

UBC's Employment Equity Plan 2019

Context: UBC completed an [Employment Systems Review](#) in late 2018 to explore how employment systems at UBC may be creating barriers and challenges to access, representation, retention, and success for staff and faculty from designated equity groups. This Employment Equity Plan is based on the recent UBC Employment Systems Review, and builds on the efforts of previous Employment Equity Plans at UBC (1991, 1997, 2010). It includes actions and responsibilities based on three objectives:

- to ensure policies and practices support employment opportunities for, and representation of, designated equity group members at UBC;
- to foster and establish a respectful work environment at UBC that supports the successful integration and engagement of equity group members; and,
- to ensure that learning and progress evaluations are incorporated into UBC's Employment Equity Program through robust monitoring and accountability mechanisms.

Under the guidance of the Associate Vice President, Equity & Inclusion, the Equity & Inclusion Office will take the leadership role in the implementation of the UBC Employment Equity Plan 2019 on the Vancouver and Okanagan campuses.

In 2015, UBC requested, and was granted, an extension to their planning process for the Employment Equity Plan based on a desire to develop a more robust employment equity census, complete an Employment Systems Review, and to include campus consultations in the development of a plan. UBC has a long history of exceeding efforts required by legislation to create equity and inclusion, and this plan is an example of that. Consultations during the recently completed Employment Systems Review, current work on the Inclusion Action Plan, and the initiatives under the Canada Research Chair Equity, Diversity & Inclusion Action Plan, all reinforce the need to continue supporting UBC's drive for greater equity and inclusion, and its ability to satisfy the requirements of the special programs of the British Columbia Human Rights Tribunal. This plan also meets the standards set by universities across Canada to be leaders in implementing research-based, promising practices for creating innovation and developing critical knowledge, and positions UBC to respond to any requirements of the FCP, should opportunities present themselves in future.

This plan will be implemented in conjunction with [Shaping UBC's Next Century: Strategic Plan 2018-2028](#), and its theme of Inclusion: "Inclusion is a commitment to access, success and representation of historically underserved, marginalized or excluded populations." This plan also works to support the implementation of the currently-in-development [Inclusion Action Plan](#), the [Indigenous Strategic Plan](#) and the UBC strategic plan, specifically the following goals:

Strategic Goal 4: Build a diverse culture that integrates our themes of innovation, collaboration and inclusion, and infuses them through all our activities.

Strategic Goal 7: Lead as a first-choice place to learn and work.

Core Area: People & Places

Strategy 4:- [Inclusive excellence](#): Cultivate a diverse community that creates and sustains equitable and inclusive campuses

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2019**

Objective A: Ensure policies and practices support employment opportunities for and representation of designated equity group members at UBC.

Actions (What will we do?)	Outcomes (What are we trying to achieve?)	Timeline	Responsible Executive	Operationalization	Metrics (How will we measure our progress?)
Develop and implement an institutional policy / guidelines for accommodations to effectively include people with disabilities in the workplace.	Increase the representation of persons with disabilities at UBC through transparent and inclusive processes to increase recruitment and retention of persons with disabilities.	2019 ongoing	VP, Human Resources; AVP, Equity & Inclusion	Human Resources, Centre for Accessibility (UBCV) and Disability Resource Centre (UBCO), UBC Return to/Remain at Work, UBC Communications	- # and % increase of persons with disabilities working at UBC in various Employment Equity Occupational Groups (EEOGs) across campuses
Update recruitment and selection guidelines to be intentional and inclusive of Indigenous peoples, persons with disabilities, racialized people/members of visible minority groups, LGBTQ2SIA+, and women: including revising job templates to include more accessible and inclusive language and links to how equity seeking groups are supported at UBC; revising selection committee processes and training.	In units/faculties where designated equity groups are under-represented, increase diversity by successfully recruiting excellent people from these groups. Continuous training regarding evidence-based recruitment and selection practices is delivered to interested groups across campus	2019-2024	Office of the Provost & VP Academic (UBCV), DVC & VP Academic (UBCO), VP, Human Resources; AVP, Equity & Inclusion	AVP, Equity & Inclusion; VP, Human Resources; Senior Advisor to the Provost on Women Faculty, Senior Advisor to the Provost on Racialized Faculty; Senior Advisor to the President on Indigenous Affairs at UBC ("Senior Advisors")	- # units collecting equity data throughout the search process. - # of training sessions regarding evidence-based recruitment and selection practices delivered - Increase in faculty and staff representation comparative to the Canadian workforce availability data (see tables below) for qualified personnel across more units of the university.
Expand efforts by Human Resources and the Equity & Inclusion Office to support UBC-wide understanding of BCHRT's Special Program Approval to support the hiring of diverse candidates.	Faculties/units seeking to increase their diversity have access to processes and institutional support that can facilitate inclusion.	2019-2024	Office of the Provost & VP Academic (UBCV), DVC & VP Academic (UBCO), VP, Human Resources; AVP, Equity & Inclusion	VP, Human Resources; AVP, Equity & Inclusion; Centre for Accessibility	- # of selection processes using the BCHRT's Special Programs
Proactively build institutional relationships among communities and organizations affiliated with designated equity group members.	Faculties/units seeking to increase their diversity have built relationships that can facilitate inclusion.	2019-2022	Office of the Provost & VP Academic (UBCV), DVC & VP Academic (UBCO), VP, Human Resources; AVP, Equity & Inclusion	VP, Human Resources; AVP, Equity & Inclusion; Senior Advisors	- development of guidelines on creating employee resource groups - # employee resource groups created

Objective B: Foster and establish a respectful work environment at UBC that supports the successful integration and engagement of equity group members.					
Actions (What will we do?)	Outcomes (What are we trying to achieve?)		Responsible Executive	Operationalization	Metrics (How will we measure our progress?)
Develop a framework of foundational strengths and skills for engaging constructively with diversity across differences: clear definitions of necessary skills and strengths, criteria for evaluation, links to the UBC strategic plan and Indigenous strategic plan, and support for units increasing inclusion at all levels.	UBC's community is actively using the foundational skills and strengths framework to shape its strategies for inclusive actions across campus.	2019-2024	Office of the Provost & VP Academic (UBCV), DVC & VP Academic (UBCO), VP, Human Resources; AVP, Equity & Inclusion	VP, Human Resources; AVP, Equity & Inclusion; Senior Advisors	- # of job descriptions including foundational strengths and skills
Develop and support a process with the First Nations House of Learning, the Senior Advisor to the President on Indigenous Issues, and the Centre for Teaching and Learning Technology to prepare an inclusive environment for an Indigenous person in the work unit in advance of hiring.	Units/Faculties at UBC are creating inclusive workplace environments for Indigenous people.	2019-2024	Office of the Provost & VP Academic (UBCV), DVC & VP Academic (UBCO), VP, Human Resources; AVP, Equity & Inclusion	FNHL, VP, Human Resources; AVP, Equity & Inclusion; Senior Advisors	- Development of a transparent process with a clear protocol to follow - # and % of units/departments using inclusive environment preparation process
Develop a modular training program to address different aspects of creating an inclusive workplace, including different learning methodologies for different topics: understanding diversity & inclusion; conflict engagement; supports across UBC; recruitment & selection; training & development; performance evaluations, including workload discussions; promotions & tenure; recognition, awards, & retention; retirement.	By December 2022, UBC has incorporated its framework of foundational strengths and skills for engaging with diversity across differences into its professional development support programs and inclusive workplace training	2019-2024	Office of the Provost & VP Academic (UBCV), DVC & VP Academic (UBCO), VP, Human Resources; AVP, Equity & Inclusion	VP, Human Resources; AVP, Equity & Inclusion; FNHL; Senior Advisors; CTLT	- # of faculties/units requesting/receiving diversity skills training, including management of diverse teams; conflict engagement training; creating inclusive workplaces, etc. - # of immediate heads receiving training in how to provide feedback and recognition, with particular attention to extra work by employees from designated equity groups that may be going unnoticed - Representation of designated equity group members is proportional among exits from UBC
Continue to support pilot projects to increase retention for designated equity groups	Departments/ Units across campuses are encouraged and supported to develop pilots and see learning from and developing diverse workplaces as part of 21 st century organizational competency.	2019-2028	Office of the Provost & VP Academic (UBCV), DVC & VP Academic (UBCO), VP, Human Resources; AVP, Equity & Inclusion	VP, Human Resources; AVP, Equity & Inclusion; FNHL; Senior Advisors; PAIR; Wellbeing at UBC	- # of pilot projects underway and/or planned - # of new units/departments implementing inclusive workplace pilot projects with robust monitoring and evaluation processes in place

Objective C: Robust monitoring and accountability mechanisms ensure that learning and progress evaluations are incorporated into UBC's Employment Equity Program					
Actions (What will we do?)	Outcomes (What are we trying to achieve?)		Responsible Executive	Operationalization	Metrics (How will we measure our progress?)
Update UBC's employment equity survey: revising language, format, and accessibility based on consultations, while retaining ability to compare to past data and report on trends.	<ul style="list-style-type: none"> More people are completing the survey; UBC's data is able to provide trend data for employment equity purposes UBC's terminology is more accessible and respectful of people's realities. 	2021	Integrated Renewal Program CIO; VP HR; Provost & VP Academic; DVC; AVP Equity & Inclusion	AVP Equity & Inclusion; IRP CIO; VP HR	<ul style="list-style-type: none"> Return rates Response (participation) rates Completion rates
Develop and implement processes for routinely collecting applicant pool data for all recruitment at UBC, including applicants shortlisted; offers of employment made; offers accepted.	Improved understanding about where barriers may exist in UBC's recruitment and hiring processes for qualified candidates from designated equity groups.	2020	Integrated Renewal Program CIO; VP HR; Provost & VP Academic; DVC; AVP Equity & Inclusion	AVP Equity & Inclusion; IRP CIO; VP HR	<ul style="list-style-type: none"> Report on gaps in representation of designated groups through each stage of the hiring process is available each year Portfolio/Faculty/Unit Heads are receiving data for their units
Develop and provide data on promotions, salaries and retention for staff and faculty regularly to unit/department heads.	Data is used to reveal any disparities that may exist, and then to provide training and support to units on engaging with diversity.	2021	Integrated Renewal Program CIO; VP HR; Provost & VP Academic; DVC; AVP Equity & Inclusion	AVP Equity & Inclusion; PAIR	<ul style="list-style-type: none"> Development of a reporting format that presents patterns of decision-making at the unit/department level # of faculties/units requesting/receiving diversity skills and strengths training, including management of diverse teams; conflict engagement training; creating inclusive workplaces
Ensure that measures for reaching equity targets are set and communicated for each VP Portfolio and Faculty to ensure that selection and hiring committees are aware of under-representation in current staff/faculty complements.	Based on the annual Employment Equity Report, representation of designated equity groups in each of the employment equity occupational groups currently under-represented (see below) will increase.	2022	Office of the Provost & VP Academic (UBCV), DVC & VP Academic (UBCO), VP, Human Resources; AVP, Equity & Inclusion	VP, Human Resources; AVP, Equity & Inclusion	<ul style="list-style-type: none"> Report on analysis of gaps in workforce is developed each year. Changes in gaps in representation of designated equity groups
Establish transparent and consistent processes for conducting exit/transfer interview to increase understanding of specific equity issues with unit/department heads or supervisors.	UBC understands any equity issues that are diminishing retention.	2022	Office of the Provost & VP Academic (UBCV), DVC & VP Academic (UBCO), VP, Human Resources; AVP, Equity & Inclusion	VP, Human Resources; AVP, Equity & Inclusion	<ul style="list-style-type: none"> # of exit/ transfer interviews conducted # of equity issues mentioned in exit / transfer interviews, systemic or inter-personal
Establish and implement corrective measures to address systemic inequities as they become evident.	The annual Employment Equity Report outlines new initiatives and learning from the previous year, and any corrective measures that are being implemented to increase access, representation and success of designated equity groups at UBC.	ongoing	Office of the Provost & VP Academic (UBCV), DVC & VP Academic (UBCO), VP, Human Resources; AVP, Equity & Inclusion	VP, Human Resources; AVP, Equity & Inclusion	<ul style="list-style-type: none"> corrective measures incorporated An updated plan is in place to further increase inclusion at UBC.

UBC Employment Equity Plan Targets

UBC's EEP targets are intended to provide short-term, numerical goals in hiring and promotion for increasing the representation of persons in designated equity groups in each of the occupational groups where underrepresentation has been identified. Target numbers have been calculated based on the disparity between 2016 workforce availability data and UBC's 2018 data for designated equity groups. Depending on the nature of the position, Canadian workforce availability comparisons in this report will align to local (Vancouver or Okanagan), provincial, or national recruitment efforts as appropriate. Representation for each designated equity group is broken down by occupational group for both the Vancouver and Okanagan campuses. In cases where 2016 workforce availability data was not available, UBC's 2018 data has been presented in UBC's Annual Employment Equity Report. UBC develops an Annual Employment Equity Report, and these reports will track progress against targets below, as well as provide information about any new employment equity occupational groups across campuses requiring attention and change.

Vancouver Campus

Designated Equity Group Representation (2018 – Vancouver Campus) - Women

Employment Equity Occupational Group	2018 UBC %	Workforce Availability %	Target Increase %	Target Number
University Professors	42.9%	44.0%	1.1%	40
Supervisors: Crafts & Trades	0.0%	10.9%	10.9%	4
Skilled Sales & Service Personnel	43.6%	45.9%	2.3%	6
Skilled Crafts & Trades Workers	2.5%	3.8%	1.3%	3
Semi-Skilled Manual Workers	11.9%	16.4%	4.5%	2
Other Sales & Service Personnel	51.0%	56.9%	5.9%	49
Other Manual Workers	5.1%	27.9%	22.8%	18

Designated Equity Group Representation (2018 – Vancouver Campus) – Visible Minorities

Employment Equity Occupational Group	2018 UBC %	Workforce Availability %	Target Increase %	Target Number
Senior Managers	2.9%	11.5%	8.6%	4
Middle & Other Managers	31.3%	41.2%	9.9%	88
University Professors	20.4%	21.1%	0.7%	26
Professionals (excluding University Professors)	35.6%	41.2%	5.6%	213
Supervisors: Crafts & Trades	26.9%	30.4%	3.5%	1
Administrative & Senior Clerical	38.9%	39.9%	1.0%	12
Skilled Sales & Service	52.6%	57.2%	4.6%	12
Skilled Crafts & Trades	28.2%	35.1%	6.9%	17
Intermediate Sales & Service	49.1%	52.6%	3.5%	18
Semi-Skilled Manual Workers	40.7%	53.4%	12.7%	5
Other Manual Workers	35.3%	50.9%	15.6%	12

Designated Equity Group Representation (2018 – Vancouver Campus) – Aboriginal Peoples

Employment Equity Occupational Group	2018 UBC %	Workforce Availability %	Target Increase %	Target Number
Semi-Professionals & Technicians	2.2%	2.5%	0.3%	5
Supervisors	2.4%	2.7%	0.3%	1
Skilled Crafts & Trades	2.8%	3.5%	0.7%	2
Clerical Personnel	1.7%	2.7%	1.0%	6
Semi-Skilled Manual Workers	0.0%	2.7%	2.7%	1
Other Manual Workers	0.0%	4.3%	4.3%	3

Designated Equity Group Representation (2016 – Vancouver Campus) – Persons with Disabilities¹

Employment Equity Occupational Group	2018 UBC %	Workforce Availability %	Target Increase %	Target Number
Senior Managers	0.0%	5% ^a	5.0%	2
Middle & Other Managers	1.9%	5% ^a	3.1%	27
University Professors	4.2%	8.9% ^b	4.7%	173
Professionals	3.0%	10.0%	7.0%	267
Semi-Professionals & Technicians	3.9%	9.6%	5.7%	100
Supervisors	1.8%	11% ^d	9.2%	19
Supervisors: Crafts & Trades	3.8%	14.3%	10.5%	4
Administrative & Senior Clerical	5.0%	12.4%	7.4%	90
Skilled Sales & Service	3.8%	9.1%	5.3%	14
Skilled Crafts & Trades	4.0%	9.2%	5.2%	13
Clerical Personnel	5.3%	13.0%	7.7%	47
Intermediate Sales & Service	5.3%	10.5%	5.2%	27
Semi-Skilled Manual Workers	7.4%	11.9%	4.5%	2
Other Sales & Service	5.3%	14.2%	8.9%	74
Other Manual Workers	3.9%	11.0%	7.1%	6

¹ For this table, comparison data is as follows:

a = For Comparison to Census data, combines Senior Managers with Middle & Other Managers. Compared to the national labour market.

b = Compared to the national labour market.

c = Occupational Group numbers in lines 4 to 15 (excluding 6) are compared to the provincial labour market, due to the absence of city-specific data for this data source.

d = For this Occupational Group, due to probable error within the census data, we provide the representation of Persons with Disability for all Occupational Groups province-wide.

Designated Equity Group Representation (2018 – Vancouver Campus) – Minority Sexual Orientation and/or Gender Identities

(because there is no available workforce data for People with Minority Sexual Orientations and/or Gender Identities, targets cannot be developed for this group, however, Vancouver campus' numbers and representation are presented in UBC's Annual Employment Equity Reports).

Okanagan Campus**Designated Equity Group Representation (2018 – Okanagan Campus) - Women**

Employment Equity Occupational Group	2018 UBC %	Workforce Availability %	Target Increase %	Target Number
Administrative & Senior Clerical	81.7%	85.3%	3.4%	3
Clerical Personnel	61.8%	77.3%	15.5%	11
Other Sales & Service Personnel	9.1%	58.7%	49.6%	5

Designated Equity Group Representation (2016 – Okanagan Campus) – Visible Minorities

Employment Equity Occupational Group	2018 UBC %	Workforce Availability %	Target Increase %	Target Number
Senior Managers	0.0%	11.5%	11.5%	1
Middle & Other Managers	5.0%	7.8%	2.8%	2
University Professors	18.8%	21.1%	2.3%	11
Professionals (excluding University Professors)	6.3%	8.2%	1.9%	5
Skilled Crafts & Trades	0.0%	3.4%	3.4%	1

Designated Equity Group Representation (2016 – Okanagan Campus) – Aboriginal Peoples

Employment Equity Occupational Group	2018 UBC %	Workforce Availability %	Target Increase %	Target Number
Semi-Professionals & Technicians	4.8%	5.2%	0.4%%	1
Administration & Senior Clerical Personnel	2.7%	4.9%	2.2%	2
Clerical Personnel	0.0%	5.1%	5.1%	3
Other Sales & Service Personnel	0.0%	8.2%	8.2%	1

Designated Equity Group Representation (2016 – Okanagan Campus) – Persons with Disabilities²

Employment Equity Occupational Group	2018 UBC %	Workforce Availability %	Target Increase %	Target Number
Senior Managers	0.0%	5% ^a	5%	1
Middle & Other Managers	3.3%	5% ^a	1.7%	1
University Professors	6%	8.9% ^b	2.9%	14
Professionals (excluding University Professors)	1.1%	10.0%	8.9%	21
Semi-Professionals & Technicians	4.8%	9.6%	4.8%	10
Administrative & Senior Clerical	6.7%	12.4%	5.7%	5
Clerical Personnel	0.0%	13.0%	13.0%	9
Other Sales & Service	0.0%	14.2%	14.2%	2

Designated Equity Group Representation (2018 – Okanagan Campus) – Minority Sexual Orientation and/or Gender Identities

(because there is no available workforce data for People with Minority Sexual Orientations and/or Gender Identities, targets cannot be developed for this group, however data with respect to representation is presented in each annual UBC Employment Equity Report.)

² For this table, comparison data is as follows:

a = For Comparison to Census data, combines Senior Managers with Middle & Other Managers. Compared to the national labour market.

b = Compared to the national labour market.

c = Occupational Group numbers in the following lines are compared to the provincial labour market, due to the absence of city-specific data for this data source.