UVIC’S HIRING GOALS
Through its Strategic Framework and other key plans, UVic has a strong commitment to equity, diversity, inclusion and accessibility in its workforce. To implement these principles, the university measures the diversity of its workforce and sets goals for minimum representation of specific underrepresented groups.

The university recruits approximately 130 new continuing faculty and staff each year. As a community, we share responsibility to hire and retain a workforce that represents the diversity of our local, national and international communities. This means that each hire in each unit needs to attend to the value that diversity brings to the work.

Alongside the numbers, we want to increase our capacity to hire fairly. To hire fairly means that every candidate will be assessed based on their merits, rather than through biases or assumptions about their abilities. This means more equitable opportunities for all applicants.

WHY DO WE SET GOALS?
We set goals for many reasons. In many places on campus, the diversity of UVic’s faculty and staff is lower than the diversity of the workforce that we hire from. When there is a gap in representation, we know that there may be factors—intentional or unintentional—that are keeping us from welcoming a full diversity of qualified applicants to UVic.

By setting goals to build diversity among our faculty and staff, we recognize the value that diversity brings to our work, and visibly acknowledge its value. Setting goals is a key tool to help us measure progress towards equity.

Establishing hiring goals enables the university to include an equity and diversity lens in search efforts in order to maintain and enhance the equitable representation of women, Indigenous Peoples, persons with disabilities and members of visible minorities.

Our goals are not upper limits. Diversity beyond what we find in the workforce can further enhance our work. As well, with turnover we need to continue work on retention and replacing lost employees.

Four Steps to Set and Achieve our Goals
Step 1. Track employee representation (UVic and EQHR)
Through our Employment Equity Survey, UVic currently tracks employee representation for the following groups:

- Women
- Indigenous Peoples
- Persons with disabilities
- Members of visible minorities

EQHR uses the university data to calculate representation for the university as a whole, as well as for different units and employee groups. This information is the foundation of subsequent steps.
**Step 2. Calculate representation gap and goals (UVic and EQHR)**

We aim to have a workforce that represents these groups at least at the level of their availability in the skilled workforce.

EQHR reviews the survey data using a federal methodology that considers the following factors:

- Existing representation, also called diversity
- Gaps in representation within a unit or employee group
- Representation or diversity of the available workforce, considering the geographic scale of recruiting and the type of work
- Expected turnover of employees
- Expected growth of the university

Together, these factors show the representation gaps we have and how many of those positions we can expect to fill over the next three years (i.e., hiring goals), given our rates of turnover and growth.

As of July, 2018, UVic had the following overall representation and goals. Representation and goals within individual units may vary significantly from overall university numbers:

**UVic Continuing employees as of July 28, 2018**

<table>
<thead>
<tr>
<th>Designated Group</th>
<th>Number</th>
<th>Representation</th>
<th>Availability</th>
<th>Goals</th>
</tr>
</thead>
<tbody>
<tr>
<td>Women</td>
<td>1835</td>
<td>58.1%</td>
<td>53.9%</td>
<td>18</td>
</tr>
<tr>
<td>Indigenous Peoples</td>
<td>80</td>
<td>3.4%</td>
<td>2.7%</td>
<td>13</td>
</tr>
<tr>
<td>Persons with a disability</td>
<td>120</td>
<td>5.1%</td>
<td>4.4%</td>
<td>16</td>
</tr>
<tr>
<td>Member of a visible minority</td>
<td>297</td>
<td>11.1%</td>
<td>13.4%</td>
<td>56</td>
</tr>
<tr>
<td><strong>Total Goals:</strong></td>
<td></td>
<td></td>
<td></td>
<td><strong>103</strong></td>
</tr>
</tbody>
</table>

**Step 3. Refine and achieve goals (Unit leaders with support of EQHR)**

This process, which builds on the data calculated in Step 2, aims to ensure that goals reflect not just mathematical calculations, but also strategic priorities, plans, and shared responsibility.

1. Review UVic’s overall representation gaps to see general areas where the university needs to increase representation. All hires in all positions contribute towards university-level goals, so considering your unit’s contribution is important.

2. Review representation and baseline goals for your unit (calculated by EQHR in Step 2). These are available for all larger units on campus. Please contact EQHR to learn more.

3. Consider what other priorities your unit has regarding working with specific populations, commitments to reconciliation, or providing mentors to diverse students. These help identify goals that might not be captured in the current goals.

4. Set hiring goals that are at least proportional to your share of the total goals for your reporting line or to the baseline goals.

5. Review resources to support reaching these goals. This includes materials and education on inclusive hiring practices, and tools to support preferential and limited hiring. Consider how to use these to meet your goals.
Step 4: Review, report and revisit (Unit leaders with support of EQHR)
Revisit representation and goals at least annually, with the support of EQHR, to see what progress you are making and to establish new goals for the coming years. Numerical goals need to be backed by actions. Shared Practices provides a framework for building capacity to attract and retain a diverse workforce and build success for each employee. We encourage you to explore how to implement its elements as a foundation for achieving numerical goals.

KEEP IN MIND: Confidentiality of representation data
UVic recognizes the importance of safeguarding the confidential nature of equity and diversity data and uses the following protocols:

- Equity data is based on self-identification. We do not assign people to equity groups, and ask that leaders do not make their own personal assessments of the diversity of their workforce.
- Participation in the equity survey is confidential. While we ask leaders to encourage participation in general, they should not single people out with personalized questions about their participation in the survey.
- To preserve confidentiality, we only report cells with five or more individuals.
- We ask that members try not to work backwards to identify the exact numbers for those cells under five (our methods should have made this not possible; we ask that you not begin to speculate or try to unmask these numbers).