

2016 EMPLOYMENT EQUITY REPORT

INTRODUCTION

As outlined in *Inspiration and Impact: Dalhousie Strategic Direction 2014–2018*, the university is committed to fostering a collegial culture grounded in diversity and inclusiveness. With more than 6,000 faculty and staff, Dalhousie values employment equity as an integral part of the diversity and inclusion strategy.

This Employment Equity Report reinforces the university's commitment to compliance with the Federal Contractors Program (FCP), which requires employers with at least 100 employees who do business of \$1 million or more with the Federal Government, to achieve and maintain a workforce that is reflective of the labour market for the four designated groups: racially visible persons, aboriginal persons, persons with a disability and women, outlined in the Federal Employment Equity Act.

This report will focus primarily on data required by the FCP, however a more holistic approach to employment equity is our ultimate goal. For this reason, we will include, for the first time, some census data that will capture information about six equity-seeking groups at Dalhousie, including sexual and gender minority groups.

DATA COLLECTION AND CENSUS RESPONSE RATES

Data collected through the census (formerly called self-identification questionnaire) provides the foundation for analysis of Dalhousie's workforce, informs goal setting to ensure our workforce is reflective of the labour market, and supports employment equity planning with faculties and administrative units. All faculty and staff are asked to complete a self-identification questionnaire during their employment at Dalhousie.

In fall 2015, Dalhousie conducted a university-wide Be Counted Census of all faculty and staff to help ensure data on our workforce is up-to-date and is reflective of the diversity of the university community. (See [2015 Dalhousie Census report](#)).

Be Counted Census response rates

81%	Employees who have provided self-ID data to Dalhousie
11%	Employees of Dalhousie not reported to FCP
38%	Overall 2015 census employee response rate

Figure 1 provides a breakdown of response rates by employee group/bargaining unit. The overall response rate of employee groups reported as part of Dalhousie's FCP obligations, highlighted in yellow, was 80.8%. The overall response rate of groups not included in the FCP reporting population, highlighted in grey, was 11.1%.

FIGURE 1. RESPONSE RATES BY EMPLOYEE GROUP/ BARGAINING UNIT, ALL DALHOUSIE FACULTY AND STAFF

Employee Group/Bargaining Unit	Return Rate
Senior Management Academic	93.4%
Senior Management Staff	90.3%
DFA	78.3%
CUPE	7.9%
Non Union Faculty >= 50%	63.6%
Clinical Faculty >= 50%	47.3%
Non Union Part-time Faculty	12.2%
Post-doctoral Fellows	19.7%
DPMG	93.6%
NSGEU Local 77	83.4%
CCS	100.0%
NSGEU Local 99	58.5%
NSGEU Local 99 temps	30.8%
Other full-time staff, n.e.c.	30.8%
Temps	73.9%
Contracts	25.0%
Grant Paid/Associated Employers	35.3%
Casuals	4.1%
Total	38.0%

Legend:

Groups reported to the Federal Contractors Program

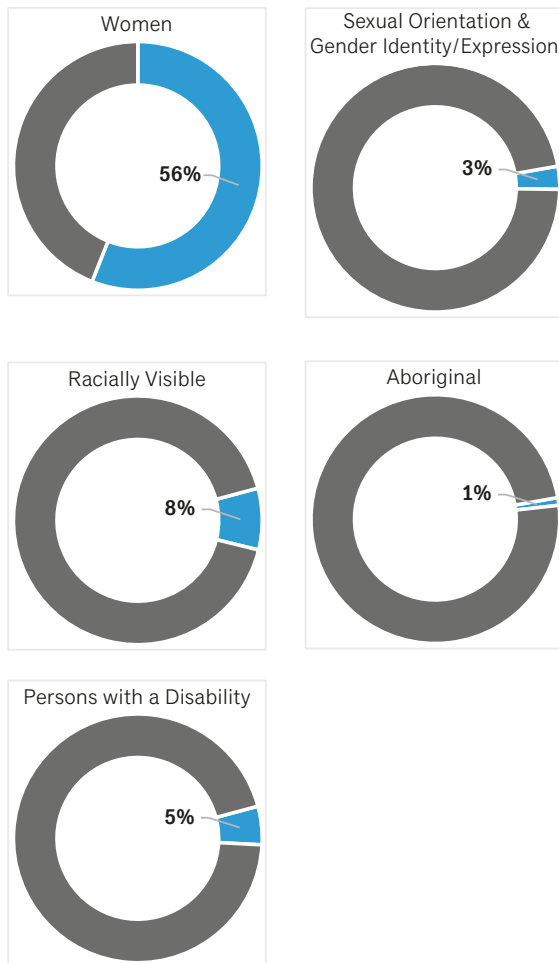
Groups not reported to the Federal Contractors Program

WORKFORCE DATA ANALYSIS

EQUITY COMPOSITION OF DALHOUSIE'S WORKPLACE

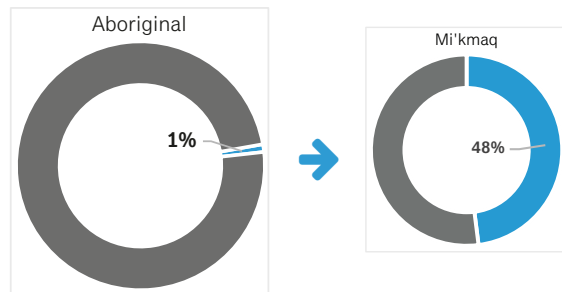
The current composition of Dalhousie's full-time and regular part-time faculty and staff is depicted in **Figure 2** (census data combined with previously collected self-identification data). Internal representation is shown for the four designated groups, as well as employees who belong to minority sexual orientation and gender identities.

FIGURE 2. EQUITY COMPOSITION OF DALHOUSIE FACULTY AND STAFF



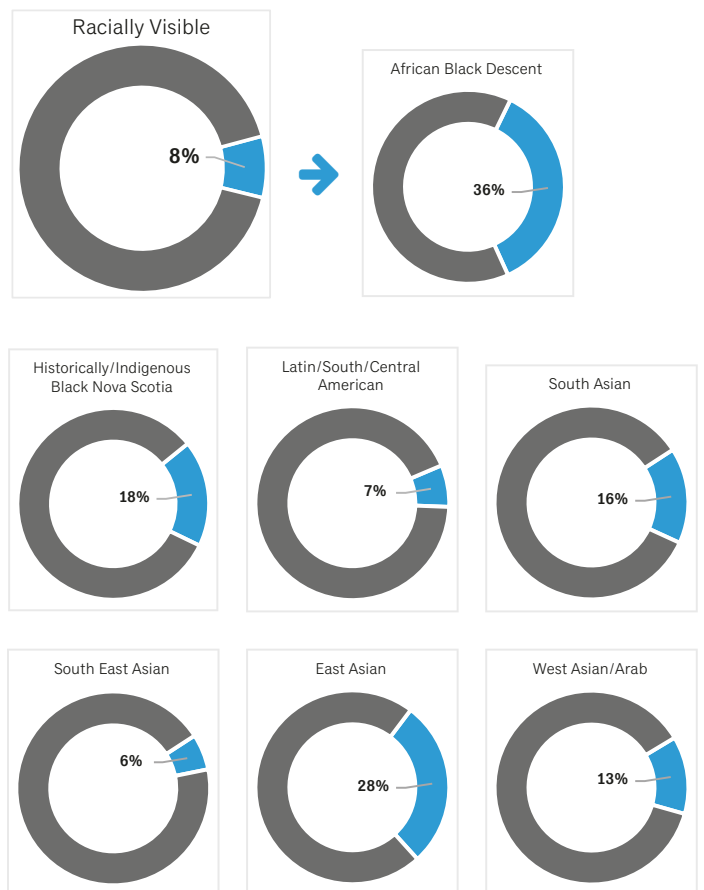
The census also asked more detailed questions on Aboriginal and racially visible employees to further understand the complexity of these groups. Aboriginal faculty and staff comprise approximately 1% of Dalhousie's employees (full-time and regular part-time faculty and staff), and just under 50% of Aboriginal employees identify as Mi'kmaq. **Figure 3.**

FIGURE 3. ABORIGINAL COMPOSITION OF DALHOUSIE FACULTY AND STAFF



Approximately 8% of Dalhousie's faculty and staff identify as racially visible. **Figure 4.** Of this 8%, the largest groups identify as Black African descent (36%) and East Asian (28%), followed by historically/indigenous Black Nova Scotian (18%), South Asian (16%), West Asian or Arab (13%), Latin/South/Central American (7%), and South East Asian (6%).

FIGURE 4. RACIALLY VISIBLE COMPOSITION OF DALHOUSIE FACULTY AND STAFF



COMPARISON TO THE EXTERNAL LABOUR MARKET

A workforce analysis comparing Dalhousie's internal representation of employees in each designated group to benchmarks of labour market availability from the [Census of Canada](#), by **occupation and recruitment area**, is required by the Federal Contractors Program and is key to determining underrepresentation in our workforce. **Figure 5** compares the internal representation for each designated group by

occupational group to the availability of those groups by occupation in the labour market. Labour market availability is available only for the four designated groups, however sexual orientation, gender identity, Mi'kmaq and Black Nova Scotian are included to illustrate the breakdown of these groups by occupation. For examples of the types of positions in each occupational group at Dalhousie, see **Figure 6**.

FIGURE 5. DESIGNATED GROUPS BY OCCUPATIONAL GROUP, COMPARISON OF INTERNAL REPRESENTATION TO LABOUR MARKET AVAILABILITY

Occupational Groups	Female		Aboriginal		Mi'kmaq	Racially Visible		Historically/ Indigenous Black Nova Scotian	Persons w/a Disability		Sexual Orientation/ Gender Identity
	% Emp.	% LMA	% Emp.	% LMA	% Emp.	% Emp.	% LMA	% Emp.	% Emp.	% LMA	% Emp.
Senior Managers	40.6%	52.8%	0.0%	3.0%	0.0%	0.0%	8.2%	0.0%	9.4%	3.2%	3.1%
Middle Managers	50.3%	52.8%	2.6%	2.4%	2.0%	1.3%	14.7%	0.0%	6.0%	4.3%	4.0%
Professionals	50.3%	47.4%	0.7%	1.7%	0.3%	10.1%	19.1%	0.5%	4.6%	3.8%	3.2%
Semi-Professionals/Technicians	36.6%	40.3%	1.1%	2.5%	0.7%	7.7%	4.5%	1.1%	4.4%	4.8%	3.3%
Supervisors	61.0%	46.4%	2.4%	5.0%	0.0%	7.3%	0.9%	2.4%	2.4%	0.0%	2.4%
Supervisors: Crafts/Trades	3.0%	7.8%	3.0%	2.2%	0.0%	0.0%	0.5%	0.0%	9.1%	8.4%	0.0%
Administrative & Senior Clerical	90.1%	88.5%	2.5%	2.3%	1.8%	6.5%	5.6%	1.8%	5.2%	0.0%	2.7%
Skilled Sales & Service	66.7%	53.1%	0.0%	0.0%	0.0%	0.0%	5.2%	0.0%	33.3%	0.0%	0.0%
Skilled Crafts & Trades	3.6%	2.7%	1.8%	2.9%	0.0%	0.0%	1.2%	0.0%	0.9%	7.1%	0.9%
Clerical Personnel	87.5%	77.5%	2.0%	1.9%	0.3%	11.6%	8.2%	5.3%	7.9%	13.4%	3.6%
Intermediate Sales & Service	64.9%	58.8%	1.3%	1.5%	0.0%	2.6%	5.7%	2.6%	1.3%	6.7%	1.3%
Semi-Skilled Manual	0.0%	12.5%	0.0%	4.3%	0.0%	6.7%	2.7%	6.7%	0.0%	11.1%	0.0%
Other Sales & Service	50.8%	29.6%	2.2%	5.3%	1.1%	13.0%	10.3%	4.9%	4.9%	10.3%	0.0%
Other Manual	33.3%	14.2%	0.0%	1.8%	0.0%	11.1%	2.1%	0.0%	0.0%	8.4%	0.0%
Total	56.4%	52.8%	1.4%	2.2%	0.7%	8.5%	12.5%	1.5%	4.9%	4.9%	2.8%

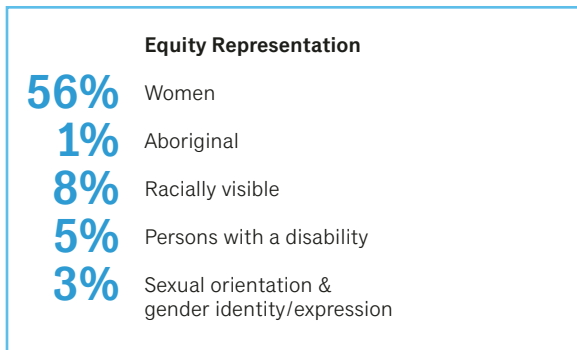
Legend:

% Emp. = % employees at Dalhousie in each designated group and occupational group

% LMA = % of designated groups available in the external labour market in each occupational group

FIGURE 6. TYPES OF POSITIONS AT DALHOUSIE BY OCCUPATIONAL GROUP

Occupational Group	Employee Groups	Types of Positions
01 Senior Managers	EXAD	President, Vice Presidents, Assistant & Associate VP's, Deans
02 Middle Managers	EXAD, upper level DPMG, DFA	Administrative and Academic Directors, Assoc. & Asst. Deans, Assoc. & Asst Directors, other senior level staff
03 Professionals	DFA and other non union faculty (>=50%), DPMG, senior level NSGEU Local 77 technical staff	All university faculty, librarians, professional counsellors, professional staff - financial, HR, communications, marketing, IT, legal, program managers
04 Semi-Professionals & Technicians	mid level DPMG, NSGEU Local 77	lab technicians and technologists, library assistants, IT support staff, residence life managers, graphic design staff
05 Supervisors, Sales & Service	mid level DPMG, NSGEU Local 99, NSGEU Local 77	supervisors of custodial staff, library clerical staff, financial clerical staff, stores staff, box office manager
06 Supervisors, Crafts & Trades	DPMG, NSGEU Local 99	supervisors of trades staff, carpentry shop supervisors, mechanical shop supervisors, zone supervisors, manager, print centre
07 Administrative & Senior Clerical	DPMG, NSGEU Local 77	administrative assistants, office administrators, residence facilities managers, assistant registrars and other administrative staff
08 Skilled Sales & Service	NSGEU Local 77	buyers in the Bookstore
09 Skilled Crafts & Trades	NSGEU Local 99 and NSGEU Local 77	carpenters, millwrights, electricians, plumbers, machine shop technical staff, power engineers, steamfitters, communications technicians
10 Clerical	NSGEU Local 77, CCS	accounts payable clerks and other financial clerks, clerical staff in payroll and benefits, Registrar's Office, libraries, and in other administrative units and faculties across campus
11 Intermediate Sales & Service	NSGEU Local 77 and Local 99	dental assistants, security officers and animal care technicians in Psychology, Medicine and Agriculture
12 Semi-Skilled Manual	NSGEU Local 77 and Local 99	delivery drivers and print centre staff
13 Other Sales & Service	NSGEU Local 77 and Local 99	custodians and other cleaning staff
14 Other Manual	NSGEU Local 99	landscaping and grounds maintenance staff
14 Other Manual	NSGEU Local 99	landscaping and grounds maintenance staff



GAP ANALYSIS

The gaps are determined by comparing the internal representation of employees to availability in the labour market as outlined in **Figure 7**. The most significant gaps are denoted in red, while smaller gaps are highlighted in yellow. Gaps highlighted in green indicate occupations and designated groups where internal representation meets or exceeds labour market availability.

FIGURE 7. 2015 FCP POPULATION – GAPS IN REPRESENTATION BY OCCUPATIONAL GROUP

Occupational Groups	Gaps by Designated Group			
	Women	Racially Visible	Aboriginal	Persons w/a Disability
Senior Managers	-4.4	-2.5	-0.9	1.0
Middle Managers	-4.2	-20.3	0.4	4.6
Professionals	40.6	-132.2	-13.9	11.3
University Professors	3.8	-67.4	-7.8	5.5
Semi-Professionals/Technicians	-10.1	8.7	-3.8	-2.2
Supervisors, Sales/Service	6.0	2.6	-1.0	1.0
Supervisors, Crafts/Trades	-1.6	-0.2	0.3	0.2
Administrative/Senior Clerical	7.4	1.6	0.8	23.0
Skilled Sales/Service	0.4	-0.2	0.0	1.0
Skilled Crafts/Trades	1.1	-1.4	-1.2	-6.8
Clerical	30.3	10.2	0.3	-16.6
Intermediate Sales/Service	4.8	-2.4	-0.2	-4.2
Semi-Skilled Manual	-1.9	0.6	-0.7	-1.7
Other Sales/Service	39.2	4.9	-5.8	-10.1
Other Manual	1.7	0.8	-0.2	-0.8
Overall	109.3	-129.7	-25.8	-0.25

Legend:

- Significant Under-representation
- Slight Under-representation
- Full Representation

Overall the most significant gaps university-wide occur in **racially visible professionals** (of which the largest group of employees are university faculty) and **middle managers, Aboriginal professionals** and **persons with a disability who work in clerical positions**.

University leadership, including Deans, Vice-Presidents and Assistant Vice-Presidents have been briefed on these gaps, as well as gaps at the faculty and/or department level. Results of the census and university-wide gap analysis have been shared with union representatives and employee groups and there has been ongoing consultation with the Council on Employment Equity through Affirmative Action.

NUMERICAL GOALS

The Federal Contractors Program requires that numerical goals be set on an institution-wide basis for each occupational group and designated group that have significant gaps or underrepresentation. The university's gaps are highlighted in red in **Figure 7**. A number of factors, including the size of the existing gap as well as the anticipated number of hires and turnover rates, are taken into consideration when determining the appropriate numerical goal. In consultation with Dalhousie leaders, the university's numerical goals have been set and are outlined in **Figure 8**.

FIGURE 8. SUMMARY OF NUMERICAL GOALS FOR DALHOUSIE UNIVERSITY (APPROVED JUNE 2016)

Numerical goals are set for occupational groups that have significant gaps between the number of employees at Dalhousie and the labour market availability. Goals have been set to reduce the current gap by 80% by the end of 2019.

Designated Group: Women

Occupational Group	Numerical Goal		
	Present Gap	Short Term	Long Term
Senior Managers	-4	4	3
Middle Managers	-4	21	7
Semi-Professionals & Technicians	-10	27	8

Designated Group: Aboriginal Peoples

Occupational Group	Numerical Goal		
	Present Gap	Short Term	Long Term
Professionals	-14	13	4
Semi-Professionals & Technicians	-3	3	1
Other Sales & Service	-6	4	1

Designated Group: Persons with a Disability

Occupational Group	Numerical Goal		
	Present Gap	Short Term	Long Term
Skilled Crafts & Trades	-7	6	1
Clerical	-16	19	5
Intermediated Sales & Service	-4	4	1
Other Sales & Service	-10	7	2

Designated Group: Racially Visible

Occupational Group	Numerical Goal		
	Present Gap	Short Term	Long Term
Senior Managers	-3	2	1
Middle Managers	-20	17	4
Professionals	-132	115	30

Short-term goals are set to the end of 2019 and were calculated to reduce the gap by **80%** by the end of that period. For groups that have experienced higher than expected turnover over the past several years, for example women in middle managers and semi-professional/technician positions, hiring goals were set to compensate for the higher turnover. Gaps in representation, hiring patterns and turnover rates will continue to be monitored on an annual basis to assess achievement of Dalhousie's goals.

EMPLOYMENT EQUITY PLANNING

University-wide gaps, hiring goals and response rates will help inform the development of employment equity plans at the faculty and administrative unit level. Employment equity plans with numerical goals for each faculty and/or department will be completed in the fall 2016. An annual workforce data analysis will be provided to the Deans/ Unit leaders as a tool to assess and monitor their progress towards the goals. Employment equity accountability will be incorporated in Dean's strategic and financial planning through the Provost's Office beginning in 2016.

EMPLOYMENT SYSTEMS REVIEW AND BARRIER IDENTIFICATION

A key component to meeting numerical goals is to identify and eliminate barriers in employment. As part of the plan, an **employment systems review** was led by Human Resources in the spring 2016 to learn more about the barriers related to hiring, promotion and retention of our diverse faculty and staff. The review included an assessment of HR policies, procedures and practices, as well as informal policies and procedures.

In addition, the Office of Human Rights, Equity and Harassment Prevention facilitated **employment equity consultation sessions** at each of the campuses with all equity-seeking groups. A short list of barriers will be established from this consultation and review, and measures will be identified to address the short-list gaps and barriers.

The next steps to move forward on developing measures to address barriers include developing a **strategy for priority action on barriers, conducting a review of best practices** at other leading institutions across Canada, **developing short and long term measures** as well as a implementation plan to address barriers.

QUESTIONS?

If you have questions about the 2016 Employment Equity Report, please contact the Office of Human Rights, Equity and Harassment Prevention, at 902-494-6672 or BeCounted@dal.ca.