



University
of Windsor

EMPLOYMENT SYSTEMS REVIEW

EXECUTIVE SUMMARY

June 2015

Office of Human Rights, Equity & Accessibility
University of Windsor

Table of Contents

1. Introduction	2
2. Methodology	3
3. Findings	4
4. Recommendations and Promising Practices	10
5. Conclusion	11

Introduction

The University of Windsor remains committed to the principles and practices of equity, diversity and inclusion which, in part, includes the development and implementation of a comprehensive Employment Equity Multi-Year Plan. The University also recognizes that an important and far-reaching tool that can assist in the planning and development of equity, diversity and inclusion initiatives, particularly within the 2015-2018 Employment Equity Multi-Year Plan, is an Employment Systems Review.

The primary focus of the Employment Systems Review (ESR) is to identify significant barriers to the full representation of the four designated groups (women, Aboriginal peoples, persons with disabilities and visible minorities - the University of Windsor recognizes sexual/gender identity minorities as a fifth designated group). An ESR also ensures that all employment systems, including policies and practices (informal and formal) and in the way in which these are implemented are also done in a manner which promotes fairness and equity. These employment systems include:

- Recruitment, selection and hiring;
- Training and development;
- Promotion;
- Retention and termination; and
- Reasonable accommodation

In order to undertake an Employment Systems Review the University of Windsor engaged consultants Daina Z. Green and Keith Jeffers in the winter of 2014. In doing so the consultants laid out a framework for the review which included the analysis of the University's workforce data, university policies and practices and consultations with the university community.

The Employment Systems Review, in helping to identify significant barriers to the designated groups, also set out to provide recommendations, ideas and promising practices, all of which have the potential to re-ignite discussions and to further inform the Employment Equity Multi-Year Plan.

Methodology

In setting out to conduct an Employment Systems Review at the University of Windsor consultants Daina Green and Keith Jeffers, in collaboration with the Office of Human Rights, outlined the following methodology in the report:

- A review of the University of Windsor's most recent and available workforce analysis data for the five designated groups in order to identify patterns of persistent under-representation. (The 2013 employment equity census data was not yet available at this time.)
- An external and internal environmental scan with the view to understanding the impact on shaping the delivery of diversity and inclusion at the University of Windsor.
- Conduct extensive consultations with representative number of employees, administrators, employee group representatives and established committees.
- A review and analysis of formal and informal policies and practices relating to recruitment, selection, hiring; training and development; promotion; retention and termination; accommodation; and organization-wide culture and attitudes.
- A review of best practices in the university sector and other sectors within Canada and in the US.

Findings

The following is an excerpt from the consultants' report which outlines the key concepts with respect to understanding the workforce analysis process:

Understanding the Analysis- Key Concepts

Findings of Under-representation

Under-representation is a key concept in employment equity analysis. The employer is expected to hire designated group employees at their external availability rate. A gap occurs when their internal representation is less than their external availability. The next step in equity analysis is to determine whether the under-representation is significant.

- The first filter is a gap of minus -3 or more at the EEOG level
- The second filter is severity, a measure of how close the group is to full representation. See the description of the severity ratio below.
- The third overall filter is the prevalence of gaps including gaps of less than -3.

Utilization Percentage or Severity Ratio

The utilization percentage provides a measure of how close an employer is to full representation of the designated group in a particular occupation where there is under-representation. The internal representation number in the particular EEOG is divided by the external availability number and multiplied by 100-the closer to 80%, the less severe the under-representation. The closer the percentage is to 100%, the less severe is the under-representation. Where the rate is 80% or more, under-representation is not considered to be significant.

Measuring Over-representation

Another measure of equity and inclusion is that of over-representation, clustering and concentration where the internal representation of designated groups exceeds their external availability. The greater the positive number, the greater the degree of over-representation. Concentration or clustering of designated groups in low paying, dead-end jobs or in specialist roles is sometimes interpreted as measures of inequity.

The report provided tables (see below), by designated group, which lists the EEOGs where the gap is at least 3 and shows the utilization percentage (utilization above 80% is not considered severe):

Table 1 – Women

EEOG#	EEOG	Gap #	Utilization %
03	Professionals	-83	88.4%
13	Other Sales and Service	-15	78.5%
08	Skilled Sales and Service	-3	75.0%

Table 2 – Aboriginal Peoples

EEOG#	EEOG	Gap #	Utilization %
03	Professionals	-8	75.0%

Table 3 – Persons with Disabilities

EEOG#	EEOG	Gap #	Utilization %
10	Clerical Personnel	-3	78.6%

Table 4 – Visible Minorities

EEOG#	EEOG	Gap #	Utilization %
04	Semi-Professionals /Technicians	-11	47.6%
11	Intermediate Sales and Service	-8	72.4%
10	Clerical	-7	58.8%
09	Skilled Crafts and Trades	-6	0%
08	Skilled Sales and Service	-3	50%
05	Supervisors	-3	25.0%
02	Middle and Other Managers	-3	75%

The following are additional findings, by designated groups, from the report:

Women:

- Overall, women make up more than half of the workforce.
- Women continue to maintain a significant presence in leadership and knowledge worker roles.
- Traditional patterns of women’s representation continue to persist particularly with respect to the concentration of women in the female-dominant administrative and clerical support roles.
- Women are excluded from the traditional male-dominant roles in the skilled trades and semi-skilled manual jobs.
- The breakdown of women within the Employment Equity Occupational Groups (EEOGs) are as follows:

EEOGs / type	Findings
EEOGs 01 and 02 / Leadership and Management	Women form a critical mass and exceed their external availability in senior and middle management , the authority and decision-making roles at the university
EEOGs 03 and 04 / Knowledge Workers	47.4% of ‘Professionals’ (including university professors) are women. 68.9% of Semi-Professionals and Technicians are women.
EEOGs 05 and 06 / Supervisory Roles	Women are equitably represented in both supervisory roles.
EEOGs 07 and 10 / Administrative and Clerical roles	Women are clustered in administrative, secretarial and clerical roles. 95.4% of incumbents in the Administrative and Senior Clerical group are women and 77.9% of all clerks are women.
EEOGs 08 and 09 / Skilled Service Personnel	There are no women working skilled trades.
EEOGs 11, 12, 13, and 14 / Semi-Skilled and Low Skilled Manual Workers	Women are under-represented and/or are not represented in semi-skilled and low skilled manual worker roles. There are no women in Semi-Skilled Manual Workers.

Aboriginal Peoples:

- Aboriginal persons are absent from all leadership and management roles.
- Aboriginal workers tend to be in semi and low skilled and low-tech positions.

- The breakdown of Aboriginal Peoples within the Employment Equity Occupational Groups (EEOGs) are as follows:

EEOGs / type	Findings
EEOGs 01 and 02 / Leadership and Management	There are no Aboriginal senior managers, and 1% of middle managers self-identified as an Aboriginal person.
EEOGs 03 and 04 / Knowledge Workers	Aboriginal persons are under-represented as Professionals, however the internal representation of Aboriginal academics exceeds their external availability, which suggests that under-representation is likely in professional staff roles such as IT, finance and HR.
EEOGs 05 and 06 / Supervisory Roles	Aboriginal employees are equitably represented as supervisors of non-technical positions such as clerks, cooks and cashiers. There are no Aboriginal supervisors of Crafts and Trades.
EEOGs 07 and 10 / Administrative and Clerical roles	Representation of Aboriginal employees is primarily in the Administrative and Senior Clerical group, while Aboriginal employees are mildly under-represented in the Clerical Personnel group.
EEOGs 08 and 09 / Skilled Service Personnel	Aboriginal employees are equitably represented in Skilled Sales and Service Personnel and internal representation exceeds external availability among Skilled Crafts and Trades workers.
EEOGs 11, 12, 13, and 14 / Semi-Skilled and Low Skilled Manual Workers	Aboriginal workers are over-represented in all of these groups.

Persons with Disabilities:

- Overall the representation of persons with disabilities in the workforce exceeds their external availability.
- The data show a positive employment equity workforce profile of persons with disabilities.
- The breakdown of Persons with Disabilities within the Employment Equity Occupational Groups (EEOGs) are as follows:

EEOGs / type	Findings
EEOGs 01 and 02 / Leadership and Management	The representation of employees with disabilities in the senior and middle manager occupational groups exceeds their external availability.
EEOGs 03 and 04 / Knowledge Workers	Overall employees with disabilities are over-represented as Professionals. With respect to university professors their internal representation exceeds their external availability.
EEOGs 05 and 06 / Supervisory Roles	Persons with disabilities are under-represented. There are no employees with a disability in the role of Supervisor of Crafts and Trades.
EEOGs 07 and 10 / Administrative and Clerical roles	Persons with disabilities are over-represented in jobs that are primarily in the group of Administrative Senior Clerical and are under-represented within the group of Clerical Personnel.
EEOGs 08 and 09 / Skilled Service Personnel	Employees are over-represented in both of these groups.
EEOGs 11, 12, 13, and 14 / Semi-Skilled and Low Skilled Manual Workers	Employees are over-represented in all of these groups.

Visible Minorities:

- Visible minorities are the most disadvantaged designated group in the University of Windsor workforce as measured by the number of EEOGs in which they are under-represented and by the severity of the under-representation.
- The under-representation ranges across a number of occupational categories – leadership, knowledge workers, supervisory roles, clerical, trades and crafts and semi and low skilled – as well as by recruitment areas – national, provincial and the local CMA (Windsor area).
- Significantly, visible minorities are over-represented in the top tier of University of Windsor’s leadership – Senior Managers and in Professionals – knowledge workers.
- Representation patterns show that visible minorities are more attracted to or have greater access to knowledge worker jobs in the academy.
- The majority of Professionals are university professors and are concentrated in the science, technology, engineering and mathematics (STEM) faculties.
- The breakdown of Visible Minorities within the Employment Equity Occupational Groups (EEOGs) are as follows:

EEOGs / type	Findings
EEOGs 01 and 02 / Leadership and Management	The representation of visible minority employees in Senior Managers exceeds external availability, however they are under-represented, although not severely, in Middle and Other Managers.
EEOGs 03 and 04 / Knowledge Workers	Visible minorities are over-represented in the Professional group, however they are significantly under-represented as Semi-Professionals and Technicians.
EEOGs 05 and 06 / Supervisory Roles	The under-representation of visible minorities is significant. There is no representation of visible minorities in the group Supervisors – Crafts and Trades.
EEOGs 07 and 10 / Administrative and Clerical roles	Visible minorities are marginally over-represented in the group Administrative and Senior Clerical, but experience significant under-representation in the group Clerical Personnel.
EEOGs 08 and 09 / Skilled Service Personnel	Visible minorities are under-represented in the group Skilled Sales and Service and there are no visible minority employees in the group Crafts and Trades workers.
EEOGs 11, 12, 13, and 14 / Semi-Skilled and Low Skilled Manual Workers	Visible minorities are under-represented, with a low severity, in Intermediate Sales and Service. Semi-Skilled Manual Workers does not include visible minorities. Visible minority workers are over-represented in both Other Sales and Service Personnel and Other Manual Workers groups.

Sexual/Gender Identity Minorities:

As noted by the consultants, the University has exceeded the requirements of the Federal Contractors Program by including sexual/gender identity minorities as a fifth designated group. However Census Canada does not have employment data on sexual minorities and therefore comparator data for this designated group is not available. The consultants did note, based on a small sample of written and verbal input from individuals that did self-identity as a sexual/gender identity minority, “that the University of Windsor has been successful in creating a positive environment where sexual orientation or gender identity of employees is not a barrier to benefits, working conditions or advancement.”

Recommendations and Promising Practices:

The aim of an Employment Systems Review is to use its findings as an additional tool when developing and implementing an employment equity plan. The consultants' report provided an assessment of the University's employment systems based on an analysis of the workforce data coupled with consultation with members of the University community. As such, various aspects of the report will be integrated into an updated Employment Equity Multi-Year Plan.

The consultants noted that the University's Employment Equity Multi-Year Plan already provides excellent direction towards enhancing employment equity. In addition, they wanted to address the possibilities presented by the more recent changes in the Federal Contractors Program (FCP). Thus, they offered a variety of ideas and promising practices for possible discussion and visioning should the University decide to explore a new direction for employment equity beyond the FCP.

An ESR, by its very nature, is focussed on identifying gaps, rather than celebrating achievements. While the consultants included in their presentations the many strengths in the University's systems, the ESR report identified some areas that would benefit from recommendations coupled with promising practices. Some of the ways that this was outlined are as follows:

- Continue to develop and implement the multi-year employment equity plan.
- Develop over time an equity, diversity and inclusion policy framework, beginning with a Diversity Values Statement.
- Build on the University's many strengths as a diversity employer by developing a branding & communication and education strategy to create readiness for change through the collaboration of OHREA, Human Resources and the Office of the Provost (i.e., Build on existing initiatives such as the OFRR website in the Office of the Provost and develop branding strategies that profile itself as a diversity employer of choice).
- Strengthen the governance of the employment equity program, including delegating accountability for the diversity branding strategy to an Executive Diversity Council.
- Enhance the University's recruitment, selection and hiring systems.
- Diversification across the university including leadership roles within the administration and across the faculties.
- A commitment to community engagement.
- Produce an annual diversity progress report for each Faculty or department, showing progress toward elimination of representation gaps.
- Increase the viability of the benefits of UWindsor that target prospects care about on the Internet and social media and ensure that the negatives are minimized.

- Establish and operationalize the Workplace Equity Information Maintenance System (WEIMS) for ongoing quantitative and qualitative data analysis.
- Establish short and long term numerical goals – university-wide and by department.
- Provide tools, training and coaching and lead the development of strategies, initiatives interventions to assist Deans, AAU Heads and department heads to set and achieve numerical and qualitative employment equity goals.
- Use the Academic Career Award to identify and develop Aboriginal Scholars for tenure track positions. Use updated 2013 workforce data to establish 3-year numerical goals.
- Analyze and monitor the representation of racialized employees broken down by specific areas of origin and ancestry.
- Analyze and monitor the representation of women in specific departments where they have historically been in the minority, as well as the presence of racialized and Aboriginal women and women with disabilities.

Conclusion:

The consultant’s report and the recommendations and promising practices for visioning & discussion that flow from it are couched in the spirit that the University begin to make a strategic shift in the way that it thinks about and manages equity, diversity and inclusion. In response to the changes to the FCP and the new opportunities this presents, the report encourages the University to “embrace an approach to equity, diversity and inclusion as a means to improve organizational performance, acquire market share and attract and engage the best talent” – strengthening the University as a diversity employer of choice amongst Canadian universities.

The consultants noted in their report that there is a history of success at the University of Windsor in identifying and removing barriers faced by women, Aboriginal peoples, persons with disabilities, visible minorities, and sexual/gender identity minorities. Like many institutions, the University of Windsor is encroaching on a new era of employment equity. This new era brings with it a less legislated framework, and offers a renewed sense of opportunity to frame the discussion of equity, diversity and inclusion in a more meaningful way to the community in which it resides.