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Alternative formats of this booklet are available on request

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Introduction

Queen's University strives to foster an inclusive culture that celebrates our diversity and assists with attracting and retaining talented employees and responds strategically to the challenges of reaching its employment equity and diversity goals in a competitive employment market. This report is the seventh in a series of joint publications by the Queen's University Equity Office and the Council on Employment Equity, highlighting employment equity activities at Queen's.

The first publication, *Employment Equity: A Strategic Approach*, introduces the concept of employment equity and its application to Queen's.

The second publication, *Achieving Employment Equity: A Strategic Approach*, compares the diversity of the Queen's workforce population to the diversity of the three domestic pools

Under the Employment Equity Act (1995), an employer must ensure that persons in designated groups (Aboriginal peoples

Setting Short-Term Numerical Goals

When establishing short-term goals for a period that covers one to three years, Queens needs to consider the following:

- the degree of under-representation;
- the availability of qualified designated group members within the employer's workforce and in the Canadian workforce;
- the anticipated growth or reduction of the employer's workforce in the period covered by the goals; and
- the anticipated turnover of employees during the period covered by the goals.

Setting Long-Term Numerical Goals

In order to close the gaps in representation of designated group members, long-term goals of three years or more, must be established. When establishing long-term goals, Queen's must consider the same factors as those considered when establishing short-term numerical goals, as well as the effects of those short-term goals.

Making Reasonable Progress

Queen's must be able to provide evidence that reasonable progress is being made. This may include:

- meeting the hiring and promotion goals by at least 80 percent or more, and/or by reaching overall goals (cumulative) by at least 80 percent; and
- moving forward in closing gaps in representation within the set timeframe.

Making Reasonable Efforts

The University must be able to provide evidence that reasonable efforts are being made, which could include:

- ongoing senior-level support for employment equity and its implementation;
- accountability mechanisms established to meet the short-term goals;
- adequate resources (financial and human) devoted to achieving the short-term goals;
- a strategy in place to ensure a barrier-free workplace;

2014 Gaps for all Designated Groups at Queen's

Although there are gaps within each

2013 Gaps for Women

Women were equitably represented in 7 EEOGs: Senior Managers, Middle and Other Managers, Semi-Professionals, Supervisors, Administrative and Senior Clerical, Skilled Sales and Service Personnel and Clerical Personnel.

Women were not represented in 2

2014 Gaps for Women

Women were equitable represented in 6 EEOGs: Senior Managers, Middle and Other Managers, Supervisors, Administrative and Senior Clerical, Skilled Sales and Service Personnel and Clerical Personnel.

Women were not represented in 2 out of 14 EEOGs: Semi-Skilled Manual Workers and Other Manual Workers.

There were gaps within 8 EEOGs: Professionals, Semi-Professionals, Supervisors: Crafts

Initiatives: Measures to Address the Gaps

<p>Provide educational opportunities regarding employment equity to improve understanding of equity issues and the University's obligations for Employment Equity compliance, and to enhance hiring and recruitment practices at the University to ensure progress in our stated obligations to achieve representation in our workforce</p> <p>Communicate equity responsibilities to the University community</p> <p>Develop content for employment equity related publications to educate the university community</p>	<p>Develop strategies for actionable</p>	

The result was a new group whose goal is to provide

women within the *Professionals* EEOG at Queen's University is currently lagging. Moving forward it will be important to take steps to and ensure that the number of women at Queen's University within occupations requiring a university degree equals and then keeps pace with the rising number of women in Canada completing university degrees.

Conclusion

The FCP requires the University to demonstrate that reasonable efforts are in place to improve the representation of federally designated groups. The Equity Office, in collaboration with our partners, will continue to:

Monitor gaps in the representation of women at Queen's.

Support the initiatives outlined in the Queen's employment equity plan and continue to develop the new Employment Equity Strategic Framework.

Implement a consultation strategy to provide continuous support to women at Queen's.

Advance opportunities for professional development.

If women are to be equitably represented at every EEOG across the University then it is also crucial to move beyond FCP compliance towards fostering a workplace that provides

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