



**Eyes High: UCalgary's  
Inclusive Excellence  
Hiring Initiative  
2022-2024**



# **Eyes High: Inclusive Excellence Cluster Hiring Initiative, 2022-2024**

**Presented by**

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**Vice-Provost & Associate Vice-President Research (EDI) And**

**Dr. Bill Rosehart, PhD**

**Dean, Schulich School of Engineering**

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# Roundtable Questions and Motion for Approval of Initiative

*Employment Equity Act, 1985* – 4 Federally-Designated Groups (FDGs):

- Women
- Indigenous peoples (First Nations, Metis, Inuit)
- Racialized/visible minority persons (Arab, Black, Chinese, East Asian, Filipino, Japanese, Korean, South Asians, West Asians, mixed race)
- Persons with disabilities.

UCalgary's 5<sup>th</sup> Equity Deserving Group

- LGBTQ2S

## II. Dean's Council Questions

1. Which equity gap will we prioritize for closing and why (based on equity gap data analysis)?
2. At which rank will positions be advertised (assistant, associate, full professor and/or open rank)?
3. Will the advertised positions prioritize research themes and, if so, which ones?
4. What strategies have been developed to ensure not only recruitment, but retention, mentoring, and success?

# **Inclusive Excellence Hiring Initiative**

## ***Mo Shuile Togam Suas (I will lift up my eyes)***

### ***Employment Equity Policy, 1989***

- “to achieve and maintain a fair and representative workforce through the design and implementation of an employment equity plan which meets the requirements of the Federal Government’s Contractors’ Program.”

### ***Eyes High Strategy, 2017-2022***

- “Great people are our most valuable assets. We will continue to attract, encourage, and recognize talented students, faculty and post-doctoral scholars who conduct globally recognized research. We will also nurture, develop and celebrate the staff who skillfully and passionately support them.” (April 2017)

### ***li’taa’poh’to’p: UCalgary Indigenous Strategy***

- “creating and maintaining shared, ethical space inclusive of Indigenous peoples’ representation within the student body, staff, faculty, leadership, and governing structures.”

### ***Framework for Growth Principles, 2021-***

- “The framework will be applied with consideration of its effect on efforts towards Indigenous reconciliation and equity, diversity, and inclusion.”

### ***Scarborough Charter on Anti-Black Racism and Black Inclusion, 2021-***

- “By signing this historic document, UCalgary will be operating based on the four principles of the Charter [Black flourishing, inclusive excellence, mutuality, accountability] in order to create equitable and inclusive pathways for Black faculty, staff and students.”—President Ed McCauley

# Charting Equitable Futures: A 3-Year Action Plan for Inclusive Excellence Hiring and Equity Accountability at UCalgary

## *Eyes High Vision: A Shared Commitment to Inclusive Excellence and Accountability*

### **Academic Year: 2022-2023 (23)**

12 Faculties/Schools commit to diversifying the professoriate by hiring at least one scholar.

### **Academic Year: 2023-2024 (7)**

3 Faculties/Schools (Engineering, Science, Social Work) commit to diversifying the professoriate by hiring 7 scholars

### **Academic Year: 2024-2025 (6)**

2 Faculties (Engineering and Science) commit to diversifying the professoriate by hiring 6 scholars

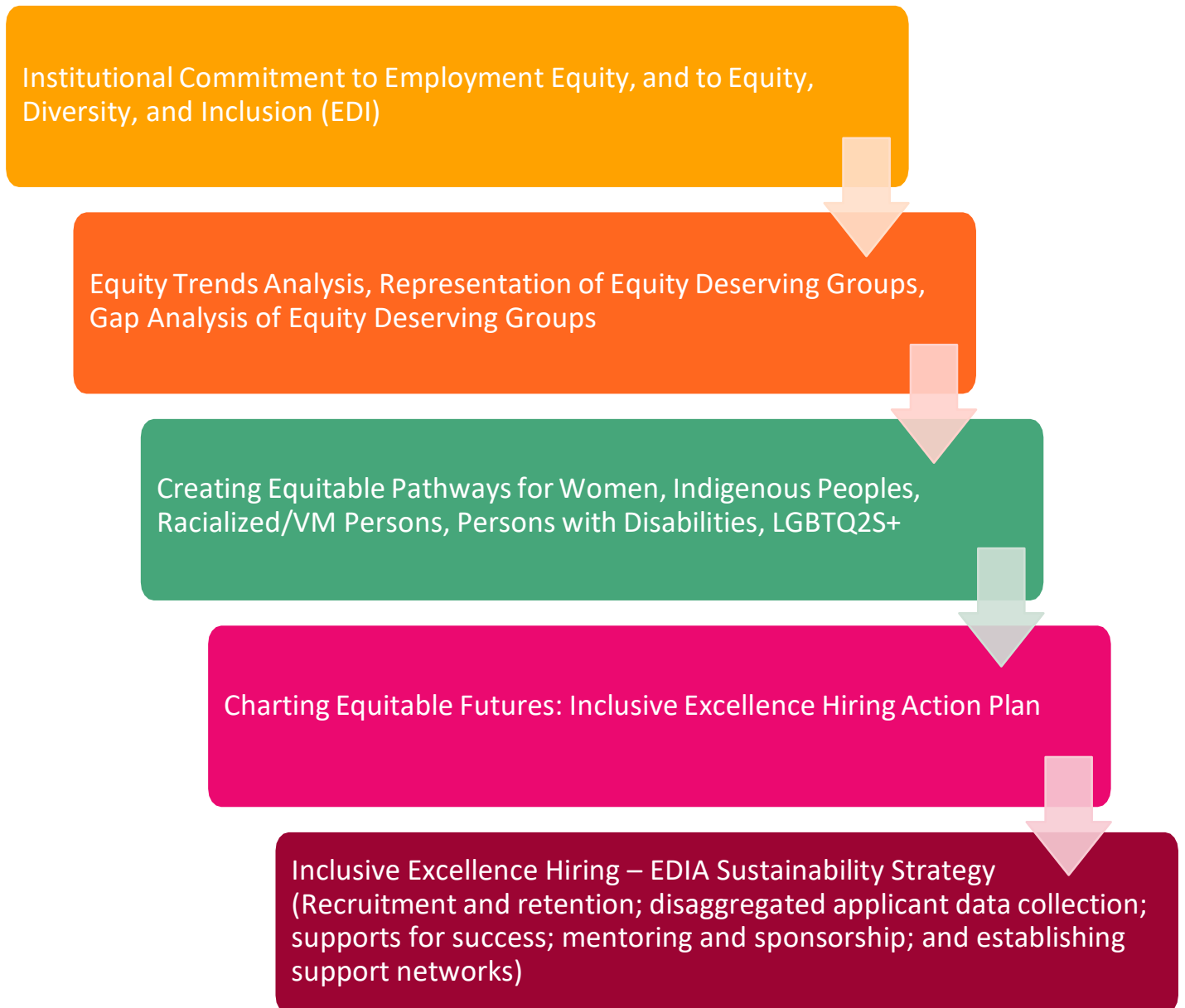
Total Faculty Positions: 36	2022-2023	2022-24	2024-25
Faculty of Arts	1	-	-
School of Architecture, Planning and Landscape	1	-	-
Cumming School of Medicine	6	-	-
Haskayne School of Business	1	-	-
Faculty of Kinesiology	1	-	-
Faculty of Law	1*	-	-
Faculty of Nursing	1+	-	-
Schulich School of Engineering	4	3	3
Faculty of Science	3	3	3
Faculty of Social Work	2	1	-
Faculty of Veterinary Medicine	1	-	-
Werklund School of Education	1	-	-
<b>Total</b>	<b>23</b>	<b>7</b>	<b>6</b>
* Bridge Funded, + Bridge Funding or Funded Program Expansion			

# Purpose and Benefits of UCalgary's Inclusive Excellence Cluster Hiring Initiative, 2022-2024

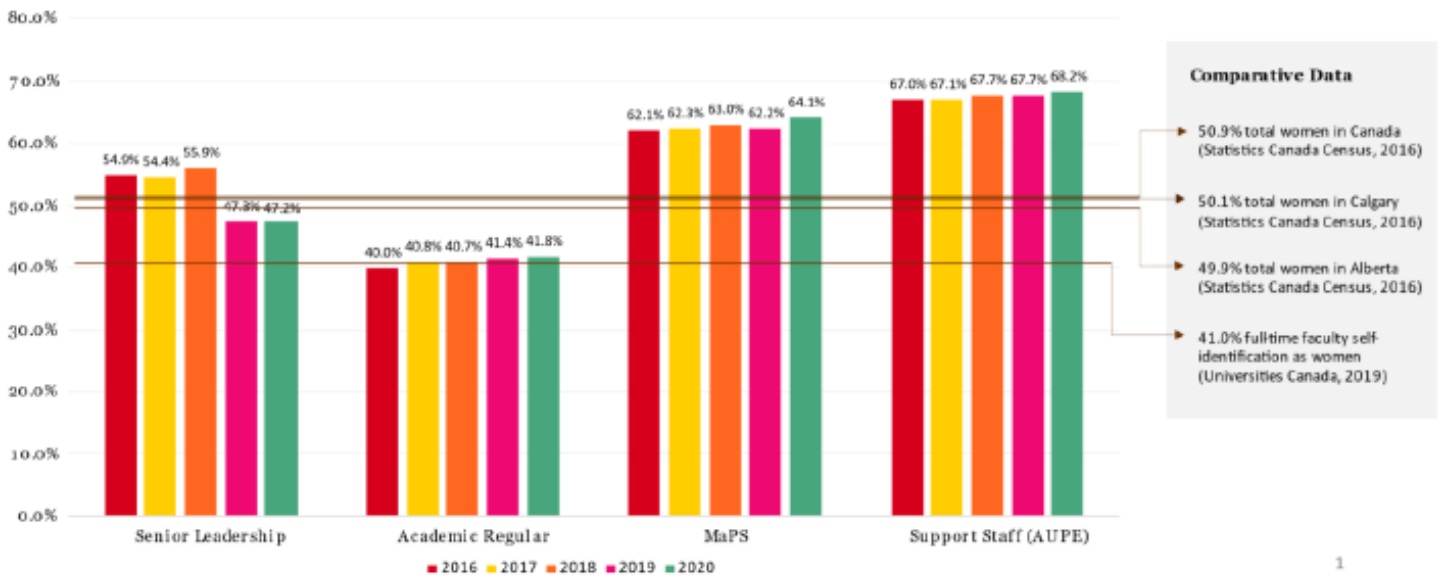
## **Builds on and Advances *Eyes High, 2017-2022* and a *Framework for Growth, 2021-*:**

1. **Embeds** the UCalgary's commitment to inclusive excellence, to excellence and equity, diversity, and inclusion.
2. **Advances** the UCalgary's legislative and policy commitment and duty to identify and ameliorate systemic inequities and discrimination. The university committed. "to achieve and maintain a fair and representative workforce through the design and implementation of an employment equity plan which meets the requirements of the Federal Government's Contractors' Program" (February 1989)
3. **Responds** to the demands for change by students, staff, faculty, and alumni who want to see the institution reflect the diversity of the broader society.
4. **Proactive** "steps to improve the employment status of these designated groups [women, Indigenous peoples, visible/racialized minorities, and persons with disabilities] by making reasonable accommodations to enable them to compete equally with others, thereby increasing their participation in all levels of employment." (EE Policy, 1989)
5. **Consistent** with proactive measures permitted by national and provincial legislation: Employment Equity Act, Federal Contractors Program, Alberta Human Rights codes, the General Faculty Council-approved Handbook, and by best and promising equity practices to close persistent hiring gaps.
6. **Deepens** the institutional commitment to epistemic pluralism, cognitive justice, the creation of new knowledges, and engagement with diverse perspectives and ways of knowing.
7. **Improves** institutional climate and broaden a culture of inclusivity and engagement.
8. **Attracts and retains** students from underrepresented groups; enhance undergraduate, graduate, and postdoctoral experience; and helps to improve faculty and student retention; and student outcomes including graduation rates.

# Steps: Charting Equitable, Diverse, Inclusive and Accessible Futures

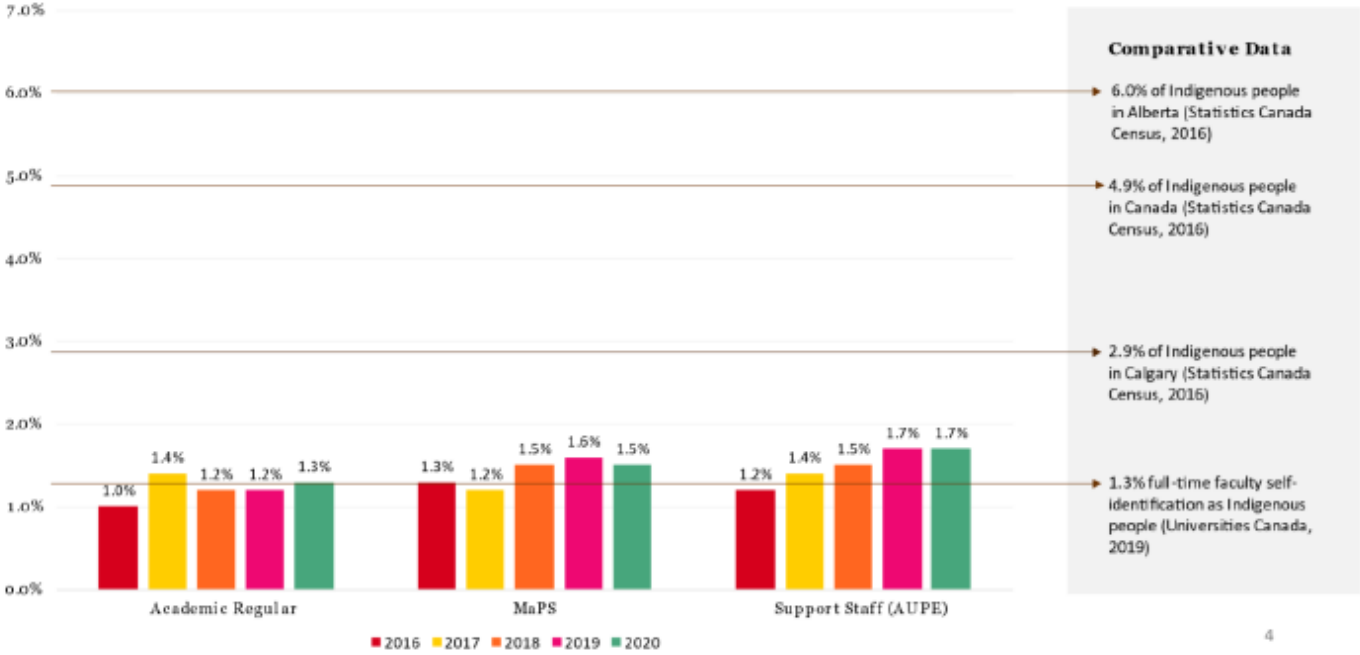


# Conducting Gap Analysis: Women at UCalgary in Relation to Comparators, 2016-2020

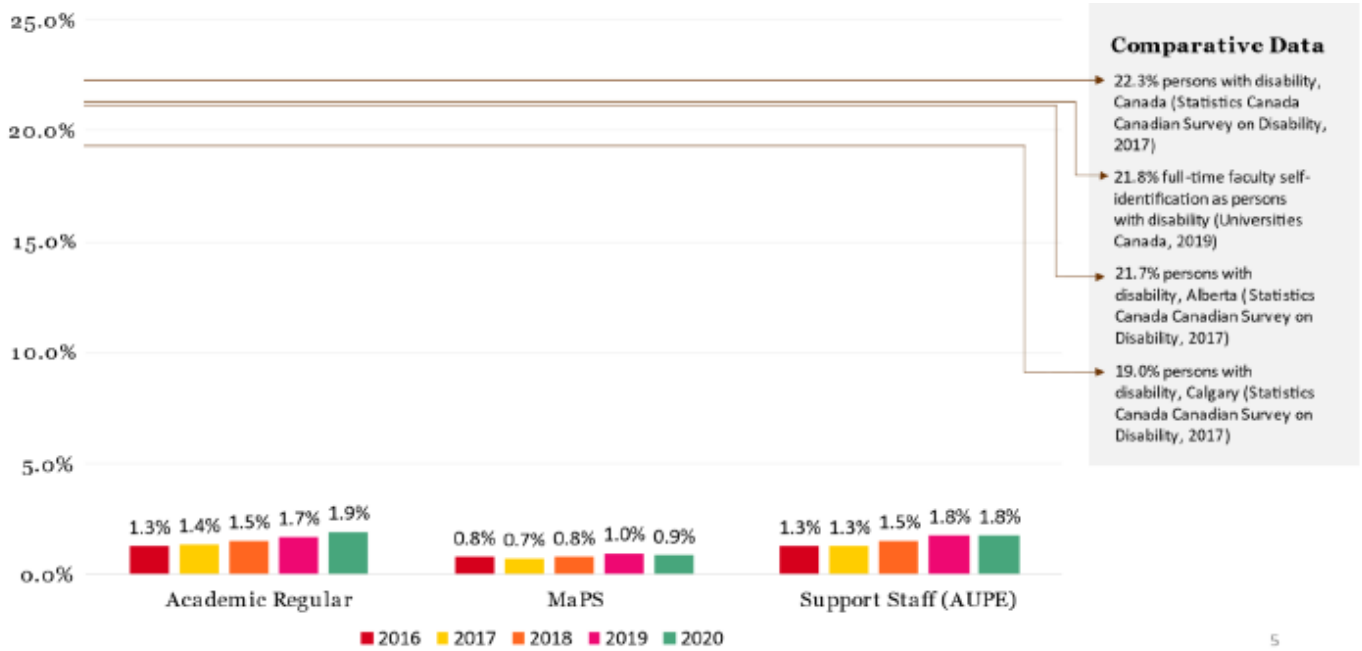




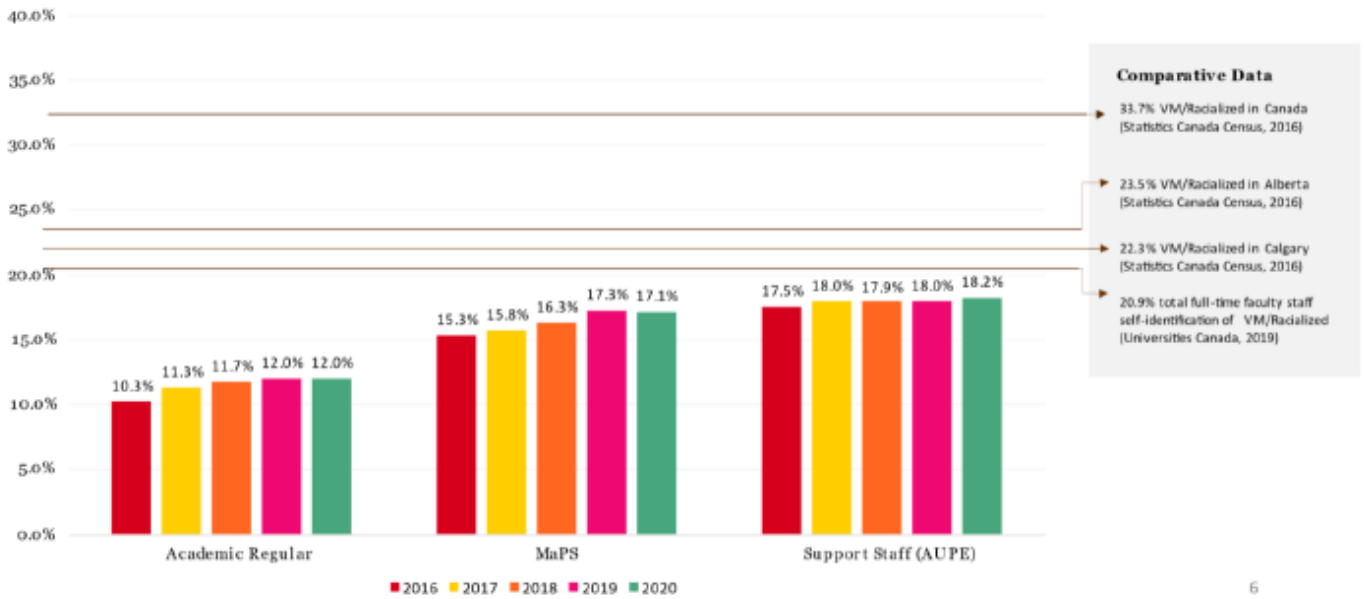
# Gap Analysis - Indigenous Peoples at UCalgary in Relation to Comparators, 2016-2020



# Gap Analysis: Persons with Disabilities at UCalgary in Relation to Comparators, 2016-20



# Gap Analysis: Visible /Racialized Persons at UCalgary in Relation to Comparators, 2016-2020



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# Using EDI Data to Identify Representational Diversity Gaps and Create an Action Plan to Close the Gaps

## 1. Collect workforce information and keep it up to date (Federal Contractors Program)

- “To gather the information, the employer must develop, distribute, and collect a self-identification questionnaire...must be given to all employees who have worked 12 weeks or more (permanent full-time, permanent part-time and temporary employees)”

## 2. Complete a Workforce Analysis (Representation Gap Analysis)

- This requires comparing UCalgary’s internal representation of members of federally designated group (FDGs) in each occupational group to that of the relevant external availability data; and identify representational gaps (an equity gap analysis) in the representation of equity deserving groups in the UCalgary workforce.

## 3. Establish Short-Term and Long-Term Numerical Goals

- the degree of under-representation
- “the availability of qualified designated group members in the employer’s workforce and the Canadian workforce”

### Establish Short-Term Goals

- These goals are to be achieved in one to three years and consider:
  - degree of underrepresentation
  - availability data on qualified members of the designated groups in employer’s workforce and Canadian workforce

### Establish Long-Term Goals

- Establish long-term goals to close the gaps in representation, these goals are to be achieved in a period of three years or more”

# Using EDI Data to Identify Representational Diversity Gaps and Create an Action Plan

## 4. Make Reasonable Progress and Reasonable Efforts (Federal Contractors Program (FCP))

- “Evidence that reasonable progress is being made includes:
  - Meeting the hiring and promotion goals by at least 80 percent or more, and/or by reaching overall goals (cumulatively) by at least 80 percent; and
  - Moving forward in closing gaps in representation within the timeframes.”
  - Ongoing senior-level support for employment equity and its implementation;
  - Accountability mechanisms were established to ensure that the short-term goals would be met;
  - A strategy was put in place to ensure a barrier free workplace;
  - Initiatives were undertaken to increase representation where gaps in representation were found; and
  - The organization has done all that might reasonably be expected to effectively implement employment equity” and close the representation gaps.

Source: “Federal Contractors Program,” <https://www.canada.ca/en/employment-social-development/corporate/portfolio/labour/programs/employment-equity.html>

# From Commitment to Evidence-Based Decision-Making and Action:

*“Equality in employment will not happen unless we make it happen.”*

-Judge Rosalie Silberman Abella (Chair), Royal Commission on Equality in Employment, 1985

*“The success of an employment equity program is measured by results: expansion of the employment opportunities of qualified individuals in designated groups.*

*Measurement of results requires data. The Commission recommends that employers be required to request and collect from their employee’s information on the participation in their workforces of women, native people (Status Indian, non-Status Indian, Métis, and Inuit), disabled persons, and specified ethnic and racial groups by occupational categories, and by salary range and quartile. An employee’s self-identification of gender, race, ethnicity, or disability would be voluntary and confidential.”*

-Equality in Employment: A Royal Commission Report: General Summary. Vol. 6, no. 4: 5-7,  
[https://www.crrf-fcrr.ca/images/stories/Equality\\_in\\_Employment.pdf](https://www.crrf-fcrr.ca/images/stories/Equality_in_Employment.pdf)

For More information on UCalgary EDI Data please go to:

UCalgary EDI Data Hub at the Office of Equity, Diversity and Inclusion (OEDI) website:  
<https://www.ucalgary.ca/equity-diversity-inclusion/data-and-reports/edi-data-hub>