorities) would not be sufficient to undertake an intersectional analysis.

### Measures taken to reduce gaps

Over the past year, the University has taken steps to address these gaps. Regarding the lower allocation rate of CRCs for females, the OVPR increased the number of chairs allocated to women (now integrated in its strategic planning exercise across all faculties) and implemented a preferential hiring mechanism to increase female representation, as well as the other three designated groups. In an effort to increase female representation in STEM fields, new CRC job postings are disseminated in targeted venues such as the Association for Women in Science for example. In addition, women professors currently at the University of Ottawa may be asked to share the job posting with their networks, where appropriate. Senior executive relationships are also used to ensure wider dissemination of CRC job postings within specific FDGs. We also used an external recruitment firm for one competition. Since the implementation of the CRC EDI Action Plan in 2017, uOttawa has successfully recruited seven additional female CRC holders.

In an effort to reduce the gap between Tier 2 female and male start-up funds, the OVPR has since centralized the management of the budget. Start-up funds are distributed based on research discipline, existing institutional resources and specialized equipment needs. Any influencing factors related to EDI is taken into consideration in the recruitment process. Internal research grants and salary bonuses have now been standardized based on Tier level and are funded centrally. These measures should remove gender-based disparities in the allocation of start-up funds by the OVPR.

Although some progress has been made, uOttawa needs to continue its efforts to increase the rate of CRCs awarded to females. Particular efforts will be made towards Tier 2 CRC female holders with regard to negotiating start-up funds and securing competitive employment packages. In order to support female chairholders in their success, a mentoring group, sponsored by the Centre for Academic Leadership and the Office of the Vice-President Research, has been established. The group, which will start in September 2019, will be led by experienced female Research Chairs and will focus on the specific needs of female chairholders early in their academic careers (e.g., obtaining research funding, promotion and tenure, etc.).

For the recruitment of Indigenous scholars, the following targeted measures were taken. The Chair advertisement was framed within the scope of Indigenous Intellectual Traditions in recognition that there has been strong movement among junior Indigenous scholars to pursue research and scholarship shaped by, and framed within, the ontological and epistemological praxes of their own nations and traditions. In addition to posting this advertisement on uOttawa's and University Affairs', and the Native American and Indigenous Studies Association's websites for a period of 30 days, the Committee co-chair, Dr. Brenda Macdougall (Métis scholar), reached out through her networks of Indigenous scholars to ensure that the advertisement was widely disseminated. She also emailed personally about a dozen Indigenous scholars to encourage them to apply. The Interim Director of the Institute of Canadian and Aboriginal Studies, also contacted four Indigenous scholars from his network, and the other members of the selection committee were encouraged to do the same. Our intent was to locate possible bilingual or explicitly Francophone Indigenous

scholars from eastern Canada and to encourage them to apply. La Francophonie and bilingualism are central to the University's teaching and research mission and constitute a significant aspect in the recruitment process of CRC candidates.

All candidates were required to submit, as a part of their application, a letter of support from a traditional knowledge keeper or community leader/member with whom they had worked. The intent was to provide a context for how this applicant is engaged/works with Indigenous communities, service providers, or organizations by having the letter writers expressly address the candidate's commitment to Indigenous knowledge and episteme in their scholarship and research praxis. This was also a way of establishing whether the applicants were engaged in genuine relationships with one or more Indigenous communities, something central to determining whether the applicant was a community builder of the kind needed at the University of Ottawa at this early stage of the development of its processes of indigenization.

In addition to the standard candidate University visit process (i.e., research presentation, formal interview, meetings with Deans and Vice-Deans, professoriate, and students), each candidate met with the Elder's Council at Kitigan Zibi Anishinabeg Algonquin First Nation located near Maniwaki, Quebec. Kitigan Zibi is the First Nation closest to uOttawa and is a community with whom we have been building a close relationship over the past few years. In a clear demonstration of the value we ascribe to our relationship, we determined that the community needed to be a part of our hiring process in an explicit way that went beyond inviting them to public talks, but rather brought the candidates to them for a focused discussion about the value and nature of Indigenous research by Indigenous scholars. We wanted the Elder's Council to have an opportunity to engage with the CRC candidates on their areas of research, discuss the types of research that Kitigan Zibi prioritized, and then subsequently provide us with their thoughts about each candidate. As such, a selection committee member drove each candidate to Kitigan Zibi (4 hours, round trip) to spend two hours in conversation with the Elder's Council. Due to scheduling issues, one candidate was not taken to Kitigan Zibi but rather spent an afternoon with the students and staff at uOttawa's Mashkawazìwogamig: Indigenous Resource Centre, where they engaged in similar conversations with members of the on-campus Indigenous community.

*Barrier 3: The lack of focused attention on activities to support the retention and inclusion of Chairs who are members of the FDGs.*

The OVPR aims to provide a supportive and inclusive workplace for all CRC holders (including those from the FDGs) by treating them fairly and respectfully, as well as by offering equal access to opportunities and resources within the institution. This means having a standardized approach with regard to the service offered by senior management and front line research administrators (i.e. communicating clear and concise recruitment/retention processes, providing the same quality level of pre-award and post-award services while being aware of specific needs of the FDGs, offering equal start-up and renewal packages and creating new opportunities to support retention).

With respect to faculty retention, the OVPR has created the [Distinguished Research Chairs Program](#) to recognize uOttawa's Tier 1 CRC holders who have completed two consecutive terms, and who continue to demonstrate outstanding accomplishments in research and training of students. This investment allows uOttawa to retain top internationally reputed researchers, including women and member of the 3 other designated groups, by providing them an opportunity

to maintain and further cultivate research talent and ideas. The objective of this program is to ensure the diversity of the pool of uOttawa chairholders over the long term and to have a mechanism to maintain support for FDG members after the end of their CRC. As we increase the number of women Tier 1, more women will benefit from this program. For instance, in the next 4 years, four women will finish their Tier 1 CRC and three chairholders from the VM group. In addition, the OVPR also has a prestigious [University Research Chairs Program](#) and [Chaires de recherche sur le monde francophone](#), which recognizes researchers with outstanding and sustained accomplishments in research and teaching. Together, these programs contribute to furthering the University's strategic areas of development in research, strengthen teaching and learning opportunities for students and serve as recruitment and retention mechanisms. The recruitment process for these Chairs is currently under review to ensure consistency with CRC's EDI best practices.

In the years to come, the OVPR will work with existing institutional resources to develop mentorship programs, specifically tailored for members of the FDGs, such as the group for female chairholders described above. Consultations will take place with existing chairholders on how to best support their needs, through informal feedback and structured formats and surveys.

*Barrier 4: The need for greater institutional commitment to diversity and inclusion.*

As demonstrated in this document and in the revised CRC EDI Action Plan, many actions were undertaken by the University in the past few years to identify challenges with regard to Equity, Diversity and Inclusion, with the aim of raising awareness and further engaging different sectors in implementing concrete actions.

It is within this context that in the fall of 2018 the Vice-President of Research struck a Committee on Inclusion, Diversity, Equity and Excellence (IDEE) to better inform the University's research enterprise. Working in synergy with other working groups, the IDEE committee will advise on new requirements for equity action plans for federal research programs and on strategies to foster a culture of inclusion, diversity, equity and excellence within uOttawa's research portfolio. The committee also works with Dr. Steffany Bennett, Special Advisor to President in matters of Diversity and Inclusion.

This includes actions such as incorporating EDI in the strategic planning of research; developing indicators to measure EDI success within the research context (e.g. meeting and/or exceeding EDI targets, number of preferential hiring for CRCs, number of CRC or prizes nominations submitted by members of the FDGs and success rates); taking a leadership role by raising awareness and promoting EDI activities within and across University services; integrating EDI related tasks and/or training within employee objective setting and performance evaluation review are a few examples.

On May 21, 2019, uOttawa President, Dr. Jacques Frémont, endorsed the new Dimensions charter, a Tri-agency initiative that champions eight principles of EDI. In late July, uOttawa was selected as one of the 17 pilot sites for the Dimensions program. Participation in the pilot over the next two years will help the University develop a solid action plan, which identifies and addresses systemic barriers experienced by members of underrepresented or disadvantaged groups at the University. As the world's largest bilingual (English-French) university, the University of Ottawa aspires to be among the first recipients of Canada's much-coveted Dimensions award in 2021.

**Canada Research Chairs Institutional Equity, Diversity, Inclusion Action Plan, 2017-2019**  
**University of Ottawa**  
**Revised September 27th, 2019**

**UOttawa's Canada Research Chairs Equity Mission Statement**

*The University of Ottawa strongly supports a workplace environment that removes disparities experienced by the designated groups in Canada: women, Indigenous peoples, persons with disabilities and members of visible minorities, as defined in the [Employment Equity Act](#). To this end, we have implemented various measures throughout the Canada Research Chair (CRC) recruitment and nomination process to promote the full participation of members of these groups.*

**Objective #1: Increase representation of the four designated groups (FDGs) amongst CRCs.**

	<b>Action</b>	<b>Indicator</b>	<b>Lead</b>	<b>Status</b>
1.a	Inform recruitment and selection committees of the CRC Program targets regarding the FDGs and existing gaps at uOttawa.	-Information posted on uOttawa website and shared regularly with Chairs of selection committees.	VPR	Ongoing
1.b	Develop and implement preferential and selected hiring mechanisms to increase the representation of the FDGs.	-Preferential and selected hiring process in place and running.	VPR/ HR	Complete
1.c	Target internal potential CRC candidates from the FDGs for CRC positions.	-Number of internal potential CRC candidates from the FDGs.	VPR	As needed
1.d	Dedicate a number of CRC positions exclusively for the recruitment of FDG candidates.	-Number of preferential and selected hiring positions and number of candidates recruited from the FDGs.	VPR	As needed

**Objective #2: Incorporate EDI in recruitment and selection processes.**

	<b>Action</b>	<b>Indicator</b>	<b>Lead</b>	<b>Status</b>
2.a	Appointment of a new <a href="#">Special Advisor to the President on Diversity and Inclusion (SADI)</a> who sits on all CRC recruitment committees to ensure fair and transparent processes are followed, as well as EDI best practices.	-Position filled for two-year mandate (2018-2020). -Number of CRC selection committees attended.	President	Complete
2.b	Mandatory <a href="#">Unconscious Bias Training Module</a> for all CRC recruitment and selection committees and for research administrators involved in the selection of CRC candidates.	-Number of selection committees and members who took the training. - Number of research administrators who took the training.	VPR	Complete
2.c	Review of internal recruitment and selection guidelines to incorporate CRC EDI requirements, as well as our own CRC EDI Action Plan.	-Ensure compliance with CRCP requirements and policies. -Guidelines updated in both Official Languages.	VPR	Complete



		-Shared with the selection committees and available for consultation (Appendix C in CRC EDI Action Plan).		
2.d	Ensure diversity of CRC selection committees (discipline, gender, ethnicity, bilingualism, career stage, etc.).	-Minimum of 2 members from the FDGs on each committee. -All memberships reviewed and approved by VPR. -Committee composition details included in final report.	VPR	Ongoing
2.e	Encourage recruitment committee chairs to widely advertise CRC job postings and ensure area of research is broadly defined to obtain a diverse pool of candidates.	-Number of venues where the job is posted (i.e. targeted EDI groups and networks, informal list serves, specialized areas of research). - Monitor number of incoming applications and flag any shortcomings to correct before the closing deadline. -Use of inclusive, unbiased and ungendered language. -Focus on required job qualifications and skills.	VPR	Ongoing
2.f	Create an Institutional EDI Attestation Form to be signed by all committee members.	-Form created in both Official Languages. -Number of selection committees signing the form.	VPR	Complete

### Objective #3: Develop EDI data collection and reporting.

	Action	Indicator	Lead	Status
3.a	Develop a self-identification form and encourage all CRC candidates to voluntarily fill the form.	-Form created and included in CRC job postings. -Number of candidates filling the form. -Number of candidates self-identifying to one or more of the FDGs.	VPR	Complete
3.b	Perform comparative analysis to assess disparities within the allocation of CRCs.	- Use internal data to run gender-based analysis and generate a report. - Use internal data to run analysis for visible minority groups and generate a report.	VPR	Complete  Complete
3.c	Provide EDI data and statistical reports to senior management and CRCP.	-Provide gender-related data to the Special Advisor on Equity and Diversity for reporting purposes. -Provide EDI target updates and statistics to the VPR.	VPR	Complete  Regularly

		-Produce CRC EDI annual progress report and post on uOttawa's accountability website.		Annually
3.d	Collect information related to EDI barriers, solutions and best practices amongst CRC holders.	-Create and distribute survey. -Compile and communicate results.	VPR	To begin

**Objective #4: Strengthen institutional commitment to EDI.**

	Action	Indicator	Lead	Status
4.a	Raise awareness of existing gaps and barriers related to EDI in research enterprise.	-Inform relevant sectors/groups (i.e. Research Management Services staff, Faculty administrators, senior University officials, Finance and HR services) of current gaps within allocation of CRCs at uOttawa amongst the FDGs. -Sensitize research administrators to unconscious bias via training and planning activities (i.e. annual retreats and strategic planning exercises). -Creation of IDÉE committee at VPR level. -Encourage managers and employees to include EDI in work objectives, training and performance review. -Review guidelines/policies within internal research programs and literature to identify potential or existing EDI barriers/biases.	VPR	Complete  Complete and ongoing  Complete  In progress  Ongoing
4.b	Have open dialogues on potential or existing EDI barriers with CRC holders and various groups/individuals.	-Participation rate in EDI related initiatives such as training, information session and mentorship/leadership programs (lead or participate). -Seek input from CRC holders of the FDGs in the development and monitoring of the EDI CRC Institutional Action Plan. -Organize welcome meetings with CRC holders from the FDG to explain the role of the Research Management Services and the OVPR in general to facilitate integration and monitor for any specific need/issue or questions.	VPR and all sectors	Ongoing  As needed  In progress

		Consult chairholders on their interest in a peer-mentoring program.		
4.c	Promote research achievements of CRC holders including members from the FDGs.	<ul style="list-style-type: none"> <li>-Publicly announce all CRC nominations and renewals and subsequent research achievements using various social media outlets (i.e. Facebook, Twitter, press releases, uOttawa website, media interviews, etc.).</li> <li>-Increase visibility of CRC within the FDGs.</li> </ul>	VPR	As needed
4.d	Incorporate EDI within institutional planning and priorities.	<ul style="list-style-type: none"> <li>-Include EDI priorities in the University's upcoming Strategic Plan, Transformation 2030.</li> <li>-Include EDI priorities in the OVPR's Strategic Research Plan 2020-2025.</li> <li>-Launch of a University wide self-identification initiative for all faculty and staff in fall of 2019.</li> </ul>	<p>President and VPR</p> <p>HR</p>	<p>In progress</p> <p>In progress</p>

# APPENDIX

**Appendix A.** Overview of the changes directly related to the 7 areas of improvement suggested by the Canada Research Chairs Program's Equity, Diversity and Inclusion External Review Panel.

<b>Areas of improvement</b>	<b>Revisions</b>
1. The actions outlined in the plan could be made clearer re: the S.M.A.R.T requirement	The Action Plan has been redesigned based on the SMART requirements.
2. It is unclear how the disparities which were found in the comparative review in terms of support being provided to CRCs will be addressed;	Information regarding the CRC mid-term review has been added in the revised preamble (see Renewals section P.6). A new section called “Measures taken to reduce gaps” has also been added (see P.12- 13 of the preamble).
3. Analyses should be undertaken with an intersectional lens and include all four designated groups (e.g. visible minorities were not included in the comparative review);	New analyses have been undertaken (see the revised preamble, P.8-11).
4. It is unclear how the institution will encourage a diverse pool of applicants to their CRC positions to support the preferential hiring strategy;	See Objectives #1 and 2 of the revised Action Plan. In the preamble, see P.4, second bullet point as well as six new paragraphs (P. 12 and 13), which are linked to this area of improvement.
5. The retention program of Tier 1 CRCs was noted, but it is unclear how this helps address increased diversity within the program;	The purpose of the Distinguished Research Chairs Program is to support faculty retention of uOttawa Tier 1 CRC holders who have completed two terms and who continue to demonstrate outstanding accomplishments. It is not meant to increase diversity in the CRC program.” (See. P.13-14).
6. The results of the employment systems review points to significant work that must be undertaken within the institution in terms of its environment if the institution is to meaningfully meet its EDI objectives;	The introduction letter signed by the President describes specific engagements and actions undertaken by the institution. Moreover, information have been added in the revised Action Plan (Objectives #3 and 4) and the preamble, Environmental Scan, see P.4 and see P.14.
7. It is unclear how faculty leaders/senior leadership will be held accountable for implementing the plan.	A new column called “Lead” has been added in the revised Action plan in order to highlight accountability for each action.

## Appendix B: uOttawa Process for the Allocation of Canada Research Chairs

At the University of Ottawa, Canada Research Chairs (CRCs) are used for external recruitment purposes. The CRCs are managed centrally by the Office of the Vice-President, Research (OVPR) and are allocated as follows:

- The Faculty Dean submits a request to the Vice-President, Research (VPR) explaining how the proposed research chair addresses a research priority and/or fills a research gap within their faculty, and how it is aligned with the [University's Strategic Areas of Development in Research](#).
- The VPR reviews the request in light of the following: the availability of CRCs, [uOttawa's CRC Equity, Diversity and Inclusion Action Plan](#), the relative priority of the request, the allocation of CRCs across disciplines, and other contextual factors.
- Once the request is approved by the VPR, a competition is launched to fill the chair position following pre-determined best practices. This includes an open posting of the chair position, as well as other equity considerations, such as diversity in the Selection Committee composition, preferential hiring process (if required) and mandatory training on unconscious bias for all individuals involved in the recruitment process.
- A Faculty lead is assigned to guide the Selection Committee's activities and ensure a fair and transparent recruitment process.
- Following the selection of a candidate, the Chair of the Selection Committee submits his or her final recommendation to the VPR for approval.
- The candidate's nomination package is then evaluated by the [University's Research Chairs Evaluation Committee](#) (RCEC). Upon positive recommendation from the RCEC, the Office of the Vice-Dean, Research of the host Faculty, works with the nominee to prepare the nomination application, to be submitted to the CRC Program.
- The OVPR is responsible for submitting the nomination application to the CRC Program.

## Appendix C - uOttawa Guidelines for the Selection of Canada Research Chairs

### 1) Selection Committee

The selection committee commonly has five or six members, including a committee chair appointed based on his<sup>1</sup> expertise related to the field of the Canada Research Chair (CRC). Among these members, one of the two Associate Vice-Presidents of Research sits on the committee as a representative of the Office of the Vice-President of Research (OVPR) as well as the Special Advisor on Equity and Diversity – Dr. Steffany Bennett. Committee members are full-time or tenure-track faculty members with research knowledge related to the area of the CRC under recruitment. As much as possible, the committee represents the diversity of faculty members of the University in terms of discipline, gender, ethnicity, bilingualism, etc. The appointment of the members who sit on the committee is approved by the Vice-President of Research, before the end of the chair posting period.

The committee's mandate is to conduct a fair and equitable selection process and recommend the best possible candidate to the Vice-President, Research, based on the following criteria:

- Excellence in research (degrees, publications, grants, awards, patents, etc.);
- Leadership ability (leadership that unites and is exercised constructively);
- Firm commitment to interdisciplinary collaboration and to teaching at the graduate level; and
- Excellent written and oral communication skills, in English or in French, and a passive knowledge of the other official language.

### 2) Equity, Diversity and Inclusion

In compliance with the [Canada Research Chairs Program's Equity, Diversity and Inclusion Requirements](#), the University of Ottawa has implemented its own [Institutional Equity, Diversity and Inclusion Action Plan](#) to address the underrepresentation of individuals from the four designated groups (FDGs) - women, Indigenous Peoples, persons with disabilities, and members of visible minorities - among its CRC allocation. More specifically, one of the measures requires that all research support staff, professors and senior management employees involved in the selection process of CRCs follow a **training module on unconscious bias**

: <http://www.chairs-chaire.gc.ca/program-programme/equity-equite/bias/module-eng.aspx?pedisable=false>.

The University has also begun implementing a hiring process called “preferential hiring”. A preferential hire job competition gives preference to one or more of the designated groups (i.e. women, Indigenous Peoples, persons with disabilities and members of visible minorities) as defined in the [Employment Equity Act](#) and the Federal Contractors Program. In this process, only applications from members of those groups are considered and assessed for the vacancy. Candidates from these groups who wish to qualify for preferential consideration must fill a [self-identification form](#) (included in the chair advertisement). The purpose of this measure is to improve the representation of the four designated groups in the allocation of Canada Research Chair positions.

### 3) Selection Process

- Following the chair posting period, the selection committee reviews the applications and can retain up to **five** candidates (or fewer);

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<sup>1</sup> To facilitate reading, the masculine is used indiscriminately to designate men and women.

## Guidelines for the Selection of Canada Research Chairs

- All the selection committee members should have followed the **training module on unconscious bias**.
- Eligibility: [Postdoctoral Fellows](#) paid in whole or in part by funds administered by the University of Ottawa are not eligible to apply.
- The Chair of the Selection Committee asks the Research Chairs Advisor to seek reference letters for the shortlisted candidates;
- After reviewing the letters, the Selection Committee can retain up to **three** candidates (or fewer) for an interview;
- The Chair of the Selection Committee organizes the candidates' visit (see section 4) with the assistance of the OVPR and the recruiting Faculty;
- All the selection committee members should sign the Equity, Diversity, and Inclusion Attestation Form (see Appendix E) ;
- Following the interview period, the Chair of the Selection Committee submits his final recommendation (in the form of a report) to the Vice-President, Research for his approval. The Chair of the Selection Committee is responsible for contacting the unsuccessful candidates who have been interviewed.

Upon approval of the Vice-President of Research, a letter of offer is prepared by the Faculty Dean.

**\*Please note that all start-up funds, research stipends and salary bonuses provided by the Office of the Vice-President of Research (OVPR) need to be approved by the Vice-President of Research before the final offer is signed by all parties. The amounts allocated by the OVPR are guaranteed only for the duration of the current mandate and are subject to the availability of funds.**

If the letter of offer is accepted by the candidate, the Research Chairs Advisor asks the Dean and the Department Head of the Faculty to provide support letters. These letters, the Selection Committee Report and the candidate's application are sent to the [University's Research Chairs Evaluation Committee](#).

Following the positive recommendation of the University's Research Chairs Evaluation Committee, the Faculty and the Research Chairs Advisor will work with the candidate for the submission of the application to the [Canada Research Chairs Program](#). The Chair of the Selection Committee designates a scientific mentor responsible for reviewing the research proposal.

### 4) Candidates' Visit

Once the interview dates are confirmed, the recruiting Faculty informs the Research Chairs Advisor. The Administrative Assistant from the OVPR will then seek travel pre-authorizations and coordinate the reimbursement for expenses related to lodging, travel, meals, etc.

### 5) Compulsory Activities During the Visit

- 1) Interview with the selection committee;
- 2) One meal (breakfast, lunch, or dinner) with the Selection Committee and with a few colleagues in the field (two or three colleagues at the most);
- 3) Lecture/seminar (open to the public);
- 4) Meeting with the Faculty Dean;
- 5) Meeting with the Vice-President, Research, or his representative.



## 6) Optional Activities

Visits to laboratories and/or research centres and institutes related to area of the CRC. Other activities may be organized; however, their cost may not be covered by the OVPR.

## 7) Recruitment-Related Expenses

The OVPR covers candidates' travel, accommodation and meal costs; it also covers reasonable expenses associated with the compulsory activities listed above. Other expenses may qualify; however, they must be approved in advance by the OVPR. All expenses must comply with University of Ottawa policies, in particular, with regards to Policy 60 (<http://www.uottawa.ca/administration-and-governance/policy-60-hospitality-receptions-business-luncheons-and-expenditures-chargeable-university-accounts>) and Policy 21 (<http://www.uottawa.ca/administration-and-governance/policy-21-travel-expenses>)

Guidelines in effect as of February 4, 2010. *Last modified September 2019.*

## Appendix D - OVPR Template - Research Chair Request

### 1. Chair Title and Type

- Canada Research Chair  University Research Chair  
 Research Chair in Canadian Francophonie  Endowed and Sponsored Research Chair

### 2. Chair Relevance and Justification

Briefly explain the importance and relevance of the chair in accordance to a) the [University's Strategic Areas of Development in Research](#), b) the Faculty's research priorities, and c) the [CRC Institutional Equity, Diversity and Inclusion Action Plan](#) (if applicable).

### 3. Impact and Return on Investment

Explain the proposed impact and return on investment from this Chair – in such areas as the potential contribution for making uOttawa a centre of excellence in the field, research capacity development, opportunities for collaboration, internally, nationally and internationally. Provide a few examples.

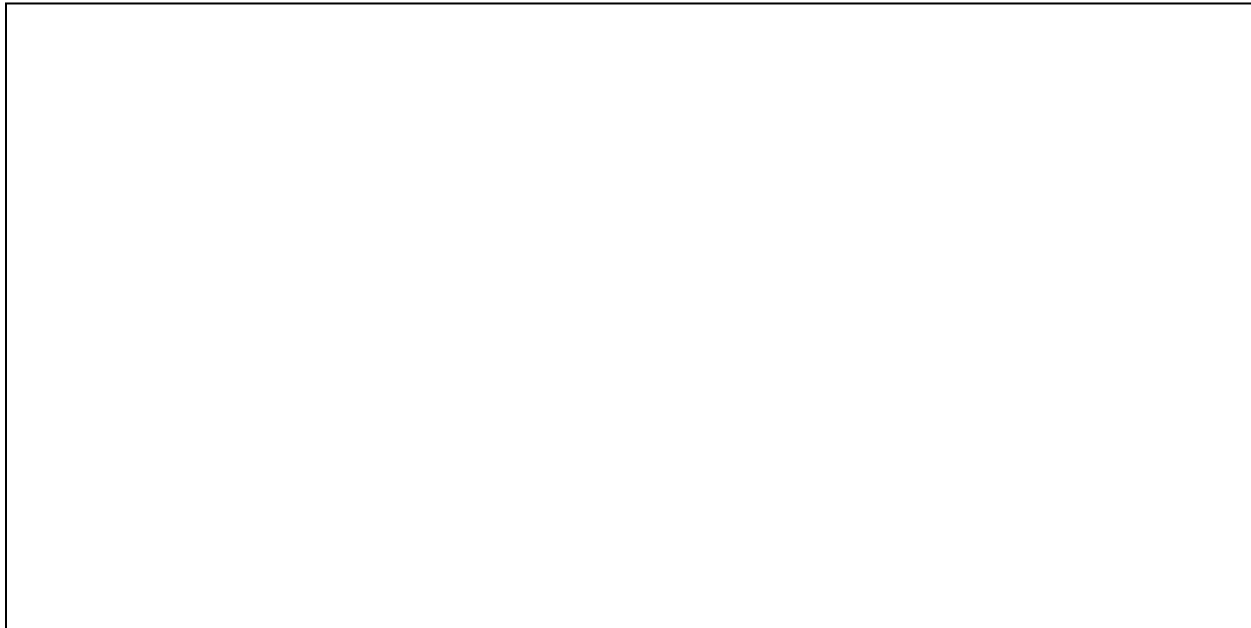
**4. Infrastructure and Resources**

Provide a list of available space and resources and include a list of items that would be obtained through the chair funding (e.g., space, administrative support such as personnel and/or stipends, teaching release, in-kind contributions). Outline internal and/or external research contributions expected from sources other than the chair.



**5. Proposed Recruitment Plan**

Provide details on the venues where the chair advertisement should be circulated (i.e. specialized job recruitment website, informal networks, etc.) and the targeted audience.



## Appendix E - Equity, Diversity, and Inclusion Attestation Form

This is a confirmation that the selection committee:

fairly considered the impact of leaves on a potential candidate's record when assessing research outputs;

considered that leaves can contribute to a career slowdown as individuals transition to being on leave and transition back to work (e.g., pregnancy can, in some cases where there may be complications, impact a woman's productivity prior to being on official maternity leave);

ensured that the assessment process did not undervalue scholarship or research that is non-traditional or unconventional, based in Indigenous ways of knowing, outside the mainstream of the discipline, or focused on issues of gender, race or minority status;

ensured that the need for workplace accommodations did not negatively impact a candidate's assessment;

reviewed the final hiring decision (and challenge it, if necessary) to ensure that unconscious bias did not negatively impact the decision-making progress and that it is aligned with the institution's equity, diversity and inclusion action plan; and

provided a written nomination committee report, signed by all committee members, to the senior university official attesting to how these requirements have been met.

### Approval of the selection committee report by members:

**Signatures:**

**Date:**

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## Appendix F - Equity, Diversity and Inclusion Questionnaire

The University of Ottawa is committed to fostering a research environment that respects and values diversity and provides equal opportunity for everyone. The collection of self-identification data is driven by this commitment. A harmonized self-identification data collection process allows the Office of the Vice-President, Research to monitor the equity performance of its programs and design new measures that achieve greater equity, diversity and inclusion in research-related activities.

The questionnaire is primarily based on the current Statistics Canada census standard, as well as the [Employment Equity Act](#).

Please note that your self-declaration is voluntary and that you can identify with more than one designated group. Choosing not to self-identify for these purposes will not have consequences for your application. In cases where members of a designated group receive special consideration, it will be indicated in the application.

All information collected is kept strictly confidential and will be used for statistical purposes only.

NAME OF THE RESEARCHER: \_\_\_\_\_

FACULTY: \_\_\_\_\_

1) Select the option that you identify with.

- Woman                       Gender fluid, non-binary, and/or Two-Spirit  
 Man                             I prefer not to answer

2) Do you identify as Indigenous; that is First Nation (North American Indian), Metis, or Inuit?

- Yes                             I prefer not to answer  
 No

If "Yes", select the options that you identify with.

- First Nations                 Métis  
 Inuit                             I prefer not to answer

3) Do you identify as a person with a disability?

*Note: person with a disability is a person who has a long-term or recurring physical, mental, sensory, psychiatric or learning impairment and:*

- *Who considers themselves to be disadvantaged in employment by reason of that impairment, or*
- *Who believes that an employer or potential employer is likely to consider them to be disadvantaged in employment by reason of that impairment; and*

- Includes persons whose functional limitations owing to their impairment may have been accommodated in their current job or workplace.

- Yes  I prefer not to answer  
 No

4) Do you identify as a member of a visible minority in Canada?

**Note:** visible minority refers to whether a person belongs to a visible minority group as defined by the Employment Equity Act and, if so, the visible minority group to which the person belongs. The employment Equity Act defines visible minorities as “persons, other than Aboriginal peoples, who are non-Caucasian in race or non-white in colour.”

- Yes  I prefer not to answer  
 No

If “yes”, select the options that you identify with.

- Arab  
 Black  
 Chinese  
 Filipino  
 Japanese  
 Korean  
 Latin American  
 South Asian (i.e., East Indian, Pakistani, Sri Lankan, etc.)  
 Southeast Asian (including Vietnamese, Cambodian, Laotian, Thai, etc.)  
 West Asian  
 Other visible minority – specify: \_\_\_\_\_  
 I prefer not to answer

5) What is your date of birth?

- [DD/MM/YY]: \_\_\_\_\_  
 I prefer not to answer

6) What year did you obtain your Ph.D., MD or equivalent degree?

- (YYYY): \_\_\_\_\_  I prefer not to answer

SIGNATURE: \_\_\_\_\_ DATE: \_\_\_\_\_

(Confidential when completed)