

REPORT of EMPLOYMENT EQUITY WORKFORCE ANALYSIS
University of Guelph
October 16, 2000

EXECUTIVE SUMMARY

Introduction

The University of Guelph is animated by a spirit of free and open inquiry, collaboration, and mutual respect. It attracts students, faculty, and staff of the highest quality and is committed to creating for all members of its community an environment that is hospitable, safe, supportive, equitable, pleasurable, and intellectually challenging.

Excerpted from the University of Guelph's Mission Statement, June 1995

Because the University of Guelph is committed to equity, and because under the Federal Contractors Program we are required to demonstrate this commitment, the University has taken some important steps towards achieving equity in the workplace.

Under federal guidelines, employment equity is achieved when designated group members within the University are represented in proportion to their availability in the external labour market from which the University recruits (designated group members are Aboriginal peoples, persons with disabilities, visible minorities and women); and when employment systems do not adversely affect designated group representation.

To ascertain how close we are to employment equity, and to identify any barriers that might exist, the University has embarked on a two-part process. The first is the completion of a workforce analysis; the second is using this analysis to conduct an employment systems review.

The workforce analysis is prepared according to the Federal Contractor's guidelines and compares the University of Guelph's internal labour force (where designated group status is determined by asking employees) to the external availability data (based on Statistics Canada's Census). Where the proportion of designated group members in the internal labour force is less than in the available labour supply, an under-representation exists. The employment systems review is a diagnostic tool which helps an organization identify and remove discriminatory barriers in its employment policies, procedures and practices. Based on the above two steps, the University will develop its Employment Equity Plan which sets out how the barriers will be removed and establishes realistic goals for the future hiring and promotion of designated group members into occupations where they are under-represented.

Workforce Analysis Methodology

Self-identification survey

The workforce analysis findings are based on a self-identification survey that asked U of G employees about their designated group status. There was a return rate of 74% while the response rate (proportion of employees who completed the survey) is 70% for regular full-time employees (including greater than 12-month or 'D' appointments). The data presented in this report for women and men are based on their actual numbers, available from Human Resources, and not self-identification information, which allows for a more accurate analysis.

Subgroups of employees analyzed separately

All U of G employees, other than employees who work less than three months, were surveyed. Analyses were done separately for: i) regular full-time employees, both on the main campus and off campus; ii) 'D' appointments (treated in this report with regular full-time); and iii) temporary full-time and part-time employees (including post-doctorates/sessionals and teaching and research assistants).

Findings

University-wide representation

On the main campus among regular full-time employees, half are members of a designated group.

Comparison of designated group proportions in regular full-time jobs and in other kinds of appointments

The proportion of designated group members in regular full-time jobs was compared with the proportion in jobs that are not regular full-time to determine if those in designated groups are more likely to be found in limited term appointments. One potential barrier often found in organizations is that designated group members are more likely to be employed in temporary and/or part-time rather than regular full-time jobs. Whether this reflects a problem (those who want to work full-time can get only part-time work) or a responsiveness on the part of the organization to these employees' needs (providing part-time work to those who prefer it) will have to be determined in the upcoming employment systems review.

There is a higher proportion of women working in temporary full-time and part-time jobs (53%) and in 'D' appointments (also 53%) than in regular full-time jobs on the main campus (45%). Visible minorities are also found to a lesser extent in regular full-time jobs on the main campus (5%) compared with temporary full-time and part-time (8 %) and 'D' appointments (9%). While persons with disabilities are found in the highest proportion (4%) among regular full-time employees off campus, their participation among 'D' appointments (2%) and temporary full-time and part-time employees (1%) is very small. There are not enough data on 'D' appointments and temporary full-time and part-time Aboriginal peoples to compare with regular full-time positions.

Gap analysis

The workforce analysis identifies the gap or the number of each designated group which would

have to be added to the current employee numbers to achieve representation. Where there is a large gap, a review of employment systems is undertaken to identify the reason for the gaps.

The key findings for the **main campus for regular full-time jobs** for each designated group within specific occupational groupings are:

Aboriginal peoples experience the greatest degree of under-representation which is primarily for semi-professional jobs. **Visible minorities** experience the second-highest level of under-representation and are under-represented in most occupational groups; the largest gap exists for faculty, other professional positions and middle-management positions. **Persons with disabilities** experience under-representation in 9 of the 14 occupational groups, the largest gap is among semi-professional jobs. **Women** are highly concentrated in caretaking (housekeeping/custodians) jobs — U of G employs women as caretakers (housekeepers/custodians) at a rate twice that of their availability. This concentration will be investigated further in the employment systems review. Women as a group are well represented in most occupations but there is a large gap in faculty positions and in senior and middle management.

For **off-campus regular full-time jobs**, the findings are:

Visible minorities are least well represented as a proportion of current employees, particularly in professional, semi-professional, and clerical jobs. **Women** experience under-representation in four occupational groups; the largest gap is found in semi-professional jobs. **Persons with disabilities** have a small gap. There is little under-representation for **Aboriginal peoples** due to their low availability.

Among those hired for **‘D’ appointments both on the main campus and off-campus:**

The highest proportion of under-representation is for **persons with disabilities**, particularly in semi-professional jobs and to some degree in professional jobs. **Aboriginal peoples** are under-represented in administrative and senior clerical jobs. **Visible minorities** are highly under-represented in professional jobs. **Women** are well represented in most occupational groups.

For **temporary full-time (excluding ‘D’ appointments) and part-time jobs, both on the main campus and off-campus**, the findings are:

Persons with disabilities are highly under-represented in six of the 11 occupational groups that employ other temporary full-time and part-time employees; the largest gap is in the professional occupations, including post-doctorates/sessionals, followed by semi-professional and technical occupations. **Visible minorities** are under-represented in nine of the 11 occupational groups employing temporary full-time and part-time employees; the largest gap is among post-doctorates and sessional employees. Very few **Aboriginal persons** are employed in temporary full-time and part-time jobs; there are some small gaps in semi-professional and technical, post-doctorates/sessionals and clerical work. **Women** are found in temporary full-time and part-time positions to a greater extent than in regular full-time positions, so there are no gaps for women in the temporary full-time and part-time category.

Next Steps

The gaps are used to determine the priorities for the employment systems review (ESR), which is the next phase of the EE process. The employment systems review involves the identification and removal of barriers. The consultants have used the following criteria to identify the most acute issues in terms of which employment systems should be reviewed for particular occupational groupings:

- a large gap of at least 10, or
- at least three of the designated groups have a gap in the same employment equity occupational group.

Based on these criteria, an employment systems review will be conducted for the four designated groups.

In addition, the external consultants hired by the University have recommended that an organization-wide employment systems review needs to be undertaken for any particular designated group, where that designated group has gaps in at least 70% of the occupational groupings. This holds true for visible minorities and persons with disabilities on the main campus. The consultants have also recommended that areas of low availability need to be reviewed, in particular for Aboriginal Peoples. The Employment Equity Committee has recommended that the employment systems review look for barriers to the employment of people based on their sexual orientation.

Conclusions

The workforce analysis provides a profile of U of G's workforce in relation to the external labour supply. The next step, the employment systems review, will aid in interpreting the workforce analysis numbers and gaps. The review will be conducted during fall 2000 and winter 2001, by external employment equity consultants hired by the University. The results, along with estimates of future openings, will be used to develop recommendations for setting employment equity goals. Goals differ from quotas. Quotas are a mandate to fill a certain number of positions with designated group members. If there is no qualified designated group candidate for a position, it remains vacant under a quota system. Goals are realistic hiring and promotion targets. Organizations are expected to make their best efforts to meet the goals they have set. The University of Guelph is committed to both setting and meeting employment equity goals.

The employment equity work is guided by the University of Guelph's Employment Equity Committee, which is comprised of managers and representatives from unions and employee groups. For more information on these initiatives, you may contact the Human Rights and Equity Office at Ext. 3000.