Context:

The UBC Employment Equity Plan reflects the structure of the previous two Plans (1991, 1997), and includes actions and responsibilities on the basis of 4 objectives. The Equity Office takes the leadership role, under the guidance of the Associate Vice President, Equity for the consultation process and implementation of the UBC Employment Equity Plan 2010 in Vancouver and the Okanagan.

This plan will be implemented in conjunction with “Valuing Difference: A Strategy for Advancing Equity and Diversity at UBC”. To this end, “UBC is committed to fostering a living, learning and working environment to which all can contribute and within which all can thrive”. As part of the “Place and Promise” project, these initiatives provide an opportunity to embed equity and diversity goals in all aspects of strategic planning. There is also a particularly close relationship with the Focus on People and Aboriginal Strategic Initiatives.

Objective A:

Review of UBC’s employment policies and practices for discriminatory effect on members of equity groups, design policies and practices that support employment opportunities for equity group members.

Objective B:

Develop special measures and reasonable accommodations to achieve and maintain a UBC workforce that is representative of equity groups.

Objective C:

Foster and establish a respectful work environment at UBC that supports the successful integration of equity group members.

Objective D:

Adopt monitoring and accountability mechanisms to evaluate and adjust UBC’s Employment Equity Program.
**Objective A:**
Review of UBC’s employment policies and practices for discriminatory effect on members of equity groups, design policies and practices that support employment opportunities for equity group members.

1. Require each Academic and Administrative Unit to review its own employment policies and procedures to ensure consistency with UBC’s objectives.

   **Responsibility:**  
   Vice Presidents  
   Deputy Vice Chancellor  
   Deans and Principals

2. Continue to discuss or negotiate any proposed employment policy revisions with employee associations and unions as appropriate.

   **Responsibility:**  
   Associate Vice President, Human Resources  
   Associate Vice President Administration and Finance  
   Provosts

3. Provide training and resource materials to assist human resource practitioners to determine that recruitment qualifications for every posted position reflect bona fide job requirements. Undertake periodic random reviews to support this effort and identify job qualifications that may pose a particular challenge.

   **Responsibility:**  
   Associate Vice President, Human Resources  
   Associate Vice President Administration and Finance  
   Vice Presidents

4. Ensure access to written information concerning employment policies and procedures for those employee groups that do not yet have such information. Also, ensure that employees with disabilities have access to alternate forms of communication.

   **Responsibility:**  
   Vice Presidents  
   Deputy Vice Chancellor  
   Associate Vice President, Human Resources  
   Associate Vice President Administration and Finance  
   Director, Access and Diversity Office

5. Continue to provide information on career paths at UBC to assist employees in their career choices. In addition, provide job and career counseling for employees to assist them in identifying career opportunities and preparing for promotions.
Explore the development of specific joint projects that will provide an opportunity for employees to gain new skills with the intention of moving from one occupational category to the next. This could include skill enhancement initiatives/apprenticeship programs and other training options that may be recommended.

**Responsibility:**
- Associate Vice President, Human Resources
- Associate Vice President Administration and Finance

6. Identify and develop recommendations to remove systemic barriers that have an adverse impact on designated equity groups in their career progression.

**Responsibility:**
- Associate Vice President, Human Resources
- Associate Vice President Administration and Finance

7. Expand opportunities for alternate work arrangements for employees who seek to upgrade their education or work skills. Continue to offer an employee’s self-funded leave plan for study, upgrading, or retraining for a career change.

**Responsibility:**
- Vice Presidents
  - Deputy Vice Chancellor

8. Expand the practice of job exchange within UBC to provide opportunities for employees to develop new skills and acquire work experience.

**Responsibility:**
- Vice Presidents
  - Deputy Vice Chancellor

9. Continue to provide, develop, train and foster opportunities that inform employees on a variety of equity topics, including gender, cross-cultural and disability awareness for faculty and staff. Promote and support the MOST course: “Equity in Hiring and Selection”. Continue to offer the Better English Skills Training (BEST) for UBC employees. Foster the development of skills that create a climate for equity and diversity issues in the classroom and for those who provide services to a diverse student population.

**Responsibility:**
- Vice Presidents
  - Deputy Vice Chancellor
- Associate Vice President, Human Resources
- Associate Vice President Administration and Finance
- TAG (UBCV)
- CTL (UBCO)
Objective B:
Develop special measures and reasonable accommodations to achieve and maintain a UBC workforce that is representative of equity groups.

1. Review annually the hiring goals for equity groups in each of the fifteen Employment Equity Occupational Groups. Ensure the accurate coding of job positions at UBC by National Occupational Codes.

Refine hiring targets for groups that are significantly underrepresented, including groups not currently designated in federal employment equity legislation.

Identify considerations that may relate to specific groups and other data concerns.

Responsibility:  
**Associate Vice President, Equity**

2. Work with Faculties and Administrative Units in the determination of opportunities for change based on the most recent Workforce Analysis, using the Employment Equity Data Report (2006).

Identify areas where positive measures would be integral to overcoming barriers and low workforce representation, and implement such positive measures.

Create mechanisms to expand the applicant pool through active recruitment and to track rates of recruitment of staff and faculty from underrepresented groups.

Integrate equity hiring reports in the annual reports from Deans to the Provosts.

Responsibility:  
**Provosts**  
**Vice Presidents**  
**Deputy Vice-Chancellor**  
**Associate Vice President, Equity**

3. Include in annual Faculty and Administrative Department plans the identification of opportunities to increase the number of qualified equity group members, and establish budget processes to reward departments and faculties that have consistently demonstrated equitable personnel practices and outcomes.

Ensure that the means and funding are available and administered by the Offices of the Provosts to facilitate and secure the hiring of faculty and staff from designated equity groups.

Responsibility:  
**Vice Presidents**  
**Provosts**  
**Deputy Vice-Chancellor**
4. Ensure continued funding and implementation of the Equipment Accommodation Fund for Disabled Employees; and the Equity Enhancement Fund for units developing special equity initiatives.

   **Responsibility:** Deputy Vice-Chancellor  
   Vice President, Academic and Provost  
   Associate Vice President, Equity

5. Continue to improve access for persons with disabilities to UBC campuses.

   **Responsibility:** Managing Director, Building Operations

6. Continue to promote awareness across campus of technical aids and potential funding sources for workplace modifications, equipment and other supports and accommodations for employees with disabilities.

   **Responsibility:** Associate Vice President, Equity  
   Director, Access and Diversity Office

7. Continue to include the UBC statement of commitment to employment equity and diversity in external advertisements, e-recruit and internal postings.

   **Responsibility:** Vice Presidents  
   Deputy Vice-Chancellor  
   Associate Vice President, Human Resource  
   Associate Vice President Administration and Finance

8. Ensure continued training in employment equity practices for front-line personnel who pre-screen job applicants, as well as those who are involved in the interview and selection process.

   Educate search committees on effective recruitment and selection processes, addressing issues such as unconscious bias in evaluating applicants that may exclude otherwise qualified candidates.

   **Responsibility:** Provosts  
   Deans  
   Associate Vice President, Human Resources  
   Associate Vice President Administration and Finance  
   Associate Vice President, Equity
9. Support units in expanding the diversity of candidates in applicant pools and in hiring first-choice candidates. This could include both central and unit support for partner accommodation and to facilitate the hiring of outstanding candidates from underrepresented groups at senior ranks.

**Responsibility:** Provosts  
Deans  
Unit Heads

10. Review individual recruitment and selection processes across UBC to identify both best practices and systemic challenges, e.g. through random selection of a sample of searches.

**Responsibility:** Associate Vice President, Human Resources  
Associate Vice President Administration and Finance  
Associate Vice President, Equity

11. Use employment agencies that specialize in employment services for equity group members and advertise in publications targeted towards equity groups. Work with Faculty Relations and Human Resources to identify best practices when using employment agencies.

**Responsibility:** Vice Presidents  
Deputy Vice-Chancellor  
Associate Vice President, Human Resources  
Associate Vice President Administration and Finance  
Associate Vice President, Equity

12. Ensure continued steps toward providing faculty and staff with caregiving responsibilities employment options such as part-time work, reduced workload, job sharing, day care and parental leave.

**Responsibility:** Associate Vice President, Human Resources  
Vice Presidents

13. Expand child-care facilities for UBC employees, where feasible.

**Responsibility:** Vice President, Students

14. Explore issues or concerns regarding eldercare and any adverse impact on equity group members.

**Responsibility:** Associate Vice President, Equity
Objective C:
Foster and establish respectful work environment at UBC that supports the successful integration of equity group members.

1. Continue to disseminate information about UBC’s employment equity program to students and employees in a comprehensive communication strategy; include information on UBC’s employment equity program in publicity materials, guides, manuals and handbooks. Ensure varied and alternate methods of communication.

   **Responsibility:**  Associate Vice President, Equity

2. Continue to provide employment equity sessions for employees at all levels; speak about employment equity to campus groups, interest groups and employee associations and unions.

   **Responsibility:**  Associate Vice President, Equity

3. Continue to encourage department heads and directors to communicate UBC’s Employment Equity Policy and Plan to new and continuing employees.

   **Responsibility:**  Vice Presidents
   
   Deputy Vice-Chancellor
   
   Associate Vice President, Human Resources
   
   Associate Vice President Administration and Finance
   
   Associate Vice President, Equity

4. Continue to provide faculty and staff involved in personnel decisions with training in human rights practice and gender, cultural and disability issues.

   **Responsibility:**  Associate Vice President, Human Resources
   
   Associate Vice President Administration and Finance
   
   Associate Vice President, Equity

5. Continue to improve campus safety.

   **Responsibility:**  Director, Health, Safety and Environment
   
   Manager, Parking and Security
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<th>Objective D: Adopt monitoring and accountability mechanisms to evaluate and adjust UBC’s Employment Equity Program.</th>
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| 1. Maintain committees on both campuses to monitor the implementation and maintenance of employment equity and diversity at UBC.  
*Responsibility:* Associate Vice President, Equity |
| 2. Ensure the continuation of resources adequate to sustain the educative and monitoring work of the Equity Office on an on-going basis.  
*Responsibility:* Deputy Vice Chancellor  
*Vice President, Academic and Provost* |
| 3. Continue to distribute the UBC Employment Equity Census Questionnaire to employees who are newly hired. Continue to engage the participation of current employees who have not yet participated in the survey.  
Encourage participation in the UBC Employment Equity Census Questionnaire through the ongoing development and delivery of presentations and materials on equity and diversity and how the census information is used, and address concerns that may limit employee participation.  
*Responsibility:* Associate Vice President, Equity |
| 4. Monitor the information gathered in the on-line *Exit Survey* to examine reasons why employees voluntarily choose to leave UBC, particularly as they relate to equity considerations.  
*Responsibility:* Vice Presidents  
*Deputy Vice Chancellor*  
*Associate Vice President, Human Resources*  
*Associate Vice President Administration and Finance* |
| 5. Continue to prepare reports on employment equity activities including:  
- update on internal workforce data in comparison with external availability pool data  
- data on the recruitment, selection, training, promotion and termination of equity group members  
- results of employment equity initiatives  
- proposals for adjustments and refinements to UBC’s employment equity program  
*Responsibility:* Associate Vice President, Equity |