

**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 midterm 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

August 2018

## TABLE OF CONTENTS

---

1. Introduction and Context.....	3
a. Introduction, 3	
b. Context, 3	
2. Analysis of the Workforce.....	4
a. Work on UVic’s numerical data, 4	
Table 1. New geographic recruitment areas for UVic’s employment equity counts, 5	
b. Participation in the Survey, 5	
c. Preferential and Limited Hiring, 6	
d. Current designated group representation, 6	
Table 2. UVic Diversity Data as of June 14, 2018 for Continuing Faculty and Staff, 6	
e. UVic’s Canada Research Chairs Program and Equity Representation, 7	
f. Diversity data for applicants, 7	
Table 4. Self-identification data among applicants to UVic, September 1, 2016 to March 31, 2018, 8	
g. Hiring goals for 2018-2020, 8	
Table 5. UVic 3 year hiring goals (2018-2020) by Employment Equity Occupational Group (EEOG), 8	
3. Steps taken to achieve equity representation.....	9
a. Training for search committees, 9	
b. Establish and formalize equity hiring guidelines, 9	
c. Other work, 10	
4. Summary and Conclusion .....	10
a. Progress to date and upcoming areas of work, 10	
b. Conclusion, 11	

## 1. Introduction and Context

### a. Introduction

At the root of the equity vision for University of Victoria (UVic) is the understanding that increasing diversity among staff and faculty builds excellence and that diversity is fundamental to a culture of consent, respect and fairness. It is UVic's goal to develop, implement and promote effective and sustainable strategies to remove barriers to equity and inclusion in all aspects of employment for faculty and staff. Much of this work is accomplished under the employment equity plan, including working with operational and academic units through Human Resources and Faculty Relations to set equity hiring goals and develop practices to support their achievement. The UVic Employment Equity Plan (EEP), 2015-2020, sets out a clear vision for how UVic would continue to meet its commitments to advance employment equity in its workforce. This report provides a mid term overview of the EEP approved by the BC Human Rights Tribunal (BCHRT) on September 29, 2015.

In 2017, the BCHRT advised that reporting requirements for institutions with employment equity plans had changed, resulting in two major alterations to UVic's reporting. First, reporting now focusses on "programs which grant a preference to members of protected groups with the aim of ameliorating disadvantage." This excludes reporting on equity-promoting activities (e.g., education, policy work and leadership initiatives) which formed the bulk of the previous report. Second, reports are now submitted at the midpoint and end of the plan; annual reporting is not required. This report is the first EEP report responding to the new requirements.

The report is divided into four sections. Starting with a review of the context within which UVic is implementing the plan, the report moves to analysis of the workforce, reviewing UVic's employment equity data and numerical goals. Next, it describes steps taken to achieve equity representation, building on UVic's work on the Plan over the first three years. The report concludes with UVic's continuing commitment to building an equitable and inclusive workforce.

Throughout the report, the term "employees" is used interchangeably with the phrase "faculty and staff" to mean all continuing employees at UVic.

### b. Context

The period of this report mirrors two years of strategic thinking and modification regarding UVic's approach to advancing and reporting on employment equity. Over 2016-17, after extended and careful consideration and consultation, UVic restructured its equity work, adding additional responsibilities to the Equity and Human Rights (EQHR) office for academic equity and diversity, and the new Sexualized Violence Prevention and Response Policy GV0245. Through 2017-18, UVic also introduced a new Strategic Framework in which equity and diversity concepts feature strongly. Equity, diversity and inclusion are values that inform all the actions and strategic priorities of the Framework. In particular, Strategies 1.1 and 1.2 speak directly to advancing equity:

1.1: Attract, support and develop a diverse community of talented students, faculty and staff through enhanced resources and programs—including scholarships, academic chairs, professional support programs and workplace practices that recognize excellence and promote wellness.

1.2: Embed practices of equity, diversity, accessibility, inclusion and dialogue throughout the university community so that all members feel welcomed, valued and supported to achieve their highest potential.

Two national developments have also increased attention to higher education equity work. In 2017, the Canada Research Chair (CRC) program initiated new requirements for institutions to develop detailed Equity, Diversity and Inclusion Action Plans. UVic's plan draws key elements from its internal Employment Equity Plan to support recruiting and retaining diverse and highly qualified Canada Research Chairs. Similar to other institutions across Canada, UVic's ongoing CRC participation is increasingly dependent on maintaining and advancing equity work across the institution. Additionally, in October 2017, Universities Canada announced a new commitment to the principles of equity, diversity and inclusion that speak to the value of diversity, the need to support candidates from diverse backgrounds, and the responsibility to promote inclusion and remove barriers. These national initiatives fit well within UVic's values, principles, strategic priorities and Employment Equity Plan goals.

## 2. Analysis of the Workforce

### a. Work on UVic's numerical data

In the period since the last report, UVic has made a number of improvements to how we organize, consider and calculate numbers for reporting to better support equity work. The Employment Equity Implementation Steering Committee, with members from Human Resources, Faculty Relations and Equity and Human Rights, provided strategic direction for these improvements.

In spring 2017, after the Committee learned that the federal computer module that had been used to set three-year hiring goals had generated inaccurate goals, the Committee reviewed all aspects of our equity data and adjusted how the university sets equity goals. Now four years removed from compliance requirements with the Federal Contractors Program, the Committee decided that UVic could more effectively plan for diversity in the workplace if data and goal setting were considered separately for continuing (i.e., permanent) employees and temporary employees, because the processes by which these employee groups arrive and stay at the institution vary significantly. This report and UVic's current employment equity activities focus on the continuing employee population. Future work will explore the experience of the temporary and casual employee populations, develop appropriate strategies to ensure equity in hiring, and set numerical goals to continue the advancements in equity the university has already accomplished.

Recruitment and applicant data also demonstrated a need to update comparator labour market areas (geographic recruitment areas). After reviewing the data, the Committee updated the geographic recruitment areas that UVic is using for workforce diversity comparisons, making them more appropriate for specific occupational groups at UVic (changes are noted at Table 1). The table illustrates the previous geographic recruitment areas; the percent of local applicants for posted positions in each employment equity occupational group (EEOG); and the updated geographic recruitment areas. The new geographic recruitment areas reflect where greater than 50% of applicants reside for each EEOG, and thus, provide a better comparative basis for measuring the levels of diversity UVic aims to reflect in its workforce.

**Table 1. New geographic recruitment areas for UVic’s employment equity counts**

EEOG #	EEOG name	Previous area of recruitment	Percent local applicants <sup>1</sup>	New area of recruitment <sup>2</sup>
1	Senior Managers	National	47.2	National
2	Middle & Other Managers	National	58.4	CMA <sup>3</sup>
3	Professionals <sup>4</sup> (faculty/ librarians)	National	n/a	National
3	Professionals (staff)	National	63.4	CMA
4	Semi-Professionals & Technicians	Provincial	66.2	CMA
5	Supervisors	CMA	85.3	CMA
6	Supervisors: Crafts & Trades	Provincial	n/a	CMA
7	Administrative & Senior Clerical Personnel	CMA	81.5	CMA
8	Skilled Sales & Service Personnel	Provincial	85.4	CMA
9	Skilled Crafts & Trades Workers	Provincial	65.0	CMA
10	Clerical Personnel	CMA	86.6	CMA
11	Intermediate Sales & Service Personnel	CMA	82.7	CMA
12	Semi-Skilled Manual Workers	CMA	83.1	CMA
13	Other Sales & Service Personnel	CMA	88.6	CMA
14	Other Manual Workers	CMA	82.2	CMA

**b. Participation in the Survey**

A self-identification survey is sent to all employees when they are first hired. Three reminders are issued as necessary. The participation rate in the overall survey is 89%. The university continues to explore its processes and data to enhance participation in the survey. In this report, the percentage of people self-identifying in a particular group, or the “representation,” is calculated out of the survey respondents rather than the entire workforce in order to most accurately determine our representation in each equity category using the data available.

<sup>1</sup> Data from August 2016 to June 2017; EEOG 6 had no job applicants during this period.

<sup>2</sup> All data for persons with disabilities is National, based on limited availability data at the Provincial and Local areas.

<sup>3</sup> CMA = census metropolitan area, or the greater Victoria region.

<sup>4</sup> This category comprises professional staff, faculty and librarians. The two groups are separated to reflect two different recruiting areas, since a majority of staff applications come from the CMA and the recruitment area for faculty and librarians is national by definition.

c. Preferential and Limited Hiring

Preferential and limited searches occur frequently across the institution and are increasingly seen as a valuable method for enhancing the diversity and strength of the applicant pool. UVic has a strong commitment to increasing the representation of Indigenous peoples among our employee population. The recently introduced Strategic Framework has specifically set out a goal to increase the number and success of Indigenous staff and faculty at UVic by developing priority recruitment strategies across the university, along with programs to support success ([Strategic Framework](#), Strategies 4.3 and 4.4). While primarily focussed on Indigenous hires, preferential and limited hiring has been also used to address gaps in representation for other designated groups within particular units.

From September 1, 2016 to March 31, 2018, UVic employed 13 Indigenous staff and one female staff member through 14 preferential or limited searches. Six were regular positions, and eight were term positions. From September 1, 2016 to July 1, 2018, UVic hired eight Indigenous and four female faculty members through 12 preferential searches.

d. Current designated group representation

For UVic, the representation of three of the four designated equity groups exceeds the workforce availability of that designated equity group (women, Indigenous Peoples, and persons with a disability). Detailed data show the representation of diversity among 3040 continuing faculty and staff (Table 2).

**Table 2. UVic Diversity Data as of June 14, 2018 for Continuing Faculty and Staff**

Designated Group	Numbers <sup>5</sup>	Percentage	Availability <sup>6</sup>
Women	1805/3130	57.7%	53.9%
Indigenous	76/2380	3.2%	2.7%
Persons with a disability	120/2380	5.0%	4.4%
Member of a visible minority	294/2380	12.4%	13.4%

The representation of members of visible minorities shows a small gap, with representation at 12.4% compared with 13.4% availability. This gap has closed significantly over the past number of years: in 2013, representation was at 7.5%, and in 2007, at 5.3%. Future data analysis will look to consider representation at a more detailed level across the Employment Equity Occupational Groups (EEOGs).

<sup>5</sup> Data calculated via internal UVic reports. For women, data includes all continuing employees (3130 employees). For other designated groups, total employees is calculated at 89% (percentage of survey respondents)

<sup>6</sup> All data for persons with disabilities is National, based on limited availability data at the Provincial and Local areas.

e. UVic’s Canada Research Chairs Program and Equity Representation

An important area of equity work is within UVic’s Canada Research Chairs (CRC) program. UVic already meets or exceeds its CRC Equity Targets (Table 3) and plans to continue to meet or exceed the targets as the administration carefully distributes, selects, and nominates available chair positions from UVic’s allocation.

**Table 3. Canada Research Chair diversity data, 2017**

STATUS DECEMBER 2017	TARGETS	OCCUPANCY	GAP	GAP (# of Chairs)
Women	27%	30%	no gap	no gap
Visible minorities	15%	15%	no gap	no gap
Persons with disabilities	n/a	n/a	n/a	n/a
Indigenous peoples	n/a	n/a	n/a	n/a

f. Diversity data for applicants

A diverse set of applicants for posted positions is a first and essential element of hiring for diversity. UVic works hard to attract a diverse applicant pool. Beyond engaging in limited and preferential hiring, hiring managers are encouraged to advertise in locations that serve diverse populations and take training on fair hiring and overcoming bias to enhance the inclusion and selection of diverse candidates.

There is still work to do to improve data on applicant diversity. For example, data with respect to faculty applicants for each search is collected for the limited purposes of ensuring representative applicant pools, identifying equity and diversity concerns in hiring practices, and attending to immigration requirements. However, the present data collection methodology is not robust enough to provide reliable data for reporting specific numbers. UVic continues to consider ways in which to collect reliable data for expanded use.

Self-identification data for staff is gathered on a voluntary basis through the applicant tracking system, UVic Careers. All applicants for positions posted through UVic Careers can self-identify their membership in the four designated groups. From September 1, 2016 to March 31, 2018, 33,030 applications were received through this system. 23,154 of those applicants (approximately 70%) self-identified in one or more of the designated groups. The remaining applicants elected not to complete the survey. Thus, actual diversity of the applicant pool may be higher than the numbers below.

Self-identification data for this period is described in Table 4. Among respondents, some people identified membership in more than one group. For women, Indigenous Peoples and members of visible minorities, the diversity in the applicant pool is higher than the diversity in the UVic workforce. For all groups except persons with disabilities, the availability in the applicant pool is higher than the availability in the workforce as identified in the Statistics Canada data.

**Table 4. Self-identification data among applicants to staff positions at UVic, September 1, 2016 to March 31, 2018**

	Women	Indigenous Peoples	Visible Minorities	Persons with Disabilities
Number self-identified	19219	1468	4887	1418
Percent of total applicants	58.2%	4.4%	14.8%	4.3%
Representation in the UVic workforce	57.7%	3.2%	12.4%	5.0%
Availability data from Stats Canada (for GVMA)	53.9%	2.7%	13.4%	4.4% <sup>7</sup>

g. Hiring goals for 2018-2020

The aggregate data in Table 2 and Table 4 demonstrate that institutionally, UVic’s commitments to equity, diversity and inclusion have resulted in advancing representation in the workforce in all categories of self-identification. These positive results are the outcome of strong equity practices and shared commitments. Looking forward to the next three years, Table 5 sets out numerical goals in each EEOG using the federal goal calculation formula as recommended by Employment and Social Development Canada. This methodology includes assumptions for changes in the workforce over time, such as growth and turnover, as well as the geographic availability of qualified employees.

**Table 5. UVic 3 year hiring goals (2018-2020) by Employment Equity Occupational Group (EEOG)**

#	Name of EEOG and total # of employees	Indigenous Peoples	Persons with Disabilities	Women	Members of Visible Minorities	TOTAL
1	Senior Managers (16)	0		0	0	0
2	Middle & Other Managers (139)	1	1	0	2	4
3	Professionals—Faculty (798)	2	5	0	25	32
3	Professionals—Staff (735)	4	6	0	21	31
4	Semi-Professionals and Technicians (173)	0	2	16	0	18
5	Supervisors (39)	0	1	0	1	2
6	Supervisors: Crafts & Trades (6)	0	0	0	0	0
7	Administrative & Senior Clerical Personnel (453)	0	0	0	0	0

<sup>7</sup> All data for persons with disabilities is National, based on limited availability data at the Provincial and Local areas.

#	Name of EEOG and total # of employees	Indigenous Peoples	Persons with Disabilities	Women	Members of Visible Minorities	TOTAL
8	Skilled Sales & Service Personnel (71)	1	0	0	2	3
9	Skilled Crafts & Trades Workers (67)	0	1	0	0	1
10	Clerical Personnel (238)	2	0	0	4	6
11	Intermediate Sales & Service Personnel (27)	0	0	3	0	3
12	Semi-Skilled Manual Workers (20)	0	0	1	0	1
13	Other Sales & Service Personnel (245)	3	3	0	8	14
14	Other Manual Workers (13)	0	0	0	0	0
	<b>TOTAL (3040)</b>	<b>13</b>	<b>19</b>	<b>20</b>	<b>63</b>	<b>115</b>

Through turnover and changes in the workforce composition, the university recruits approximately 130 new continuing employees each year. Establishing EEOG-level hiring goals enables the university to include an equity and diversity lens in future search efforts in order to maintain and enhance the equitable representation of women, Indigenous Peoples and persons with a disability, as well as improve the representation of these groups in specific occupations and, more generally, for members of visible minorities.

### 3. Steps taken to achieve equity representation

#### a. Training for search committees

A key strategy this year was ongoing training for search committees to ensure that best practices for fair, unbiased, and equitable hiring are used in all searches. The training, which ranges from brief presentations to in-depth workshops, emphasizes both the impacts of bias on searches, and research-proven processes to reduce their impacts. EQHR provided over twenty-five search committees and departments with direct training opportunities on fair and equitable selection. In addition, search committees are required to seek feedback on job criteria and postings, to ensure that best practices supporting equity in hiring are observed.

#### b. Establish and formalize equity hiring guidelines

In 2017, a robust equity hiring guide was designed for all faculty searches which includes guidelines and resources for including equity considerations from the drafting of the job posting through to the job offer. The guide provides sample wording, ways to integrate Indigenization, interview questions, and principles for forming diverse and inclusive committees. An equity hiring guide specifically designed for all CRC searches in support of the CRC Equity, Diversity and Inclusion Action Plan was also made available. An adapted guide for staff searches is in development.

#### c. Other work

Other important work included the development of a new set of principles, “Access and diversity in committees: Principles of inclusion”, which addresses: how to select for diversity; how to support marginalized participants; ways to engage in committee work that address power imbalances and maximizes the benefits of diverse contributions; and ways that each person can make an equity contribution to a committee. This document can be used by all university committees, and is critical in supporting faculty peer-review committees making hiring, tenure and promotion recommendations.

### 4. Summary and Conclusions

#### a. Progress to date and upcoming areas of work

This year has seen a significant re-set and heightened focus of our equity work. We have taken time to ensure that our equity data is accurate, that the activities promoted are meaningful, and that there is an increased understanding of the importance and value of this work across UVic. The findings from this intensive work have made clear that existing representation of diversity is strong. As a result, UVic is entering the next few years with confidence in its past work, a solid plan, clear direction, and a shared focus.

With this established, UVic has committed to the following priority areas of work.

- **Helping all areas support the goals.** The goals are set at an institutional level and will move to unit level goals analyzing which areas have particular gaps or opportunities. Education and support will encourage everyone to see each hire as a chance to enhance UVic’s diversity. Developing regular cycles for sharing updated equity data and reviewing goals and progress will be part of this work. Annual planning and reporting under the Strategic Framework will be important.
- **Coordination, monitoring and reporting of work on shared practices, numerical data and other equity activity goals.** The next phase of work will integrate reporting into university cycles and processes in a way that facilitates self-monitoring of progress in addition to reporting under key institutional and unit-based planning cycles and processes, including the Strategic Framework implementation plan.
- **Review our employment equity survey.** Once the above processes are established, UVic will turn attention to the equity survey. In line with national trends, the plan is to review the questions and the types of diversity about which UVic collects data. Updates will consider more detailed break-downs of diversity, and the opportunity for self-identification of gender identity and sexuality among employees. Finally, work to increase participation in the survey will be important.
- **Build shared equity practices across the university.** To continue to meet UVic’s equity goals, the university has developed an initiative called “shared practices” which emphasizes core activities that every area is expected to support, enhancing coherence and coordination in approaches. These practices were selected for their alignment with the Strategic Framework and their ability

to impact broader employment equity objectives. Core elements of these shared practices include:

- Establishing representation goals for each unit
- Applying principles of equity, diversity and inclusion to all phases of employment decisions
- Training on equity, diversity and inclusion for all employees

b. Conclusion

At UVic, we are deeply committed to contributing to a better future for people, places and the planet. Bringing our vision to life depends on the talent and commitment of every member of the university community. As such, every employee has a responsibility to cultivate the kind of environment where people want to learn, work, engage and discover. The Strategic Framework acknowledges that equity, diversity and inclusion (EDI) are central to fostering this necessary environment. UVic's current representation levels, and our stated commitment to embed practices of equity, diversity, accessibility, inclusion and dialogue throughout the university community so that all members feel welcomed, valued and supported to achieve their highest potential, provide a solid platform to build on the university's successes and pursue its aspirations.