

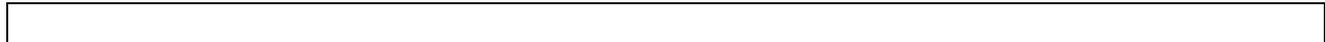
**Submission by the University of Victoria
to the BC Human Rights Tribunal
under Section 42 of the BC Human Rights Code**

The University of Victoria is submitting its first annual report to the BC Human Rights Tribunal as part of our Special Programs approval of our Employment Equity Program, granted on September 29, 2015.

University of Victoria
Equity and Human Rights
September 2016

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1. Overview and Introduction

a. Employment Equity Plan: Approval and Year 1

UVic's Employment Equity Plan was approved by the BC Human Rights Tribunal on September 29, 2015.

This plan takes as its premise that “equity underlies and is a pre-condition for excellence and that excellence is furthered by a diversity of people, perspectives and experience” (p. 2). This position represents a shift from the previous emphasis on measuring representation in the four designated groups, with its implication that equity is important only for members of select marginalized groups, to a vision of equity's relevance for all members of the university community and for the university's mission and success. Equity in its new formulation in this Plan expands the complexity of equity, both inviting consideration of other elements of diversity and intersectionality, and emphasizing its positive impacts for all members of the university community. The focus on advancing equity for designated groups remains, with targets and activities aimed at addressing recognized gaps. At the same time, the Plan integrates responsibility across the institution for the elements that will facilitate increased representation, building a more dynamic, engaged, committed and intersectional community in the process.

In this first year of the Plan, many of the activities were foundational, necessitated by the shift in focus compared with previous plans. The new emphasis on the benefits of equity for the university and all employees, as well as the responsibility we all share to participate in employment equity, meant that major actors in the plan needed time to promote this vision and create structures to support it. Some units were primed to tackle a wide range of activities, while others were at the stage of considering what employment equity might mean to them. In addition, in the many years since the previous plan, gaps appeared in the data alongside the rise of new university data systems. We needed a new approach to data, with new avenues and timelines, to gather the essential material for reporting, monitoring, and integrating employment equity. Taken together, the range of activities both laid a strong foundation and moved key activities forward, preparing for increased engagement in Year 2 of the Plan.

2. Progress in Achieving Equity

a. Overview of Employment Equity Plan Implementation

Several features stood out in Year 1. First was the steady work of key champions of the plan—Vice President Academic and Provost, Equity and Human Rights Office, Human Resources, members of the Executive, the University Human Rights Committee, and many collaborators across campus—in discussing the plan, attending to its diverse components, drawing others' attention to it, and maintaining enthusiasm for this opportunity to advance equity at UVic. Second is the attention that has been given to foundational aspects of the plan. Setting up data collection processes and exploring the meaning of the new understanding of equity has taken more time and attention than initially anticipated; at the same time, this attention bodes well for the future of the Plan as care has been taken to attend to these measures as well as possible. Third, notable equity achievements have been found in many areas of campus as particular units, offices and portfolios, already engaged with equity considerations, have taken meaningful steps towards integrating employment equity into policies, procedures, and cultural shifts at UVic.

b. Leadership & Accountability

Leaders across all portfolios gave heightened attention to practicing and promoting equity this past year. On an ongoing basis, leadership ensured that equity and diversity were key ingredients in varied activities and promoted equity and diversity-related initiatives and practices. In addition, major players built accountability by integrating employment equity planning with annual service and academic planning. This work is ongoing, and includes developing common templates for reporting and new questions to be asked.

The Employment Equity Plan Implementation Steering Committee was struck in July 2015. This group, representing major portfolios engaged with equity, guided the development of the Employment Equity Plan and continues its active role ensuring implementation of the Plan. Chaired by the Director, Equity and Human Rights, the committee has communicated with Executive, Vice Presidential portfolio leaders, and relevant committees across campus about the work of the plan. The committee met ten times since August 2015, sending four memos and holding meetings with different bodies across campus (e.g., the Executive Council, the President's Advisory Council) on a number of topics, including the Employment Equity resurvey and data collection for the Employment Equity Plan.

Year One Steering Committee work emphasized effective reporting and collection of data. We began by identifying data needed for advancing the Plan and preparing the BCHRT report, developing an annual timeline showing the flow of data, reports and consultations across the institution. Next, we reviewed and assessed existing data sources at the university, and then consulted several times with Sarah Blackstone, Advisor to the Provost, Special Projects who has been leading work on the new Enhanced Planning Tools (EPT) data collection process, our preferred option; we also consulted with the Integrated Planning Committee, led by Vice-President Academic and Provost, Valerie Kuehne, and including UVic's Vice-Presidents and Associate Vice-Presidents, for their institution-wide perspective on reporting and information flow. We are moving ahead with plans to use Enhanced Planning Tools data as it is collected from all units on campus once per year, using a common set of questions, and thus will be useful for accountability and comparability.

Finally, the Steering Committee reviewed the state of the employment equity survey data and initiated a resurvey of non-responders as a first step towards improving the quality of our data. For more on the resurvey, please see Section 3, Objective Assessment. In tandem with this, we updated materials on the Equity and Human Rights website about the survey to reflect the new understanding of employment equity and that we no longer fall under the Federal Contractors Program. In the process, we participated in a privacy review by the University Secretary's Office which provided a thorough consideration of privacy of our data throughout its life cycle, allowing us to speak more confidently about this subject in support of participation in the survey. We implemented a number of recommendations and are following up on the recommendation to set up a records management program for the data.

Additional Leadership & Accountability achievements this year include

- The Provost's Diversity and Equity Steering Committee, comprising chairs of departmental equity and diversity committees in academic units, provided advice to the Diversity Advisor and central leadership within the academic areas/units. Best practices shared this past year include conducting a survey of faculty on equity and diversity issues, and clearly identifying desired employment equity outcomes in hiring.
- Some VP portfolios have established clear accountability and ownership by integrating employment equity objectives into performance objectives for all unit leaders.
- The University Human Rights Committee provided written feedback to the President and Executive in June 2016, emphasizing recommendations flowing from the year's work. These addressed the three topics prioritized by the Employment Equity Advisory Group (welcome video on employment equity; tools for promoting equity in hiring; and research on casual hires) and the three taken up by the Educational Equity Advisory Group (improving the transgender student experience; the need for continued diversity training for staff and faculty; and the need for continued attention to indigenization and decolonization). The President has prepared a response to the recommendations with a brief update on actions being taken and guidance on activities for the Committee in 2016/17.

- The Director of Equity and Human Rights and others spoke with the consultant retained for the search for the new Associate Vice President Faculty Relations and Academic Administration on the ways in which equity intersects with this role.

c. Messaging & Communication

In this first year, work on Messaging & Communications was focused on clarifying key messages, with several notable achievements. Groups across the institution have also found ways to include equity and Employment Equity Plan messages into their work. Key achievements include

- Growing out of recommendations from Employment Equity Advisory Group, we are developing an “Employment Equity/Welcome video” to invite participation in employment equity, diversity and inclusion for current and potential faculty and staff. The video will highlight the new messaging around employment equity from the Employment Equity Plan, including a focus on intersectionality and multiple forms of diversity, and that everyone benefits from and has a responsibility for employment equity. In this way, core Employment Equity Plan messages will be communicated across campus.
- We have included messaging about the Employment Equity Plan and our equity data in publicity for the Employment Equity resurvey.
- Initial work has taken place to attend to consistency between people’s perceptions, experiences and institutional commitments and intentions through the casual hiring review project and accommodation training programs. Through clarifying the new approach to equity, and sharing the different ways that responsibility is being embedded across the university, we are working to build trust in the employment equity process as a step towards broader communication.
- Key offices have had some two-way communication and consultation with equity seeking groups, including CUPE 951, the Faculty Association, University of Victoria Student Society Advocacy groups, survivors and advocates for ending sexualized violence.
- More regularized communication in VPAC between Equity and Diversity committees; Faculty Councils, faculty and staff; and Deans, Chairs and Directors, has increased the number of conversations about equity concerns and increased the attention to setting and implementing goals.
- Equity information has been embedded into employee learning materials such as an Equity & Diversity Staff Handbook for one division, and examples related to intercultural, gender binary and transgender experiences into course materials in several others.
- Communication about equity issues was emphasized through specific communication practices: for example, the Vice President Academic and Provost worked to enhance communication between faculty Equity and Diversity Committees and Deans, Chairs and Directors, with meetings at least once a year to discuss progress on equity goals, practices and resources. Other examples include the development in one faculty of a story-driven equity and diversity hub on the departmental website to highlight the attainment of goals and objectives from the Employment Equity Plan, and displays of information on equity and diversity services and resources via TV monitors, posters and websites.

d. Consulting & Participating

Consulting and participating is a strength at UVic, with many offices interacting in data sharing, event planning, and moving forward equity work.

The University Human Rights Committee (UHRC) had a very active year with robust discussions on a number of distinct topics. Composed of two subcommittees—the Employment Equity Advisory Group (EMAG) and the Educational Equity Advisory Group (EDAG)—the University Human Rights Committee draws members from across the institution representing bargaining units, equity seeking groups, all Vice Presidential portfolios, and a wide number of student advocacy groups. The Committee is the primary vehicle at the university for

advising the President on issues relating to equity at the university, reviewing policies and plans, providing advice, and sharing perspectives on equity priorities for UVic. Throughout the year, the Committee met twice jointly with the President and other members of Executive. Between these meetings, each Advisory Group held five additional meetings from September 24, 2015 – April 21, 2016. After sharing recommendations with the President, delegates from the committee are working on a number of its recommendations regarding transgender inclusion, a toolkit on equity for hiring, the welcome video, and a review of casual hiring practices.

In terms of consultation beyond the named groups in the Responsibilities and Accountabilities chart in the Employment Equity Plan, we have invited participation by other Vice Presidential portfolios through informal communication at the Executive level. Many of them have also used our reporting template to indicate Year 1 achievements and Year 2 goals. We have informal communication about equity activities by bargaining units, advocacy groups, and others which, while not cited as Employment Equity Plan achievements in this report, inform us about equity needs and opportunities across the institution. Other consultations include faculty and staff equity and diversity surveys in several academic units; consultation with the National Consortium for Indigenous Economic Development by the business faculty; and regular consultation by varied units across campus with offices with specific equity and diversity mandates such as Equity and Human Rights and the Office of Indigenous Affairs.

e. Training & Education

Training and education on topics related to equity, diversity and inclusion are some of the primary initiatives undertaken across campus under the Employment Equity Plan. Education is provided through the Equity and Human Rights Office, Human Resources, and the Vice President Academic's portfolio, among others. Some workshops are open to the wider community; as well, individual units and departments frequently bring in training specifically for their employees. Topics frequently addressed include

- Equitable practices for search, tenure, and promotion committees
- Respectful and inclusive workplaces
- Diversity and creating safe, diverse work and learning environments
- Courses on specific topics for staff and students such as Islamophobia and cultural acumen for working with Syrians
- Mental health and stress

One new activity this year was the launch of the Indigenous Cultural Acumen Training (ICAT). This was piloted with the Educational Equity Advisory Group and offered to the Executive and several other portfolios, faculties and committees. There are plans to offer this more widely in the future.

Additional activities include HR's work to create and update its recruitment training materials and recruitment handbooks. Training and materials relating to mental health in the workplace, accommodation and disability management were also updated. Another activity was development of a SharePoint site by a unit in the Vice President Academic and Provost for staff resources that includes information on human rights, equity, fairness and enhanced diversity.

f. Policy

A number of actions were taken in Year 1 to enhance a supportive policy framework for promoting employment equity on campus. While no new university-level policies were revised or created, some unit-level policies and practices were reviewed. Human Resources developed a policy requiring a current job description prior to posting vacant staff positions. This allows leaders to benefit from Human Resources advice during job design and prior to searches, increasing the focus on bona fide qualifications for positions and reducing unfair

barriers in job descriptions. Evaluation policies across one Faculty and its departments were reviewed with attention to “non-traditional” scholarship. One department added language specific to equity and diversity to their policy documents. Another department embedded equity-based guidelines from the Faculty Recruitment Handbook into unit-level employment policies.

In response to campus needs and provincial legislation, UVic struck a broad-based working group to develop a policy on sexualized violence prevention and response. Representing faculty, staff and students, and supported by a team of high-level advisors and administrative support, the Working Group is tasked with conducting a comprehensive review of policies and programs related to sexualized violence, and to engage in wide-ranging consultations. They are working towards development of policy, procedures, and approaches that address this matter more specifically, directly, and effectively. Two subcommittees—on consultation and research, and technical policy drafting—have been actively at work for the past several months. The Working Group will release an interim report in fall 2016.

As part of policy renewal, some equity-related policies have been reviewed and aligned with the current policy framework through consultation with relevant offices. Such policies include Guidelines on Preferential and Limited Hiring, and the policy on Accommodation for Students on Days of Religious Observance. In Year 2, we will be establishing and initiating a plan for review of equity-related policies. In this plan we will need to consider the implications of and align with the emerging sexualized violence prevention and response policy which is currently in development and will be approved by May 2017 so that all our policies cohere and support each other.

g. Employment Practices

This year saw a diversity of work on employment practices, involving updating and developing materials, conducting research, and revising practices and procedures.

In the realm of materials development, work by the University Human Rights Committee identified that the university has a wealth of materials on equitable hiring practices. What is needed is just-in-time access to the right resources. From this we developed the idea of a toolkit for hiring: a virtual and/or hardcopy of resources available to the campus community, in particular, managers and supervisors, in support of equity and diversity goals. The above video can form part of this toolkit, along with training materials, updated recruitment guides, collective agreement references, and others. We may also include information about how employees can get involved and participate in employment equity programs or with equity seeking groups on campus. Other materials developed include updated web materials to highlight diversity hiring tools.

The campus also collected data on existing employment practices. Human Resources established a working group to gather current information on the use of equity hiring tools and best practices in the recruitment of casual staff. Work in Year 2 will involve reviewing this report and acting on key recommendations. Relatedly, we also initiated a campus-wide resurvey of non-responders to the Employment Equity Survey. As of March 2016, participation rate in our employment equity survey was 66% campus-wide. Though we had 278 persons complete the online survey, and others submit their responses in hard copy, our response rate as of August 30 was still at 66%. A similar review activity in one faculty saw new faculty engaged in overviewing institutional and departmental/faculty level equity policies, practices, and activities; the outcome was monitoring and, where possible, addressing potential barriers in all employment practices.

Certain offices modified employment practices and evaluation rubrics. Human Resources is initiating a project to refresh our core and leadership competency framework, including our current commitment to equity, diversity and inclusion, to lead to connected updates to our performance development and learning programs. Equity responsibilities were similarly embedded in all Management Excluded job descriptions.

Attention was also given to Indigenous employment, with an initial review of recommendations related to Indigenous staff by a number of offices on campus and extensive work on the Indigenous Strategic Plan. Work in Year 2 will follow up on the actions from these discussions.

Other good strategies this past year include consultation with Indigenous bodies and faculty members for hiring of Indigenous scholars; outreach to sources of designated group members when recruiting; and increased use of preferential and limited hiring in some faculties.

h. Accommodation

Work on accommodation in Year 1 involved modifications to the management documents and procedures for accommodation. We implemented recommendations for review of the Central Accommodation Fund from the Employment Systems Review in 2013 and developed and published terms of reference and procedures to access the Fund. New procedures involve partnering with department heads and unions to manage requests for accommodation. We also previously developed and delivered joint accommodation training with CUPE. In Year 2, a number of portfolios will work to increase understanding of accommodation needs and procedures. Work will also continue on a website with employee-group specific resources on accommodation.

Other positive accommodation strategies include providing advice and support for the leadership team in two faculties on sick leave, long-term disability, return to work and accommodation; and providing special equipment for accommodation as needed.

i. Coordinate/ Collaborate/ Support/ Sponsor

In this year, units from across the campus worked on a wide range of events covering a full spectrum of equity and diversity initiatives. Major events this year included

- National Day of Remembrance and Action on Violence Against Women (Friday, December 4 between 11:30 and 1:30 pm; classes are officially cancelled from 11:30 to 12:30 pm). Organized by a diverse group from across campus, the event was a Community Gathering. Organizers asked everyone to acknowledge and celebrate those who are working to create a safer community at UVic.
- Student Mental Health event (January 19, 2016). The theme was “Together we thrive: Inspiring community action on mental health.” The event was free and open to students, staff and faculty.
- Annual Diversity Research Conference. (January 21-22, 2016). The two days of the 2016 conference, *Critical Conversations: Reconciliation and Resurgence*, filled our heads with teachings and our hearts with humility and hope. Using the national Truth and Reconciliation Commission (TRC) report as a springboard, this year’s conference explored our diverse and intersecting connections with each other as settlers, immigrants and Indigenous peoples. All presentation rooms were wheelchair-accessible and sign language interpretation was provided at some sessions.
- There were a number of initiatives that coincided with the Diversity Research Forum which recognize and encourage the work being conducted across campus and the university community with respect to equality and diversity research and programming initiatives:
 - Provost’s Advocacy and Activism Award
 - Diversity Writing Contest
 - Diversity Spoken Word Contest
 - Community Building Fund
- CUVIC (Community-University-Victoria) Conference 2016 (April 27-29). In response to the Truth and Reconciliation Commission of Canada’s Calls to Action, this year’s conference theme was reconciliation, innovation and transformation through engagement. 220 delegates from as far away as

Nova Scotia and Saskatchewan gathered to share the ways that community and university are responding to the Calls to Action.

- Moving Trans* History Forward (March 17-20). Theme: Building Communities - Sharing Connections. Trans and gender non-conforming (GNC) community-based scholars and activists, academics, archivists, librarians, family members, and allies of trans and gender non-conforming people explored preserving and recounting the history of trans and GNC people and communities in a range of eras and regions of the world.

Collaboration on equity initiatives was found across campus. In one example, Human Resources, Equity and Human Rights, bargaining units, support advocacy groups (for example, the Positive Space Network) and student groups collaborated to create safer, more inclusive environments for diverse campus communities. Collaboration involved providing meeting space, facilitation, co-sponsorship of events and other supportive activities. In another instance, one faculty expanded on their health and wellness initiatives, facilitating wellness days in different units and for the entire faculty.

j. Planning, Monitoring & Reporting

Given the changes in this year's plan, as described earlier, we gave much attention to this component. Starting with approval of the Employment Equity Plan by Executive, the Employment Equity Plan Implementation Steering Committee took a lead role in monitoring the dissemination of the plan across the institution, while other units such as the Vice President Academic and Provost, Human Resources and Equity and Human Rights attended closely to the intensive work taking place in their portfolios.

The Implementation Plan Steering Committee:

- Developed a template to assist with unit planning and reporting. This has been used to collect data and goals in the first year. It may be superseded in subsequent years since we plan to use the Enhanced Planning Tools data as our primary source.
- Developed a schedule for phases of reporting and consultation throughout year
- After an in-depth review of options, recommended a platform for data collection for Employment Equity Plan reports. Enhanced Planning Tools collects data annually from all units on campus for use in organizational planning and decision making. The Steering Committee has collaborated with the Working Group to modify the questions related to equity to generate data needed for monitoring and reporting on the Employment Equity Plan.
- Initiated a resurvey of non-responders to the employment equity survey.

Human Resources:

- Updated National Occupational Codes (NOC): Addressing a gap identified in the 2013 Employment Systems Review, Human Resources updated all positions with the 2011 National Occupation Codes and sub-codes by early 2016. This update allows us to use the federal Workplace Equity Information Management System (WEIMS) to analyze our employee data, providing comparison to federal workforce availability data.
- Supported Equity and Human Rights with relevant data and technical reports to clarify workforce information and understand the diversity and storage of equity data for the university.

The Vice President Academic and Provost and individual faculties and departments engaged in the following activities:

- Developed regularized reporting to appropriate bodies
- Implemented an annual diversity metric on hiring statistics
- Monitored internal equity issues and reviewed equity reports to prepare to advocate for preferential hiring
- Conducted analysis on workforce and employment equity data to support Equity and Human Rights in employment equity work
- Reviewed department, unit and faculty equity goals to ensure they are consistent with the Employment Equity Plan, including consulting with Deans and Directors.

Equity and Human Rights:

- Ensured compliance and readiness for participation in the Federal Contractors Program, in case UVic falls within that program again in future.
- Updated employment equity data and ran reports from the federal Workplace Equity Information Management System (WEIMS).
- Compiled the results of annual plans and monitored success of different equity seeking groups at UVic.
- Supported the work of the UHRC, including providing administrative support and co-chairs.

3. Objective Assessment

a. Survey Participation and the Resurvey

We were last able to update our employment equity data in April 2013, after which discrepancies with the National Occupational Codes and our reliance on the federal WEIMS database for calculations meant that we were unable to upload new data and run reports. In spring 2016, we were able to do an update. Seeing that our response rate was 66%—lower than it had been—the Employment Equity Plan Implementation Steering Committee initiated a resurvey of non-responders as a first step towards improving the quality of our data.

The resurvey was sent electronically to 1,372 employees. Out of these, 278 completed the survey after three reminders, and ten declined the survey. We also sent out paper surveys to those who do not have V-numbers and thus wouldn't receive the email. A number of these were returned to our office, including declines and undeliverables. After the resurvey, our overall participation rate still stands at 66% with participation rates varying by group across campus (see Table 1).

Table 1. Participation rate in Employment Equity Survey by bargaining unit

Bargaining Unit	Participation Rate in Employment Equity Survey
CUPE 4163	39.3%
CUPE 917	54.4%
CUPE 951	78.4%
Executive	88.9%
Exempt	87.1%
Faculty	82.9%
Librarians	73.7%
Limited Term	47.6%
Management Excluded	87.5%
PEA	78.9%
Physicians	33.3%
Sessional Instructor	55.3%
Specialist Instructional	38.1%
Total	65.8%

b. Analysis of the Workforce

Difficulties with system compatibility and NOC code updates have meant that since 2013 we have been operating with limited access to current data. Updating our employment equity data, and resurveying non-responders, has been an important achievement this year. Now, with accurate and current data, we are in a better position to measure progress towards numerical goals over the next several years of the plan. In this section, we have drawn on multiple data sources as diversity data is captured in several ways at this institution. The data for these reports are current as of August, 2016.

UVic's total workforce on which these numbers are based was 5,347 persons in 2013; in 2016 it was 4,423. Human Resources periodically purges records of employees who are no longer active. From this total workforce, we have been able to calculate representation in the designated groups as of August 2016 via the federal Workplace Equity Information Management System which we use to run our data calculations and integrate our institutional employment equity information with workforce availability data (see Table 2).

Table 2. Overview of Designated Groups at UVic in 2016 compared with 2013

Designated Group	Year	Representation in UVic Workforce (Numbers)	Representation in UVic Workforce (%)	Labour Force (LF) Availability (%)	Percent at UVic relative to LF Availability
Women	2016	2,544	57.5%	54.9%	105%
	2013	3,147	58.9%	54.2	109%
Indigenous Peoples	2016	91	2.1%	2.9%	72.4%
	2013	96	1.8%	2.3%	78%
Members of Visible Minorities	2016	402	9.1%	18.1%	50.3%
	2013	400	7.5%	17.9%	42%
Persons with Disabilities	2016	134	3.0%	4.6%	66.7%
	2013	162	3.0%	4.6%	65%

Representation over time varies for each of these groups. With all of these numbers, we are aware that approximately 1,500 current employees have not yet completed the survey and it is unclear how these respondents might influence our representation numbers. For women, we see a slight decrease in representation within the UVic workforce from 58.9% to 57.5%. Looking at representation relative to labour force availability, we see that this also declined from 109% to 105% of labour force availability. This number is still above the benchmark of 100%.

Representation for Indigenous Peoples within our workforce rose over this time period, from 1.8% of our workforce in 2013 to 2.1% in 2016. At the same time, however, representation relative to LF availability fell from 78% to 72.4%. To this information we can add Human Resources data on Preferential and Limited Hires. From June 1, 2015 to June 30, 2016, a total of 12 preferential and limited hires were conducted: ten staff preferential hires; one preferential or limited; and one limited hire, across three unions. Six of the preferential hires were for Aboriginal persons, while the other two were for women.

For members of visible minorities, representation at UVic rose from 7.5% of our workforce to 9.1%, a gain of 1.6%. We also showed gains relative to labour force availability, from 42% in 2013 to 50.3% in 2016. This is a gain of slightly over 8%, an important advance given that this was the our most significant gap.

Representation of persons with disabilities showed numbers rising from 65% of labour force availability to 66.7%, a modest increase, while our internal representation stayed constant at 3.0%.

Other data from HR provides some additional insight into workforce diversity. UVic’s web hire program gives all applicants in certain staff hiring groups the option to self-identify their membership in the four designated groups. In this past year, 70.6% of new hires self-identified with this system. This is almost 5% higher than participation rates in the Employment Equity Survey. Using this data from August 2015-September 2016 shows the following data about staff hires for 2015/16 (see Table 3):

Table 3. Self-identification data among new staff at UVic, 2015/16

	Women	Indigenous Peoples	Visible Minorities	Persons with Disabilities	Total *
Number self-identified	350	20	90	12	402
Percent of total hires	61.5%	3.5%	15.8%	2.1%	
Number who did not self-identify					167
Total new hires					569

*Note: some people identified membership in more than one group

In this self-identification data for new staff hires, we see higher representation rates for three groups compared with Employment Equity Survey data from Table 2. In this data, 61.5% of new hires self-identify as women compared with 57.5% of the current total employee population. Similarly, 3.5% of new hires this past year have self-identified in their application as Indigenous Peoples, compared with 2.1% of our total employee population. As well, rates for self-identification among new employees as visible minorities at 15.8% also exceed considerably our current workforce representation of 9.1%. These data suggest that we have been hiring members of these three groups at rates that exceed current representation. It is also possible that not all this diversity is captured in the employment equity survey.

In contrast, self-identification among new staff as a person with a disability was lower than current workforce representation: 2.1% compared with 3.0%. Human Resources data on accommodations provides some additional insight into UVic’s numbers regarding persons with a disability. In 2015, Human Resources provided 338 accommodations; in the first half of 2016 (through mid-August), Human Resources provided 359 accommodations (or 8.1% of UVic’s 4423 employees). To provide one example, faculty had 72 accommodations in 2015 and 60 in 2016 to date. Some accommodations are arranged directly between employees and supervisors, so this number is not included here. This figure includes a variety of cases: ongoing, active and closed. Owing to system limitations it is not currently possible to provide a more informative break-down regarding the type of accommodations. One project underway includes acquiring a new database that will allow tracking of such things as accommodation by type; which accommodations may be one-time purchases but reflect ongoing accommodation; which accommodations are due to a disability; and other elements.

c. Numerical hiring goals

In order to track our progress over time with respect to representation of members of designated groups, we have provided two sets of information. In the first set (see Table 4), we compare representation rates in target Employment Equity Occupational Groups (EEOGs) for each of the designated groups. These data are drawn from Workplace Equity Information Management System summary tables generated respectively on April 15, 2013, and August 16, 2016.

Table 4. Representation rates in the UVic workforce for the four designated groups in 2013 compared with 2016 in target EEOGs.

EEOG	Women	Visible Minorities	Indigenous Peoples	Persons with Disabilities
Middle/other managers	2016	2.5%		
	2013		7.1%	
Professionals	2016	9.9%		2.9%
	2013		7.8%	2.7%
Semi-professionals and technicians	2016	8.9%		4.6%
	2013		5.6%	3.3%
Supervisors	2016	13.3%		
	2013		2.4%	
Skilled Sales/Service		4.2%		

2016				
2013		7.0%		
Skilled Crafts/Trades		0%		1.4%
2016				
2013		0%		2.7%
Clerical Personnel		7.1%	2.7%	5.4%
2016				
2013		6.1%	2.3%	3.5%
Intermediate sales/service	22.2%			
2016				
2013	29.4%			
Other Sales/Service	51.4%	7.2%	0.9%	2.3%
2016				
2013	53.5%	8.6%	1.1%	2.7%

Note: In this and all subsequent tables, EEOGs which are not hiring targets have been left empty.

From this table we can see a variable picture of changes in representation over time. We have seen decreased representation in some EEOGs for some designated groups. Women’s representation in their two target EEOGs has decreased, as it has for visible minorities for Middle/Other Managers; Skilled Sales/Service; and Other Sales/Service. For Indigenous Peoples, there was a 0.2% decline in the Other Sales/Service EEOG. Representation for members of visible minorities held stable in one EEOG (Skilled Crafts/Trades at 0% representation) and declined in three; the most notable decline was for Middle/Other Managers from 7.1 to 2.5%. Finally, for persons with disabilities, there were small declines (0.4% and 1.3%) in representation in two of five EEOGs.

On the other side, we can see growth in representation in a number of EEOGs. This is most evident for members of visible minorities, where four of eight EEOGs saw increased representation. This was particularly notable in the Supervisors EEOG, which saw growth from 2.4% to 13.3%. For Indigenous Peoples, there was some growth in the Clerical Personnel EEOG of 0.4% from 2.3 to 2.7%. Finally, for persons with disabilities, the three remaining EEOGs all saw growth, ranging from 0.2 to 1.9%.

In the second set of data, we report on updated numerical goals for the next three-year period, 2016-2019. Goals are based on gaps—also called representation gaps—which are the number of persons from a given designated group we would need to hire in order to have employee representation equivalent to workforce availability for that group and EEOG. Gap numbers are generated from the Workplace Equity Information Management System. Goals aim to make meaningful and realistic progress towards closing the representation gaps, recognizing that rates of turnover and institutional growth, both of which are quite low for UVic, affect the speed at which these changes can happen.

In setting the numerical hiring goals in our 2015 Employment Equity Plan, we used the federal Workplace Equity Information Management System Goal Setting Tool through the Federal Contractors Program to generate three-year hiring goals. This tool combined the current population data with workforce availability numbers, taking into consideration UVic’s low turnover rates and lack of planned growth in employee numbers, to identify target EEOGs and appropriate numerical goals for a three-year period. Discussion with portfolios about hiring plans resulted in minor adjustments to the goals with Plan goals closely reflecting system-generated numbers. As this tool is no longer in operation, to update these goals we applied the same percentage hiring goal to our current representation gap in target EEOGs as was applied to generate the goals in the Plan last year (see Table 5 for this calculation and Table 6 for the new goals across the institution). We

have included the goals from last year’s Employment Equity Plan in the tables for comparison. Changes in goal numbers since last year’s EEP reflect changes in our workforce and in workforce availability in the three years since the date of the last set of the data, and this year’s data.

Table 5. Relationship between gaps and goals for four designated groups in 2013 data.

For 2015-2018 goals	Women	Visible Minorities	Indigenous Peoples	Persons with Disabilities
Gap	22	559	30	87
Goal	22	44	3	12
Goal as % of Gap	100%	7.9%	10%	13.8%

Table 6. Institutional Numerical Hiring Goals for 2016-2019 compared to 2013 Goals (in parentheses)

EEOG	Women	Visible Minorities	Indigenous Peoples	Persons with Disabilities	Total
Middle/other managers		1 (2)			1 (2)
Professionals		20 (21)		3 (5)	23 (26)
Semi-professionals and technicians		5 (5)		0 (2)	5 (7)
Supervisors		0 (2)			0 (2)
Skilled Sales/Service		1 (3)			1 (3)
Skilled Crafts/Trades		1 (2)		0 (1)	1 (3)
Clerical Personnel		1 (3)	1 (1)	1 (2)	3 (6)
Intermediate sales/service	16 (3)				16 (3)
Other Sales/Service	19 (19)	4 (6)	2 (2)	3 (2)	28 (29)
TOTAL	35 (22)	33 (44)	3 (3)	7 (12)	78 (81)

We have divided these numbers by portfolio to provide updated goals for each area, proportional to its employee population. Though our employee numbers have changed since last reporting, we understand that the percent distribution across the portfolios is similar. For this reason and for comparability, we are using the same rates as were used in the EEP: 65% for the Vice President Academic and Provost; 25% for the Vice President Finance and Operations; and 5% each for the Vice President Research and Vice President External Relations (see Tables 7-10). We used scientific rounding in all these tables, along with minor adjustment of goals among portfolios, so that our goals are whole numbers and total to the institutional goals in Table 6.

In making these calculations, we have considered that the university is not contemplating growth. We expect to stay at a similar size, and thus do not anticipate an increase in employee numbers. We also do not have new incentives, policies or funding to drive changes in rates of departure or new hires, thus leading to an expectation that turnover rates will also stay constant. This allows us to recalculate goals for the upcoming

three-year period, taking into consideration changes in workforce availability that influence our gap numbers.

Table 7. Vice President Academic and Provost Hiring Goals 2016-2019.

EEOG	Women	Visible Minorities	Indigenous Peoples	Persons with Disabilities	Total
Middle/other managers		1			1
Professionals		13		2	15
Semi-professionals and technicians		3		0	3
Supervisors		0			0
Skilled Sales/Service		1			1
Skilled Crafts/Trades		1		0	1
Clerical Personnel		1	1	1	3
Intermediate sales/service	10				10
Other Sales/Service	12	3	1	2	18
TOTAL	22	23	2	5	52

Table 8. Vice President Finance and Operations Hiring Goals 2016-2019

EEOG	Women	Visible Minorities	Indigenous Peoples	Persons with Disabilities	Total
Middle/other managers		0			0
Professionals		5		1	6
Semi-professionals and technicians		2		0	2
Supervisors		0			0
Skilled Sales/Service		0			0
Skilled Crafts/Trades		0		0	0
Clerical Personnel		0	0	0	0
Intermediate sales/service	4				4
Other Sales/Service	5	1	1	1	8
TOTAL	9	8	1	2	20

Table 9. Vice President Research Hiring Goals 2016-2019

EEOG	Women	Visible Minorities	Indigenous Peoples	Persons with Disabilities	Total
Middle/other managers		0			0
Professionals		1		0	1
Semi-professionals and technicians		0		0	0
Supervisors		0			0
Skilled Sales/Service		0			0
Skilled Crafts/Trades		0		0	0
Clerical Personnel		0	0	0	0
Intermediate sales/service	1	0			1
Other Sales/Service	1	0	0	0	1
TOTAL	2	1	0	0	3

Table 10. Vice President External Relations Hiring Goals 2016-2019

EEOG	Women	Visible Minorities	Indigenous Peoples	Persons with Disabilities	Total
Middle/other managers		0			0
Professionals		1		0	1
Semi-professionals and technicians		0		0	0
Supervisors		0			0
Skilled Sales/Service		0			0
Skilled Crafts/Trades		0		0	0
Clerical Personnel		0	0	0	0
Intermediate sales/service	1	0			1
Other Sales/Service	1	0	0	0	1
TOTAL	2	1	0	0	3

In reviewing these data, we note that the local labour force, from which we receive just under 80% of job applicants, is 10.1% visible minority compared with 41.7% in the Vancouver regional district, and 24.8%

provincially. While we are still exploring whether we need to change our default recruitment areas given our high level of local recruitment, this contrast between the data on which our high visible minority goal is based and the actual area from which applications come may help explain the gap. As a result, the speed at which we can fill some gaps may be more limited than WEIMS data might suggest.

These goals show slight movement forward from last year's report with a hiring target of 78 over three years compared to 81. Owing to factors previously discussed, we have only been able to access this revised data as of last month. Given its newness, we will focus on it over the upcoming year as we consider how better to support hiring goals. In our review for this report we also note that the gap for members of visible minorities is particularly large. To ensure we are taking appropriately strong actions to close this gap we intend to explore the data in more detail over the next year, including an examination of the default recruitment areas on which the gap is based, to see if there is more that we can do to bridge this more outstanding of our targets. We also note that these numbers do not include this year's new faculty, and so we will be updating the data in the fall to see how the new cohort influences our numbers.

4. Moving Forward: Summary and Conclusion

This past year has provided a strong launch to UVic's Employment Equity Plan. Fuelled by a comprehensive Employment Systems Review in 2013 and no longer bound by the Federal Contractors Program, the university took the opportunity to synthesize insights about the opportunities and barriers to achieving equity which had been percolating at the institution over the past number of years. This Plan is designed to build infrastructure for equity, laying in place the prerequisite activities from which equitable hiring can be constructed.

These activities span a wide range of structures and individuals across the institution. Advancement of Plan activities, in tandem with creation of strong structures and rhythms for collecting, consulting about and reporting on equity issues, are some of the strongest steps forward for equity at UVic. Other key accomplishments across all areas of work include the Employment Equity video; embedding equity information into materials such as unit staff handbooks; thorough, practical conversations by the University Human Rights Committee, resulting in six strong, well-received recommendations to the President and Executive; new work on a sexualized violence policy; initiation of a toolkit to facilitate timely access to equity-promoting hiring materials; research on equity in casual hiring; updating of NOC codes and the subsequent ability to run updated workforce statistics; implementation of recommendations regarding the Central Accommodation Fund and updated terms of reference and procedures to access the Fund; and conducting a resurvey of employment equity survey non-responders. In sum, people and units across the institution are actively pursuing the diverse work of the Plan.

Numerically, we have increased representation in our workforce of two of the four designated groups from 2013 to 2016. Representation of members of visible minorities increased from 42% of labour force availability to 50.3%. While we still have a long way to go to achieve equitable representation, we are encouraged to see that we have moved forward. Representation of persons with disabilities also increased, from 65% to 66.7% of labour force availability. Though small, this is an improvement and again is a step towards the full representation we hope to achieve.

For two designated groups, representation dropped. Women's participation is now at 105% of labour force availability compared with 109% in 2016. While this is lower, it is still above the 100% target. More troubling is the decrease in representation of Indigenous Peoples, from 78% in 2013 to 72.4% now. With the emerging Indigenous Strategic Plan; follow-up on the recommendations from the Indigenous Staff Consultation Report; and with these numbers in hand, we hope to attend to and reverse this direction over the course of the Plan.

Active pursuit of the revised hiring goals, supported by changes in practice through the varied areas of work in the Plan, will be essential to changing this trajectory.

Looking ahead, all areas with responsibility have identified their goals for the upcoming year. The goals were reviewed and commented on by the Employment Equity Advisory Group in August, and reviewed and approved by the Executive Council in September, 2016. The goals build on achievements of this year, carrying forward activities that were initiated and identifying appropriate follow-up activities for Year 2.