

CANADA RESEARCH CHAIRS PROGRAM (CRCP) INSTITUTIONAL EQUITY, DIVERSITY AND INCLUSION (EDI) ACTION PLAN AND EDI STIPEND REPORT

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INSTRUCTIONS

This report includes mandatory reporting on 1) the CRCP institutional equity, diversity and inclusion action plan (IEDIAP) and 2) the \$50,000 EDI Stipend.

Your institution must submit the report by the deadline date indicated by the program, and must cover the reporting period identified by the program.

Institutions are required to post the most up to date version of their EDI action plan on their [public accountability web pages](#).

Each year, institutions must also publicly post a copy of this report to their public accountability web pages within **7 working days after the deadline** for submitting the report to TIPS. TIPS will review the report each year; in addition, the annual report(s) will be provided to the external EDI Review Committee, when it is convened every few years, to evaluate the progress made in bolstering EDI at the respective institution and to provide context for future iterations of the EDI action plan.

All sections of the form are mandatory (unless otherwise noted).

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CONTACT INFORMATION

Please complete the fields below.

Name of Institution:	University of Ottawa
Contact Name:	Sylvain Charbonneau
Position Title:	Vice-President Research
Institutional Email:	Sylvain.Charbonneau@uottawa.ca
Institutional Telephone Number:	613-562-5270
The link for the EDI progress report and EDI Stipend report:	https://research.uottawa.ca/chairs/canada-research-chairs

Does your institution have an EDI Action Plan for the CRCP?

- Yes
- No

PART A. EDI ACTION PLAN

Reporting on Key Objectives Analyses, Systemic Barriers, Objectives and Indicators

Date of most recent plan (e.g. latest revision of the public plan):	September 27, 2019
Rating given action plan in most recent review process:	Satisfies
Name of vice-president level representative responsible for ensuring the implementation of the plan:	Sylvain Charbonneau

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EDI ACTION PLAN KEY OBJECTIVES

In developing their action plans, institutions were required to conduct: 1) an employment systems review; 2) a comparative review; and 3) an environmental scan (see program requirements [here](#)). These assessments were required in order to identify the specific systemic barriers and/or challenges that are faced by underrepresented groups (e.g. women, persons with disabilities, Indigenous peoples and racialized minorities at the respective institution; institutions were then required to develop key S.M.A.R.T. (specific, measurable, aligned with the wanted outcome, realistic and timely) objectives and actions to address them.

Indicate what your institution's key EDI objectives are (up to six) as outlined in the most recent version of your action plan (either the one approved by TIPS or the one current under review by TIPS), as well as the systemic barriers/challenges identified that these objectives must address. Please note that objectives should be S.M.A.R.T. and include a measurement strategy. List the corresponding actions and indicators (as indicated in your institutional EDI action plan) for each objective, and outline: a) what progress has been made during the reporting period; b) what actions were undertaken; c) the data gathered; and d) indicators used to assess the outcomes and impacts of the actions. Please note that indicators can be both quantitative and qualitative and should be specific. Outline next steps and use the contextual information box to provide any additional information (e.g. course correction, obstacles, lessons learned, etc.) for each objective.

Key Objective 1

Brief description of S.M.A.R.T. (specific, measurable, aligned with the wanted outcome, realistic and timely) Key Objective 1:

Key Objective 1: Increase representation of the four designated groups (FDGs) amongst CRCs

Systemic barriers - Please provide a high-level description of the systemic barriers (e.g. summarize what the barriers are and how they were identified):

As part of the environmental scan that uOttawa undertook in 2018, staff from the Vice-President Research Office, in conjunction with the University's Diversity and Inclusion Specialist, and Human Rights Office, performed a review of uOttawa's Policy and Administrative Context including an *Employment Systems Review*. In addition, a comparative review of existing CRC holders (2013 to 2018) was also undertaken to assess gender disparities within the distribution of chairs and the level of support provided to different designated groups. The objective of these analyses was to identify barriers and provide data to help guide decisions and actions towards diversity and equity in the allocation and institutional management of CRCs at uOttawa.

Four barriers and practices that could be having an adverse effect on the employment of individuals from the FDGs were identified at that time, and specific S.M.A.R.T. objectives were developed to address them in the Institutional EDI action plan IEDIAP 1.3. The first barrier was:

- 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;

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Corresponding actions undertaken to address the barriers:

Since December 2018, the following actions have been implemented to address this barrier and continue to be used as best practices in our current processes:

- ✓ 1.a- Inform recruitment and selection committees of the CRC Program targets regarding the FDGs and existing gaps at uOttawa.
- ✓ 1.b - Develop and implement preferential and selected hiring mechanisms to increase the representation of the FDGs.
- ✓ 1.c - Target internal potential CRC candidates from the FDGs.
- ✓ 1.d - Dedicate a number of CRC positions exclusively for the recruitment of FDG candidates.

Data gathered and Indicator(s) - can be both qualitative and quantitative:

The following indicators have been associated to each action:

- 1.a - Information posted on uOttawa website and shared regularly with Chairs of selection committees.
- 1.b - Preferential and selected hiring process in place and running.
- 1.c - Number of internal potential CRC candidates from the FDGs.
- 1.d - Number of preferential and selected hiring positions and number of candidates recruited from the FDGs.

Progress and/or Outcomes and Impacts made during the reporting period:

Here is an overview of the progress made for each action based on our indicators as well as their impact:

1.a - During the reporting period, from December 2018 to December 2020, all new CRC positions have been posted on uOttawa websites and then afterwards listed on a public archive created to show previous postings. In addition, all Faculty Deans have been informed regularly of uOttawa's current situation in terms of CRC numbers and EDI targets so that they could help support the recruitment of members from the FDGs. Selection committee members were kept informed by the Research Chairs Advisor and the EDI Special Advisor. Many updates were also provided during the monthly meetings of the Research Chairs Evaluation committee (i.e., the committee providing final approval of CRC nominations before submission to the CRCP) in order to keep them up-to-date with the results of the IEDIAP1.3 review result, CRCP's requirements, 2029 EDI Targets and our current data.

Between December 2018 and December 2020, uOttawa recruited 16 researchers for which a CRC nomination was submitted. Out of the 10 Tier 2 recruited (and approved by CRCP), 8 were members of the FDGs. Moreover, out of the 6 Tier 1 recruited, 5 were members of the FDGs. Therefore, overall in this 2-year window, uOttawa recruited 13 researchers (81 %) who are members of the FDGs.

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1.b - Recruitment processes have been reviewed to develop harmonized processes for all CRC hires with standardized advertising processes that state whether this is a preferential or selective hire and with transparent hiring mechanisms for all potential candidates. The Research Chairs Advisor explains these processes to the Chairs of the selection committees and screens applications before transferring them to the selection committee. In addition, the EDI Special Advisor sits on all search committees to answer questions from other committee members as needed and ensures that principles of preferential or selective hiring are followed. For instance, for preferential hiring, applications from members of the four designated groups (FDGs) are assessed first by the selection committee, and other applications from applicants who are not part of the FDGs are not shared. They will be shared only if the recruitment process is unsuccessful with members of the FDGs.

1.c - During the reporting period, uOttawa has nominated 4 internal candidates, one for advancement and 3 for new CRC Tier 1 and 2 positions. All these nominees were members of the four designated groups.

1.d - Between December 2018 and December 2020, uOttawa launched 26 Ads and more specifically, 22 Ads for Tier 2 and 4 Ads for Tier 1 CRC positions. A total of 19 (73%) of these were advertised as preferential hires, and 3 as selective hires, reserved for Indigenous researchers or researchers living with disabilities.

Challenges encountered during the reporting period:

At least one of the selective recruitment processes was unsuccessful, although we advertised the position twice and used strong networks to share the opportunity and invited candidates to apply; we had difficulties recruiting a French-speaking Indigenous researcher, eligible for a Tier 2 position (10-year window after PhD). In addition, a few recruitments were also unsuccessful due to candidates accepting other offers at the last moment.

Another challenge was linked to finding eligible candidates for Clinical positions linked to Tier 2 CRC. We received applications, but the 10-year limit (after PhD or MD) imposed by the CRCP for Tier 2 has had a negative impact on our recruitment processes. When candidates with an MD are ready to apply, most of them are ineligible because of the time spent obtaining their MD and PhD.

Finally, another critical challenge was related to the COVID-19 pandemic which started in March 2020. We describe the impact in the corresponding section below.

Next Steps (indicate specific dates/timelines):

The next steps related to this objective “Increase representation of the four designated groups (FDGs) amongst CRCs “ are to ensure the continuity of the good practices put in place in the coming years and we will implement improvements if new barriers or challenges are identified following a new environmental scan that we are currently undertaking (see objective 3 for details).

Related to the pandemic, in 2021, we developed new interview guidelines specifically designed for Online Interviews (e.g., with more time windows available to reduce the candidate’s Zoom fatigue, with more options to contact the Chair of the selection committee to discuss potential barriers, with videos/websites showing the facilities when possible..). This option to run part of the interview online will be kept after the pandemic in order to accommodate the needs of potential future candidates.

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Regarding the challenges associated with Clinical positions, we would like to advocate that the CRC program extend the eligibility period for applicants with an MD and a PhD.

Was funding from the CRCP EDI stipend used for this key objective?

- Yes
- No

If the answer to the previous question was 'yes', indicate how much of the funding was spent on this key objective and specifically what the funds were spent on.

If the answer to the previous question was 'yes', indicate how much of the funding was spent on this key objective.

\$ 4258.50

If an amount was entered in the previous question, indicate specifically what the funds were spent on.

As a way to Increase representation of the four designated groups (FDGs) amongst CRCs and to support them **in being more visible**, we informed and encouraged all our Tier 2 Chairholders to apply for this event:

[Science Meets Parliament](#) (May 6, 2021):

- One of our Chairholders was selected and we paid the cost of the registration (\$508.50)
- We also officially sponsored this event: (\$3000)

We organized and paid for a workshop during which half of the spots were reserved for Chairholders (\$750): **Writing Compelling Commentary workshop** on May 10 2021.

This workshop provides participants with the confidence and tools to contribute their expertise to the public discourse through compelling, short-form written commentary for newspaper op-ed pages and online sites. It highlights the essential elements and format of newspaper commentaries and presents a 5-step method to efficiently build a concise, persuasive and accessible argument that is likely to engage a lay audience. The workshop has been presented by [Informed Opinions](#), a national, non-partisan, charitable feminist organization that works to ensure the perspectives and priorities of qualified women with diverse backgrounds are equitably reflected in the news media and integrated into Canadian society.

EDI Stipend Impact Rating

Please rate the extent of the impact the EDI Stipend has had on your institution in meeting this key objective:

- Insignificant impact (the institution could attain similar progress towards this objective without the EDI stipend)
- Minor impact (the EDI Stipend had minimal impact on achieving progress)
- Moderate impact (the EDI Stipend had moderate impact on achieving progress)

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- Major impact (the EDI Stipend had a major impact on achieving progress)
- Extensive impact (the EDI Stipend had an extensive impact on achieving progress)
- Don't know

Indicate in the table below any leveraged cash or in-kind contributions provided by the institution

Leveraged cash or in-kind contributions from your institution (if applicable):

	Amount \$	Source / Type (cash or in-kind)
1		
2		

Do you have other key objectives to add?

- Yes
- No

Note: If you select "Yes" you will be brought to a separate section where you may enter information for up to five additional key objectives and where, at minimum, you will be required to enter information for Key Objective 2 in order for that section to be considered complete. Otherwise, if you select "No", you will not be directed to the section for additional objectives and, therefore, will not have access to Key Objectives 2 through 6, in which case, completing the information for Key Objective 1 will be sufficient.

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ADDITIONAL KEY OBJECTIVES FOR PART A IF APPLICABLE

Key Objective 2

Brief description of S.M.A.R.T. (specific, measurable, aligned with the wanted outcome, realistic and timely) Key Objective 2:

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

Systemic barriers - Please provide a high-level description of the systemic barriers (e.g. summarize what the barriers are and how they were identified):

Similarly as for Objective 1, this second SMART objective was developed to address the following barrier:

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.*

Corresponding actions undertaken to address the barriers:

Since December 2018, the following actions have been implemented to address this barrier and continue to be used as best practices in our current processes:

- ✓ 2.a - Appointment of a new Special Advisor to the President on Diversity and Inclusion who sits on all CRC recruitment committees to ensure fair and transparent processes are followed, as well as EDI best practices.
- ✓ 2.b - Implement mandatory Unconscious Bias Training Module for all CRC recruitment and selection committees and for research administrators involved in the selection of CRC candidates.
- ✓ 2.c - Review of internal recruitment and selection guidelines to incorporate CRC EDI requirements, as well as our own CRC EDI Action Plan.
- ✓ 2.d - Ensure diversity of CRC selection committees (discipline, gender, ethnicity, bilingualism, career stage, etc.).
- ✓ 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.
- ✓ 2.f - Create an Institutional EDI Attestation Form to be signed by all committee members.

Data gathered and Indicator(s) - can be both qualitative and quantitative:

Here is an overview of the indicators used to track the progresses of each action:

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- 2.a - Special Advisor to the President on Diversity and Inclusion_position filled for two-year mandate (2018-2020).
 - -Number of CRC selection committees attended.
- 2.b - Number of selection committees and members who took the training.
 - Number of research administrators who took the training.
- 2.c. -Ensure compliance with CRCP requirements and policies.
 - -Guidelines updated in both Official Languages.
 - -Guidelines shared with the selection committees and available for consultation (Appendix B in CRC EDI Action Plan).
- 2.d. -Minimum of 2 members from the FDGs on each committee.
 - -All memberships reviewed and approved by the Vice-President of Research.
 - -Committee composition details included in final report.
- 2.e -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.
- 2.f - EDI attestation form created in both Official Languages.
 - -Number of selection committees signing the form.

Progress and/or Outcomes and Impacts made during the reporting period:

Overview of the outcomes and progress:

2.a – The Special Advisor to the President on Diversity and Inclusion has been hired. She attended meetings related to the 22 CRC job postings (including repostings) we advertised between December 2018 and December 2020. In total, we created 17 different selection committees and both the Special Advisor and Research Chairs Advisor supported these committees.

2.b – All the members sitting on the 17 selection committees created between December 2018 and December 2020 took the mandatory Unconscious Bias Training Module. This represents approximately 85 persons trained. In addition, the Research Chairs Advisor who is in charge of CRC recruitments has been trained in Leadership, Diversity and Inclusion (certification from Centennial College) to facilitate and support the implementation of the EDI action plan and help develop a diverse and inclusive research environment at uOttawa.

2.c – Ensure compliance with CRCP requirements and policies and go beyond.

- The CRC recruitment Guidelines have been updated in both Official Languages at least four times based on new requirements or to adjust to changing situations (e.g., Covid-19). A new checklist to help the Chairs of selection committees has been created and implemented, and a new EDI

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attestation and confidentiality agreement has been developed. These documents are shared with each CRC selection committee and are available on an internal platform Docushare for consultation.

- The template of the job postings for CRC recruitments has been revised with the institution's commitment statement to equity, diversity and inclusion, an explanation of the type of hiring, a clear encouragement to individuals from all four designated groups to apply, a statement that recognizes the legitimate impact that leaves and inclusive language.
- In addition, to encourage the creation of a diverse and inclusive research environment at uOttawa, we now ask each applicant to submit an EDI statement in their dossier as part of the application process, e.g.: "A statement on equity, diversity, and inclusion philosophy and practice (1 page)";
- When preparing CRC nomination or renewal dossiers, candidates are now encouraged to discuss their EDI practices and philosophy. Note that a document has been created internally to support researchers in this new task and to suggest where to insert EDI details in the CRC dossier.

2.d – The following best practices are in place and are now mandatory as part of our guidelines:

- Minimum of 2 members from the FDGs on each committee.
- All committee memberships reviewed and approved by the Vice-President of Research.
- Committee composition details are included in final report produced by the Chair of each selection committee. This final report explains de committee's recommendation in details.

2.e – For each posting, we post the job advertisement on a minimum of 4 websites including uOttawa website and University Affairs. The two or more additional sites are at the discretion of the Faculty in charge of the recruitment and of the Chair of the selection committee. The goal is to select the best venues for the required job qualifications and to target EDI groups (i.e. use of networks and informal list serves are also encouraged). The cost of these postings is covered by the Office of Vice-President Research.

- The number of incoming applications is also monitored and we flag any shortcomings to correct before the closing deadline.
- Proactive efforts are made to identify a diverse pool of potential applicants by using networks and posting the job advertisement on diverse newsletters, and specialized websites.

2.f – The Institutional EDI Attestation Form and Confidentiality Agreement, created in both Official Languages, is signed by all committee members prior to accessing the applications. This form now also contains a confidential agreement (e.g., to keep confidential all information related to the applications, the progress of the recruitment process, and the discussions that take place during or after the selection committee meetings. Communications with the candidates are handled by the Chair of the committee).

Challenges encountered during the reporting period:

Even though we posted our Ads on many different websites and used the professors' networks, we still encounter difficulties in recruiting certain positions due to a lack of available candidates in certain groups or with specific qualifications (e.g., functionally bilingual in English and French , Indigenous scholars, specialized in a specific domain, MD/PhD...).

Next Steps (indicate specific dates/timelines):

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As a next step to **continue to incorporate EDI in recruitment and selection processes**, we will ensure the training provided to CRC selection committee stay up-to date and in line with current best practices in the field. In 2021, we will also create a new public website related to EDI in research. This website will regroup tools, training activities and information to support researchers in implementing EDI principles, approaches and best practices in their research programs and teams. The EDI-related cultural change that uOttawa has started will be beneficial to improve all recruitment and selection processes within the institution.

Was funding from the CRCP EDI stipend used for this key objective?

- Yes
- No

If the answer to the previous question was 'yes', indicate how much of the funding was spent on this key objective and specifically what the funds were spent on.

If the answer to the previous question was 'yes', indicate how much of the funding was spent on this key objective.

\$114.98

If an amount was entered in the previous question, indicate specifically what the funds were spent on.

[The EDI advisor in research attended two specific Workshops from the Canadian Association of Research Administrators \(CARA\) \(\\$114.98\):](#)

- Leveraging promising practices in equity, diversity and inclusion (EDI) for an inclusive training environment
- Assessing Research Design with Gender-Based Analysis Plus (GBA+)

EDI Stipend Impact Rating

Please rate the extent of the impact the EDI Stipend has had on your institution in meeting this key objective:

- Insignificant impact (the institution could attain similar progress towards this objective without the EDI stipend)
- Minor impact (the EDI Stipend had minimal impact on achieving progress)
- Moderate impact (the EDI Stipend had moderate impact on achieving progress)
- Major impact (the EDI Stipend had a major impact on achieving progress)

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- Extensive impact (the EDI Stipend had an extensive impact on achieving progress)

- Don't know

Indicate in the table below any leveraged cash or in-kind contributions provided by the institution

Leveraged cash or in-kind contributions from your institution (if applicable):

	Amount \$	Source / Type (cash or in-kind)
1		
2		

ADDITIONAL KEY OBJECTIVES FOR PART A IF APPLICABLE

Key Objective 3

Brief description of S.M.A.R.T. (specific, measurable, aligned with the wanted outcome, realistic and timely) Key Objective 3:

Objective #3: Develop EDI data collection and reporting.

Systemic barriers - Please provide a high-level description of the systemic barriers (e.g. summarize what the barriers are and how they were identified):

This third objective was designed to address the second barrier 2) The lack of standardized data to monitor and report on performance, both at the institutional level and for CRC holders;

Corresponding actions undertaken to address the barriers:

List of actions implemented to address this barrier:

- ✓ 3.a - Develop a self-identification form and encourage all CRC candidates to voluntarily fill the form.
- ✓ 3.b - Perform comparative analysis to assess disparities within the allocation of CRCs.
- ✓ 3.c - Provide EDI data and statistical reports to senior management and CRCP.
- ✓ 3.d - Collect information related to EDI barriers, solutions and best practices amongst CRC holders.

Data gathered and Indicator(s) - can be both qualitative and quantitative:

Here is the list of indicators we used to monitor progress:

- 3.a -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.
- 3.b - 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.
- 3.c - Provide gender-related data to the Special Advisor on Equity and Diversity for reporting purposes.
 - Provide EDI target updates and statistics to the Vice-President of Research.
 - Produce CRC EDI annual progress report and post on uOttawa's accountability website.

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- 3.d - Create and distribute a survey to collect information on EDI barriers and best practices.

Progress and/or Outcomes and Impacts made during the reporting period:

Overview of the outcomes and progress:

3.a – A self-identification form was created in 2018 and was included in each and every CRC job postings since then.

- We monitored the number of candidates filling-out the self-identification form and we used these data to implement preferential hiring mechanisms. During the reporting period, we received approximately 298 applications and 225 applicants (75%) accepted to complete the self-identification form during the application process.
- From the applicants who completed the form, 183 candidates (81%) self-identified to one or more of the FDGs.

3.b – We used internal data to run gender-based analysis and analysis for visible minority groups. We generated reports in 2018 and 2019 and we will continue to track progress.

3.c – We provided aggregated equity data to the Special Advisor on Equity and Diversity and Vice-President level executives for reporting purposes and planning purposes. In addition, as part of the Dimension program, the Special Advisor on Equity and Diversity had worked on creating a dashboard to be able to prepare reports on equity data at the institutional level.

- We also provide updates related to CRC EDI targets and statistics to the Vice-President of Research at least four times a year.
- This EDI action plan progress report was also posted on uOttawa’s public accountability website.

3.d – The Women Research Chairs Mentoring Support Group was launched in fall 2019 by the Centre for Academic Leadership and OVPR in support of the success of female Chair holders. The objective of the group was to provide female Chair holders with a forum to discuss topics of importance to them as research Chairs. During the first meeting in September 2019, the participants identified the topics for discussion at the monthly meetings; chairs volunteered to lead specific sessions and external speakers were also invited to present (work-life balance, planning/managing research program, communications, etc.) Over 20 Women Research Chairs participated throughout the course of the year and the group decided to continue this initiative for a second academic year 2020-2021 (see objective 4 for more details).

A new **Equity, Diversity, and Inclusion Advisor for Research** was hired in September 2020 within Research Management Services in the Office of the Vice-President Research. This person was able to develop materials to launch 2 focus groups and to prepare a survey (launched in May 2021, see next steps below). The goal of the focus groups was to get first-hand information from Faculty Research Advisors and Vice- Deans of Research regarding their understanding and their faculty’s current situation, needs, barriers, good practices, and suggestions regarding EDI in research.

In addition, at the end of 2020, the Office of Vice-President, Research (OVPR) has created the **Equity, Diversity and Inclusion in Research Advisory Committee** to guide the development, implementation and evaluation of an EDI Action Plan for Research.

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Challenges encountered during the reporting period:

The main challenge we encountered was linked to a freeze in hiring at uOttawa in 2020 due to COVID – 19 which delayed the hiring of the EDI Advisor and the implementation of focus groups, survey, etc. Moreover, support staff/ SSUO Members at uOttawa were on strike in October 2020, which affected the operations of the institution.

Next Steps (indicate specific dates/timelines):

The Women Research Chairs Mentoring Support Group will continue as long as it is informative and supportive to its members.

In April 2021, a survey and a consultation consent form have been distributed to investigate the support that CRC holders receive mainly from uOttawa in relation to research at large and to EDI-related aspects of research in particular. The survey also aims to assess the extent to which CRCs are currently addressing EDI practices and measures in their research activities or teams.

Results of this environmental scan (which triangulates focus groups, consultations, and surveys) will be presented to the **Equity, Diversity and Inclusion in Research Advisory Committee** during the year of 2021 and will establish a solid basis for the EDI Action Plan in Research. We will be able to assess the current situation of uOttawa research community (e.g., strengths and areas for improvement) in relation to designated and underrepresented groups (women, Indigenous people, racialized groups, persons living with disabilities and members of the LGBTQI2S+ community) at uOttawa. We are currently able to track funding data and use self-identification data to track progress in terms of the number of FDG members holding CRCs, but we are also aiming to develop a formal EDI Research Action Plan to strategically organize **actions tailored to the needs** of uOttawa researchers and the current potential barriers to recruitment, inclusion and retention of these members in particular.

Next steps for recruitment and self-identification:

A new recruitment platform for academic positions called NJOYN is about to be launched in May 2021. This tool is used by HR professionals and many managers to track applications during a recruitment process at the University (this will include CRC applicants). At the same time, it also plays a role in the experience of a candidate. Some of the new features enhance the candidate experience, for instance:

- self-identification options are automatically integrated in the application process (no separated pdf)
- Clear email communications to keep applicants informed throughout the hiring process;
- Cell phone accessibility to search for jobs on the go;
- A search engine visible on the job page allowing candidates to filter by keywords, category or job type;
- Option to create career alerts for candidates.

Was funding from the CRCP EDI stipend used for this key objective?

- Yes
- No

ADDITIONAL KEY OBJECTIVES FOR PART A IF APPLICABLE

Key Objective 4

Brief description of S.M.A.R.T. (specific, measurable, aligned with the wanted outcome, realistic and timely) :

Objective #4: Strengthen institutional commitment to EDI

Systemic barriers - Please provide a high-level description of the systemic barriers (e.g. summarize what the barriers are and how they were identified):

This particular objective was developed to address the two following barriers (number 3 and 4):

- *The lack of focused attention on activities to support the retention and inclusion of Chairs who are members of the Four Designated Groups (FDGs); and*
- *The need for greater institutional commitment to diversity and inclusion.*

Corresponding actions undertaken to address the barriers:

Here is the list of corresponding action undertaken:

- ✓ 4.a - Raise awareness of existing gaps and barriers related to EDI in research enterprise.
- ✓ 4.b - Have open dialogues on potential or existing EDI barriers with CRC holders and various groups/individuals.
- ✓ 4.c - Promote research achievements of CRC holders including members from the FDGs.
- ✓ 4.d - Incorporate EDI within institutional planning and priorities

Data gathered and Indicator(s) - can be both qualitative and quantitative:

To assess progress, we developed these indicators:

- 4.a - 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 Inclusion – Diversité – Équité – Excellence (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.

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- 4.b - 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. Consult chairholders on their interest in a peer-mentoring program.
- 4.c - 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.).
 - Increase visibility of CRC within the FDGs.
- 4.d - Include EDI priorities in the University's upcoming Strategic Plan, Transformation 2030.
 - Include EDI priorities in the OVPR's Strategic Research Plan 2020-2025.
 - Launch of a University wide self-identification initiative for all faculty and staff this fall.

Progress and/or Outcomes and Impacts made during the reporting period:

For each action, the outcomes are listed below:

4.a - Relevant sectors/groups (i.e. Research Management Services staff, Faculty administrators, senior University officials, Finance and HR services) are regularly informed of current gaps within allocation of CRCs at uOttawa amongst the FDGs.

- All research administrators have been sensitized to unconscious bias via training and activities (i.e. special webinars, meetings and recent focus groups) and this will continue with regular webinars or information shared using regular communication tools (RMS info letter, uOttawa Gazette, social media, etc).

- The Vice-President Research launched the IDÉE (Inclusion – Diversité – Équité – Excellence) committee to identify EDI priorities for research (with a final report submitted in March 2019). Recommendations are now being implemented and include: establishing EDI targets for internal Chairs programs; improved EDI in selection for Prizes and Awards; creation and recruitment of a dedicated EDI position to lead development of uOttawa EDI Action Plan for Research.

- In 2020, the OVPR has created a new Advisory Committee on Equity, Diversity and Inclusion (EDI) in Research to guide the development, implementation and evaluation of an EDI Action Plan for Research. This plan will be instrumental to achieving the objectives of the uOttawa Strategic Research Plan 2020-2025 and will build on the 2017-2019 [Canada Research Chairs Institutional EDI Action Plan](#) and on the 2019 recommendations of the OVPR IDÉE Ad-Hoc Committee.

- At the institutional level, all the guidelines associated with Internal research chairs programs (University Research Chairs, Distinguished Research Chairs, Chaires de recherche sur le monde Francophone) have been revised at the beginning of 2021 in order to add a new section linked to EDI as part of the application, renewal and evaluation processes for these chairs. A new evaluation criteria has been added to the evaluation grid to evaluate these dossiers (i.e., the application describes concrete actions to create more diversified, inclusive

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and equitable research environments). All chairholders are now asked to demonstrate how they actively support the integration of EDI principles in research. For instance, they need to describe the efforts planned to promote EDI in research and it is up to the candidate to choose how he or she wishes to address this criterion, through concrete actions, taking into account his or her own reality (e.g., challenges specific to their environment or their field in order to develop relevant and effective actions).

4.b - 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.

- In 2019, a Women Research Chairs mentoring group was created (in conjunction with the Centre for Academic Leadership). This support group has been very successful with 7 meetings in 2019-2020. Approximately, 23 chairholders attended the meetings. This group is for women faculty with a research chair, who are interested in meeting colleagues to discuss issues of common interest such as expectations for research chairs and resources for advancing their research programs. In 2019/20, the group was led by two experienced Chair holders and participants decide the topics to be addressed during the meetings. It provided an opportunity to discuss freely the issues facing female Chair holders. Not only participants benefit from the experience of two senior colleagues, but also from other Chairs on campus.

-Every year, welcome meetings and [orientation sessions](#) are organized for all new researchers hired at uOttawa, including CRC holders. The role of the different services within the Office of Vice-President Research is explained (e.g., representative staff of Research Management Services are presenting to facilitate integration). Moreover regular follow-ups with new CRC recruits are done by support staff to monitor for any specific need/issue or questions.

- Two in-house training sessions on Diversity and Inclusion for OVPR Directors have been provided to foster a leadership culture of inclusion across different sectors in research and to provide input on the development of the EDI Action Plan for Research (June 2020). The two one-hour and a half sessions regrouped 13 Directors and was led by the Executive Director, Research Management Services, and the Senior Strategy Advisor of the Office of the Vice-President Research.

4.c - All CRC nominations and renewals and subsequent research achievements are currently announced using various social media outlets (i.e. Facebook, Twitter, press releases, uOttawa website, media interviews, etc.) and this will continue.

-The Communication teams at uOttawa are focusing more on subject highlighting the work of members of the FDGs. For instance, the internal institutional newsletter called Gazette is used as a tool to improve visibility members of the FDGs including CRCs.

4.d – Institutional commitment to EDI has increased tremendously since December 2018.

- On May 21, 2019, the University of Ottawa proudly endorsed the new [Dimensions](#) charter that champions eight principles of EDI. Identifying and addressing systemic barriers in post-secondary education and research advancement are key components of the charter, and the University has reiterated its strong commitment to support EDI among researchers.

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- NSERC has chosen uOttawa to participate in the Dimensions pilot program. Since September 2019, 17 Canadian postsecondary institutions have developed self-assessment teams to coordinate EDI data collection, analysis and action planning. At this stage, we are collecting and analyzing quantitative and qualitative data to perform an in-depth reflective assessment of uOttawa's systems, practices and culture. This will lead to an action plan with goals based on identified gaps, barriers and trends.

- On University of Ottawa website, a specific institutional webpage for Equity, Diversity and Inclusion has been created and a quote from the President Jacques Frémont mentions EDI as a strategic priority.
<https://www.uottawa.ca/president/strategic-areas/diversity-and-inclusion>

- EDI is now integrated in key institutional strategic plans and activities:

1. The **new University strategic plan, called *Transformation 2030*** makes **sustainability** one of its strategic pillars -- The OBJECTIVE 1: Nurture a sustainable campus culture that promotes overall well-being, embraces diversity, and fuels employee engagement.
<https://transformation2030.uottawa.ca/en/home>
2. The new **uOttawa Strategic Research Plan 2020-2025** mentions EDI:
<https://research.uottawa.ca/about/strategic-areas-research> -- One of the direction and objective is to "FOSTER AND CELEBRATE excellence, equity, diversity and inclusiveness within our research community and in our research approaches"

- A New **Special Advisor position on Anti-Racism and Inclusion** has been **created** in December 2020.

<https://www.uottawa.ca/vice-president-academic/advisor-anti-racism-inclusion>

The Anti-Racism Special Advisor will:

- Lead the anti-racism and inclusion file, and be the public face of the University of Ottawa on this issue;
- Work with the Human Rights Office, faculties and services, and all student groups to achieve goals of anti-racism and inclusion;
- Help raise awareness and communicate anti-racism and inclusion actions/priorities on campus;
- Communicate with the multitude of stakeholders across campus and in the broader community;
- Propose appropriate structures for the University of Ottawa to be equipped to advance the anti-racism and inclusion file.

Public forum: Sharing Best Practices to promote anti-racism and inclusion on campus

- In 2020, a new University wide self-identification initiative for all faculty and staff has been launched called "**count me in**". After a long process of research, consultations and data analysis, the committee has launched a critical initiative in its work. Faculty and staff are now able to access and complete the University's self-identification questionnaire. The slogan is "Count me in / Comptez-moi." Students will be invited to access the platform soon.

<https://www.uottawa.ca/gazette/en/news/self-identification-take-five-minutes-count-yourself#:~:text=The%20University%20of%20Ottawa%20is,of%20backgrounds%2C%20cultures%20and%20identities.&text=Faculty%20and%20staff%20are%20now,platform%20in%20the%20near%20future>.

The EDI Special Advisor will help share existing Association of Professors of the University of Ottawa (APUO) membership data on gender.

- Unconscious bias awareness training for all faculty hiring committees across uOttawa: Through a joint partnership between the APUO and Human Resources, a Senior Human Resources Advisor is conducting

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training sessions for those involved in selection committees (different from those related to CRC positions) and other hiring roles. She is also developing awareness campaigns to reduce instances of unconscious bias and to foster a sense of belonging for all on campus.

Challenges encountered during the reporting period:

The reporting period covered many new activities and new institutional EDI initiatives taking place at uOttawa which were not related to CRC or research. Therefore, it has been challenging to keep track of all these new activities and see how best to integrate the work of different sectors in our sector.

Next Steps (indicate specific dates/timelines):

Over the next year, uOttawa will continue to advance the CRC EDI Action Plan, with a specific focus on continuing to strengthen institutional commitment to EDI and developing an inclusive climate for uOttawa researchers, students and staff. The development of an EDI action plan for Research will extend our activities beyond the CRC program to the broader research community.

Regarding the Women Research Chairs mentoring group, 4 virtual meetings already took place in 2020/2021 to explore topics such as interacting with decision-makers, negotiation skills, and work-life balance strategies during COVID. We are planning to continue these meetings since we received positive comments from participants and it provides an opportunity to discuss freely the issues facing female Chair holders.

The EDI in Research Advisory Committee was established in March 2021. It is composed of twelve members including Faculty, affiliated institutions, researchers, students, administrative staff, and members of the university community directly related to five designated groups (the four designated groups by the Canada Equity Act and the LGBTQI2S+ community). This Committee currently works on the **EDI in Research Action Plan** and expects to start implementing this plan in September 2021. The EDI in Research Action Plan will be executed for the period 2021-2023.

To maximize impact and ensure integration, we will maintain close linkages with the university's EDI Strategy, and provide support as required to the University's participation in the Dimensions Pilot. Through this multi-faceted approach, we will put our values into action and thus create an inclusive environment where all can succeed and thrive. Since EDI is now embedded in the institutional strategic plan, the sustainability of the implemented changes will be the focus of the coming years.

Was funding from the CRCP EDI stipend used for this key objective?

- Yes
- No

If the answer to the previous question was 'yes', indicate how much of the funding was spent on this key objective and specifically what the funds were spent on.

If the answer to the previous question was 'yes', indicate how much of the funding was spent on this key objective.

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\$45,626.43

If an amount was entered in the previous question, indicate specifically what the funds were spent on.

Training and certification for staff member/ Research Chairs Advisor (\$1885.17):

Leadership and Inclusion Certificate from Centennial college in Toronto

<https://www.centennialcollege.ca/programs-courses/schools/school-of-advancement/part-time-programs/leadership-and-inclusion-certificate-6730/>;

Books related to the certification (\$54.90):

Book : The Inclusion Dividend: Why Investing in Diversity & Inclusion Pays Off - Donovan, Mason, Kaplan, Mark; Paperback

Book : The Diversity and Inclusion Handbook, Thiederman, Sondra; Paperback

Organization of special events for the entire research community: (\$249.08) movie license

In honour of the International Day of Women and Girls in Science on February 11, 2021 the University of Ottawa's Office of the Vice-President, Research and the Faculty of Science were hosting a panel discussion inspired by the documentary Picture a Scientist (Ian Cheney and Sharon Shattuck, 97 minutes). The movie was followed by a panel discussion with 4 women speakers on the challenges women face in science and on how they overcome them.

Salary of staff who took the certification: (\$29,309 salary + \$7,600 benefits = \$36,909)

Translation of tools related to EDI (751.13 \$)

Tools coming from the University of Stanford's Gendered innovations

Activity planned (\$5777.24):

Other translations and Creation of video vignettes on EDI best practices of inclusion in research groups and laboratories.

EDI Stipend Impact Rating

Please rate the extent of the impact the EDI Stipend has had on your institution in meeting this key objective:

- Insignificant impact (the institution could attain similar progress towards this objective without the EDI stipend)
- Minor impact (the EDI Stipend had minimal impact on achieving progress)
- Moderate impact (the EDI Stipend had moderate impact on achieving progress)

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- Major impact (the EDI Stipend had a major impact on achieving progress)
- Extensive impact (the EDI Stipend had an extensive impact on achieving progress)
- Don't know

Indicate in the table below any leveraged cash or in-kind contributions provided by the institution

Leveraged cash or in-kind contributions from your institution (if applicable):

	Amount \$	Source / Type (cash or in-kind)
1		
2		

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PART B. CHALLENGES AND OPPORTUNITIES

Other than what has been outlined in the section above, outline any challenges and opportunities or successes regarding the implementation of the EDI action plan, as well as best practices that have been discovered to date. If COVID-19 has had an impact on the implementation of the institution's action plan, please outline how below. How has or will the institution address these challenges and opportunities? (Limit: 5100 characters including spaces)

Over the reporting period, the implementation of the EDI Action Plan has been delayed in some aspects due a hiring freeze associated to COVID-19 and the limited number of staff available to take in charge all the new activities planned in the EDI Action Plan while implementing new requirements and creating new guidelines associated with the change of portal to Convergence portal (i.e. new portal to manage CRC and submit CRC nominations to the CRC Program). All the activities proposed in the action plan such as: tool development, consultation, workshop, website development, revision of internal guidelines of internal chair programs, creation of a committee and development of an EDI Action Plan for research are new activities which are in addition of regular work for staff.

The University of Ottawa tackled this challenge by delaying some actions and ensuring that new staff were hired as soon as the hiring freeze ended. A training/certification was also offered to one staff member so that she would feel more equipped to conduct certain activities described in the CRC EDI Action plan.

Since March 2020, COVID-19 has had a definite impact on the implementation of the EDI Action Plan. Everyone had to work virtually and it took time to reorganize everything online such as the work of the selection committees and the organization of the interviews for CRC recruitments. In addition, we have seen a major negative impact of the public health restrictions during the tentative hiring of new researchers. For both, Level 1 and Level 2 CRCs, the lack of opportunity to visit Ottawa and the University campus during interviews was identified as a barrier to the decision to accept an offer. More specifically, candidates were not able to visit potential laboratory spaces or to see the type of equipment available on campus and the type of living environment that this city could offer to their family. Another significant issue was related to moving an entire family while the borders of different countries were closed and COVID-19 cases were increasing. As a result, many recruitments have been unsuccessful in 2020 and early 2021, and since then we also noticed that the number of applications by posting has decreased significantly impeding our capacity to reach future EDI targets (2022, 2025, 2027 and 2029).

To address these challenges almost each position was advertised for a longer period of time (60 days or even longer instead of 30 days) and we accepted to repost the position more often, making sure to advertise the position on new websites. A successful element that we may want to keep after Covid is related to the "in person" versus "online" meetings and work of the selection committees. Since the start of the pandemic, we noticed that it was less difficult to find suitable times for the meetings and it was even convenient to invite candidates for zoom meetings. In the future we may consider using a mix of both options ("in person" and "online") to adjust to specific needs accommodate all kind of situations.

PART C. REPORTING ON EDI STIPEND OBJECTIVES NOT IN PART A

Instructions:

- Institutions with EDI Action Plans, use this section to report on EDI Stipend

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objectives that are not accounted for in Section A.

- Institutions without EDI Action Plans, use this section to report on EDI Stipend objectives.

Not relevant to uOttawa, all reported in previous section A.

PART D. ENGAGEMENT WITH UNDERREPRESENTED GROUPS

Outline how the institution has engaged with underrepresented groups: e.g. racialized minorities, Indigenous peoples, persons with disabilities, women, LGBTQ2+ individuals, during the implementation of the action plan (during the reporting period), including how they have been involved in identifying and implementing any course corrections/adjustments, if applicable. For example, how was feedback gathered on whether the measures being implemented are resulting in a more inclusive research environment for chairholders of underrepresented groups? How has intersectionality been considered in developing and implementing the plan (if applicable)? Have new gaps been identified? How will members of underrepresented groups continue to be engaged? (Limit: 10 200 characters with spaces)

During the reporting period 2018-2020, we consulted and engaged with members of underrepresented groups in several ways. First, by making sure they were aware of the support available to them (email contact and phone calls). Second, we ensured representation of members of the four designated groups on all the CRC recruitment committees and developed guidelines to sustain this imperative. Third, as mentioned before, uOttawa created a Support group for women Chairholders in order to ensure female researchers could support each other, identify potential barriers and share their needs with the central administration. Barriers that hinder success as women Research Chairs have been identified and solutions for addressing them have started to be implemented (e.g. revision of guidelines for prizes and awards, for internal chairs, workshops to improve the negotiation skills, workshops on media relation, etc). The impact of being a woman, belonging to a visible minority, parenting, experiencing linguistic barriers, and other intersectional factors affecting the full development of female researchers was discussed during these meetings. As per the group's recommendation, the University of Ottawa will take into consideration these intersectional factors when assessing applications for a CRC (new nomination or renewal dossier).

In addition, each time a new position was open to hire an Indigenous researcher, the hiring committee ensured members from Indigenous communities were consulted and represented on the selection committee. Researchers belonging to networks related to Indigenous communities and experienced in working with these communities were involved from the beginning of the process to be able to suggest changes in the job posting wording, advertise the position on appropriate websites, actively participate in the selection process of the candidates and the organization of the interviews. The selection process for candidates took into account their accurate respect to the Indigenous Research Principles and to other ethical considerations of research with Indigenous peoples.

The consultation and involvement of members of a specific designated group in these selection committees (Indigenous, people with disabilities) has been very helpful and led to improving our templates and guidelines. We are aiming to follow closely the integration of researchers coming from the FGDs after their hiring and we asked for feedback to improve our processes. For instance, we helped them navigate thought different services and the administration when necessary, and informed them of particular opportunities (e.g., Science meets parliament). As part of this feedback mechanism, we have

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been informed of a particular challenge or obstacle to the development of early career Chairholders. The long delay between the award of the Chair and the lifting of the embargo has been identified as problematic. A few researchers have missed the opportunity to secure media interviews (with their CRC title) and make public intervention about relevant societal topics.

Next steps will be to analyze the data coming from the CRC survey we launched in 2021 as well as the results of the focus groups that are part of the environmental scan to create the EDI in Research Action Plan. The survey was conducted online between April 13th and May 3, 2021. Its goals were two-fold: 1) Investigating the support that CRCs receive mainly from U Ottawa in relation to research at large and to EDI-related aspects of research in particular. 2) Assessing the extent to which CRCs are currently addressing EDI practices and measures in their research activities or teams.

The survey was answered by 30% of CRC holders, out of which 74% were women and 11% were members of visible minorities. Preliminary results reveal that 40% of the CRC consider being agree or totally agree with the assertion: “I have the skills, tools, and resources necessary to promote EDI principles and actions in my research team.” Similarly, regarding the support received from the University on EDI areas, the option “Exchange with other researchers from the designated groups” obtained the highest qualification (Very good 35%, Acceptable 35%). Among a list of 11 EDI practices and measures, “Mentoring and/or role modelling with team members” obtained the highest score (Highly present 60% and present 30%) and the main areas for improvement are: the quality of training on unconscious bias in research, support in obtaining tenure, and accessibility measures regarding disability conditions. The training for unconscious bias in research (CRC Unconscious bias training module) is currently limited to members of the selection committees. As a next steps, we will use our upcoming EDI website to share additional training on this topic and tools to improve awareness for all researchers including CRC holders.

The role of the **Equity, Diversity and Inclusion in Research Advisory Committee** will be to summarize these data and to guide the development, implementation and evaluation of the **EDI in Research Action Plan** at uOttawa which will focus on creating a more inclusive research environment for everyone at uOttawa and more members of the four designated groups in the 2021-2023 period.

PART E. OTHER EDI INITIATIVES

Efforts to Address Systemic Barriers More Broadly within the Institution

Briefly outline other EDI initiatives underway at the institution (broader than those tied to the CRCP) that are expected to address systemic barriers and foster an equitable, diverse and inclusive research environment. For example, are there projects underway that underscore the importance of EDI to research excellence? Is there additional training being offered to the faculty at large? Are there initiatives to improve the campus climate? Please provide hyperlinks where possible. Note that collecting this information from institutions is a requirement of the 2019 Addendum to the 2006 Canadian Human Rights Settlement Agreement and provides context for the work the institution is doing in addressing barriers for the CRCP. (Limit: 4080 characters)

One of the objective of the CRC institutional EDI Action Plan was to “Strengthen institutional commitment to EDI”, so we listed numerous activities in the corresponding section above, see Objective 4.d. However, to summarize, since May 21, 2019, when the University of Ottawa proudly

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endorsed the new NSERC [Dimensions](#) charter which helps to Identify and address systemic barriers in post-secondary education and research advancement, the University has shown a strong commitment to support EDI and to initiate a culture change.

The President of the University, Jacques Frémont, has voiced its support and embedded EDI as a priority of the new strategic plan for the University, Transformation 2030. The Vice-president Research, Sylvain Charbonneau, has also ensured that EDI is part of the new strategic plan for research 2020-2025, with an objective to “FOSTER AND CELEBRATE excellence, equity, diversity and inclusiveness within our research community and in our research approaches.” This visible commitment from leaders has allowed the start of numerous initiatives across different spheres on campus. For instance, in addition to the creation of committees and Special Advisor positions at the central level (e.g., a Special Advisor, Diversity and Inclusion, a Special Advisor on Anti-Racism and Inclusion, an EDI research advisor for research) many faculties have also taken the lead in assessing the situation in their own domain, labs, and environment. New positions have already been created to lead the efforts in specific faculties (e.g., Assistant Dean, Office of Equity, Diversity and Inclusion in the Faculty of Medicine, a new Vice-Dean of Equity, Diversity, Inclusion in the Faculty of Science, etc.) The support of many allies working on EDI committees across the campus is also a tangible sign that a movement has started. Their work has been useful to identify barriers with an adverse effect on the research environment and the gaps in knowledge/awareness that may prevent the development of real actions to create a diverse and inclusive culture in research at uOttawa.

In addition to the barriers mentioned in the report, one specific recruitment challenge that was identified as restricting the pool of CRC applicants is the institutional linguistic requirement that faculty members teach in both English and French. At the institutional level, uOttawa has recently committed to internationalization and Francophonie with a new leadership position of Vice-President, International and Francophonie. The position was approved by the Board of Governors on December 9, 2019 and Dr. Sani Yaya has been nominated in this position in 2020. He will oversee the design, coordination and implementation of internationalization strategies across uOttawa. This will include establishing international private and public sector partnerships, supporting the internationalization of research and curricula, and expanding international opportunities for the uOttawa community. For CRC holders, these new commitments to Francophonie may result in greater clarity about the level of French required, which will help researchers plan their training to develop language skills if necessary.

In the Fall term 2020, the Research Management Services of the Office of the Vice-President, Research led a series of webinars to support CRC and other university researchers to integrate EDI considerations and approaches in the NFRF Exploration, NSERC Discovery and NSERC Alliance grant competitions. Key concepts, practical examples from the specific fields of knowledge, self assessment tools, pedagogic tools, and references were shared in these series.

A series of panels called “Inclusive Research, Better Research” started on February 11, 2021 to commemorate the [International Day of Women and Girls in Science](#). The second edition was held on May 19, 2021, to [commemorate the International Day against Homophobia, Transphobia and Biphobia](#). The series will continue to commemorate Canadian and international emblematic dates related to groups underrepresented in research.

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A reminder that institutions are required to post a copy of this report (as submitted) on their public accountability and transparency web pages within 7 working days of the deadline for submitting the report to TIPS.

END