



Carleton
UNIVERSITY

Carleton University Canada Research Chairs Program (CRCP) Equity, Diversity, and Inclusion Action Plan

December 2017

Contact Information for Questions about this Plan

Office of the Provost and Vice-President (Academic)

provost@carleton.ca

Office of the Vice-President (Research and International)

vpri@carleton.ca

Contact Information for Questions Regarding the Academic Hiring Process

Faculty Affairs

faculty.affairs@carleton.ca

Contact Information for Questions or Concerns Related to Equity, Diversity, and Inclusion

Equity Services

equity@carleton.ca

Carleton University CRCP Equity, Diversity, and Inclusion Action Plan

Carleton University acknowledges the location of its campus on the traditional, unceded territories of the Algonquin nation.

In order to guide Carleton University's efforts in ensuring the representation of individuals from the federally designated groups – women, visible minorities, persons with disabilities, Indigenous peoples¹ among our Canada Research Chairholders and across the university, we have developed this Action Plan. We consider it a living document, which will be updated as we move forward with implementing the outlined strategies. It is subject to the approval of Carleton's Board of Governors.

1) Equity, Diversity, and Inclusion Objectives and Measurement Strategies

a) Current equity and diversity status

As of December 2017, Carleton University has a total of 25 Canada Research Chairs (CRCs): 17 active Chairs (6 Tier 1 and 11 Tier 2); three vacancies are in recruitment (one Tier 1 and two Tier 2); three have not yet been posted (one Tier 1 and two Tier 2); one new Tier 1 candidate nomination was submitted in the October gate, and a final Tier 2 (international candidate) will be submitted in December 2017. The institution's equity and diversity status under these conditions is included in **Appendix A** and summarized here:

Table 1. Carleton University institutional equity and diversity target status (as at December 2017)

RESULTS	Target ²	Occupancy	Gap	Gap (# of Chairs)
Women	27%	35%	no gap	no gap
Visible minorities	15%	29%	no gap	no gap
Persons with disabilities ³	4%	0%	4.0%	1
Indigenous peoples ¹	1%	0%	1.0%	N/A*

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

In October 2017, Carleton submitted a renewal for one non-visible minority man and a new nomination of one Indigenous woman. In December 2017, we submitted a new nomination of a non-visible minority man. Assuming these are successful, we will meet three of the four equity and diversity targets:

¹ Carleton joins the many individuals, groups, organizations, universities and governments, both nationally and internationally, who have chosen to use the term Indigenous as the preferred way to refer to First Nations, Inuit, and Métis peoples as a collective, and will do so throughout this document.

² Targets are set as per the target-setting method established and described on the Chairs [website](#). The target for women is dependent on the type of Chair by agency (CIHR/NSERC/SSHRC).

³ As per self-identification in the CRC applicant registry form. The definition of a person with a disability: (i) has a long-term or recurring condition or health problem which limits the kind or amount of work he/she can do in the workplace; OR (ii) feels that he/she may be perceived as limited in the kind or amount of work which he/she can do because of a physical, mental, sensory, psychiatric or learning impairment.

Table 2. Carleton University institutional equity and diversity target status (projected May 2018)

RESULTS	Target ²	Occupancy	Gap	Gap (# of Chairs)*
Women	28%	37%	no gap	no gap
Visible minorities	15%	26%	no gap	no gap
Persons with disabilities ³	4%	0%	4.0%	1
Indigenous peoples ¹	1%	5%	no gap	no gap

We know which CRCs are able and intend to renew their Chairs between now and December 2019. Should all the CRCs whose term comes up for renewal choose to do so, there will be no gap in representation among women or visible minorities. Carleton intends to continue exceeding the target in these categories. We believe this is possible through the careful management of our CRCP recruitments in following the outlined objectives and strategies.

The university shall respect the terms of its *Policy and Procedures Regarding Academic Staff Hiring at Carleton University* in all recruitment and hiring activities or statements. Carleton University is a unionized environment, and has a collective bargaining agreement with the university faculty members (CUASA) that applies once a Chair is hired by the university.

b) Carleton University objectives

1. By December 2019, Carleton University will recruit at least one new Canada Research Chair with a self-identified disability and continue to exceed the targets in terms of the three other designated groups.
2. Carleton will maintain its compliant status prospectively by managing CRCP vacancies through a planning process that tracks both equity and diversity targets and available CRCs, two years in advance of any expected vacancy.
3. All advertising for unfilled faculty positions, including Canada Research Chair vacancies, includes the equity statement, “Carleton University is strongly committed to fostering diversity within its community as a source of excellence, cultural enrichment, and social strength. We welcome those who would contribute to the further diversification of our university including, but not limited to: women; visible minorities; First Nations, Inuit and Métis peoples; persons with disabilities; and persons of any sexual orientation, gender identity and/or expression. Carleton understands that career paths vary: legitimate career interruptions will in no way prejudice the assessment process, and their impact will be taken into careful consideration.” Applicants are provided instructions on how to request any necessary accommodations during the recruitment process. The description of Carleton in the advertisement will include the statement “We are proud to be one of the most accessible campuses in North America. Carleton’s Paul Menton Centre for Students with Disabilities has been heralded as the gold standard for disability support services in Canada.”
4. Advertising is targeted to professional groups specifically representing women and/or persons with disabilities in those fields of research relevant to the discipline of the CRCP being advertised, from October 2017 forward. The appropriate placements are determined by the Dean/Associate Dean of Research of the Faculty in which the CRCP will be located, as well as the Unit Head. These are in addition to the university’s standard venues for CRC advertising placement (CAUT, *University Affairs*, Carleton website). The Office of the Provost and Vice-President (Academic) will utilise part of its advertising budget to diversify advertising venues, in order to obtain the broadest possible reach. We hope that this approach will attract a pool of applicants from the four designated

groups. Please see **Appendix B** for our current Appointment Advertisement Form, which includes a list of advertising venues.

5. The Carleton Office for Research Initiatives and Services shall obtain from the Manager, Faculty Affairs, and the Chair of the hiring committee, records of all advertisements, and when and where they were posted. The details of the recruitment (i.e., membership, evaluation criteria, assessment grids) shall be retained by the Chair of the hiring committee for a period of at least two years, in accordance with the requirements outlined in the Monitoring of Recruitment Processes, outlined in the Canada Research Chair *Administration Guide*, and as reflected in Carleton's Guidelines on the Retention and Disposal of Faculty Personnel Records.
6. All individuals involved in the recruitment and hiring process complete training in unconscious bias. Hiring committee members and persons involved in the interview or decision processes receive training in alternative methods of career assessment appropriate to consideration of members of the four designated groups. The content of the training is determined by the Director of Equity Services and the dissemination of the resources to the hiring manager for any CRC will be provided as part of the *Carleton Academic Hiring Committee Checklist* (see **Appendix C**). Hiring committees are made aware that the latest equity statistics (by Faculty) are available on the Office of Institutional Research and Planning (OIRP) website for reference. Hiring committee membership complies with the provisions of the *Policy and Procedures Regarding Academic Staff Hiring at Carleton University*. The policy specifies that all reasonable efforts should be made to ensure the committee membership reflects the composition of the university community at large, in terms of gender, visible minority and Indigenous status, and disability. The Office of Equity Services, the Manager, Faculty Affairs, and the Carleton Office for Research Initiatives and Services jointly delivers workshops on equity and diversity hiring best practices for each newly struck Canada Research Chair hiring committee and those other individuals directly involved in the hiring process, and will remain available to consult with implicated persons during the search process.
7. Applicants are offered the opportunity to self-identify as a member of the four designated groups (women, visible minority, Indigenous status, persons with a disability) by way of a CRC posting-specific link to a voluntary, anonymous survey administered by OIRP. It is made clear that this information is for the purpose of helping us understand the diversity of applicants and further develop our equity program. OIRP compiles and reports aggregated statistics on applications received from the four designated groups, updating the Director of Equity Services, the Manager, Faculty Affairs, and the Carleton Office of Research Initiatives and Service. They are responsible for communicating this information to hiring committees.
8. Carleton's existing and potential equity and diversity target gaps are in the area of persons with a disability and women. If no such applicants present themselves within the normal advertising period of a search, a committee comprising the Director of Equity Services, the Manager, Faculty Affairs, the Director of the Carleton Office for Research Initiatives and Services (or designate), the Dean or Associate Dean of Research, and the Department Chair, shall meet to review the advertisement, where it has been placed, and the responses which it has drawn. They will identify additional ways of reaching members of the target populations, if any. The search attempts must be documented by this committee, for submission to the CRCP Secretariat. Consultation with the Secretariat will be sought if the search has been unsuccessful in identifying qualified candidates from the designated groups.
9. The Director of Equity Services or a designated surrogate shall monitor hiring processes and deliberations, to assess the intrusion of unconscious bias or need for alternative assessment

methods, and bring any such discoveries to the attention of the hiring committee members for correction.

10. The Carleton Office for Research Initiatives and Services shall be responsible for monitoring compliance with Carleton's CRC equity and diversity targets, and shall advise the Vice-President (Research and International), the Director of Equity Services, and the Deans whenever the university's compliance status changes, whether by hiring action, or by CRCs ending their terms. Course corrections will be determined by this group, along with the Manager, Faculty Affairs, and the Chairs of those departments where CRC vacancies exist.

In addition to objectives related to hiring actions that are intended to close equity and diversity gaps, Carleton identifies the following objectives that are put forward to meet not only the equity and diversity targets, but promote the spirit of equity, diversity and inclusion among its Canada Research Chairs.

11. In order to promote equitable treatment among current CRCs who are self-declared members of the four federally designated groups, the university, through the Office of Equity Services, will consult with its CRCs to determine what disadvantages or barriers they perceive. The Director of Equity Services, in conjunction with the Office of the Provost and Vice-President (Academic), the Office of the Vice-President (Research and International), and the Deans, shall review the reports, and work with the CRCs to find solutions which will relieve any systemic disadvantages. Any problems identified will be addressed.
12. The results of the employment systems review required by federal contractor regulations shall be used to monitor the openness and transparency of recruitment practices, and whether barriers or practices exist that adversely affect the employment of individuals from the four designated groups.
13. A comparative review—by gender, designated group, and field of research—shall be conducted by the Carleton Office for Research Initiatives and Services of the level of institutional support (e.g., protected time for research, salary and benefits, additional research funds, office space, mentoring, administrative support, equipment, etc.) provided to all current Chairholders, in order to identify systemic inequities. Should these be identified, measures shall be proposed to address them.

c) Progress reporting

The Carleton Office of Research Initiatives and Services will report to the CRC program and publicly on its outward-facing Canada Research Chairs webpage about the progress made in meeting their objectives on a yearly basis. Reports will be submitted in October of each year, on the October CRC nomination deadline. In conjunction with the Manager, Faculty Affairs, all policies and procedures guides will be reviewed annually at the same time.

2) Management of Canada Research Chair Allocations

a) Carleton University policies and processes for recruiting Canada Research Chairholders

All Canada Research Chairs open for nomination are advertised, at a minimum nationally, in wide searches that are consistent with the Canada Research Chairs Program (CRCP) recruitment and nomination process, equity practices, and the CRCP *Guidelines for ensuring a fair and transparent recruitment and nomination process*. Because Carleton is a unionized environment, the recruitment and nomination process, and all advertising related to it, must comply with the university's *Policy and Procedures Regarding Academic Staff Hiring*, and the safeguards it defines for tenure-track hiring.

All Canada Research Chairs for which a nominee is sought are openly advertised internally, as well as through CAUT, *University Affairs*, the public-facing university academic recruitment webpage, appropriate discipline-specific professional organizations, and organizations serving members of the four designated groups. Advertisements are fully compliant with all CRCP equity, diversity and inclusiveness requirements. Each contains a clear statement of the university's commitment to equity, diversity and inclusion in the nomination and appointment process, as well as specific information about Carleton that demonstrates the institutional commitment beyond the affirmation. It is targeted to help members of the four designated groups understand how they are welcome as members of the Carleton community.

When equity and diversity targets have not been met, or are projected to be at risk (see 1a, Current Equity and Diversity Status, above) the advertising plan will be reviewed (see 1b.8, above) to identify additional approaches for reaching the targeted designated group(s), in order to resolve their underrepresentation. Advertising will be placed in appropriate publications and the position will be advertised through groups specifically serving the underrepresented populations.

Carleton's Director of Equity Services, or representative thereof, and the Manager, Faculty Affairs, will be involved with all CRC recruitment, nomination, and appointment processes. The Director will ensure that all those involved in assessing applications, interviewing candidates, and making hiring decisions have received training in both unconscious bias and in alternative methods of career assessment that are appropriate for the discipline in question. This is to ensure that no individual is unfairly disadvantaged by career interruptions or any other factors.

All postings for Canada Research Chair positions include clear, gender-neutral statements concerning eligibility, and are carefully worded to ensure that the text is neither misleading nor exclusionary. These are outlined in **Appendix B**, *Carleton Appointment Advertising Form*.

A full description of the procedures surrounding the hiring process and the steps relevant specifically for Canada Research Chair recruitments are included in **Appendix C**, *Academic Hiring Committee Checklist*.

b) Institutional management of the allocation of Chairs

Decisions regarding the allocation of CRC positions to particular research areas and Faculties ultimately rests with the Provost and Vice-President (Academic) and the Vice-President (Research and International), and take into account multiple factors. As a preliminary measure to internally allocate Chairs among the five academic Faculties, an assessment of the CRC credit data available in the RSF-CRC Data Breakdown sharing site will be carried out following each national reallocation exercise. Decisions surrounding the specific disciplines to be supported by CRCs are based on the university's Strategic Research Plan, the individual Faculty strategic plans, and priority areas as determined by metrics such as programmatic growth and research intensity.

The nomination process guidelines provided by the CRCP are followed throughout. Decisions regarding allocations will be transmitted to the Deans by the Vice-President (Research and International), along with recommended timing to submit the nomination. External candidates are preferred, although internal candidates can also apply and be assured fair consideration in the process. Allocation decisions will be formally communicated to the respective Deans.

In cases where a candidate's nomination is not approved by the CRCP, or the nominee fails to accept the position, the returned Chair may be reallocated to the same Faculty or reassigned, as determined by the Provost and Vice-President (Academic), the Vice-President (Research and International), and the

President and Vice-Chancellor. A Chair vacated prematurely through resignation, retirement, or other reason, similarly reverts to the university, and its disposition decided in the same fashion. Re-allocation of a vacated Chair position will depend on the strength of the proposal, the relative funding success of the Faculty under the appropriate federal granting agency and other strategic factors. The CRCP shall be advised in writing of the disposition of such Chairs by the Vice-President (Research and International).

The Manager, Faculty Affairs, shall be informed of all vacant or new Chairs, as well as those Chairholders who have reached the end of their final terms as CRCs.

c) Use of the corridor of flexibility to manage CRC allocations

The enhanced flexibility of the corridor of flexibility, until December 2019, will be important for Carleton in converting Chairs across tiers and disciplines beyond the current limits outlined in the corridor of flexibility. This will facilitate the transition to limiting the renewal of Tier 1 Chairs for a third term, and will help Carleton to meet our equity and diversity targets. For example, the university may find that it would be beneficial to combine two existing Tier 2 CRCs, or to split a Tier 1, in order to better achieve the institution's equity and diversity targets in the context of our strategic goals.

d) Process and criteria for determining Tier 2 and Tier 1 Chairholder renewals

Two years prior to the expiration of any CRC's term, the Director of the Carleton Office for Research Initiatives and Services flags this to the Vice-President (Research and International) so that discussion can be entered with the Provost and Vice-President (Academic) and the President and Vice-Chancellor concerning the overall status of CRC allocations at the university, taking into account equity and diversity targets, and the university's strategic plans. As per the CRCP's new guidelines (announced November 2, 2017), both Tier 1 and Tier 2 Chairs can renew their term once, subject to satisfactory performance.

If the decision is to proceed with a possible renewal of the CRC, the Carleton Office for Research Initiatives and Services contacts the Chairholder to inquire whether the individual wishes to renew for another term. If yes, an up-to-date CV is requested by the Carleton Office for Research Initiatives and Services, and transmitted to the Vice-President (Research and International) for review of the Chairholder's progress during their current term. If the Vice-President (Research and International) endorses the CRC for renewal, the file is then sent to the Faculty (Dean and Associate Dean of Research) for Faculty approval to proceed with the Chairholder's renewal. Once Faculty approval has been given, the choice of possible dates to submit the renewal application is discussed by the Director of the Carleton Office for Research Initiatives and Services (or designate) with the CRC, a date selected, and the choice communicated to the Vice-President (Research and International).

Should the decision be that redistribution of the Chair is in the best interest of the university, the decision is communicated to the Dean of the Faculty in question. Any relevant processes dictated by the CUASA Agreement must be followed.

e) Process and criteria for deciding whether to advance individuals from a Tier 2 Chair to a Tier 1 Chair

Carleton University will follow the standard open and transparent recruitment process outlined in this plan and can choose to advance a Tier 2 Chairholder, during the term of the chair, using the same nomination process as for new nominees. Advancement from Tier 2 to Tier 1 is generally only acceptable in retention situations for outstanding scholars.

f) Process and criteria for deciding which Chairholder(s) will be phased-out in the case where the institution loses a Chair due to the re-allocation process

The decision on which Chairholder(s) to phase out in the case of loss due to the reallocation process will be made by the Vice-President (Research and International), Provost and Vice-President (Academic), and President and Vice-Chancellor. They will review the candidates for phase-out in chronological order by the end of current CRC terms, discussing each with the Deans and Chairs of the relevant Faculties and Departments, respectively. The criteria for decision will be, in order:

1. renewability of the CRC (Tier 1, in second term; Tier 2, in second term)
2. the university's strategic needs
3. departmental strategic needs
4. equity and diversity target compliance
5. the CRC's track record in their first term

g) Process for determining what level of support is provided to Chairholders

Examples of support to CRCs includes protected time for research, salary and benefits, additional research funds, office space, mentoring, administrative support, equipment. At Carleton, institutional support for Chairholders comprises contributions from both the Office of the Vice-President (Research and International) and the Faculty/Department where the CRC resides, while salary and benefits are negotiated by the Dean, and approved by the Vice-President (Research and International) before a final offer is sent to the candidate by the Provost and Vice-President (Academic). As a unionized workplace, the terms of the CUASA agreement must be respected when establishing any hiring package.

The Office of the Vice-President (Research and International) provides every CRC with the same level of cash-equivalent support, without exception. Every CRC is also the beneficiary of an unrestricted research grant from the Vice-President (Research and International) to support their research program; the amount and timing is the same for each CRC, and is determined by their Chair's tier (1 or 2), and whether they are in their first or second term of the Chair. These funds are in addition to the start-up grant that is negotiated between the Dean and the CRC, along with office and laboratory space, equipment, and any other elements of the hiring package. The Provost and Vice-President (Academic) must sign off on the Dean's package; the university recognizes that each field has different requirements in order to conduct a successful research program, and that consequently, equitable resourcing is not necessarily equal resourcing. The university does not have a formal policy on protected time for research/release time from teaching, however, the practice is that Departmental Chairs give their CRCs 50 percent release time from teaching, with that amount being calculated against the departmental teaching norm. All CRCs have access to a mentoring program.

h) Safeguards taken to ensure that individuals from the four designated groups are not disadvantaged in negotiations related to the level of institutional support provided to them (e.g., protected time for research, salary and benefits, additional research funds, office space, mentoring, administrative support, equipment, etc.)

All persons involved in any way with the recruitment and hiring processes must complete equity, diversity, and inclusiveness training, under the direction of the Director of Equity Services and the Manager, Faculty Affairs. The elements of support offered by the Office of the Vice-President (Research and International) are standardized for all CRCs, with no variations. All successful CRC candidates will receive a salary adjustment during the tenure of their Chair of \$5,000 for a CRC Tier 1

and \$2,500 for a CRC Tier 2, in recognition of special merit at the time of their initial appointment to the Chair, and a second adjustment of the same amount at the beginning of their renewal term. The Vice-President (Research and International) and the Provost and Vice-President (Academic) must approve and sign off on both the compensation and institutional support packages offered to the CRC, and are entrusted with ensuring that all offers and support packages are equitable.

The university recognizes that new faculty members may be unaware of what can be negotiable issues or aspects of their employment at Carleton, creating a power imbalance. The Manager of Faculty Affairs, in the Office of the Provost and Vice-President (Academic) is identified as the available contact person for new faculty hires, including CRCs. This individual is tasked with explaining to the potential new hire about equity issues, informing them about the CUASA Collective Agreement, and is the person to whom they can direct any questions. The Manager also contacts all short-listed candidates prior to their arrival for the interview phase, offering to speak with them about any questions with the negotiation process, as well as to offer accommodation for the interview day, if needed.

A file documenting the institutional support given to each of the CRCs will be maintained by the Carleton Office for Research Initiatives and Services, and reviewed at the time of the annual institutional report to the CRCP. It will also be reviewed whenever a CRC is renewed, or if a specific question arises. The results of the review will be communicated to the Vice-President (Research and International) and the Provost and Vice-President (Academic).

i) Measures to ensure that individuals from the four designated groups are not disadvantaged when applying to a Chair position when career gaps have occurred for permissible reasons

Carleton's Director of Equity Services and the Manager, Faculty Affairs, will be involved with all CRC recruitment, nomination, and appointment processes. The Director will ensure that all those involved in assessing applications, interviewing candidates, and making hiring decisions receive training in both unconscious bias and in alternative methods of career assessment that are appropriate for the discipline in question. This is to ensure that no individual is unfairly disadvantaged by career interruptions or any other factors.

Hiring committees will be specifically advised of the Guidelines for Assessing the Productivity of Nominees utilized by CRC reviewers, which acknowledges that certain circumstances may legitimately affect a nominee's record of research achievement.

j) Training and development activities related to unconscious bias, equity, diversity and inclusion for administrators and faculty involved in the recruitment and nomination processes for Chair positions

The university requires all employees to complete the workshop on Workplace Violence and Harassment Prevention Training, in addition to the *Accessibility for Ontarians with Disabilities Act* (AODA) training courses. These include *AODA Customer Service Standard Training* (three modules), *AODA Employment Standard Training*, and *AODA Information and Communication Training*. The completion is monitored and enforced by the Assistant Vice-President of Human Resources.

All persons involved in any capacity with the recruitment, application review, interview process, hiring process, or having administrative responsibility for a CRC file are required to complete training on unconscious bias, equity, diversity, and inclusion, specific to the hiring process. The content of this training, and its delivery, shall be under the direction of the Director of Equity Services. This material is currently being reviewed and revised (expected to be complete by summer 2018).

At a minimum, as outlined in the *Carleton Academic Hiring Committee Checklist (Appendix C)*, all CRC hiring committee members will be required to review *Equity Counts: Employment Equity in Recruitment and Selection for Academic Appointments at Carleton University*, which is currently being revised, and to watch an Unconscious Bias training module (possibly during their initial committee meeting).

3) Collection of Equity and Diversity Data

a) Processes and strategies for collecting and protecting data on the four designated groups (both applicants to Chair positions and successful candidates)

In advertising for CRC positions, the university encourages applicants to self-identify as members of one or more of the four designated groups by way of a link to an anonymous online survey administered by Carleton's Office of Institutional Research and Planning (OIRP), which will have the competition number, but no personal individual identifying information. It will be made clear that this information is for the purpose of helping us understand the diversity of applicants and further develop our equity program. OIRP will anonymize and aggregate statistics on applicants, and report these to the Carleton Office for Research Initiatives and Services and the Director of Equity Services. No identifying data, beyond the competition number, will be sought in the survey. Once an employment offer is made, the selected candidate completes the CRCP registry form as part of the institution's nomination package. The nomination applications are held in a secure electronic file. All Chairholders will be informed that the university is required to keep statistics on institutional compliance with equity and diversity targets, but that no individual or identifiable data will be published. The university's commitments under the Federal Contractors Program require that equity census forms be completed on a voluntary basis. A full university census has been conducted twice (1988 and 1996), and every new employee must be sent a census form for voluntary completion within one year of their appointment. A third university-wide census is due to be launched shortly.

b) Strategies for encouraging individuals to self-identify as a member of the four designated groups

The university will inform both its CRC applicants, and new and existing CRCs, about the new target compliance regulations, and educate them about the desire to increase representation of the target groups in our academic cadre. The initiative will be identified as an opportunity to help the university meet its responsibilities to society. As with any self-identification program, our only lever to gain participation is moral suasion.

c) Institution's applicant self-identification form: see Appendix D. This form will be modified as required by the CRCP should additional groups or categories be designated.

4) Retention and Inclusivity

a) How Carleton University provides a supportive and inclusive workplace for all Chairholders (including those from the four designated groups) and how this is monitored (e.g., survey of Chairholders, monitoring why Chairholders leave the institution)

As outlined in the CUASA collective agreement (Article 10.1(b)(i)) the university offers a mentorship program for all pre-tenure faculty. This program ensures that new hires will understand the criteria for success in their positions, have their progress monitored to help identify any problematic issues, and receive the support needed to resolve those issues and succeed. Carleton's Employment Equity Program is an ongoing planning process used by the university to identify and eliminate barriers in its procedures and policies, establish policies and practices to ensure the effects of systemic barriers are eliminated, and ensure appropriate representation of designated group members in the workplace. The university is formally committed to establishing a welcoming, supportive environment for all employees.

Accommodation and accessibility are paramount to the university. Carleton has a reputation for being the most accessible university campus in the country. In addition to our work to ensure accommodation and accessibility for those persons with disabilities, we are committed to celebrating diversity, and embracing the needs of our gender-diverse community, for example by providing all-inclusive washrooms across campus.

Carleton's Research, Education, Accessibility, and Design (READ) Initiative was conceived in 2011, with the mission to highlight, celebrate, and cultivate Carleton's expertise, leadership and collaboration with the community to create greater accessibility and a more inclusive world. It brings "the expertise in all academic disciplines and service departments at Carleton into collaboration with individuals and organizations worldwide that are committed to accessibility for persons with disabilities."

Equity Services provides training programs and workshops to promote awareness, encourage diversity, and address issues of discrimination and harassment. These include:

1. Carleton University Safe Space Program
2. Cultural Proficiencies for Inclusive Workplaces
3. Equity and Human Rights (Faculty, Supervisors, and Staff versions)
4. Equity in the Classroom

Our Centre for Indigenous Initiatives seeks to welcome and support Indigenous peoples working and studying at Carleton. It strives to inspire, encourage and empower the entire community, and to work collaboratively to create and maintain strong relationships and partnerships with Indigenous peoples and communities, their leaders and organizations, and mainstream groups. The centre's Indigenous Liaison Officers work together to create a web of programs and services supporting the community and ensuring indigenous cultures, traditions, histories, and worldviews are respected and represented on campus.

The university conducts exit interviews for all faculty members leaving the institution. These explicitly address issues of equity, diversity, and inclusion.

b) The procedures, policies and supports in place that enable the retention of individuals from the four designated groups

The Equity Policy Committee is a standing committee with a mandate to advise Carleton's President and Vice-Chancellor on matters requiring management action relating to equity and human rights at Carleton University. It is chaired by the Provost and Vice-President (Academic), reports to the President and Vice-Chancellor, and comprises Vice-Presidents and Associate Vice-Presidents, General Counsel, and Director of Equity Services.

As well, six specific, relevant policies are included in a compendium of policies that fall under Carleton University's Human Rights Policies and Procedures. These include:

1. Employment Equity Policy
2. Accommodation Policy for Employees with Disabilities
3. Accommodation Policy for Employee Religious Observances
4. Accommodation Policy for Employees on the Basis of Sex (Pregnancy)
5. Gender Equity Policy
6. Sexual Orientation Equality Policy

c) How Carleton University manages complaints from its Chairholders/faculty related to equity within the program

Chairholders and faculty are advised that any concerns or complaints related to equity in the CRC program should be directed to the Director of Equity Services, who will investigate the issue and bring it to the attention of both senior university and Faculty/Departmental staff for resolution. The problem will be investigated, and a course of action determined by the Director of Equity Services, the Director of the Carleton Office for Research Initiatives and Services, the Vice-President (Research and International), and the Provost and Vice-President (Academic), in concert with such other persons as may be necessary. The Director of Equity Services will respond to the Faculty member, explaining the findings of the investigation, and the solution undertaken.

d) Who is responsible for addressing any equity concerns/complaints regarding the management of Carleton's Chair allocations?

Should there be questions or concerns regarding equity issues in Carleton's management of its Canada Research Chair allocations, please contact:

Director, Equity Services
Carleton University
Robertson Hall
1125 Colonel By Drive
Ottawa, ON K1S 5B6

Email: equity@carleton.ca

e) How are concerns/complaints monitored and addressed, and reported to senior management?

Any concerns directed to other university staff will be forwarded to the Director of Equity Services, who will investigate them as well as any directly received by the Director's office. A record of all complaints shall be maintained by Equity Services and shared with the Carleton Office for Research Initiatives and Services. Within *two weeks*, the Director will investigate the complaint, and make a report of preliminary findings to the Director of the Carleton Office for Research Initiatives and Services, the Vice-President (Research and International), and the Provost and Vice-President (Academic). The Deans shall be brought into the discussion as required. A course of action will be determined by the named persons. The Director of Equity Services will respond to the complainant, identifying how the concern or complaint has been resolved.

Appendix A – Carleton Equity Targets and Gaps and Scenarios

Status as of December, 2017		Number of active Chairs
Chairs by agency		
NSERC		12
CIHR		1
SSHRC		4
Total active Chairs		17
Chairs who are members of the designated groups		
Women		6
Visible minorities		5
Persons with disabilities		0
Indigenous Peoples		0

Projected status as of May, 2018 (assuming current submissions are successful)		Number of active Chairs
Chairs by agency		
NSERC		13
CIHR		1
SSHRC		5
Total active Chairs		19
Chairs who are members of the designated groups		
Women		7
Visible minorities		5
Persons with disabilities		0
Indigenous Peoples		1

APPOINTMENT ADVERTISEMENT FORM

(UPDATED: December 2017)

*For questions about completing this form, please contact your Dean's office or
Norah Vollmer, Manager, Faculty Affairs, at (613) 520-2600, ext. 4156*

Academic Unit:	
Category of Appointment:	
Field of Specialization:	
Rank/Position Title:	
Start Date:	
Closing Date:	

About the Position:

The [Academic Unit] invites applications from qualified candidates for a [Category of Appointment] appointment in [Specialization] at the rank of [Rank] beginning [Start date].

[The candidate will be expected to..... in the areas of.....with expertise in.....etc.]

[For CRC Chairs Only]

Tier 1 Chairs are intended for outstanding researchers acknowledged by their peers as world leaders in their fields. Please see the CRC website at <http://www.chairs-chaires.gc.ca/> for details and consult the website for full program information, including further details on eligibility criteria.

OR

Tier 2 Chairs are intended for exceptional emerging researchers (i.e. candidate will typically be less than 10 years from their highest degree at the time of nomination, or more than 10 years and has experienced legitimate career interruptions), acknowledged by their peers as having potential to lead in their field. Applicants who are more than 10 years from their highest degree may have their eligibility for a Tier 2 Canada Research Chair assessed through the program's Tier 2 justification process. Please see the CRC website at <http://www.chairs-chaires.gc.ca/> for details and consult the website for full program information, including further details on eligibility criteria.

About the Academic Unit:

[The Academic Unit offers programs in.....with outstanding research expertise in.... etc....include website links.]

Qualifications:

[The position requires a PhD, with evidence of research in... demonstrated teaching excellence in... qualifications... are desired, etc.)

(As applicable consider using...)

- Will exhibit strong potential for innovative and scholarly research
- Excellent track record of high-quality research output that demonstrates potential for independent research
- Will have a track record of high-quality scholarly research leading to peer assessed publications
- Have a strong emerging research focus
- A close interdisciplinary fit with some of the research being presently conducted at (insert unit) is an

asset. Such interdisciplinary areas include....

- Must demonstrate strong potential for outstanding teaching contributions
- Demonstrated aptitude for teaching courses at the xx level
- Evidence of an ability to work in an interdisciplinary, collaborative environment
- The successful candidate will have a PhD (or other degree/s)
- Candidates will have or be eligible for licensure/registration in (insert field)
- Strong background in X discipline, Y discipline, Z discipline or other relevant disciplines]

Application Instructions:

[Applications must be sent electronically in one single PDF file which includes the following...]

Please indicate in your application if you are a Canadian citizen or permanent resident of Canada.

[FOR CRC Chairs Only]

As a part of your application, we invite you to complete a short anonymous and voluntary equity census to help us understand the diversity of applicants and further develop our equity program [Manager, Faculty Affairs to get link from OIRP].

About Carleton University:

Carleton University is a dynamic and innovative research and teaching institution with a nationally and internationally reputation as a leader in collaborative teaching and learning, research and governance. With over 29000 students, 950 academic faculty, and 2,000 staff and more than 100 programs of study, we encourage creative risk-taking enabling minds to connect, discover and generate transformative knowledge. Located in Ottawa, Ontario, Canada's capital city has a population of almost one million and reflects the country's bilingual and multicultural character. Carleton's location in the nation's capital provides many opportunities for scholarship and research with groups and institutions that reflect the diversity of the country. To learn more about our university and the City of Ottawa, please visit www.carleton.ca/provost.

[For CRC Chairs only]

We are strongly committed to equity, diversity, and inclusion in the nomination and appointment process.

Carleton University is committed to fostering diversity within its community as a source of excellence, cultural enrichment, and social strength. We welcome those who would contribute to the further diversification of our university including, but not limited to: women; visible minorities; First Nations, Inuit and Métis peoples; persons with disabilities; and persons of any sexual orientation, gender identity and/or expression. Carleton understands that career paths vary – legitimate career interruptions will in no way prejudice the assessment process, and their impact will be taken into careful consideration.

Applicants selected for an interview are asked to contact the Chair as soon as possible to discuss any accommodation requirements. Arrangements will be made in a timely manner.

All qualified candidates are encouraged to apply; however, Canadians and permanent residents will be given priority. All positions are subject to budgetary approval.

Where to Advertise Academic Positions

In accordance with Carleton's Policy and Procedures Regarding Academic Staff Hiring and the Collective Agreement between Carleton University and the Carleton University Academic Staff Association, the Manager, Faculty Affairs will advertise all academic positions in:

- Universities Canada (University Affairs)
- Canadian Association of University Teachers (CAUT)
- Carleton's Faculty Affairs website, and
- send to CUASA and CUPE 4600, Unit 2.

In addition, in accordance with Carleton's Employment Equity Policy, each hiring committee shall reach out to a diverse pool of applicants including applicants from the four designated groups (women, Indigenous persons, persons with disabilities, and racial or visible minorities) and each hiring committee is encouraged to consider other opportunities to place this advertisement in locations that will reach a diverse pool of applicants.

Advertisements prepared for other publications (i.e. not AUCC and CAUT) may be shorter and it is recommended that they include a link to the full advertisement posted on the Faculty Affairs website.

First Nations, Inuit and Métis peoples

The Indigenous Education Council's Subcommittee on Academic Recruitment and Development has suggested informally, as appropriate for the position, to:

- consider framing the position broadly using the term Indigenous, which encompasses First Nations, Inuit, and Métis peoples and in the context of North America and crosses traditional borders, rather than Aboriginal;
- capitalize Indigenous; consider professional/community references in addition to academic references;
- and/or request feedback on the position advertisement from an IEC member (as time permits).

Some other options for advertising include:

- Circulate the advertisement to Carleton's IEC for dissemination to contacts, including listservs (as appropriate);
- You can contact the Manager, Faculty Affairs for support;
- Native American and Indigenous Studies Association (NAISA) <http://www.naisa.org/job-postings/jobs.html>
- Academica Indigenous Top Ten <http://academica.ca/about-indigenous-top-ten>
- Aboriginal Human Resources Council and the Inclusion Network <http://www.inclusionnetwork.ca> : connects employers and educators to Indigenous job seekers and to over 400 Indigenous employment centres.

Women

Some options to reach out to women include:

- Canadian Coalition of Women in Engineering, Science and Technology <http://www.ccwestt.org>.
- Canadian Research Institute for the Advancement of Women <http://www.criaw-icref.ca/>
- The Senior Women Academic Administrators of Canada (SWAAC) <http://www.swaac.ca>
- Women in Engineering <http://www.ieeeottawa.ca/wie/links.html>

Diversity

- Insight into Diversity <http://www.insightintodiversity.com/>
- Diversity Working <http://www.diversityworking.com/>

For additional opportunities to advertise, please contact the Manager, Faculty Affairs, Director, Equity Services, and/or the Director, CORIS who can provide support as required.

ACADEMIC HIRING COMMITTEE CHECKLIST

Recruitment Request	✓
<ul style="list-style-type: none"> • Complete the online Recruitment Request Form (in Carleton Central) and: • ATTACH Recruitment Justification for a Term Position OR Recruitment Justification for a New Position or to Replace a Retirement/Resignation (in intranet: Faculty Affairs Toolbox) • PLUS Departmental Ratios from OIRP website (Login is: your MyCarletonOne (MC1)) • PLUS the Academic Appointment Advertising form (in intranet: Faculty Affairs Toolbox) • For your consideration, you can also find the latest equity statistics for your Faculty on the OIRP website to review in planning your hire. 	
<ul style="list-style-type: none"> • For a new position or new funding, Financial Planning Group (FPG) approval is required. Not required for vacant positions due to retirement or resignation or term positions. 	
<ul style="list-style-type: none"> • For CRC positions, the Manager, Faculty Affairs will seek the approval of the Vice-President (Research and International) 	
<ul style="list-style-type: none"> • Upon approval by Provost and Vice-President (Academic), positions can be advertised immediately. 	
Hiring Committees – Membership	✓
<ul style="list-style-type: none"> • Ensure the membership selection process is fair, transparent and objective, communicated within the academic units, and (as appropriate) approved by the Department/Faculty Board. 	
<ul style="list-style-type: none"> • Include representation from tenured/confirmed and preliminary academics and from various fields/sub-disciplines represented in the unit or program. 	
<ul style="list-style-type: none"> • Have at least one male and one female member. • Make all reasonable efforts to reflect the university community at large in terms of gender, visible minority and Indigenous status, and disability. • (Statistics by occupation are available on the OIRP website). 	
<ul style="list-style-type: none"> • Include an academic from another academic unit or teaching area group (Sprott). 	
<ul style="list-style-type: none"> • Ensure the Hiring Committee membership approved by the Dean. 	
Hiring Committee – First Meeting	✓
<ul style="list-style-type: none"> • Academic Hiring Training, including Equity, Diversity, Unconscious Bias, and Assessment Guidelines, is available by contacting the Manager, Faculty Affairs 	
<ul style="list-style-type: none"> • Review key documents (available on the Provost and Vice-President (Academic)'s website – Faculty Resources – Policies and Procedures) <ul style="list-style-type: none"> • Academic Hiring and Policy Procedures • CU/CUASA Collective Agreement • Academic Recruitment Guide – Equity Counts* to be updated • Equity Data for your Department from OIRP website (Login is: your MyCarletonOne (MC1) login) 	

• Guidelines on the Retention and Disposal of Faculty Personnel Records	
• Review the Confidentiality and Conflict of Interest form (in intranet: Faculty Affairs Toolbox)	

Advertising	✓
<ul style="list-style-type: none"> The Manager, Faculty Affairs will ensure that: <ul style="list-style-type: none"> Standard advertising text is used, including the statements: <ul style="list-style-type: none"> “Carleton University is committed to fostering diversity within its community as a source of excellence, cultural enrichment, and social strength. We welcome those who would contribute to the further diversification of our university including, but not limited to: women; visible minorities; First Nations, Inuit and Métis peoples; persons with disabilities; and persons of any sexual orientation, gender identity and/or expression”; and “All qualified candidates are encouraged to apply; however, Canadians and permanent residents will be given priority”. Advertisements are posted in Universities Canada University Affairs, the CAUT Bulletin, Carleton’s Provost and Vice-President (Academic)’s website, send to CUASA and CUPE 4600, Unit 2 and (as appropriate) the Job Bank (for academic management positions) 	
• For CRC appointments, other text may apply (please see the Academic Appointment Advertisement Form) and will include an equity census link that the Manager, Faculty Affairs will include in the advertisement.	
• All advertisements must be recent (ie maximum 12 months between advertisement and start date).	
• Where an international candidate holds a term appointment and the university wishes to transition this employee to a permanent positing or for an international Banting Postdoctoral Fellow, should a Labour Market Impact Assessment be required, the university must re-advertise the position.	
• Seek additional opportunities to advertise, including the four designated groups: women, Indigenous peoples, persons with disabilities, and racial or visible minorities. (The Manager, Faculty Affairs, Director, Equity Services, and /or the Director, CORIS can provide support for advertising and interviews as required.)	
• Ensure other advertisements link to the full advertisement on the Provost and Vice-President (Academic)’s website	
Confidentiality and Access to Candidate Files	✓
• Ensure that candidate dossiers are kept confidential, including: letter of application, referees’ letters, teaching dossiers, portfolio samples.	
• Inform candidates that documents publically available, such as CVs may be made available to the academic unit and the university community. Reference letter cannot be made available under any circumstances.	
• Provide access to candidate files to the Dean and Provost and Vice-President (Academic).	
	✓

Shortlists	
<ul style="list-style-type: none"> • Submit a shortlist of candidates and anticipated expenses to the Dean (typically 3) • Hiring Committee Chairs/secretaries can submit information about shortlisted candidates to the Manager, Faculty Affairs via the online form (in intranet: Faculty Affairs Toolbox) 	
<ul style="list-style-type: none"> • For CRCS, the Dean must also seek the approval of the shortlist by Vice-President (Research and International) 	
<ul style="list-style-type: none"> • Upon approval by the Dean, Manager, Faculty Affairs will send: 1) an information package; and 2) a welcome letter from the Provost and Vice-President (Academic) that will also fulfill Carleton's Collective Agreement and other legal hiring requirements. (As required, this letter may also be used to secure a travel visa for interviews.) The letter will include the candidate's Banner ID 	
Candidate Visits	✓
<ul style="list-style-type: none"> • Ensure that any requests for right to accommodation during the interview process are addressed. (The Manager, Faculty Affairs can provide assistance as required.) 	
<ul style="list-style-type: none"> • Ensure the core itinerary for candidate visits is identical 	
<ul style="list-style-type: none"> • Candidate visits may include: <ul style="list-style-type: none"> • formal interview with the hiring committee, at which the same questions are asked of each candidate • a teaching demonstration (if possible) • a public presentation of the candidate's research or other scholarly activity (as appropriate) • an opportunity to meet with other academic colleagues • an opportunity to meet with students • a meeting with the Departmental Board and Management Committees (as appropriate); • a private meeting with the unit/program Chair/Director • a meeting with the hiring Dean or designated representative • for CRCs, a meeting with the Vice-President (Research and International) or designate • a meeting with the Manager, Faculty Affairs • an offer of a visit to the CUASA office (if the candidate desires) • other optional activities: informal social events; a meeting with a representative of the Library; a meeting with a representative of Office of the Associate Vice-President (Teaching and Learning); a campus tour. 	
Candidate Selection	✓
<ul style="list-style-type: none"> • Recommendations are based on the applicant's dossier and interviews 	

<ul style="list-style-type: none"> Submit a report to the Dean with a rank-ordered list of recommended candidates and a summary of the Hiring Committee's procedures. Supplementing the requirements outlined in the policy, the recommendation should also document: <ul style="list-style-type: none"> If current CUASA members applied for the position, whether they were interviewed or not and, if a CUASA member is not recommended, how the recommended candidate's qualifications are "demonstrably superior" If the recommended candidate is American or Mexican or an international CRC, how the recommended candidate's qualifications are "demonstrably superior" to candidates that are Canadian/Permanent Residents If the recommended candidate is International, how the recommended candidate is the only qualified candidate based on the advertised requirements and why the top three Canadian/Permanent Resident candidates are not qualified 	
Appointment and Acceptance Procedures	✓
<ul style="list-style-type: none"> Complete the online Academic Appointment Form(in Carleton Central) and: <ul style="list-style-type: none"> ATTACH the CV PLUS the letter of application PLUS the recommendation from the hiring committee 	
<ul style="list-style-type: none"> The Dean is responsible for negotiations with the recommended candidate and forwarding the terms of negotiation (in intranet: Faculty Affairs Toolbox) confirmed by the candidate to the Provost and Vice-President (Academic). 	
<ul style="list-style-type: none"> If a recommendation for an international candidate is approved, the Manager, Faculty Affairs will require additional information from the Chair/Director, including: the number of applications received from Canadians/permanent residents; the number of Canadians/ permanent residents interviewed; the number of Canadians/ permanent residents offered the position; the number of job offers declined by Canadians/ permanent residents; the number of Canadians/ permanent residents not qualified for the job; and for each unsuitable Canadian/ permanent resident, an explanation why the candidate did not meet the requirements of the position. 	
<ul style="list-style-type: none"> For CRC appointments, the Manager, Faculty Affairs will seek the approval of the Vice-President (Research and International). 	
<ul style="list-style-type: none"> The Provost and Vice-President (Academic) and Vice-President (Academic) will make the final offer of employment. 	
New Academics Orientation and Mentoring	✓
<ul style="list-style-type: none"> All new academics are invited to meet with the Manager, Faculty Affairs 	
<ul style="list-style-type: none"> Make every effort to welcome and facilitate orientation for new academics 	

Clarification about Making Candidate Recommendations:

Candidates holding a CUASA term appointment: Article 37.6 - "In departments or equivalent where a preliminary or permanent position is to be filled, a term appointee then employed by the university shall be given preference over any other applicant from outside the university, providing that his/her qualifications and experience are demonstrably equal to those of the best external applicant who meets

the requirements of the position". A term appointee, who applies and meets the qualifications and experience for the position, should be interviewed. However, an external candidate with demonstrably superior qualifications and experience can be hired. This should be reported in the hiring committee report. Further, if a term appointment applied for the position, but was not interviewed because he/she did not meet the qualifications and experience, this should also be documented.

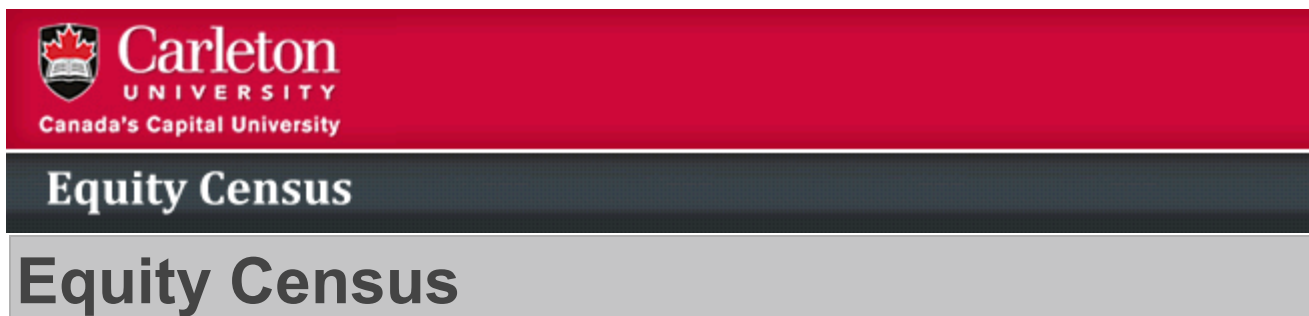
Candidates holding a CUPE 4600, Unit 2: Article 27 - Professional Advancement clarifies that these candidates should be considered external.

Employment Equity considerations (women; visible minorities; First Nations, Inuit and Métis peoples; persons with disabilities): In accordance with Employment Equity in Recruitment and Selection for Academic Appointments at Carleton University, "Where the qualifications of two candidates for appointment are demonstrably equal and one of the candidates is a member of a group that is under-represented in continuing appointments in the unit, then the candidate from the under-represented group should be offered the position". Statistics by occupational profession are available on the OIRP website.

American/Mexican candidates (NAFTA) and Canada Research Chairs: The search committee must: i) in accordance with our advertisements give Canadians and permanent residents priority; and ii) in accordance with the CU/CUASA Collective Agreement, demonstrate that the international candidate's qualifications are "demonstrably superior to those of any Canadian candidate" based on the advertised qualifications. The recommendation should outline how the recommended candidate's qualifications are "demonstrably superior" to Canadian/Permanent Residents.

International candidates: For an international candidate for professorial, instructor, or librarian position or a candidate for an academic management position, the search committee must: i) in accordance with Citizenship and Immigration Canada (CIC), demonstrate "that there is no Canadian worker available to do the job" based on the advertised qualifications. The recommendation should outline how the recommended candidate meets the qualifications based on the advertised requirements and why the top three Canadian/Permanent Resident candidates are not qualified.

Updated by Faculty Affairs, Carleton University: December 8, 2017



This equity questionnaire is part of the application for a Canada Research Chair position at Carleton University. ⁴

Carleton University hires individuals on the basis of merit and is committed to employment equity. All qualified persons are encouraged to apply. All applicants to Canada Research Chairs at Carleton are invited and encouraged to provide this information. Please note that this information is collected **completely anonymously** and participation is voluntary. The information will not be used to determine eligibility for employment nor will it be considered with your application. This information will be used to help Carleton understand the diversity of those applying at Carleton and help us develop equity plans.

Filling in the census survey is voluntary, as are each of the individual questions. It should only take a minute to complete and all questions are voluntary. Thank you for your participation.

[Start](#)

1. Gender:

- ☐ Male
☐ Female

Indigenous peoples are those who identify themselves as First Nations peoples, Inuit, or Métis.

2. Do you consider yourself to be an Indigenous person?

- ☐ Yes ☐ No

⁴ The definition of the Persons with disabilities is from the Federal Contractors Program

Visible minorities are those who are, because of their race or colour, in a visible minority in Canada.

3. Based on this description, do you consider yourself to be in a visible minority?

☐ Yes

☐ No

Persons with disabilities are those who have a long-term or recurring physical, mental, sensory, psychiatric, or learning impairment. Persons with disabilities are those who consider themselves to be disadvantaged in employment by reason of that impairment or who believe that an employer or potential employer is likely to consider them to be disadvantaged in employment by reason of that impairment and are those individuals with functional limitations due to their impairment that have been accommodated in their current job or workplace.

4. Based on this description, do you consider yourself to be a person with a disability?

☐ Yes

☐ No

5. Comments:

