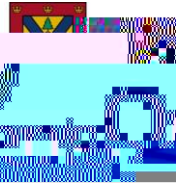


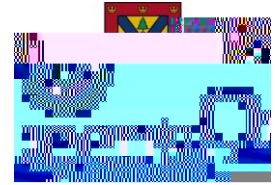
Organizational Culture Working Group Cover note

Although Queen's is a close-knit community with a common educational purpose, it is also a large, bureaucratic organization, with predictable issues of transparency, accountability and responsiveness to the students, faculty and staff who comprise its members. As an institution with a long history, Queen's also has traditions and practices that purport to engage and build a sense of belonging, but have, and often can, exclude and alienate.

Since before the Henry Report (2004) characterized the "culture of whiteness" at Queen's as a source of exclusion and marginalization affecting rates of retention among faculty women of color, the University has made efforts to improve the climate and promote inclusion of diverse groups in the campus community.



Organizational Culture Working Group



Proposed Operational Priority 2: Expand structures and operations to support the growth and recognize the value of Employee Resource Groups

Background: Employee Resource Groups (ERGs) aim to build community among equity-deserving employees, fostering a sense of belonging through opportunities for development and networking. They are reported to have a myriad of benefits for their members and for the organization, including assisting with recruitment and retention. ERGs should also be consulted, as part of the university's policy development processes, to reduce barriers and promote the full participation in employment among equity-deserving employees.

Various ERGs have been operating somewhat informally at Queen's for the past several years, with support from the Human Rights and Equity Office, the Office of Indigenous Initiatives and Human Resources. They were created at a "grass roots level", by and for equity-deserving individuals and groups. Much of the work of members and leaders is currently done "off the side of their desks", including over lunch hours and outside of paid work time, particularly among Queen's staff.

The Provost's Office provides some annual funding to groups sponsored by a faculty or administrative unit. See: www.queensu.ca/inclusive/initiatives/employee-resource-groups

ERGs with formal status within the university include:

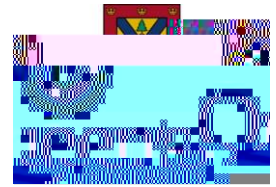
- Queen's Womens' Network
- Women in Science at Queen's
- Queen's Association of employees
- Indigenous Staff and Faculty Network

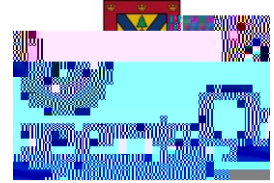
Other groups have expressed interest in evolving into an ERG, most notably, the Queen's Black Faculty and Staff Caucus, as well as an emerging Queen's University Muslim Inclusion Network (QU MIN). These and other initiatives should be encouraged.

Proposal: It is recommended the university formalize structures and resources for existing and additional ERGs to promote sustainable, systemic support.

Implementation/Actions:

- developing an ERG guideline that would articulate the ability to use paid time - e.g., 3 hours per week, consistent with the policy on pursuing education - subject to operational requirements, to support consistency across units;
- facilitating access to, and the creation and sustainability of ERGs;
- increasing awareness of, and communications about ERGs, including in recruitment, and new faculty and staff onboarding and orientation initiatives and programs;





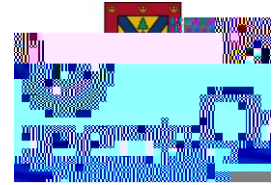
Proposal: It is recommended the university develop and regularly implement a Staff and Faculty Climate and Engagement Survey, consistent with the Student Experiences Survey, to:

- confirm an evidence-informed baseline for understanding the current climate among faculty and staff;
- help inform planning to support a diverse, inclusive, health-promoting, and vibrant campus community;
- identify areas of focus for action and next steps, and
- provide a benchmark against which to measure change over time.

Domains of assessment should be identified that reflect priorities that promote wellbeing and inclusion and meet the National Standard of Canada for Psychological Health and Safety in the Workplace. These domains may include:

Employee connectedness

Employee well-being



Concluding Notes

Thank you to all working group members for their active participation and valued perspectives in developing these proposals.

Thank you to all Queen's community members who took the time to provide written input and who attended an open online session to discuss organizational culture as part of this process. There is great support and momentum for change, and for ongoing positive, collegial and respectful discussion that is also frank and candid, aimed at enhancing the environment in which our community works, learns, grows and connects.

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