

## University of Guelph 2017-2021 Employment Equity Goals

ORGANIZATIONAL AREA	#		STRATEGIES FOR ACHIEVING GOALS (Actions we shall take)	BENCHMARKS (How shall we know that we have achieved the goal?)	ACCOUNTABILITY (who will ensure these goals are met?) (*Lead Responsibility)
<b>1. ATTITUDES and CULTURE (Corporate/Institutional)</b>	<b>1.1</b>	To strengthen the University's commitment to equity and inclusion	Establish clear accountability and ownership of employment equity outcomes with leaders by providing information, advice and resources that support the achievement of equity and diversity goals.	Employment equity outcomes are included in performance objectives for all leaders.	Senior Executive and Leadership Team*, Diversity and Human Rights (DHR), Human Resources (HR) & Faculty & Academic Staff Relations (FASR)
			Promote and practice equity and inclusion as a key ingredient in the University's culture.	The Inclusion Framework document is promoted across campus.	Senior Executive and Leadership Team
	<b>1.2</b>	To enhance an inclusion mindset	Develop educational and training opportunities and tools for multiple audiences across campus so as to further develop inclusive skills.	A process is developed to encourage community members to participate in educational opportunities provided on campus and beyond.	Diversity and Human Rights (DHR), Human Resources (HR), Faculty and Academic Staff Relations (FASR), Aboriginal Resource Centre
	<b>1.3</b>	To demonstrate a culture of inclusion throughout University policies and practices	<p>Continue to incorporate diversity into the strategic planning for each academic and support unit.</p> <p>Create an inclusion checklist to help ensure all large University events are inclusive and accessible. Commit additional resources where needed to further support diversity on campus.</p>	<p>Physical spaces are enhanced to reflect inclusiveness and honour diversity.</p> <p>An inclusion checklist is created to help ensure all large University events are inclusive and accessible. Checklist will be used in planning all large events.</p>	Every policy owner, DHR, VPs DHR to create inclusion list in collaboration with stakeholders
<b>2. RECRUITMENT, SELECTION, HIRING, and RETENTION</b>	<b>2.1</b>	To develop and implement special measures to attract and hire a workforce that is representative of equity groups.	Employ an outreach strategy to expand the candidate pool.	Number of advertising sources and/or partnerships targeting underrepresented groups is increased.	Human Resources (HR)*, Diversity and Human Rights (DHR), and Faculty and Academic Staff Relations (FASR)
			Develop a mechanism to track diversity of applicant pools for staff positions	Pilot/Testing of mechanism with an identified department is completed.	Human Resources (HR)*, Diversity and Human Rights (DHR)
			Review and further develop/enhance available tools supporting fair and equitable hiring practices for staff positions.	Pilot/Testing of tools with Professional Staff and other identified department(s) as appropriate.	Human Resources (HR)*, Diversity and Human Rights (DHR)
	<b>2.2</b>	To monitor measures in place to ensure consistent implementation of recruitment, selection, hiring, and retention policies	Review recruitment, selection, hiring and retention policies through the Inclusion Framework.	Regular review of recruitment, selection, hiring and retention policies.	HR, FASR
<b>2.3</b>	To diversify hiring committee memberships.	<p>Enhance selection and hiring guidelines for non-academic Hiring Committees to support diversity and inclusion.</p> <p>Develop a training program for inclusive hiring practices for Search &amp; Selection Committees.</p>	<p>Selection &amp; hiring guidelines are developed and adopted for professional and managerial Search and Selection Committees.</p> <p>Development and implementation of new training program.</p> <p>FASR to continue work on diversification of search committees.</p>	Human Resources (HR), Diversity and Human Rights (DHR),  FASR	
<b>3. PROMOTION SYSTEMS</b>	<b>3.1</b>	To maximize opportunities for success for those within the designated groups.	Develop an effective mentorship program for faculty.	<p>Current faculty mentorship program (21.4 of the UGFA Collective Agreement) is reviewed to ensure that it is meeting the needs of pre-tenure faculty members.</p> <p>Deans are meeting with all new pre-tenure members within the first 6 months and then annually.</p>	FASR and UGFA
	<b>3.2</b>	To diversify faculty tenure and promotions criteria to recognize diverse achievements.	Review established criteria with a view to updating them to be more inclusive of underrepresented groups.	Established promotion criteria are reviewed and updated as needed.	Provost, FASR

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	3.3	To ensure equity in salaries and promotions for underrepresented groups.	Undertake a salary and promotion review of faculty.	Report is complete and any anomolous salaries are identified and corrected.	Provost, FASR
4. TRAINING & DEVELOPMENT	4.1	To strengthen the University's commitment to equity and inclusion	Identify opportunities in current Learning & Development programs to more intentionally integrate information & skills that directly support diversity and inclusion.  Build a new Inclusion and Diversity Training Framework for Staff, Faculty, and Students through the Office of Diversity and Human Rights, informed by the Culture of Inclusion Framework.	Review is completed of 2 core programs offered to all employees (Personal Leadership at Work & Grow Through Change) and changes implemented.  Campus Learning for Inclusion Committee is assembled to review and advise on Diversity and Human Rights training and programs on campus.  Draft of Inclusion and Diversity Training Framework is completed, reviewed, and implemented.	Learning & Development (HR)*, Diversity and Human Rights (DHR), & Faculty & Academic Staff Relations (FASR)  Diversity and Human Rights, Campus Learning for Inclusion Committee (CLIC)
5. REASONABLE ACCOMMODATION	5.1	To create awareness across campus that accommodation is a shared responsibility.	Develop an education and awareness plan to understand roles and responsibilities for accommodation, in general, as well as to enhance visibility of the Accommodation Partnership Program document (APP).	Education and awareness plan is implemented for accommodations in general and the Accommodation Partnership Program.	HR, FASR, DHR
	5.2	To continue the ongoing efforts to make campus more accessible.	Continue to improve physical access to buildings and public spaces for people using wheelchairs based on available grants and existing building code.	Grants and other funding are applied for, specifically for the purpose of wheelchair accessibility. The 2016 public spaces audit report is consulted to identify areas for improvement.	Accessibility Committee, Physical Resources
	5.3	To further support campus with the provision of reasonable accommodation.	Review process to identify potential systemic barriers and provide necessary resources to departments which are required to invest considerable funds to accommodate persons with disabilities.	Completed review of process for departments requiring access to funding and make changes as necessary.	HR, DHR, FASR
Review the Accommodation Partnership Programs (APP) against the University's mental health framework and OHRC revised guidelines (2013 & 2017)			Updated APP documents and guidelines as necessary.	HR, DHR, FASR	
6. ACCOUNTABILITY & MONITORING	6.1	To regularly review the employment equity implementation and goals.	Request annual updates from managers identified as responsible for sections of Employment Equity Plan.	Creation of a tracking mechanism for above benchmarks for purposes of monitoring progress.	EE Committee