



INSTITUTIONAL EQUITY, DIVERSITY AND INCLUSION ACTION PLAN: PROGRESS REPORT

Institution: Wilfrid Laurier University

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Instructions

Filling out all four sections of this report is mandatory. Institutions must email a PDF of this completed report and, if applicable, a revised copy of the institution's equity, diversity and inclusion action plan by December 15, 2018, to edi-edi@chairs-chaire.gc.ca. If an institution chooses to revise its action plan in anticipation of the assessment process, it must post an updated version of the plan on its [public accountability web page](#).

Equity, Diversity and Inclusion Recognition

Each year, the Tri-agency Institutional Programs Secretariat recognizes an institution with exemplary recruitment, nomination and/or appointment practices that promote equity and diversity. Indicate below whether your institution would like to be considered for the program's recognition. The evaluation process for the recognition will be based on the committee's assessment of this progress report and the institution's corresponding action plan.

Yes: No:

PART A: Equity and Diversity Targets and Gaps

A.1) Provide the current targets and gaps for your institution in the table below (using the [target-setting tool](#)).

Designated group	Target (percentage)	Target (actual number)	Representation (actual number)	Gap(actual number)
Women	37%	4	*	*
Indigenous peoples	1%	0	0	0
Persons with disabilities	4%	0	*	0
Visible minorities	15%	2	*	*

* numbers less than five are withheld to protect the privacy of CRCs, as per CRCP guidelines.

Number of currently active chairs: 10

Number of empty chairs: 3

Number of chairs currently under peer review: 3



A.2) Provide any contextual details, such as empty chairs for which recruitment processes have started (limit 200 words):

The recruitment process is in progress for two vacant Tier II CRCs. The advertising of one CRC position has closed and is now in the candidate selection process. A second vacant CRC has been allocated to a unit and it is expected that the job posting will be advertised in the coming month.

PART B: Results of the institution's Employment Systems Review, Comparative Review and Environmental Scan

In developing their action plans, institutions were required to develop objectives that were S.M.A.R.T. (specific, measurable, aligned with the wanted outcome, realistic and timely), and include a measurement strategy for monitoring, reporting on progress, and course correcting if necessary, based on: 1) an employment systems review; 2) a comparative review; and 3) an environmental scan (see Appendix A for the requirements that the program stipulated to develop the action plans).

B.1) Outline the key findings of the employment systems review that was undertaken when drafting the action plan limit 250 words:

Wilfrid Laurier University Faculty Association (WLUFAs) Full-Time Faculty and Professional Librarians Collective Agreement (CA) contains a detailed description of employment equity practices required in the recruitment process. This includes equity in hiring training for the Chair of the Appointment and Promotion Committees (APCs) and at least one other member from each APC to attend training. A standardized recruitment process is required that includes standardized selection grids for developing the short-list of candidates and at the final interview stage. Although applicants are currently encouraged to self-identify, Laurier does not have an on-line applicant tracking system for faculty positions and does not administer an applicant self-identification survey. In addition, the current language requires that applicants self-identify to the Dean in the faculty of appointment. Given the current limitations and requirements, there is room to improve the response and accuracy of self-identification data. As outlined in Laurier's Strategic Academic Plan, Laurier had committed to increasing the diversity of its faculty. This has included data sharing on representation gaps at the departmental level during the recruitment process. Furthermore, Laurier's Annual Employment Equity Report outlines representation gaps per employment equity occupational group addressing Laurier's workforce, including faculty members. This data dates back to 2002 and indicates trends over time, along with active strategies for reducing and eliminating representation gaps. This report is shared broadly, including with senior leadership. To improve data collection going forward, Laurier has embedded an online applicant self-identification survey into CRC advertisements.



B.2) Outline the key findings of the comparative review that was undertaken when drafting the action plan (limit 250 words):

In 2017, a gender based analysis was conducted across the institution, which resulted in salary increases for the university's female associate and full professors. In addition, Laurier and WLUFAs established a Bilateral Committee on Systemic Equal Pay Issues to develop practices aimed at preventing gender and other systemic wage gaps, and to ensure equitable compensation and employment practices. Reference salary ranges are determined through comparators within disciplines and nominees are advised to contact WLUFAs during salary negotiations. As outlined in the WLUFAs Full-Time Faculty and Professional Librarians CA: 1) all CRCs are provided with office space and laboratory or study space, as appropriate, for their area of research; 2) Laurier is responsible in maintaining a working environment; and 3) all CRCs receive a two half-credit course remissions to ensure that their research time is protected. In addition, salary stipends provided through CRCP funding have recently been standardized as anomalies were identified among units during the comparative review. Specifically, Tier II CRC salary stipends are \$10,000 per year and Tier I CRC salary stipends are \$20,000 per year. A dedicated portion of the CRCP funding is provided to CRCs as a Research Stipend as appropriate to the type and area of their research.

B.3) Outline the key findings of the environmental scan that was undertaken when drafting the action plan (limit 250 words):

Laurier has collected data on members of the federally designated groups (FDGs) in its workforce since 2001, and on persons who identify as members of the LGBTQ2S+ community since 2005. This data is annually analyzed, and compared to national and regional externally available data in accordance with the principles of the Federal Contractors Program. The analysis indicated that there is a gap in the underrepresentation of faculty members who identify as women (45.3%) compared to (55%) external availability. The data analysis also showed that Laurier has a gap among faculty members who identify as Indigenous (1.1%) compared to (2.1%) external availability. Laurier faculty members exceed external availability (3.8%) of faculty members who identify as persons with disabilities (4.6%). An area of concentration for Laurier's employment equity initiatives is to increase faculty representation of individuals who identify as a visible minority since, 14.2% of Laurier faculty identify as individuals with a visible minority compared to 19.9% of the external pool. Lastly, (5.3%) faculty identify as LGBTQ2S+.

B.4) Provide an overview of who was consulted in the drafting of the action plan. What form did the consultation/engagement with members of the four designated groups (i.e. women, persons with disabilities, Indigenous peoples and visible minorities) and other underrepresented faculty take? What equity diversity and inclusion (EDI) experts were consulted? Note: Do not to disclose any third party personal information (limit 250 words):

The Action Plan was drafted and is overseen by Laurier's CRC Equity, Diversity and Inclusion (EDI) Working Group that includes representation from the Office of Indigenous Initiatives



(OII), Equity and Accessibility, Human Resources (HR), Faculty Relations, Office of Research Services (ORS), Laurier Centre for Women in Science, as well as current and previous chair-holders. The working group includes members of the FDGs as well as a mix of employment equity experts and faculty with lived experience as a CRC. The Action Plan was presented to Laurier's Executive Leadership Team, Senate Committee on Research and Publications and the Vice-President Academics Committee, which includes all Deans. Feedback from these groups were incorporated to ensure all goals were feasible and would be supported by Laurier's decision makers.

PART C: Objectives, Indicators and Actions

Indicate what your institution's top six key EDI objectives are, as well as the corresponding indicators and actions (as indicated in the action plan). For each objective, outline what progress has been made, with reference to the indicators. Use the contextual information box to communicate any progress made to date for each objective.

Key Objective 1:
Objective A: To embed proactive equity advocates into CRC allocation and hiring practices, CRC research programs, and into the broader research enterprise of the institution.
Corresponding actions:
Objective A, Action i: Training related to diversity, equity and inclusion will be provided to ORS Facilitators through Equity and Accessibility/HR and the OII.
Indicator(s):
Objective A, Indicator i: Number of ORS Facilitators who have completed EDI training.
Progress:
In person EDI training was developed and delivered to all ORS Facilitators.
Next steps:
At minimum, the Senior Advisor, EDI will meet with ORS staff annually.
Contextual information (e.g., course correction, obstacles, early wins, etc.) (limit 80 words):
Laurier will soon be launching a search for a Senior Advisor, EDI, Employment Equity Office. This faculty position will co-chair a community of practice on EDI with the Associate Vice-President, Human Resources and Equity. ORS will support and participate in this community and will be aware of EDI trends, new related research and resources, and Laurier's employment equity initiatives. This will help inform tools and resources required by CRCs to ensure equity in their research teams.

Key Objective 2:
Objective A: To embed proactive equity advocates into CRC allocation and hiring practices, CRC research programs, and into the broader research enterprise of the institution.
Corresponding actions:
Objective A, Action iii: Laurier will work with WLUFAs to ensure all members of APCs receive equity training. As a transitional action, Laurier will require that all members of APCs for CRC positions complete at minimum the unconscious bias training module provided by the CRC Secretariat.
Indicator(s):



Objective A, Indicator iii: Number of APC members who have completed EDI training.
Progress:
All CRC hiring APC Chairs and one additional member of the APC completed in-person training. All APC members completed online bias training module provided by the CRC Secretariat. Additional support was provided by Equity and Accessibility/HR and ORS throughout the recruitment process.
Next steps:
Evaluate and update the supports provided to APCs and identifying additional barriers for FDGs by examining data collected through the hiring process.
Contextual information (e.g., course correction, obstacles, early wins, etc.) (limit 80 words):
The WLUFCA Full-Time Faculty and Professional Librarians CA outlined the requirement for equity training for APC Chairs and one additional APC member, an early win. Following training, APCs understood the value of adding standardized pieces to the recruitment process and also helped shape the job posting so it reached a broader audience of qualified candidates including FDGs.

Key Objective 3:
Objective A: To embed proactive equity advocates into Laurier's CRC policies and processes.
Corresponding actions:
Objective A, Action iv: Through Equity and Accessibility/HR and the OII, Laurier will provide training tailored to CRCs to ensure that they have the competencies and knowledge to embed diversity, equity and inclusion into their research teams.
Indicator(s):
Objective A, Indicator iv: Number of CRCs who have completed EDI training.
Progress:
An EDI toolkit for CRCs has been drafted and it is expected that it will be rolled out in February 2019.
Next steps:
Roll out of the toolkit with a communication plan to ensure that CRCs understand how and when to use the toolkit.
Contextual information (e.g., course correction, obstacles, early wins, etc.) (limit 80 words):
To increase the pool of FDGs, and individuals who identify as LGBTQ2S+ for future faculty positions it is essential that CRCs embed and promote EDI in their research environment. As such, a toolkit was created to champion CRCs in becoming equity advocates and leaders in creating and promoting inclusive environments. As part of onboarding, CRCs will be invited to meet with the Equity and Accessibility Officer to discuss the toolkit and Laurier's commitment to a culture of inclusion.

Key Objective 4:
Objective B: To increase, measure and monitor the representation of FDGs and individuals who identify as LGBTQ2S+ in the CRC applicant pool.
Corresponding actions:
Objective A, Action i: Laurier's Bilateral University-Association Employment Equity Committee, established in the latest round of bargaining, with the purpose of evaluating the effectiveness of the current WLUFCA Full-Time Faculty and Professional Librarians CA equity articles and identify systemic barriers for recruitment and promotion of faculty from FDGs and individuals who identify as LGBTQ2S+ at Laurier. The expectation is that this committee will



suggest an alternative “disclosure” method to gain better data on the applicant pool. There is also an expectation that applications for faculty positions will be moved to an online application tracking recruitment system that allows for better and more efficient data collection on faculty hiring and FDG participation. As a transitional action, the self-identification survey will be embedded into CRC advertisements.
Indicator(s):
Objective B, Indicator i: EDI language in the WLUFCA Full-Time Faculty and Professional Librarians CA is updated through a letter of understanding.
Progress:
The current self-identification processes laid out in the WLUFCA Full-Time Faculty CA is now an online applicant self-identification survey embedded in the job posting.
Next steps:
Final proposed language in equity articles will be presented to the Laurier and WLUFCA Joint-Liaison Committee (with authority to make changes during a CA term) in early 2019.
Contextual information (e.g., course correction, obstacles, early wins, etc.) (limit 80 words):
The new self-disclosure method is based on researched best practices and has undergone extensive consultations. As meeting this objective is included in a larger scale project looking to embed equity related improvements to faculty hiring, this is a timely initiative. Laurier’s Bilateral University-Association Employment Equity Committee is in the process of updating the entire equity in hiring article in the WLUFCA Full-Time Faculty and Professional Librarians CA and is ahead of its expected completion date in early 2019.

Key Objective 5:
Objective B: To increase, measure and monitor the representation of FDGs and individuals who identify as LGBTQ2S+ in the CRC applicant pool.
Corresponding actions:
Objective B, Action ii: A new tenured faculty position of Senior Advisor, EDI, reporting to the Provost & VP Academic, will support Laurier in achieving its EDI goals and ensuring best practices for inclusive employment practices are followed institutionally.
Indicator(s):
Objective B, Indicator v: The percent of applicants self-identifying and the percent of FDGs and individuals who identify as LGBTQ2S+ represented in the CRC applicant pool.
Progress:
Senior administration conducted a review to evaluate EDI supports at Laurier. As a result, roles were redefined and new EDI roles were created.
Next steps:
Filling vacancies for new EDI roles and establishing membership and terms of reference for a community of practice.
Contextual information (e.g., course correction, obstacles, early wins, etc.) (limit 80 words):
Since the Action Plan was established, Laurier’s Director of Diversity and Equity Office moved to a role in public office. Laurier’s senior administration took this opportunity to evaluate how it supports EDI. As part of this review, significant investments into EDI have been made including the creation of several positions (Senior Advisor, EDI; Manager, Centre for Student EDI; and Educational Developer, EDI). These changes will result in the creation of a community of practice, pulling together expertise across the university.



Key Objective 6:
Objective C: To increase, measure and monitor the representation of FDGs and individuals who identify as LGBTQ2S+ in the CRC applicant pool.
Corresponding actions:
Objective C, Action ii: Data will be collected and monitored to identify equity target gaps. There is an expectation that applications for faculty positions will be moved to an online applicant tracking recruitment system that allows for better and more efficient data collection on the participation of FDGs and individuals who identify as LGBTQ2S+.
Indicator(s):
Objective C, Indicator ii: Data will be collected from the self-identification surveys completed by CRCs.
Progress:
An on-line internal self-identification survey was developed and self-identification data on current CRCs has been collected.
Next steps:
Self-identification data will be collected annually to monitoring and ensure that Laurier continues to meet its equity targets.
Contextual information (e.g., course correction, obstacles, early wins, etc.) (limit 80 words):
Laurier's employment paper based equity survey has been updated and moved online to increase response rates and ease of update. The self-identification survey language had not been reviewed in a number of years; as such, it went through an extensive review by internal and external equity and diversity experts to ensure that the language properly reflects current identity descriptors. Laurier will continue to evaluate the self-identification language to ensure it is clear and encourages participation.

PART D: Challenges and Opportunities

Other than what has been outlined in the section above, outline any challenges and opportunities/successes, as well as best practices that have been discovered to date in developing and implementing the institutional equity, diversity and inclusion action plan (limit: 500 words):

Laurier is committed and invested in supporting EDI. Laurier has made progress in embedding proactive equity advocated into CRC allocation and hiring practices, CRC research programs, and into the broader enterprise of the institution (Objective A). This has been achieved through the training of APCs and others involved in the recruitment process. As part of the Action Plan, ORS Facilitators meet annually with CRCs to discuss their research progress as well as any EDI related concerns. It is evident from the meetings that CRCs strive to establish and promote diverse, equitable and inclusive research environments. With additional toolkits and resources, there are opportunities for CRCs to become EDI leaders and mentors. The new Senior Advisor, EDI role is another opportunity for Laurier to provide peer support to current CRCs, as well as, to APCs to embed equity into the recruitment process, the onboarding of new CRCs, and the development of retention strategies.
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Laurier's applicant tracking system (Objective C) has proven to be a challenge as it cannot accommodate the complexities of faculty applications. This does not allow for a streamlined approach in collecting applicant self-identification data. Laurier is expecting to implement a new robust on-line applicant tracking system in 2020. This system will support efforts to increase the diversity of faculty by ensuring accessible, equitable, consistent and timely recruitment processes and provide a positive candidate experience for all applicants to Laurier. This new system would also ensure that self-identification data is collected more efficiently and consistently, as the data can be collected and stored electronically with secure controls. As a transitional action, Laurier has created and embedded an on-line self-identification survey into the job posting.