



**Carleton**  
UNIVERSITY

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

Revised September 2019

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# Carleton University CRCP Equity, Diversity, and Inclusion Action Plan

Carleton University acknowledges the location of its campus on the traditional, unceded territories of the Algonquin nation.

In order to guide Carleton University's efforts in ensuring the representation of individuals from the four federally designated groups (FDG) — women, visible minorities, persons with disabilities, Indigenous peoples — among our Canada Research Chairholders (CRC) and across the university, we have developed this Action Plan. It is a product of both formal and informal consultation and conversations with a broad range of stakeholders, including CRC, faculty, and executive and academic administrators. Of the 44 people actively involved in the development and review of the Plan document, 24 were members of one or more of the four designated groups.

We consider this Plan to be a living document, which will be updated as our knowledge evolves and we move forward with implementing strategies to achieve an inclusive, transformational university culture. The Plan will be implemented by the Office of the Vice-President (Research and International) (OVPRI), and the Carleton Office of Research Initiatives and Services (CORIS). In this work, OVPRI and CORIS will seek out the advisory counsel of the Department of Equity and Inclusive Communities (EIC), as well as the Deans and the Associate Deans of Research (ADR) of the individual Faculties. Final accountability for its implementation rests with the Director, EIC, who reports directly to the President of Carleton University.

## 1) Equity, Diversity, and Inclusion Objectives and Measurement Strategies

### a) Current equity and diversity status

Carleton is pleased to report that it meets or exceeds all of its institutional equity and diversity targets.

As of September 2019, Carleton University has a total of 27 Canada Research Chairs (CRCs): 19 active Chairs (seven Tier I and 12 Tier II); six Tier II vacancies are in recruitment; and one vacated Tier I. The institution's equity and diversity status under these conditions is included in **Appendix A** and summarized in Table 1. (See below)

Carleton views our CRC Program EDI goals not as mere numbers to be achieved but indicators of our progress in equity and inclusiveness. Moreover, we keep these targets firmly in mind in our CRC recruiting and management practices to ensure that Carleton continues to meet or exceed its targets but do not allow them to be the singular driver. The focus on the candidates research excellence and their fit with our institution's strategic plan, as well as core established and emerging strengths are the primary drivers of the selection process. Carleton also respects 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 its faculty members (CUASA) that applies once a Chair is hired by the University.

**Table 1. Carleton University institutional equity and diversity target status (as at September 2019)**

| <b>RESULTS</b>            | <b>Target</b> | <b>Occupancy</b> | <b>Gap</b> | <b>Gap (# of Chairs)*</b> |
|---------------------------|---------------|------------------|------------|---------------------------|
| Women                     | 5             | 7                | no gap     | no gap                    |
| Visible minorities        | 3             | 7                | no gap     | no gap                    |
| Persons with disabilities | 1             | 1                | no gap     | no gap                    |
| Aboriginal Peoples        | 1             | 1                | no gap     | no gap                    |

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

**b) Carleton University objectives**

The University’s vision is the creation of an inclusive and transformational university culture where individual distinctiveness and a sense of belonging for every member drive excellence in research, teaching, learning and working at Carleton. We will create 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.

**Objective 1: Continue to meet or exceed equity targets**

**Indicator:** CRC equity targets are maintained, and there is increasing representation from among the FDGs

**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) *Responsibility: CORIS*
2. CORIS 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 and Inclusive Communities, 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. (Ongoing) *Responsibility: CORIS*
3. Available chairs in the University may be allocated specifically to areas that are likely to attract members of the four designated groups. (Ongoing) *Responsibility: VPRI, Deans of Faculties*
4. Advertising will continue to specifically invite persons identifying as members of the four designated groups to apply, and will be tailored to attract and encourage diverse applicants by articulating the relationship between academic excellence and EDI, as well as criteria demonstrating the value of innovative approaches to scholarship. (Ongoing) *Responsibility: OVPRI, CORIS, Deans of Faculties, Office of the Provost, EIC*
5. 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. (Ongoing) *Responsibility: Office of the Provost & VP Academic*

6. The Equity Champion shall monitor hiring processes and deliberations to assess the intrusion of unconscious bias or need for alternative assessment methods, bring any such discoveries to the hiring committee's attention for correction, and ensure the University's equity targets are kept in clear focus by the committee. (Ongoing) *Responsibility: CORIS with support from EIC*
7. Continue to train hiring committees for CRCs and throughout the University in unconscious bias and the value of EDI to the Institution. (Ongoing) *Responsibility: EIC*

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

**Accountability:** OVPRI

**Objective 2: Improve understanding of and ways to combat unconscious bias in the recruiting and hiring process for CRCs in all Faculties**

**Indicator:** Training in preventing unconscious bias will be completed by all members of Carleton faculty who are involved in hiring processes

**Actions:**

1. As hiring committees are formed up, training in unconscious bias will be completed by all members and persons involved in the recruitment, assessment, and hiring of CRC candidates. (December 2017) *Responsibility: Office of the Provost & VP Academic, CORIS with support from EIC*
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 and Inclusive Communities 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 OIRP website for reference. (December 2017) *Responsibility: Office of the Provost & VP Academic, CORIS, with support from EIC*
3. EIC to review unconscious bias training and make recommendations with a view to enhancing learning outcomes and facilitating greater impact. (December 2020) *Responsibility: Office of the Provost, OVPRI, AVP Human Resources with support from EIC*

**Outcome:** All persons involved in the review and hiring processes will be trained in unconscious bias (December 2019)

**Accountability:** OVPRI

### **Objective 3: Remove systemic barriers identified in the environmental scan**

**Indicator:** CRCs report greater satisfaction as part of the Carleton community in future environmental scans

**Actions:**

1. Implement a formal, structured “Sponsorship” program to link new CRCs with an established faculty member who acts as their advocate and actively helps them integrate professionally and socially. (July 2020) *Responsibility: OVPRI with support from EIC*
2. Improve post-award support in the faculties, ensuring consistent support in learning university systems and process, particularly for first-year CRCs. (July 2020) *Responsibility: OVPRI, CORIS, Deans of Faculties*
3. Raise understanding of what the term "disability" means, its implications, and the benefits of self-identification, both for CRCs and through an ongoing University-wide education campaign. (October 2019 for CRCs) *Responsibility: OVPRI, CORIS, Office of Quality Initiatives (OQI) with support from EIC*
4. Educate the University communities about the integration of EDI in hiring practices, particularly unpacking the concept of "best" when considering candidates for a job.(Ongoing) *Responsibility: Provost, OVPRI with support from EIC*
5. Reduce excess administrative burden on members of the FDGs, particularly Indigenous faculty, by targeted hiring to increase their numbers and create a greater pool to fill administrative roles. (2023) *Responsibility: Provost & VP Academic, Deans of Faculties, Human Resources with support from EIC*
6. Clarify administrative ambiguities around CRC allocation and roles in the hiring process with Deans and ADRs in ongoing meetings between the Vice-President (Research and International) (VPRI) and Deans. (October 2019 and ongoing) *Responsibility: VPRI*

**Outcome:** Significant reduction in barriers as reported through repeated OQI environmental scan consultation (August 2022)

**Accountability:** OVPRI

### **Objective 4: Remove institutional barriers to the recruitment and hiring of CRCs who identify as women, visible minorities, 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. Develop a Carleton Co-ordinated Accessibility Strategy (READ Initiative). (April 2019)  
*Responsibility: VPs (Students & Engagement, Research & International) and Provost and VP Academic*
2. 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. *Responsibility: Provost and VP Academic*
  - a. Indigenous Learning Place Consultation and report (November 2017)
  - b. Indigenous Strategic Initiatives Committee Action Plan (December 2019)

**Outcome:** Create a more diversified and inclusive University (December 2020)

**Accountability:** OVPRI

**Objective 5: 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, includes 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; visible minorities; 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. The description of Carleton in the advertisement will include the statement "We are proud to be one of the most accessible campuses in North America. Carleton's Paul Menton Centre for Students with Disabilities has been heralded as the gold standard for disability support services in Canada." Advertising will specifically invite persons identifying as members of the four designated groups to apply. (December 2017) *Responsibility: Office of the Provost & VP Academic; CORIS*
2. Targeted advertising will be used as needed to recruit members of the FDGs. (September 2019)  
*Responsibility: VPRI, Office of the Provost & VP Academic, CORIS with support from EIC*
3. All applicants will be required to complete a self-identification survey. (August 2019)  
*Responsibility: Hiring manager, CORIS, OIRP, with support from EIC*

**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)

**Accountability:** OVPRI

### c) Evidence of employment systems review

In comparison to the published statistics for CRCP [equity representation as of May, 2019, Carleton exceeds them in all four categories \(women, Indigenous persons, visible minorities, and persons with a disability\)](#). Similarly, when considering the statistics for representation of the designated groups among [CRCs at all medium-sized Universities](#), Carleton has higher representation in each of the designated groups.

We, at Carleton, have also taken note of the 2019 Addendum, which prescribes new equity targets in function of the population figures published in the 2016 Census. Although these targets are to be reached by the universities incrementally over the course of 10 years, Carleton has already met or will surpass the targets for Indigenous persons and visible minorities. Given this reality, we are certain that we will realize, if not exceed, the objectives set out for all the targets for every group by 2029, if not earlier. (Table 3).

**Table 2. Comparison of Carleton University representation among the four designated groups**

|                                       | Women | Indigenous Persons | Visible Minorities | Persons with a Disability |
|---------------------------------------|-------|--------------------|--------------------|---------------------------|
| CRCP Equity Representation, May 2019* | 33.5% | 2.1%               | 15.9%              | 1.6%                      |
| Medium Universities, 2015-17*         | 26%   | 1%                 | 16%                | 1%                        |
| Carleton University, Sept. 2019       | 37%   | 5%                 | 37%                | 5%                        |
| CRCP Equity Targets by 2029**         | 50.9% | 4.9%               | 22%                | 7.5%                      |

\* Source: <http://www.chairs-chaire.gc.ca/about-us-a-notre-sujet/statistics-statistiques-eng.aspx#>

\*\* Source: [http://www.chairs-chaire.gc.ca/program-programme/equity-equite/2019\\_addendum-eng.aspx](http://www.chairs-chaire.gc.ca/program-programme/equity-equite/2019_addendum-eng.aspx)

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. Figures for 2018 (Table 4) show that among our faculty, we exceeded the Canadian external work force representation for persons with a disability; approached the national representation figure for faculty who identify as racialized, and were slightly under the national figures for Indigenous persons. Although a small percentage gap existed between faculty who identify as women, our overall work employment data was equal to that of the external workforce.

**Table 3. 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 |      |                     | Visible Minorities |       |                     | 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 2018                 | 1140     | 51.5% | 51.8%               | 19                 | 1.1% | 2.1%                | 264                | 14.6% | 17.7%               | 110                       | 6.4% | 4.9%                |
| Professionals - Faculty 2018 | 342      | 38.1% | 43.4%               | 8                  | 1.1% | 1.3%                | 136                | 18.7% | 19.0%               | 39                        | 5.7% | 3.8%                |

\*Source: <http://oirp.carleton.ca/databook/ongoing/staff/tables/staff-eeog-2010on-2011.pdf>

Carleton is undertaking concerted efforts through EIC and Human Resources to address our FDG representation, with a goal of achieving or exceeding national labour force availability figures. The University affirms its commitment to achieving representation among its CRC cadre that equals the population values identified in the 2016 Census not later than 2029.

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:

- “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.
- “Provide specific equity training to search committees.” This is mandatory for every CRC hiring committee member.
- “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.
- “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.
- “Workforce analysis, data clarification to assist achieving long-term goals with support from the Employment Equity committee that works with the Equity policy committee.” This is being actively undertaken for the CRCs at Carleton by OQI.
- The equity census should be updated by repeating it university-wide for all faculty and staff.

The federal contractor’s survey is being undertaken again in 2019, with results in the spring of 2020. Led by EIC and in conjunction with OIRP, the findings will enrich that which has already been gathered. This enriched dataset will help Carleton to determine how we can best monitor the openness and transparency of recruitment practices, and identify barriers or practices that adversely affect the employment of individuals from the four designated groups, for not only CRC Chairholders, but the entire University.



A recent change to the University's CRC applicant self-identification procedures now affords us the ability to assess the progress of equity candidates at each phase of the hiring process, while maintaining confidentiality. If an equity candidate fails to advance through the recruitment process, we will be able to obtain documentation from the hiring committee explaining why the candidate did not move forward. We believe this will help us ensure that our CRC hiring systems are functioning fairly, and address any issues that might raise concerns of unconscious or other bias. The first hiring actions to operate under the new system are currently in progress. We will be able to scrutinize our hiring systems through this lens beginning in the fall, 2019, when short lists begin to be created.

#### **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 I or II. Similarly, differences in space allocations and equipment provided were attributable to differing needs among the various disciplines and research areas of the various CRCs. In one case, providing the allocated laboratory space was delayed because construction of the new building into which the entire department was being moved was not completed on schedule. The department, including the CRC affected, was moved into temporary quarters off campus for much longer than expected during the construction. This disadvantaging was pervasive across the department, not unique to the Chair who was affected nor linked in any way to EDI considerations. While waiting for the completion of the internal environmental scan, we analyzed the CRCs' annual reports for the last four years and records of University funding provided to our Chairs as part of their CRC support. Basic CRC research funding provided by OVPRI remains consistent for Tier II chairs. The results show that all CRCs consistently received the promised level of 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. CRCs also consistently received other institutional support promised to them by the University.

Anecdotal information about possible excess committee participation burden on faculty who self-identify as designated group members was assessed in the 2019 environmental scan (see f, below). It was verified to be a problem, and identified as a systemic barrier.

#### **e) Evidence of environmental scan**

The University's OQI completed their consultation with active and past CRCs, as well as senior academic management personnel in the Faculties, to understand the experiences of CRCs at Carleton, and determine what disadvantages or systemic barriers the interviewees perceive. Carleton obtained permission to use the consultation instruments developed by York University for their CRC Program environmental scan. OQI analyzed the findings, and has reported the results to the Director, EIC, the Vice-President (Research and International), CORIS, and the participants in the consultation. The report of the consultation is included as Appendix D of this Plan.

The recipients, who also include members of all of the Four Designated Groups, have reviewed the report, presented to us in September 2019, and preliminarily identified a number of systemic barriers. These are presented below, with our initial thoughts on steps we believe the University can take to move toward overcoming the barriers. We recognize that our understanding of the barriers, their impact on the CRCs, their meaning in the context of the entire University community, and our thoughts on how to effect positive change, will evolve over the course of extended dialogue during the weeks and months to come.

1. *A need for more active mentorship, collaboration, and a greater sense of belonging* was identified. While the hiring process itself was found to be professional, welcoming, and supportive, Chairs expressed concerns that once their employment began, they felt left on their own, and unsure of how to navigate systems and processes. The University does have active mentoring practices in place, but it is clear that something more is needed. We see an opportunity to go further than just mentoring, simultaneously helping to assist Chairs in developing collaborative networks and feel the sense of belonging that they are missing. Part of the solution may be to implement a formal, structured “Sponsorship” program, under the direction of OVPRI with the support of EIC. A new Chair’s sponsor, ideally an established academic in the Chair’s department, would act as not only a mentor/guide, but as the new Chair’s advocate, bringing the Chair into their own professional and social circles of contacts, and helping the Chair to integrate in both the academic professional and local social spheres. We recognize that this requires careful structuring, with attention to the needs of both the new Chairs and the sponsors. We believe there are opportunities to develop greater senses of community and belonging by revising our institutional onboarding process, in collaboration with Human Resources. This initial introduction to the University could provide an opportunity to celebrate the resources we have to support our diverse communities. At the same time, we would have the opportunity to recognize the distinctiveness of each individual joining Carleton’s communities. We will look to the best practices from other institutions and communities to identify additional ways of eliminating the identified barrier.
2. *Post-award support during the first year of the CRCs’ first term at Carleton is inconsistent across the different Faculties.* While some Faculties were felt by the respondents to be providing excellent support and guidance, others did not. In particular, where support was lacking, Chairs felt the impact when trying to learn the University’s processes and systems, and particularly when they tried to navigate projects requiring construction — a complicated and often seemingly opaque process. We believe that we can begin removing this barrier by improving post-award support in the Faculties. This will be best accomplished by the VPRI, CORIS, and the Faculties working together to put the appropriate resources in place to provide reliable and consistent support across campus.
3. *Self-identification as a member of the FDGs is not viewed as having clear benefits, and the definition of what constitutes a disability is unclear.* Respondents noted concerns that the information would not be held confidential, and were worried about privacy issues – for example, who would see the information? There were particular concerns about how self-identification might negatively impact an individual’s career given that society continues to hold onto many biases. In particular, the matter of having a disability was flagged both as being unclear about what a disability is considered to be, and as something which, if made public, could be viewed as making you unable to perform your job. This barrier acts at both a personal and institutional level: the University is committed to creating a culture where every individual can be themselves and be fully accepted as they are, yet personal experiences and beliefs continue to leave individuals guarded. We have no wish to invalidate anyone’s experience or challenge their need to protect themselves, nor can we mandate the societal

change that would alleviate their fear of self-identification. We can, however, make a stronger effort to explain more clearly that self-identification helps institutions develop plans and strategies to create more diverse, equitable, inclusive communities. We can also communicate more clearly the confidentiality precautions and requirements that are structured into self-identification programs. Carleton will be making a renewed effort in the next month to reach out to all of the CRCs, with the assistance of CORIS, EIC, and OQI, in a campaign to better communicate on the issues surrounding and benefits of self-identification.

4. *Fear that being identified as a member of an FDG will lead to claims that you were hired for that reason, not because you were the best qualified person for the job.* We believe that this barrier, as the previous one, can begin to be broken down through basic education of the Carleton communities. In particular, we recognize a need to unpack the word “best,” to help people recognize the many factors feeding into the concept and broaden their understanding or what it means in practice. This work will be led university-wide by Equity and Inclusive Communities.
5. *Excess administrative burden on members of the FDGs, particularly Indigenous and women faculty members.* It has been confirmed in the course of the OQI consultation and other conversations with implicated Chairs and faculty members that the administrative burden on Indigenous faculty throughout the University (there were only 8 as of 2018), and on women in those faculties where they are disproportionately represented, is significant. Because the University’s policies and its collective agreement with the faculty bargaining unit specify the composition of hiring committees must include at least one woman, and because the Institution’s commitment to engaging with and honouring Indigenous knowledge means that there is heavy demand for Indigenous representation on hiring and other committees, these faculty members invest far more time on administrative matters. This takes time away from other aspects of their personal and professional lives, disadvantaging them over faculty on whom the demands are few. The University acknowledges this barrier, and has committed to targeted hiring processes in order to bring 10 new Indigenous faculty members on board. Similarly, the University is committed to mirroring the percentage of women in the external workforce in Faculties where they are currently under-represented, in order to make the institution more diverse. Fairer distribution of the administrative load will result.
6. *The Deans and ADRs are unclear the allocation of CRCs within each Faculty.* While this is largely an internal communications issue, we identify it as a barrier in that a lack of clarity among the leadership in any organization may influence attitudes and behaviours throughout the organization. The University recognizes that clearer communication with the Deans is called for: this will be undertaken by the VPRI, assisted by CORIS. The task will be to ensure that each Dean and the Faculty ADR understand clearly what the allocation mechanism is, so that there will be no ambiguity of inconsistency regarding particular CRC slots.
7. *The role of the Deans and ADRs in the hiring process is unclear and inconsistent.* We identify this as a structural barrier— it at the very least speaks to a problem of communication in our hiring practices, and may be a bellwether for other issues in our hiring processes that need to be identified. The VPRI will undertake discussions with the Deans and ADRs in their regular meetings to improve communication on the roles in the hiring process, and to open dialogue around other intra- and inter-Faculty hiring issues.

The findings of this environmental scan and consultation will be discussed with the Deans and ADRs, and their involvement sought in the ongoing process to find and implement solutions that will break down systemic barriers.

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. We thus expect that the results will go much further in helping the University understand the subtle or hidden barriers and disadvantages that our CRCs perceive and experience. 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 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 EIC) as well as the University's 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 among with the entire Institution. The Strategy is expected to be released in fall, 2019.

## **f) Progress reporting**

CORIS will report to the CRC program and publicly 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](#), and the safeguards it defines 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 as members of the Carleton community. In consultation with EIC, advertising content and practices are under continual review to take into consideration systemic barriers that exist for the four designated groups in general, and those that may be endemic in particular fields, to find ways to mitigate these throughout the recruitment process.

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 (see 1b.8, above) to identify additional approaches for reaching the targeted designated group(s), in order to resolve their underrepresentation. Advertising will be placed in appropriate publications and the position will be advertised through groups specifically serving the underrepresented populations.

Carleton's Director, EIC, or representative thereof, and the Manager, Faculty Affairs, will be involved with all CRC recruitment, nomination, and appointment processes. The Director of CORIS 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, EIC will ensure that all those involved in assessing applications, interviewing candidates, and making hiring decisions have received 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.

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) 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. CORIS carefully tracks the University's CRC equity target status and goals. The Director of CORIS apprises the Vice-President (Research and International) as each term renewal and Chair completion come within the two-year action window. The Vice-Presidents (Research and International, and Academic) take this information as a starting point when making allocation decisions. In consultation with EIC, the Vice-Presidents will consider systemic barriers that may exist in the various Faculties and research areas where a new CRC could be allocated, and identify ways to mitigate or remove these. The final decision on allocation will be guided by the area in which we are most likely to be able to recruit

to meet our diversity goals in the context of 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.

Carleton recognizes that it needs to improve diversity within its Tier I cadre. As Tier I CRCs have seven year terms, the turnover rate is lower. Most of our Tier I CRCs will be completing their last permissible term over the course of the next three or four years. As we enter the two-year action window for planning to recruit each new chair, we will be taking into account our equity and diversity goals in deciding how to manage these vacancies, with a goal of greater Tier I diversity.

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.

### **c) Use of the corridor of flexibility to manage CRC allocations**

The corridor of flexibility will be used where it permits Carleton to meet our equity targets and diversity goals by converting Chairs across tiers and Agencies. We currently meet our EDI targets; however, we are committed to exceeding these targets in the future. Should we need to meet a future shortfall in our equity targets and believe we would best fulfill it by reallocating a CRC to a different area or Agency, or a different tier than the one that is available, the corridor of flexibility would allow make changes benefitting our EDI goals.

The University will endeavour to strategically allocate its CRCs to support Carleton's goals, particularly including those of our EDI initiatives, while positioning the description of expertise for the Chair as broadly as possible. A particular concern going forward is achieving more diverse representation among our Tier I Chairholders. We will consider using the corridor of flexibility as Tier I Chairs' terms end and new ones are recruited, in order to ensure this group is reflective of the rich diversity and inclusivity of the national employment workforce.

### **d) Process and criteria for determining Tier I and Tier II Chairholder renewals**

Two years prior to the expiration of any CRC's term, the Director of CORIS 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. The University's equity and diversity targets are a primary consideration, as well as the University's strategic plans. As per the CRCP's new guidelines (announced November 2,

2017), both Tier I and Tier II Chairs can renew their term once, subject to satisfactory performance. However, the University reserves the right to not renew or to reallocate a Chair in order to meet its equity targets.

If the decision is to proceed with a possible renewal of the CRC, CORIS contacts the Chairholder to inquire whether the individual wishes to renew for another term. If yes, an up-to-date CV is requested by CORIS, 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 CORIS (or designate) with the CRC, a date is selected, and the choice is communicated to the VPRI.

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 Agreement must be followed.

**e) Process and criteria for deciding whether to advance individuals from a Tier II Chair to a Tier I Chair**

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

**f) 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 I, in second term; Tier II, in second term)
2. the University's strategic needs
3. departmental strategic needs
4. equity and diversity target compliance
5. the CRC's track record in their first term

**g) 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 Faculty 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 (I or II), and whether they are in their first or second term of the Chair. All new Tier I CRCs receive research funds in the amount of \$10,000

in the first year of their first term as a CRC. All Tier II CRCs receive \$10,000 per year in research funds in each year of their first term, and \$10,000 in the first year of their second term. 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. The Institution sets aside a portion of its CFI-JELF envelope for the exclusive purpose of the Vice-President (Research and International) providing allocations to new CRCs to obtain additional needed infrastructure. 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. The OVPRI provides every CRC with the same level of cash-equivalent administrative support, without exception. Institutional support for Chairholders comprises contributions from both OVPRI 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 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.

**h) 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 with the hiring process, with a designated 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.

All persons involved in any way with the recruitment and hiring processes must complete equity, diversity, and inclusiveness training, under the direction of the Director, EIC, and the Manager, Faculty Affairs. 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 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 elements of support offered by OVPRI are standardized for all CRCs. All successful CRC candidates will receive a salary adjustment during the tenure of their Chair of \$5,000 for a CRC Tier I and \$2,500 for a CRC Tier II, in recognition of special merit at the time of their initial appointment to the Chair, and a second adjustment of the same amount at the beginning of their renewal term. 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 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 CORIS, 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.

**i) 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, EIC, 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.

**j) 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. The content of this training, and its delivery, shall be under the direction of the Director, EIC

The University recognizes the current research evidence that unconscious bias training alone may be of questionable efficacy. Carleton is committed to implementing appropriate policies and practices that address systemic barriers and to changing hiring practices in order to improve equity, diversity and inclusion in the University.

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 an Unconscious Bias training module (possibly during their initial committee meeting).

### 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 advises applicants that they will be requested to complete an equity self-identification survey, which will be sent to them separately. A list of names and email addresses for those who have submitted complete, valid applications for a CRC posting is provided in confidence to an authorized representative in CORIS and Carleton's OIRP by the hiring committee manager. The survey is sent to individual applicants by OIRP, and is returned to OIRP. The results are reported to the CORIS representative, who assesses the diversity of the applicant pool. A decision is made in consultation with the hiring committee manager whether a sufficiently diverse pool has been achieved, and whether there are additional efforts that should be made to attract a wider pool of applicants. The results of the equity self-identification survey are made available in confidence to the hiring committee chair and Equity Champion so that appropriate consideration may be afforded to members of the four designated groups as the applicant pool is considered.

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, and educate them about the 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. 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. The results of the University's CRC Program environmental scan consultation have identified systemic barriers that affect CRCs once they have been hired. An initial flight of actions to mitigate and remove these barriers has been identified (see 1b. Carleton University Objective), with responsibility and accountability for them clearly defined. The success of these actions, and progress made toward removing the barriers, will be monitored by EIC and OVPRI through ongoing consultation with the CRCs and others in the Carleton communities. One of the ways this will be done is through repeating the OQI survey on a triennial basis. Supportiveness and inclusivity of the workplace will be monitored with newly hired CRCs as part of the Sponsorship program that is being developed under the direction of the Provost in consultation with Director, EIC.

At Carleton, Equity, Diversity, and Inclusion are taken most seriously by senior leadership: all four Vice-Presidents and all of the Deans are engaged in the development and implementation of initiatives and strategies to promote equity and achieve culture change in the University. In addition to this Plan for the CRCs, we wish to point to two ongoing exemplary Institution-wide initiatives that are led by the Vice-Presidents: the Carleton Co-ordinated Accessibility Strategy, aimed at furthering accessibility throughout the University; and the Carleton University Indigenous Strategic Initiatives Committee, developing a set of Carleton-specific recommendations as part of an institutional response to the report of the Truth and Reconciliation Commission.

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."

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 centre's Indigenous Liaison Officers 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.

Furthermore, the University has reinforced its commitment to EDI by implementing EDI training when hiring throughout the Institution, and has expanded its former Equity Services to the Department of Equity and Inclusive Communities (EIC). The name change signifies a wider mandate to effect culture change within the University, which Carleton sees as not one homogeneous group but many vital communities who together can create a vibrant place where all can flourish. The department has been enlarged with additional staffing, and is under the direction of Michael Charles, University Advisor on Equity and Inclusive Communities (EIC) and Director, EIC, who reports directly to the President.

As part of its work, EIC provides training programs and workshops to promote awareness, encourage diversity, and address issues of discrimination and harassment. These include:

#### The Centre for Indigenous Initiatives

- [Orientation for Indigenous Students](#)
- [Kinàmàgawin: Aboriginal Issues in the Classroom](#)
- [Weekly Programming in Ojigkwanong Centre](#)
- [Knowledge Keepers Program](#)
- [Storyboot School](#)
- [Indigenous Graduates Honouring Ceremony](#)

#### Harassment, Discrimination and Accommodations Response

- [AODA Accessibility Training \(cuLearn\)](#)
- Carleton University Safe Space Program
- Equity and Human Rights – Faculty
- Equity and Human Rights – Supervisors
- Equity and Human Rights – Staff

#### Equity and Inclusion Promotion

- Cultural Proficiencies for Inclusive Workplaces
- Equity in the Classroom
- Inclusive Leadership

#### Sexual Violence Prevention and Survivor Support

- Responding to Disclosures of Sexual Violence
- Community Responses to Sexual Violence
- Bystander Intervention workshops
- Consent Education

EIC leads or co-leads important University initiatives requiring consultative service. These include the Carleton University Indigenous Strategic Initiatives Committee (CUISIC), the Sexual Violence Prevention and Education Committee (SVPEC) and the Sexual Violence Policy review and consultation process. The department also contributes to and/or leads many pan-university decision-making and advisory bodies, including the Carleton University Indigenous Strategic Initiatives Committee (CUISIC), the Equity Policy Committee, the Strategic Integrated Planning Committee, the Carleton University AODA Task Force, and the Sexual Violence Prevention and Education Committee.

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.

The University conducts exit interviews for all faculty members leaving the institution. These explicitly address issues of equity, diversity, and inclusion. Human Resources communicates all comments and information gained about matters of EDI to EIC, who then initiate discussion with the appropriate unit of the University to determine and implement corrective action, if required.

a.ii) How are support and inclusivity monitored?

Material support that is part of the institutional commitment upon nomination is monitored formally by CORIS 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 completed this year identified systemic barriers in the area of support and inclusivity that are addressed in our objectives. Progress toward removing these barriers will be monitored by CORIS through the new “Sponsorship” program, as well as through repeating the environmental scan conducted by OQI triennially. Inclusivity, articulated as the representation by members of the four designated groups, is monitored continuously by CORIS, in conjunction with the EIC. 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. Inclusivity, articulated as sense of being part of the Carleton communities and identified in the environmental scan as a systemic barrier, will be monitored through the “Sponsorship” program as well as repeated environmental scan consultations.

**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 EIC.

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, EIC, 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, EIC, the Director of CORIS, 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, EIC, will respond to the Faculty member, explaining the findings of the investigation, and the solution undertaken.

**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 and Inclusive Communities  
3800 Carleton Technology and Training Centre  
Carleton University  
1125 Colonel By Drive  
Ottawa, Ontario K1S 5B6

Email: [equity@carleton.ca](mailto: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, EIC, who will investigate them as well as any directly received by the Director's office. A record of all complaints shall be maintained by EIC and shared with CORIS. Within *two weeks*, the Director will investigate the complaint, and make a report of preliminary findings to the Director of CORIS, 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 EIC 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 September, 2019                           | Number of active Chairs |
|--|-------------------------|
| <b>Chairs by agency</b>                                |                         |
| NSERC  | 13                      |
| CIHR   | 1                       |
| SSHRC  | 5                       |
| <b>Total active Chairs</b>                             | <b>19</b>               |
| <b>Chairs who are members of the designated groups</b> |                         |
| Women  | 7                       |
| Visible minorities                                     | 7                       |
| Persons with disabilities                              | 1                       |
| Indigenous Peoples                                     | 1                       |

Carleton University currently has no gaps in its Equity Targets.

Appendix B – Carleton Appointment Advertisement Form and Advertisement Venue Inventory

**APPOINTMENT ADVERTISEMENT FORM**

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

|                                 |  |
|---------------------------------|--|
| <b>Field of Specialization:</b> |  |
| <b>Academic Unit:</b>           |  |
| <b>Category of Appointment:</b> |  |
| <b>Rank/Position Title:</b>     |  |
| <b>Start Date:</b>              |  |
| <b>Closing Date:</b>            |  |

**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 I 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 II 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 II Canada Research Chair assessed through the program's Tier II justification process (<http://www.chairs-chaire.gc.ca/>). Please contact Carleton's research grants office (<https://carleton.ca/coris/>) for more information.

[FOR INDIGENOUS POSITIONS]

Carleton University is strongly committed to fostering diversity within its community as a source of excellence, cultural enrichment, and social strength. In accordance with the University's Employment Equity Program and pursuant to Section 14 of the Ontario *Human Rights Code*, this selection will be limited to Indigenous peoples. Candidates from Indigenous communities are encouraged to self-identify. Indigenous candidates who are women; persons with disabilities; and persons of any sexual orientation or gender identity and expressions are encouraged to apply and self-identify. *Carleton University acknowledges and respects the Algonquin people, traditional custodians of the land on which the Carleton University campus is situated.*

[AS DESIRED]

We encourage applications from candidates from groups underrepresented in XXXX and/or with experience in mentoring students from such groups. OR The candidate is expected to have a desire to promote interest in our students, particularly those in underrepresented groups, in a XXXX career.

**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 as applicable)
- 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 which includes the following...]

[FOR INDIGENOUS POSITIONS – May wish to include]

Applicants should also arrange for three individuals to provide letters of recommendation, including both academic and Indigenous community connections, electronically to the address below.

[FOR CRC Chairs Only]

To help us develop our equity programs, a confidential equity and diversity self-identification survey will be sent to all applicants separately.

[AS DESIRED]

Please also identify any past experiences in supporting equity, diversity and inclusion in your previous institutional environment such as in curriculum development and in supporting diverse students.

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

**About Carleton University:**

Carleton University is a dynamic and innovative research and teaching institution with a national and international reputation as a leader in collaborative teaching and learning, research and governance. With over 30,000 students in more than 100 programs of study, we encourage creative risk-taking, discovery, and the generation of transformative knowledge. We are proud to be one of the most accessible campuses in North America. Carleton's Paul Menton Centre for Students with Disabilities has been heralded as the gold standard for disability support services in Canada.

Carleton's location in Ottawa, Ontario provides many opportunities for scholarship and research with numerous and diverse groups and institutions. Canada's capital has a population of almost one million and reflects the country's bilingual and multicultural character. To learn more about our university and the City of Ottawa, please visit [www.carleton.ca/about](http://www.carleton.ca/about).

[For CRC Chairs only]

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

[ALL – REMOVE FOR INDIGENOUS POSITIONS]

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; visible minorities; 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 carefully considered.

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.*

MAXIMUM LENGTH FOR PUBLICATION SHOULD BE 750 WORDS

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### **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 visible minorities) 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.

Some other options for advertising include:

#### First Nations, Inuit and Métis peoples

- You can contact the Manager, Faculty Affairs for support, who can help with:
  - Native American and Indigenous Studies Association (NAISA) <http://www.naisa.org/job-postings/jobs.html> - **Required for CRCs**
  - Academica Indigenous Top Ten <https://www.academica.ca/about-indigenous-top-ten> - **Required for CRCs**
  - 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/> - **Required for CRCs**
- Women in Engineering <http://www.ieeeottawa.ca/wie/links.html>

## Diversity

- Insight into Diversity <http://www.insightintodiversity.com/> - **Required for CRCs**
- Diversity Working <http://www.diversityworking.com/>

For additional opportunities to advertise, please contact the Manager, Faculty Affairs, Equity Advisor, EIC, and/or the Director, CORIS who can provide support as required.

## Appendix C – Academic Hiring Committee Checklist

|  |   |
|--|---|
| <b>Requesting a Position</b>   | ✓ |
| <ul style="list-style-type: none"> <li>• Complete the online Recruitment Request Form (in Carleton Central) and:             <ul style="list-style-type: none"> <li>• ATTACH Recruitment Justification for a Term Position OR Recruitment Justification for a New Preliminary Position (in intranet: Faculty Affairs Toolbox)</li> <li>• PLUS Departmental Ratios from OIRP website (Login is: your MyCarletonOne (MC1))</li> <li>• PLUS the Academic Appointment Advertising form (intranet: Faculty Affairs Toolbox)</li> </ul> </li> <li>• For your consideration, you can also find the latest equity statistics for your Faculty on the OIRP website to review when planning your hire.</li> <li>• Approvals for the online system: Chair/Director →Dean/UL’s Admin Officer→Dean/UL→Provost→Manager, Faculty Affairs→Finance Admin Officer→AVP Finance→FINALIZED</li> </ul> |   |
| <ul style="list-style-type: none"> <li>• For a new position or new funding, Provost’s Budget Working Group (PBWG) approval is required.</li> </ul>   |   |
| <ul style="list-style-type: none"> <li>• <b>For CRC positions</b>, the Manager, Faculty Affairs will seek the approval of the Vice-President (Research and International) through the Director, CORIS.</li> </ul>  |   |
| <ul style="list-style-type: none"> <li>• Upon approval by Provost and Vice-President (Academic), positions can be advertised immediately.</li> </ul>   |   |
| <b>Hiring Committees – Membership</b>  | ✓ |
| <ul style="list-style-type: none"> <li>• Ensure the membership selection process is fair, transparent and objective, communicated within the academic units, and (as appropriate) approved by the Department/Faculty Board.</li> </ul>   |   |
| <ul style="list-style-type: none"> <li>• Include representation from tenured/confirmed and preliminary academics and from various fields/sub-disciplines represented in the unit or program.</li> </ul>  |   |
| <ul style="list-style-type: none"> <li>• Have at least one male and one female member.</li> </ul>  |   |
| <ul style="list-style-type: none"> <li>• Make all reasonable efforts to reflect the University community at large in terms of gender, visible minority and Indigenous status, and disability.</li> </ul>   |   |
| <ul style="list-style-type: none"> <li>• Include an academic from another academic unit or teaching area group (Sprott).</li> </ul>  |   |
| <ul style="list-style-type: none"> <li>• Consider appointing an Equity and Diversity champion (<b>required for CRC positions</b>)</li> </ul>   |   |
| <ul style="list-style-type: none"> <li>• <b>For CRC positions</b>, the Chair must contact CORIS for additional training on reporting requirements.</li> </ul>  |   |
| <ul style="list-style-type: none"> <li>• Ensure the Hiring Committee membership approved by the Dean.</li> </ul>   |   |
| <b>Hiring Committee – First Meeting</b>  | ✓ |
| <ul style="list-style-type: none"> <li>• Academic Hiring Training, including Equity, Diversity, Unconscious Bias, and Assessment Guidelines, is available by contacting the Manager, Faculty Affairs and the Equity Advisor, Equity and Inclusive Communities. <b>Training is mandatory for CRC hires and must be reported to CORIS.</b> An online option is also available: <a href="http://www.chairs-chaire.gc.ca/program-programme/equity-equite/bias/module-eng.aspx?pedisable=false">http://www.chairs-chaire.gc.ca/program-programme/equity-equite/bias/module-eng.aspx?pedisable=false</a></li> </ul>  |   |
| <ul style="list-style-type: none"> <li>• Review key documents (available on the Provost and Vice-President (Academic)’s website – Academic Jobs – Current Faculty)             <ul style="list-style-type: none"> <li>• Academic Hiring and Policy Procedures</li> <li>• CU/CUASA Collective Agreement</li> <li>• Academic Recruitment Guide – Equity Counts* to be updated                 <ul style="list-style-type: none"> <li>○ Federal Contractor’s Program</li> <li>○ Ontario/Federal Human Rights Code</li> </ul> </li> </ul> </li> </ul>  |   |

|  |   |
|--|---|
| <ul style="list-style-type: none"> <li>Guidelines on the Retention and Disposal of Faculty Personnel Records</li> <li>Equity Data for your Faculty from OIRP website (Login is: your MyCarletonOne (MC1) login)</li> </ul>   |   |
| <ul style="list-style-type: none"> <li>Review the Confidentiality form (in intranet: Faculty Affairs Toolbox). Note this only needs to be signed if not signed at the time of hire.</li> </ul>   |   |
| <ul style="list-style-type: none"> <li>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></li> </ul>   |   |
| <b>Job Advertisements and Advertising</b>  | ✓ |
| <ul style="list-style-type: none"> <li>The Manager, Faculty Affairs will ensure that: <ul style="list-style-type: none"> <li>Standard advertising text is used, including the statements: <ul style="list-style-type: none"> <li>“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; visible minorities; First Nations, Inuit and Métis peoples; persons with disabilities; and persons of any sexual orientation, gender identity and/or expression”; and</li> <li>“All qualified candidates are encouraged to apply; however, Canadians and permanent residents will be given priority”.</li> </ul> </li> <li>Advertisements are posted in Universities Canada University Affairs, 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)</li> </ul> </li> </ul> |   |
| <ul style="list-style-type: none"> <li><b>For CRC appointments</b>, other text may apply (please see the Academic Appointment Advertisement Form) and the Manager, Faculty Affairs will seek the approval of the Vice-President (Research and International) through the Director, CORIS.</li> </ul>   |   |
| <ul style="list-style-type: none"> <li>All advertisements must be recent (ie maximum 12 months between advertisement and start date).</li> </ul>   |   |
| <ul style="list-style-type: none"> <li>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.</li> </ul>  |   |
| <ul style="list-style-type: none"> <li>Seek additional opportunities to advertise, including the four designated groups: women, Indigenous peoples, persons with disabilities, and racial or visible minorities. (The Manager, Faculty Affairs, Equity Advisor, Equity and Inclusive Communities, and /or the Director, CORIS can provide support for advertising and interviews as required.)</li> </ul>  |   |
| <ul style="list-style-type: none"> <li>Ensure other advertisements link to the full advertisement on the Provost and Vice-President (Academic)’s website</li> </ul>  |   |

|  |   |
|--|---|
| <b>Confidentiality and Access to Candidate Files</b>   | ✓ |
| <ul style="list-style-type: none"> <li>• Ensure that candidate dossiers are kept confidential, including: letter of application, referees' letters, teaching dossiers, portfolio samples.</li> </ul>   |   |
| <ul style="list-style-type: none"> <li>• 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.</li> </ul>   |   |
| <ul style="list-style-type: none"> <li>• Provide access to candidate files to the Dean and Provost and Vice-President (Academic).</li> </ul>   |   |
| <b>Shortlists</b>  | ✓ |
| <ul style="list-style-type: none"> <li>• 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) and, at the Dean's discretion the report may include: <ol style="list-style-type: none"> <li>1. Summary of qualifications for each candidate as they meet the advertised requirements (max 500 words) including: <ol style="list-style-type: none"> <li>a. Highest Degree, including PEng (if applicable);</li> <li>b. Immigration Status (ie Canadian/permanent resident OR Non-Canadian);</li> <li>c. Teaching Experience;</li> <li>d. Work Experience;</li> <li>e. Reference Letters highlights;</li> <li>f. Research Productivity and Quality;</li> <li>g. Estimated Interview Expenses (Transportation, Hotel, Meals, Other)</li> <li>h. Other details as pertinent.</li> </ol> </li> <li>2. Summary of hiring process (max 500 words), including: <ol style="list-style-type: none"> <li>a. A list of places the position was advertised by the Academic Unit;</li> <li>b. The number of applications received;</li> <li>c. The criteria used to assess candidates;</li> <li>d. The interview schedule; and</li> <li>e. Other details as pertinent.).</li> </ol> </li> </ol> </li> </ul> |   |
| <ul style="list-style-type: none"> <li>• <b>For CRCs</b>, the Manager, Faculty Affairs will seek the approval of the Vice-President (Research and International) through the Director, CORIS</li> </ul>  |   |
| <ul style="list-style-type: none"> <li>• 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.</li> </ul>  |   |
| <b>Candidate Visits and Interviews</b>   | ✓ |
| <ul style="list-style-type: none"> <li>• 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.</li> </ul>   |   |
| <ul style="list-style-type: none"> <li>• Ensure the core itinerary for candidate visits is identical and include language regarding request for accommodations (ie 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.)</li> </ul>  |   |

|   |   |
|---|---|
| <ul style="list-style-type: none"> <li>• Candidate visits may include: <ul style="list-style-type: none"> <li>• formal interview with the hiring committee, at which the same questions are asked of each candidate</li> <li>• a teaching demonstration (if possible)</li> <li>• a public presentation of the candidate’s research or other scholarly activity (as appropriate)</li> <li>• an opportunity to meet with other academic colleagues</li> <li>• an opportunity to meet with students</li> <li>• a meeting with the Departmental Board and Management Committees (as appropriate);</li> <li>• a private meeting with the unit/program Chair/Director</li> <li>• a meeting with the hiring Dean or designated representative</li> <li>• for CRCs, a meeting with the Vice-President (Research and International) or designate</li> <li>• a meeting with the Manager, Faculty Affairs</li> <li>• an offer of a visit to the CUASA office (if the candidate desires)</li> <li>• 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.</li> </ul> </li> </ul>   |   |
| <b>Candidate Selection</b>  | ✓ |
| <ul style="list-style-type: none"> <li>• Recommendations are based on the applicant’s dossier and interviews</li> </ul>   |   |
| <ul style="list-style-type: none"> <li>• Submit a report to the Dean with: <ul style="list-style-type: none"> <li>○ A rank-ordered list (as appropriate) of recommended candidates as well as any pertinent notes from the interview process or findings to supplement the shortlist report; and</li> <li>○ The shortlisted candidate report.</li> </ul> </li> <li>• Supplementing the requirements outlined in the policy, the recommendation should also document: <ul style="list-style-type: none"> <li>• 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”.</li> <li>• 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.</li> <li>• 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. The Manager, Faculty Affairs will contact the Academic Unit directly to complete the relevant paperwork for immigration.</li> </ul> </li> </ul> |   |
| <b>Appointment Recommendations</b>  | ✓ |
| <ul style="list-style-type: none"> <li>• Complete the online Academic Appointment Form(in Carleton Central) and: <ul style="list-style-type: none"> <li>• ATTACH the CV</li> <li>• PLUS the letter of application</li> <li>• PLUS the recommendation from the hiring committee</li> </ul> </li> </ul>   |   |

|   |   |
|---|---|
| <ul style="list-style-type: none"> <li>• Approvals for the online system: Chair/Director →Dean/UL's Admin Officer→Dean/UL→ Finance Admin Officer→AVP Finance→ Provost→Manager, Faculty Affairs→FINALIZED</li> </ul>   |   |
| <ul style="list-style-type: none"> <li>• 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).</li> </ul> |   |
| <ul style="list-style-type: none"> <li>• If a recommendation for an international candidate is approved, the Manager, Faculty Affairs will require additional information from the Chair/Director to complete the relevant paperwork for immigration.</li> </ul>                    |   |
| <ul style="list-style-type: none"> <li>• <b>For CRC appointments</b>, the Manager, Faculty Affairs will seek the approval of the Vice-President (Research and International) through the Director, CORIS.</li> </ul>  |   |
| <ul style="list-style-type: none"> <li>• The Provost and Vice-President (Academic) and Vice-President (Academic) will make the final offer of employment.</li> </ul>  |   |
| <b>New Academics Orientation and Mentoring</b>  | ✓ |
| <ul style="list-style-type: none"> <li>• All new academics are invited to meet with the Manager, Faculty Affairs</li> </ul>   |   |
| <ul style="list-style-type: none"> <li>• Make every effort to welcome and facilitate orientation for new academics</li> </ul>   |   |





**Carleton**  
**UNIVERSITY**

## Canada Research Chair Equity, Diversity and Inclusion Environmental Scan

Prepared for the Office of the Vice-President (Research and International) and Carleton's Office for Research Initiatives and Services by Melanie Dow, Quality Advisor with the Office of Quality Initiatives at Carleton University. July 2019

## Background

Carleton’s Office of Quality Initiatives (OQI) conducted interviews with current and previous Canada Research Chairs (CRCs), Deans and Associate Deans of Research (ADR) about the University’s Canada Research Chairs Program (the Program) at the request of the Office the Vice President (Research and International) (OVPRI) in order to help improve equity, diversity and inclusion in the Program. Interviews were conducted between May and June 2019, participation was voluntary and individual comments will remain confidential.

The questionnaire was adapted from York University’s Equity, Diversity and Inclusion (EDI) Action Plan 2018 (Appendix A &B).

Questions for the CRCs focused on:

1. The CRCs experience throughout the hiring, integration and renewal process.
2. The CRCs thoughts on how to approach recruiting and hiring the Four Designated Groups (FDG).

Questions for the Deans and ADRS focused on:

1. The CRC hiring/selection processes with a focus on EDI.
2. Feedback on how OVPRI can provide support in integrating new CRCs on a faculty level.

## Canada Research Chair Breakdown

- PhD achieved ranges in years from 1972 through to 2015
- Number of renewals 11
- Of the 15 CRCs interviewed, 10 identified as belonging to one or more FDGs

| Four Designated Groups(FDGs) | Women | Visible Minority | Indigenous | Person with Disabilities |
|------------------------------|-------|------------------|------------|--------------------------|
| CRC (10)                     | 6     | 5                | 1          | 1                        |

\*Please note three (3) CRCs identified themselves as belonging to two (2) FDGs

### CRC Tiers

|         |    |
|---------|----|
| Tier I  | 5  |
| Tier II | 10 |

### Deans and Associate Deans of Research (ADR)

|       |   |
|-------|---|
| Deans | 3 |
| ADRs  | 2 |

## Summary of Findings

### CRC Experience

- Carleton is a destination of choice for researchers

- The interview process is professional and welcoming
- CRCs are looking for mentorship, collaboration and sense of belonging
- Guidance and support for grant applications and CRC renewal was especially helpful in Carleton’s Office for Research Initiatives and Services (CORIS) and most faculties
- Support during the first year at Carleton is inconsistent specifically around learning Carleton’s processes, systems and navigating construction projects
- Funding support throughout the CRC is lower at Carleton than at other universities

### CRC Feedback on Four Designated Groups (FDGs)

- Jobs were advertised on government websites, CRC websites, social media or the opportunity identified by colleagues either at Carleton or industry partners
- Language around EDI is generic/broad and invites “all to apply”
- Training on EDI and unconscious bias is ongoing with hiring panels and is seen to be valuable
- The applicant pool of members belonging to an FDG is limited specifically in both Science and Engineering fields
- Definition of “Person with Disabilities” is not clear
- Benefit to a CRC of self-identifying is not clear
- A perceived risk to a member of an FDG of their colleagues questioning if they were the best candidate base on their qualifications

### Deans and Associate Deans of Research (ADRs) Feedback

- EDI is a core value at Carleton and key to excellence
- On campus EDI expertise is underutilized
- Allocation of CRCs within each faculty and the role of Deans/ADR is unclear and inconsistent
- The role of the Deans/ADR around the hiring process is unclear and inconsistent

## APPENDIX A

### CANADA RESEARCH CHAIR INDIVIDUAL INTERVIEW GUIDE

**Confidentiality Statement:** Carleton’s Office of Quality Initiatives (OQI) is conducting this consultation survey about the University’s Canada Research Chairs Program (the Program) at the request of the Office the Vice President (Research and International) (OVPRI) in order to help them improve equity, diversity and inclusion in the Program. Your participation is voluntary. All of the information that you provide will be treated as confidential, held securely by OQI. No personally identifiable information will be reported back to OVPRI unless you specifically request that we do so. The report generated from the consultation results will be summarized thematically, with results aggregated to further protect anonymity of the respondents.

Date:

Interviewer:

Initials of the CRC:

Tier of Chair:

Faculty:

Year you received your PhD:

Years since PhD when first started your CRC:

How many renewals CRC has had:

Please ask them to self-identify as: Woman      Person with Disability      Visible Minority      Indigenous

OPEN ENDED: Carleton is at present meeting its equity targets for three of the four federally-designated equity groups (women, visible minority, and Indigenous), but not for persons with a disability. Why do you think Carleton is not attracting CRC candidates who self-identify as having a disability? Do you think there are barriers to attracting/recruiting members of the four designated groups to apply for CRC positions at Carleton??

- Please ask follow up questions to ensure you fully flesh out their ideas.
- Perhaps we could probe here for the following – institutional reasons (perceived and real); geographic reasons; availability of candidates; recruitment processes; ways in which the institution has/is perceived to have approached renewal; and, reasons related to resources/budget (faculty and university-based)
  - a. How did you hear about the CRC you (currently hold) (held)? Did anyone from the university discuss the position with you to encourage you to apply? Do you have suggestions about how CRC Job Ads could be better worded to encourage applicants from the FDGs? Other suggestions about wider recruitment practices?
  - b. What was your interview process like for the CRC?
    - Job talk?
    - Sample class lecture?
    - Lunch and with who?
    - Dinner and with who?
    - More than one day?
    - Graduate Students?
    - Dean? VPRI?
    - Formal, standardized interview versus casual interview?
    - Was there anything during the interview process that you particularly appreciated or did not like or that made you feel uncomfortable?
  - c. Do you have any suggestions to encourage FDG candidates to self-identify? From your perspective as a CRC, what do you see as the dilemmas of self-disclosure during the

application or post-hiring process?

- d. Any solutions about how departments, faculties or university can deal with them?
- e. What type of administrative support /grant writing mentoring did you receive from the university when you submitted your application to the CRC secretariat?
- f. Aside from (standard) research funds and equipment from VPRI, what type of support and resources did you receive upon coming to Carleton?
- g. During the first term of your CRC, please describe the mentoring you received?
  - Was this sufficient? If not, what would you have liked to see?
  - Have you ever mentored a fellow CRC on their application?
- h. How did your hiring unit integrate you into the department initially (welcome lunches, faculty mentor, etc.) and how has your integration unfolded since?
- i. Did you experience any career interruptions as a CRC? If so, did you disclose them? How have these interruptions affected you/affected the trajectory of your CRC, considering in the short and long term?
- j. Have you gone through Carleton's CRC renewal process? If so, when? If so, please describe the process, and aspects you appreciated and disliked?
- k. Thinking institutionally, how should Carleton approach the CRC renewal process for members of the FDGs? What principles should underpin future practices? (Probe here about career interruptions, challenges/ expectations of being FDG CRCs, career stage, expectations/ perceptions about renewal on the part of FDG CRCs and also the collegium.
- l. Have you any suggestions for Carleton to improve practice its practice regards to search processes, hiring, and retention of FDG CRCs, vis-a-vis equity/diversity/ inclusion?

## FACULTY LEADERS INTERVIEW GUIDE (DEANS/ADRS/DEPARTMENT CHAIRS)

**Confidentiality Statement:** Carleton's Office of Quality Initiatives (OQI) is conducting this consultation survey about the University's Canada Research Chairs Program (the Program) at the request of the Office the Vice President (Research and International) (OVPRI) in order to help them improve equity, diversity and inclusion in the Program. Your participation is voluntary. All of the information that you provide will be treated as confidential, held securely by OQI. No personally identifiable information will be reported back to OVPRI unless you specifically request that we do so. The report generated from the consultation results will be summarized thematically, with results aggregated to further protect anonymity of the respondents.

1. OPEN ENDED: Carleton is at present meeting its equity targets for three of the four federally-designated equity groups (women, visible minority, and Indigenous), but not for persons with a disability. Why do you think Carleton is not attracting CRC candidates who self-identify as having a disability? Do you think there are barriers to attracting/recruiting members of the four designated groups to apply for CRC positions at Carleton?
  - o Please ask follow up questions ensure you fully flesh out their ideas.
  
2. Direct questions: In regards to challenges related to equity, diversity and inclusion, what are your thoughts on (need to keep them focused on the EDI lens not just complaints about administration):
  - a. How Carleton allocates CRC's?
  - b. How the area of expertise is narrowed down for the CRC search?
  - c. How specifically do you advertise for your CRC positions? Any innovative attempts to get FDG applicants outside of listservs?
  - d. Do you have suggestions about how CRC Job Ads could be better worded to encourage FDG participation?
  - e. Do you have any suggestions to encourage FDG candidates to self-identify?
  - f. How do your CRC hiring committees take into account career interruptions when shortlisting?
  - g. Does your unit have any strategies in place to avoid unconscious bias in shortlisting or selecting candidates?
  - h. What is your interviewing procedure for CRC's? (e.g. how long does the candidate come in for, who do they meet with (group? Individual?), do they do a research talk or class lecture? Do they meet for lunch? Do they meet for dinner?)
  - i. Do you have any formal tools (metrics, rating scales,) that you use during shortlisting or selecting the candidate? How are these ratings used by the hiring committee?
  - j. Who exactly supports the applicant when they submit their nomination application to the CRC secretariat?
  - k. Aside from research funds and lab equipment, what type of support resources are offered to your CRC hires when they return? (e.g. welcome lunch, faculty mentor assigned)
  - l. Do you have a mentoring program for new Faculty hires? Please describe?
  - m. Any suggestions for Carleton to improve practice in regards to hiring and equity/diversity/inclusion?

## CRC - V2 - #2

This equity questionnaire is part of the application for a Canada Research Chair position at Carleton University.

Carleton University values diversity and welcomes applications from all qualified persons. Completing the questionnaire furthers Carleton's efforts to recruit and attract the broadest spectrum of expertise, knowledge and experience necessary to promote the best decision-making, and accelerate the kinds of research and teaching excellence that drives the academic mission. Enhancing diversity of thought strengthens university performance. Carleton University is also committed to ensuring representation in our community by removing systemic barriers and biases to the access of resources and opportunity.

Filling in the census survey is voluntary, as are each of the individual questions. It should only take a minute to complete. Thank you for your participation.

**Q1: Gender:**

Male  Female  Non-Gender Conforming

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

**Q2: Do you consider yourself to be an Indigenous person?**

Yes  No

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](#).

**Q3: Do you identify as a member of a visible minority or racialized person in Canada?**

**Note: visible minority refers to whether a person belongs to a visible minority group as defined by the Employment Equity Act and, if so, the visible minority group to which the person belongs. The employment Equity Act defines visible minorities as persons, other than Aboriginal [Indigenous] peoples, who are non-Caucasian in race or non-white in colour. Racialization refers to a broader process where race is determined through social construction as well through modes of self-identification.**

## Appendix E – Applicant Equity Self-identification Survey

Yes  No

–

Persons with disabilities are those who have a long-term or recurring physical, mental, sensory, psychiatric, or learning impairment.

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

**Q4: Based on this description, do you consider yourself to be a person with a disability?**

Yes  No

**Q5: Sexual Orientation:**

**Do you identify as Lesbian, Gay, Bisexual, or Two-Spirited?**

Yes  No

**Q6: Comments:**