UNDERSTANDING EQUITY, DIVERSITY, AND INCLUSION (EDI) THROUGH HUMAN RESOURCES

REPORT HIGHLIGHTS

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Sustainability Scholars Disclaimer

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This project was conducted under the mentorship of UBC Human Resources (HR) in collaboration with UBC Equity & Inclusion Office (EIO). The opinions and observations in this report and any errors are those of the author and do not necessarily reflect the views of UBC Human Resources (HR) and UBC Equity & Inclusion Office (EIO) or the University of British Columbia.

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REPORT HIGHLIGHTS

The University of British Columbia (UBC) is one of the largest employers in British Columbia with close to 17,000 faculty and staff and 9,500 student employees[1]. With a large workforce, there are people from diverse backgrounds, abilities, identities, and perspectives. In addition, Canada's population has become increasingly diverse ethnically and racially due to increased migration[2]. As such, UBC continues to focus on organizational and mid-level strategic actions by embedding practices that not only attract diversity, but retain diversity by building an inclusive culture. Studies[3] indicated that diverse and inclusive organizations make for more innovative, engaged, and happy teams and lead to increased output and productivity.

The findings outlined in this report are a result of internet research, informal interviews, a review of the relevant literature, and case studies. The report outlines current, effective, and leading equity, diversity and inclusion (EDI) human resources practices and approaches for the workplace. The human resources areas of focus included: recruitment and retention; orientation and onboarding; leadership diversity and development; embedding inclusive leadership approaches and structures; total compensation; religious holidays, measurement; and, physical infrastructure and spaces. In addition, the report includes: a current mapping of UBC programs, policies, and initiatives; an outline of leading practices from other public and private organizations; and, suggested future opportunities.

Of significant note, the review of the relevant literature suggests that systemic barriers and implicit biases faced by members of equity seeking groups (e.g., women, racialized minorities, aboriginal people and persons with disabilities)[4] is persistent in Canadian organizations. Further, there is a significant diversity gap in senior leadership roles at Canadian universities [5] and the composition of leaders are not reflective of the diversity in Canada. Understanding those represented under the designated equity groups and their workplace experiences at various levels of the organization is a

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[1] http://pair.ubc.ca/faculty-staff/
[2] Malenfant, E.C and J.D Morency 2011. Demosim Team: Population Projections by Aboriginal Identity in Canada, 2006-2013. Ottawa: Statistics Canada. https://www.statcan.gc.ca/pub/ in the Equity Myth.
[3] Katherine W Philips 2014, 'How Diversity Makes Us Smarter', Scientific America, Policy and Ethics accessed from https://www.scientificamerican.com/article/how-diversity-makes-us-smarter/
[4] Carty, L 1991. Black Women in Academia: A Statement from the Periphery
Mukherjee, A. 1994 "The Race Consciousness of a South Asian (Canadian, of Course) Female Academic
Monture-Angus, P 1995 Thunder in My Soul: A Mohawk Woman Speaks. Toronto: Fernwood Publishing
[5] Study by the Academic Women's Association at the University of Alberta, August 2016

difficult undertaking. UBC, like many Canadian organizations, has limited access to equity, diversity, and inclusion (EDI) demographic data due to privacy considerations compared to other organizations in the USA, such as UC Berkeley, which often include information pertaining to representation across all levels of the organizations, new hires, internal mobility, and employment separations. The dearth of adequate and essential data means organizations may not have accurate representations about their current employees and their experiences to measure and evaluate progress of EDI efforts. According to UC Berkeley's Chancellor Carol Christ, making meaningful improvements in the employee experience depends on the ability to measure what matters, making the data accessible for all, and ensuring the information is used to support EDI goals and values[6].

The overall aim of the report is to provide the HR Equity and Inclusion working group, in collaboration with UBC's Equity & Inclusion Office information to support the development of a roadmap that prioritizes EDI initiatives within HR and across UBC. In addition to the current EDI efforts and actions in progress at UBC, some suggested priority future opportunities for the HR EI working group's consideration include:

o Consider finding ways, beyond general population data comparisons, to disaggregate data for benchmarking and measuring progress to increase the proportion of workers within designated equity groups that are qualified for positions. For example, available data on members of the "visible minority" groups who hold doctoral degrees are dated but still suggestive: in 2001, they held 18.7% of all doctoral in Canada but only 12% of faculty positions[7].

o Explore comprehensive and detailed data collection methods to help identify targeted EDI progress and gaps through: robust reporting tools in Workday integrated with the Workplace Experience Survey as well as entrance and exit surveys.

o Research EDI training and learning approaches that go beyond one-day workshops, and that are an active and ongoing learning process. Some studies have shown that EDI trainings may be met with negative responses and that mandatory diversity training in particular may even activate a bias[8].

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[6] Making staff diversity a priority, Chancellor Carol Christ, Berkeley Diversity accessed from
https://diversity.berkeley.edu/news/making-staff-diversity-priority
[7] Kobayashi, Audrey. 2009, 60 "Now You See Them, How You See Them: Women of Colour in Canadian Academia".
In Racism in the Canadian University: Demanding Social Justice Inclusion and Equity, University of Toronto Press
[8] Employee Diversity Training Doesn't Work available at
http://www.time.com/time/magazine/article/0,9171,1615183,00.html?artId=1615183?contType=article?chn=us

Appendix

Mapping of Current Landscape: Highlights of EDI & EDI related policies, programs, and initiatives at UBC

Category	Programs	Description	Link
Recruitment and Retention	Staff orientations	As part of the onboarding process, staff are assisted and informed of the resources available to help make connections across the campus.	[HR Orientation Website](#)
	Recruitment guides	Assists departments with recruitment processes incorporating EDI considerations.	http://www.hr.ubc.ca/hiring-managing/recruitment-hiring/
	Diversifying the pipeline	Recruitment programs geared towards diversifying the candidate pool by targeting candidates from designated equity groups	[by specific unit]
	Faculty Relations (HR) & HR Advisory Services	Provide advice & guidance from recruitment to retirement and any conflicts that may arise for faculty	[Faculty Relations Link](#) & https://www.hr.ubc.ca/administrators/contact/
Onboarding	Onboarding checklist	As part of the onboarding process, hiring managers have been provided with an onboarding checklist to ensure all processes and procedures are followed.	[New employee checklist](#)

Category	Programs	Description	Link
	Workplace learning and engagement	Support staff on-boarding, orientations, and compliance training in line with government regulations. In-person workplace learning workshops, one-on-one coaching, leadership programs, career navigation and team consulting services.	Workplace learning and engagement
Selection and hiring	Equity and Diversity in the Search Process	The Director or the AVP, Equity & Inclusion in partnership with Faculty Relations will meet with the search committee and take them through the key steps and considerations of the UBC search processes including diversifying the recruitment strategies, confidentiality and immigration considerations, to the review of CV's and assessment based on job criteria, and the role of unconscious bias in a search process.	EIO Educational Programs
	Access and Diversity	Access & Diversity provides support and programming initiatives designed to remove barriers for students with disabilities and facilitates disability related accommodations for members of the UBC Vancouver community. Ensuring the university meets its human rights obligations to individuals with disabilities, implementation of Policy 73 for students.	UBC Access & Diversity

Category	Programs	Description	Link
Training and development	UBC HR Advisory Services	Central HR Advisors/Employee Relations. HR Advisor should have a full understanding of the background of the conflict, how you have managed it so far, and ideas you have about how best to resolve it.	HR Advisory Services
	Coaching at UBC	Providing coaching and sponsor support, and ongoing and growing community of practice	Coaching@UBC
	Academic leadership development program (Vancouver) Academic leadership series (Okanagan)	The Academic Leadership Development Program (ALDP) is a cohort-based, leadership development program offered by UBC each year to new Department Heads, Program Directors, Associate Deans, and academic leaders in related roles at UBC	ALDP
	Managing @UBC	Managing@UBC is a program designed to support managers in their role, recognizing the significant responsibility they hold for employee performance, engagement and achievement of unit goals.	Managing at UBC Website
	Organizational Development & Learning Consultant	Supporting performance learning outcomes w/ focus on strength based systems intelligence	Organisational learning and development

Category	Programs	Description	Link
	Professional development	Professional Development Workshops are available to support the ongoing learning needs of UBC employees by providing a range of UBC specific job-related personal and professional skills training. These in-person, at-cost professional development workshops are geared to enhance and improve your effectiveness at work, as well as to support your career and personal development.	PD at UBC
Total Compensation & Other Workplace Supports	Professional development funds and tuition waiver	UBC faculty and staff have opportunities available to them that will support their current role as well as career progression at the university. Tuition waiver allotments vary according to employee groups.	http://www.hr.ubc.ca/wellbeing-benefits/benefits/details/professional-development/
	Housing and Accommodation	UBC adopted a Housing Action Plan (HAP) for students, faculty and staff at the Vancouver campus in 2012.	http://bog3.sites.olt.ubc.ca/files/2017/06/5.5_2017.06_HAP-Rent-Geared-to-Income.pdf) http://www.hr.ubc.ca/housing-relocation/housing/rental/rgi/.
	Childcare	Child Care Services (CCS) provides about 600 spaces designed for the children of students, faculty and staff at UBC.	Child Care Services
Vacation and leaves	Maternity & Parental Leave	Outlining time-off provision available to parents, integrating with ESA and Employment Insurance information.	http://www.hr.ubc.ca/wellbeing-benefits/benefits/details/vacation-leaves/maternity-parental-adoptive-leave/

Category	Programs	Description	Link
	Vacation	UBC employee group and length of employment determine how much vacation one is eligible for. The longer one has been employed the more vacation time they are entitled to receive. Long-time employees may qualify for additional vacation days up to a specified maximum	http://www.hr.ubc.ca/administrators/managing-staff/calculating-vacation-pay/
Leadership Development			
	Academic Leadership Development Program	The Academic Leadership Development Program (ALDP) is a cohort-based, leadership development program offered by UBC each year to new Department Heads, Program Directors, Associate Deans, and academic leaders in related roles at UBC. Workshops (designed with a problem-based learning approach), studios, coaching, online learning are utilised.	ALDP
	Community Leadership Program	The UBC CLP is designed for aspiring staff leaders and provides an opportunity for learners to explore leadership concepts and principles in a cohort learning environment. Participants learn and apply new leadership skills over the course of the fall, culminating in leading a group of UBC undergraduate students during the February UBC Reading Week with a three-day community-service learning project in a school or non-profit organization.	Community Leadership Program

Category	Programs	Description	Link
	Managing at UBC Program	Managing@UBC is a program designed to support managers in their role, recognizing the significant responsibility they hold for employee performance, engagement and achievement of unit goals	[Managing at UBC Website](#)
Built environmental spaces	Breast feeding	Breast feeding friendly spaces at UBC are a quiet, clean and sanitary space identified by common signage, comfortable seating, electrical outlets and change table in room or a nearby washroom. The degree of privacy in designated spaces varies from private to semi-private. Signage outside of these spaces clearly indicates if the space is private or semi-private.	[Breast feeding spaces](#)
	Inclusive washrooms	A gender-inclusive washroom is a washroom that anyone can use, regardless of their gender identity or presentation	https://equity.ubc.ca/resources/gender-diversity/inclusive-washrooms-changerooms/

Category	Programs	Description	Link
Laws	BC Human Rights Code Employment Equity Act Charter of Rights and Freedoms	The purposes of the *Code* are to: foster a society in B.C. where there are no impediments to full and free participation in the economic, social, political and cultural life of B.C. Promote a climate of understanding and mutual respect where all are equal in dignity and rights prevent discrimination prohibited by the Code. Identify and eliminate persistent patterns of inequality associated with discrimination prohibited by the Code. Provide a means of redress for those persons who are discriminated against contrary to the Code.	BC Laws
Policies/Frameworks aimed at improving work/life balance	Policy 2 Employment Equity	Employment Equity upholds the principles of individual merit and achievement to ensure that selection, training, and promotion decisions are based on how well an individual's skills, knowledge and experience match specific job performance criteria.	https://universitycounsel.ubc.ca/policies/policy2.pdf.
	Policy 3 Discrimination and Harassment	Policy #3 addresses the process by which concerns relating to matters of discrimination on the grounds protected by the BC Human Rights Code ("Code") are addressed by the University. The new Policy #3 amendments are intended to bring the policy into alignment with current practices	https://www.universitycounsel.ubc.ca/files/2019/04/policy3.pdf

Category	Programs	Description	Link
	Policy 20 Advertising position vacancies	Policy #20 establishes UBC's requirements for posting and advertising of available employment positions at UBC	Advertising available employment positions
	Policy 73 Accommodation for Students with Disabilities	Outlines the principles, responsibilities and processes for the provision of Accommodation for Students with Disabilities	Policy 73
	Flexible hours and work-at-home opportunities	Telecommuting refers to working arrangements that permit people to do at least some of their regular work from home rather than attending at the office.	Telecommuting at UBC
Strategies & Guidelines	UBC Respectful Environment Statement	Provides guiding principles to support and build an environment in which respect, civility, diversity, opportunity and inclusion are valued	Respect Environment Statement
	Indigenous Strategic plan	Opportunities to improve effective recruitment and engagement practices	Indigenous strategic plan
	Draft Inclusion Action plan	An emerging action plan that articulates goals, actions, and measurements towards an inclusive workplace and learning environment.	IAP

Category	Programs	Description	Link
	Wellbeing Strategic framework	Is a strategic, collaborative, and system-wide effort to make the university a better place to live, work, play and learn. It is guided by the Okanagan Charter that is aimed at making UBC a leading university in promoting health and wellbeing	WSF
	Okanagan Charter	An international Charter for health promoting universities and colleges. It provides institutions with a common language, principles and framework to become health and wellbeing promoting campuses.	Okanagan Charter
	Focus on People 2025	Provides overview of strategic priorities regarding the workplace environment and broad guidance on how to be a workplace of choice that provides a healthy, safe, inspiring workplace that cultivates wellbeing, resilience, and commitment	Focus on people