



Brock University's  
Canada Research Chair  
Equity, Diversity and Inclusion Action Plan

Submitted to the Canada Research Chairs Secretariat, December 15, 2017

## Context

The Canada Research Chairs Program (CRCP) Secretariat has implemented an Equity, Diversity and Inclusion Action Plan to respond to recommendations from the program's 15-year evaluation. Many of the recommendations refer to Four Designated Groups (FDGs) of Chairs, namely women, Aboriginal peoples<sup>1</sup>, persons with disabilities, and visible minorities. Action A.2 states:

### **Require institutions to develop their own equity, diversity and inclusion action plans**

All institutions with five or more chair allocations will be required to develop an equity, diversity and inclusion action plan. This plan will guide their efforts in sustaining the participation of and/or addressing the underrepresentation (based on [institutions' equity gaps](#)) of individuals from the FDGs among their chair allocations. Institutions will be required to report publicly and to the program on the progress made in meeting their objectives on a yearly basis.

The plan must include impactful equity, diversity and inclusion objectives that will enable swift progress towards addressing the disadvantages currently experienced by individuals from the FDGs in accessing and benefiting from the program. Institutions must progressively meet these objectives in the 18 to 24 months following the implementation of the plan on December 15, 2017. This means that the objectives must be met by December 2019. The objectives must be set based on the number of chair allocations that are (or will become) available in the institution within the next 18 to 24 months.

Institutions should develop the plans in collaboration with individuals from each of the FDGs, chairholders, faculty and administrators responsible for implementing the program at the institution. Refer to the [Chairs Administration Guide](#) for more details.

This document constitutes Brock University's Equity, Diversity and Inclusion Action Plan for the CRCP.

## Commitment Statement

Brock University is actively committed to diversity and the principles of employment equity, and invites applications from all qualified candidates. Additional to the FDGs recognized in the CRCP, the Collective Agreement between Brock University and BUFA has identified lesbian, gay, bisexual, transgender and queer (LGBTQ) persons as a designated group. Women, Aboriginal peoples, members of visible minorities, people with disabilities, and lesbian, gay, bisexual, transgender, and queer (LGBTQ) persons are encouraged to apply and to voluntarily self-identify as a member of a designated group as part of their application. Differing career patterns may be more common among members of designated groups and this should be taken into account in assessing the experiences and qualifications of members of these groups.

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<sup>1</sup> To ensure consistency with the Collective Agreement between Brock University and the Brock University Faculty Association, this document refers to Indigenous peoples as Aboriginal peoples.

# 1 Approval & Administration of the Equity Plan

## 1.1 Governance

This equity plan has been approved according to the following governance process.

**Approval authority:** The equity plan for the CRCP has been approved by the Provost and Vice-President, Academic.

**Administrative lead:** The Vice-President, Research is the administrative lead for coordinating the development of the Equity Plan. The Vice-President, Research has established a Canada Research Chair (CRC) Equity Working Group that supports the process, comprised of: VP, Research; Provost; University Secretary; Senior Advisor, Human Rights and Equity; Director, Office of Research Services; Director, Government Relations; a CRC representative.

**Process:** A draft Equity Plan was developed by the CRC Equity Working Group. The development included fulsome discussion on Brock's current processes and policies, as well as best practices in ensuring equity in the workplace. Upon completion of the initial draft, the Plan was shared with key stakeholders for input, including: the Senate Research and Scholarship Policy Committee; Brock University Faculty Association (BUFA); current Brock CRCs; and the Faculty Deans. Following this consultation process, the plan was finalized by the Working Group, and submitted to the Provost for approval.

**Review:** The governance plan will be reviewed by the Provost and Vice-President, Academic every three (3) years and amended if necessary to ensure it remains current and appropriate.

## 1.2 Policies Related to Recruitment, Governing and Employment of CRCs

Recruitment, governance, and all employment-related matters for CRCs must be in accordance with the [Collective Agreement](#) between Brock University and BUFA.

## 2 Recruitment and Nomination Process

### 2.1 Commitment of Equity and Diversity

In accordance with the Collective Agreement between Brock University and BUFA (Article 19.10 e. i.), each advertisement for a CRC shall include the following statement:

Brock University is actively committed to diversity and the principles of employment equity and invites applications from all qualified candidates. Women, Aboriginal peoples, members of visible minorities, people with disabilities, and lesbian, gay, bisexual, transgender, and queer (LGBTQ) persons are encouraged to apply and to voluntarily self-identify as a member of a designated group as part of their application. Candidates who wish to be considered as a member of one or more designated groups should fill out the Self-Identification Form and include the completed form with their application.

### 2.2 Process for identifying scholarly areas for CRCs

- A call for applications is distributed to all academic departments across the University, advising them to submit applications for CRC positions to their respective Deans.
- Faculty Deans receive applications for their respective Faculty, and form a Faculty Committee to review and rank applications. Faculty Deans forward applications to the Vice-President Research.
- The Vice-President Research forwards applications to a Selection Committee composed of senior administrators (the Provost, the Vice-President Research, the Associate Vice-President Research and the Dean of Graduate Studies) and one non-voting advisor (the Director of the Office of Research Services).
- The Selection Committee reviews and discusses the applications and selects the appropriate number (depending on how many CRC positions are available to the University).
- The Provost advises the Deans of the Selection Committee's decisions.
- Deans whose Faculties were successful in the process work with the appropriate Departments (and Centres or Institutes, if applicable) to develop advertisements to recruit candidates for CRC positions.
- All procedures for recruiting CRCs and for observing Equity, Diversity and Inclusiveness are described in the Collective Agreement between Brock University and the Brock University Faculty Association.

CRCs are recruited in accordance with the existing Collective Agreement between Brock University and BUFA, **Article 20 - Employment Equity**, following procedures agreed to in **Article 20.02 Employment Equity Plans**, as overseen by the Committee mandated by **Article 20.03 Joint Committee on Employment Equity**. Brock University is committed to employment equity and follows a five-step employment equity process for Faculty and Librarian recruitment. Brock University provides an overview of the [five steps](#) on its public facing website to ensure clarity and process integrity. The five steps include:

1. Candidates who are a member of one of the five designated groups and who wish to have their application considered as such, may fill out a Self-Identification Form and return it with their application.
2. A shortlist of candidates is submitted to the appropriate Dean/University Librarian. The shortlist submission includes:
  - the advertisement for the position being recruited for;
  - the Department, Library or Centre Employment Equity Plan;
  - an outline of search procedures and expectations;
  - specific steps taken to address gender imbalances and equity pertaining to the five identified groups as identified in the BUFA Collective Agreement;
  - a summary of the discussion and rationale relevant to the establishment of the shortlist;
  - complete files of applicants who have been shortlisted for interview; and,
3. If the shortlist does not include a self-identified member of a designated group, the dossiers of all self-identified members of designated groups who are candidates for the position must also be included, as well as a written rationale for not including a designated group member on the short-list. Within five (5) days of receiving the shortlist from the Department/Library/Centre, the Dean/ University Librarian or their designate shall submit the completed documentation to the Joint Committee on Employment Equity (JCEE) (a University-wide Committee).
4. The JCEE reviews the materials submitted by the Dean/University Librarian designate and provides written recommendations to the Dean/University Librarian designate within three (3) working days. The Department/Library/Centre shall consider the JCEE's comments before making a final decision with respect to the shortlist. The Department/Library/Centre shall inform the Dean/University Librarian of its final decision with respect to the shortlist.
5. After the search committee has interviewed the short-listed candidates, the written recommendation for appointment shall be forwarded to the Dean/University Librarian by the Chair of the Search Committee within one (1) week of the Department reaching a decision. All recommendations for appointments forwarded to the Dean/University Librarian must include:
  - the candidate's complete dossier; and,
  - a brief description of the employment equity procedures followed in the competition.

### **2.3 Career Interruptions**

The practice for identifying, and considering career interruptions of CRC nominees follows that of the Collective Agreement between Brock University and BUFA. Namely, hiring parties must recognize that individuals from the designated groups may have had career interruptions. Article 19.10.i Appointment Procedures states, "The Parties recognize that differing career patterns may be more common among members of designated groups and that this should be taken into account in assessing the experiences and qualifications of members of these groups".

Brock University adheres to the CRCP's Guidelines on Assessing the Productivity of Nominees. Brock University will ensure that all faculty and staff involved in the recruitment and nomination of chairholders participate in the online unconscious bias training module; mandatory training for governance and peer review committees. Such training will be used to meet the requirement in the Equity, Diversity and Inclusion Action Plan that all faculty and staff involved in the recruitment and nomination of chairholders receive unconscious bias training. Additionally, Brock has developed a voluntary comprehensive training module on Unconscious Bias for members of recruitment committees for the CRCP, which includes a section on how to eliminate bias with regard to career interruptions and personal circumstances. Using the CRC Secretariat's Guidelines in this regard, the training incorporates the principles contained in the Guidelines on career interruptions.

#### **2.4 Training Recruitment Committees on Unconscious Bias**

As noted above, Brock University will ensure that all faculty and staff involved in the recruitment and nomination of chairholders participate in the online unconscious bias training module. Furthermore, Brock has developed a voluntary comprehensive training module on Unconscious Bias for members of recruitment committees for the CRCP. The training consists of a one-hour presentation facilitated by the University's Senior Advisor on Human Rights & Equity and allows participants to examine their own potential biases.

# 3 Equity, Diversity and Inclusion Objectives & Measurement Strategies

## 3.1 Setting Targets for the Four Designated Groups (FDGs)

As of December 2017, there are 10 CRCs at Brock University. The targets for Brock University were most recently set by the University utilizing the target setting tool available through the CRCP. Current targets for Brock University are to have three (3) women and one (1) visible minorities represented with our CRC complement. Brock University currently has 3 gaps of fewer than 0.5 individuals.

Additional to the FDGs, the Collective Agreement between Brock University and BUFA has identified lesbian, gay, bisexual, transgender and queer (LGBTQ) individuals as a designated group. While it is intended that we will monitor and report on this group going forward, there is currently no data available due to the current Collective Agreement only having come in to force on July 1, 2017.

Designated group occupancy has been determined through self-identification forms, which include options for Brocks’s five designed groups, and the option “I choose **not** to self-identify.” The table below includes data on active CRCs, who submitted the self-identification forms.

Designated Group Occupancy & Gaps

<i>Designated Group</i>	<i>CRC Target</i>	<i>CRC Occupancy</i>	<i>Gap</i>	<i>Gap (# of Chairs)*</i>
Women	33%	56%	No gap	No gap
Aboriginal Peoples	4%	0%	4% gap	N/A
Persons with Disabilities	1%	0%	1% gap	N/A
Visible Minorities	15%	11%	4% gap	N/A
LGBTQ	No target set by CRCP	No data	N/A	N/A

*\*if the number of chairs needed to fill the gap is less than 0.5, the cell indicates N/A*

Brock University exceeds the equity targets for gender, and is short of the targets for Visible Minorities, Aboriginal Peoples, and Persons with Disabilities by fewer than 0.5 individuals. According to CRC methodology, the gap in the number of chairs is deemed Not Applicable. The low targets set for CRC occupancy by Visible Minorities, Aboriginal Peoples, and Persons with Disabilities do not constitute a reason to be lax in our efforts to recruit qualified candidates from the designated groups.

## 3.2 Employment Systems Review

Brock University is situated in the Niagara Region, a part of the “Golden Horseshoe” of Southern Ontario. The region is approximately 1.5 hours from Toronto by car, and is immediately adjacent to the New York State border. It is a signature tourist destination for international travellers who come to see the sites of Niagara Falls, wineries, and theatre.

According to the 2016 Census, 90% of St. Catharine’s Census Metropolitan Area speaks an official language at home, while 59% identify as third (or greater) generation Canadian (that is, both parents born in Canada), 22% as second generation (at least one parent born outside of Canada), and 18.6 % as first generation Canadian (person born outside of Canada). The five most common ethnicities in the region are: European origin (78%); Asian (6.7%); First Nations (3.3%); Latin American and African (1.5% each); and Caribbean (1.3%). A future Employment Equity survey, which encourages self-identification, may be able to determine the extent to which the Brock University workforce demographics mirrors those of the regional population.

### Employment Equity Efforts

Brock University first implemented an Employment Equity Policy in 1992, and since that time, has made regular efforts to remove barriers to employment for members of designated groups.

Currently the university is updating its Employment Equity Policy, and developing additional processes to attract a more diverse workforce. These processes include advertising relevant jobs in more geographically diverse areas (specifically targeting major urban centres with diverse populations) and international searches for faculty positions.

The new Employment Equity Policy will also include short, and long-term goals that will be monitored and reported on regularly. Goals will be identified for the recruitment, promotion, and advancement of women, visible minorities, Aboriginal peoples, individuals who identify as lesbian, gay, bisexual, transgender, or queer (LGBTQ), and persons with disabilities. To meet the goals of the University, enhanced recruitment efforts will be developed to attract diverse applicants, with a commitment to doing so for all employment levels at the University.

### Geographic Issues

Despite its relative proximity to Toronto, Brock has encountered some challenges in attracting diverse talent from large urban centres. With that said, there is little evidence that such issues have been experienced in faculty hiring. Faculty tend to be more mobile in employment prospects, and tend to move to where they feel they will be supported in their research and scholarly work. As such, any geographic issues can easily be overcome with offsetting supports and resources. To that end, Brock offers a competitive package in terms of salary, research supports and start-up funding. These supports are always under review.

Existing activities that support equity efforts include:

- Conducting exit interviews which explore questions that aim to determine if equity and diversity are being impacted by retention efforts.
- Promoting and encouraging the use of the self-identification form during the employment application process; and,
- Promoting and encouraging the use of human rights and equity policies and Office resources.

### 3.3 Comparative Review

Since the beginning of the CRCP support at Brock University, there have been eight Tier 1s awarded (to three distinct individuals), and 23 Tier 2s (to 13 individuals) as follows:

Faculty	Tier 1s awarded	Tier 2s awarded
Applied Health Sciences	0	5 (3 individuals)
Humanities	0	4 (2 individuals)
Education	0	2 (1 individual)
Social Sciences	2 (1 individual)	6 (4 individuals)
Mathematics and Science	6 (2 individuals)	6 (3 individuals)

An analysis of the average contributions on the part of the university towards Tier 2s, only, is summarized in the table below. Tier 1s are not included in this analysis because the small number of individuals and faculties limits the ability to compare and generalize across disciplines.

“Salary and Benefits” refers to the portion of the faculty member’s salary and employment benefits that are not paid through the CRC portion.

“Total Contribution” includes salary and benefits, start-up costs, administrative costs, student compensation, and teaching buy-outs. Contributions are generally higher in Year 1 owing to start-up contributions.

#### University's Average Contribution to Tier 2 CRCs

Year of term	Salary & Benefits			Total Contribution		
	Low (Faculty)	High (Faculty)	Mean - All	Low (Faculty)	High (Faculty)	Mean - All
1	27,635.67 (SocSci)	59,951.60 (AHS)	46,637.71	68,044.00 (SocSci)	141,671.17 (M&S)	104,014.87
2	32,021.17 (SocSci)	63,024.80 (AHS)	48,300.68	59,592.75 (HUM)	134,408.00 (M&S)	96,183.57
3	33,438.33 (SocSci)	67,331.8 (AHS)	51,608.77	63,093.50 (HUM)	128721 (EDU)	93,139.00
4	39,353.40 (SocSci)	79,583.25 (AHS)	63,265.39	46,138.25 (HUM)	134,903.50 (EDU)	86,323.00
5	42280.80 (SocSci)	82,220.5 (HUM)	67,403.06	49,860.25 (HUM)	141,347.00 (EDU)	86,361.17

Overall, the lowest contributions to CRC salaries and the total contribution package are found in the Faculties of Social Sciences, and Humanities; the highest salary package has generally been in the Faculty of Applied Health Sciences, while the highest total contribution package has been offered to CRCs in Mathematics and Science and Education. The budgetary item linked to greatest variation after Year 1 (when start-up costs may be high, particularly in Mathematics and Sciences and Applied Health Sciences) is graduate student compensation.

### 3.4 Environmental Scan

As of May 2017, Brock University has begun a program to regularly assess employee engagement through a pulse survey methodology. To obtain data regularly, at six month intervals, the organization's staff and faculty are randomly divided into two even cohorts, each to be surveyed once that year (group one in April and group 2 in October).

The employee engagement pulse surveys include questions related to core aspects of employee engagement including:

1. The employees' work relationships with their manager and coworkers;
2. The availability of development opportunities;
3. Frequency and helpfulness of feedback;
4. Their ability to influence decisions about work and their work environment;
5. Their understanding of work and performance expectations;
6. Their ability to apply a variety of skills to accomplish their work goals;
7. Their understanding of how their roles support the mission and goals of the university;
8. Their pride in working for the university.

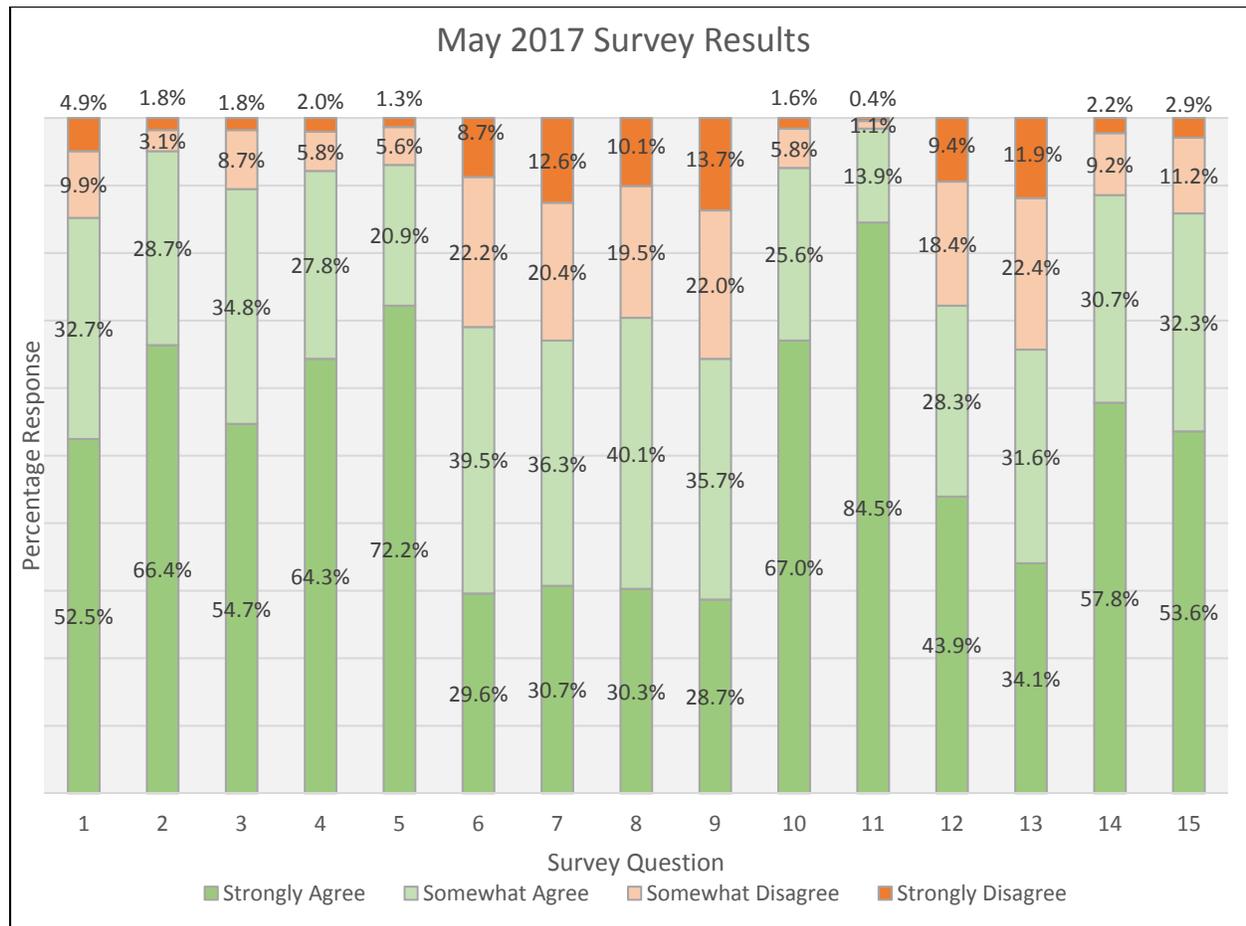
The initial results of the survey data collected so far show very positive results, with an average of 82% of staff reporting a positive experience at work. In addition, over 87% of respondents agreed that they were proud to work at Brock University. Overall the results (see Table A below) demonstrate that the university, while it has some work to do to improve, already has a positive organizational culture which supports the retention of key staff. Upon review of the employee engagement results specific to BUFA members, the pattern of results viewed in the overall employee engagement levels (below) at Brock University closely resemble the pattern of results viewed in BUFA specific engagement levels.

The survey data will be used to develop work plans, and initiatives to enhance employee engagement in the future. Information specific to BUFA engagement will be used to develop specific work plans, and initiatives for this group, which includes CRCs.

#### Employee Engagement Pulse Survey Questions

1. My supervisor takes an interest in, and actively supports my work.
2. I generally like and get along with the people I regularly work with.
3. My coworkers and I find it easy to cooperate in order to get our work done.
4. The team I am a part of is committed to high quality work.
5. I know what is expected of me in my job.
6. I have the resources I need to do my job effectively.
7. Good work is acknowledged and/or recognized by my supervisor.
8. Over the past year, I have had formal opportunities to learn and grow.
9. My supervisor provides me with regular feedback to help me improve my performance.
10. I understand how my work supports the overall success of Brock University.
11. I regularly apply a variety of skills and knowledge in order to complete my work.
12. My team and I are encouraged to share ideas and participate in decision making on issues that will affect our work.
13. My team and I are encouraged to share ideas and participate in decision making on issues that will affect our environment.
14. I am proud to tell people I work at Brock University.
15. I would recommend Brock University to my friends and family.

## Employee Engagement Survey Results (May 2017)



## Hamilton-Niagara Top 15 Employers Recognition

In addition to the results of the employee engagement survey, it should be noted that Brock, for two years in a row, has been selected as one of the top 15 employers in the Hamilton Niagara region as part of the Top 100 Employers in Canada competition through the Globe and Mail.

Canada's Top 100 Employers is a national annual competition that seeks to identify high quality employers across the country. Annually, organizations may apply to be considered, and must submit significant documentation about the organization's practices and policies. Overall, the application and the evaluation criteria are centered on the following information:

- Physical work environment and atmosphere;
- Health benefits;
- Financial benefits and compensation;
- Family friendly policies;
- Programs for experienced employees;

- Employee engagement;
- Training and development;
- Vacation policy and paid days off; and,
- Community involvement.

Employers complete and submit a single application for the national program, plus 18 other regional and special interest competitions, including the regional category for the Hamilton-Niagara area.

Ultimately, receiving this recognition brings greater awareness of Brock's employment brand to employees and potential candidates, to attract and retain top quality talent at all levels of employment at the University.

## 4 Collection of Equity and Diversity Data

### 4.1 Strategy for Collecting and Protecting Self-Identification Data

Through the self-identification process, candidates for a CRC position are able to identify as one of the five designated groups recognized in the Collective Agreement between Brock University and BUFA. The Self-Identification Form is readily accessible on the Brock University public facing website, found [here](#). These forms, once completed, remain confidential, and are viewed only by those who are engaged in the hiring process. As per the Collective Agreement between Brock University and BUFA, each Department or Centre at Brock University must have an Employment Equity Plan that must outline specific steps the Department or Centre will take to eliminate barriers to employment for designated groups in the Department or Centre's recruitment and appointment procedures.

In addition, such Plans are monitored by the Joint Committee on Employment Equity (JCEE). Prior to June 1 each year, each Dean provides the JCEE with a summary of the number of self-identified members of designated groups who made applications, were short-listed, recommended, and/or appointed within the Faculty during the previous twelve (12) month period. This information, combined with the Employment Equity Plans, will be used by the JCEE to review procedures, actions, and outcomes related to recruitment and appointment of members, including CRCs. The JCEE reports annually by July 1 to the President of the University and the President of the Union on the success of these employment equity procedures and the need for revision to these procedures, if any. The self-identification process at Brock University, the Employment Equity Plans, and the review of the JCEE are an integral part of ensuring appropriate collection, and protection of self-identification data.

## 4.2 Strategies for Encouraging Self-Identification

Brock University is better able to advance its essential functions, namely the pursuit, creation, and dissemination of knowledge through teaching and research, if members of the following designated groups are well represented in the Bargaining Unit. These groups, as identified in Articles 19.09(e)(i) and 19.14(e)(i) of the Collective Agreement between Brock University and BUFA, are Women, Aboriginal peoples, members of visible minorities, persons with disabilities and lesbian, gay, bisexual, transgender, and queer (LGBTQ) persons.

As part of the hiring process within the Collective Agreement between Brock University and BUFA, candidates are to be informed where to find the Self-Identification Form that is referred to in Article 19.10(e)(i) and Article 19.15(e)(i). As per the Collective Agreement referenced above, the self-identification process is engrained in the hiring process for all Faculty and Librarian at Brock University, this includes CRCs. Recognition of this process and formalization of the requirement to inform candidates where the Self-Identification Form can be found furthers the development of a campus-wide discourse that promotes equity and inclusion.

## 4.3 Self-Identification Form

For the purposes of the CRCP, during the application process for a CRC position, Brock University will be using the [Brock University Self-Identification Form for Faculty and Professional Librarian Appointments](#), as referenced and linked to above.

## 5 Retention

### 5.1 Procedures, Policies and Supports to Retain Identified Equity Employees

Development of the Institutional Equity, Diversity and Inclusion Action Plan for Management of Brock's CRCP is led by the Office of the Provost (Vice President Academic). Following broad consultation, the Plan will be presented by the Provost to Brock's President and Vice-Presidents, who are responsible for ensuring that employment policies, practices and procedures are consistent with the Employment Equity Strategy, and for the overall achievement of Employment Equity in their respective divisions. Brock's President and Vice-Presidents will provide final approval of the Plan. Faculty Deans and Associate Deans will be responsible for the day-to-day implementation of the plan and its principles within their respective areas.

## 6 Grievance and Dispute Resolution

### 6.1 Contact for CRC Workplace Grievances

As CRCs are faculty members at Brock University, the Provost is ultimately responsible for ensuring the proper handling of equity and any resulting disputes and grievances. Any questions, concerns or disputes related to equity and the CRCP will be managed by the Provost's office.

### 6.2 Dispute Resolution Process Related to Equity, Diversity & Inclusion

Concerns related to equity, diversity and inclusion are addressed through the Office of Human Rights and Equity (OHRE); a confidential office within the Office of Internal Audit. The OHRE deals with discrimination, sexual harassment, and general harassment complaints. Processes are complainant-driven, confidential, and available to all members of the Brock community. OHRE administers the University's Respectful Work and Learning Environment Policy (RWLEP) and the Sexual Assault and Harassment Policy (SAHP). Additional policies, such as the Employment Equity Policy and the Employment Accommodation Policy are administered by Human Resources.

A designated resource is available for providing assistance to individuals raising concerns or complaints under the above stated policies. The process for raising a concern or complaint regarding discrimination or harassment can be found [here](#). The process for raising a concern or complaint regarding sexual violence can be found [here](#). Policies and statements regarding Faculty Appeals, Conduct, Discipline, Grievances, Rights and Responsibilities can be found within the [Collective Agreement](#) between Brock University and BUFA.