

**UNIVERSITY OF GUELPH
EMPLOYMENT EQUITY PLAN 2008-2012
WOMEN**

GOAL	TIMEFRAME	MANAGER RESPONSIBLE	
1. ATTITUDES AND CORPORATE CULTURE			
1.i.	Continue to consult on and communicate existing and new equity initiatives at the University of Guelph to the University community and prospective employees. Communicate equity initiatives in a variety of accessible formats including print media, oral presentations and videos during school, unit and department meetings and at special events organized to raise awareness about equity.	2008-2012 Ongoing	President, Vice-Presidents, HREO, CPA, EE Committee
1.ii	Communicate the special measure that allows candidates to voluntarily self-identify during faculty searches. The special measure allows the HREO to provide the candidate's name and designated group status to the search committee for the purposes of ensuring adequate representation of women in the short list and to increase accountability to hire women and further the goal to reduce gaps.	2008-2012 Ongoing	President, Provost & Vice-President (Academic), HREO, CPA, EE Committee
2. RECRUITMENT, SELECTION AND HIRING			
2.i	Develop employment equity hiring procedures for staff recruitment and ensure they are applied consistently throughout the University. Extend the existing "Faculty Recruitment: Planning and Process" procedures to staff recruitment, as appropriate.	2008	HREO, Vice-President (Finance & Administration), Assistant Vice-President (HR)
2.ii	Managers will oversee the consistency of selection practices and the inclusion of employment equity considerations. Managers will regularly report on selection practices and the inclusion of equity considerations to senior management. Vice-presidents will monitor the progress of implementation of the hiring procedures and inform the President and the HREO of the progress with equity goals. Senior management and HREO will work together to set strategic equity goals.	2008-2012 (staff) 2008-2012 (faculty) Ongoing: Managers report annually	Managers, Vice-Presidents to whom Managers report, HREO

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2.iii.	Using web based and other resources, proactively communicate selection practices to the University community and the community at large, to ensure accountability, consistency and an open, fair and transparent system.	2008-2012 (staff) 2008-2012 (faculty) – Ongoing	HREO, Provost & Vice-President (Academic), Vice-President (Finance & Administration), Assistant Vice-President (HR), CPA
2.iv.	Through training and orientation and through the use of hiring guidelines those responsible for the recruitment process will ensure greater representation of women on hiring committees and provide them with adequate orientation. Committees will include representatives from constituencies affected by the position, where appropriate. Thus, committees shall include students, front-line staff, service providers and experts from other departments as appropriate.	2008-2012 (staff) 2008-2012 (faculty) Ongoing	HREO in consultation with departments
2.v.	Continually assess hiring procedures for bias and annually report the results to the EE Committee.	2008-2012 Assess annually	HREO in consultation with departments
2.vi.	In order to promote their mobility, subject to negotiation of provisions of appropriate employee/collective agreements, female employees on probation will be permitted to apply for positions within the University	2009-2012	HR, Unions/Employee Associations
2.vii.	An applicant tracking program will be implemented for women in occupations where there is under-representation to determine the success of outreach efforts and the composition of the applicant pool. The applicant tracking program will be piloted for professional, managerial and temporary exempt positions.	2009-2012 (staff) 2008-2012 (faculty) Ongoing	HREO, HR
2.viii.	A targeted outreach program will be established for women in occupations where they are under-represented.	2008 (faculty) 2009 (staff)	Vice-Presidents, HREO, HR
2.ix.	Job fact sheets will be made available in accessible formats to all internal and external applicants (except for faculty positions where job fact sheets do not exist per se).	2009-2012	HR
2.x.	Diversity competencies or knowledge, skills and ability in relation to human rights and employment equity will be considered when managers are hired, trainers are selected to provide equity sessions and search committee members are selected. Diversity competencies will be included in the job qualifications and job fact sheets of those to be hired in managerial positions. The vice-presidents will ensure that diversity competencies are considered in hiring decisions.	2009-2012 (staff) 2008-2012 (faculty)	Vice-Presidents

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GOAL		TIMEFRAME	MANAGER RESPONSIBLE
2.xi.	Managers and search committee members who are responsible for recruitment will receive training on equity matters. Managers must ensure that hiring committees are diverse and include women. Managers who are unable to diversify the composition of a search committee can seek the support and advice of the HREO.	2008-2012 (staff)	HR, HREO
2.xii.	Managers and supervisors will be provided training on accommodating gender and family status to be applied during recruitment, hiring and selection processes. Accommodating family status is also recognized as an intersectionality issue and thus affects all the designated groups including men in designated groups.	2008-2012 Ongoing	HREO, HR
3. HIRING AND PROMOTION			
3.i.	Develop special measures to allow more external designated group members to be short-listed to expedite the diversification of the workplace, particularly in entry level positions and while recognizing the needs of internal candidates, some of whom may be designated group members.	2008-2012 Ongoing	HREO, Academic Chairs & Deans (faculty), Administrative Directors and Department Managers (staff)
3.ii.	HR Policy 301 will be revised as it continues to pose a barrier to widening the applicant pool.	2009	President, Associate Vice-President (Human Resources)
3.iii.	Managers will ensure equity hiring and advancement goals are implemented and monitor progress toward them. Managers will regularly report to senior managers about their progress with equity hiring and advancement goals.	2008-2012	Managers, Vice-Presidents to whom Managers report
4. ATTITUDES AND CORPORATE CULTURE, TRAINING AND DEVELOPMENT			
4.i.	All employees, especially those responsible for managing a diverse workforce, will be engaged in educational programs to further develop their competency on equity issues.	2008-2012 Ongoing	Provost & Vice-President (Academic), HREO, HR
4.ii.	Develop and deliver equity training for managers and supervisors. Senior officers need to ensure that supervisors who are involved with hiring are trained in equity related issues.	2010	HREO, HR
4.iii.	Continue to offer human rights and equity orientation sessions to employees on a proactive basis and in response to requests from University constituents	Ongoing	HREO
4.iv.	Develop and deliver skills training and education where appropriate, to increase upward or lateral career mobility. Such skills training may include cross training, job sharing, job shadowing and apprenticeship programs.	2001 pilot was conducted 2009	Executive Director of Hospitality Services & Assistant Vice-President (Physical Resources)

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4.v.	Combine equity training for employees with existing programs coordinated by other bodies and departments. For example, courses or modules on equity matters will be added to leadership development offerings, chair training program, orientation for the Board of Governors and senior administration.	2008-2012	HREO, HR, Unions/Employee Associations
4.vi.	Ensure information about accommodation needs is collected from employees participating in training, including those located away from the Guelph campus and that employee needs are accommodated through canvassing participants before the sessions,	2008-2012	HR, HREO, Managers
4.vii.	Ensure that those facilitating training and development programs are skilled in validating materials for bias, challenging attitudinal barriers and developing inclusive materials.	2009	HR, HREO
4.viii.	Provide human rights training to faculty tenure and promotion as well as librarian and staff veterinarian continuing appointment and promotion committees.	2009	Provost and Vice-President (Academic), HREO, Chairs
4.ix.	As performance review procedures are developed for staff ensure that they are consistent with human rights and equity principles. To prevent the introduction of bias and adverse impact through subjectivity toward women ensure that staff are trained on equity matters.	2009-2012	HREO, HR, EE Committee, Unions/Employee Associations
5. RETENTION			
5.i.	Establish a mentoring program for female faculty to ease their transition into departments and to facilitate upward mobility.	2009-2012	Provost and Vice-President (Academic)
5.ii.	Develop and implement a process for consulting staff who are women with a view to assessing their mentorship needs into occupations where they are under-represented and to promote upward mobility of women.	2008-2009	HREO, Assistant Vice-President (Human Resources)
5.iii.	Implement measures to support the new human rights policy (2002) including: <ul style="list-style-type: none"> - a communications strategy to inform the University community of the new policy and the resources and avenues available for enforcing it; - an educational program for all employees to raise awareness of the responsibilities of staff and faculty in specific roles under the policy; and - establish cadres of trained fact-finders, mediators and human rights resource persons that include women to ensure broad based representation in the handling of human rights concerns or complaints. 	Completed 2008-2012 In Progress 2008-2012 Ongoing	HREO

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5.iv.	Employee agreements should: -include all the prohibited grounds under the Human Rights Code; - be reviewed to ensure the use of inclusive language in the designation of spouses and relatives of common-law and same-sex spouses; - be reviewed to ensure that parental leave provisions are in step with the new statutory entitlements and that the provisions are inclusive of all types of families.	Completed In Progress (Inclusive language for all families) Completed	HR, Unions/Employee Associations
5.v.	Unions/Employee Associations will ensure that their representatives are trained to handle grievances relating to harassment and discrimination.	2008	Unions/Employee Associations, HREO
5.vi.	Ensure contract and temporary staff have access to flexible work arrangements to address matters that fall within the family status ground.	2009-2012	HR
6. ACCOMMODATION			
6.i.	Subject to negotiations of provisions in collective agreements and employee contracts, contract employees in <i>continuous</i> service at the University will be provided the same vacation benefit as regular full-time employees, when the "break in service" is due to the person's membership in a human rights protected ground.	2008-2012	HR, HREO, Unions/Employee Associations
6.ii.	Add a climate assessment component to exit interviews, so that when exit interviews are conducted by Human Resources, climate information can be collected and provided to the HREO, to assess the climate for equity.	2009-2012	HR, HREO, EE Committee
7. COMPENSATION			
7.i.	A more detailed analysis will be undertaken to determine whether women are disproportionately found in lower salary quartiles.	2010	HREO, Provost and Vice-President (Academic)
8. ACCOUNTABILITY AND MONITORING			
8.i.	Managers and supervisors will be held accountable for equity work in their units. Implementation of equity related goals will be included in the performance evaluation of managers and supervisors. Managers and supervisors will regularly report on their progress with equity goals to senior managers who will share progress reports with the HREO and the President	2008-2012 Ongoing	President, Vice-Presidents, Managers, Supervisors, HREO
8.ii.	Ensure accountability for implementing employment equity measures.	2008-2012 Ongoing	EE Plan, HREO, Vice-Presidents

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8.iii.	A monitoring committee which is advisory to the Human Rights and Equity Office is needed to monitor and evaluate progress in the achievement of the University's employment equity goals. Monitoring will include ensuring that employment policies, procedures and practices are aligned with the University's values and principles and are reviewed and revised regularly.	2008-2012 Ongoing	HREO, EE Committee, Vice-Presidents
9. RESOURCES AND SUPPORT FOR IMPLEMENTING EMPLOYMENT EQUITY			
9.i.	Conduct an ongoing assessment to determine whether resources allocated to implement the goals in the Employment Equity Plan are sufficient.	2008-2012 Ongoing	President, HREO, EE Committee

ABBREVIATIONS

- CPA – Communications and Public Affairs
- EE Committee – Employment Equity Committee
- ESR – Employment Systems Review
- HREO – Human Rights and Equity Office
- HR - Human Resources