

**EDI Taskforce  
Program Stream - Access & Equity: Employees  
Objectives and Activities - DRAFT**

**Initiative:** Establish and implement an institutional framework and strategy for equity, diversity and inclusion that addresses the needs of both students and employees  
**Milestone:** College-wide equity, diversity and inclusion framework and strategy for employees  
**Deliverable:** Enhance recruitment, retention and advancement of employees from equity-seeking groups

**Key Definitions**

- **Equity-Seeking Groups:** At Humber, equity-seeking groups refer to communities who were historically and who are currently underserved and underrepresented. These groups include Women, Indigenous Peoples, Persons with Disabilities, Racialized Persons, Persons from diverse Gender Identities and Persons who identify as LGBTQ+.
- **Consulted:** Faculty/Department/Employees who will be consulted regarding the work.
- **Responsible:** Faculty/Department whose approval is required to conduct and/or complete the work.

**Departments and Abbreviations:** Centre for Human Rights, Equity & Diversity (Centre); Human Resources (HR); Organizational Effectiveness (OE); Equity, Diversity and Inclusion (EDI); Indigenous ways of being, knowing and doing (IWBKD)

**A. Communicate strong institutional commitment to advancing EDI and IWBKD at the College**

Objective	Activities - Timeline			Consulted	Responsible	Metrics
	2020-2021	2021-2022	2022-2023			
<b>A.</b> Establish performance enablement tools, templates and approaches that include principles of EDI and IWBKD	<ul style="list-style-type: none"> <li>- OE with support from the Centre and HR update and create standard job description templates for all administrative and academic managers, including competency profiles</li> <li>- OE with the support from the Centre and HR ensures the addition of EDI and IWBKD as core competencies in all job profiles – phase 1: Administrative Job Families</li> </ul>	<ul style="list-style-type: none"> <li>- OE develops tools and mechanisms for competency assessments which emphasize and include measurement of EDI and IWBKD as part of performance reviews, facilitate gap assessments and identify development needs for all administrative and academic managers and academic</li> </ul>	<ul style="list-style-type: none"> <li>- OE to include section with measurements on core competencies of EDI and IWBKD in performance review tool for all positions at the College</li> </ul>	<ul style="list-style-type: none"> <li>- Human Resources</li> <li>- Centre for Human Rights, Equity &amp; Diversity</li> </ul>	<ul style="list-style-type: none"> <li>- Organizational Effectiveness</li> </ul>	<ul style="list-style-type: none"> <li>- Updated standardized and complete job description templates for all administrative and academic managers</li> <li>- Development and inclusion of job profiles in job description templates which include measures on EDI and IWBKD</li> <li>- Performance enablement competency measurement tools that reflect, measure and identify development</li> </ul>

Objective	Activities - Timeline			Consulted	Responsible	Metrics
	2020-2021	2021-2022	2022-2023			
						needs in EDI and IWBKD

**B. Reinstitute Humber's Employment Equity Program**

Objective	Activities - Timeline					Consulted	Responsible	Metrics
	2018-2019	2019-2020	2020-2021	2021-2022	2022-2023			
<b>B. Re-establish Humber's Employment Equity Program</b>	<ul style="list-style-type: none"> <li>- Centre revises Employment Equity Questionnaire</li> <li>- Centre relaunches Employment Equity Program</li> <li>- Centre conducts 2018 current state analysis of full-time employees at Humber College</li> </ul>	<ul style="list-style-type: none"> <li>- Centre produces 2018 Employment Equity Report</li> <li>- Centre supports Faculties and Departments in developing plans that address gaps in representation of employees from equity-seeking groups</li> <li>- Centre in-conjunction with HR and OE conduct Employment Systems Review</li> <li>- Centre supports HR and OE in the development of relevant policies and procedures, for e.g. hiring, retention, advancement and exit policies and procedures</li> <li>- Centre develops and launches an Employment Equity video project which demonstrates the</li> </ul>	<ul style="list-style-type: none"> <li>- Centre supports Faculties and Departments in developing plans that address gaps in representation of employees from equity-seeking groups</li> <li>- Centre develops College-wide training on employment equity</li> <li>- Centre continues outreach to all employees to encourage voluntary completion of the Employment Equity Questionnaire</li> <li>- Centre conducts 2020 current state analysis of employees at Humber College</li> <li>- Centre produces 2020 Employment Equity Report</li> <li>- Centre and HR develop</li> </ul>	<ul style="list-style-type: none"> <li>- Centre supports Faculties and Departments in developing plans that address gaps in representation of employees from equity-seeking groups</li> <li>- Centre continues outreach to all employees to encourage voluntary completion of the Employment Equity Questionnaire</li> <li>- Centre conducts 2021 current state analysis of employees at Humber College</li> <li>- Centre produces 2021 Employment Equity Report</li> <li>- Centre and HR review and revise Employment Equity Plan</li> <li>- Centre continues College-wide training on</li> </ul>	<ul style="list-style-type: none"> <li>- Centre continues outreach to all employees to encourage voluntary completion of the Employment Equity Questionnaire</li> <li>- Centre conducts 2020 current state analysis of employees at Humber College</li> <li>- Centre to assess the effectiveness of the Employment Equity Plan</li> <li>- Centre produces 2022 Employment Equity Report which also includes five (5) year update (2018-2022)</li> <li>- Centre and HR review and revise Employment Equity Plan</li> <li>- Centre continues</li> </ul>	<ul style="list-style-type: none"> <li>- Senior Deans</li> <li>- Deans</li> <li>- Associate Deans</li> <li>- Directors</li> <li>- Associate Directors</li> <li>- Faculty Union</li> <li>- Support Union</li> </ul>	<ul style="list-style-type: none"> <li>- Centre for Human Rights, Equity &amp; Diversity</li> <li>- Human Resources</li> <li>- Organizational Effectiveness</li> </ul>	<ul style="list-style-type: none"> <li>- Launch of revised Employment Equity Questionnaire</li> <li>- Completion of 2018 Employment Equity Report</li> <li>- Completion of Employment Systems Review</li> <li>- Completion of Employment Equity Plan</li> <li>- Completion of 2019 Employment Equity Report</li> <li>- Completion of 2020 Employment Equity Report</li> <li>- Completion of 2021 Employment Equity Report</li> <li>- Completion of 2022 Employment Equity Report</li> <li>- Employees at all levels, including the executive and management levels, reflect the equity-seeking groups</li> <li>- The faculty hiring and retention rates reflect the composition of the available pools of exceptional talents in all fields nationally</li> </ul>

Objective	Activities - Timeline					Consulted	Responsible	Metrics
	2018-2019	2019-2020	2020-2021	2021-2022	2022-2023			
		<p>College's commitment to equity hirings</p> <ul style="list-style-type: none"> <li>- Develop recommendations in-conjunction with HR, Unions and key Consulted based on representation rates of employees from equity-seeking groups in 2018 Employment Equity Report</li> <li>- Centre enhances outreach to non-full-time employees to encourage voluntary completion of the Employment Equity Questionnaire</li> <li>- Centre conducts 2019 current state analysis of all employees (full-time and non-full-time) at Humber College</li> <li>- Centre produces 2019 Employment Equity Report</li> </ul>	<p>Employment Equity Plan</p> <ul style="list-style-type: none"> <li>- Centre develops monitoring mechanism of the Employment Equity Plan</li> <li>- Centre launches College-wide training on employment equity</li> <li>- Develop recommendations in-conjunction with HR, Unions and key Consulted based on representation rates of employees from equity-seeking groups in 2019 Employment Equity Report</li> </ul>	<p>employment equity</p> <ul style="list-style-type: none"> <li>- HR and OE to review advancement, career development, mentoring and sponsorship processes to identify and develop a plan to remove barriers that could prevent employees from equity-seeking groups from advancing in their careers</li> <li>- Develop recommendations in-conjunction with HR, Unions and key Consulted based on representation rates of employees from equity-seeking groups in 2021 Employment Equity Report</li> </ul>	<p>College-wide training on employment equity</p>			

**C. Focused Recruitment, Retention and Advancement of Employees from Equity-Seeking Groups**

Objective	Activities - Timeline			Consulted	Responsible	Metrics
	2020-2021	2021-2022	2022-2023			
<p><b>C1. Recruitment:</b> Revise job posting templates to provide opportunities for a wider pool of qualified applicants from equity-seeking groups</p>	<ul style="list-style-type: none"> <li>- Centre to deliver training to HR Business Partners and HR Generalists on identifying written and implied biases in job postings</li> <li>- HR with support from the Centre develops plan to update and create standard job posting templates for jobs that will be posted to ensure removal of written and implied biases</li> <li>- HR with support from the Centre develops checklist to review job postings for written and implied biases</li> <li>- HR reviews all job postings and identifies and suggests removal of written or implied biases</li> </ul>	<ul style="list-style-type: none"> <li>- Human Resources reviews all vacated positions, including those covered by union contracts, for adherence to the new job posting review protocol</li> </ul>	<ul style="list-style-type: none"> <li>- Human Resources conducts periodic review of all vacated positions, including those covered by union contracts, for adherence to the new job posting review protocol</li> </ul>	<ul style="list-style-type: none"> <li>- HR Business Partners</li> <li>- HR Generalists</li> </ul>	<ul style="list-style-type: none"> <li>- Human Resources</li> <li>- Centre for Human Rights, Equity &amp; Diversity</li> </ul>	<ul style="list-style-type: none"> <li>- Development of checklist to review job postings for written and implied biases</li> <li>- Completion of review of job postings to remove any written and implied biases</li> <li>- Completion of periodic review of job postings for adherence to the new job posting review protocol</li> </ul>
<p><b>C2. Recruitment:</b> Develop a job posting advertising protocol for attracting a wider pool of qualified applicants from equity-seeking groups</p>	<ul style="list-style-type: none"> <li>- HR develops a recruitment protocol and package to provide to contracted external recruitment firms to ensure they are aware of the College's equity hiring goals</li> <li>- HR to improve recruitment strategies throughout the diverse communities in Canada:                             <ul style="list-style-type: none"> <li>o Continue to build partnerships with and send new job postings to key external organizations</li> <li>o HR with support from the Centre, identify professional memberships and trade organizations for applicant sourcing</li> <li>o HR shares job postings with Affinity Groups</li> </ul> </li> <li>- HR to add question in Taleo to ask applicants where they found job posting</li> </ul>	<ul style="list-style-type: none"> <li>- HR with support from the Centre assesses effectiveness of recruitment strategies based on responses from applicants regarding where they found job posting as well as self-identification of applicants from equity-seeking groups and makes adjustments</li> <li>- HR to improve recruitment strategies throughout the diverse communities in Canada:                             <ul style="list-style-type: none"> <li>o HR participates in job fairs</li> </ul> </li> <li>- HR to develop a baseline to measure recruiting efforts</li> </ul>	<ul style="list-style-type: none"> <li>- HR and the Centre continues to assess effectiveness of recruitment strategies based on responses from applicants regarding where they found job posting as well as self-identification of applicants from equity-seeking groups and makes adjustments</li> </ul>	<ul style="list-style-type: none"> <li>- Affinity Groups</li> </ul>	<ul style="list-style-type: none"> <li>- Human Resources</li> <li>- Centre for Human Rights, Equity &amp; Diversity</li> </ul>	<ul style="list-style-type: none"> <li>- Development of a job posting advertising protocol for attracting applicants from equity-seeking groups</li> <li>- Assessment of recruitment strategies based on responses from applicants regarding where they found job posting as well as self-identification of applicants from equity-seeking groups</li> </ul>

Objective	Activities - Timeline			Consulted	Responsible	Metrics
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<b>C3. Hiring Process:</b> Establish an interview process that includes committee members who possess an EDI and IWBKD lens and who will work closely with the position	<ul style="list-style-type: none"> <li>- HR in conjunction with the hiring Department/Faculty to enhance and implement a search plan and timetable for all job searches</li> <li>- HR enhances its process/tool to review job applications for shortlisting</li> <li>- HR in conjunction with the hiring Department/Faculty review and update all rubrics used in hiring processes, based on the Centre's Employment Systems Review</li> <li>- HR in conjunction with the hiring Department/Faculty develop a system for consistent application and storage of assessment tools used during hiring (rubric)</li> <li>- HR with support from Centre develop a guide for interview questions that reduces personal biases of the interviewers</li> </ul>	<ul style="list-style-type: none"> <li>- HR with support from the Centre to assess effectiveness of interview processes and make adjustments as necessary</li> </ul>	<ul style="list-style-type: none"> <li>- HR with support from the Centre to assess effectiveness of interview processes and make adjustments as necessary every three years</li> </ul>	<ul style="list-style-type: none"> <li>- Senior Deans</li> <li>- Deans</li> <li>- Associate Deans</li> <li>- Directors</li> <li>- Associate Directors</li> </ul>	<ul style="list-style-type: none"> <li>- Human Resources</li> <li>- Centre for Human Rights, Equity &amp; Diversity</li> </ul>	<ul style="list-style-type: none"> <li>- Development of a system for consistent application and storage of assessment tools</li> <li>- Development guide for interview questions that reduces personal biases of the interviewer</li> </ul>
<b>C4. Retention and Develop retention and advancement programs for employees from equity-seeking groups</b>	<ul style="list-style-type: none"> <li>- OE and Teaching and Learning Support develop mentorship program (TBC)</li> </ul>	<ul style="list-style-type: none"> <li>- OE and Teaching and Learning Support launch mentorship program (TBC)</li> </ul>	<ul style="list-style-type: none"> <li>- OE and Teaching and Learning Support evaluates effectiveness of the mentorship program</li> </ul>	<ul style="list-style-type: none"> <li>- Senior Deans</li> <li>- Deans</li> <li>- Associate Deans</li> <li>- Directors</li> <li>- Associate Directors</li> <li>- Humber employees</li> </ul>	<ul style="list-style-type: none"> <li>- Organizational Effectiveness</li> <li>- Teaching and Learning Support</li> </ul>	<ul style="list-style-type: none"> <li>- Development and launch of mentoring program</li> </ul>
<b>C5. Exit Interview and Out-boarding:</b> Enhance the exit interview process and develop an out-boarding program		<ul style="list-style-type: none"> <li>- OE develops a plan to enhance the exit interview process to voluntarily obtain information from exiting employees on their employment experience and experience with EDI and IWBKD at the College</li> <li>- Upon completion of the research and plan above, HR provides the exit interview questionnaire (in-person and online questionnaire options) to exiting employees</li> </ul>	<ul style="list-style-type: none"> <li>- OE assesses the effectiveness of the enhanced exit interview process and makes adjustments as appropriate</li> <li>- HR and the Centre continue to analyze feedback from exiting employees and shares information/trends based on the developed process</li> <li>- OE implements the out-boarding program for exiting employees</li> </ul>	<ul style="list-style-type: none"> <li>- Senior Deans</li> <li>- Deans</li> <li>- Associate Deans</li> <li>- Directors</li> <li>- Associate Directors</li> <li>- Humber employees</li> </ul>	<ul style="list-style-type: none"> <li>- Human Resource</li> <li>- Organizational Effectiveness</li> <li>- Centre for Human Rights, Equity &amp; Diversity</li> </ul>	<ul style="list-style-type: none"> <li>- Enhanced exit interview process</li> <li>- Analysis of data from exit interviews</li> <li>- Development of out-boarding program for exiting employees</li> </ul>

Objective	Activities - Timeline			Consulted	Responsible	Metrics
	2020-2021	2021-2022	2022-2023			
		<ul style="list-style-type: none"> <li>- HR and the Centre analyze feedback from exiting employees and shares information/trends based on developed process</li> <li>- OE researches and develops out-boarding program for exiting employees</li> </ul>				

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**D. Develop and Launch EDI related Education and Training for Managers, Hiring Committees and Humber Employees**

Objective	Activities - Timeline			Consulted	Responsible	Metrics
	2020-2021	2021-2022	2022-2023			
<p><b>D.</b> Develop a suite of EDI- and IWBKD-related training for managers and hiring committees</p>	<ul style="list-style-type: none"> <li>- HR with support from the Centre conduct a needs assessment of training needs for managers, hiring committees and relevant employees involved in the recruitment and selection function with focus on EDI and IWBKD</li> <li>- HR and the Centre identifies training opportunities for managers and those responsible for writing job descriptions and job postings</li> <li>- Centre in conjunction with HR develop training modules for hiring committees focused on:                             <ul style="list-style-type: none"> <li>o implicit bias</li> <li>o equity lens</li> <li>o integrating EDI and IWBKD principles in managing employees</li> </ul> </li> <li>- Centre develops process for launching the training program</li> <li>- HR develops the process to ensure employees sitting on the hiring committee have completed the training</li> <li>- HR and the Centre communicate information about training and set attendance and completion benchmarks using a phased approach</li> </ul>	<ul style="list-style-type: none"> <li>- Centre in conjunction with HR assess effectiveness of EDI- and IWBKD-related education and training programs for managers, hiring committees, HR Business Partners, HR Generalists, and employees who wish to complete the training and makes adjustments as needed</li> <li>- Centre in conjunction with HR expands the EDI- and IWBKD-related education and training program for managers and hiring committees</li> </ul>	<ul style="list-style-type: none"> <li>- Centre in conjunction with HR assess effectiveness of EDI- and IWBKD-related education and training programs for managers, hiring committees, HR Business Partners, HR Generalists, and employees who wish to complete the training and makes adjustments as needed every three years</li> <li>- EDI- and IWBKD-related education and training program to become mandatory for all managers and hiring committees</li> </ul>	<ul style="list-style-type: none"> <li>- Senior Deans</li> <li>- Deans</li> <li>- Associate Deans</li> <li>- Directors</li> <li>- Associate Directors</li> <li>- Managers</li> <li>- HR Business Partners</li> <li>- HR Generalists</li> </ul>	<ul style="list-style-type: none"> <li>- Human Resources</li> <li>- Centre for Human Rights, Equity &amp; Diversity</li> </ul>	<ul style="list-style-type: none"> <li>- Completion and implementation of needs assessment of training needs for managers, hiring committees and relevant employees involved in the recruitment and selection function</li> <li>- Development and implementation of suite of EDI- and IWBKD-related training for managers, hiring committees, HR Business Partners, HR Generalists, and employees who wish to complete the training</li> <li>- Increase in completion rates of the EDI- and IWBKD-related training by managers and hiring committees</li> </ul>