



Carleton
UNIVERSITY

Carleton University Canada Research Chairs Program (CRCP) Equity, Diversity, and Inclusion Action Plan

Revised December 2018

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Carleton University CRCP Equity, Diversity, and Inclusion Action Plan

In order to guide Carleton University's efforts in ensuring the representation of individuals from the federally designated groups – women, racialized persons¹, persons with disabilities, Indigenous peoples among our Canada Research Chairholders and across the university, we have developed this Action Plan. We consider it a living document, which will be updated as we move forward with implementing the outlined strategies.

Carleton is proud to be one of the most accessible campuses in Canada. Carleton's Paul Menton Centre for Students with Disabilities has been heralded as the gold standard for disability support services in Canada. Since 2011, our *Research, Education, Accessibility, and Design (READ) Initiative* has focussed on Carleton's expertise, leadership and collaboration with the community to create greater accessibility and a more inclusive world. It links all of the university, in both its academic disciplines and service departments, to collaborate with individuals and organizations worldwide that are committed to accessibility for persons with disabilities.

Carleton University is situated within the unceded traditional territory of the Algonquin people and supports First Nation, Métis and Inuit students from across Canada. We recognize our special responsibility to support the recommendations of the Truth and Reconciliation Commission, and are firmly committed to positive and long-lasting change in our relationships with Indigenous peoples both on and off campus. Toward that end, the university has convened the broad and inclusive [Indigenous Strategic Initiatives Committee \(CUISIC\)](#) to revitalize the university's Indigenous strategy and re-energize relationships with Indigenous communities at both the regional and national levels. Carleton's Board of Governors has unanimously passed a motion of support for both CUISIC and its work.

The university is unconditionally committed to equity, diversity, and inclusion (EDI) for all under-represented groups. We actively seek to identify and redress any institutional and systemic barriers at Carleton, welcoming and supporting all persons who are members of the four designated groups, or who may otherwise be subjected to marginalization.

1) EDI Objectives and Measurement Strategies

a) Current equity and diversity status

Carleton is pleased to report that it has made progress on meeting and exceeding its institutional equity and diversity targets since December 2017. Over the past year, we have closed our gap in representation by Indigenous persons. We continue to exceed our targets both for women and racialized persons, and have slightly increased our representation among the latter group since the previous year.

As of December 2018, Carleton University has a total of 25 Canada Research Chairs (CRCs): 20 active Chairs (8 Tier 1 and 12 Tier 2); two Tier 2 vacancies are in recruitment; two Tier 2s that have not yet

¹Rather than "visible minorities," in this document Carleton University will use the term "racialized persons," which speaks not only to a person's physical status as a non-Caucasian individual but to the systemic barriers that these persons face.

been posted; and one new Tier 2 candidate nomination is in preparation for submission. The institution’s equity and diversity status under these conditions is included in **Appendix A** and summarized here:

Table 1. Carleton University institutional equity and diversity target status (as at December 2018)

RESULTS	Target ²	Occupancy	Gap	Gap (# of Chairs)
Women	29%	35%	no gap	no gap
Racialized persons	15%	30%	no gap	no gap
Persons with disabilities ³	4%	0%	4.0%	1
Indigenous peoples	1%	5%	no gap	no gap

** If the number of Chairs needed to fill the gap is less than 0.5, the cell indicates N/A*

Carleton has kept its equity, diversity and inclusion targets a central focus in its CRC recruiting practices, and will continue to do so in order to fulfill its commitments. As described below, we will continue to carefully manage our recruitment and hiring processes to ensure that we close our current gap in CRCs who self-identify as having a disability, and continue to exceed our other equity and diversity targets before the end of 2019. Table 2 shows the university’s projected equity and diversity target status as of December 2019.

Table 2. Carleton University institutional equity and diversity target status (projected December 2019)

RESULTS	Target ²	Occupancy	Gap	Gap (# of Chairs)
Women	29%	30%	no gap	no gap
Racialized persons	15%	26%	no gap	no gap
Persons with disabilities ³	4%	4%	no gap	no gap
Indigenous peoples	1%	4%	no gap	no gap

The university shall respect the terms of its [Policy and Procedures Regarding Academic Staff Hiring at Carleton University](#) in all recruitment and hiring activities or statements. Carleton University is a unionized environment, and has a collective bargaining agreement with the Carleton University Academic Staff Association (CUASA) that applies once a Chair is hired by the university.

b) Carleton University objectives, indicators, actions, and outcomes

Equity Vision: Equity Services supports Carleton University’s commitment to diversity as a source of human excellence, cultural enrichment and social strength. Our vision is the creation of a safe work and academic environment conducive to the pursuit of knowledge and personal and intellectual growth, one that is not only free of discrimination, injustice and violence, but is also characterized by understanding, respect, peace, trust, openness and fairness.

² Targets are set as per the target-setting method established and described on the Chairs [website](#). The target for women is dependent on the type of Chair by agency (CIHR/NSERC/SSHRC).

³As per self-identification to the university and to the CRCP. The definition of a person with a disability: (i) has a long-term or recurring condition or health problem which limits the kind or amount of work he/she can do in the workplace; OR (ii) feels that he/she may be perceived as limited in the kind or amount of work which he/she can do because of a physical, mental, sensory, psychiatric or learning impairment.

Objective 1: Close any existing or foreseen potential gaps in meeting equity targets.

Indicator: At least one CRC self-identifying as an Indigenous person and one self-identifying as having a disability will be hired.

Actions:

1. Advertising will specifically invite persons identifying as members of the four designated groups to apply (December 2017).
2. Available Chairs in the university may be allocated specifically to areas that are likely to draw members of the four designated groups, particularly Indigenous persons, women, and persons with a disability (December 2017).
3. Hiring committees will be particularly charged with respecting the university's CRCP equity, diversity and inclusion targets throughout their process and deliberations (December 2017).

Outcome: Carleton will fully meet or exceed all its EDI targets (December 2019).

Objective 2: Improve understanding of EDI issues and ways to combat unconscious bias in the recruiting and hiring process for CRCs in all Faculties, leading to a culture change promoting EDI throughout the university.

Indicator: Training in EDI, including unconscious bias, will be completed by all members of Carleton faculty who are involved in hiring processes.

Actions:

1. As hiring committees are formed, training in unconscious bias will be completed by all members and persons involved in the recruitment, assessment, and hiring of CRC candidates (December 2017).
2. Hiring committee members and persons involved in the interview or decision processes receive training in alternative methods of career assessment appropriate to consideration of members of the four designated groups. The content of the training is determined by the director of Equity Services and the dissemination of the resources to the hiring manager for any CRC will be provided as part of the Carleton Academic Hiring Committee Checklist (see **Appendix C**). Hiring committees are made aware that the latest equity statistics (by faculty) are available on the Office of Institutional Research and Planning (OIRP) website for reference (December 2017).
3. A hiring committee Equity Champion will be identified, who will be supported and advised by Equity Services, and will act as the resource for training.
4. Regular EDI including unconscious bias workshops for all hiring committee members (not just for CRCs) will continue to be available semi-annually and upon request (December 2017).

Outcome: All persons involved in the review and hiring processes will be trained in EDI including unconscious bias (December 2017). They will have greater commitment to EDI and more skills in equity and inclusion practices, which will promote culture change in the university.

Objective 3: Remove systemic and institutional barriers to the recruitment and hiring of CRCs who identify as women, racialized persons, persons with disabilities, or Indigenous persons.

Indicator: The number of self-identified members of the four designated groups will increase among CRCs in particular, and among faculty and university staff in general, based on university self-identification surveys.

Actions:

1. A self-identification survey of all active CRCs will be conducted (February 2019).
2. Develop a Carleton Co-ordinated Accessibility Strategy (April 2019).
3. Through campus-wide consultation, conducted by the Indigenous Strategic Initiatives committee, develop an action plan directing Carleton's response to the Truth and Reconciliation Report:
 - 3a. Indigenous Learning Place Consultation and Report (November 2017).
 - 3b. Indigenous Strategic Initiatives Committee Action Plan (Fall 2019).

Outcome: Systemic and institutional barriers are decreased and eliminated, and a more diversified and inclusive university is created.

Objective 4: Increase the diversity of applicants for CRC positions at Carleton, and better characterize the applicant pool.

Indicator: Applicant self-identification surveys report participation by members of all four designated groups for each posted CRC vacancy.

Actions:

1. All advertising for unfilled faculty positions, including Canada Research Chair vacancies, to include the equity statement, *“Carleton University is strongly committed to fostering diversity within its community as a source of excellence, cultural enrichment, and social strength. We welcome those who would contribute to the further diversification of our university including, but not limited to: women; racialized persons; First Nations, Inuit and Métis peoples; persons with disabilities; and persons of any sexual orientation, gender identity and/or expression. Carleton understands that career paths vary: legitimate career interruptions will in no way prejudice the assessment process, and their impact will be taken into careful consideration.”* Applicants are provided instructions on how to request any necessary accommodations during the recruitment process. Advertising will specifically invite persons identifying as members of the four designated groups to apply (December 2017).
2. All applicants will be required to complete the self-identification survey which will be returned to and anonymized by OIRP. The survey will offer the option “Choose not to answer” for each question, but completion of the form will be mandatory (December 2018).

Outcome: The applicant pool responding to advertisements for all posted CRC positions will be well-characterized, and will include members of all four designated groups (December 2019). Information will be made available to those who request it.

Objective 5: Continuously meet and exceed all equity hiring targets.

Indicator: By December 2019, Carleton University will have recruited at least one new Canada Research Chair with a self-identified disability, one Indigenous Chair, and additional candidates who identify as women, or as racialized persons.

Actions:

1. Carleton will maintain its compliant status prospectively by managing CRCP vacancies through a planning process that tracks both equity and diversity targets and available CRCs, two years in advance of any expected vacancy (December 2017).
2. Advertising is targeted to professional groups specifically representing members of the four designated groups in those fields of research relevant to the discipline of the CRC being advertised, from October 2017 forward. Both the university's standard venues for CRC advertising placement (CAUT, *University Affairs*, Carleton website) and additional appropriate placements will be used. **Appendix B** shows our current Appointment Advertisement Form, which includes a list of advertising venues (December 2017).
3. Hiring committees will be charged with keeping the university's equity targets clearly in focus as they consider candidates (December 2017).
4. The Equity Champion shall monitor hiring processes and deliberations to assess the intrusion of unconscious bias or need for alternative assessment methods, identify any structural or systemic barriers that may arise, and bring any such discoveries to the hiring committee's attention for correction (December 2017).
5. The Carleton Office for Research Initiatives and Services shall be responsible for monitoring compliance with Carleton's CRC equity and diversity targets, and shall advise the vice-president (Research and International), the director of Equity Services, and the deans whenever the university's compliance status changes. Course corrections will be determined by this group, along with the manager, Faculty Affairs, and the chairs of those departments where CRC vacancies exist (December 2017).

Outcome: Carleton will fully meet or exceed all its EDI targets (December 2019).

c) Evidence of employment systems review

In comparison to the published statistics for CRCP [equity targets, Carleton exceeds them in three of the four categories \(women, Indigenous persons, and racialized persons\)](#). Similarly, when considering the [statistics for representation of the designated groups among CRCs at all medium-sized universities](#), Carleton has a higher representation of women, Indigenous persons, and racialized persons (see Table 3). Carleton University maintains a university-wide employee equity and diversity census that is updated on a rolling basis as new staff are hired and others retire or leave the institution. The latest release of results (2016) shows that among the university's faculty employment group as a whole, Carleton exceeds the national representation level only among persons with disabilities (see Table 4). Looking at the numbers for all employment groups, the institution is below the national external workforce representation in each of the four categories. Whether or not the differences are statistically significant, the university takes them seriously and has developed a set of goals to remedy the situation.

Table 3. Comparison of Carleton University representation among the four designated groups

	Women	Indigenous Persons	Racialized Persons	Persons with a Disability
CRCP equity target*	31%	1%	15%	4%
Medium universities*	28%	1%	16%	1%
Carleton University	35%	5%	30%	0%

*Source: http://www.chairs-chaires.gc.ca/about_us-a_notre_sujet/statistics-statistiques-eng.aspx

Table 4. Representation of designated groups in the Carleton University work force by employment equity occupational group, overall university work force and faculty employment group

	Women			Indigenous Persons			Racialized persons			Persons with a Disability		
	Carleton		External Work Force	Carleton		External Work Force	Carleton		External Work Force	Carleton		External Work Force
	N	%		N	%		N	%		N	%	
Overall 2016	1048	50.9	51.4%	20	1.2	2.1%	240	13.8	17.7%	104	6.5	4.9%
Professionals - Faculty 2016	316	37.4	43.4%	6	0.8	1.3%	129	18.3	19.0%	35	5.4	3.8%

Source: https://oirp.carleton.ca/databook/ongoing/staff/tables/staff-eeog-2010on-2011_hpr.htm

The results of the employment systems review required by federal contractor regulations were last submitted to the federal government in 2017. Among the institutional goals that the university identified at that time, based upon the results, were:

1. Expand the use of the Equity Statement and consider different avenues for advertising job ads. Use specific community and professional groups. This is now routine practice in the university’s advertising for CRC openings.
2. Provide specific equity training to search committees. This is mandatory for every CRC hiring committee member.
3. Update recruitment and selection hiring practices – produce a guide. The recruitment and selection hiring practices for CRCs are well defined by the CRCP, and are being implemented with every CRC hiring search.
4. Develop competency-based interview questions that address equity and inclusive skills. As a best practice, CRC hiring committees are being encouraged to move in this direction with their hiring processes.
5. Workforce analysis and data clarification to assist in achieving long-term goals with support from the Employment Equity committee that works with the Equity Policy committee. The Office of Quality Initiatives is actively undertaking this for the CRCs at Carleton.
6. The equity census to be updated by repeating it university-wide for all faculty and staff.

The federal contractor’s survey will be undertaken again in the December 2019, with results in the spring of 2020, and will be led by Equity Services. Carleton’s Office of Institutional Research and Planning is working with Equity Services to determine how we can best use this survey to monitor the openness and transparency of recruitment practices. It will also identify barriers or practices that may exist that adversely affect the employment of individuals from the four designated groups, including the Canada Research Chairs.

d) Evidence of comparative review

The comparative review showed that the university’s practices regarding CRC compensation and support were being applied uniformly across all the active Chairs. Where differences existed in salary, they were attributable to objective factors inherent in the methodology used to calculate any faculty

member's starting salary. All CRCs receive a standardized salary increment in recognition of being a Chair, the amount dependent only upon whether they are Tier 1 or 2. Similarly, differences in space allocations and equipment provided were attributable to differing needs among the various disciplines and research areas of the various CRCs. Research funds were uniformly provided to CRCs in accord with the university practice. All CRCs benefitted from half-load teaching release: the exact quantification of this is according to the differing number of courses constituting a normal teaching load from faculty to faculty within the university. Anecdotal information about possible excess committee participation burden on faculty who self-identify as designated group members will be assessed in the 2019 environmental scan.

e) Evidence of environmental scan

In order to promote equitable treatment among current CRCs who are self-declared members of the four federally designated groups, the university's Office of Quality Initiatives (OQI) will consult with its CRCs and senior academic personnel in the Faculties, both individually and in focus group format, to determine what disadvantages or barriers the interviewees perceive. OQI will analyze and report the results to the director of Equity Services, the Office of the Provost and Vice-President (Academic), the Office of the Vice-President (Research and International) (OVPRI), and the Carleton Office for Research Initiatives and Services. The recipients will shall review the reports, discuss them with the deans, and work with the CRCs to find solutions that will relieve any systemic disadvantages. Any problems identified will be addressed by the recipient group in concert with the deans. OQI will begin its survey in January, 2019 and expects to have their study completed and the report issued by June, 2019.

While waiting for the completion of the internal environmental scan, we have analyzed the CRC's annual reports for the last three years along with records of university funding provided to our Chairs as part of their CRC support. The results show that all CRCs consistently received the promised level of teaching release, as well as other institutional support promised to them by the university. Basic CRC research funding provided by OVPRI remains consistent for Tier 2 Chairs.

We believe the survey to be conducted by OQI will be more candid, as OQI is arm's length from the university offices that operate the CRC program on a daily basis. It will be administered in a way that permits exploration of responses and probing for further subjective details and observations. Requests for anonymity and privacy will be carefully respected. For this reason, the report issued by OQI will deal with themes, and not specific incidents or identifiable situations. No attributions will be included in the report unless specifically requested by an interviewee. We expect the results will go much further in helping the university understand the subtle or hidden barriers and disadvantages that our CRCs perceive and experience, allowing us to better support members of the four designated groups as well as other marginalized persons at Carleton. Only through uncovering those issues can we correct and eliminate them.

Institution-wide, Carleton is prioritizing a number of initiatives that seek to eliminate barriers, disadvantages, and discriminatory behaviour in our university. These include:

1. The Carleton University Indigenous Strategic Initiatives committee, which has been given a mandate by the president and vice-chancellor to develop a set of Carleton-specific recommendations as part of an institutional response to support the recommendations of the Truth and Reconciliation Commission. The committee is co-chaired by two Indigenous staff

personnel (a faculty member, and an assistant director of Equity Services) as well as the university's interim provost and vice-president (Academic). The committee's recommendations and action plan are expected to be completed by fall, 2019.

2. The process is underway to develop a Coordinated Accessibility Strategy for the university. This strategy will provide the framework guiding Carleton's continuous improvement as an accessible campus. Carleton is seeking to establish itself as a Centre of Excellence in Accessibility: these efforts will impact everyone, particularly persons with disabilities including the CRC cadre, across the entire institution. The strategy is expected to be released in fall, 2019.

f) Progress reporting

The Carleton Office of Research Initiatives and Services will report to the CRC program and publicly report on its outward-facing Canada Research Chairs webpage about the progress made in meeting their objectives on a yearly basis. In conjunction with the manager, Faculty Affairs, all policies and procedures guides will be reviewed annually at the same time.

2) Management of Canada Research Chair Allocations

a.i) Carleton University policies and processes for recruiting Canada Research Chairholders

All Canada Research Chairs open for nomination are advertised, at a minimum nationally, in wide searches that are consistent with the Canada Research Chairs Program (CRCP) recruitment and nomination process, equity practices, and the CRCP [Requirements for ensuring a fair and transparent recruitment and nomination process](#). Because Carleton is a unionized environment, the recruitment and nomination process, and all advertising related to it, must comply with the university's [Policy and Procedures Regarding Academic Staff Hiring](#), as well as the collective agreement with CUASA, and the safeguards they define for tenure-track hiring.

a.ii) Safeguards to ensure recruitment practices are open and transparent

All Canada Research Chairs for which a nominee is sought are openly advertised internally, as well as through CAUT, *University Affairs*, the public-facing university academic recruitment webpage, appropriate discipline-specific professional organizations, and organizations serving members of the four designated groups. Advertisements are fully compliant with all CRCP equity, diversity and inclusiveness requirements. Each contains a clear statement of the university's commitment to equity, diversity and inclusion in the nomination and appointment process, as well as specific information about Carleton that demonstrates the institutional commitment beyond the affirmation. It is targeted to help members of the four designated groups understand how they are welcome and will be supported as members of the Carleton community.

When equity and diversity targets have not been met, or are projected to be at risk (see 1a, Current equity and diversity status, above) the advertising plan will be reviewed to identify additional approaches for reaching the targeted designated group(s), in order to resolve their under-representation. Advertising will be placed in appropriate publications and the position will be advertised through groups specifically serving the under-represented populations.

Carleton's director of Equity Services, or representative thereof, and the manager, Faculty Affairs, will be involved with all CRC recruitment, nomination, and appointment processes. The director of the Carleton Office for Research Initiatives and Services meets with the hiring manager before the hiring process is initiated to ensure that she or he fully understands all the EDI and transparency requirements and responsibilities incumbent upon the hiring manager, the Equity Champion (to be named at the time the hiring committee is constituted), and the committee. The requirements around documentation and the writing of the hiring committee's final report, which will be the basis for the vice-president (Research and International) signing the Institutional Attestation form, are fully discussed. The hiring manager and the director of Equity Services will ensure that all those involved in assessing applications, interviewing candidates, and making hiring decisions have received training in both EDI, including unconscious bias, and in alternative methods of career assessment that are appropriate for the discipline in question. This is to ensure that no individual is unfairly disadvantaged by career interruptions or any other factors.

All postings for Canada Research Chair positions include clear, gender-neutral statements concerning eligibility, and are carefully worded to ensure that the text is neither misleading nor exclusionary. These are outlined in **Appendix B**, *Carleton Appointment Advertising Form*.

A full description of the procedures surrounding the hiring process and the steps relevant specifically for Canada Research Chair recruitments are included in **Appendix C**, *Academic Hiring Committee Checklist*.

b) and c) Institutional management of the allocation of Chairs

Decisions regarding the allocation of CRC positions to particular research areas and Faculties ultimately rests with the provost and vice-president (Academic) and the vice-president (Research and International), and take into account multiple factors. As a preliminary measure to internally allocate Chairs among the five academic Faculties, an assessment of the CRC credit data available in the RSF-CRC Data Breakdown sharing site will be carried out following each national reallocation exercise. Decisions surrounding the specific disciplines to be supported by CRCs are based on the university's Strategic Research Plan, the individual faculty strategic plans, and priority areas as determined by metrics such as programmatic growth and research intensity. We are mindful of the need to consider EDI at this stage, and are advising all who are involved in the process, by written reminders and presentations, to do so.

The nomination process guidelines provided by the CRCP are followed throughout. Decisions regarding allocations will be transmitted to the deans by the vice-president (Research and International), along with recommended timing to submit the nomination. External candidates are preferred, although internal candidates can also apply and be assured fair consideration in the process. Allocation decisions will be formally communicated to the respective deans.

In cases where a candidate's nomination is not approved by the CRCP, or the nominee fails to accept the position, the returned Chair may be reallocated to the same faculty or reassigned, as determined by the provost and vice-president (Academic), the vice-president (Research and International), and the president and vice-chancellor. A Chair vacated prematurely through resignation, retirement, or other reason, similarly reverts to the university, and its disposition decided in the same fashion. Re-allocation of a vacated Chair position will depend on the strength of the proposal, the relative funding success of

the faculty under the appropriate federal granting agency and other strategic factors. The CRCP shall be advised in writing of the disposition of such Chairs by the vice-president (Research and International).

The manager, Faculty Affairs, shall be informed of all vacant or new Chairs, as well as those Chairholders who have reached the end of their final terms as CRCs.

d) Use of the corridor of flexibility to manage CRC allocations

The enhanced flexibility of the corridor of flexibility, until December 2019, will be important for Carleton in converting Chairs across Tiers and disciplines beyond the current limits outlined in the corridor of flexibility. This will facilitate the transition to limiting the renewal of Tier 1 Chairs for a third term, and will help Carleton to meet our equity and diversity targets. Flex moves will be used particularly to enable the university to meet and exceed its EDI targets.

For example, the university may find that it would be beneficial to combine two existing Tier 2 CRCs, or to split a Tier 1, in order to better achieve the institution's equity and diversity targets in the context of our strategic goals. The university will endeavour to strategically allocate its CRCs to support Carleton's goals, while positioning the description of expertise for the Chair as broadly as possible. Our intention is that we can then use the corridor of flexibility to reassign the agency of the Chair to fit the best candidate: should what is nominally an NSERC-CRC attract a best-qualified EDI candidate who is a social scientist in that research area, we would use the corridor to reassign the CRC from NSERC to SSHRC.

e) Process and criteria for determining Tier 2 and Tier 1 Chairholder renewals

Two years prior to the expiration of any CRC's term, the director of the Carleton Office for Research Initiatives and Services flags this to the vice-president (Research and International) so that discussion can be entered with the provost and vice-president (Academic) and the president and vice-chancellor concerning the overall status of CRC allocations at the university, taking into account equity and diversity targets, and the university's strategic plans. As per the CRCP's new guidelines (announced November 2, 2017), both Tier 1 and Tier 2 Chairs can renew their term once, subject to satisfactory performance.

If the decision is to proceed with a possible renewal of the CRC, the Carleton Office for Research Initiatives and Services contacts the Chairholder to inquire whether the individual wishes to renew for another term. If yes, an up-to-date CV is requested by the Carleton Office for Research Initiatives and Services, and transmitted to the vice-president (Research and International) for review of the Chairholder's progress during their current term. If the vice-president (Research and International) endorses the CRC for renewal, the file is then sent to the faculty (dean and associate dean of research) for faculty approval to proceed with the Chairholder's renewal. Once faculty approval has been given, the choice of possible dates to submit the renewal application is discussed by the director of the Carleton Office for Research Initiatives and Services (or designate) with the CRC, a date selected, and the choice communicated to the vice-president (Research and International).

Should the decision be that redistribution of the Chair is in the best interest of the university, the decision is communicated to the dean of the faculty in question. Any relevant processes dictated by the CUASA collective agreement must be followed.

f) Process and criteria for deciding whether to advance individuals from a Tier 2 Chair to a Tier 1 Chair

Carleton University will follow the standard open and transparent recruitment process outlined in this plan and can choose to advance a Tier 2 Chairholder, during the term of the Chair, using the same nomination process as for new nominees. Advancement from Tier 2 to Tier 1 is generally only acceptable in retention situations for outstanding scholars.

g) Process and criteria for deciding which Chairholder(s) will be phased-out in the case where the institution loses a Chair due to the re-allocation process

The decision on which Chairholder(s) to phase out in the case of loss due to the reallocation process will be made by the vice-president (Research and International), provost and vice-president (Academic), and president and vice-chancellor. They will review the candidates for phase-out in chronological order by the end of current CRC terms, discussing each with the deans and chairs of the relevant faculties and departments, respectively. The criteria for decision will be, in order:

1. renewability of the CRC (Tier 1, in second term; Tier 2, in second term)
2. the university's strategic needs
3. departmental strategic needs
4. EDI considerations writ large
5. equity and diversity target compliance
6. the CRC's track record in their first term

h) Process for determining what level of support is provided to Chairholders

The elements and amount of support to CRCs at Carleton are standardized, and includes protected time for research, salary and benefits, additional research funds, office space, administrative support, and equipment. It is the university's standard practice that all CRCs must be granted teaching release of one-half the normal teaching load for their department throughout the duration of their tenure as a Chairholder. Every CRC is also the beneficiary of a standardized unrestricted research grant from the vice-president (Research and International) to support their research program; the amount and timing is the same for each CRC, and is determined by their Chair's Tier (1 or 2), and whether they are in their first or second term of the Chair. These funds are in addition to the start-up grant that is negotiated between the dean and the CRC, along with office and laboratory space, equipment, and any other elements of the hiring package. All successful CRC candidates also receive a standard salary adjustment during the tenure of their Chair, in recognition of special merit at the time of their initial appointment to the Chair. Office and laboratory space allocations and equipment at Carleton are the responsibility of each department chair, as needs vary depending upon the discipline, and the area of research within it.

Institutional support for Chairholders comprises contributions from both the Office of the Vice-President (Research and International) and the faculty/department where the CRC resides, while salary and benefits are negotiated within the university's permissible range by the dean, and approved by the vice-president (Research and International) before a final offer is sent to the candidate by the provost and vice-president (Academic). As a unionized workplace, the terms of the CUASA agreement must be respected when establishing any hiring package.

The vice-president (Research and International) and the provost and vice-president (Academic) must approve and sign off on both the compensation and institutional support packages offered to the CRC: they are responsible for ensuring that all elements of the job offers and support packages are equitable. The vice-president (Research and International) is responsible for the Institutional Attestation that the requirements for transparency and EDI considerations have been fully taken into account at every stage of the hiring process.

The provost and vice-president (Academic) must sign off on the dean's package; the university recognizes that each field has different requirements in order to conduct a successful research program, and that consequently, equitable resourcing is not necessarily equal resourcing.

i) Safeguards taken to ensure that individuals from the four designated groups are not disadvantaged in negotiations related to the level of institutional support provided to them (e.g., protected time for research, salary and benefits, additional research funds, office space, mentoring, administrative support, equipment, etc.)

Carleton's safeguards begin at the start of the hiring process, with the identification of an Equity Champion whose task is to ensure that all deliberations and decisions are in keeping with the regulations. The Champion is charged with intervening at any and all points in the hiring process should an instance of failing to be transparent and fair occur. This extends to reviewing the terms of the offer to ensure equitable treatment. The Equity Champion will have the support of Equity Services as well as ongoing dialogue with them throughout the process.

The elements of support offered by the Office of the Vice-President (Research and International) are standardized for all CRCs, with no variations.

All persons involved in any way with the recruitment and hiring processes must complete EDI training, including unconscious bias training, under the direction of the director of Equity Services and the manager, Faculty Affairs. The goal of the training is to equip these persons with skills that will enable them to create a process that is fair, and make them able to recognize institutional and systemic barriers. They will be enabled to mitigate those barriers during the hiring process. As a unionized workplace, starting salary is at the discretion of the faculty dean within the parameters defined by the CUASA collective agreement. Benefits are also defined by the CUASA collective agreement.

The university recognizes that new faculty members may be unaware of what can be negotiable issues or aspects of their employment at Carleton, creating a power imbalance. The manager of Faculty Affairs, in the Office of the Provost and Vice-President (Academic) is identified as the available contact person for new faculty hires, including CRCs. This individual is tasked with explaining to the potential new hire about equity issues, informing them about the CUASA collective agreement, and is the person to whom they can direct any questions. The manager also contacts all short-listed candidates prior to their arrival for the interview phase, offering to speak with them about any questions with the negotiation process, as well as to offer accommodation for the interview day, if needed.

The results of the comparative review are the main record documenting support given to our CRCs, considering comparability of the support given to our CRCs according to their equity status, CRC Tier, and faculty. This file will be maintained by the Carleton Office for Research Initiatives and Services, and reviewed at the time of the annual institutional report to the CRCP. It will also be reviewed whenever a CRC is renewed, or if a specific question arises. The results of the review will be

communicated to the vice-president (Research and International) and the provost and vice-president (Academic), and any inequities flagged for redress.

j) Measures to ensure that individuals from the four designated groups are not disadvantaged when applying to a Chair position when career gaps have occurred for permissible reasons

Carleton's director of Equity Services and the manager, Faculty Affairs, will be involved with all CRC recruitment, nomination, and appointment processes. The director will ensure that all those involved in assessing applications, interviewing candidates, and making hiring decisions receive training in both unconscious bias and in alternative methods of career assessment that are appropriate for the discipline in question. This is to ensure that no individual is unfairly disadvantaged by career interruptions or any other factors.

Hiring committees will be specifically advised of the [Guidelines for Assessing the Productivity of Nominees](#) utilized by CRC reviewers, which acknowledges that certain circumstances may legitimately affect a nominee's record of research achievement.

k) Training and development activities related to unconscious bias, equity, diversity and inclusion for administrators and faculty involved in the recruitment and nomination processes for Chair positions

The university requires all employees to complete the workshop on Workplace Violence and Harassment Prevention Training, in addition to the [Accessibility for Ontarians with Disabilities Act \(AODA\)](#) training courses. These include [AODA Customer Service Standard Training \(three modules\)](#), [AODA Employment Standard Training](#), and [AODA Information and Communication Training](#). The completion is monitored and enforced by the assistant vice-president of Human Resources.

All persons involved in any capacity with the recruitment, application review, interview process, hiring process, or having administrative responsibility for a CRC file are required to complete training on unconscious bias, equity, diversity, and inclusion, specific to the hiring process.

At a minimum, as outlined in the *Carleton Academic Hiring Committee Checklist (Appendix C)*, all CRC hiring committee members will be required to review [Equity Counts: Employment Equity in Recruitment and Selection for Academic Appointments at Carleton University](#), which is currently being revised, and to watch the CRC's video titled [Unconscious Bias training module](#) at the beginning of the hiring process. Hiring committees will be provided with an in-person training session delivered by the director of Equity Services and/or the manager of Faculty Affairs focussed on EDI including unconscious bias.

3) Collection of Equity and Diversity Data

a) Processes and strategies for collecting and protecting data on the four designated groups (both applicants to Chair positions and successful candidates)

In advertising for CRC positions, the university requires applicants to complete the self-identification survey identifying their status as members of one or more of the four designated groups (or complete the survey by formally declining to answer each question) by way of a link to an anonymous online survey administered by Carleton's OIRP. Applicants must attest in their cover letter that they have

completed the anonymous survey. The survey will have the competition number, but no personal individual identifying information. It will be made clear that this information is for the purposes of helping us understand the diversity of applicants and further develop our equity program. OIRP will anonymize and aggregate statistics on applicants, and report these to the Carleton Office for Research Initiatives and Services and the director of Equity Services. No identifying data, beyond the competition number, will be sought in the survey. All Chairholders will be informed that the university is required to keep statistics on institutional compliance with equity and diversity targets, but that no individual or identifiable data will be published. The university's commitments under the Federal Contractors Program require that equity census forms be completed on a voluntary basis.

b) Strategies for encouraging individuals to self-identify as a member of the four designated groups

The university will inform both its CRC applicants, and new and existing CRCs, about the new target compliance regulations, citing the university's desire to increase representation of the target groups in our academic cadre. The initiative will be identified as an opportunity to help the university meet its responsibilities to society. We will share the university's commitments to EDI, to create an inclusive and equitable workplace and processes, and to build a supportive environment. As with any self-identification program, our only lever to gain participation is moral suasion.

c) Institution's applicant self-identification form (see **Appendix D**). This form will be modified as required by the CRCP should additional groups or categories be designated.

4) Retention and Inclusivity

a.i) How Carleton University provides a supportive and inclusive workplace for all Chairholders (including those from the four designated groups) and how this is monitored (e.g., survey of Chairholders, monitoring why Chairholders leave the institution)

As outlined in the CUASA collective agreement (Article 10.1(b)(i)) the university offers a mentorship program for all pre-tenure faculty. This program ensures that new hires will understand the criteria for success in their positions, have their progress monitored to help identify any problematic issues, and receive the support needed to resolve those issues and succeed. Carleton's [Employment Equity Program](#) is an ongoing planning process used by the university to identify and eliminate barriers in its procedures and policies, establish policies and practices to ensure the effects of systemic barriers are eliminated, and ensure appropriate representation of designated group members in the workplace. The university is formally committed to establishing a welcoming, supportive environment for all employees.

Accommodation and accessibility are paramount to the university. Carleton has a reputation for being the most accessible university campus in the country. In addition to our work to ensure accommodation and accessibility for those persons with disabilities, we are committed to celebrating diversity, and embracing the needs of our gender-diverse community, for example by providing all-inclusive washrooms across campus.

Carleton's Research, Education, Accessibility, and Design (READ) Initiative was conceived in 2011, with the mission to highlight, celebrate, and cultivate Carleton's expertise, leadership and collaboration with the community to create greater accessibility and a more inclusive world. It brings "the expertise

in all academic disciplines and service departments at Carleton into collaboration with individuals and organizations worldwide that are committed to accessibility for persons with disabilities.”

Equity Services provides training programs and workshops to promote awareness, encourage diversity, and address issues of discrimination and harassment. These include:

1. Carleton University Safe Space Program: an important university-wide initiative to reduce the impact of homophobia and heterosexism on campus. The program’s interactive workshops are aimed at creating a resource network and identifying LGBTQ+ positive people and spaces, working proactively to better the lives of all members of the university
2. Cultural Competency for Inclusive Workplaces
3. Equity and Human Rights training (faculty, supervisors, and staff versions)
4. Equity in the Classroom training
5. Sexual violence training
6. Indigenous issues training

Our Centre for Indigenous Initiatives seeks to welcome and support Indigenous peoples working and studying at Carleton. It strives to inspire, encourage and empower the entire community, and to work collaboratively to create and maintain strong relationships and partnerships with Indigenous peoples and communities, their leaders and organizations, and mainstream groups. The Indigenous Initiative Centre’s staff work together to create a web of programs and services supporting the community and ensuring indigenous cultures, traditions, histories, and worldviews are respected and represented on campus.

a.ii How are support and inclusivity monitored?

Support is monitored formally by the Carleton Office for Research Initiatives and Services at the time of nomination, during the period when a new CRC is getting established (until their lab is in place and equipped); each year at the time of the CRC annual reports; and informally year-round through conversations with Chairholders. The environmental scan will comprise both individual surveys and focus groups. Participants, individually and collectively, will have an opportunity to think about and reflect on their lived experience in a concrete way that will inform how we think about EDI, and inform how we modify our processes. It will enrich our understanding, and inform how we can best support members of the designated groups as we move forward. The team leading this initiative is committed to being thoroughly informed, and to effecting positive EDI change. The members work closely with Equity Services, seek consultation and advice, and study and identify best practices from other universities with the goal of implementing them at Carleton. The scan that will be conducted in early 2019 by Carleton’s OQI, and will be repeated triennially. Inclusivity, articulated as the representation by members of the four designated groups, is monitored continuously by the Carleton Office for Research Initiatives and Services, in conjunction with the Office of Equity Services. Together with the vice-president (Research and International), they are responsible for identifying needed course corrections if EDI targets and the university’s objectives are not being achieved.

b) The procedures, policies and supports in place that enable the retention of individuals from the four designated groups

The Equity Policy committee is a standing committee with a mandate to advise Carleton’s president and vice-chancellor on matters requiring management action relating to equity and human rights at

Carleton University. It is chaired by the provost and vice-president (Academic), reports to the president and vice-chancellor, and comprises vice-presidents and associate vice-presidents, general counsel, and director of Equity Services.

As well, specific policies governing aspects of equity, accommodation and discrimination for students and employees are included in a compendium of policies called [Carleton University Human Rights Policies and Procedures](#). The document includes the following that are relevant to employment at the university:

1. Carleton University Statement on Conduct and Human Rights (pg.1)
2. Equity Policies
 - a. Employment Equity Policy (pg.8)
3. Accommodation Policies
 - a. Statement on Employment Accommodation (pg.18)
 - i. Accommodation Policy for Employees with Disabilities (pg.20)
 - ii. Accommodation Policy for Employee Religious Obligations (pg.23)
 - iii. Accommodation Policy for Employees on the Basis of Sex (Pregnancy): Work Reassignment (pg.24)
4. Discrimination and Harassment Policies
 - a. Anti-Racism and Ethnocultural Relations Policy (pg.26)
 - b. Gender Equality Policy (pg.29)
 - c. Sexual Orientation Equality Policy (pg.33)
 - d. Sexual Harassment Prevention Policy (pg.36)
5. Procedures
 - a. Human Rights Conflict Resolution and Complaints Procedures (pg.39)
6. Systemic Issues
 - a. Systemic Human Rights Issues Policy (pg.54)

c) How Carleton University manages complaints from its Chairholders/faculty related to equity within the program

Chairholders and faculty are advised that any concerns or complaints related to equity in the CRC program should be directed to the director of Equity Services, who will investigate the issue and bring it to the attention of both senior university and faculty/departmental staff for resolution. The problem will be investigated, and a course of action determined by the director of Equity Services, the director of the Carleton Office for Research Initiatives and Services, the vice-president (Research and International), and the provost and vice-president (Academic), in concert with such other persons as may be necessary. The director of Equity Services will respond to the faculty member, explaining the findings of the investigation, and the solution undertaken. It is important to note that Equity Services at Carleton reports directly to the president of the university, and anything that is observed or reported to Equity Services is communicated directly to him. Equity Services cannot be compromised, as this is its only reporting relationship. Their process is transparent, a factor the university deems both central and critical to the unit's operations.

d) Who is responsible for addressing any equity concerns/complaints regarding the management of Carleton's Chair allocations?

Should there be questions or concerns regarding equity issues in Carleton's management of its Canada Research Chair allocations, please contact:

Director, Equity Services
Carleton University
Robertson Hall
1125 Colonel By Drive
Ottawa, ON K1S 5B6

Email: equity@carleton.ca

e) How are concerns/complaints monitored and addressed, and reported to senior management?

Any concerns directed to other university staff will be forwarded to the director of Equity Services, who will investigate them as well as any directly received by the director's office. A record of all complaints shall be maintained by Equity Services and shared with the Carleton Office for Research Initiatives and Services. Within two weeks, the director will investigate the complaint, and make a report of preliminary findings to the director of the Carleton Office for Research Initiatives and Services, the vice-president (Research and International), and the provost and vice-president (Academic). The deans shall be brought into the discussion as required. A course of action will be determined by the named persons. The director of Equity Services will respond to the complainant, identifying how the concern or complaint has been resolved.

Appendix A – Carleton Equity Targets and Gaps and Scenarios

Status as of December, 2018		Number of Active Chairs
Chairs by agency		
NSERC		13
CIHR		1
SSHRC		6
Total active Chairs		20
Chairs who are members of the designated groups		
Women		7
Racialized persons		6
Persons with disabilities		0
Indigenous Peoples		*

**Cells with fewer than 5 responses cannot be reported*

Projected status as of December, 2019		Number of Active Chairs
Chairs by agency		
NSERC		17
CIHR		1
SSHRC		7
Total active Chairs		25
Chairs who are members of the designated groups		
Women		8
Racialized persons		7
Persons with disabilities		*
Indigenous Peoples		*

**Cells with fewer than 5 responses cannot be reported*

**APPOINTMENT ADVERTISEMENT FORM
(UPDATED: December 2017)**

*For questions about completing this form, please contact your Dean's office or
Norah Vollmer, Manager, Faculty Affairs, at (613) 520-2600, ext. 4156*

Academic Unit:	
Category of Appointment:	
Field of Specialization:	
Rank/Position Title:	
Start Date:	
Closing Date:	

About the Position:

The [Academic Unit] invites applications from qualified candidates for a [Category of Appointment] appointment in [Specialization] at the rank of [Rank] beginning [Start date].

[The candidate will be expected to..... in the areas of.....with expertise in.....etc.]

[For CRC Chairs Only]

Tier 1 Chairs are intended for outstanding researchers acknowledged by their peers as world leaders in their fields. Please see the CRC website at <http://www.chairs-chaire.gc.ca/> for details and consult the website for full program information, including further details on eligibility criteria.

OR

Tier 2 Chairs are intended for exceptional emerging researchers (i.e. candidate will typically be less than 10 years from their highest degree at the time of nomination, or more than 10 years and has experienced legitimate career interruptions), acknowledged by their peers as having potential to lead in their field. Applicants who are more than 10 years from their highest degree may have their eligibility for a Tier 2 Canada Research Chair assessed through the program’s Tier 2 justification process. Please see the CRC website at <http://www.chairs-chaire.gc.ca/> for details and consult the website for full program information, including further details on eligibility criteria.

About the Academic Unit:

[The Academic Unit offers programs in.....with outstanding research expertise in.... etc....include website links.]

Qualifications:

[The position requires a PhD, with evidence of research in... demonstrated teaching excellence in... qualifications... are desired, etc.)

(As applicable, consider using...)

- Will exhibit strong potential for innovative and scholarly research
- Excellent track record of high-quality research output that demonstrates potential for independent research
- Will have a track record of high-quality scholarly research leading to peer assessed publications
- Have a strong emerging research focus

- A close interdisciplinary fit with some of the research being presently conducted at (insert unit) is an asset. Such interdisciplinary areas include....
- Must demonstrate strong potential for outstanding teaching contributions
- Demonstrated aptitude for teaching courses at the xx level
- Evidence of an ability to work in an interdisciplinary, collaborative environment
- The successful candidate will have a PhD (or other degree/s)
- Candidates will have or be eligible for licensure/registration in (insert field)
- Strong background in X discipline, Y discipline, Z discipline or other relevant disciplines]

Application Instructions:

[Applications must be sent electronically in one single PDF file that includes the following...]

Please indicate in your application if you are a Canadian citizen or permanent resident of Canada.

[FOR CRC Chairs Only]

As a part of your application, we invite you to complete a short anonymous and voluntary equity census to help us understand the diversity of applicants and further develop our equity program [Manager, Faculty Affairs to get link from OIRP].

About Carleton University:

Carleton University is a dynamic and innovative research and teaching institution with a nationally and internationally reputation as a leader in collaborative teaching and learning, research and governance. With over 29000 students, 950 academic faculty, and 2,000 staff and more than 100 programs of study, we encourage creative risk-taking enabling minds to connect, discover and generate transformative knowledge. Located in Ottawa, Ontario, Canada’s capital city has a population of almost one million and reflects the country’s bilingual and multicultural character. Carleton’s location in the nation’s capital provides many opportunities for scholarship and research with groups and institutions that reflect the diversity of the country. To learn more about our university and the City of Ottawa, please visit www.carleton.ca/provost.

[For CRC Chairs only]

We are strongly committed to equity, diversity, and inclusion in the nomination and appointment process.

Carleton University is committed to fostering diversity within its community as a source of excellence, cultural enrichment, and social strength. We welcome those who would contribute to the further diversification of our university including, but not limited to: women; racialized persons; First Nations, Inuit and Métis peoples; persons with disabilities; and persons of any sexual orientation, gender identity and/or expression. Carleton understands that career paths vary – legitimate career interruptions will in no way prejudice the assessment process, and their impact will be taken into careful consideration.

Applicants selected for an interview are asked to contact the Chair as soon as possible to discuss any accommodation requirements. Arrangements will be made in a timely manner.

All qualified candidates are encouraged to apply; however, Canadians and permanent residents will be given priority. All positions are subject to budgetary approval.

Where to Advertise Academic Positions

In accordance with Carleton's Policy and Procedures Regarding Academic Staff Hiring and the collective agreement between Carleton University and the Carleton University Academic Staff Association, the manager, Faculty Affairs will advertise all academic positions in:

- Universities Canada (*University Affairs*)
- Canadian Association of University Teachers (CAUT)
- Carleton's Faculty Affairs website, and
- send to CUASA and CUPE 4600, Unit 2.

In addition, in accordance with Carleton's Employment Equity Policy, each hiring committee shall reach out to a diverse pool of applicants including applicants from the four designated groups (women, Indigenous persons, persons with disabilities, and racial or racialized persons) and each hiring committee is encouraged to consider other opportunities to place this advertisement in locations that will reach a diverse pool of applicants.

Advertisements prepared for other publications (i.e. not AUCC and CAUT) may be shorter and it is recommended that they include a link to the full advertisement posted on the Faculty Affairs website.

First Nations, Inuit and Métis peoples

The Indigenous Education Council's Subcommittee on Academic Recruitment and Development has suggested informally, as appropriate for the position, to:

- consider framing the position broadly using the term Indigenous, which encompasses First Nations, Inuit, and Métis peoples and in the context of North America and crosses traditional borders, rather than Aboriginal;
- capitalize Indigenous; consider professional/community references in addition to academic references;
- and/or request feedback on the position advertisement from an IEC member (as time permits).

Some other options for advertising include:

- Circulate the advertisement to Carleton's IEC for dissemination to contacts, including listservs (as appropriate);
- You can contact the Manager, Faculty Affairs for support;
- Native American and Indigenous Studies Association (NAISA) <http://www.naisa.org/job-postings/jobs.html>
- Academica Indigenous Top Ten <http://academica.ca/about-indigenous-top-ten>
- Aboriginal Human Resources Council and the Inclusion Network <http://www.inclusionnetwork.ca> : connects employers and educators to Indigenous job seekers and to over 400 Indigenous employment centres.

Women

Some options to reach out to women include:

- Canadian Coalition of Women in Engineering, Science and Technology <http://www.ccwestt.org>.
- Canadian Research Institute for the Advancement of Women <http://www.criaw-icref.ca/>
- The Senior Women Academic Administrators of Canada (SWAAC) <http://www.swaac.ca>
- Women in Engineering <http://www.ieeeottawa.ca/wie/links.html>

Diversity

- Insight into Diversity <http://www.insightintodiversity.com/>
- Diversity Working <http://www.diversityworking.com/>

For additional opportunities to advertise, please contact the Manager, Faculty Affairs, Director, Equity Services, and/or the Director, Carleton Office for Research Initiatives and Services who can provide support as required.

ACADEMIC HIRING COMMITTEE CHECKLIST

Recruitment Request	✓
<ul style="list-style-type: none"> • Complete the online Recruitment Request Form (in Carleton Central) and: <ul style="list-style-type: none"> • ATTACH Recruitment Justification for a Term Position OR Recruitment Justification for a New Position or to Replace a Retirement/Resignation (in intranet: Faculty Affairs Toolbox) • PLUS Departmental Ratios from OIRP website (Login is: your MyCarletonOne (MC1)) • PLUS the Academic Appointment Advertising form (in intranet: Faculty Affairs Toolbox) • For your consideration, you can also find the latest equity statistics for your faculty on the OIRP website to review in planning your hire. • Approvals for the online system: Chair/Director →Dean/UL’s Admin Officer→Dean/UL→Provost→Manager, Faculty Affairs→Finance Admin Officer→AVP Finance→FINALIZED 	
<ul style="list-style-type: none"> • For a new position or new funding, Provost’s Budget Working Group (PBWG) approval is required. Not required for vacant positions due to retirement or resignation or term positions. 	
<ul style="list-style-type: none"> • For CRC positions, the Manager, Faculty Affairs will seek the approval of the Vice-President (Research and International) 	
<ul style="list-style-type: none"> • Upon approval by Provost and Vice-President (Academic), positions can be advertised immediately. 	
Hiring Committees – Membership	✓
<ul style="list-style-type: none"> • Ensure the membership selection process is fair, transparent and objective, communicated within the academic units, and (as appropriate) approved by the Department/Faculty Board. 	
<ul style="list-style-type: none"> • Include representation from tenured/confirmed and preliminary academics and from various fields/sub-disciplines represented in the unit or program. 	
<ul style="list-style-type: none"> • Have at least one male and one female member. 	
<ul style="list-style-type: none"> • Make all reasonable efforts to reflect the university community at large in terms of gender, racialized person and Indigenous status, and disability. (Statistics by occupation are available on the OIRP website). 	
<ul style="list-style-type: none"> • Include an academic from another academic unit or teaching area group (Spratt). 	
<ul style="list-style-type: none"> • Consider appointing an Equity and Diversity champion (required for CRC positions) 	
<ul style="list-style-type: none"> • Ensure the Hiring Committee membership approved by the Dean. 	
Hiring Committee – First Meeting	✓
<ul style="list-style-type: none"> • Academic Hiring Training, including Equity, Diversity, Unconscious Bias, and Assessment Guidelines, is available by contacting the Manager, Faculty Affairs OR the Director of Equity Services 	
<ul style="list-style-type: none"> • Review key documents (available on the Provost and Vice-President (Academic)’s website – Academic Jobs – Current Faculty) <ul style="list-style-type: none"> • Academic Hiring and Policy Procedures 	

<ul style="list-style-type: none"> • CU/CUASA collective agreement • Academic Recruitment Guide – Equity Counts* to be updated <ul style="list-style-type: none"> ○ Federal Contractor’s Program ○ Ontario/Federal Human Rights Code • Guidelines on the Retention and Disposal of Faculty Personnel Records • Equity Data for your faculty from OIRP website (Login is: your MyCarletonOne (MC1) login) 	
<ul style="list-style-type: none"> • Review the Confidentiality form (in intranet: Faculty Affairs Toolbox). Note this only needs to be signed if not signed at the time of hire. • Review Conflict of Interest: <i>A conflict of interest refers to a situation where financial, professional or other personal considerations may compromise or have the appearance of compromising an individual’s professional judgment in the performance of his or her duties or in the exercise of his or her fiduciary obligations as a member of a faculty hiring committee</i> 	
Advertising	✓
<ul style="list-style-type: none"> • The Manager, Faculty Affairs will ensure that: <ul style="list-style-type: none"> • Standard advertising text is used, including the statements: <ul style="list-style-type: none"> • “Carleton University is committed to fostering diversity within its community as a source of excellence, cultural enrichment, and social strength. We welcome those who would contribute to the further diversification of our university including, but not limited to: women; racialized persons; First Nations, Inuit and Métis peoples; persons with disabilities; and persons of any sexual orientation, gender identity and/or expression”; and • “All qualified candidates are encouraged to apply; however, Canadians and permanent residents will be given priority”. • Advertisements are posted in Universities Canada <i>University Affairs</i>, the CAUT Bulletin, Carleton’s Provost and Vice-President (Academic)’s website, send to CUASA and CUPE 4600, Unit 2 and (as appropriate) the Job Bank (for academic management positions) 	
<ul style="list-style-type: none"> • For CRC appointments, other text may apply (please see the Academic Appointment Advertisement Form) and will include an equity census link that the Manager, Faculty Affairs will include in the advertisement. 	
<ul style="list-style-type: none"> • All advertisements must be recent (ie maximum 12 months between advertisement and start date). 	
<ul style="list-style-type: none"> • Where an international candidate holds a term appointment and the university wishes to transition this employee to a permanent positing or for an international Banting Postdoctoral Fellow, should a Labour Market Impact Assessment be required, the university must re-advertise the position. 	
<ul style="list-style-type: none"> • Seek additional opportunities to advertise, including the four designated groups: women, Indigenous peoples, persons with disabilities, and racial or racialized persons. (The Manager, Faculty Affairs, Director, Equity Services, and /or the Director, CORIS can provide support for advertising and interviews as required.) 	
<ul style="list-style-type: none"> • Ensure other advertisements link to the full advertisement on the Provost and Vice-President (Academic)’s website 	
Confidentiality and Access to Candidate Files	✓
<ul style="list-style-type: none"> • Ensure that candidate dossiers are kept confidential, including: letter of application, referees’ letters, teaching dossiers, portfolio samples. 	

<ul style="list-style-type: none"> Inform candidates that documents publically available, such as CVs may be made available to the academic unit and the university community. Reference letter cannot be made available under any circumstances. 	
<ul style="list-style-type: none"> Provide access to candidate files to the Dean and Provost and Vice-President (Academic). 	
Shortlists	✓
<ul style="list-style-type: none"> Submit a shortlist of candidates and anticipated expenses to the Dean (typically 3). This can be submitted by Hiring Committee Chairs/secretaries via the online form (in intranet: Faculty Affairs Toolbox) 	
<ul style="list-style-type: none"> For CRCS, the Dean must also seek the approval of the shortlist by Vice-President (Research and International) 	
<ul style="list-style-type: none"> Upon approval by the Dean, Manager, Faculty Affairs will send: 1) an information package; and 2) a welcome letter from the Provost and vice-president (Academic) that will also fulfill Carleton's collective agreement and other legal hiring requirements. (As required, this letter may also be used to secure a travel visa for interviews.) The letter will include the candidate's Banner ID. 	
Candidate Visits	✓
<ul style="list-style-type: none"> Ensure that any requests for right to accommodation during the interview process are addressed. (The Manager, Faculty Affairs can provide assistance as required.) You may wish to consider: accessible room, share materials in advance (if possible), dietary or religious considerations for menus and locations. 	
<ul style="list-style-type: none"> Ensure the core itinerary for candidate visits is identical 	
<ul style="list-style-type: none"> Candidate visits may include: <ul style="list-style-type: none"> formal interview with the hiring committee, at which the same questions are asked of each candidate a teaching demonstration (if possible) a public presentation of the candidate's research or other scholarly activity (as appropriate) an opportunity to meet with other academic colleagues an opportunity to meet with students a meeting with the Departmental Board and Management committees (as appropriate); a private meeting with the unit/program Chair/Director a meeting with the hiring Dean or designated representative for CRCS, a meeting with the Vice-president (Research and International) or designate a meeting with the Manager, Faculty Affairs an offer of a visit to the CUASA office (if the candidate desires) other optional activities: informal social events; a meeting with a representative of the Library; a meeting with a representative of Office of the Associate Vice-President (Teaching and Learning); a campus tour. 	
Candidate Selection	✓
<ul style="list-style-type: none"> Recommendations are based on the applicant's dossier and interviews 	

<ul style="list-style-type: none"> • Submit a report to the Dean with: <ul style="list-style-type: none"> • a rank-ordered list of recommended candidates which should include a summary of the candidate’s qualifications and how the meet advertised requirements (highest degree, immigration status, teaching experience, work experience, reference letter highlights, research productivity and quality); and • a summary of the Hiring committee’s procedures (membership, places advertised by the Hiring committee, number of applications received, criteria used to assess candidates, interview schedule, and other details) • Supplementing the requirements outlined in the policy, the recommendation should also document: <ul style="list-style-type: none"> • If current CUASA members applied for the position, whether they were interviewed or not and, if a CUASA member is not recommended, how the recommended candidate’s qualifications are “demonstrably superior” • If the recommended candidate is American or Mexican or an international CRC, how the recommended candidate’s qualifications are “demonstrably superior” to candidates that are Canadian/Permanent Residents • If the recommended candidate is International, how the recommended candidate is the only qualified candidate based on the advertised requirements and why all other Canadian/Permanent Resident candidates are not qualified 	
Appointment and Acceptance Procedures	✓
<ul style="list-style-type: none"> • Complete the online Academic Appointment Form(in Carleton Central) and: <ul style="list-style-type: none"> • ATTACH the CV • PLUS the letter of application • PLUS the recommendation from the hiring committee • Approvals for the online system: Chair/Director →Dean/UL’s Admin Officer→Dean/UL→ Finance Admin Officer→AVP Finance→ Provost→Manager, Faculty Affairs→FINALIZED 	
<ul style="list-style-type: none"> • The Dean is responsible for negotiations with the recommended candidate and forwarding the terms of negotiation (in intranet: Faculty Affairs Toolbox) confirmed by the candidate to the Provost and Vice-President (Academic). 	
<ul style="list-style-type: none"> • If a recommendation for an international candidate is approved, the Manager, Faculty Affairs will require additional information from the Chair/Director, including: the number of applications received from Canadians/permanent residents; the number of Canadians/ permanent residents interviewed; the number of Canadians/ permanent residents offered the position; the number of job offers declined by Canadians/ permanent residents; the number of Canadians/ permanent residents not qualified for the job; and for each unsuitable Canadian/ permanent resident, an explanation why the candidate did not meet the requirements of the position. 	
<ul style="list-style-type: none"> • For CRC appointments, the Manager, Faculty Affairs will seek the approval of the Vice-President (Research and International). 	
<ul style="list-style-type: none"> • The Provost and vice-president (Academic) and Vice-President (Academic) will make the final offer of employment. 	
New Academics Orientation and Mentoring	✓
<ul style="list-style-type: none"> • All new academics are invited to meet with the Manager, Faculty Affairs 	
<ul style="list-style-type: none"> • Make every effort to welcome and facilitate orientation for new academics 	

Clarification about Making Candidate Recommendations:

Candidates holding a CUASA term appointment: Article 37.6 - "In departments or equivalent where a preliminary or permanent position is to be filled, a term appointee then employed by the university shall be given preference over any other applicant from outside the university, **providing that his/her qualifications and experience are demonstrably equal** to those of the best external applicant who meets the requirements of the position". A term appointee, who applies and meets the qualifications and experience for the position, should be interviewed. However, an external candidate with demonstrably superior qualifications and experience can be hired. This should be reported in the hiring committee report. Further, if a term appointment applied for the position, but was not interviewed because he/she did not meet the qualifications and experience, this should also be documented.

Candidates holding a CUPE 4600, Unit 2: Article 27 - Professional Advancement clarifies that these candidates should be considered external.

Employment Equity considerations (women; racialized persons; First Nations, Inuit and Métis peoples; persons with disabilities): In accordance with Employment Equity in Recruitment and Selection for Academic Appointments at Carleton University, "Where the qualifications of **two candidates for appointment are demonstrably equal** and one of the candidates is a member of a group that is under-represented in continuing appointments in the unit, then the candidate from the under-represented group should be offered the position". Statistics by occupational profession are available on the OIRP website.

American/Mexican candidates (NAFTA) and Canada Research Chairs: The search committee must: i) in accordance with our advertisements give Canadians and permanent residents priority; and ii) in accordance with the CU/CUASA collective agreement, demonstrate that the international candidate's qualifications are "**demonstrably superior to those of any Canadian candidate**" based on the advertised qualifications. The recommendation should outline how the recommended candidate's qualifications are "demonstrably superior" to Canadian/Permanent Residents.

International candidates: For an international candidate for professorial, instructor, or librarian position or a candidate for an academic management position, the search committee must: i) in accordance with Immigration, Refugees, and Citizenship Canada (IRCC), demonstrate "**that there is no Canadian worker available to do the job**" based on the advertised qualifications. The recommendation should outline how the recommended candidate meets the qualifications based on the advertised requirements and why all others Canadian/Permanent Resident candidates are not qualified.

Should you have any questions, please contact:

Norah Vollmer
Manager, Faculty Affairs
Norah.vollmer@carleton.ca
613-520-2600 x 4156

Updated by Faculty Affairs, Carleton University: December 8, 2018



Carleton
UNIVERSITY
Canada's Capital University

Equity Census

Equity Census

1. Gender:

- Male
- Female
- Choose not to answer

Indigenous peoples are those who identify themselves as First Nations peoples, Inuit, or Métis.

2. Do you consider yourself to be an Indigenous person?

- Yes
- No
- Choose not to answer

Visible minorities are those who are, because of their race or colour, in a visible minority in Canada. More information on the definition of a visible minority is available [here](#).

3. Based on this description, do you consider yourself to be in a visible minority?

- Yes
- No
- Choose not to answer

Persons with disabilities are those who have a long-term or recurring physical, mental, sensory, psychiatric, or learning impairment. Persons with disabilities are those who consider themselves to be disadvantaged in employment by reason of that impairment or who believe that an employer or potential employer is likely to consider them to be disadvantaged in employment by reason of that impairment and are those individuals with functional limitations due to their impairment that have been accommodated in their current job or workplace.

More information on what constitutes a disability is available [here](#).

4. Based on this description, do you consider yourself to be a person with a disability?

- Yes
- No
- Choose not to answer

5. Comments:

Office of Institutional Research & Planning
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