



# 2019 Employment Equity Report

Submitted by: The Centre  
for Human Rights, Equity & Inclusion

# 2019 Employment Equity Report

### Acknowledgement

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## Message from President Chris Whitaker

Equity, Diversity and Inclusion (EDI) are integral to Humber's success as an institution and as a leading postsecondary sector employer. We know that employee diversification leads to increased innovation and problem solving, and improves the recruitment, retention and advancement of students who see themselves reflected in the faculty and staff. Most important is the fact that a diverse employee pool benefits the entire organization and its community.

Humber's 2019 Employment Equity Report shows that we must continue to increase the diversity of our employees. For example, Indigenous Peoples and all equity-deserving groups except women were below availability in our workforce. While we exceeded Statistics Canada's hiring availability for women, the

disaggregated data showed little diversity among the women who work at Humber.

I assure you that we are committed to diversifying our employees, and I have been public about this commitment. In 2019, Humber proudly endorsed the Dimensions: Equity, Diversity and Inclusion Canada Charter. By endorsing the Dimensions Charter, Humber commits to adopting its principles throughout the College's policies, practices and culture to achieve broader employee diversification and increased inclusion for all. During the summer of 2020, the Canadian Council of Business Leaders launched the BlackNorth Initiative and I joined approximately 200 CEOs in signing the CEO pledge. This pledge "commits business leaders and their organizations [including colleges and universities]

to specific actions and targets designed to end anti-Black systemic racism." At Humber, we are committed to eradicating all forms of harassment and discrimination and this is seen in the work that we have undertaken across the College, most notably through our EDI Taskforce.

Specifically, the EDI Taskforce Access & Equity: Employees program area's deliverable is to enhance the recruitment, retention and advancement of Indigenous Peoples and individuals from equity-deserving groups through bold and intentional activities. This includes ensuring that job postings are more widely distributed across the GTA

and surrounding areas, so we can attract diverse applicants and welcome top talent to Humber. The EDI Taskforce has also identified that building a campus environment where all employees experience a sense of belonging will enhance employee retention. To this end, we have started a number of Employee Resource Groups to assist us in fostering a culture of inclusion and belonging throughout Humber. This we know will attract Indigenous Peoples and individuals from equity-deserving groups and support retention of all employees. I believe that we can do this together and look forward to continuous improvement in all areas of our College.

### References:

BlackNorth Initiative (2020). [The Pledge](#).

Chan, B. (2020). [Top Diversity and Inclusion Benefits in the Workplace](#).

Henry, F., Dua, E., James, C.E., Kobayashi, A., Li, P., Ramos, H. & Smith, M.S. (2017). *The Equity Myth: Racialization and Indigeneity at Canadian Universities*. Vancouver. UBC Press.

Sensoy, O. & DiAngelo, R. (2017). "We Are All for Diversity, but . . .": How Faculty Hiring Committees Reproduce Whiteness and Practical Suggestions for How They Can Change. *Harvard Educational Review*. Vol. 87 No. 4 Winter 2017.





## Message from Vice-President Lori Diduch

Humber's Employment Equity Program supports and advances diversity and inclusion throughout the College. The data presented in this report will assist us in identifying where diversity and inclusion gaps exist in our full-time employee pool.

Humber's Equity, Diversity & Inclusion (EDI) Taskforce has identified Access & Equity: Employees as one of its key programs. The working group for this program has already developed and shared with the Humber community many initiatives to be undertaken over the next three (3) years to meet its deliverable of enhancing recruitment, retention and advancement of Indigenous Peoples and individuals from equity-deserving groups.

The following five (5) objectives have been identified to assist with accomplishing this deliverable:

1. Re-establish and sustain Humber's Employment Equity Program
2. Review and update recruitment, retention and advancement strategies to increase the number of Indigenous Peoples and individuals from equity-deserving groups at all levels of the College
3. Build EDI and Indigenous Ways of Being, Knowing and Doing (IWBKD) capacity in Human Resources and Organizational Effectiveness
4. Develop and implement EDI and IWBKD related education and training for managers and hiring committees
5. Establish performance-enablement tools, templates and approaches that include principles of EDI and IWBKD.

The above objectives extend beyond the employer's obligations as outlined in the [Employment Equity Act](#). The College is well-aware of the importance of having a rich diversity among its employees, along with the vital need to advance our inclusive culture and foster feelings of belonging in all our employees. As such, over the next two (2) academic years, the Human Resources and Organizational Effectiveness Department (HROE), including the Centre for Human Rights Equity and Inclusion have committed to the following:

- 1) Completion of an [Employment Systems Review](#).
- 2) Implementation of a robust education and training program to build EDI capacity throughout the College.
- 3) Development, implementation and monitoring of an [Employment Equity Plan](#).

Humber is on the path to increasing diversity throughout all of its employee groups. Both the Academic and Support Staff Collective Agreements indicate a commitment from Unions to work alongside the College in "achieving employment equity within the college system."<sup>1</sup>

### Reference:

<sup>1</sup> Academic Employees Collective Agreement. (2017-2021). Letters of Understanding: Employment Equity. Pgs. 94-95. & Support Staff Collective Agreement. (2018-2022). Employment Equity. Pg. 2.



Simultaneously, HROE is updating hiring policies and practices, and developing a checklist to review job postings for written and implied biases. Working with the hiring department or Faculty, HROE will also update all rubrics used in the hiring process based on the results of the Employment Systems Review to be conducted in 2021.

We know there is much work to be done, and I have shared only a small sampling of the activities on which we are focused for the coming year to advance EDI across the College. Please contact [Bharat.Saini@humber.ca](mailto:Bharat.Saini@humber.ca) for a detailed copy of the Access & Equity: Employees work-plan.

This work is important and must be accomplished. We are committed to maintaining transparency as we move forward, and you are invited to join in this quest to build a more equitable and inclusive Humber. Accomplishing this goal takes each and every employee to be part of the solution. Together we can do this!



## KEY TERMS

### EQUITY:

Refers to the ongoing intentional and systemic approach to remove historic and current barriers for Indigenous Peoples and equity-deserving groups. Humber applies specific programs, policies and practices to support fair and just outcomes.

### EQUITY-DESERVING GROUPS:

At Humber, equity-deserving groups refer to communities who were historically and who are currently underserved and underrepresented. These groups include Women, Persons with Disabilities, Racialized Persons, Persons from diverse Gender Identities and Persons who identify as 2SLGBTQ+.



### DIVERSITY:

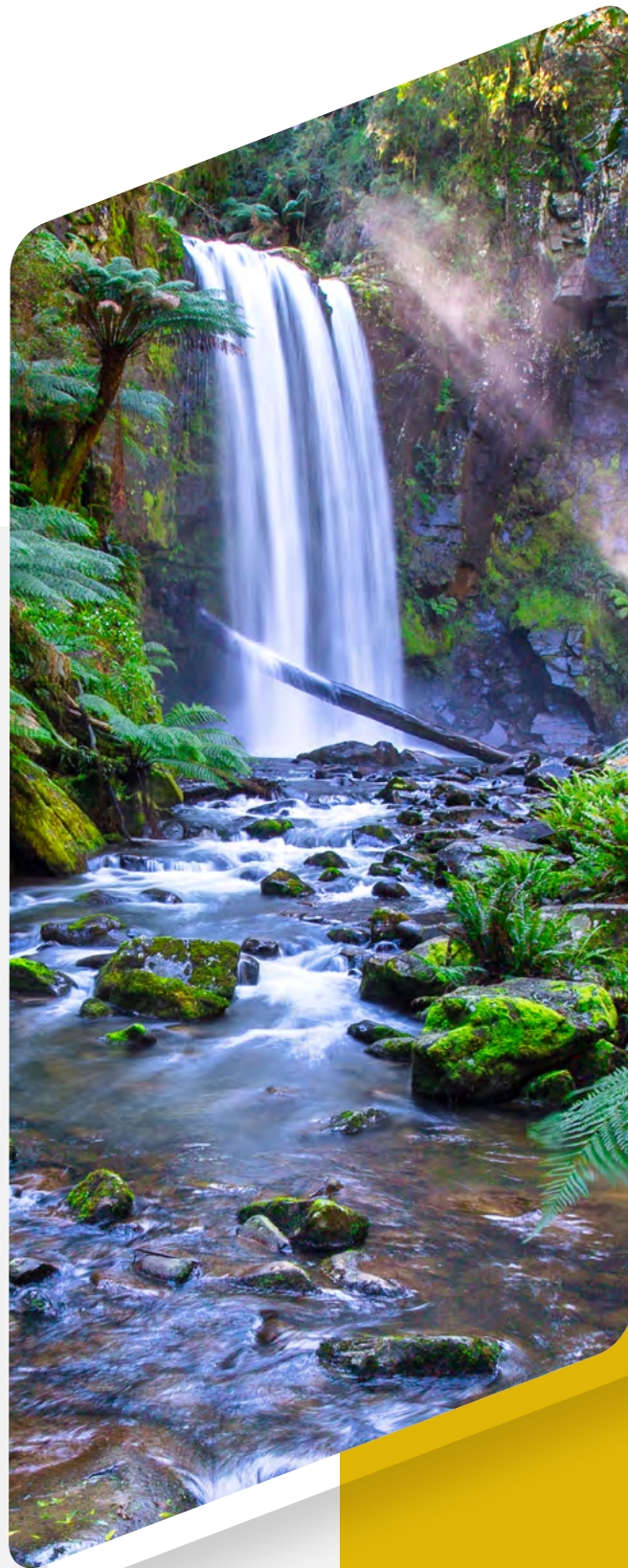
Refers to the different social, cultural and political identities of individuals and their worldviews, knowledges, practices, and experiences. Humber values and respects the contributions of its diverse students and employees leading to an enriched learning, working and living environment.

### INTERSECTIONALITY:

The concept of 'intersectionality' was coined by Professor Kimberlé Williams Crenshaw and is defined as: "The interconnected nature of social categorizations such as race, class, and gender, regarded as creating overlapping and interdependent systems of discrimination or disadvantage; a theoretical approach based on such a premise." (Source: [Oxford English Dictionary](#))

### INCLUSION:

Refers to the active and intentional engagement of people in all their diverse social, cultural and political identities that fosters a sense of belonging. At Humber, this engagement is grounded in respect, and all members of the college community are recognized as valued contributors. Inclusion is intrinsically connected to wellbeing and enriches innovation, sustainability and excellence in curricula, research, programs and services.



## INTRODUCTION

*Continue to build a diverse and inclusive community of exceptional students, faculty and staff. - Humber College Strategic Plan: 2018-2023*

Humber College voluntarily complies with the [Employment Equity Act](#), reestablished its [Employment Equity Program](#) in 2018, and produced its first formal report. This report presents Humber's Employment Equity data of full-time employees for the calendar year of January 1, 2019 to December 31, 2019.



# HUMBER'S EMPLOYMENT EQUITY PROGRAM

In response to Humber's 2018-2023 Strategic Plan, the Centre for Human Rights, Equity & Inclusion (the Centre) leads an Equity, Diversity Inclusion (EDI) Taskforce responsible for the development of an institutional EDI Framework and Strategy. The framework is built on four program areas and five streams. One of the streams, Access & Equity: Employees, adopted Humber's Employment Equity Program (EEP) as the key mechanism to address the underrepresentation of Indigenous Peoples and individuals from equity-deserving groups throughout all levels of the College. To this end, and to educate the Humber community on Employment Equity, the EDI Taskforce launched a [four-part Employment Equity video series](#) reflecting the commitment of College Leadership and featured the following topics:

1. Laurie Rancourt, Senior Vice President, Academic – video titled, [Call to Action on Employment Equity](#)
2. Farzad Rayegani, Senior Dean, Faculty of Applied Sciences and Technology – video titled, [What does Employment Equity mean to you?](#)
3. Guillermo Acosta, Senior Dean, Faculty of Media and Creative Arts – video titled, [How are you operationalizing Employment Equity in your faculty hiring and retention processes?](#)
4. Vera Beletzan, Senior Dean, Faculty of Liberal Arts and Sciences and Innovative Learning – video titled, [How do you support your middle Managers and Associate Deans in the equity hiring process?](#)

Alongside the video series, Centre staff developed and launched a training module titled, *Employment Equity: A Key Mechanism for Advancing EDI throughout the College*, and updated the online presence of Humber's EEP. These initiatives continue to yield an increased awareness of the EEP and improvement in the response rates to the Employment Equity Questionnaire (EEQ) compared to previous years.



## PROCESSING THE DATA FROM THE EMPLOYMENT EQUITY QUESTIONNAIRE

In August 2019, Humber's Human Resources and Organizational Effectiveness department launched the new Human Resource Management System (HRMS). This multi-year project was a significant initiative for the College with numerous benefits, including the ability for employees to complete the EEQ themselves online through the HRMS. Upon request, employees were provided an alternate format of the EEQ and their responses were entered by the appointed Manager of the Employment Equity Program directly into the HRMS. Subsequently, the Employment Equity data was uploaded to the confidential Workplace Equity Information Management System (WEIMS) that aggregated the data to prevent identification of individuals and generated the workforce analysis reports. The data analysis included the comparison of Humber's representation data for Women, Indigenous Peoples, Persons with Disabilities and Racialized Persons to the external availability data provided by Statistics Canada based on the Employment Equity Occupational Groups (EEOG).

The Human Resources Systems team is actively making enhancements to the HRMS to provide an analysis of non-full-time employees. These enhancements will allow a more fulsome analysis of all employee data in future Employment Equity reports.



## EMPLOYMENT EQUITY OCCUPATIONAL GROUPS AND NATIONAL OCCUPATIONAL CLASSIFICATION CODES

Employment Equity Occupational Groups (EEOGs) are defined as job categories arranged in a hierarchal manner based on groupings of National Occupational Classification (NOC) codes developed by Statistics Canada. The two major attributes of jobs, which were used as classification criteria in developing the NOC, are skill level and skill type. Skill level is defined as the amount and type of education and training required to enter and perform the duties of an occupation and skill type is defined as the type of work performed.

## UNDERSTANDING THE WORKFORCE ANALYSIS

Humber follows the regulations of the Employment Equity Act and the principles outlined in the [Federal Contractor's Program \(FCP\)](#). The FCP articulates the goal of employment equity - that there is an expectation for representation rates (i.e., the proportion of staff identifying in each of the equity-deserving groups) to be approaching, at, or above the external availability of qualified candidates for these groups in each EEOG. WEIMS provides the external labour availability for Indigenous Peoples and each equity-deserving group based on the 14 EEOGs (see Appendix #1).

## FULL REPRESENTATION

Employment equity is achieved when there is full representation and this occurs when the internal representation of Indigenous Peoples and equity-deserving groups reflects the external availability set by the Labour Program at Employment and Social Development Canada (ESDC). Humber measures and reports its current representation by comparing the internal representation of Indigenous Peoples and the equity-deserving groups in its workforce against the availability benchmarks set by the ESDC.



## AVAILABILITY DATA AND AVAILABILITY STATISTICS

Availability statistics are the data on the number or percentage of Indigenous Peoples and equity-deserving group members possessing the requisite skills within the relevant labour market for particular occupations or groups of occupations. Depending on the position, the relevant labour market may be national, provincial or the local Census Metropolitan Area (CMA). Accordingly, the availability data might differ.

The 2016 national availability benchmarks set by the Labour Program based on the National Household Survey were used for Indigenous Peoples, Racialized Persons and Women. The Canadian Survey on Disability was used for Persons with Disabilities. Availability data for Persons with Disabilities are reported at the national level only. The availability data of Persons with Disabilities are sometimes small at the EEOG level and become less reliable. For this reason, EEOG values are suppressed at the provincial level and no data are made available at the NOC level and Census Metropolitan Area level.



## FINDINGS OF UNDERREPRESENTATION - THE GAP

The Workforce Analysis tables show the patterns of underrepresentation of Indigenous Peoples and the equity-deserving groups. These patterns are impacted by employment policies and practices and employment decisions made over time.

Underrepresentation is a key concept in Employment Equity analysis. The employer is expected to hire qualified Indigenous Peoples and individuals from equity-deserving groups at their external availability rate, at a minimum. A gap occurs when the internal representation of Indigenous Peoples and individuals from equity-deserving groups in the particular EEOG, is less than their external availability.

The next step in equity analysis is to determine whether the underrepresentation is significant. There are three (3) filters that are used to determine the significance of the underrepresentation: size, severity and prevalence. These filters provide the size of the gaps, the severity of the underrepresentation in an EEOG, and the prevalence of underrepresentation of Indigenous Peoples and individuals from the equity-deserving groups in the EEOGs. These are important to note for Indigenous Peoples and each equity-deserving group as it provides the specific EEOGs that need to be analyzed for possible barriers to hiring, advancement and retention at the College.





**SIZE:** The first filter is the size of the gaps, i.e. how many of the gaps are equal to and exceed -3.

**SEVERITY:** The second filter is severity, a measure of how close Indigenous Peoples and the equity-deserving group is to full representation. The closer the percentage is to 100% i.e. full representation, the less severe is the underrepresentation. A value of 80% demonstrates that the employer has achieved 80% of its full representation goal for the particular EEOG and so the underrepresentation is not seen as problematic. The severity ratio measure is one of the fields in the tables below.

**PREVALENCE:** The third overall filter is the prevalence of the underrepresentation of Indigenous Peoples and the equity-deserving group in the EEOGs.

## CONCENTRATION AND CLUSTERING

Other measures of equity and inclusion are concentration and clustering. The Canadian Human Rights Commission does not require employers to explain this in their Employment Equity analysis. However, in this Report we identify the EEOGs in which the internal representation of designated groups exceeds their external availability. The greater the positive gap number, the greater is the degree of overrepresentation. A high degree of overrepresentation can be described as 'clustering' or 'concentration'. Concentration of designated groups, in low paying jobs or in specialist roles is sometimes interpreted as measures of inequity. Similarly, their overrepresentation in temporary or contract positions, i.e. precarious employment, can be a measure of inequity.



## THE WORKFORCE ANALYSIS AND THE EMPLOYMENT SYSTEMS REVIEW

Patterns of underrepresentation signal potential areas for improvement. These patterns suggest that an organization's policies and practices may inadvertently exclude talent from the designated groups and/or that the organization can do more to attract and retain talented Women, Indigenous Peoples, Persons with Disabilities and Racialized Persons.

The Employment Systems Review (ESR) will provide reasonable explanations for the gaps and enables the employer to develop qualitative goals, i.e. evidence-based strategies and initiatives to remove employment barriers and increase the representation of Indigenous Peoples and individuals from equity-deserving groups in its workforce. The ESR examines each employment system: recruitment, selection, hiring; training and development; promotion; retention; termination; reasonable accommodation; and corporate culture and attitudes as part of this analytical review process. The ESR is not an HR audit.



## THE PURPOSE OF AN EMPLOYMENT SYSTEMS REVIEW IS FIVE-FOLD:

1. to identify all human resources systems, policies and practices;
2. to analyze these systems, policies and practices to determine how they may have a different impact on designated groups compared to those who are not members of a designated group;
3. to identify which of these systems, policies and practices create barriers;
4. to provide a basis for corrective action to remove barriers; and
5. to assess the potential for reasonable accommodation to overcome valid barriers (i.e., barriers that exist because of a bona fide occupational requirement and are consistent with human rights legislation).

(Source: Step 2-2 Conducting an Employment Systems Review - <https://equity.esdc.gc.ca/docs/Step2-2EN.pdf>)

## YOU SHOULD KNOW...

After completing the ESR, Humber will have accomplished the following:

- identified all human resources systems, policies and practices, both formal and informal, within the organization;
- assessed each of these systems, policies and practices to determine whether they negatively affect members of a designated group for which gaps in representation were identified and, if so, assessed each one against a set of factors to identify barriers;
- determined whether any of these barriers are valid requirements and, if they are, what accommodations may be possible to mitigate any negative effects;
- considered and potentially made recommendations for removing barriers, complete with timeframes for their removal, and assigned a manager to be responsible for this;
- provided education and training on conducting an ESR to key stakeholders;
- designed a process for reviewing new policies and practices in the future; and
- written a summary report of the employment systems review that will guide the creation of the employment equity plan.

(Source: Step 2-2 Conducting an Employment Systems Review - <https://equity.esdc.gc.ca/docs/Step2-2EN.pdf>)



## EMPLOYMENT EQUITY WORKFORCE ANALYSIS – THE OVERVIEW: WORKFORCE COMPOSITION

On December 31, 2019, there were 1643 active full-time employees at Humber across the three employment statuses - Faculty, Support and Administrative staff. Table 1 shows the representation data based on full-time employees' voluntary self-identification on the EEQ as of December 31, 2018 and December 31, 2019. It is important to note that some Indigenous Peoples and individuals from equity-deserving groups are less likely to complete the EEQ.

### Table 1

Representation data of full-time employees for the years of 2018 and 2019:

Year	Full-time Employees	Women	Indigenous Peoples	Persons with Disabilities	Racialized Persons
December 31, 2019	1643	959 (58.4%)	12 (0.7%)	55 (3.4%)	316 (19.2%)
December 31, 2018	1633	940 (57.6%)	12 (0.7%)	47 (2.9%)	327 (20.0%)

**Note:** The total may not equal the sum of components due to rounding and individuals may identify belonging to more than one designated group.

The above table shows a small increase between 2018 and 2019 in the percentage of full-time employees who self-identify as Women (+0.8%) as well as employees who self-identify as Persons with Disabilities (+0.5). The percentage of full-time employees who self-identify as Indigenous Peoples (0.7%) did not change in this same time period. Conversely, there was a decrease in the percentage of full-time employees who self-identify as Racialized Persons (-0.8%) during this same time period.



## Table 2

Representation data of full-time employees, external availability and gap number as of December 31, 2018 and December 31, 2019:

Designated Group	Year					
	December 31, 2019			December 31, 2018		
	Representation #	External Availability #	Gap #	Representation #	External Availability #	Gap #
Women	959 (58.4%)	932 (56.7%)	27	940 (57.6%)	919 (56.4%)	21
Indigenous Peoples	12 (0.7%)	40 (2.6%)	-28	12 (0.7%)	39 (2.5%)	-27
Persons with Disabilities	55 (3.4%)	140 (8.6%)	-85	47 (2.9%)	141 (8.7%)	-94
Racialized Persons	316 (19.2%)	393 (23.9%)	-77	327 (20.0%)	404 (24.6%)	-77

**Note:** The total may not equal the sum of components due to rounding and individuals may identify belonging to more than one designated group.

Women is the only equity-deserving group whose overall internal representation exceeds their external availability in 2018 and 2019. For Indigenous Peoples and the other equity-deserving groups, their representation in the College workforce is less than external availability. In 2019, the overall underrepresentation gap for Indigenous Peoples is -1.9%; for Racialized Persons the overall underrepresentation gap is -4.7%; and for Persons with Disabilities the overall underrepresentation gap is -5.2%.



# DISTRIBUTION OF FULL-TIME EMPLOYEES ACROSS EMPLOYMENT EQUITY OCCUPATIONAL GROUPS

**Table 3**

The following table shows the distribution of Humber's full-time employees among all 14 Employment Equity Occupational Groups (EEOGs) as of December 31, 2019:

Employment Equity Occupational Groups (EEOGs)	Total Number of Full-Time Employees in the EEOG (n=1643)	Percentage of Full-time Employees in the EEOG
01: Senior Managers	8	0.5%
02: Middle and Other Managers	240	14.6%
03: Professionals	892	54.3%
04: Semi-Professionals and Technicians	139	8.5%

Table continued →

Please see [Appendix #1](#) for examples of positions at Humber for each EEOG.



Employment Equity Occupational Groups (EEOGs)	Total Number of Full-Time Employees in the EEOG (n=1643)	Percentage of Full-time Employees in the EEOG
05: Supervisors	13	0.8%
06: Supervisors: Crafts & Trades	1	0.1%
07: Administrative and Senior Clerical Personnel	236	14.4%
08: Skilled Sales and Service Personnel	2	0.1%
09: Skilled Crafts and Trades Workers	6	0.4%
10: Clerical Personnel	57	3.5%
11: Intermediate Sales and Service Personnel	28	1.7%
12: Semi-Skilled Manual Workers	5	0.3%
13: Other Sales and Service Personnel	12	0.7%
14: Other Manual Workers	4	0.2%

The above data shows that the majority of Humber's full-time employees are in four (4) Employment Equity Occupational Groups:

- 02: Middle and Other Managers
- 03: Professionals
- 04: Semi-Professionals and Technicians
- 07: Administrative and Senior Clerical Personnel

A deeper analysis of the representation of Indigenous Peoples and the equity-deserving groups in the 14 EEOGs is contained within this report to illustrate where the College is doing well and where there is area for improvements.



# HIRES AND TERMINATIONS DATA ANALYSIS

## SHARES OF HIRES

The hiring data between January 1, 2019 and December 31, 2019 was reviewed based on new full-time employees' self-identification on the Employment Equity Questionnaire. Indigenous Peoples and equity-deserving groups' share of hires is one measure of the effectiveness of Humber's recruitment strategies and its capacity to attract, select and hire the diversity of experiences and skills it needs to be successful.

## SHARES OF HIRES



**Table 4**

The following are the representation rates for the new hires on December 31, 2018 and December 31, 2019 based on employees' self-identification via the Employment Equity Questionnaire:

Year	Total Number of Hires	Women	Indigenous Peoples		Persons with Disabilities		Racialized Persons	
		Total	Total	Women	Total	Women	Total	Women
December 31, 2019	65	40	0	0	2	1	6	3
December 31, 2018	146	71	2	2	1	0	19	10



The above data shows there was a lower total number of full-time hires in 2019 (65) compared to 2018 (146). In 2019, 61.5% of hires self-identified as Women. This exceeds the 56.7% availability for this equity-deserving group. In 2018, 55.5% of hires self-identified as Women. For Indigenous Peoples, in 2019, 0.0% of hires self-identified as Indigenous Peoples. This is below the 2.6% external availability for this group. For the equity-deserving group, Persons with Disabilities, 3.1% of hires self-identified as Persons with Disabilities. This is below the overall 8.6% external availability for this equity-deserving group. With regards to Racialized Persons, 9.2% of hires self-identified as Racialized Persons. This is below the 23.9% external availability for this equity-deserving group.

While Women represent over 50% of new hires year of year, it is important to further analyze the new hires data from an intersectional identity lens. The data shows that in 2019, 0.0% of



new hires self-identified as Women and Indigenous Peoples; 1.5% of new hires self-identified as Women and Person with Disabilities; and 4.6% of new hires self-identified as Women and Racialized Persons. The low percentages of new hires who self-identify as Women and a member of one additional designated group shows that this is an area of improvement for the College.

For all designated groups except Women, hires were below availability. Hiring below availability does not address the underrepresentation of Indigenous Peoples and individuals from equity-deserving groups. There were zero hires of employees who self-identify as Indigenous Peoples. This calls attention to the need for Humber to examine its sourcing and talent acquisition systems and practices as it relates to recruiting Indigenous Persons. As mentioned earlier in this report, Employment Equity principles state that to achieve a representative workforce, the organization must hire at least at the external availability for each designated group.



## SHARES OF TERMINATIONS

Terminations are one of the measures of retention and employee engagement. In the 2019 calendar year, there were a total of 47 Involuntary and Voluntary (resignations) Terminations at Humber. For comparative purposes, in the 2018 calendar year, there were a total of 69 Involuntary and Voluntary (resignations) Terminations at Humber.



### Table 5

The following is the breakdown of the termination data based on the designated groups. Note: the representation rates for the terminations are based on employees' self-identification via the Employment Equity Questionnaire:

Year	Termination Type	Total Terminations	Women	Indigenous Peoples	Persons with Disabilities	Racialized Persons
December 31, 2019	Involuntary Termination	6	4	0	0	2
	Voluntary Termination (Resignation)	41	26	1	1	9
	<b>Total</b>	<b>47</b>	<b>30</b>	<b>1</b>	<b>1</b>	<b>11</b>
December 31, 2018	Involuntary Termination	9	6	0	1	0
	Voluntary Termination (Resignation)	60	38	0	4	11
	<b>Total</b>	<b>69</b>	<b>44</b>	<b>0</b>	<b>5</b>	<b>11</b>

To protect the confidentiality of the voluntary and involuntary terminated employees, the above data has not been further disaggregated based on EEOG or intersectional identity for Women. The data shows that there were 22 fewer total voluntary and involuntary terminations in 2019 compared to 2018. Further, the data shows there is a greater percentage of voluntary and involuntary terminations of employees who self-identify as Women compared to men. Women accounted for 63.8% of all terminations in 2018 and 2019.



Employees who self-identify as Indigenous Peoples accounted for 2.1% of all terminations in 2019. Fewer employees who self-identify as Persons with Disabilities left the College in 2019 compared to 2018. Employees who self-identify as Persons with Disabilities accounted for 2.1% of all terminations in 2019 compared to 7.2% in 2018. The percentage of voluntary and involuntary terminations of employees who self-identify as Racialized Persons increased to 23.4% in 2019 compared to 15.9% in 2018. It is also noted that other than Women, the number of new hires for the other three (3) designated groups are generally lower than their external availability while terminations are higher.

While reviewing two (2) years of termination data is insufficient to determine a trend, it is important for the College to find out directly from exiting employees the reasons for their departure. One of the objectives under the EDI Taskforce Access & Equity: Employees program area is to develop a plan to enhance the exit interview process to voluntarily obtain information from exiting employees on their employment experience as well as their experience from an EDI perspective at the College. The Organizational Effectiveness department will lead this work. The feedback received from the exit interviews will be analyzed for trends and will inform the development and/or enhancement of programs and services at the College.





## EMPLOYMENT EQUITY DATA ANALYSIS FOR INDIGENOUS PEOPLES AND THE EQUITY- DESERVING GROUPS

## EMPLOYMENT EQUITY DATA ANALYSIS FOR THE EQUITY- DESERVING GROUP: WOMEN



At Humber, 959 full-time employees self-identified as Women on the EEQ. This represents 58.4% of the total full-time employees at Humber based on completed EEQs. Based on the external availability data distilled by Statistics Canada, Humber is doing well overall in terms of this equity-deserving group. Humber exceeds the external labour availability in the Employment Equity Occupational Groups of Senior Managers and Middle & Other Managers. A further analysis is presented below showing the gaps in representations with the specific EEOGs.

## Labour Availability Analysis:

The external labour availability based on Statistics Canada data for qualified Women for Humber's workforce is 56.7%. Therefore, at minimum there should be 932 Women employed at Humber. Humber's full-time workforce who self-identify as Women exceeds the available labour pool by 27 Women (2.9%).

It should be noted that if there is a gap for Women in an EEOG where Women are represented at 50% or more, the employer is not required to establish a goal, regardless of external availability. This exception is to ensure that the Employment Equity Program is not encouraging employers to further categorize certain EEOGs as occupations for "Women". As such, based on the WEIMS data, Women are only underrepresented in three (3) of the 14 EEOGs at Humber.



## Table 6

This table provides an overview of the employment equity status of Women in Humber's workforce. It lists the EEOGs in which Women are underrepresented and where their representation is below 50%, the gap number and the severity ratio. As mentioned earlier, severity is a measure of how close the designated group is to full representation. The closer the percentage is to 100% i.e. full representation, the less severe is the underrepresentation. A value of 80% demonstrates that the employer has achieved 80% of its full representation goal for the particular EEOG and so the underrepresentation is not seen as problematic.

EEOG#	EEOG	Gap #	Severity Ratio
04	Semi-Professionals and Technicians	-13	83.8%
13	Other Sales & Service Personnel	-4	42.9%
14	Other Manual Workers	-1	0.0%

## Table 7

The table below shows the significance of underrepresentation in which the filters of size, severity and prevalence are applied:

Filter	Analysis
Size	Only in 2 of the 3 EEOGs in which Women are underrepresented does the gap exceed -3. We note here that while the gap exceeds -3 in EEOG: 03 (Professionals) this is excluded from analysis as the representation of Women is more than 50% (see page 33).
Severity	In EEOG: 04 where the gap exceeds -3, the severity of underrepresentation is low at 83.8%. In EEOGs 13 & 14 the severity is high at 42.9% and 0.0%.
Prevalence	Prevalence of underrepresentation is low. Women are underrepresented in 3 of 14 Employment Equity Occupational Groups.



## Analyzing the Representation Data for Women from an Intersectional Lens

Intersectional data on the representation of employees who identify as Indigenous Peoples and/or members of more than one equity-deserving group provides critical insights into compounding factors that perpetuate marginalization among designated groups. This data enables the College to consider implications for Employment Equity priorities and strategies. Earlier in the report, disaggregated data was provided for new full-time hires who self-identified as Women using intersectional identity data. The data highlighted the representation data of new hires who self-identified as Women and a member of one additional designated group. The College exceeded the external availability for Women, nevertheless the disaggregated data shows that there is little diversity in Women. See page over.



## Table 8

The following table shows the intersectional representation data of full-time employees who self-identified as Women across the Employment Equity Occupational Groups:

EEOG	All Employees		Indigenous Peoples		Persons with Disabilities		Racialized Persons	
	Total #	Women	Total #	Women	Total #	Women	Total #	Women
Senior Managers	8	Less than 5	0	0	0	0	Less than 5	Less than 5
Middle and Other Managers	240	149	0	0	7	5	33	24
Professionals	892	475	8	6	30	17	164	89
Semi-Professionals and Technicians	139	67	Less than 5	Less than 5	9	5	20	7
Supervisors	13	9	0	0	Less than 5	Less than 5	Less than 5	Less than 5
Supervisors: Crafts and Trades	Less than 5	Less than 5	0	0	0	0	0	0
Administrative and Senior Clerical Personnel	236	191	0	0	5	Less than 5	67	51
Skilled Sales and Service Personnel	Less than 5	Less than 5	0	0	0	0	Less than 5	0

As per Employment Equity regulations and to protect employees' confidentiality, if the total number of employees who self-identify as Indigenous Peoples and/or a member of an equity-deserving group is less than five (5), it is denoted as "Less than 5" in the disaggregated data above.

Table continued →



EEOG	All Employees		Indigenous Peoples		Persons with Disabilities		Racialized Persons	
	Total #	Women	Total #	Women	Total #	Women	Total #	Women
Skilled Crafts and Trades Workers	6	0	0	0	0	0	Less than 5	0
Clerical Personnel	57	36	0	0	Less than 5	Less than 5	15	10
Intermediate Sales and Service Personnel	28	23	0	0	Less than 5	0	6	Less than 5
Semi-Skilled Manual Workers	5	Less than 5	0	0	0	0	0	0
Other Sales and Service Personnel	12	Less than 5	0	0	0	0	Less than 5	0
Other Manual Workers	Less than 5	0	0	0	0	0	0	0
<b>Total Number of Employees</b>	<b>1643</b>	<b>959</b>	<b>12</b>	<b>9</b>	<b>55</b>	<b>33</b>	<b>316</b>	<b>186</b>

The above representation data analyzed from an intersectional lens shows that out of 959 full-time employees who self-identify as Women:

- 9 or 0.9% of the employees self-identify as Women and Indigenous Peoples
- 33 or 3.4% of the employees self-identify as Women and Persons with Disabilities
- 186 or 19.4% of the employees identify as Women and Racialized Persons

While Women as a whole are well represented in leadership and professional roles at the College, the disaggregated representation data shows that the College needs to focus on the recruitment, advancement and retention of employees who self-identify as Women from the following designated groups: Indigenous Peoples, Persons with Disabilities and Racialized Persons.



## EMPLOYMENT EQUITY DATA ANALYSIS FOR: INDIGENOUS PEOPLES



At Humber, 12 full-time employees self-identified as Indigenous Peoples on the EEQ. This is 0.7% of the total employees at Humber based on completed EEQs. The EEQ is completed on a voluntary basis. It is important to note that some Indigenous Peoples and individuals from equity-deserving groups are less likely to complete the EEQ. Based on the external availability data distilled by Statistics Canada, this represents a gap for this designated group at Humber. A further analysis is presented below showing the gaps in representations with the specific EEOGs.

## Labour Availability Analysis:

The external labour availability based on Statistics Canada data for qualified Indigenous Persons for Humber's workforce is 2.6%. Therefore, at minimum there should be 40 Indigenous Persons employed at Humber. Humber's full-time workforce who self-identify as Indigenous Peoples is less than the available labour pool by 28 Indigenous Peoples (- 70.0%). This provides an opportunity for improvement to close this gap.



## Table 9

The table below provides an overview of the employment equity status of Indigenous Peoples in Humber's workforce. It lists the EEOGs in which Indigenous Peoples are underrepresented, the gap number and the severity ratio:

EEOG#	EEOG	Gap #	Severity Ratio
02	Middle and Other Managers	-6	0.0%
03	Professionals	-21	27.6%
07	Administrative and Senior Clerical Personnel	-2	0.0%



## Table 10

The following table shows the significance of underrepresentation in which the filters of size, severity and prevalence are applied:

Filter	Analysis
<b>Size</b>	In 2 of 3 EEOGs in which Indigenous Peoples are underrepresented, gaps equal or exceed -3. The range is from -6 to -21.
<b>Severity</b>	Severity of underrepresentation is high. In all 3 EEOGs in which there is underrepresentation, the severity ratio ranges between 0% and 27.6%. In 2 of 3, the severity measure is 0.0% which signals zero internal representation when there is external availability.
<b>Prevalence</b>	Prevalence of underrepresentation is moderate. While the Workforce Analysis only shows underrepresentation in 3 of the 14 Employment Equity Occupational Groups, Indigenous Peoples are only present in 2 of the EEOGs. The underrepresentation in the other EEOGs is 0 because of low external availability.

Indigenous Peoples are underrepresented in full-time positions at the College. As such, an emphasis will need to be placed on hiring Indigenous Peoples at their external availability rates.



## EMPLOYMENT EQUITY DATA ANALYSIS FOR THE EQUITY- DESERVING GROUP: **PERSONS WITH DISABILITIES**



At Humber, 55 full-time employees self-identified as Persons with Disabilities on the EEQ. This is 3.4% of the total employees at Humber based on completed EEQs. Based on the external availability data distilled by Statistics Canada, this represents a gap for this equity-deserving group at Humber. Persons with Disabilities are not represented in any of the Employment Equity Occupational Groups. A further analysis is presented below showing the gaps in representations with the specific EEOGs.

## Labour Availability Analysis:

The external labour availability based on Statistics Canada data for qualified Persons with Disabilities for Humber's workforce is 8.6%. Therefore, at minimum there should be 140 Persons with Disabilities employed at Humber. Humber's full-time workforce who self-identify as Persons with Disabilities is less than the available labour pool by 85 Persons with Disabilities (- 60.7%). This provides an opportunity for improvement to close this gap.



## Table 11

This table provides an overview of the employment equity status for Persons with Disabilities. It lists the EEOGs in which Persons with Disabilities are underrepresented, the gap number and the severity ratio:

EEOG#	EEOG	Gap #	Severity Ratio
01/02	Managers	-5	58.3%
03	Professionals	-49	38.0%
04	Semi-Professionals & Technicians	-2	81.8%
05	Supervisors	-3	25.0%
07	Administrative and Senior Clerical Personnel	-19	20.8%
10	Clerical Personnel	-3	40.0%
11	Intermediate Sales and Service Personnel	-2	33.3%
12	Semi-Skilled Manual Workers	-1	0.0%
13	Other Sales & Service Personnel	-1	0.0%



## Table 12

The following table shows the significance of underrepresentation in which the filters of size, severity and prevalence are applied:

Filter	Analysis
<b>Size</b>	In 5 of 13 EEOGs, gaps equal or exceed -3. Although no employees who self-identify as Persons with Disabilities exist in 4 EEOGs, the availability is so low that the gap for these EEOGs is 0. In terms of size filter, the underrepresentation is moderate except with Professionals and Senior Administrative groups where the number of employees who self-identify as Persons with Disabilities is low and the gaps are large.
<b>Severity</b>	Severity is high in all EEOGs except EEOG: 04 - Semi-Professionals and Technicians in which the severity exceeds 80%, i.e. almost full representation. In 2 of the EEOGs the severity measure is 0.0%.
<b>Prevalence</b>	Prevalence of underrepresentation is severe with underrepresentation in 9 of the 14 EEOGs.

The external availability data from Statistics Canada shows us that there are Persons with Disabilities who have the skills and qualifications to work at Humber. There is a need for the College to analyze possible barriers to the recruitment, advancement and retention of Persons with Disabilities and develop strategies to address the underrepresentation.



## EMPLOYMENT EQUITY DATA ANALYSIS FOR THE EQUITY- DESERVING GROUP: RACIALIZED PERSONS



At Humber, 316 full-time employees self-identified as Racialized Persons on the EEQ. This is 19.2% of the total employees at Humber based on completed EEQs. Based on the external availability data from Statistics Canada, this represents a notable gap for this equity-deserving group at Humber. A further analysis is presented below showing the gaps in representations with the specific EEOGs.

### Labour Availability Analysis:

The external labour availability based on Statistics Canada data for qualified Racialized Persons for Humber's workforce is 23.9%. Therefore, at minimum there should be 393 Racialized Persons employed at Humber. Humber's full-time workforce who self-identify as Racialized Persons is less than the available labour pool by 77 Racialized Persons (- 19.6%). This provides an opportunity for improvement to close this gap.





## Table 13

The following table provides an overview of the employment equity status of Racialized Persons. It lists the EEOGs in which Racialized Persons are underrepresented, the gap number and the severity ratio:

EEOG#	EEOG	Gap #	Severity Ratio
02	Middle and Other Managers	-9	78.6%
04	Semi-Professionals and Technicians	-15	57.1%
05	Supervisors	-3	57.1%
07	Administrative and Senior Clerical Personnel	-29	69.8%
10	Clerical Personnel	-15	50.0%
11	Intermediate Sales and Service Personnel	-9	40.0%
12	Semi-Skilled Manual Workers	-3	0.0%
13	Other Sales and Service Personnel	-4	42.9%
14	Other Manual Workers	-2	0.0%



## Table 14

The table below shows the significance of underrepresentation in which the filters of size, severity and prevalence are applied:

Filter	Analysis
<b>Size</b>	In 8 of 14 EEOGs gaps equal or exceed -3. In terms of size therefore, the underrepresentation is significant.
<b>Severity</b>	In Middle Manager & Other Manager roles, where the severity ratio is almost 80%, Racialized Persons are close to full representation. Notwithstanding, severity of underrepresentation is high. The severity ratio in 2 EEOGs is 0.0% and in 5 others, the ratio does not exceed 69.8%.
<b>Prevalence</b>	Prevalence of underrepresentation is high. Racialized Persons are underrepresented in 9 of 14 EEOGs.

There is availability of Racialized Persons with knowledge, skills and abilities to meet the requirements of the EEOGs. The above analysis shows us that employees who identify as Racialized Persons experience the highest underrepresentation at the College. Additionally, a greater number of full-time Racialized employees left the College in 2019 than were hired. As such, Humber needs to utilize the Employment Systems Review along with other mechanisms to look at possible reasons for the underrepresentation and develop strategies to enhance the recruitment, advancement and retention of Racialized Persons at the College.



## FULL-TIME FACULTY DEMOGRAPHIC DATA

In May 2019, the Academic Division transitioned from Schools to Faculties. The faculty role is assigned NOC 4021 - College and other vocational instructors. NOC 4021 is part of the Employment Equity Occupational Group: 03 – Professionals.

This report includes a specific focus on faculty in response to requests from the College. Humber is aware that it is of importance for its diverse student body to see themselves in their faculty.



### Table 15

The following table shows the representation data based on full-time faculty members' self-identification on the Employment Equity Questionnaire (EEQ) as of December 31, 2019:

Faculty	# FT Academic Employees	EEQ Response Rate	Women	Persons with Disabilities	Racialized Persons	Indigenous Peoples
Faculty of Liberal Arts and Sciences and Innovative Learning	133	86%	58 (44%)	8 (6%)	28 (21%)	Less than 5 (Less than 5%)
Faculty of Applied Sciences and Technology	107	68%	13 (12%)	0 (0%)	15 (14%)	Less than 5 (Less than 5%)
Faculty of Business	141	79%	50 (35%)	6 (4%)	24 (17%)	0 (0%)
Faculty of Health Sciences and Wellness	100	77%	58 (58%)	Less than 5 (Less than 5%)	14 (14%)	Less than 5 (Less than 5%)
Faculty of Media and Creative Arts	117	71%	39 (33%)	Less than 5 (Less than 5%)	7 (6%)	0 (0%)
Faculty of Social and Community Services	51	69%	23 (45%)	6 (12%)	8 (16%)	0 (0%)

#### Notes:

- Percentages are stated in terms of # or 'Yes' responses / # of Employees
- As per Employment Equity regulations and to protect employees' confidentiality, if the total number of faculty members who self-identify as a member of a designated group is less than five (5), it is denoted as "Less than 5" in the disaggregated data above.

The Centre for Human Rights, Equity & Inclusion has shared the above representation data with the Senior Dean of each Faculty. Senior Deans have already started to address the underrepresentation in their Faculties. The department of HROE will continue to work alongside each Faculty to support the increase in representation of Indigenous Peoples and individuals from equity-deserving groups.



## GENDER DIVERSITY AND SEXUAL ORIENTATION DEMOGRAPHIC DATA



In addition to the questions pertaining to the four (4) designated groups, Humber includes questions on two (2) additional identities, Gender Diversity and Sexual Orientation, in the Employment Equity Questionnaire. Prior to August 2019, Gender Diversity and Sexual Orientation demographic data was not captured in the existing Human Resources Information System (HRIS) and as such the College had no fulsome way to report this data. The Gender and Sexual Orientation demographic data reported in the 2018 Employment Equity Report was gathered from the paper-based Employment Equity Questionnaires collected in 2018.

As of August 2019, Gender Diversity and Sexual Orientation demographic data is now captured in the HRMS. The statistical analysis provided by the WEIMS system is limited to the four (4) designated groups; as such, similar data is not available for an analysis of external labour market availability for persons with diverse Gender Identities and Sexual Orientations. It is noteworthy that in the Standing Committee on Health (2019) report titled, [The Health of LGBTQIA2 Communities in Canada](#), it was recommended that the Government of Canada, through Statistics Canada, include questions on Gender Identity and Sexual Orientation in all its surveys. According to [Statistics Canada](#) (2020), national consultations were conducted on the inclusion of additional questions pertaining to the 2SLGBTQ+ community in preparation for the 2021 Census. Additionally, Statistics Canada noted that individuals who participated in the national consultations stated that if this data was available on people in Canada, it would help government and organizations to improve policies and programs, target services, and conduct research.



## Table 16

**Gender Diversity** - this tables shows the representation rates of full-time and non-full-time employees as of December 31, 2019 who self-identified their Gender Identity in the EEQ:

Women	Men	Non-Binary	Gender Queer	Trans	Decline to Answer
1081	761	1	3	4	6

## Table 17

**Sexual Orientation** - this table shows the representation rates of full-time and non-full-time employees as of December 31, 2019 who self-identified their Sexual Orientation in the EEQ:

Lesbian	Gay	Bisexual	Queer	Two-Spirited	Heterosexual	Decline to Answer
5	16	8	5	1	138	17



There is limited statistical data on Gender Identity and Sexual Orientation in Canada. In 2018, [Statistics Canada](#) conducted the Survey of Safety in Public and Private Spaces which contained questions about sex at birth and gender. According to the survey results, 0.24% of the Canadian population was comprised of transgender men, women or non-binary individuals.

The [Canadian Community Health Survey](#) (Statistics Canada, 2017) was the first Statistics Canada survey to include a question on sexual orientation. The results showed that:

- 1.7% Canadians aged 18 to 59 reported in 2014 that they consider themselves to be gay or lesbian.
- 1.3% Canadians aged 18 to 59 reported in 2014 that they consider themselves to be bisexual.

Based on the total number of employees at Humber and the above data from Statistics Canada, there is an area for improvement for the College with respect to enhancing communications on the EEQ and the importance for employees to voluntarily self-identify their Gender Identity and Sexual Orientation. Additionally, the data shows a need to focus on the recruitment, advancement and retention of individuals from diverse Gender Identities and Sexual Orientations. The post-secondary sector continues to grapple with how best to measure the external availability of these two equity-deserving groups. While the City of Toronto has some data available, this data is aged in that it is from 2001. The results of the 2021 Census will provide insights on the diversity of Gender Identities and Sexual Orientations in Canada and hopefully with time lead to external availability data for these equity-deserving groups.



# MOVING FORWARD



Humber's Employment Equity Program is robust and rigorous. This is evident in the intentional collaborations and involvement of employees from all levels of the College in advancing Employment Equity. The Centre for Human Rights, Equity & Inclusion (Centre) is leading the path along with the EDI Taskforce, EDI Committee, and Human Resources & Organizational Effectiveness department. The EDI Taskforce Access & Equity: Employees program area's comprehensive objectives and activities that were developed in consultation with the Humber community provides a critical path for the College to enhance the recruitment, retention and advancement of Indigenous Peoples and individuals from equity-deserving groups. A number of working groups reflective of employees from across the College community have been developed to collaboratively work on accomplishing the objectives and activities.

Large-scale demographic data collection and analysis has challenges. One, the Employment Equity Act (EEA) is dated and in and of itself, has been challenged by many. For example, it does not include self-identification questions on Sexual and Gender Diversity and WEIMS, which is dependent on Statistics Canada, has not incorporated the capacity to analyze this demographic data. Nevertheless to this date, the EEA remains one of the most effective and efficient programs to assist in advancing equity for all. We know that when we provide services to the most marginalized groups, all groups benefit.

Two, Racialized employees across the College have called for disaggregated data along racial groups. The College has integrated racial groups from Statistics Canada in the EEQ and have invited Racialized employees to self-identify their specific racial identity. A review of the responses to this question indicate that a small number of Racialized employees have self-identified their Racial Identity and without a more fulsome response rate for this question, the College is unable to conduct a deeper analysis. The third challenge with the data collection is seen in the low number of self-identification responses on Gender Identity (beyond the binary, Women and Men) and Sexual Orientation. Fortunately, employees are able to voluntarily self-identify their specific Racial Identity, Gender Identity and Sexual Orientation in the new HRMS. A communication plan was developed and launched to illustrate the importance of having this demographic information. Centre staff will continue to develop new ways to elicit cooperation for more complete voluntary responses to the questions on the EEQ.



The benefits of a diverse employee pool is well-documented (Gompers and Kovvali, 2018; Obear, 2020). We know that rich employee diversification enhances productivity, innovation, sustainability, and excellence. As such, we must acknowledge that underrepresentation of Indigenous Peoples and individuals from equity-deserving groups in an organization is not simply about external availability rates. Henry and Kobayashi (2017) state that, “[u]nderrepresentation is not only about failing to meet statistical targets. It underpins loneliness, isolation, and tokenism. Everyday racism thrives in an atmosphere of nonrepresentation” (p. 127). The College has the opportunity to focus on workplace culture which we know is a key factor for intentional systemic organizational change. The EDI Taskforce Campus Culture program

area is focused on working with the Humber community to further cultivate an inclusive campus climate that fosters well-being and a sense of belonging for all students and employees.

Over the next academic year, an Employment Systems Review (ESR) will be conducted. This review will form the basis for developing Humber’s Employment Equity Plan. Through the ESR, a particular focus will be put on the specific Employment Equity Occupational Groups where there is significant underrepresentation of Indigenous Peoples and individuals from equity-deserving groups. Additionally, there will be a review of all HR formal/informal policies and practices, examination of turnover and other transactional data related to Indigenous Peoples, Persons with Disabilities and Racialized Persons. Humber’s Employment

Equity Plan will outline the actual measures to remove the identified barriers from the practices and address the gaps.

The Centre continues to build internal EDI capacity through the robust and engaging education and training program offered to the College community. We thank the Humber community for participating, reflecting and acting on the learnings from these sessions. Centre staff would be remiss not to acknowledge the Senior Leadership, Human Resources & Organizational Effectiveness team, the faculty and support staff unions and the Humber community for their unwavering cooperation in advancing EDI at the College. Institutional and culture change takes time, resources, commitment, courage and tenacity. Let’s continue on this important journey and work together to bring to life the endless possibilities that we can achieve for Humber and our local and global communities.



### References:

- Gompers, P. and Kovvali, S. (2018). [The Other Diversity Dividend](#). *Harvard Business Review*.
- Henry, F., & Kobayashi, A. (2017). In Henry, F., Dua, E., James, C.E., Kobayashi, A., Li, P., Ramos, H., & Smith, M.S. (2017). *The Equity Myth: Racialization and Indigeneity at Canadian Universities*. Vancouver. UBC Press.
- Obear, K. (2020). [Making the Case for Diversity, Equity & Inclusion](#).



## APPENDIX ONE: EMPLOYMENT EQUITY OCCUPATIONAL GROUPS

The [Employment Equity Regulations](#) identify 14 Employment Equity Occupational Groups (EEOG).

Employment Equity Occupational Groups	Definition of EEOG	Examples of Positions at Humber College
Senior Managers	Senior Managers are employees who hold the most senior positions in the organization. They are responsible for the organization's policies and strategic planning, and for directing and controlling the functions of the organization.	President, Vice-President
Middle and Other Managers	Middle and Other Managers receive instructions from senior managers and administer the organization's policies and operations through subordinate managers or employees.	Director, Manager



Employment Equity Occupational Groups	Definition of EEOG	Examples of Positions at Humber College
Professionals	Professionals usually need either a university degree or prolonged formal training and often must be members of a professional organization.	Professor, Counsellor
Semi-Professionals and Technicians	Workers in these occupations must possess knowledge equivalent to about two years of postsecondary education, offered in many technical institutions and community colleges, and often have further specialized on-the-job training. They may have highly developed technical and/or artistic skills.	Alternative Media Technician, Digital Media Technician
Supervisors	Non-management first-line coordinators of workers in administrative, clerical, sales and service fields.	Site Supervisor, Supervisor Digital Solutions
Supervisors: Crafts and Trades	Non-management first-line coordinators of workers in manufacturing, processing, trades and primary industry occupations. They supervise skilled crafts and trades workers, semi-skilled manual workers and/or other manual workers.	Production Supervisor



Employment Equity Occupational Groups	Definition of EEOG	Examples of Positions at Humber College
Administrative and Senior Clerical Personnel	Workers in these occupations carry out and coordinate administrative procedures and administrative services primarily in an office environment, or perform clerical work of a senior nature.	Administrative Coordinator, Executive Assistant
Skilled Sales and Service Personnel	Highly skilled workers engaged wholly or primarily in selling or in providing personal service. These workers have a thorough and comprehensive knowledge of the processes involved in their work and usually has received an extensive period of training involving some post-secondary education, part or all of an apprenticeship, or the equivalent on-the-job training and work experience.	Buyer
Skilled Crafts and Trades Workers	Manual workers of a high skill level, having a thorough and comprehensive knowledge of the processes involved in their work. They are frequently journeypersons who have received an extensive period of training.	Electricians, Plumbers
Clerical Personnel	Workers performing clerical work, other than senior clerical work.	Administrative Assistant, Program Assistant



Employment Equity Occupational Groups	Definition of EEOG	Examples of Positions at Humber College
Intermediate Sales and Service Personnel	Workers engaged wholly or primarily in selling or in providing personal service who perform duties that may require from a few months up to two years of on-the-job training, training courses, or specific work experience.	Retail Operations Assistant
Semi-Skilled Manual Workers	Manual workers who perform duties that usually require a few months of specific vocational on-the-job training.	Mover/Installer
Other sales and service personnel	Workers in sales and service jobs that generally require only a few days or no on-the-job training.	Residence Housekeeper
Other Manual Workers	Workers in jobs which generally require only a few days or no on-the-job training.	Groundskeeper

A full listing of the NOC codes that are grouped into each EEOG can be found at:

<https://laws-lois.justice.gc.ca/eng/regulations/SOR-96-470/page-6.html>.





For additional information on Humber's Employment Equity Program, please visit <http://www.hrs.humber.ca/human-rights-equity-diversity/employment-equity.html>

