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2019**

# **CANADA RESEARCH CHAIRS EQUITY, DIVERSITY & INCLUSION ACTION PLAN**



**University  
of Windsor**

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## Acknowledgements

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The University of Windsor sits on the traditional territory of the Three Fires Confederacy of First Nations, which includes the Ojibwa, the Odawa, and the Potawatomie. We respect the longstanding relationships with First Nations people in this place in the 100-mile Windsor-Essex peninsula and the straits – les détroits – of Detroit.

The University of Windsor would also like to thank the members of designated groups – Aboriginal Peoples, persons with disabilities, sexual/gender minorities, visible minorities, and women– and their allies for their ongoing dedicated work in advancing equity, diversity, and inclusion at the University of Windsor and in their communities. Without the consultation and input from members of these groups this Action Plan and all of its positive impacts would not be possible.

This document has been formatted to meet Accessibility for Ontarians with Disabilities Act (AODA) standards wherever possible.

## Introduction

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The University of Windsor (UWindsor) has demonstrated exemplary commitment over the past 30 years to employment equity and is committed to achieving and maintaining diverse and inclusive representation amongst all of its employees. UWindsor is equally committed to ensuring all Canada Research Chair (CRC) holders at UWindsor are provided an equitable, diverse and inclusive environment, and that the University's policies and procedures continue to support chairholders' ongoing research excellence in a fully equitable and inclusive manner.

The University of Windsor recognizes that being inclusive, having equitable policies, recruiting a diverse cadre of candidates, and being accessible for people of all abilities will strengthen the University's research output and will build upon UWindsor's research excellence. This UWindsor CRC Equity, Diversity & Inclusion Action Plan (herein referred to as the "Action Plan") will guide the University's ongoing efforts for sustaining the participation of and/or addressing the underrepresentation of individuals (based on the institution's equity gaps, if any) from the four Federally Designated Groups (FDGs) - Aboriginal Peoples, persons with disabilities, visible minorities, and women among the UWindsor CRC Chair allocations. In addition, the University includes sexual/gender minorities as a fifth designated group which is reflected in this Action Plan. Despite the unavailability of workforce data to set targets for sexual/gender minorities, the University is committed to ensuring the representation of this group within its Canada Research Chair Program.

This Action Plan was developed in a consultative manner, with input from each of the current Canada Research Chairs and members of each of the University's identified designated groups. The University values the contributions of those involved in crafting these goals and recognises that the support of the community is necessary to achieve, monitor, and maintain the institution's commitment to

employment equity, diversity and inclusion. Community engagement and data collection is essential to ensure the University effectively identifies and addresses barriers. As the foundation of this Action Plan, the University conducted a comparative review, employment systems review, and environmental scan specific to the UWindsor CRC Program in 2019 to highlight systemic barriers and current best practices. Each objective and goal are therefore linked to the data collected.

This Action Plan has been developed in consultation with and approved by the Canada Research Chairs Equity, Diversity and Inclusion Committee at the University of Windsor (see Appendix A for Committee Governance). The mandate of this committee (see Appendix B for the Committee Membership) is to ensure that the recruitment, retention, and cessation processes for Canada Research Chairs are equitable, inclusive, and result in a diverse cadre of internationally recognized researchers. The committee, co-chaired by the Provost and Vice-President Research and Innovation (VPRI), includes membership from across the University and is supported by the expertise of the University's Office of Human Rights, Equity, and Accessibility (OHREA). This committee, comprised of University leadership, has developed this Action Plan and will be instrumental in ensuring the successful implementation and fulfillment of the goals and objectives contained within this Action Plan.

## Equity and Diversity Targets and Gaps – Projected for 2019-2020

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UWindsor's overarching goal is to meet, and where possible, exceed the CRC national targets for the University. It is important to note that the University recognizes a fifth designated group, sexual/gender minorities, which is also addressed within all aspects of the CRC recruitment, nomination and retention processes. Gaps and underrepresentation cannot be identified within this fifth designated group as there is currently no external workforce comparator data available. However, the University will strive to include sexual/gender minorities by employing equitable practices for members of this fifth designated group.

The University of Windsor has set the following targets for the appointment of CRCs, based on its current count of 9 chairs:

**Women:** Continue to meet and work to exceed national target of 28%; current occupancy 44%, no gap.

**Visible Minorities:** Continue to meet and work to exceed national target of 15%; current occupancy 33%, no gap.

**Persons with Disabilities:** Although not currently required due to our low number of chairs allocated, we have put measures in place to attract Chairs in this FDG group. No gap.

**Aboriginal Peoples:** Although not currently required due to our low number of chairs allocated, we are striving to attract candidates in this FDG group in the spirit of meeting the national target. No gap.

**Sexual/Gender Minorities:** The unavailability of workforce data to set targets for sexual/gender minorities mean that no target can be set for sexual/gender minorities. However, the University is committed to ensuring the representation of this group within its Canada Research Chair Program and has developed policies and procedures to do so.

## 1.0 Equity, Diversity and Inclusion Objectives and Measurement Strategies

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The University of Windsor takes great pride in providing all employees an equitable, inclusive and diverse environment. This commitment extends to the CRCs that have been allocated to UWindsor, as we fully support the research excellence and research leadership UWindsor's CRCs provide to the institution. The University is fully committed to ensuring all CRC Action Plan Objectives and Targets continue to be met by December 2019. We are on target and there are currently no gaps noted for 2018/19 or 2019/20. New initiatives outlined in this Action Plan will augment and further support existing institutional equity, diversity and inclusion initiatives to continue to support CRCs as renewals, new allocations and phase outs may occur through the CRC Program.

### 1.1 – Goals and Objectives

In order to continue to meet and exceed the aforementioned targets, the University of Windsor has identified six specific objectives, indicators and strategies to ensure representation from the designated groups for our CRCs:

#### OBJECTIVE # 1: Ensuring and Maintaining Equitable Targets for Women (CRCs)

Currently, the designated group Women is well represented within the CRC program at the University of Windsor and representation of this designated group among the chairholders will continue to be monitored. By continuing to monitor any gaps that appear in the designated groups, as well as the termination dates for current CRC positions, proactive recruitment plans to fill these gaps will be established and acted upon. Recruitment plans include advertising in venues that will target specific members of the designated groups and more active encouragement towards members of the designated groups to apply. For example, our most recent Tier 2 CRC posting was advertised on the Senior Women Academic Administrators of Canada (SWAAC) network and website.

- Measurable Target: 28%
- Representation 2018/19: 44%
- Current Status: No gap and on target.

To ensure that UWindsor continues to meet and exceed the CRCs targets, the University will use current workplace diversity data for the Canada Research Chairs Program which will be provided by the Office of Human Rights, Equity and Accessibility (OHREA). Currently, recruitment, nomination and retention decisions are guided with a range of equity procedures and each step will ensure that the candidate(s)

chosen will, when possible, support the University in reaching its diversity targets. The University also recognizes that Women may identify as members of other designated groups simultaneously and that this intersectionality can result in multiple barriers and disadvantages for candidates with intersectional identities. To ensure the University does not unintentionally overlook applicants with intersectional identities, workplace diversity data provided to recruitment committees will account for these disparate identities that may not otherwise be captured.

It was noted in UWindsor's Canada Research Chair Employment Systems Review that additional efforts should be taken to ensure that women are better represented within STEM disciplines, which, for the purposes of this Action Plan, means Chairs supported by the Natural Sciences and Engineering Research Council (NSERC). Historically, women have been underrepresented within Science and Engineering and so additional efforts will be taken to ensure women are represented within this subset of CRC. To ensure that women are represented within STEM disciplines the recruitment process for CRCs needs to be augmented. Using up-to-date workforce equity data, underrepresentation of women will be identified pro-actively and job advertisements will be crafted and posted in strategic locations so as to maximize the reach and appeal to women.

Additional information related to meeting objectives can be found in Section 1.2 Strategies for Meeting Equity Targets and Goals.

#### **OBJECTIVE # 2: Ensuring and Maintaining Equitable Targets for Visible Minorities (CRCs)**

Currently, the designated group Visible Minorities is well represented within the CRC program at the University of Windsor and representation of this designated group among the chairholders will continue to be monitored. The University of Windsor is a very culturally diverse campus and we are proud of the diversity of our faculty, staff and students. This cultural diversity is also represented in our CRC chairholders.

- Measurement Target: 15%
- Representation 2018/19: 33%
- Current Status: No gap and on target.

To ensure that UWindsor continues to meet and exceed the CRC's targets, the University will use up-to-date workplace diversity data for the Canada Research Chairs Program which will be provided by the Office of Human Rights, Equity and Accessibility (OHREA). Currently, recruitment, nomination and retention decisions are guided with a range of equity procedures and each step will ensure that the candidate(s) chosen will, when possible, support the University to reach its diversity targets. The University also recognizes that Visible Minorities may identify as members of other designated groups simultaneously and that this intersectionality can result in multiple barriers and disadvantages for candidates with intersectional identities. To ensure the University does not unintentionally overlook applicants with intersectional identities, workplace diversity data provided to recruitment committees will account for these disparate identities that may not otherwise be captured.



As noted above, the Office of Human Rights, Equity and Accessibility will provide an employment equity profile to the Office of Research and Innovation Services (ORIS) when a Chair position opens to ensure equity targets are identified. Using up-to-date workforce equity data, underrepresentation of visible minorities will be identified pro-actively and job advertisements will be crafted and posted in strategic locations so as to maximize the reach and appeal to visible minorities.

Additional information related to meeting objectives can be found in Section 1.2 Strategies for Meeting Equity Targets and Goals.

### OBJECTIVE # 3: Ensuring and Maintaining Equitable CRC Targets for Persons with Disabilities, Aboriginal Peoples, and Gender/Sexual Minorities

#### *Persons with Disabilities*

Due to the small number of CRCs allocated at the University of Windsor, the target setting tool does not currently recognize that Persons with Disabilities is a gap. We have however, implemented broader dissemination of CRC postings to include venues and organizations that support persons with disabilities. Recruitment plans for Persons with Disabilities include advertising in venues that will target this specific group. One of our recent Tier 2 CRC posting (October 2018) was distributed to members of the Ontario Universities Employment and Educational Equity Network (OUEEN) and the Discoverability Network. Additionally, the Program will connect with current faculty that are accessibility champions to garner advice, suggestions and feedback on attracting talent within the persons within disabilities designated group.

- Measurement Target: n/a
- Representation 2018/19: n/a
- Current Status: Posting new Chair positions to appropriate networks.

#### *Indigenous Peoples*

As with Persons with Disabilities, the small number of Chairs allotted to the University means the target setting tool does not currently recognize that Indigenous Peoples is a gap. We have however, implemented broader dissemination of CRC postings to include venues and organizations that support Indigenous Persons. Recruitment plans for Indigenous People include advertising in venues that will target this specific group.

- Measurement Target: n/a
- Representation 2018/19: n/a
- Current Status : Posting new Chair positions to appropriate networks.

#### *Sexual/Gender Minorities*

While no external data exists to establish a target, UWindsor is committed to ensuring sexual/gender minorities are represented within the CRC Program. To attract Gender/Sexual Minorities, job advertisements are disseminated widely and will include venues and organizations that support

Gender/Sexual Minorities. Job advertisements will be reviewed under an equity lens which considers the barriers that gender/sexual minorities face in achieving Canada Research Chair awards.

Additional information related to meeting objectives can be found in Section 1.2 Strategies for Meeting Equity Targets and Goals.

#### OBJECTIVE # 4: Mandatory Unconscious Bias Training for all CRC Search Committee members

Mandatory training related to unconscious bias, equity, diversity and inclusion is required of all members of CRC search committees involved in the recruitment and selection process for chair positions. Members of all CRC Search Committees are required to complete the Tri-Agency Institutional Programs Secretariat unconscious bias training module which appears on the Canada Research Chairs website (<http://www.chairs-chaire.gc.ca/program-programme/equity-equite/bias/module-eng.aspx?pedisable=false>). The module explains what unconscious bias is, outlines how it can affect the evaluation of applications, and suggests ways to mitigate the influence of unconscious bias. When Committee members have completed the training, they are required to provide a copy of the completion certificate to the Office of Research & Innovation in order to maintain the training records.

- Measurement Target: 100% Unconscious Bias Training for all CRC Search Committee Members.
- Current Status: All current CRC Search Committee members have completed unconscious bias training.

#### OBJECTIVE # 5: Mandatory Employment Equity Training for all CRC Search Committee Members

Mandatory employment equity training is required of all members of any new faculty position appointment committees. This employment equity training is also required for all CRC search committee members that support the recruitment and selection process for chair positions. The Office of Human Rights, Equity & Accessibility (OHREA) offers this Equity Training three times per year to all Equity Assessors, Administrators and other individuals involved in the recruitment and nomination process and training can be provided on an ad hoc basis throughout the year, if required.

- Measurement Target: 100% of CRC Search Committee members have completed employment equity training.
- Current Status: All current Search Committee Members have received training.

#### OBJECTIVE # 6: Use Data to Meet Equity, Diversity, and Inclusion Targets and to Course Correct

The Diversity, Equity Assessment and Planning (DEAP) Tool was introduced in 2017/18 at the University of Windsor to provide a systematic process for the ongoing development of Goals and Objectives to support an equitable, diverse and inclusive workplace. The DEAP tool also provides an opportunity to annually assess a unit's progress as measured against its Goals and Objectives and provides a Report Card annually. The DEAP Tool will assist the University to better understand the CRCs environment and



climate related to equity, diversity and inclusion, and will be used to develop plans to meet the equity goals that have been developed as part of this Action Plan. The DEAP Tool is a key component for advancing equity, diversity and inclusion through the means of establishing and monitoring specific starting points, goals and timetables. The annual DEAP Assessment is completed electronically with results provided to both the Office of Research & Innovation and the Office of Human Rights, Equity and Accessibility (OHREA). The University CRCs have been established as a 'unit' within the DEAP tool in order to monitor our ongoing progress of our goals and objectives for our chairholders. The DEAP tool will be completed on an annual basis and will assist the University to measure our progress against our goals and objectives developed in our CRC Action Plan. More information on the DEAP Tool can be found at <http://www.uwindsor.ca/ohrea/95/deap-tool>.

- Current Status: 2018/19 Assessment complete.
- 2019/20 Goals and Objectives provided by DEAP Tool.
- 2019/20 Assessment Begun September 2019

In conducting the comparative review for this Action Plan, it was noted that the availability of data regarding past recruitment proceedings was not readily available due to restructuring of the recruitment process in 2016. As such, determining possible systemic barriers in the recruitment procedure based upon the recruitment proceedings was not possible for years 2001-2016. To rectify this gap in data, the Office of Research and Innovation Services will maintain this data so that it can be analyzed in future comparative reviews for the purpose of identifying systemic barriers.

## 1.2 – Strategies for Meeting Equity Targets and Goals by December 2019

The University of Windsor has met our CRC Equity Targets in 2019, and is committed to continuing to meet these targets in the future to support an equitable, diverse and inclusive pool of CRCs. Windsor will also continue to monitor its practices in order to ensure they reflect the best practices for recruitment as set out by the Tri-Agency Institutional Program Secretariat (TIPS).

### 1.2.1 – Current University of Windsor Initiatives to Foster Equity, Diversity and Inclusion

The 2019 Employment Systems Review (ESR) included an environmental scan to gauge the health of the institution's workplace environment and the impact that it may have on the institution's ability to meet its equity, diversity and inclusion objectives. As has been stated earlier, the University of Windsor has a longstanding commitment to employment equity, diversity and inclusion in our workforce. These commitments have also supported the recruitment and retention of all Canada Research Chairs.

Strong employment equity, diversity and inclusion practices have been built into the structure of the University of Windsor. To reference the University of Windsor commitment, the following is a short summary of the committees, administrative units and groups that have been established over the years to promote measures for delivering fairness and equity through established policies, procedures and practices:

- The University of Windsor has recently endorsed the Tri-Agency *Dimensions Charter*. In endorsing *Dimensions*, the University Executive is committed to upholding the Charter's principles and advancing equity, diversity and inclusion principles at the University of Windsor. Information regarding the *Dimensions Charter* can be found at: [http://www.nserc-crsng.gc.ca/NSERC-CRSNG/EDI-EDI/Dimensions\\_Dimensions\\_eng.asp](http://www.nserc-crsng.gc.ca/NSERC-CRSNG/EDI-EDI/Dimensions_Dimensions_eng.asp) and additional information related to UWindsor's commitment to *Dimensions* can be found at <http://www.uwindsor.ca/dailynews/2019-07-10/university-inks-commitment-equity-diversity-and-inclusion>.
- Office of Human Rights, Equity & Accessibility (OHREA) – formed in 2010. Part of its mandate is to manage and deliver the University's employment equity program. An employment equity multi-year plan defines, articulates and communicates its employment equity mandate. (<http://www.uwindsor.ca/ohrea/>).
- Presidential Committee Employment Equity (PCEE) – Accountable to the President of the University, PCEE monitors the entire hiring process and employment equity procedures of Canada Research Chairs, regular faculty and academic administrative appointments and reviews procedural irregularities. Appointments and search committees must obtain PCEE approval for the position job advertisement, the shortlisted candidates and the recommended CRC candidates.
- Employment Equity/Procedural Assessors (EE/PA) – Equity Assessors monitor and ensure that each CRC (and regular faculty) Search Committee follows procedures in fairness and equity. Equity Assessors attend all search committee meetings (non-voting) and reviews materials from any of the search committees. All CRC Search Committees must have an Equity Assessor that will ensure the recruitment and hiring processes are done in an equitable and fair manner. Additional information related to the role of the Employment Equity/Procedures Assessor can be found in Appendix H and Appendix I.
- President's Committee on Diversity and Inclusion (PCDI) – the chair of the committee is the President of the University. PCDI provides campus wide leadership in the planning and approval of employment equity and accessibility policies and programs. The committee provides strategic leadership for employment equity and accessibility throughout the University community.
- Employment Equity Coordinating Committee (EECC) – This committee works toward coordinating employment equity with the employer and employee groups at the University of Windsor. The committee is chaired by the Executive Director of OHREA and is made up of representatives from each bargaining unit on campus and an equal number of representatives from administration.
- Review Committee on Employment Equity (RCEE) – The RCEE is chaired by the Executive Director of OHREA and is responsible for: (a) identifying where there is a serious under-representation of members of the designated groups in any Administrative Academic Unit

(AAU) and/or Library; (b) recommending reasonable goals and timetables for hiring by any AAU and/or Library where serious under-representation of members of the designated groups exists; and (c) reviewing action taken within the University to achieve the hiring goals recommended by the RCEE. The committee composition is two representatives from WUFA and two administrative positions and terms of reference are defined in the faculty Collective Agreement. The Collective agreement can be found at this link: <https://www.wufa.ca/collective-agreement>

- Status of Women Diversity and Equity Committee (SWDEAC) – SWDEAC is a standing committee of WUFA and works on strategies for achieving equity and equality in the University community. This committee investigate ways and means by which women, racial minorities or those with disabilities have been or may be treated unfairly. The committee also makes recommendations to the Contract Committee, Executive Committee, and other Committees of the WUFA relating to issues of employment equity.
- Departmental Equity Committee – various units on campus have established their own equity committees that work independently, and have the goal of ensuring equitable, diverse and inclusive practices are in place within their respective Departments.

Additional information related to Policies and Procedures for the equitable management of the CRC Program at UWindsor are featured in Sections 2.0, 3.0, and 5.0 of this Action Plan. Additionally, information about UWindsor’s employment equity infrastructure is provided in Appendix F.

### 1.2.2 – Actions Necessary to Achieve Objectives and to Continue Meeting Targets

The following represents the actions items the University of Windsor will undertake to ensure the ongoing institutional support of the CRC Program and that it continues to provide equitable and inclusive policies which result in increased accessibility and diversity. These Action Items are directly linked to the data collected in the Employment Systems Review, Comparative Review, and Environmental Scan and each action item will support UWindsor in achieving its Canada Research Chair objectives and targets. These Action Items should be viewed as enhancements to UWindsor’s already strong equity, diversity and inclusion practices highlighted elsewhere in this Action Plan.

#### *Institutional Commitment to EDI*

##### a) Emphasize the University’s Commitment to EDI

The University of Windsor has employed exemplary equity best practices and procedures for over 30 years. Many of the policies and procedures that have been developed over the years, have supported an equitable, inclusive and diverse campus that includes our Canada Research Chairs. As a recent signatory of the Dimensions Charter, the University is committed at the Executive level to implementing further EDI best practices and policies across the campus, to further support all levels of operations at the University of Windsor.

Within the research enterprise at the University of Windsor, to further emphasize the University's ongoing commitment to EDI in the Canada Research Chairs Program, the VPRI and Executive Director, Research and Innovation will convey the ongoing EDI initiatives to our CRCs in the VPRI Semi-Annual Forum and the now mandatory one on one annual meetings hosted by the Executive Director, Research and Innovation. These meetings will augment the environmental scans of the CRC Program at UWindsor and, as such, UWindsor's commitment to EDI will be communicated through encouraging Chairs to discuss how they can best be supported and how the Program at the University of Windsor can be improved. In doing so, the Chairs will be providing direct input into the crafting policies and procedures that will be used to further support them in their capacity as a Canada Research Chair. In addition, Chairs will have an opportunity to learn about other initiatives that the VPRI Office and ORIS are implementing to further EDI. In addition, the Office of Research and Innovation Services will communicate to the University's research community, the exciting initiatives that will further support EDI on our campus.

b) Implement the Dimensions Charter

In Summer 2019, the University of Windsor signed the Tri-Agency *Dimensions Charter*. By signing this Charter, the University demonstrates it is committed to upholding the principles of this Charter and to increasing the principles of equity, diversity and inclusion in its research infrastructure and all other areas of University operation. The signing of this Charter augments the University of Windsor's ongoing commitment of providing an equitable, diverse, and inclusive environment for CRCs and all faculty, staff, and students.

c) Create Funding Mechanisms to Support EDI Initiatives and Community Engagement

It is well documented that those who engage in community service or initiatives to support equity, diversity, and inclusion often do so without receiving recognition or additional supports. The Canada Research Chairs Equity, Diversity and Inclusion Committee will investigate new financial mechanisms to support Canada Research Chairs' work in the realms of equity, diversity and inclusion. In doing so, UWindsor hopes to reward outstanding researchers who contribute vital, and often underappreciated services to their communities.

d) UWindsor CRC Program Will Work Closer with OHREA

The UWindsor CRC Program, supported by the Office of Research and Innovation Services will continue to work closely with the Office of Human Rights, Equity and Accessibility to advance equity, diversity and inclusion within the CRC program and the University's research infrastructure. The expert advice from OHREA will be instrumental in the transformation and development of policies to support equity, diversity and inclusion.

*Recruitment and Nomination*

a) Ensure Transparency within the CRC Recruitment Process:

It was noted that by some of the Chairs, during the ESR interviews, that past recruitment processes would have benefitted from increased transparency. In part, this issue stemmed from operating procedures which were unclear and not always routinely followed for the recruitment of all Chairs. To increase transparency and to ensure all Chairs are recruited in the same manner, ORIS has created a standard operating procedure which incorporates many equity, diversity and inclusion best practices and ensures that all future recruitment proceedings are conducted in a routine manner. A checklist of the current recruitment procedures can be found in Appendix K.

b) Use Workforce Employment Equity Data to Identify Gaps and to Reach Targets

The Office of Human Rights, Equity and Accessibility will work with the Office of Research and Innovation Services to ensure that workforce employment equity data drives the recruitment process. When a Chair position becomes available, OHREA will provide a workforce employment equity profile so that ORIS can identify gaps in its targets and take pro-active steps to address these gaps. Such actions include reaching out to underrepresented groups and catering the job posting location to these groups.

c) Create Database for Job Advertisement Locations to Appeal to Specific Designated Groups

Historically, the University of Windsor has prioritized specific groups through its job posting locations. For example, when the University recognized a potential gap of women in the CRC Program, job advertisements began being published to the Senior Women Academic Administrators of Canada (SWAAC). As reported, this gap has since been filled and the University is reporting no gap in its equity target for women. However, the University will continue to employ strategic job postings for designated groups to pre-emptively fill projected gaps or to fill gaps as they appear. To accomplish this task, a database of strategic postings locations is being developed and will be further augmented in consultation with the respective Faculty Dean for the open Chair position(s). This database will further support the targeting of specific designated groups in advertising efforts. This effort will be instrumental at ensuring the CRC Program at UWindsor is able to reach designated groups not identified in UWindsor's targets including Persons with Disability/ies, Indigenous Peoples, and gender/sexual minorities.

The University of Windsor will also continue to work within the framework laid out within the Canada Research Chairs Program Equity, Diversity and Inclusion Best Practices Guide for Recruitment, Hiring, and Retention to post job advertisements on social media.

d) Continue Process of Posting all CRC Positions for both Internal and External Candidates

To ensure that all postings for CRC positions receive a wide variety of applications from excellent researchers, and not just those applicants "in the know", all calls for applications will be open to both internal and external applicants. Continuing this current practice for future recruitment proceedings will ensure the University is able to find the best possible talent to fill Canada Research Chair openings while maintaining our equity targets.

#### e) Revisions to Future Canada Research Chair Job Postings

While the recruitment of Canada Research Chairs is conducted in an equitable, inclusive and accessible manner, it was noted that to further equity, diversity and inclusion at UWindsor, the Canada Research Chairs must be involved in these efforts. Canada Research Chairs are leaders at the University of Windsor and as such they should also lead equity efforts. Accordingly, future job advertisements will be revised, in accordance with University of Windsor and Canada Research Chairs job advertisement best practices, to require Canada Research Chairs applicants to demonstrate their commitment to equity, diversity and inclusion. Candidates will be required to supply a one-page dossier which details their commitment to equity, diversity and inclusion in their research and teaching which will support recruitment decisions. In doing so, UWindsor anticipates recognizing candidates that have significant commitment to equitable, diverse and inclusive principles and practices which might otherwise go unnoticed.

Job postings will continue to include language which encourages members of designated groups to apply. This language includes references to the supports offered at the University and the region, emphasizes the availability of accommodations, and encourages applications from applicants with career interruptions.

#### f) Standardize Job Advertisement

While the University of Windsor's current CRC job advertisements meet all TIPS recruitment requirements, it has been identified that these advertisements can further incorporate inclusive language. As such, the University of Windsor is in the process of developing a standardized Canada Research Chair job advertisement to ensure that all future CRC job advertisements contain the same information and criteria for applicants. This process is a joint effort between the Office of Research and Innovation Services and the Office of Human Rights, Equity and Accessibility and will ensure that the final job advertisement is inclusive and accessible for all potential candidates. In tandem with other action items, job advertisements will include a greater focus on the candidates' equity, diversity and inclusion commitments in research and teaching as well as community service.

#### g) Redefine Research Excellence to be More Inclusive

The University will undergo a review of the pre-interview grids used in the recruitment of CRCs to ensure that research excellence is defined more broadly than a researcher's peer-reviewed publications. This review will be conducted in a manner so that members of designated groups who might also have alternative ways of knowing or conducting research are not discounted in the pre-interview phase of recruitment.

#### h) Redesign the Employment Equity Survey/Employee Self-Identification Form

In reviewing the policies and processes that support the CRC recruitment process, the Employment Equity Survey/Employee Self-Identification Form was also reviewed. The current online Employment



Equity Survey/Employee Self-Identification Form (see Appendix G) was developed in 2013 and no longer reflects the current language and framework to encourage self-identification from all CRC applicants. As a result, the University of Windsor, through the Office of Human Rights, Equity and Accessibility, is in the process of redesigning the Employment Equity Survey/Employee Self-Identification Form for all employees and future CRC candidates. The new Self-Identification survey/form will be developed in a consultative manner and will incorporate best practices for data collection related to ability, gender, indigeneity, ethnicity, and sexual orientation. Changes to the Employment Equity Survey/Self-Identification Form will allow the University of Windsor and our CRC Action Plan and Program to have access to more accurate data from which to make strategic decisions regarding achieving equity targets. It is anticipated that the new Employment Equity Survey/Self-Identification Form will be available in early 2020.

i) Revise the Process for Reviewing and Short-Listing CRC Candidates

Historically, when a candidate's application demonstrates that the candidate does not have the requisite qualifications to be a Canada Research Chair (i.e. does not have the requisite accreditation, etc.), the applicant's application is not further considered and the VPRI informs the search committee of their decision. While no systematic barriers or discriminatory practices have been found in past searches, the VPRI will now inform the search committee, including an equity/procedures assessor, of the VPRI's decision to not allow an application to advance. By forwarding the denied applications, the equity assessor and other committee members will be able to review the VPRI's decision and this will reduce the opportunity for error or discrimination in this stage of the process.

j) Create an Onboarding Procedure for Canada Research Chairs

Aside from the University's annual New Faculty Orientation, new Canada Research Chairs currently do not have an official onboarding procedure. To address this, and to ensure that all Chairs are offered the greatest level of support from the University of Windsor, an onboarding procedure will be developed. The onboarding procedure will serve as a means to welcome Chairs to their role and the University/Region (if applicable for external candidates) and will ensure that Chairs are provided all the tools and information necessary to be supported and successful at the institution. While this onboarding process will be developed in Winter 2019 and no details of the plan are yet available, the onboarding program will include all information related to equity, diversity and inclusion at the University of Windsor. In addition, The Office of Research and Innovation Services will work collaboratively with Chairs, the Provost's Office, and the respective Dean(s) to ensure all accommodation information for Chairs is communicated and implemented properly.

*Supporting CRCs and Addressing Barriers*

a) Improve Data Collection to Advance EDI

In conducting the comparative review, data related to the analysis of the CRC recruitment processes for years 2001-2016 had not been undertaken. UWindor recognises that in the absence of this crucial

data, it is difficult to ascertain if systematic barriers were encountered by applicants in previous recruitment proceedings and to determine the existence of systemic barriers within the recruitment process. As such, the Office of Research and Innovation Services is committed to ensuring that all future recruitment dossiers (including pre-interview, post-interview, and any other materials used in recruitment) are maintained for analysis under an equity lens. The collection and management of this recruitment data will ensure the Office of Research and Innovation Services and the Office of the Vice-President Research and Innovation can identify and eliminate systemic barriers which may limit the success of candidates from designated groups.

ORIS will also continue to use the DEAP Self-Assessment Tool. This tool allows ORIS to self-identify systemic barriers within its existing structure so that they may be addressed. Currently, DEAP Tool Self-Assessments are conducted annually and they will continue to be used to analyze UWindsor's Canada Research Chairs Program.

b) Mandate Annual Meetings with Executive Director, Research and Innovation

It was noted amongst participants that mandatory meetings with the Executive Director, Research and Innovation would be more beneficial than the previously employed optional meetings. Making these meetings mandatory would allow for greater opportunities to identify barriers for Chairs in achieving their respective research excellence. These meetings serve as an important avenue for the University to gain information about how best to support its Chairs and allow the University to improve its Canada Research Chairs governance practices. As such, meetings with the Executive Director, Research and Innovation will be mandatory so all chairs are part of building a more equitable, diverse and inclusive research infrastructure.

c) Continue Processes Which Enable Greater Inclusivity and Support

Each Canada Research Chair is supported by the Vice-President Research and Innovation and the Office of Research and Innovation Services. Each chair is advised that they always have open access to confidentially discuss their concerns with the Executive Director, Research and Innovation and have the same opportunity at annual meetings which are scheduled with the Executive Director, Research and Innovation. In addition, the chairs are supported through the semi-annual VPRI CRC Roundtable and Forum in which Chairs can confidentially discuss their research, issues related to support, and equity, diversity and inclusion at the University. These meetings provide the Chairs with an opportunity to share their lived experiences in the program and to generate ideas on how to best support their colleagues and other CRC's at the University of Windsor.

d) Standardize Salary and Support

The comparative review also highlighted many practices that lead to more equitable distribution of resources. The University implemented the Canada Research Chairs Standard Budget Policy in 2013 (Appendix L) which clearly specifies the resources that all chairholders, regardless of designated group status, can expect to receive during their terms as a Canada Research Chair. This policy ensures that

the remuneration of Chairs is transparent and that Chairs from designated groups do not experience systematic barriers in terms of resources that are provided to support their CRC.

#### *Chair Cessation Procedures*

##### a) Initiate and Standardize Exit Interviews

Discussions with Chairholders revealed a desire for exit interviews in the event of a Chair's award expiration or any other departure from the University. As such, the Office of Research and Innovation will create a standard operating policy for exit interviews and will communicate this with departing Canada Research Chairs. Exit interviews will be hosted by the Executive Director, Research and Innovation and all data gained within these meetings will be used to advance equity, diversity and inclusion efforts at the University and within UWindsor's CRC Program. Further details of these exit interviews will be compiled by the Office of Research and Innovation in consultation with the Canada Research Chairs. This new process will be developed in Winter 2020.

## 1.3 – Mechanisms for Monitoring, Reporting on Progress and Course Correcting

The University of Windsor has a long-standing commitment to employment equity, diversity and inclusion, and these established policies, practices and procedures have been incorporated into the recruitment, nomination and retention practices for all CRC positions. In order to ensure our policies, practices and procedures continue to be equitable and inclusive, we have undertaken several actions to support the ongoing efforts of further embracing equity, diversity and inclusion in our faculty hiring practices. Any necessary course correction will be coordinated by the Vice-President, Research and Innovation and the Office of Research and Innovation Services and will be reported to the Executive Committee as required.

### 1.3.1 – Employment Systems Review (ESR)

#### *Introduction*

For the purpose of informing this Action Plan, the Office of Human Rights, Equity, and Accessibility (OHREA) conducted an Employment Systems Review (ESR) in the summer of 2019 specifically for the Canada Research Chairs Program at the University of Windsor. As previously mentioned, the University of Windsor recognizes Aboriginal people, persons with disabilities, visible minorities, women, and a fifth designated group – sexual/gender minorities – in its equity efforts. The ESR includes consultation from members of each of these designated groups and every CRC at UWindsor. The ESR highlights the following employment systems at the University: (i) recruitment, selection and hiring, (ii) training and development, (iii) promotion, (iv) retention and termination, and (v) reasonable accommodation.

An ESR Summary has been incorporated into the Appendices of this report (see Appendix D) which includes a greater level of detail of the ESR that was conducted. The Summary ESR is intended to provide an overview of the ESR rationale, methodology, analysis, and key findings while protecting the confidentiality of those who shared their lived experiences at the University of Windsor. In the body of

this Action Plan, a cursory glance of the ESR is provided and reviewers of this Action Plan are encouraged to read the unabridged version of the ESR in the appendices. This portion of the Action Plan will conclude with Action Items which the University's CRC Program will address as a result of the most recent 2019 ESR. Each Action Item correlates with the data collected in the 2019 ESR and are bolstered by information collected in the comparative review and environmental scan.

### *Methodology*

ORHEA, in collaboration with ORIS conducted the 2019 ESR in many stages. Chairs were initially contacted to communicate the purpose of the ESR and the University's commitment to achieving employment equity through the Action Plan. An analysis of the most recent workforce employment equity data was then collected to identify the designated groups and any gaps in representation. A review of the flow data analysis on recruitment within the University of Windsor CRC program for the four federally designated groups was also undertaken, which identified areas related to hiring. There is no promotion within the University of Windsor CRC Program, as chairholders undergo a review and renewal process for a potential second term. There are also no terminations within the University of Windsor CRC program as CRCs are term-based awards, unless the chair position(s) is lost due to the CRCP reallocation process. Resignations are very unusual within the University of Windsor CRC Program - there has only been one resignation since the program's inception.

The next step in the ESR was to conduct a review of the clustering analysis within the University of Windsor CRC program for the four federally designated groups to identify areas where there are potential barriers or issues concerning gaps in salary levels.

Finally, in order to gather qualitative information to support the 2019 ESR, survey interviews were held with the University of Windsor's CRC's. The questionnaires utilized can be found in Appendix E.

### *Analysis*

#### *Collection of Data*

The information used in the workforce analysis data was obtained from the current Chairs at the University of Windsor. The internal target percentages were calculated using the data from the University of Windsor employment equity survey and census. These percentages were then compared to the equity and diversity targets established by the CRC program. The difference between the percentage target and the percentage of current CRC holders at the University of Windsor who are members of the designated groups indicate if there is an equity gap that is to be addressed.

#### *Measuring the Equity Gap*

A gap or under-representation is found when the equity target percentage exceeds the current Chairs percentage. The gap is then translated into number of Chairs needed to fill the gap. It is important to note that if the number of Chairs needed to fill the gap is less than 0.5, the gap is considered N/A. Representation is met when the current Chairs percentage equal or exceeds the equity target.

There were no gaps found for the four designated groups within the University of Windsor CRC Program.

#### Workforce Analysis Data (current data)

This chart includes all current University of Windsor CRC holders and reflects the data of the four federally designated groups.

#### University of Windsor CRC program

RESULTS	Target	Occupancy	Gap	Gap (# of Chairs)	Gap (# of Chairs)*
Women	28%	44%	no gap	no gap	no gap
Visible minorities	15%	33%	no gap	no gap	no gap
Persons with disabilities	4%	0%	4.0%	0.36	N/A
Aboriginal Peoples	1%	0%	1.0%	0.09	N/A

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

#### Flow Data Analysis (historical data)

This chart highlights the number of hires within the University of Windsor CRC Program from the designated groups since 2001 to current date of July 2019.

#### University of Windsor CRC program

RESULTS	Target	Occupancy	Gap	Gap (# of Chairs)	Gap (# of Chairs)*
Women	28%	31%	no gap	no gap	no gap
Visible minorities	15%	27%	no gap	no gap	no gap
Persons with disabilities	4%	4%	0.2%	0.05	N/A
Aboriginal Peoples	1%	0%	1.0%	0.26	N/A

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

#### Clustering Analysis

The clustering analysis is detailed information on the CRC salary levels. The University of Windsor has processes in place to ensure equitable faculty salaries. The collective agreement with WUFA also provides several mechanisms to further support equitable faculty salaries.

All University of Windsor CRCs receive a standard CRC stipend of 10% of their normal salary. An external candidate for a CRC position will have their base salary negotiated within the external candidate process. The 10% CRC stipend is provided in accordance with the WUFA collective agreement, Article 12:10 (c), (d) and (e).

### *CRC Survey and Interview Results*

The Employment Equity and Human Rights Manager from OHREA had sent out communication to all the current University of Windsor CRC holders (9), a member of the CRC EDI Committee, and a University of Windsor faculty member to schedule a date and time to meet and conduct informal interviews of the survey questions for the CRC ESR. The survey questions asked can be found in Appendix E.

In total, there were eleven (11) people interviewed during the 2019 ESR. The interviewees included seven (7) people that self-identified as being a member of one or more of the five designated groups.

There was positive feedback from the interviews regarding equity, diversity and inclusion within the CRC Program at the University. However, the purpose of the ESR is to identify, highlight and address any challenges, gaps or barriers to employment equity of the designated groups. The surveys and interviews focused on challenges, gaps and barriers in the following five employment systems: i) recruitment, selection and hiring, ii) training and development, iii) promotion, iv) retention and termination, and v) reasonable accommodation.

### *Findings*

The ESR highlighted the potential barriers faced by Canada Research Chairs while also identifying many promising practices that the University already employs to ensure Chairs are supported equitably. The ESR conducted for this Action Plan focused on the barriers and strengths found within the following employment systems at UWindsor: i) recruitment, selection and hiring, ii) training and development, iii) promotion, iv) retention and termination, and v) reasonable accommodation.

### **The following is an overview of the ESR findings:**

#### *Recruitment, Selection and Hiring*

The following is some of the feedback related to recruitment, selection and hiring from the interviewees:

- The CRC hiring process at the University of Windsor was viewed as having been historically not transparent. However, it was noted there have been improvements to the hiring process in the past years.
- Interviewees shared that the CRC Program at the University of Windsor is under-represented within the designated groups. It was pointed out that there is no representation of Indigenous peoples and persons with disabilities. Women and visible minorities may not show gaps, but were viewed as not diverse enough within these groups.
- The pool of applicants within the CRC postings at the University of Windsor are not diverse. Most notably are the internal applicants. With the population of CRC holders in the CRC Program at the University of Windsor being so small, any change in demographics can make a significant difference in the overall percentages. It was mentioned that it is important for the University of Windsor CRC Program to identify and highlight the gaps within the



designated groups using the most current Employment Equity Data Profile. Some suggested that the CRC postings should be circulated to diverse networks, platforms and communications.

- The majority of the CRCs at the University of Windsor are in the natural sciences and engineering disciplines. Some interviewees shared the challenge in attracting and expanding the pool of candidates of women within the STEM fields.
- Interviewees noted there is no representation of Indigenous peoples within the CRC Program at the University of Windsor. Similarly, many indicated that there is no representation of persons with disabilities within the CRC Program at the University of Windsor.

#### *Training and Development*

The following is some of the feedback related to training and development from the interviewees:

- There was a concern that the culture towards equity, diversity and inclusion within the CRC Program at the University of Windsor was unclear. Most notably, there is a misunderstanding that equity, diversity and inclusion is primarily focused on gender. There is a lack of understanding when it comes to marginalized groups, intersectionality, employment equity, diversity and inclusion.
- Some suggested that there is a need to raise awareness of peoples' own conscious and unconscious biases to make better choices when interacting with and responding to those in designated groups.
- There was a concern that equity assessors may not be available when it comes time to begin the recruitment process. Many of those interviewed want to ensure that all people who sit on the CRC hiring committee attend the required Employment Equity Training that is offered by PCEE in the fall.

#### *Promotion*

There are no comments here regarding promotion, as there is no promotion within the University of Windsor CRC Program. Instead, chairholders undergo a review and renewal process for a potential second term. In addition, movement from a Tier 2 to a Tier 1, although possible, would not be considered a promotion and is limited by the availability of Tier 1 positions.

#### *Retention and Termination*

The following is some of the feedback related to retention and termination from the interviewees:

- Although many of the interviewees believe that the CRC Program at the University of Windsor is committed to equity, diversity and inclusion, there was concern that there is a lack of understanding and action.
- A few people shared that the voluntary ORIS meetings and forums were not well attended. Some believed that there is the potential of missed opportunity for constructive feedback,

engaging discussion and professional development about EDI within the CRC program at the University of Windsor.

- The University of Windsor CRC Program need to conduct surveys (for example, an exit survey) to assess the CRC Program culture and experience related to equity, diversity and inclusion.
- There is a concern relating to the lack of resources and funding when it comes to EDI initiatives.

#### *Reasonable Accommodation*

The following is some of the feedback related to reasonable accommodation from the interviewees:

- There was confusion and misunderstanding when it came to discussing reasonable accommodation by many of those who were interviewed. There is an interest in having information regarding the various accommodations (for example, religious accommodation, accessibility accommodation, family status accommodation, etc.) readily available.
- Most of the responses were that the CRC Program at the University has been accommodating to all of the CRC holders. However, there was some concern regarding teaching load and course release.

### 1.3.2 – Environmental Scan

#### *Introduction*

In an effort to understand UWindsor's institutional culture, an environmental scan was conducted. UWindsor's environmental scan was qualitative in nature, relying on one-on-one interviews with our current Canada Research Chairs. The Executive Director, Research and Innovation conducts annual interviews with chairholders which, until 2019, were optional. For the purposes of this Action Plan and for future retention purposes, the annual meetings have been made mandatory to increase participation and, by extension, data collection for equity, diversity and inclusion purposes. At the time of writing this Action Plan, all current CRC's will have been interviewed by the end of September 2019, which represents full participation in the interview process.

The interviews were conducted in a secure and comfortable environment and Chairs were assured that their answers would remain confidential. The Executive Director, Research and Innovation used an open-ended question format (see Appendix C for the Interview Questionnaire) to guide interviews and probe about specific subject matter while allowing the interviews to be flexible enough for the interviewees to share their lived experiences at the University. The chairs were invited to share difficult or frustrating circumstances that they experienced during their work and were afforded the opportunity to share their perspectives and ideas for advancing equity, diversity and inclusion at the University. Although at the time of writing this Action Plan the interviews for 2019 have not been fully completed, the general theme from the current year is that our CRCs are satisfied with the support from the university, and many have relayed very positive interactions with the University and the various levels of support provided to them as CRCs.

### *Methodology*

The Environmental Scan was conducted primarily through an interview process that took place in August and September 2019. The CRC-EDI Interviews took place in a private office and began with the Executive Director, Research and Innovation outlining the background of the CRC-EDI Action Plan from 2017 to present. A copy of the interview questions were provided to the chairholder for their reference, and it was relayed that while all comments, notes and discussion would be confidential, a summary report would be provided that would synthesize the overall themes of the CRC-EDI interviews. It was relayed that this report would be provided to the UWindsor CRC Equity, Diversity & Inclusion Committee for their review, and that any identifying information would be excluded from the report. The Executive Director, Research and Innovation also conveyed to the CRC's that they are welcome to discuss concerns at any time during the year, and that any potential issues can be shared in a confidential manner. At the time of finalizing this CRC EDI Action Plan, the interviews with all CRC's at UWindsor have not been fully completed, with two Chairs remaining to be interviewed by the end of September. Using the Best-Practices guide prepared by TIPS, the Interview questionnaire was developed and can be found in Appendix C.

### *Analysis*

As the annual CRC EDI interviews have not been fully completed, a full analysis has yet to be completed, with two remaining chairs to be interviewed. By the end of September 2019 all of the UWindsor Canada Research Chairs will have been interviewed by the Executive Director, Research and Innovation. A full review and analysis of the interview responses will be undertaken, and a report will be prepared to synthesize the responses that have been provided. From a preliminary review of the interviews that have been completed, the CRCs and UWindsor have relayed an overall positive response to the CRC program, with positive interactions with the University and the various levels of support provided to them as CRCs. Upon the completion of all CRC EDI interviews, the report to summarize the outcomes of the interviews will be provided to the UWindsor CRC Equity, Diversity & Inclusion Committee. If sensitive issues are raised, the Executive Director, Research and Innovation will consult with the Vice-President, Research and Innovation and the Provost in order to determine if further steps will be required to mitigate and resolve the issue.

### *Findings*

While the 2019 CRC-EDI interviews have not been fully completed at the time of writing this CRC EDI Action Plan, preliminary findings have been positive. There has been a suggestion provided by one of our CRCs that we further edit our CRC recruitment postings to also ask applicants to provide a one-page statement on their EDI principles and to outline how they will integrate EDI principles into their teaching and research practices. This recommendation is being integrated with the development of the new CRC posting template that was noted in the Comparative Review.

Many Chairs felt that the CRC Program at the University has been accommodating to all of the CRC holders. However, there was some concern relayed regarding teaching load and course release.

Upon completion of all CRC-EDI interviews, a report will be prepared to synthesize the overall themes and observations of the 2019 interviews. All information that will be provided in this report will ensure the privacy of the chairs and will not disclose confidential information.

### 1.3.3 – Comparative Review

#### *Introduction*

A comparative Review was conducted over the Summer of 2019 in order to assess the supports offered to the Canada Research Chairs at UWindor, the policies and procedures implemented at the University, and past recruitment processes. An analysis of these supports, policies and procedures, and recruitment processes has been conducted in order to determine if there are systemic barriers to our Canada Research Chairs. The comparative review also supported the identification of current practices that have worked well and where there may be gaps in practices that may require new processes to be developed. Finally, in conjunction with the Employment Systems Review that was conducted over the Summer of 2019, promising practices at the University of Windsor were also identified that will also undergo further consideration as to how these promising practices can be integrated into the current Canada Research Chair recruitment, nomination, retention and cessation policies and procedures. The following will detail the comparative review methodology, data analysis, and key findings.

#### *Methodology*

To analyze the financial support offered to the CRCs, financial data was gathered from the March 31, 2019 Form 300s. A review of the current policies, procedures and standard operating practices was undertaken by the Executive Director, Research and Innovation. In addition, the Executive Director, Research and Innovation annual interviews with the CRCs augmented the findings of the Comparative Review, and in some instances the feedback from the interviews provided further insight to consider evaluating existing procedures or suggestions were provided as to procedures that could be developed to augment the existing practices at the University of Windsor. A review of past CRC recruitment proceedings was also undertaken through a review of the pre-interview and post-interview search grids, to identify any potential systematic barriers that may be present to applicants of CRC searches. All the above noted institutional support documents and the resources allocated to chairs were compared and analyzed for anomalies.

#### *Analysis*

##### *Form 300 and Financial Comparative Review*

All Canada Research Chair Form 300s, the financial reports that are provided annually to the Tri-Agency Institutional Programs Office, were collected and reviewed. The comparative financial review of the Form 300s was undertaken in order to determine if the CRC Standard Budget Policy (Appendix L.) had been adhered to in a consistent manner. The CRC Standard Budget Policy requires that 40% of the CRC award be provided to the respective Dean to provide for course release, and the 20% institutional administration levy be provided to the VPRI. From a review of the March 31, 2019 CRC Form 300s, all levies were reflected on all CRC grant accounts in a fair and consistent manner.

***CRC Tier 1 and Tier 2 Standard Budget Distribution of Funding as outlined in the CRC Standard Budget Policy as found in Appendix L.***

Cost Categories	Tier 1	Tier 2
CRC Value	\$200,000	\$100,000
40% to Dean for salary and course release(s) (N.B. up to two course releases for Tier 1 and one course release for Tier 2)  Course releases cannot result in fewer than two semester courses being taught in the teaching year	\$80,000	\$40,000
20% for institutional administration and research support	\$40,000	\$20,000
10% increase of the Chair's salary as a stipend (N.B. estimate only; if the amount deducted is more or less, the balance for the Chair's research program will be adjusted accordingly)	Approx.\$20,000	Approx. \$10,000
Approximate amount remaining for Chair's research program	Approx. \$60,000	Approx. \$30,000

In addition to an assessment of the CRC levies, a review of the chairholder's salary and benefits was undertaken, with no anomalies identified. Other financial supports provided to the Windsor CRCs were also assessed, which included: additional research funds, graduate research and teaching assistants, office space, and administrative support. During this review, no anomalies were identified. These findings were augmented by the environmental scan which involved interviews with each of the chairholders. In these guided interviews (see Appendix C for CRC Interview Guide), each chairholder was given the opportunity to discuss issues related to their working conditions and equity, diversity and inclusion initiatives at the University of Windsor. These interviews and their findings are detailed later in this Action Plan and the Environmental Scan.

#### [Review of Past CRC Recruitment Proceedings](#)

Another element of the comparative review involved an evaluation of past recruitment proceedings undertaken over the past 5 years. This analysis was done using pre-interview and post-interview grids. These documents were used to identify possible barriers in the recruitment process by analyzing at which stages of the application process, if any, members of designated groups experience barriers and do not move forward. In reviewing this data, it was noted that there has been a historically low number of applicants to open CRC positions that self-identify as members of a designated group. A gap noted during the review of the past recruitment proceedings was the lack of a mechanism to assess the level of applicants who have self-identified as a member of a designated group. Through the comparative review process, a review of previous CRC recruitments (over the last 5 years) has now been undertaken,

and in the future, this review will be conducted and reported to the UWindsor CRC Equity, Diversity & Inclusion Committee. Additionally, a standard operating procedure will be developed in Winter 2020 in order to formalize the review of each recruitment proceeding and steps will be taken to further encourage all applicants to self-identify at time of application to a CRC position.

#### [Review of CRC Policies and Procedures at UWindsor](#)

Finally, the comparative review consisted of a review of the existing policies and procedures in place at UWindsor regarding the equitable distribution of resources and support for Canada Research Chairs. This analysis was conducted by the Executive Director, Research and Innovation and completed by identifying the standard operating procedures, policies, and collective agreement tenants which set forth the resources allocated for Canada Research Chairs as well as other policies and procedures that guide the recruitment, nomination, retention and cessation of Canada Research Chairs at UWindsor. While the review reflected strong policies and procedures in place to support all elements of the CRC process, further steps have been undertaken to augment our CRC recruitment procedures to ensure the alignment with TIPS recruitment and nomination requirements.

It was also noted, in conjunction with the Employment Systems Review, that UWindsor should develop an 'onboarding' and new CRC orientation process for all new chairholders. The University currently has several active CRC searches underway, and a new procedure will be developed in Winter 2020 in order to ensure all new CRCs receive an 'onboarding'/orientation upon notification of their successful CRC nomination. Additionally, it was noted that although the University has a clearly defined cessation process, many chairholders nearing the end of their term wished for the existence of an exit interview which would further enhance the cessation process. The exit interview would be conducted by the Executive Director, Research and Innovation, and an interview guide and procedure will be developed in Winter 2020 in order to implement this suggestion.

#### *Findings*

The results of a comparative review by designated group and field of research is difficult to set out within this Action Plan due to the small number of CRC's allocated to the University of Windsor. The Canada Research Chairs guidelines stipulate; *"In keeping with the Privacy Act, if the number of chairholders who self-identified as belonging to one of the four groups is less than five, it is not provided to protect the privacy of chairholders. For this same reason, the data is not presented by tier or agency."* Since the data for designated groups at the University of Windsor is less than five, the data cannot be made public. The University has undergone the process of conducting a comparative review for Canada Research Chairs which uses data for the past fiscal year, for the review of Form 300s, and for the past five years to assess prior CRC recruitment proceedings. The data compared in this process includes the chairholder's protected time for research, salary and benefits, additional research funds, office space, mentoring, administrative support, equipment, students, and additional institutional supports. In this comparative review, there were no discrepancies discovered between the institutional supports offered to chairholders. The uniformity of chairholder resource allocations is due to policies which



ensure chairholders receive equitable resources and the necessary supports to pursue research excellence.

The University of Windsor's general decision-making policies and processes that identify the level of institutional support to all current chairholders are managed by the Vice-President, Research and Innovation and supported with our CRC Standard Budget Policy VPR-13-001 (Appendix L). When recruiting new CRC candidates, the Vice-President, Research and Innovation works in close partnership with the respective Dean of a candidate's Faculty, and the Executive Committee of the University in order to ensure equitable support is being provided to all chairholders. In addition to the University CRC Standard Budget Policy, the Windsor University Faculty Association (WUFA) Faculty Collective Agreement outlines the structure for the chairholder salary based on the type of chair position (junior/Tier 2 vs senior/Tier 1) and whether the candidate is internal or external as follows:

Article 12:10 (e) The initial salary to be paid to the chairholder shall be:

- i. in the case of an internal candidate appointed to a junior chair, the greater of seventy thousand dollars (\$70,000) or the appointee's normal salary plus ten percent (10%);
- ii. in the case of an external candidate appointed to a junior chair, a minimum of seventy thousand dollars (\$70,000), including any specified special research chair stipend;
- iii. in the case of an internal candidate appointed to a senior chair, the greater of one hundred thousand dollars (\$100,000) or the appointee's normal salary plus ten percent (10%);
- iv. in the case of an external candidate appointed to a senior chair, a minimum of one hundred thousand dollars (\$100,000), including any specified special research chair stipend.

Article 12:10 (f) This special research chair stipend and minimum salaries under clause 12:10 (e) [Collection Agreement (CA)] shall be subject to all salary increases provided by this Agreement and shall cease when the research chair appointment ceases, except in the case of Canada Research Chairs which shall be subject to satisfactory external review at the time the appointment ceases. Following a successful review, a former Canada Research Chair's normal salary shall be composed of her/his stipend and current normal salary.

Office and lab space are provided within the Faculty and/or Department where the chair position resides and is in accordance with the resources available to all members of the specific Faculty or Department. Every effort is made to provide the chairholders with their required needs in terms of space and/or equipment. In some instances, the Faculty or Department is able to provide the chairholder with additional support by way of graduate assistantships which have been allocated to the Faculty or Department, as well as the use of existing infrastructure within the Faculty or Department.

Measures are in place to address systemic inequities related to chairholder salary. The initial normal salary of an external chairholder is established in comparison with other faculty members in the same academic Faculty with similar academic experience and academic credentials (e.g., when the PhD was

completed). Additionally, the chair receives a research chair stipend following the terms outlined in Article 12:10 (e) of the Collective Agreement between the University of Windsor and the Windsor University Faculty Association (WUFA). Additionally, the WUFA Collective Agreement outlines measures to address salary anomalies of full-time faculty and librarian members, including a) gender based anomalies, b) anomalies resulting from year of hire, c) anomalies resulting from salary inversions, d) anomalies within disciplines, and e) any other anomalies that may be identified. Finally, there is provision to approve the chair stipend to be rolled into normal salary of the chairholder following completion of the CRC position.

The Office of Research and Innovation Services, under the direction of the Executive Director, has established mechanisms by which to monitor the environment for CRC chairholders at the University of Windsor by means of an annual survey/report and interview or formal dialogue with chairholders to receive comments and feedback concerning their chair position. All CRC responses and discussions remain confidential, and all chairholders are assured by the Executive Director, Research and Innovation that confidentiality will be maintained. Subsequently, a comparative financial review will be completed in an effort to identify if there are any potential inequities among the chairholders. The resulting reports will be consolidated, and provided to the UWindsor CRC Equity, Diversity & Inclusion Committee annually. If, through this process, systematic barriers or challenges are identified, the Executive Director, Research and Innovation will consult with the Provost, Vice-President Research and Innovation, and Dean(s), as necessary in order to develop a strategy to address, and remove, the barrier(s).

The Vice-President, Research and Innovation will also continue to host a semi-annual forum with all Canada Research Chairs in order to provide an open, inviting and confidential forum to discuss any issues, concerns, or provide any recommendations that would support the maintenance of an equitable, diverse and inclusive environment for our chairholders at the University of Windsor. These forums will be held in February and September each year.

In conducting this comparative review, it was noted that data related to previous recruitment procedures has not been retained by the Office of Research and Innovation for the purposes of analyzing under an equity lens. As such, the Office of Research and Innovation will continue to maintain a record of past recruitment proceedings including pre-interview grids, post-interview grids, and all other materials which can be analyzed to ensure that recruitment proceedings are done in an equitable manner and to identify any systemic barriers which might be present.

## 1.4 – University of Windsor’s Unique Challenges and Management Strategies

The University of Windsor has a very culturally diverse and inclusive community of faculty, staff and students, which make our campus a vibrant, and welcoming community. Due to the geographic location of Windsor, being the most southern point in Canada, the University has generally

encountered challenges in recruiting faculty and CRCs. The distance from the Greater Toronto Area (GTA) has historically posed a challenge to recruiting faculty and staff to the institution, however, there has been significant success in recruitment of candidates over the past several years. This has been the result of several very successful initiatives undertaken in the past 5 years to support recruitment and retention of new faculty members at the University. Specifically, the University has undertaken a strategic hiring initiative the Strategic Priority Fund 50 (SPF 50), whereby 50 new faculty members have been successfully recruited to the University. In addition to the new strategic hires, we have also experienced faculty renewal which has resulted due to a high number of faculty retirements. In the past five fiscal years, the University has hired over 100 new faculty members across all disciplines. This significant faculty renewal has contributed to our ongoing equity, diversity and inclusion initiatives in that our campus continues to be a very culturally diverse campus with many of our new faculty members representing the 5 designated groups.

The City of Windsor also provides many other very positive factors that we have been broadly promoting through the recruitment and retention process. Most notable is the low cost of living in the Windsor-Essex region, which has proven to be a very attractive draw to many of our new, junior faculty members. We also have mechanisms within our faculty Collective Agreement such as the Windsor Salary Standard and the Progression through the Ranks that ensure our faculty members are paid equitably in comparison to other Ontario Universities.

The University of Windsor also provides our CRCs very generous support that will support the establishment and growth of their research programs. This is accomplished through our CRC Standard Budget Policy (Appendix L). that returns a portion of the CRC funding to the chairholder, i.e. a Tier 1 CRC will receive approximately \$60,000 and a Tier 2 CRC will receive approximately \$30,000 to support their respective research programs. This return of CRC funding is one of the most generous in Canada, and it is providing important support to the research programs of our chairholders.

According to the ESR conducted in 2014, there is a low profile for Indigenous culture on campus. One of the challenges is that the University of Windsor's closest Indigenous community, Bkejwanong (Walpole Island) First Nation territory is over 1 ½ hours from the City of Windsor by motor vehicle. While this distance has historically been a challenge, the University has launched many new initiatives with the Bkejwanong First Nation Community which has resulted in stronger communications and opportunities for collaboration.

One such initiative that has been launched by our newest CRC, Dr. Catharine Febria is the creation of a Science field course "Traditional Ecological Knowledge" that has been developed in partnership with the elders of Bkejwanong (Walpole Island) First Nation. This course, centered around ecological conservation efforts within traditional Indigenous territories, teaches participants Indigenous ways of knowing through an innovative process of reciprocal knowledge exchange. The success of this program will be instrumental in building stronger relationships with the local Indigenous Peoples. To further address the underrepresentation of Indigenous People within the professoriate at the University, in

2017, the University President announced “The President’s Indigenous Peoples Scholars Program”. This program has seen the appointment of five Indigenous Scholars to tenure-track faculty positions at the University. The University of Windsor has now welcomed more than a dozen Indigenous Scholars through both the President’s Indigenous People’s Scholars program and the Strategic (SPF 50) new faculty hiring commitment. Although these new Indigenous Scholars are not CRC’s, their scholarship and research are being celebrated and embraced within our campus community.

We have undertaken numerous other initiatives in an effort to support the Truth and Reconciliation Commissions Calls to Action, including further strengthening our support to Indigenous students through our Aboriginal Education Centre, and the ongoing work of our Aboriginal Education Council. We also recognize that the University of Windsor sits on the traditional territory of the Three Fires Confederacy of First Nations, and have taken further steps towards creating broader awareness and recognition of these traditional territories by creating a main walkway on campus, the *Turtle Island Walk*. Vibrant banners that anchor the six prominent seating areas along the pedestrian thoroughfare feature the artwork of First Nations artist Teresa Altman who grew up on Walpole Island and draws inspiration from both the landscape and her indigenous heritage. By broadly celebrating Indigenous culture within the campus community, we are striving to highlight and increase the awareness for our students, faculty and staff and foster an inclusive environment for Indigenous Peoples.

Recruitment of Persons with Disabilities also presents a challenge, but all hiring processes are being conducted in an equitable, diverse and inclusive manner. We continue to be actively advertising CRC positions in venues that provide support to Persons with Disabilities, both visible and invisible. In addition, we are addressing the access to our buildings for persons with mobility limitations, which continues to be a serious, ongoing challenge across the campus. The University is committed to identifying barriers in order to address and resolve them on an ongoing basis. For example, please click on the link to view “Building Information” at <http://www.uwindsor.ca/ohrea/86/building-information>.

The University of Windsor is a mid-sized institution that has seen significant campus capital renewal that has resulted in the creation of new state of the art, accessible and collaborative buildings across the campus. In addition to the main campus renewal, the University has now expanded its footprint and has a very strong presence in the downtown core with a new School of Creative Arts and the School of Social Work having recently opened. These new and upgraded facilities are proving to be attractive to our students and new faculty members, and we look forward to utilizing these new physical spaces to provide broad support to our CRCs.

## 1.5 – Ongoing Reporting

In consultation with the CRC-EDI Committee, the Office of the Vice-President, Research and Innovation and the Office of Research and Innovation Services will report to TIPS annually, to publicly outline the progress made in meeting the UWindsor CRC Action Plan objectives and targets on an annual basis. The most recent annual report was prepared in December 2018 and can be found at <https://www.uwindsor.ca/research-innovation-services/sites/uwindsor.ca.research-innovation->

[services/files/uwindsor\\_institutional\\_edi\\_progress\\_report-eng\\_2017\\_18\\_december\\_15\\_2018a.pdf](#).

This report will also be reflective of the semi-annual Vice-President Research and Innovation forums and annual meetings with the Executive Director Research and Innovation that will be held with the CRCs. This report will be submitted on December 15th of each year and posted on the UWindsor CRC webpage as outlined in the “Equity, Diversity and Inclusion Public Accountability and Transparency Requirements.” These Requirements can be found at: <http://www.chairs-chaire.gc.ca/programme/programme/equity-equite/index-eng.aspx#transparency>

## 2.0 – Management of Canada Research Chair Allocations

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The University of Windsor has well defined processes and procedures in place to support the recruitment and nomination of Canada Research Chairs in an equitable, diverse and inclusive manner. Allocations and term end dates are closely monitored in order to support the strategic deployment of open chair positions in a timely and effective manner.

### 2.1 – Processes, Policies, Practices and Safeguards

#### 2.1.1 – Allocation Process and Involved Persons

In order to ensure an equitable distribution of CRC allocations within the University of Windsor, we have utilized the methodology for the internal allocation of the chair positions, in that the University bases the allocations on three-year average percentage of Tri-agency research funding received by each of the individual Faculty. The allocation of the chair positions within the individual Faculties are determined by the Executive Committee, in consultation with the Dean of the Faculty in which the open CRC position resides. Recommendations for the utilization of these allocations are brought forward by the Vice-President, Research and Innovation, to the Executive Committee which is composed of the President; the Provost and Vice-President, Academic; and the Vice-President, Research and Innovation. When a decision on the utilization of a CRC allocation has been made, the Call for Applications process will begin.

#### 2.1.2 – Call for Applications

For all open Canada Research Chair positions available at the University of Windsor, the President and the Executive Committee first approves the deployment of the chair allocation. The President will then authorize a search committee, which is typically composed of the Vice-President, Research and Innovation as Chair, the Provost, the Dean of Graduate Studies, a University Professor, a junior Canada Research Chairholder, and an Employment Equity and Procedures Assessor as required by our institutional employment equity procedures.

An open call for applications for the position is drafted, and the search committee will review the posting in order to ensure all required elements have been accurately captured. Once the posting has been approved by the search committee, it is also submitted and reviewed by PCEE. After PCEE approval of the posting has been confirmed, the draft posting will be forwarded to TIPS for their review

to ensure all recruitment requirements have been met. When these approvals have been confirmed, the call for applications will be issued and posted on the faculty recruitment website and in the UWindsor Daily News (for an internally sought candidate) and in additional venues such as SWAAC and Discoverability Network for an externally sought candidate. Additional venues for posting CRC open calls are coordinated with the Dean of the respective Faculty the Chair will be deployed in order to ensure the job posting is shared as widely as possible. These venues will also be incorporated into the recruitment advertising database that will be created to further support the broad distribution of all open CRC job postings. On the day the call for applications is posted, a copy of the posting will also be provided to the Tri-Agency Institutional Programs Secretariat (TIPS) as required in the CRC Recruitment and Nomination guidelines.

All calls for applications contain language encouraging members of the four designated groups and an additional fifth UWindsor designated group to apply. All applications contain a statement that applicants can explain the potential impact that career interruptions may have on the candidate's record of research achievements and includes information regarding the process for submitting a justification for potential Tier 2 applicants who are more than 10 years from their highest degree at the time of nomination and have experienced legitimate career interruptions (see section 2.1.9 for further details). We also indicate on the call for applications that should an applicant require accommodations during the recruitment process, we are able to provide any accommodations that may be necessary.

An Employment Equity and Procedures Assessor (referred to herein as an 'Equity Assessor') oversees all aspects of the recruitment and selection process; in addition, the Presidential Commission on Employment Equity (PCEE) reviews and approves all steps of the recruitment and selection process.

The University of Windsor has a policy of positive obligation in its recruitment process as an equity best practice. Positive obligation is invoked when a candidate is a member of an under-represented group, is in the pool of candidates acceptable for recommendation, and is approximately equal to the other acceptable candidates. In this circumstance, the candidate from the under-represented group(s) shall be recommended. When determining approximately equal candidates, each committee member's scores for each candidate is considered rather than the total group average for each candidate. This process ensures that designated groups are not disadvantaged in the final decision process.

### 2.1.3 – Corridor of Flexibility /Approval Process

In order to ensure effective management of the institution's allocation of Chairs, the option to use the corridor of flexibility will be exercised by the Executive Committee if it is required once the Faculty, Department and area of research has been determined for an open chair position. For example, the agency for the chair position may be required to be changed from NSERC to CIHR. If the Institution determines it is strategically beneficial to combine two Tier 2 positions into a Tier 1 or split a Tier 1 position into two Tier 2 positions, such action will be proposed by the Executive Committee in consultation with the relevant Deans. Any decision to utilize the Corridor of Flexibility will then be communicated to TIPS by the Office of Research and Innovation in order to effect the necessary change.



#### 2.1.4 – Decision Making Process for Renewals

The institution has established Guidelines and Procedures for Renewal of Canada Research Chairs (initially developed in October 2006, updated August 2018, and can be found in Appendix M, <http://www.uwindsor.ca/research-innovation-services/424/crc-renewal-procedure>). These guidelines require that a chairholder, either Tier 1 or Tier 2, submit an updated CV, and Outcomes Report for the current Chair term as well as a proposed research program for the renewal period. The documents submitted by the chairholder, will be reviewed by the Executive Committee and the respective Dean, who will make a decision as to whether the chairholder is approved to proceed with the renewal submission. Once the renewal has been approved by the Executive Committee, the Office of Research and Innovation will begin working with the chairholder to begin the new application for renewal. The end dates of Chair positions are also closely monitored to ensure a chair can be renewed in a timely manner, in order to allow for an uninterrupted continuation of the chairholder's research program.

#### 2.1.5 – Advancement from Tier 2 Chair to Tier 1 Chair

The Executive Committee will review the status of the chair allocations from time to time and is involved in all decisions related to the Canada Research Chairs and utilization of chair allocations. Advancement of a Tier 2 Chair to a Tier 1 Chair will be subject to the regular Tier 1 Chair recruitment process as required under the CRC Program guidelines and will be made in accordance with the strategic research priorities of the University. The only exception may be in the case of the emergency retention of a chairholder; the CRC guidelines outline reduced requirements to be met when an application for advancement is made under these circumstances.

#### 2.1.6 – Process and Criteria for phase-out(s) due to re-allocation process

In the event of a loss of a Chair position under the TIPS re-allocation process, if a vacant Chair position exists under the agency where the loss has occurred, that position will be offered to be returned to TIPS. In the event that all Chair positions for the specific agency are filled, the chair position that is next due to expire will be offered for the phase-out period provided under the CRC program. This decision is made by the Executive Committee.

#### 2.1.7 – Support to the Chairholders

The University of Windsor's policies and processes that identify the level of institutional support to all current chairholders (e.g. protected time for research, salary and benefits, additional research funds, office space, mentoring, administrative support, equipment, etc.) are managed by the Vice-President, Research and Innovation and supported with our [CRC Standard Budget Policy VPR-13-001](#), which can be found in Appendix L. When recruiting new CRC candidates, the Vice-President, Research and Innovation works in close partnership with the respective Dean of a candidate's Faculty, and the Executive Committee of the University in order to ensure equitable support is being provided to all chairholders.

Office and lab space is provided within the Faculty and/or Department where the Chair position resides and is in accordance with the resources available to all members of the specific Faculty or Department.

Every effort is made to provide the chairholders with their required needs in terms of space and/or equipment. In some instances, the Faculty or Department is able to provide the chairholder with additional support by way of graduate assistantships which have been allocated to the Faculty or Department, as well as the use of existing infrastructure within the Faculty or Department.

Measures are in place to address systemic inequities related to chairholder salary. The initial normal salary of an external chairholder is established in comparison with other faculty members in the same academic Faculty with similar academic experience and academic credentials (e.g., when the PhD was completed). As well, the Collective Agreement between the University of Windsor and the Windsor University Faculty Association (WUFA) outlines measures to address salary anomalies of full-time faculty and librarian members, including “a) gender based anomalies, b) anomalies resulting from year of hire, c) anomalies resulting from salary inversions, d) anomalies within disciplines, and e) any other anomalies that may be identified.”

#### 2.1.8 – Safeguards to Ensure Designated Groups are not Disadvantaged in Negotiations Related to Institutional Support

All approved Canada Research Chairholders at the University of Windsor are offered equitable institutional support as outlined above. The Faculty and/or Department specific support, where available, is also described above. Accordingly, equitable research support is provided to all of our CRCs and as a result designated groups are not disadvantaged in relation to the level of institutional support provided to them.

#### 2.1.9 – Measures to Ensure Designated Groups are not Disadvantaged Related to Career Gaps

The call for CRC applications will state that applicants can explain the potential impact that career interruptions may have had on the candidate’s record of research achievements. In addition, the Collective Agreement for our faculty members provides language that defines the processes for minor career interruptions. For example, Article 21 of the WUFA collective agreement addresses considerations tied to pregnancy/ parental/ adoption leave, Article 18 addresses political leave, and Article 24 outlines treatment tied to compassionate leave, family medical leave and critically ill child care leave. An Equity Assessor is a member of all CRC search committees and is involved in the recruitment and selection process, including the monitoring of fair practices when decisions are made by the committee with respect to both the short-listing of candidates and the final selected candidate. This ensures that designated groups are not disadvantaged and any career gaps cited by a potential candidate are carefully considered during the recruitment and decision processes.

Potential Tier 2 candidates who may have experienced career interruptions, and who are more than 10 years from their highest degree, are invited to contact the Office of Research and Innovation in order to assist with the determination of eligibility as outlined in the TIPS recruitment and nomination guidelines [http://www.chairs-chaires.gc.ca/program-programme/nomination-mise\\_en\\_candidature-eng.aspx](http://www.chairs-chaires.gc.ca/program-programme/nomination-mise_en_candidature-eng.aspx). Acceptable justifications are generally limited to breaks in the candidate’s research career

due to maternity or parental leave, extended sick leave, clinical training or family care. Precise dates for any career breaks, and a confirmation if the breaks were full or part-time, must also be provided in order for a full and complete review of the eligibility of the candidate.

ORIS will coordinate with the potential Tier 2 applicant, should they have experienced a career interruption, to gather the information necessary to complete the TIPS Tier 2 Justification Assessment Form. This will require the potential applicant to provide a current CV, with a complete listing of all research contributions and sources of research support over the candidate's entire career. ORIS will complete the Tier 2 Justification Assessment Form and will confirm all information necessary with the potential applicant to ensure precise dates have been confirmed for any career interruptions. Upon completion of the Justification Assessment Form, the potential applicant will be requested to review all information to confirm its accuracy, and to sign prior to the final approval/signature by the Vice-President, Research and Innovation. The completed Justification Assessment Form and potential applicant current CV will be forwarded to TIPS by e-mail ([information@chairs-chaires.gc.ca](mailto:information@chairs-chaires.gc.ca)) by ORIS for further review and determination of eligibility, which is normally a 4 week turn around for a final decision.

The University of Windsor CRC postings are generally for a period of 30 days, which may present a barrier to potential applicants to the competition should there have been a career interruption. Given the 4 week review and decision process by TIPS, in order to ensure the potential applicant can possibly be considered in the current CRC competition, the University will also encourage the potential applicant to submit their application to the open posting, with the caveat that the final eligibility determination by TIPS, should it be a negative decision, may cause their application to be not further considered by the evaluation committee during their review process.

## 2.2 – Training and Development Activities Related to Unconscious Bias, Equity, Diversity and Inclusion

As we developed the CRC Action Plan, we identified as a goal that we will require all CRC Search Committee members to have mandatory training related to Unconscious Bias. As part of the training, participants will be required to complete the Unconscious Bias Training module that the Tri-Agency Institutional Programs Secretariat provides on the Canada Research Chairs website. The module explains what unconscious bias is, outlines how it can affect the evaluation of applications, and suggests ways to mitigate the influence of unconscious bias. Once completed, committee members must provide a certificate of completion to the Office of Research and Innovation to be maintained on file.

In addition to the Unconscious Bias training, all members of any faculty hiring committee, including all CRC Search Committees are required to complete Equity Training. Equity Assessors, Search Committee Chairs and Deans are required to complete the Employment Equity training every 3 years; all other Search Committee members are required to complete the Employment Equity training every 5 years. This training is provided by the Office of Human Rights, Equity & Accessibility (OHREA) and the Provost's

Office who offers this mandatory training three times a year to all Equity Assessors, Administrators and other individuals involved in the recruitment and nomination process and may also be provided on an ad hoc basis throughout the year, if required.

### 3.0 – Collection of Equity and Diversity Data

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#### 3.1 – Processes and strategies for collecting and protecting data on the designated groups

Collection of equity and diversity data is coordinated and led through the Office of Human Rights Equity and Accessibility (OHREA). All CRC applicants are encouraged to self-identify and data related to all self-identification are maintained within OHREA in order to maintain confidentiality.

Specifically, the processes for gathering the information from applicants and successful candidates are as follows:

- **CRC Applicants:** The application form contains a self-identification section which all applicants are encouraged to complete Employment Equity Survey/Employee Self-Identification Form (see Appendix G). Data is protected through a highly secured system maintained by UWindsor's Information Technology Services (ITS) and OHREA. Confidentiality of the information collected is under the authority of the Employment Equity Act 1995.
- **Successful CRC candidates:** The Employment Equity Survey/Employee Self-Identification Form (see Appendix G) is available to all newly hired employees when they log on to the 'required training' website page (found here: <https://apps.uwindsor.ca/equity/equitysurvey>). The survey is also available on the employee portal. As well, OHREA sends out monthly electronic reminders to employees who have been hired for more than 12 weeks and have not completed the Employment Equity Survey. It should be noted that data is protected through a highly secured system maintained by ITS. Confidentiality of the information collected is under the authority of the Employment Equity Act 1995. We also ensure that the successful CRC candidate is made aware of the self-identification form and process as part of our 'on-boarding' process that will support new CRC's to the University of Windsor.

#### 3.2 – Strategies for encouraging individuals to self-identify as a member of designated groups

The Institution's strategies for encouraging individuals to self-identify as a member of designated groups is by advertising that the "survey will be used for the purpose of developing and delivering initiatives to promote fairness and equity at the University of Windsor in accordance with the Federal Contractors Program".

We will also be requesting new CRCs to complete the Employment Equity Survey/Employee Self-Identification Form as part of the 'on-boarding' process that we will be developing to welcome new

CRC's to the University of Windsor. By strongly encouraging all of our new CRC's to complete the self-identification form, we can ensure our CRC Targets are accurate and reflective of the composition of our CRC's equity and diversity.

In addition, it is standard practice for employees to be consistently reminded via their UWindsor email to fill out their Employment Equity Survey/Employee Self-Identification Form until such a time that the form has been completed.

The University conducts a regular campus-wide census to ensure the data is as current as possible. The Employment Equity Census Survey was actively communicated and promoted through a variety of mediums such as the University of Windsor Daily News, e-mail, websites and face-to-face awareness campaigns. The most recent campus-wide baseline survey was conducted in 2013 and the next is planned for 2020, although data is updated on a regular basis throughout the year to reflect new hires, retirements, etc. as faculty status changes. Using the data from the Employment Equity Survey/Employee Self-Identification Form, the OHREA office publishes an annual Employment Equity Report (<http://www.uwindsor.ca/ohrea/52/reports>) which is a workforce analysis for the University of Windsor). The most recent Employment Equity Report (2017) can be found at [http://www.uwindsor.ca/ohrea/sites/uwindsor.ca.ohrea/files/employment\\_equity\\_report\\_2017\\_-\\_final.pdf](http://www.uwindsor.ca/ohrea/sites/uwindsor.ca.ohrea/files/employment_equity_report_2017_-_final.pdf). This outlines representation for employment equity and designated groups and highlights where gaps and underrepresentation may be present. The Employment Equity Report for 2018 will be completed by the end of 2019.

## 4.0 – Retention and Inclusivity

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The University of Windsor is committed to continuing to provide an equitable, diverse, supportive and inclusive environment for all faculty, staff and students. We highly value the contributions of all of the members of the University community, and it is important that we have processes and practices in place that support retention and an inclusive workplace for all. This inclusive and supportive environment is provided to our CRC's and members of designated groups, and will be further supported through the following initiatives:

- a. Mandatory annual meeting of all CRCs with the Executive Director, Research and Innovation by means of an interview and dialogue with chairholders to receive comments and feedback regarding their chair positions. These meetings will be conducted with CRCs individually and chairholders will be made to feel comfortable sharing their experiences and providing feedback on ways the University can possibly better support the CRC's and members of designated groups. Subsequently, a comparative financial review will be completed in an effort to identify if there are any potential inequities amongst chairholders. The results of the interviews will be synthesized to summarize the overarching themes, while maintaining confidentiality of the CRC's. This report will be provided to the CRC EDI Committee on an annual basis.

- b. The Vice-President, Research and Innovation hosts a semi-annual forum with all Canada Research Chairs in order to provide an open and inviting forum to discuss any issues, concerns, or provide any recommendations that would support the maintenance of an equitable, diverse and inclusive environment for our chairholders at the University of Windsor. These forums will be held in February and September.
- c. The Office of Human Rights, Equity and Accessibility (OHREA) provides a wide range of services to support the ongoing inclusive and supportive environment at the University of Windsor. For example, the RCEE annual report provides a summary of promising practices to support the equity-based hiring practices at the University for the information of all Academic Administrative Units (AAU).

We have demonstrated excellent retention of our CRCs at the University of Windsor, as we have not had any of our chairholders leave the institution in more than 10 years. This can be attributed to our very generous Canada Research Chair Standard Budget Policy (see Appendix L) that provides research funding back to the chairholders to support their research programs. As stated earlier, this level of research support provided back to the chairholders is at a level of Tier 1 approximately \$60,000 and Tier 2 approximately \$30,000.

#### 4.1 – Procedures, Policies and Supports in Place that Enable the Retention of Individuals from Designated Groups

The University of Windsor has a wide variety of policies, procedures and processes in place to support the retention of our Canada Research Chairs in an inclusive environment. The following are examples of some of the procedures, policies and supports that are currently in place for our faculty, including CRCs:

- Employment & Educational Equity Policy: <http://www.uwindsor.ca/ohrea/11/employment-educational-equity-policy>
- Human Rights Policy: [http://www.uwindsor.ca/ohrea/sites/uwindsor.ca.ohrea/files/human\\_rights\\_policy\\_0.pdf](http://www.uwindsor.ca/ohrea/sites/uwindsor.ca.ohrea/files/human_rights_policy_0.pdf)
- Accessibility Policy: [http://www.uwindsor.ca/ohrea/sites/uwindsor.ca.ohrea/files/accessibility\\_policy\\_feb\\_2013\\_2.pdf](http://www.uwindsor.ca/ohrea/sites/uwindsor.ca.ohrea/files/accessibility_policy_feb_2013_2.pdf)
- Canada Research Chair Standard Budget Policy
- Canada Research Chair Cessation Process
- Canada Research Chair Renewal Process
- Senate Bylaws & Policies: <http://www.uwindsor.ca/secretariat/47/senate-bylaws-and-policies>
- Occupational Health & Safety Workplace Harassment Prevention Policy: <http://www1.uwindsor.ca/hr/policies>



- Occupational Health & Safety Workplace Violence Prevention Policy:  
<http://www1.uwindsor.ca/hr/policies>
- Faculty Association Collective Agreement:  
<http://www1.uwindsor.ca/hr/system/files/WUFA%20Collective%20Agreement%202017-2021.pdf>
- Accommodation in Employment for Persons with Disabilities:  
[http://www.uwindsor.ca/ohrea/sites/uwindsor.ca.ohrea/files/uofw.accomodation.in.employment.for.persons.with.disabilities\\_final\\_.pdf](http://www.uwindsor.ca/ohrea/sites/uwindsor.ca.ohrea/files/uofw.accomodation.in.employment.for.persons.with.disabilities_final_.pdf)
- Employee Accommodation Fund:  
[http://www.uwindsor.ca/ohrea/sites/uwindsor.ca.ohrea/files/employee\\_accommodation\\_fund\\_guidelines\\_application\\_form\\_final.pdf](http://www.uwindsor.ca/ohrea/sites/uwindsor.ca.ohrea/files/employee_accommodation_fund_guidelines_application_form_final.pdf)
- Religious Accommodation Guidelines and Request Form for Employees:  
<http://www.uwindsor.ca/ohrea/41/religious-accommodation>
- Resolution of Complaints: <http://www.uwindsor.ca/ohrea/46/human-rights>
- Windsor University Faculty Association (WUFA) Resources: <http://www.wufa.ca/resources>
- Career Development Fund for Women and Other Designated Groups:  
<http://www1.uwindsor.ca/hr/careerdevelopmentfund>
- Breastfeeding Room: <http://www.uwindsor.ca/ohrea/114/breastfeeding-room>
- Multi-Faith Space: <http://www.uwindsor.ca/389913/multi-faith-space>
- Unconscious Bias Training/Test: <http://www.uwindsor.ca/ohrea/158/unconscious-bias-training>

## 4.2 – Process of handling complaints from chairholders/faculty related to equity within the Canada Research Chair program and how they are monitored, addressed and reported to senior management

The University of Windsor has processes in place for the management of complaints from its chairholders/faculty related to equity within the program, and provides mechanisms for how concerns/complaints are monitored, addressed and reported to the Executive Committee.

Any equity, diversity and/or inclusion concerns raised or received during the recruitment process will be monitored, addressed and reported by way of the Presidential Commission on Employment Equity (PCEE). Each step of the recruitment process is monitored and approved by the PCEE before moving forward to the next step; accordingly, any concerns raised or received will be handled within this process.

Any CRC equity, diversity and/or inclusion concerns raised or received will be monitored, addressed and reported as follows:

- a) Concerns received within the recruiting process:

- i. The Equity Assessor supporting the CRC Search Committee will work to resolve concerns received within the recruitment process;
- ii. Any equity, diversity and/or inclusion concerns raised or received during a recruitment process will be monitored, addressed and reported by way of the Presidential Commission on Employment Equity (PCEE). Each step of the recruitment process is monitored and approved by the PCEE before moving forward to the next step; accordingly, any concerns raised or received will be handled within this process.

b) Concerns received outside of the recruiting process:

Any equity, diversity and/or inclusion concerns raised or received outside of the recruitment process will be monitored, addressed and reported as follows:

- i. Concerns raised regarding the recruitment process for the Canada Research Chair (CRC) Program will be directed to the Office of the Vice-President, Research and Innovation and/or the Office of Research and Innovation Services for investigation and resolution;
- ii. Inquiries that relate to the Faculty Collective Agreement, or by-laws and policies governing faculty will be supported by the Human Resources office and the Director of Faculty Labour Relations in partnership with the Office of the Provost and WUFA for investigation and resolution;
- iii. General inquiries or concerns related to equity, diversity and/or inclusion will be directed to the Office of Human Rights Equity and Accessibility (OHREA) for investigation and resolution.

The Executive Director, Research and Innovation in the Office of Research and Innovation will track concerns brought to our attention. These concerns will be monitored closely in order to ensure progress is being made towards resolution in a timely manner. All such tracking will be done in a confidential manner. Matters that remain unresolved will be brought to the attention of the Executive Committee for resolution.

## 4.3 – Contact Information

### Contacts for Implementation of Equity, Diversity and Inclusion Agenda for CRCs

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Vice-President, Research & Innovation

150 Joyce Entrepreneurship Centre

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Executive Director, Research & Innovation

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**Research Facilitator, Research & Innovation**

150 Joyce Entrepreneurship Centre

Phone: 519-253-3000, ext. 3919

Email: [oris@uwindsor.ca](mailto:oris@uwindsor.ca)

Contacts for Inquiries related to the Faculty Collective Agreement, or by-laws and policies governing faculty

**Ms. Iva Gentcheva**

Executive Assistant to the Provost and Vice-President, Academic

Assumption Hall

Phone: 519-252-3000, ext. 2003

Email: [ivag@uwindsor.ca](mailto:ivag@uwindsor.ca)

Contacts for General Inquiries or Concerns related to Equity, Diversity & Inclusion:

**Office of Human Rights, Equity & Accessibility**

325 Chrysler Hall Tower

Phone: 519-253-2000, ext. 3400

Email: [ohrea@uwindsor.ca](mailto:ohrea@uwindsor.ca)

**Ms. Diane Luu-Hoang**

Employment Equity & Human Rights Manager

Office of Human Rights, Equity & Accessibility

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## Appendix A — Canada Research Chairs Equity, Diversity & Inclusion Committee Governance

The ***UWindsor Canada Research Chairs (CRC) Equity, Diversity and Inclusion Committee*** has been established as mandated by the Government of Canada and the Canada Research Chairs Program (CRCP).

### Purpose

The UWindsor Canada Research Chairs (CRC) Equity, Diversity and Inclusion Committee (herein referred to as the ‘Committee’) has been established for the purpose of carrying out the responsibilities outlined herein related to equity, diversity and inclusion in the recruitment and retention of Canada Research Chairs at the University of Windsor.

### Scope and Responsibilities

The Committee is responsible for:

#### *Initial*

- Providing input for the development of an Equity, Diversity and Inclusion Action Plan (the ‘Action Plan’) incorporating the components required under the CRCP; the Action Plan will guide efforts for sustaining the participation of and/or addressing the underrepresentation of individuals from the four designated groups (FDGs)— Aboriginal Peoples, persons with disabilities, visible minorities, and women—among the University’s Chair allocations. The University of Windsor recognizes a fifth designated group of ‘sexual/gender minorities’ and although there is no external comparator available at this time to identify gaps and underrepresentation, the fifth designated group will still be recognized within our processes;
- Providing input and approving ancillary documentation as required under the CRCP related to public accountability and transparency requirements;

#### *Ongoing*

- Providing input for the annual report on the progress made in meeting the University’s objectives related to equity, diversity and inclusion among the University’s Chair allocations.

### Membership

The membership shall consist of individuals from each of the designated groups, chairholders, faculty, administrators and a Windsor University Faculty Association (WUFA) representative who are responsible for overseeing the development and approval of the Action Plan and monitoring the effectiveness of the Action Plan. The Vice-President, Research & Innovation and the Provost and Vice-President, Academic shall each hold the position of Co-Chair of the Committee.

### Meetings

Meetings will be held as outlined herein. Quorum shall be 50% plus one. Agendas and meeting materials will be distributed electronically one week prior to the scheduled meeting.



*Initial*

Meetings shall be held as required to finalize the development of the Action Plan and the ancillary documentation.

*Ongoing*

Meetings shall be held semi-annually or annually to review the objectives and measurements to assess the effectiveness of the Action Plan and to identify areas of improvement in the Action Plan.



## Appendix B — Canada Research Chairs Equity, Diversity and Inclusion Committee Membership (2019)

### Chairpersons:

- Douglas Kneale, Provost and Vice-President Academic
- K.W. Michael Siu, Vice-President Research and Innovation

### Members:

- Heather Pratt, Executive Director Research and Innovation
- Kaye Johnson, Executive Director Human Rights, Equity and Accessibility
- Diane Luu-Hoang, Employment Equity & Human Rights Management
- Laverne Jacobs, Faculty of Law, Associate Dean Research and Graduate Studies
- Brent Lee, Associate Dean Research and Graduate Studies
- Narayan Kar, Faculty of Engineering, former Canada Research Chair
- Shi Jing Xu, Faculty of Education, Canada Research Chair
- Colin Novak, Faculty of Engineering, Associate Professor
- Victoria Paraschak, Faculty of Human Kinetics and WUFA Representative

### Resource Members:

- Iva Gentcheva, Executive Assistant to the Provost
- Amy Davie, Executive Assistant to the Vice-President Research and Innovation
- Executive Assistant to the Executive Director Research and Innovation

## Appendix C — Canada Research Chair Interview Guide

### University of Windsor CRC EDI Action Plan

#### *Environmental Scan*

#### Interview Guide

**Date:**

**Interviewer:**

**Initials of the CRC:**

**Title of Chair/Faculty:**

Please ask to self-identify as a member of the following UWindsor designated groups: Woman, Person with Disability, Visible Minority, Sexual Minority, Gender Minority

#### **Opened Ended Questions/Interview:**

1. The University of Windsor has been meeting our CRC EDI Targets, see below for the most recent target information. What are your thoughts on these targets, and do you have suggestions on an approach to ensure that the University continues to meet our targets?
  - Ask follow up questions to be sure to be able to have the CRC flush out their ideas.
  - Are there other reasons they may see challenges to meeting these targets, such as Geographical locations, availability of candidates, recruitment processes, reasons related to budgets and/or resources, other?

RESULTS	Target	Occupancy	Gap	Gap (# of Chairs)	Gap (# of Chairs)
Women	29%	44%	No gap	No gap	No gap
Visible minorities	15%	33%	No gap	No gap	No gap
Persons with disabilities	4%	0%	4%	0.36	N/A
Aboriginal Peoples	1%	0%	1.0%	0.09	N/A

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

2. If the CRC has been awarded within the last 2 years, to ask questions regarding the interview process.
  - What was the interview process like for the CRC?
    - i. Job talk?
    - ii. Sample class lecture?
    - iii. Lunch and with who?
    - iv. Dinner and with who?



- v. More than one day?
  - vi. Graduate Students?
  - vii. Dean/VPRI?
  - viii. Formal, standardized interview versus casual interview?
  - ix. Was there anything during the interview process that you particularly appreciated or did not like that made you feel uncomfortable?
3. Do you have any suggestions on how we can encourage candidates who identify as members of designated groups to self-identify? From your perspective as a CRC, what barriers can you see to self-disclosure during the application or post-hiring process?
    - Any recommendations on how Departments, Faculties, or the University can support and encourage candidates to self-identify?
  4. What type of administrative support/grant writing and mentoring did you received from the university when you submitted your application to the CRC Secretariat?
  5. Aside from standard research funds and equipment provided through your start-up (if applicable), what types of support and resources have you received upon beginning your CRC.
  6. During the first term of your CRC, can you describe the mentoring that you received?
    - Was this sufficient? If not, do you have suggestions that you could provide?
    - Have you ever mentored a fellow CRC on their application?
  7. How did your hiring unit integrate you into the department initially and how has your integration unfolded since (if CRC has been hired within the past 3 years)?
  8. Have you experienced 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 term and long term?
  9. Have you gone through the CRC renewal process? If so, when?
    - If yes, can you describe the process and aspects you appreciated or disliked?
  10. From an institutional perspective, do you have suggestions as to how the University can approach CRC renewals for members who identify as members of the designated groups?
    - What principals should underpin the process and future practices?
  11. Do you have any suggestions for UWindsor to improve its practices regarding the CRC search, hiring, and retention of CRCs who identify as members of designated group vis-à-vis equity, diversity and inclusion?
  12. Do you feel supported in your role as CRC? What conditions would make you feel more supported in your role?
  13. Are there any other comments that you would like to add?

## Appendix D — Employment Systems Review Summary – Summer 2019



University  
of Windsor

### EMPLOYMENT SYSTEMS REVIEW Canada Research Chair Program

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CRC ESR SUMMARY REPORT

AUGUST 2019

Office of Human Rights, Equity & Accessibility University of Windsor



Appendices 47  
Canada Research Chairs  
Equity, Diversity & Inclusion Action Plan

## *Introduction*

### *Canada Research Chair Equity, Diversity and Inclusion Action Plan*

In accordance with the Government of Canada and the Canada Research Chair Program (CRCP)<sup>1</sup>, all institutions that participate in the CRCP were mandated to develop an Equity, Diversity and Inclusion Action Plan. The University of Windsor responded to this request with the collaboration of the Office of Research and Innovation Services (ORIS), Office of Human Rights, Equity and Accessibility (OHREA) and the formation of the Canada Research Chair Equity, Diversity and Inclusion (CRC EDI) committee group. The CRC EDI committee group is co-chaired by the Provost and Vice-President, Academic and the Vice-President of Research and Innovation (VPRI). The committee members include individuals within the federally designated groups (FDG), chairholders, faculty, administrators and a Windsor University Faculty Association (WUFA) representative. The Executive Director, Human Rights, Equity and Accessibility and the Employment Equity Manager from OHREA serve as resources on the committee.

The first CRC EDI Action Plan was submitted to the CRCP and uploaded to the University of Windsor CRC website on December 2017. An assessment from the CRCP was received in the summer of 2018 with a “moderately weak” rating. Deficiencies were highlighted and needed to be addressed with an updated Action Plan that was due on December 2018. ORIS and OHREA continued to improve the Action Plan and met the deadline with an updated Action Plan submitted to the CRCP and uploaded to the University of Windsor CRC website on December 2018.<sup>2</sup> An assessment was received in the late spring of 2019 with a “partially satisfies” rating<sup>3</sup>. The primary item that was required was an Employment Systems Review (ESR) that was specific to the University of Windsor CRC Program.

### *Purpose of Employment Systems Review*

The purpose of the ESR is to identify barriers of the four federally designated groups (women, Aboriginal peoples, visible minorities and persons with disabilities). It is important to note that the University of Windsor recognizes a fifth designated group, sexual/gender minorities. However, sexual/gender minorities quantitative data are not reported in the ESR as currently there is no external workforce comparator to identify gaps and under-representation.

The ESR also highlighted employment systems within the CRC Program at the University of Windsor and addressed if it was equitable or not. The employment systems reviewed were:

- Recruitment, selection and hiring
- Training and Development
- Promotion

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<sup>1</sup> [http://www.chairs-chaires.gc.ca/about\\_us-a\\_notre\\_sujet/index-eng.aspx](http://www.chairs-chaires.gc.ca/about_us-a_notre_sujet/index-eng.aspx)

<sup>2</sup> <http://www.uwindsor.ca/research-innovation-services/467/equity-diversity-inclusion-action-plan>

<sup>3</sup> [http://www.chairs-chaires.gc.ca/forms-formulaires/EDI\\_Assessment\\_Report-eng.pdf](http://www.chairs-chaires.gc.ca/forms-formulaires/EDI_Assessment_Report-eng.pdf)

- Retention and Termination
- Reasonable Accommodation

#### *Outline of the Employment Systems Review*

The Office of Human Rights, Equity and Accessibility (OHREA) at the University of Windsor conducted and completed the CRC ESR in the summer of 2019. The ESR included the University of Windsor CRC Program's workforce data, policies and practices, and consultations with the Office of Research and Innovation Services (ORIS) and the University of Windsor CRC chairholders.

The ESR reviewed the workforce analysis, the flow data analysis and the cluster analysis of the CRC program at the University of Windsor. The ESR highlighted the findings from the quantitative data from those analyses and the qualitative data from the chairholders survey interview feedback. In helping to address some of the barriers identified, recommendations and promising practices were provided that would inform the CRC EDI Action Plan.

This CRC ESR Summary Report summarizes information from the CRC ESR Internal Report. The full CRC ESR Internal Report is integrated into the CRC EDI Action Plan.

#### *Methodology*

OHREA conducted the CRC ESR in collaboration with ORIS using the following methodology:

- Communicated the ESR to the University of Windsor CRC chairholders. This communication notified the chairholders about the purpose of the ESR and reiterated the commitment to the CRC EDI Action Plan.
- A review of the most recent workforce analysis data within the University of Windsor CRC program for the four federally designated groups to identify gaps and underrepresentation.
- A review of the flow data analysis on recruitment within the University of Windsor CRC program for the four federally designated groups. This analysis identified areas related to hiring. There is no promotion within the University of Windsor CRC Program, as chairholders undergo a review and renewal process for a second term. There are also no terminations within the University of Windsor CRC program as CRCs are term-based awards, unless the chair position(s) is lost due to the CRCP reallocation process. Resignations are very unusual within the University of Windsor CRC Program - there has only been one resignation since the program's inception.
- A review of the clustering analysis within the University of Windsor CRC program for the four federally designated groups to identify areas where there are problems concerning gaps in salary levels.
- Survey interviews with the chairholders specifically on the University of Windsor CRC Program.

#### *Findings/Results*

The following are highlights and explanations to understanding the data analysis process:





### Collection of Data

The information used in the workforce analysis data was obtained from the current Chairs at the University of Windsor. The internal percentages were calculated using the data from the University of Windsor employment equity survey and census. These percentages were then compared to the equity and diversity targets<sup>4</sup> established by the CRC program. The difference between the percentage target and the percentage of current CRC holders at the University of Windsor who are members of the designated groups indicate the equity gap that is to be addressed.

### Measuring the Equity Gap

A gap or under-representation is found when the equity target percentage exceeds the current Chairs percentage. The gap is then translated into number of Chairs needed to fill the gap. It is important to note that if the number of Chairs needed to fill the gap is less than 0.5, the gap is considered N/A. Representation is met when the current Chairs percentage equal or exceeds the equity target.

There were no gaps found for the four designated groups within the University of Windsor CRC Program.

### Workforce Analysis Data (current data)

This chart includes all current University of Windsor CRC holders and reflects the data of the four federally designated groups.

### University of Windsor CRC program

RESULTS	Target	Occupancy	Gap	Gap (# of Chairs)	Gap (# of Chairs)*
Women	28%	44%	no gap	no gap	no gap
Visible minorities	15%	33%	no gap	no gap	no gap
Persons with disabilities	4%	0%	4.0%	0.36	N/A
Aboriginal Peoples	1%	0%	1.0%	0.09	N/A

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

### Flow Data Analysis (historical data)

This chart highlights the number of hires within the University of Windsor CRC Program of the designated groups since 2001 to current date of July 2019.

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<sup>4</sup> <http://www.chairs-chaires.gc.ca/program-programme/equity-equite/targets-cibles-eng.aspx>

## University of Windsor CRC program

RESULTS	Target	Occupancy	Gap	Gap (# of Chairs)	Gap (# of Chairs)*
Women	28%	31%	no gap	no gap	no gap
Visible minorities	15%	27%	no gap	no gap	no gap
Persons with disabilities	4%	4%	0.2%	0.05	N/A
Aboriginal Peoples	1%	0%	1.0%	0.26	N/A

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

### Clustering Analysis

The clustering analysis is detailed information on the CRC salary levels. The University of Windsor has processes in place to ensure equitable faculty salaries.

All University of Windsor CRCs receive a standard CRC stipend of 10% of their normal salary. An external candidate for a CRC position will have their base salary negotiated within the external candidate process. The 10% CRC stipend is provided in accordance with the WUFA collective agreement, Article 12:10 (c), (d) and (e).

### CRC Survey and Interview Results

The Employment Equity and Human Rights Manager from OHREA had sent out communication to all the current University of Windsor CRC holders (9), a member of the CRC EDI Committee, and a University of Windsor faculty member to schedule a date and time to meet and conduct informal interviews of the survey questions for the CRC ESR. The survey questions asked can be found in Appendix A.

There were eleven (11) people interviewed. The interviewees included seven (7) people that self-identified as being a member of one or more of the five designated groups.

There was positive feedback from the interviews regarding equity, diversity and inclusion within the CRC Program at the University. However, the purpose of the ESR is to identify, highlight and address any challenges, gaps or barriers to employment equity of the designated groups. The surveys and interviews focused on challenges, gaps and barriers in the following five employment systems: Recruitment, Selection and Hiring; Training and Development; Promotion; Retention and Termination; and Reasonable Accommodation.

### Recruitment, Selection and Hiring

The following is some of the feedback related to recruitment, selection and hiring from the interviewees:



- The CRC hiring process at the University of Windsor was viewed as having been historically not transparent. However, it was noted there have been improvements to the hiring process in the past years.
- It was shared by many of the people interviewed that the CRC Program at the University of Windsor is under-represented within the designated groups. It was pointed out that there is no representation of Indigenous peoples and persons with disabilities. Women and visible minorities may not show gaps, but were viewed as not diverse enough within these groups.
- The pool of applicants within the CRC postings at the University of Windsor are not diverse. Most notably are the internal applicants. With the population of CRC holders in the CRC Program at the University of Windsor being so small, any change in demographics can make a significant difference in the overall percentages. It was mentioned that it is important for the University of Windsor CRC Program to identify and highlight the gaps within the designated groups using the most current Employment Equity Data Profile. Some suggested that the CRC postings should be circulated to diverse networks, platforms and communications.
- The majority of the CRCs at the University of Windsor are in the natural sciences and engineering disciplines. Some interviewees shared the challenge in attracting and expanding pool of candidates of women within the STEM fields.
- It was mentioned by many of the interviewees that there is no representation of Indigenous peoples within the CRC Program at the University of Windsor. Similarly, many indicated that there is no representation of persons with disabilities within the CRC Program at the University of Windsor.

#### Training and Development

The following is some of the feedback related to training and development from the interviewees:

- There was a concern that the culture towards equity, diversity and inclusion within the CRC Program at the University of Windsor was unclear. Most notably that there is a misunderstanding that equity, diversity and inclusion is primarily focused on gender. There is a lack of understanding when it comes to marginalized groups, intersectionality, employment equity, diversity and inclusion.
- Some suggested that there is a need to raise awareness of peoples' own biases and unconscious biases to make better choices when interacting with and responding to those in designated groups.
- There was a concern that equity assessors may not be available when it comes time to the recruitment process. Many of those interviewed want to ensure that all people who sit on the CRC hiring committee attend the required Employment Equity Training that is offered by PCEE in the fall.

### Promotion

There are no comments here regarding promotion, as there is no promotion within the University of Windsor CRC Program. Instead, chair holders undergo a review and renewal process for a second term. In addition, movement from a Tier 2 to a Tier 1, although possible, would not be considered a promotion.

### Retention and Termination

The following is some of the feedback related to retention and termination from the interviewees:

- Although many of the interviewees believe that the CRC Program at the University of Windsor is committed to equity, diversity and inclusion, there was concern that there is a lack of understanding and action.
- A few people shared that the voluntary ORIS meetings and forums were not well attended. Some believed that there is the potential of missed opportunity for constructive feedback, engaging discussion and professional development about EDI within the CRC program at the University of Windsor.
- The University of Windsor CRC Program need to conduct surveys (for example, an exit survey) to assess the CRC Program culture and experience related to equity, diversity and inclusion.
- There is a problem with lack of resources and funding when it comes to EDI initiatives.

### Reasonable Accommodation

The following is some of the feedback related to reasonable accommodation from the interviewees:

- There was confusion and misunderstanding when it came to discussing reasonable accommodation by many of those who were interviewed. There is an interest in having information regarding the various accommodations (for example, religious accommodation, accessibility accommodation, family status accommodation, etc.) readily available.
- Most of the responses were that the CRC Program at the University has been accommodating to all of the CRC holders. However, there was some concern regarding teaching load and course release.

### *Recommendations and Promising Practices*

Some of the interviewees had put forward recommendations during the survey interview and some of the other recommendations were contained in the CRC EDI Action Plan (December 2018 version). The promising practices are in reference to the current University of Windsor academic policies, practices and procedures.

It is important to highlight that the CRC Program at the University of Windsor consists of a small population of CRC holders. Any change in the number of CRC holders, whether it's a new hire or a CRC ending their term, can drastically change the employment equity profile status of the designated



groups. Therefore, it is imperative that the CRC Program at the University of Windsor constantly monitor and update the Employment Equity Data profile when a change occurs in order to identify any gaps and underrepresentation that may be present.

The following recommendations and promising practices will help assist in addressing any of those gaps.

#### Recruitment, Selection and Hiring

- Continue the practice that all new CRC positions (internal and external) at the University of Windsor are to follow the CRC Appointments recruitment process that includes the approval process with PCEE (President's Committee on Employment Equity), ensuring an equity assessor is participating in the search and the language of positive obligation from the WUFA collective agreement is followed.
- Continue the practice of OHREA ensuring that the CRC search committee is provided with the most updated Employment Equity Data Profile of the CRC Program within the University of Windsor. In addition, the data profile of the area of discipline will be provided by OHREA in order to further highlight gaps and underrepresentation of the designated groups. Any gaps found should be addressed by pro-active recruitment strategies to outreach and attract designated group members to apply for the open positions.
- Recommend that an updated Employment Equity Data Profile of the University of Windsor CRC Program be provided by OHREA to the ORIS every time there is a vacant position within the University of Windsor CRC Program. This will assist ORIS in identifying and addressing any potential gaps.
- Recommend to connect with women in STEM through various internal and external networks and communication when posting job advertisements, most specifically within the STEM fields. Job advertisements need to be reviewed and qualifications need to be open and broad beyond the typical narrow requirements of peer-reviewed publications and accomplishments.
- Although there is no representation of Indigenous peoples within the University of Windsor CRC Program, the gap is considered N/A because of the CRC target setting tool (if a gap is less than 0.5 of a Chair, then the gap is considered N/A). The recommendation is for the CRC Program at the University of Windsor to look into the feasibility of developing a CRC position that would specifically search for Indigenous talent within research. It is noted that there is the challenge with the creation of new chair positions, as the Secretariat reallocation exercise takes place every 2 years, making it difficult for longer-term strategic planning that might be targeted for Indigenous scholars.
- Persons with disabilities are also considered N/A because the gap is less than 0.5 of a Chair. It is recommended that the University of Windsor CRC Program expand its networking and communications to outreach for talent within the persons with disabilities group. The Program

can connect with current faculty that are accessibility champions, where they can offer advice, suggestions and feedback on attracting talent within research.

### Training and Development

- Offer training on equity, diversity and inclusion so that the CRC Program at the University of Windsor and the CRC holders understand that EDI is beyond just gender and STEM disciplines. Topics can cover, but are not limited to, marginalized groups, intersectionality, employment equity, diversity and inclusion.
- Continue the mandatory unconscious bias training for all CRC search committee members and CRC holders. The certificate of completion will be added in their paper file.
- Continue the mandatory employment equity training for all CRC search committee members, management and senior leaders.
- Highly recommend that an Employment Equity Training component be included in the mandatory VPRI semi-annual forum. In addition, include an evaluation feedback document to distribute to participants at the end of the VPRI semi-annual forum.

### Promotion

- There are no recommendations in this area, as there are no promotions within the CRC Program. Instead, chair holders undergo a review and renewal process for a possible second term. In addition, movement from a Tier 2 to a Tier 1, although possible, would not be considered a promotion.
- The barrier for some Tier 2 Chairs is the lack of opportunity to advance from Tier 2 to Tier 1 when their two terms are finished. However, the limited number of CRC positions allocated to the University of Windsor creates a barrier to the possibility of developing a streamlined process to address this.

### Retention and Termination

- Encourage ORIS and the CRC Program at the University of Windsor work closely with OHREA on equity, diversity and inclusion as EDI is embedded in OHREA's area. Building that relationship, sharing information and engaging in conversation will benefit the University of Windsor CRC Program and the CRC EDI Action Plan.
- Require that all current CRC holders participate in an annual meeting with the Executive Director of Research and Innovation as part of the Annual Environmental Scan of the CRC Program at the University of Windsor.
- Continue the requirement that all current CRC holders participate in a semi-annual forum with the Vice-President Research and Innovation (VPRI) as part of the Environmental Scan of the CRC Program at the University of Windsor.



- Recommend that exit surveys be conducted for all those who complete their term or leave the CRC program at the University of Windsor to have a better understanding of the CRC holders experience during their CRC term.
- Recommend the CRC Program at the University of Windsor identify and highlight CRC EDI Champions within the CRC program at the University of Windsor. These people can showcase some of the EDI work that they have integrated within their CRC research through various internal and external communication platforms. They can be mentors to faculty that may need assistance to showcase their own talents and achievements.
- Recommend the CRC Program at the University of Windsor utilize as applicable an ad-hoc committee process to support CRC candidates and nominees in completing their Chair applications. This ad-hoc committee could review the contents and offer advice and constructive feedback on how to strengthen the application.
- Recommendation that the University assess the CRC funding to identify budget that can be supportive of EDI initiatives within the CRC Program at the University of Windsor.

#### *Reasonable Accommodation*

- Recommendation that an EDI orientation be offered to the University of Windsor CRC holders. Included in the orientation would be information on employee accommodation and contact information for further inquiries about accommodation. This would be in addition to the University's annual new faculty orientation.
- Continue to use language regarding employee accommodation in all job advertisement postings. Included in the accommodation language is the contact information of the Faculty Recruitment Coordinator in the Office of the Provost and further information about accommodation from the Office of Human Rights, Equity and Accessibility.
- Recommend that ORIS/OHREA communicate applicable accommodations of the CRC holders with their respective units and if needed with the Office of the Provost/HR.

#### *Other Recommendations*

- Recommend that ORIS continue to utilize the Diversity, Equity Assessment and Planning Tool (DEAP Tool) to better understand the cultural climate within the CRC Program at the University and create goals to address any systemic barriers that may exist within the CRC Program.
- Recommend that the University of Windsor and most notably the CRCs broaden outreach and build stronger relationships with the University campus community, Windsor-Essex community, LGBTQ+ communities, accessibility communities, multi-cultural/racialized communities and the Indigenous communities. This initiative would include student researchers that work with the CRC holders as well.

### *Conclusion*

The purpose of the ESR is to identify, highlight and address employment equity barriers for the members of the designated groups. However, it is noteworthy to mention that the majority of the CRC holders shared that they felt fully supported by the CRC Program at the University of Windsor. They felt supported when they approached the University of Windsor CRC Program with any needs for accommodations or concerns within their research, within the progression of their work or in their work environment. A few interviewees had shared that they were offered opportunities at competing institutions but declined the offer because of how well supported they were within the CRC Program at the University of Windsor.

In the summer of 2019, the University of Windsor was pleased to sign and endorse the Dimensions Charter<sup>5</sup>, which was recently launched by the Government of Canada. This program provides opportunities to transform and enhance equity, diversity and inclusion within the area of research in the post-secondary sector. We anticipate that the principles in the Dimensions Charter will enhance EDI practices that support the University of Windsor CRC Program.

Working together to enhance the University of Windsor CRC EDI Action plan will further reflect the University's continuous commitment towards equity, diversity and inclusion.

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<sup>5</sup> [http://www.nserc-crsng.gc.ca/NSERC-CRSNG/EDI-EDI/Dimensions\\_Dimensions\\_eng.asp](http://www.nserc-crsng.gc.ca/NSERC-CRSNG/EDI-EDI/Dimensions_Dimensions_eng.asp)

## Appendix E — CRC Employment Systems Review Survey

### University of Windsor CRC EDI Action Plan

#### CRC Employment Systems Review

#### Survey Questions

- 1) The terminology in accordance to the Employment Equity Act and Federal Contractors Program for the four federally designated groups are: Aboriginal peoples, persons with disabilities, visible minorities and women. At the University of Windsor, we recognize a fifth designated group: sexual/gender minorities.

Are you a member of a designated group?

☐ yes ☐ no

If you selected 'yes', please select the field(s) that you self-identify with. You can select more than one of the designated group choices.

- ☐ Aboriginal peoples (First Nations, Metis, Inuit)  
☐ persons with disabilities  
☐ sexual/gender minorities  
☐ visible minorities  
☐ women

- 2) How did you hear about the CRC you currently hold?

- ☐ Internal (already held a position within the University)  
☐ Online job advertisement  
☐ Newspaper  
☐ Email  
☐ Referral  
☐ Other (specify: \_\_\_\_\_)

- 3) What was your interview process like for the CRC position? Please select all that apply:

- ☐ In-Person, Skype, Teleconference (explain: \_\_\_\_\_)  
☐ Job talk  
☐ Sample class lecture  
☐ Lunch/Dinner (specify positions of those present: \_\_\_\_\_)



- ☐ More than one day
- ☐ Met with Graduate Students
- ☐ Met with Dean and/or VPRI
- ☐ Formal, standardized interview
- ☐ Informal, casual interview
- ☐ You felt appreciated and/or comfortable
- ☐ You felt intimidated and/or uncomfortable
- ☐ Any accommodation requirements were met
- ☐ You felt comfortable self-identifying
- ☐ Other (explain: \_\_\_\_\_)

4) In your experience, have you encountered any of the University's/CRC's policies and practices that would constitute a barrier or obstacle to any of the members of the designated groups within the following categories?

- |                                 |                              |                             |
|---------------------------------|------------------------------|-----------------------------|
| Recruitment, Selection & Hiring | <input type="checkbox"/> yes | <input type="checkbox"/> no |
| Training & Development?         | <input type="checkbox"/> yes | <input type="checkbox"/> no |
| Promotion                       | <input type="checkbox"/> yes | <input type="checkbox"/> no |
| Retention & Termination         | <input type="checkbox"/> yes | <input type="checkbox"/> no |
| Reasonable Accommodation        | <input type="checkbox"/> yes | <input type="checkbox"/> no |

If you selected 'yes', please explain (giving examples if possible).

5) Do informal practices exist within the University's CRC Program that affect equitable and inclusive recruitment, training, promotion, retention and accommodation?

- ☐ yes      ☐ no

If you selected 'yes', can you please indicate what they are?

6) Do you think members of designated groups are under-represented in the CRC Program?

- ☐ yes      ☐ no

If you selected 'yes', please explain in your view why members of designated groups are under-represented in the CRC Program?

7) Do you perceive discrimination in the workplace that would impact the University of Windsor CRC Program?

- ☐ yes      ☐ no

If you selected 'yes', please explain?

- 8) Do you feel that you are supported equitably within the CRC Program at the University of Windsor?

☐ yes ☐ no

If you selected 'no', please explain why you do not feel that you are supported equitably within the CRC Program at the University of Windsor.

- 9) Do you feel that the CRC Program at the University of Windsor is committed to equity, diversity and inclusion?

☐ yes ☐ no

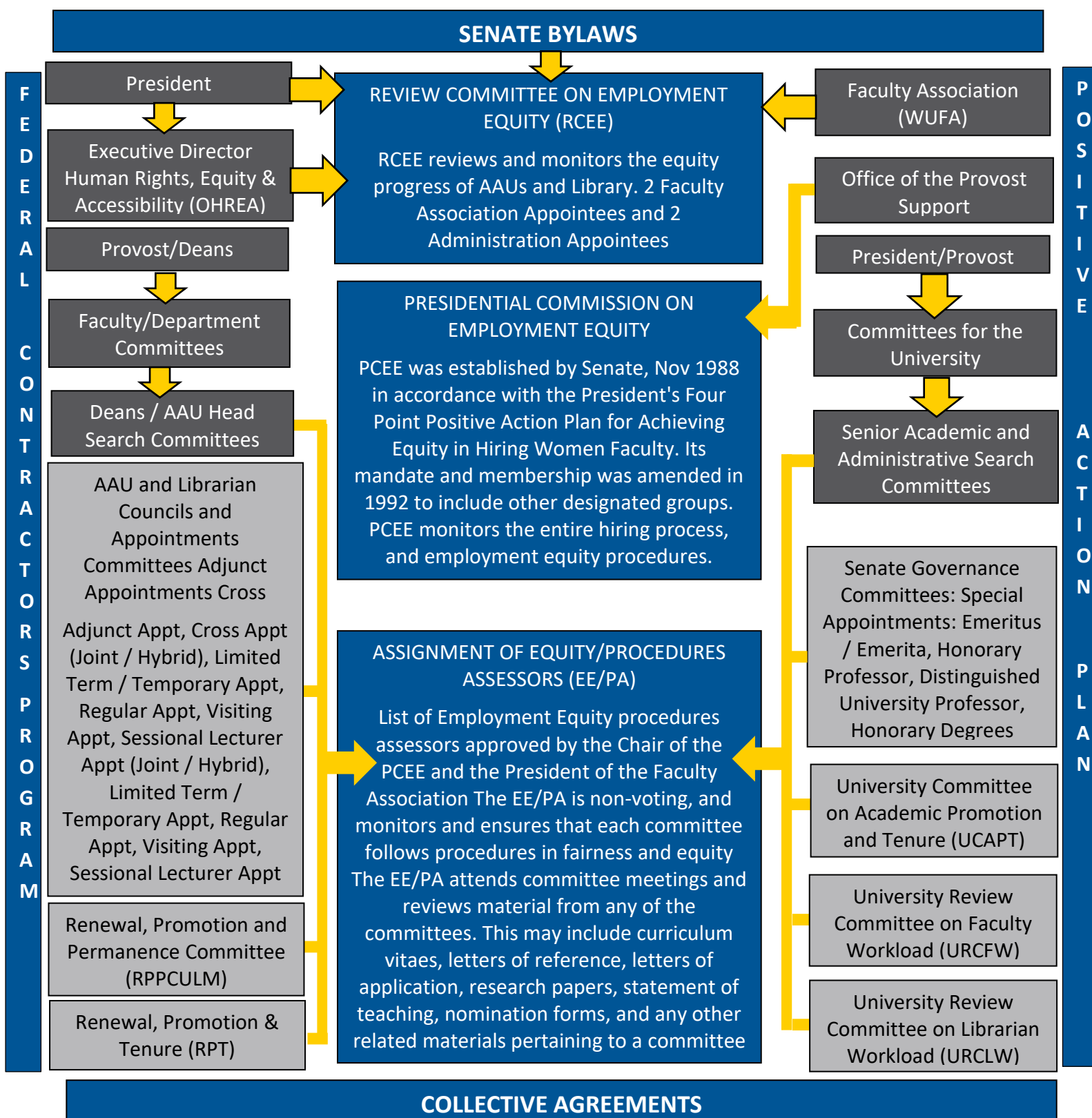
If you selected 'no', please explain you do not feel that the CRC Program at the University of Windsor is committed to equity, diversity and inclusion.

- 10) Do you have recommendations on improving the CRC Program at the University of Windsor as it relates to equity, diversity and inclusion of the members of the designated groups?

☐ yes ☐ no

If you selected 'yes', please list the recommendations and rate them by priority.

## Appendix F — Employment Equity Infrastructure



## Appendix G — Employment Equity Survey/Employee Self-Identification Form

The Employment Equity Survey is available online at <http://www.uwindsor.ca/ohrea/56/employment-equity-survey>. The content of the survey can be reviewed below, and the Employee Self-Identification Form is found at the end of Appendix G.

### Employment Equity Survey

The Employment Equity Survey will be used for the purpose of developing and delivering initiatives to promote fairness and equity at the University of Windsor and in accordance with the Federal Contractors Program.

To take the survey, please follow this link to the [Employment Equity Survey](#)

#### *Responding to the Survey*

Responding to the survey questions is voluntary; however, the submission of the self-identification survey is required. Should you not wish to answer the questions at this time, please indicate in option #8.

#### *Confidentiality*

All census information will remain strictly confidential. The information collected in this survey under the authority of the Employment Equity Act, 1995, 9(1)(a) is confidential, but not anonymous. The information collected will not be used or disclosed except in accordance with the Employment Equity Act, 1995 under the Act 9 (3).

#### *Membership in Designated Groups*

The definitions and terminology used regarding the four designated groups are in accordance with the Federal Contractors Program and Employment Equity Act. Please note that a person may be a member of more than one designated group.

The four federally designated groups are:

- Aboriginal peoples
- Persons with disabilities
- Visible minorities
- Women

The University of Windsor includes Sexual/Gender minorities as a fifth designated group.

### Completing the Survey Form

There are two ways to complete the survey:

1. Online: [www.uwindsor.ca/equitysurvey](http://www.uwindsor.ca/equitysurvey)





2. Interoffice Mail: Complete the survey and return it to the Office of Human Rights, Equity and Accessibility (OHREA)

### Survey Instrument

Please read each question carefully and check off the response that you feel best applies to you. Any employee who wishes to change her/his self-identification status may do so, at any time, but contacting the Office of Human Rights, Equity and Accessibility at 253-3000 ext. 3400 or [ohrea@uwindsor.ca](mailto:ohrea@uwindsor.ca)

1. For the purposes of employment equity, a person is an Aboriginal person if he or she is First Nations (Status or Non-Status), Inuit or Metis peoples of Canada. Based on this definition, are you an Aboriginal Person?  
☐ Yes  
☐ No

If yes, please specify \_\_\_\_\_

2. For the purposes of employment equity, “persons with disabilities” means persons who have a long term or recurring physical, mental, sensory, psychiatric, or learning impairment, and who a) consider themselves to be disadvantaged in employment by reason of that impairment, or b) believe that an employer or potential employer is likely to consider them to be disadvantaged in employment by reasons of that impairment, and c) includes persons whose functional limitations owing to their impairment have been accommodated in their current job or workplace. Based on this definition, are you a person with a disability?  
☐ Yes  
☐ No

If yes, please specify \_\_\_\_\_

The following information is important to understand the type of measures which might need to be undertaken for employees with disabilities who require accommodation in their working conditions at the University of Windsor. If you answered YES above, it would assist us if you would indicate how you define your disability.

- ☐ Coordination impairment
- ☐ Mobility impairment
- ☐ Speech impairment
- ☐ Hearing impairment
- ☐ Visual impairment
- ☐ Psychiatric/mental illness
- ☐ Learning disability
- ☐ Other (please specify) \_\_\_\_\_

3. For the purposes of employment equity “members of visible minorities” means persons, other than Aboriginal peoples, who are non-Caucasian in race or non-white in colour. Based on this definition, are you a member of a visible minority?

- ☐ Yes  
☐ No

The following information is important to identify barriers that may be experienced by different visible minority groups. With which visible minority group do you identify yourself?

- 
4. For purposes of employment equity, women are a designated group. Do you identify as:

- ☐ Male  
☐ Female

5. For the purposes of employment equity, the University of Windsor includes sexual minorities as a fifth designated group. It would assist us if you would indicate how you define your sexual orientation or gender identity/expression:

- ☐ Gay  
☐ Lesbian  
☐ Bisexual  
☐ Transgendered  
☐ Intersex  
☐ Two-spirited  
☐ Other (please specify) \_\_\_\_\_

#### SUPPLEMENTARY INFORMATION

6. Achieving and maintaining an equitable workforce remains at the forefront of the University’s Employment Equity planning. Are you a member of any other identifiable group that you feel has been disadvantaged in the workplace based on factors such as religion, age, place of origin, ethnic origin, ancestry, family or marital status, etc?

- ☐ Yes  
☐ No

If yes, it would assist us if you would indicate how you define yourself: \_\_\_\_\_

#### OPTION

7. Response to the survey is voluntary, however the return of the survey is mandatory.

- ☐ I choose not to answer the questions in the survey at this time

# Employee Self-Identification Form

Employee #



## UNIVERSITY OF WINDSOR EMPLOYMENT EQUITY SURVEY

[www.uwindsor.ca/equitysurvey](http://www.uwindsor.ca/equitysurvey)



This survey will be used for the purpose of developing and delivering initiatives to promote fairness and equity at the University of Windsor and to ensure compliance with the Federal Contractors Program.

### RESPONDING TO THE SURVEY

Responding to the survey self-identification questions is voluntary; however, the return of the survey is mandatory. Each employee MUST return the survey whether or not the questions are answered [Regulation 3(6)(a) and (7) under the Federal Employment Equity Act, 1995]. Should you not wish to answer this survey, please indicate in #7.

### CONFIDENTIALITY

All census information will remain strictly confidential. The information collected in this survey under the authority of the Employment Equity Act, 1995, s9(1)(a) is confidential, but not anonymous. The information collected will not be used or disclosed except to comply with the University's obligations under the Act 9(3), Regulation 96/470 3(6)(b) of the Federal Employment Equity Act, December 1995.

### MEMBERSHIP IN DESIGNATED GROUPS

In accordance with the Federal Contractors Program, this section invites you to voluntarily indicate whether you are a member of a "designated group". Please note that a person may be a member of more than one designated group.

The four designated groups identified by the Federal Contractors Program are:

Aboriginal peoples	Persons with disabilities
Visible minorities	Women

Although not required by the Federal Contractors Program, the University of Windsor includes Sexual minorities as a fifth designated group.

### COMPLETING THE SURVEY FORM:

There are two ways to complete the survey:

#### ONLINE

[www.uwindsor.ca/equitysurvey](http://www.uwindsor.ca/equitysurvey)

#### BY INTEROFFICE MAIL

Complete the survey and return it via the interoffice mail to:  
Office of Human Rights, Equity & Accessibility (OHREA)

Please contact our office if you require an alternative format of this survey.



SURVEY QUESTIONS

*Thank you for your cooperation!  
Your questions and comments are most welcome!*

Updated July 2013



Appendices 65  
Canada Research Chairs  
Equity, Diversity & Inclusion Action Plan

Please read each question carefully and check off the response that you feel best applies to you.  
Any employee who wishes to change her/his self-identification status may do so, at any time, by contacting the Office of Human Rights, Equity & Accessibility at 253-3000 ext. 3400, or [ohrea@uwindsor.ca](mailto:ohrea@uwindsor.ca).

1. For the purposes of employment equity, a person is an Aboriginal person if he or she is First Nations (Status or Non Status), Inuit or Métis peoples of Canada.

Based on this definition, are you an Aboriginal person?

Yes ☐ No ☐

If yes, please specify: \_\_\_\_\_

2. For the purposes of employment equity, "persons with disabilities" means persons, who have a long-term or recurring physical, mental, sensory, psychiatric or learning impairment and who:

- a) consider themselves to be disadvantaged in employment by reason of that impairment, or
- b) believe that an employer or potential employer is likely to consider them to be disadvantaged in employment by reasons of that impairment, and
- c) includes persons whose functional limitations owing to their impairment have been accommodated in their current job or workplace.

Based on this definition, are you a person with a disability?

Yes ☐ No ☐

The following information is important to understand the type of measures which might need to be undertaken for employees with disabilities who require accommodation in their working conditions at the University of Windsor. If you answered YES above it would assist us if you would indicate how you define your disability:

- ☐ coordination impairment
- ☐ visual impairment
- ☐ mobility impairment
- ☐ psychiatric/mental illness
- ☐ speech impairment
- ☐ learning disability
- ☐ hearing impairment
- ☐ other (please specify) \_\_\_\_\_

3. For the purposes of employment equity, "members of visible minorities" means persons, other than Aboriginal peoples, who are non-Caucasian in race or non-white in colour.

Based on this definition, are you a member of a visible minority?

Yes ☐ No ☐

The following information is important to identify barriers that may be experienced by different visible minority groups. With which visible minority group do you identify yourself?

\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

4. For the purposes of employment equity, women are a designated group.

Do you identify as:

Male ☐ Female ☐

5. For the purposes of employment equity, the University of Windsor includes sexual minorities as a fifth designated group. It would assist us if you would indicate how you define your sexual orientation or gender identity/expression:

Do you identify as:

- ☐ Gay
- ☐ Trans-gendered
- ☐ Lesbian
- ☐ Inter-sexed
- ☐ Bi-sexual
- ☐ Two-spirited

☐ Other (please specify) \_\_\_\_\_

\_\_\_\_\_  
\_\_\_\_\_

#### SUPPLEMENTARY INFORMATION:

6. Achieving and maintaining an equitable workforce remains at the forefront of the University's Employment Equity planning. Are you a member of any other identifiable group that you feel has been disadvantaged in the workplace based on factors such as religion, age, place of origin, ethnic origin, ancestry, family or marital status, etc.?

Yes ☐ No ☐

If yes, it would assist us if you would indicate how you define yourself:

\_\_\_\_\_

#### OPTION:

7. Response to the survey is voluntary; however, the return of the survey is mandatory.

☐ I choose not to answer the questions in this survey at this time.

## Appendix H — Role of the Employment Equity/Procedures Assessor

The text below complies with accessibility standards. A graphic representation follows.

### Who can be an EE/PA?

- For an academic appointment: any active or retired member of faculty, library, ancillary academic staff
- For non-union appointments: staff or faculty
- Normally outside of their AAU or Unit
- Appointed by Presidential Commission on Employment Equity (PCEE)

### Role of an EE/PA

- A non-voting member of the committee
- A resource person at arm's-length
- Monitor and draw committee's attention to issues on employment equity in terms of fairness applied to all candidates, in particular the designated group members
- Assist the committee in ensuring that the University adheres to the Employment Equity policies, procedures and practices
- Be well-versed in the applicable Senate Bylaws and University's Collective Agreements in order to provide equity related guidance
- Assist the committee in following Positive Obligation requirements
- Ensure availability to speak to PCEE if necessary
- Provide consultation and assistance to the Chair

### University's Employment Equity Commitment

- Committed to equity in its academic policies, practices, and programs;
- Supports diversity in its teaching, learning, and work environments; and
- Ensures that applications from members of traditionally marginalized groups are seriously considered

Those who would contribute to the further diversification of its faculty and its scholarship include, but are not limited to: women, Aboriginal Peoples, persons with disabilities, members of visible minorities and members of sexual/gender minority groups.

Priority will be given to Canadian Citizens or Permanent Residents of Canada

### Committee Examples Requiring an EE/PA

- Academic Appointments Academic
- Administrative Search
- Hiring/Interviewing
- Promotion, Tenure/Permanence, Renewal (PTR)
- Special Appointments



### Who can be an EE/PA?

- For an academic appointment: any active or retired member of faculty, library, ancillary academic staff
- For non-union appointments: staff or faculty
- Normally outside of their AAU or Unit
- Appointed by Presidential Commission on Employment Equity

### University's Employment Equity Commitment

- a) Committed to equity in its academic policies, practices, and programs;
- b) Supports diversity in its teaching, learning, and work environments; and
- c) Ensures that applications from members of traditionally marginalized groups are seriously considered

Those who would contribute to the further diversification of its faculty and its scholarship include, but are not limited to: women, Aboriginal Peoples, persons with disabilities, members of visible minorities and members of sexual/gender minority groups.

Priority will be given to Canadian Citizens or Permanent Residents of Canada

### Role of an EE/PA

- A non-voting member of the committee
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- Monitor and draw committee's attention to issues on employment equity in terms of fairness applied to all candidates, in particular the designated group members
- Assist the committee in ensuring that the University adheres to the Employment Equity policies, procedures and practices
- Be well-versed in the applicable Senate Bylaws and University's Collective Agreements in order to provide equity related guidance
- Assist the committee in following Positive Obligation requirements
- Ensure availability to speak to PCEE if necessary

### Committee Examples Requiring an EE/PA

- i. Academic Appointments  
Academic
- ii. Administrative Search
- iii. Hiring/Interviewing
- iv. Promotion, Tenure/Permanence, Renewal (PTR)
- v. Special Appointments



## Appendix I — Procedural Information for Employment Equity/Procedures Assessor

The text below complies with accessibility standards. A graphic representation follows.

### Guidelines for the Pre and Post Interview Evaluation Grids

- Refer to the General Evaluation Grid sample and guidelines
- Sources include CV/Resume; Letter of Application; Interview; References; Public Presentation; Feedback from students, Faculty, Staff, etc.
- Categories must be given a numeric value determined by the committee
- Determine a threshold score that the candidate must reach to be qualified and recommended for the position
- Each committee member evaluates all candidates separately
- Totals should be averaged or consensus scoring
- Final score is submitted to PCEE

### Positive Obligation

When a candidate is a member of an under-represented group and is in the pool of candidates acceptable for recommendation, and is approximately equal to the other acceptable candidates, then the candidate from the under-represented group(s) shall be recommended. When determining approximately equal candidates, consider each committee member's scores for each candidate, rather than the total group average for each candidate.

### What is the Chair's Responsibility Regarding an EE/PA?

A Chair Shall:

- Give the EE/PA reasonable notification of an upcoming meeting
- Give access to any information that other committee members receive
- Identify to the other members and the candidates what the EE/PA's role is on the committee

### Key Points to Note

- An EE/PA is a non-voting member whose role is as resource person at arm's length and you should avoid being drawn into the committee's discussion on matters other than equity
- Discuss concerns/matters with Chair prior to or following meetings with the entire committee if there are any issues
- If in disagreement with the Chair, contact OHREA or the Faculty Recruitment Coordinator
- Become familiar with the WUFA Collective Agreement and Senate Bylaws

### Designated Group Status

An EE/PA may ask candidates if they wish to self-identify. If a Designated Group member does not make the shortlist, and is close to 3rd ranked candidate, PCEE may request that they be added to the shortlist.





When a Designated Group member has more than one status (e.g. Woman and Visible Minority, consider Positive Obligation).

### What is the EE/PA expected to do?

The EE/PA is expected to review all material related to the appointment (CVs, etc.). Provide comments on Form 2 Shortlist. Provide comments on Form 3 Receiving Candidate. Provide equity/procedural related guidance as needed to the Committee.

### Equity and Equality

Equality has limitations; there's a point at which to treat everyone the same becomes unfair, and many contexts in which to do so is unjust. Equity is an equalizer. It recognizes differences and diverse needs. Equity recognizes an historical context that has led to unequal realities, and that to merely switch to equality will not redress the imbalance - specific measures/efforts will be required to compensate for the gap(s).

### **Guidelines for the Pre and Post Interview Evaluation Grids**

- a) Refer to the General Evaluation Grid sample and guidelines
- b) Sources include CV/Resume; Letter of Application; Interview; References; Public Presentation; Feedback from students, Faculty, Staff, etc.
- c) Categories must be given a numeric value determined by the committee
- d) Determine a threshold score that the candidate must reach to be qualified and recommended for the position
- e) Each committee member evaluates all candidates separately
- f) Totals should be averaged or consensus scoring
- g) Final score is submitted to PCEE

### **Positive Obligation**

When a candidate is a member of an under-represented group and is in the pool of candidates acceptable for recommendation, and is approximately equal to the other acceptable candidates, then the candidate from the under-represented group(s) shall be recommended. When determining approximately equal candidates, consider each committee member's scores for each candidate, rather than the total group average for each candidate.

### **What is the Chair's Responsibility Regarding an EE/PA?**

A Chair Shall:

- Give the EE/PA reasonable notification of an upcoming meeting
- Give access to any information that other committee members receive
- Identify to the other members and the candidates what the EE/PA's role is on the committee

### **Key Points to Note**

- An EE/PA is a non-voting member whose role is as resource person at arm's length and you should avoid being drawn into the committee's discussion on matters other than equity
- Discuss concerns/matters with Chair prior to or following meetings with the entire committee if there are any issues
- If in disagreement with the Chair, contact OHREA or the Faculty Recruitment Coordinator
- Become familiar with the WUFA Collective Agreement

### **Designated Group Status**

An EE/PA may ask candidates if they wish to self-identify. If a Designated Group member does not make the shortlist, and is close to 3rd ranked candidate, PCEE may request that they be added to the shortlist. When a Designated Group member has more than one status (e.g. Woman and Visible Minority, consider Positive Obligation)

### **What is the EE/PA expected to do?**

The EE/PA is expected to review all material related to the appointment (CVs, etc.). Provide comments on Form 2 Shortlist. Provide comments on Form 3 Receiving Candidate. Provide equity/procedural related guidance as needed to the Committee

### **Equity and Equality**

Equality has limitations; there's a point at which to treat everyone the same becomes unfair, and many contexts in which to do so is unjust. Equity is an equalizer. It recognizes differences and diverse needs. Equity recognizes an historical context that has led to unequal realities, and that to merely switch to equality will not redress the imbalance - specific measures/efforts will be required to compensate for the gap(s)

## Appendix J — Canada Research Chairs Recruitment and Nomination Support Procedure

The text below complies with accessibility standards. A graphic representation follows.

1. VPRI notifies President of CRC vacancy
  2. President authorizes VPRI to establish a search committee
  3. VPRI establishes a search committee pursuant to Article 12, including
    - VPRI (Chair)
    - Provost (or delegate)
    - Dean of Graduate Studies (or delegate)
    - University Professor
    - Faculty Member holding a Junior Research Chair (or equivalent)
    - Equity/Procedures Assessor
- \*Women and Men must be represented \*EE/PA may request additional representation from members of designated group(s) if candidate(s) are members of designated group(s)
4. Committee members provide proof of unconscious bias training and recent employment equity training
  5. Committee drafts job advertisement and establishes pre and post interview grids
  6. CRC Program approves job advertisement
  7. VPRI submits FORM1 job advertisement and grids. Approver: Dean Budgets, Provost, PCEE
  8. FORM1 approved, job advertisement and grids deemed to be equitable and approved to be used for the purpose of recruitment of CRCs
  9. Job advertisement posted: faculty recruitment, VPRI website and additional outlets chosen by committee and Deans for diversity of applicants
  10. Job advertisement sent to CRRC secretariat
  11. Job advertisement closes and is removed. Job advertisement is removed after a minimum of 30 days and is then archived publicly on the VPRI website
  12. Applications sent to committee. VPRI sends eligible candidates' applications to search committee. Ineligible candidates' applications and rationale for ineligibility sent to committee
  13. Shortlisting of Candidates. Search committee reviews applications, completes pre-interview grids and creates a shortlist of candidates
  14. VPRI submits FORM2. Completed pre-interview grids placed in FORM2 and approved by EE/PA, Dean, PCEE
  15. FORM2 approved. Shortlist of Candidates is approved and advanced to the interview stage
  16. Recruitment process proceeds to interview stage
  17. Shortlisted candidates invited to campus to:
    - a. Give presentation



- b. Interview with search committee
- c. Meet with University Faculty and Students
- d. Tour city and region

\*Accommodating Candidate visits: the recording secretary arranges reimbursement for travel, hotel stay and parking, accessibility needs, and dietary accommodations.

18. Candidate gives presentation

- a. Candidate is given 30 minutes before the presentation to prepare
- b. Candidate has 90 minutes to present and answer questions
- c. Presentation is public and recorded

19. Candidate interviews

- a. Search Committee Interview with Candidate for 90 Minutes:
- b. 60 Minutes used for Interview
- c. 30 Minutes In-Camera Committee Discussion

20. Equity Assessor/Procedures Assessor introduces themselves to candidate and explains their purpose during the recruitment process

21. Candidate meetings

- a. VPRI
- b. Provost
- c. Dean
- d. Dept. Head
- e. Dept. Faculty

22. Candidate luncheon/dinner

- a. Candidate has Luncheon/Dinner with:
  - i. Search Committee, Dean, and Dept. Head
  - ii. Graduate Students and Postdoctoral Fellows

23. Search committee ranks candidates

- a. Search committee meets for 90 minutes and post-interview grids and additional comments are collected.
- b. candidates are ranked

24. Candidate(s) selected

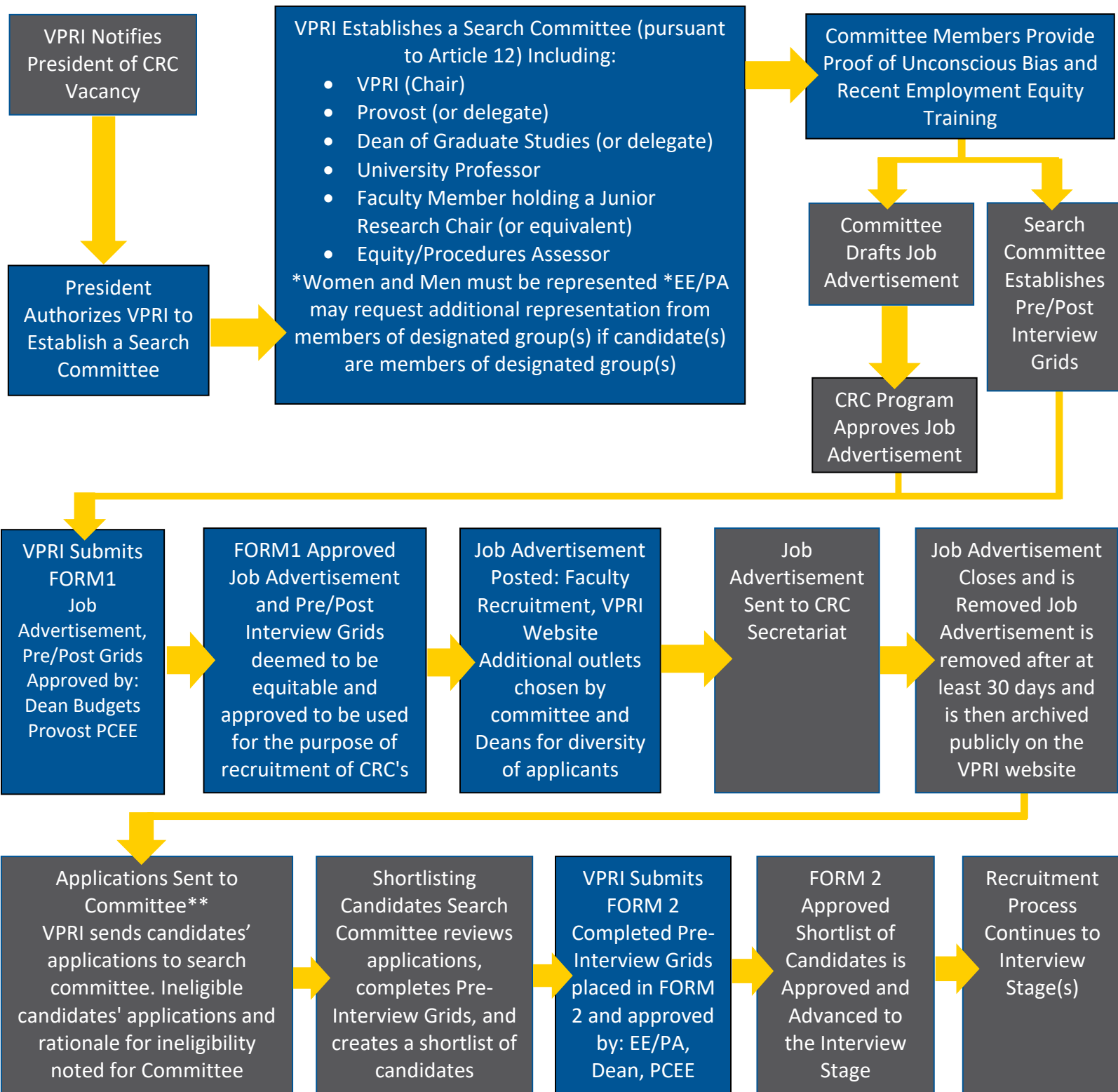
- a. After discussing candidates, the committee decides if the search has been successful and which candidate(s) should receive the position.
- b. Dean consulted
- c. Decision made with consideration of Positive Obligation

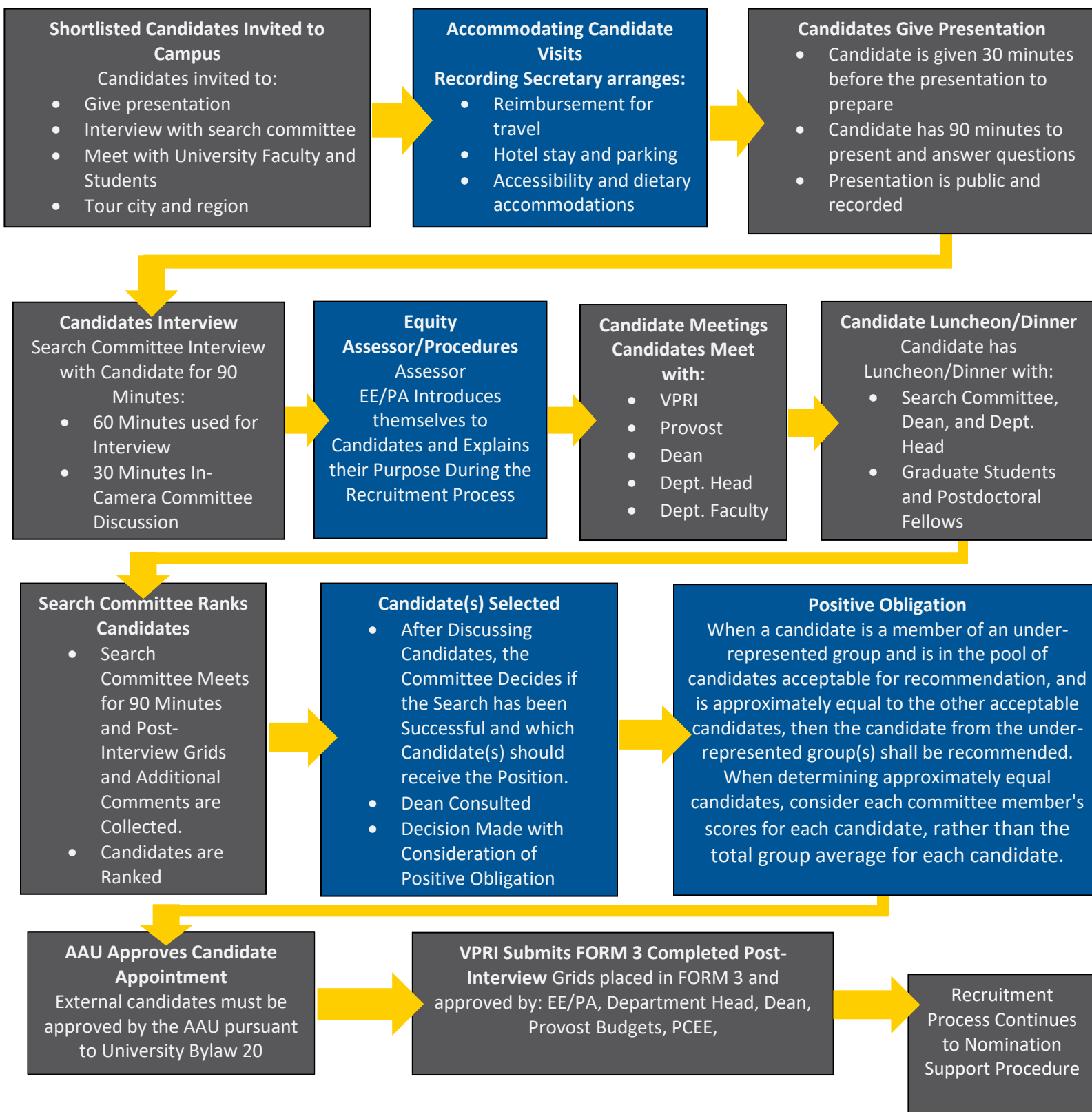
\*Positive Obligation: When a candidate is a member of an under-represented group and is in the pool of candidates acceptable for recommendation, and is approximately equal to the other acceptable



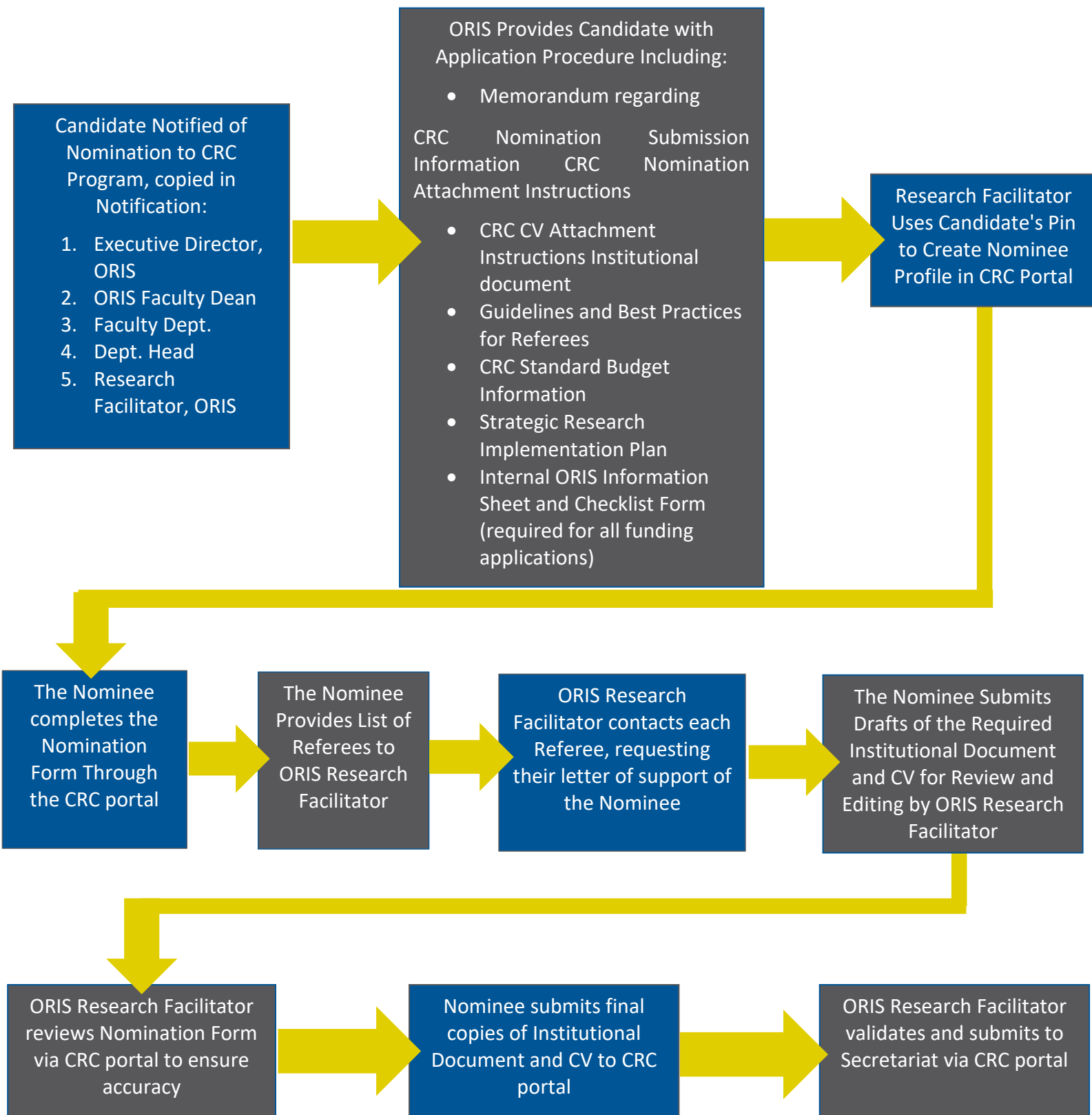
candidates, then the candidate from the under-represented group(s) shall be recommended. When determining approximately equal candidates, consider each committee member's scores for each candidate, rather than the total group average for each candidate.

25. AAU Approves candidate appointment. External candidates must be approved by the AAU pursuant to University Bylaw 20
26. VPRI Submits FORM 3. Completed post-interview grids placed in FORM 3 and approved by: EE/PA, Department Head, Dean, Provost Budgets, PCEE
27. Recruitment process continues to Nomination support procedure
28. Candidate Notified of Nomination to CRC Program. Copied in Notification:
  - a. Executive Director,
  - b. ORIS Faculty Dean
  - c. Faculty Dept.
  - d. Head Research Coord., ORIS
29. ORIS Provides Candidate with Application Procedure Including:
  - a. Memorandum regarding CRC Nomination Submission Information CRC Nomination Attachment Instructions
  - b. CRC CV Attachment Instructions Institutional document
  - c. Guidelines and Best Practices for Referees
  - d. CRC Standard Budget Information
  - e. Strategic Research Implementation Plan
  - f. Internal ORIS Information Sheet and Checklist Form (required for all funding applications)
30. Research Facilitator uses candidate's PIN to create Nominee Profile in CRC Portal
31. The Nominee completes the Nomination Form Through the CRC portal
32. The Nominee provides list of Referees to ORIS Research Facilitator
33. ORIS Research Facilitator contacts each Referee, requesting their letter of support of the Nominee
34. The Nominee submits drafts of the required institutional document and cv for review and editing by ORIS Research Facilitator
35. ORIS Research Facilitator reviews the Nomination Form via CRC portal to ensure accuracy
36. Nominee submits final copies of Institutional Document and CV to CRC portal
37. ORIS Research Coordinator validates and submits to Secretariat via CRC portal









## Appendix K — Canada Research Chairs Recruitment and Nomination Support Procedure Checklist

### Canada Research Chair Recruitment Checklist

- ☐ VPRI notifies President of vacancy and seeks authorization to establish a search committee
- ☐ VPRI establishes a search committee in accordance with Article 12 – Appointment of Members, Subsection III – Research Chairs (12:10(a))
- ☐ Search committee members complete Unconscious Bias and Equity Training
- ☐ Search committee drafts/approves advertisement in accordance with all internal and program guidelines and determines additional forums through which the position should be advertised to maximize breadth and diversity of applicant pool
- ☐ Search committee drafts/approves pre-/post-interview grid to evaluate candidates and determines criteria, ranking scheme, and thresholds
- ☐ Draft advertisement is sent to the CRC Secretariat for review and confirmation that it meets all program requirements
- ☐ VPRI submits FORM 1, including draft advertisement and pre-/post-interview grid, which is approved by the Dean, Budgets, Provost, and PCEE
- ☐ Advertisement is posted on the Faculty Recruitment website, social media, and other locations chosen strategically to attract members of designated groups
- ☐ Advertisement is posted on the ORIS/VPRI websites on the same day that it is posted on the Faculty Recruitment website and a link to the advertisement is sent to the CRC Secretariat the same day
- ☐ Once the posting has closed, Recruitment removes the advertisement from the Faculty Recruitment website and the advertisement is archived on the ORIS/VPRI websites
- ☐ VPRI distributes application packages of all candidates to search committee
- ☐ Search committee reviews and discuss applications of all candidates and develops a shortlist
- ☐ VPRI submits FORM 2 and all required documentation (i.e. completed pre-interview grid), which is approved by the Equity Assessor, Dean, and PCEE
- ☐ VPRI invites candidates and arranges for site visits, interviews, and public presentations
- ☐ VPRI introduces EE/PA at interview and explains their purpose
- ☐ EE/PA identifies designated group members during the interview process

- ☐ Search committee discusses and ranks all candidates, completes the post-interview grid, and determines if the search has been successful and the position should be offered to one or more of the candidates
- ☐ VPRI solicits confidential feedback from department faculty on candidates and seeks approval of external candidates by AAU Council as per Senate Bylaw 20
- ☐ VPRI submits FORM 3 and required documentation (i.e. post-interview grid), which is approved by the Equity Assessor, Department Head (if applicable), Dean, and PCEE
- ☐ Dean negotiates candidate salary and start-up and communicates this to the Provost
- ☐ Dean completes FORM 1, Section 5 indicating the date the AAU Council approved the candidate (external only) and providing required information in the Letter of Appointment table, which is approved by the Provost
- ☐ Provost issues a letter of appointment to successful external candidate that is conditional upon the success of their nomination for a Canada Research Chair
- ☐ VPRI issues a letter notifying internal candidate that their application has been successful and providing them with information on next steps relating to the nomination process
- ☐ VPRI issues letters notifying unsuccessful candidates that they have not been selected for the position

## Appendix L — Canada Research Chairs Standard Budget Policy

**Policy Title:** Canada Research Chairs (CRC) Standard Budget Policy

**Policy Number:** Office of Vice-President, Research – April 8, 2013 – Policy Number VPR-13-001

**Established:** April 8, 2013 by the Office of Vice-President, Research

**Approved by:** Vice-President, Research

- Last Approval Date: April 8, 2013
- Revision Date: June 15, 2015

**Position Responsible for Maintaining and Administering the Policy:** Vice-President,

Research **Contact:** Shanthi Johnson, shanthij@uwindsor.ca

(519) 253-3000; ext: 3925

### 1. Policy Statement

This policy outlines the standard budget policy to be applied to Canada Research Chair (CRC) funding received for approved CRC holders, new and renewed, whose term commences on or after May 1, 2013.

### 2. Purpose

This policy sets out the standard pan-University budget policy for all CRC holders, new and renewed, whose term commences on or after May 1, 2013.

### 3. Scope

This policy applies to all Canada Research Chairs funding received by the University of Windsor for Chairholders whose term commences on or after May 1, 2013.

### 4. Exceptions to Policy

Not applicable.

### 5. Procedures

The budget allocations set out below will be applied to all CRC funding received by the University of Windsor for Chairholders, new and renewed, whose term commences on or after May 1, 2013:

Cost Category	Tier 1	Tier 2
CRC Value	\$200,000	\$100,000
40% to Dean for salary and course release(s) (N.B. up to two courses release for Tier 1 and one course release for Tier 2)	\$80,000	\$40,000



Course release cannot result in fewer than two semester courses being taught a year		
20% for institution administration and research support	\$40,000	\$20,000
10% increase of the Chair's salary as a stipend (N.B. estimate only; if the amount deducted is more or less, the balance for the Chairholder's research program will be adjusted accordingly)	~\$20,000	~\$10,000
Approximate amount remaining for Chair's research Program	~\$60,000	~\$30,000

#### 6. Review Process for Policies

The policy will be reviewed periodically and updated as required.

#### 7. Process for Communicating Policies

The policy will be distributed to the University of Windsor Canada Research Chairs, Deans of the Faculty, the Office of Research Services, Research Finance and will be posted on the University of Windsor Research website as well as on the Provost's website.

## Appendix M — Canada Research Chair Renewal Procedure

Prior to the end of their term, and at the University's discretion, Canada Research Chairs (CRC) may be eligible for renewal. The following criteria apply to the two types of CRCs:

**Type of Chair:** Tier 1

**Term of Chair:** 7 years

**Renewals Allowed:** One additional term

**Type of Chair:** Tier 2

**Term of Chair:** 5 years

**Renewals Allowed:** One additional term

The CRC Secretariat encourages universities to submit re-nomination packages within the last year of the current appointment. Once a university becomes eligible to renew a chair, it has two consecutive nomination cycles to do so in order to avoid any break in funding. The first of the nomination cycles will fall approximately one year or more prior to the end of the current term, with the second date following six months thereafter. The renewal cycles have the same submission deadlines as new nominations: April and October. As a prerequisite to the renewal process, the Chairholder will be requested to submit to the Office of Research and Innovation Services (ORIS) the following documents: (i) a current CV; (ii) an Outcomes Report covering the current term (maximum five pages); a Research Plan covering the next term (maximum five pages); and (iv) *for Tier 1 Chairs only* - a document containing the candidate's ideas and plans regarding his/her leadership role in deepening and broadening research within his/her academic unit (department or centre, maximum three pages).

Provided the candidate's research performance in the last term has met the performance expected of Canada Research Chairs nationally, the candidate may be eligible to seek approval to apply for renewal. The Vice-President, Research and Innovation (VPRI) and other University Executives will examine the required documents noted above and determine whether a consideration for renewal is merited.

### Renewal Process

The Nomination form for renewal of a chair is similar to the Nomination form for a new Chair except that it requires a Performance Report prepared by the University administration. Upon approval to proceed with renewal, the Chairholder will receive instructions for preparation of the application together with the deadlines.

The following is the procedure leading up to the submission of the renewal application:

1. Approximately 18 months prior to the expiry date of the CRC, ORIS will send a request to the Chairholder to submit the following documents: (i) a current CV; (ii) an Outcomes Report covering the current term (maximum five pages); a Research Plan covering the next term (maximum five pages); and (iv) *for Tier 1 Chairs only* - a document containing the candidate's ideas and plans regarding his/her leadership role in deepening and broadening research within



his/her academic unit (department or centre, maximum three pages). Upon receipt of these documents, ORIS will send the documents to the Dean/Director of the Chairholder asking for a review of the documents and a confirmation as to whether the Dean/Director agrees that the Chairholder should be considered for renewal of his/her Chair position.

2. Upon receiving confirmation to proceed from the Dean/Director, the VPRI and other University Executives will review the Chairholder's performance over the last term including a review of the documents provided by the Chairholder as outlined in item 1 above and will provide a decision whether the candidate may proceed with a renewal submission within one month of the submission of the documents outlined herein. If the decision is positive, the Chairholder will be invited to apply for renewal, and if times permits, he/she will be given a choice of two consecutive deadline dates. If the decision is in doubt, the VPRI and Executive Director, Research and Innovation (EDRI) will meet with the Chairholder to discuss a path forward.
3. Approximately five months prior to the CRC submission deadline, the Chairholder, if invited to proceed with renewal, will be asked to prepare two 6-page documents according to CRC templates: an Information Sheet, which is essentially a record of the Chair's achievements to date and a draft Proposed Research Program, which is essentially a proposal for the renewal period (5 or 7 years). These should be submitted to ORIS approximately three months prior to the CRC submission deadline. Upon receipt of the completed documents from the Chairholder, ORIS will provide the Information Sheet and CV to the Chair's Head, Dean or Director, as appropriate, for preparation of a draft six-page Performance Report on a template following the Information Sheet with a deadline for submission to ORIS approximately one month thereafter.
4. Approximately two months prior to the CRC submission deadline, the draft Performance Report and a draft Proposed Research Program will then be provided to a candidate-specific Evaluation Committee charged with assisting the candidate to prepare the best possible submission. This Committee will consist of the EDRI (as chair), a faculty member from within the affected Faculty, a faculty member from another Faculty, and a person from either on campus or outside the University who has sufficient knowledge of the candidate's area to provide input and assistance concerning the submission. Suggestions will be sought from the candidate on the latter three members. This Evaluation Committee will review the documents and provide input to the candidate regarding the form and content of the documents comprising the application for renewal. This Committee will complete its interaction with the candidate approximately one month prior to the CRC submission deadline.

Co-ordination of these activities plus preparation and submission of the Nomination form will be handled by the Office of Research and Innovation Services.

Example of dates of notification to Chairholders





Sample date of expiry of Chair: Sep 2020  
**Date of request for documents:** Mar 2019  
Latest submission of documents: Oct 2019  
CRC Review Ctte Approval: Nov 2019  
Info sheet and Res. Objectives submission: Jan 2020  
Prep of Performance Report: Feb 2020  
Evaluation Committee assistance: Mar 2020  
Latest submission to CRC \*: Apr 2020

Sample date of expiry of Chair: Mar 2021  
**Date of request for documents:** Aug 2019  
Latest submission of documents: Apr 2020  
CRC Review Ctte Approval: May 2020  
Info sheet and Res. Objectives submission: July 2020  
Prep of Performance Report: Aug 2010  
Evaluation Committee assistance: Sep 2020  
Latest submission to CRC \*: Oct 2020

\* To guarantee continuity of funding this is the latest submission date as provided by the CRC Secretariat.

Any questions regarding the CRC renewal process may be directed to

Research Facilitator / Administrative Assistant  
Office of Research and Innovation Services  
(519) 253-3000, ext. 3919  
[oris@uwindsor.ca](mailto:oris@uwindsor.ca)



## Appendix N — Windsor University Faculty Association (WUFA) Collective Agreement Article 11 – Discrimination and Harassment Free Workplace

11:01 The parties acknowledge that the provisions of this Agreement shall apply to all members without discrimination, interference, restriction or coercion and, in carrying out their respective obligations and in exercising their respective rights under this Agreement; neither will they discriminate against any member because of race, creed, colour, age (except for retirement in accordance with the University Retirement Plan), sex, sexual orientation, marital status, family relationships (subject to Senate Policy and the terms of this Agreement), nationality, ancestry, place of origin, political or religious affiliation or belief, clerical or lay status, physical or mental disability (except where such disability would clearly prevent performance of the required duties), conviction for which a pardon has been granted, or membership or involvement in any lawful organization, nor will they engage in any other discriminatory practices prohibited by law.

Notwithstanding the foregoing, the provisions of this Article may be superseded by programs and policies connected with or pursuant to Employment Equity Policies of the University or the Pay Equity Act or any other equity, human rights legislation, or other employment related legislation.

11:02 The parties are committed to providing a safe learning and work environment while maintaining a workplace that is free of discrimination and workplace harassment as required by the Occupational Health and Safety Act and as outlined in the University's related policies and programs.

11:03 The definitions of workplace harassment, including workplace sexual harassment, as defined in the Occupational Health and Safety Act, R.S.O. 1990, c. O.1., and as referenced in the University of Windsor's Harassment Prevention Policy and Program, shall be used for the purposes of Article 11.

11:04 Procedures for the fair and thorough treatment of complaints of workplace harassment, including workplace sexual harassment, as outlined in the University's Workplace Harassment Prevention Program, shall include:

- an informal process for attempting to resolve the complaint;
- a process for filing a formal complaint if informal attempts at resolution have failed;
- a process for formally investigating, dealing with, and remedying such formal complaints.

11:05 If a member believes she/he has been harassed, as defined in Article 11:03, she/he may take direct action by informing the individual who is the source of the behaviour that it is unwelcome and unwanted, and request that the individual stop the behaviour, and by documenting the events including the date, time, location, witnesses, and details; or

- (a) report the complaint to the Dean/University Librarian/Law Librarian and seek assistance in addressing the issue through the procedures outlined in the University's Workplace Harassment Prevention Program. If the Dean/University Librarian/Law Librarian is the respondent to the

allegation of workplace harassment, the member shall contact the Provost per the University's Harassment Prevention Program; or

- (b) report the complaint to the Faculty Association and seek assistance in addressing the issue, or, at the discretion of the member and the Association, initiate a grievance under Article 39. Where the respondent is the person who would normally deal with any of the steps of the grievance procedure, the grievance shall automatically be sent forward to the next step. 30

11:06 When a complaint is made by or against a member, said member shall have the right to representation by the Faculty Association at all stages of the aforementioned complaint processes and, at the option of the member, the Faculty Association will be advised of the complaint.

11:07 Where the University wishes to appoint an external mediator or external investigator on a matter where the member is either complainant or respondent, the University shall advise the Faculty Association on such appointment.

11:08 Following any proceeding under the University's Workplace Harassment Prevention Program, should the complaint remain unresolved, it may be pursued through the grievance procedure for resolution, without prejudice, commencing at Step 3. Complaints shall not be pursued through both the grievance and harassment procedures simultaneously.

11:09 Any findings under the University's Workplace Harassment Prevention Program or under any other relevant University policy from which the University contemplates discipline against a member shall be dealt with in accordance with provisions in Article 59 and any other relevant Articles of this agreement, and is subject to the grievance and arbitration procedures in Article 39.

## Appendix O - Windsor University Faculty Association (WUFA) Collective Agreement Article 12 – Appointment of Members, Subsection III – Research Chairs (12:10(a))

- a) The creation of research chairs by the University shall be subject to the agreement of Senate. Such chairs may be open to either internal or external candidates or both. Appointments to such chairs shall be made following a process determined by the President. Appointments shall be made by the President on the recommendation(s) of a committee appointed by the President composed of the Vice-President, Research (Chair), the Provost, the Dean of Graduate Studies, a University Professor, a faculty member holding a junior Canada Research Chair or equivalent, and an employment equity and procedures assessor. Both genders shall be represented on this committee. All appointments of external candidates shall be subject to the agreement of the relevant AAU(s).
- b) Externally created research chairs shall be subject to the rules, regulations and appointments process prescribed by the body or bodies creating such chairs.

## Appendix P — Windsor University Faculty Association (WUFA) Collective Agreement Article 30 – Employment Equity

30:01

- (a) The parties to this Agreement agree to the principle of employment equity for members of the designated groups as defined by Article 1.
- (b) Within one hundred and eighty (180) days from the signing of this Agreement, in the context of the President's plans for a comprehensive campus-wide approach to employment equity, the President will publish a detailed plan and timetable with respect to implementation of the recommendations of the Coulter Report.

30:02 The University shall ensure that the employment equity procedures recommended by the Review Committee on Employment Equity (RCEE) including:

- (i) the Positive Action Plan as approved by Senate in November 1988 relating to women and later extended to the designated groups in 1993 and 1994;
- (ii) all statutory obligations concerning employment equity;
- (iii) the provisions for advertising and interviewing;
- (iv) the use of employment equity/procedures assessors on appointments, and promotion and tenure committees; and
- (v) the review of all appointment procedures and recommendations by the Presidential Commission on Employment Equity; shall, subject to clause 30:06, be followed in all AAUs and Libraries.

30:03 The President shall call a meeting of the RCEE within thirty (30) days of signing the Agreement. The RCEE shall remain a standing committee until employment equity for the designated groups has been achieved. The RCEE shall consist of two (2) persons appointed by the University, and two (2) persons from the membership of the Faculty Association appointed by the President of the Faculty Association. At least one (1) person appointed by the President of the Faculty Association shall be a member of the Faculty Association's Status of Women, Diversity and Equity Action Committee. The RCEE shall call upon such offices as appropriate to provide information on issues of equity which is pertinent to its deliberations subject to applicable legislation. Both parties to this Agreement shall endeavour to appoint persons from among the designated groups.

30:04 The Review Committee provided for in clause 30:03 shall be responsible for:

- (i) identifying where there is a serious under-representation of members of the designated groups in any AAU and/or Library;
- (ii) recommending reasonable goals and timetables for hiring by any AAU and/or Library where serious underrepresentation of members of the designated groups exists. "Serious under-



- representation” occurs when members of a designated group are fewer than sixty percent (60%) of the agreed-upon pool data for AAUs and Library;
- (iii) reviewing action taken within the University to achieve the hiring goals recommended under (ii).

30:05 The Review Committee provided for in clause 30:03 shall report at least annually its findings and recommendations to the parties to this Agreement and to the Senate. The findings and recommendations of the Review Committee shall not be subject to the grievance and arbitration procedures under Article 39 of this Agreement.

30:06 Consistent with the principle of employment equity:

- (a) The University shall continue to implement the Procedures recommended by the RCEE (as adopted by Senate) and the four-point Positive Action Plan (as adopted by Senate, November 17, 1988) and any other recommendations of the RCEE (as may be adopted by Senate). The University accepts the principle of offering incentives to encourage hiring of qualified candidates from the designated groups.
- (b) To ensure positive action, all full-time positions are to be advertised through contact with Chairs of appropriate departments at other Universities, in University Affairs, and the CAUT Bulletin, relevant professional journals and, where relevant, national newspapers, women's studies and feminist journals, and/or with associations or contact groups representing the designated groups. In addition, following approval of an advertisement, copies of all such advertisements will be transmitted to the office charged with Employment Equity matters at the University.

The normal requirement of advertising a position may be waived in exceptional circumstances where timely action is essential. Such waiver may be approved by the Provost upon the recommendation of the appropriate AAU Appointments Committee and the Dean and in such case the Provost shall inform the Faculty Association. When the AAU Appointments Committee is unable to achieve a quorum, the Provost may approve the waiver upon the recommendation of the Dean in consultation with the Head, and with the agreement of the Faculty Association.

- (c) The University is committed to eliminating or modifying those human resource policies, practices, and systems, whether formal or informal, shown to have an unfavourable effect on the hiring and promotion of members of designated groups.
- (d) The parties agree that the best qualified candidate should be appointed. When the qualifications of a candidate who is a member of an under-represented designated group are approximately equal to those of the best available and acceptable candidate, then, all else being equal, the candidate from the under-represented designated group(s) shall be recommended

to the AAU for consideration. The term, “approximately equal,” refers to candidates whose scores on the hiring grid differ by 8% or less of the total number of points available.

30:07

- (a) Unless recommendations of the RCEE (as may be approved by Senate) provide otherwise, an Employment Equity/Procedures Assessor shall be included, as a non-voting member of every appointments committee, search committee, and tenure/permanence and promotion committee, including UCAPT.
- (b) The Chair of PCEE and the President of the Faculty Association shall prepare and approve a list of Employment Equity/Procedures Assessors; such list shall be established annually by mutual agreement. The list of Employment Equity/Procedures Assessors so appointed shall be kept by both parties in alphabetical order and all assignments from such list shall be made through contact with the Office of the Provost. Assignments shall be for a set term as agreed to by the person and the Provost or her/his delegate and all subsequent assignments and/or assignments required because of vacancies shall be filled by the next available person on the list.
- (c) Each Employment Equity/Procedures Assessor shall be provided with all relevant appointment or promotion and tenure materials, including a copy of the AAU's goals and timetables by the Head of the AAU to which the Employment Equity/Procedures Assessor has been assigned.

30:08

- (a) In the evaluation of candidates for appointment, tenure/permanence and promotion to a position in or within the bargaining unit, the criteria adopted must not systematically discriminate against members of the designated groups and shall be reviewed periodically to ensure that they do not undervalue work which is done predominantly by members of the designated groups.
- (b) Candidates shall not be disadvantaged by reason of minor career interruptions caused by family responsibilities.