

# Division of VP Equity, People and Culture

Top Accomplishments - April 2022, Year-End Evaluation

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- 1. Indigenous Initiatives.** York's Inaugural Associate Vice-President Indigenous Initiatives, Dr. Susan Dion, was appointed to the role September 1, 2021. This role provides senior leadership to the university community and leads a number of initiatives related to Indigenization, Decolonization and Reconciliation. The AVP works closely with the leadership in Research and Innovation (R&I), the Provost's Office, and the Division of Students, among other key partners. In particular the AVP is working to support implementation of the Decolonizing Research Administration Action Plan, Indigenous faculty hiring, and supporting Indigenous students through initiatives such as building a York Chapter of SAGE (Supporting Aboriginal Graduate Enhancement), addressing issues related to Band funding and student aid, and much more. The AVP is also working in collaboration with the new Organized Research Unit (ORU): Centre for Indigenous Knowledges and Languages (CIKL) and has helped to lead the development and implementation of a funding competition for early career Indigenous researchers, funded by the university as a collaborative project between the Divisions of EPC and R&I.
- 2. Equity, Diversity and Inclusion (EDI).** The President's Advisory Council on EDI, chaired by the VP Equity, People and Culture (EPC), continued to offer the [Insights speakers series](#), with events in both Fall and Winter terms. The Council worked hard throughout the year culminating in the release of a [Draft EDI Strategy](#) to the community for feedback in late March, 2022. The Centre for Human Rights, Equity and Inclusion (CHREI) also held a very successful [Inclusion Week](#), Feb 28 – Mar 3, 2022, with the theme Building and Sustaining Equitable & Caring Futures. 279 people attended the events live and, at the time of writing, the video recordings of the speaker series have attracted 121 additional views, bringing a total of 400 in terms of audience reach. The CHREI Education team developed a new training program and curriculum for varsity student-athletes at York University. Resisting Oppression, Advancing Rights (R.O.A.R.) was rolled out January 31, 2022, and ran through March 2022. The training, customized for the varsity athletics context, was based on the Respect Equity Diversity and Inclusion (REDI) core curriculum and integration of feedback from students and staff. The team worked closely with the Black and Indigenous Varsity Student-Athletes Alliance (BIVSAA), which had earlier initiated discussions on the development of anti-racism education for Athletics and Recreation (A&R). This training is a pilot for future mandatory annual sessions as per recommendations 6 & 7 of the Varsity Climate Report Action Plan, an outcome of the [Equity Climate Review of York University's Varsity Student-Athlete Program](#).
- 3. Black Inclusion.** In November 2021, York University endorsed the [Scarborough Charter](#) on Anti-Black Racism and Black Inclusion in Canadian Higher Education, in alignment with the Framework York released in February 2021. An [Action Plan](#), to accompany the Framework on Black Inclusion, was released to the community in early December 2021. The first [Annual Report](#) on Black Inclusion was released to the community in early March 2022, which highlights and documents many of the activities and achievements from across the university community in relation to the Framework and Action Plan.
- 4. Open & Respectful Dialogue.** The Implementation Group for the [President's Initiative on Open and Respectful Dialogue](#) has been providing oversight on the implementation of the recommendations from the independent review of Justice Cromwell as well as those of the Internal Working Group. Several significant policies and procedures were updated, including the Temporary Use of University Space,

Posting, Student Club Recognition and Presidential Regulation 4; additionally, a new Human Rights Policy and Procedures was created to replace the Racism policy. The CHREI and Student Community and Leadership Development (SCLD) have also worked to create a number of new training and education initiatives for students related to updated policies and freedom of expression. This work will likely be transitioned to regular operations by the end of April, 2022.

5. **Negotiation of Renewal Collective Agreements.** With the support of the Negotiating Advisory Committee and members of the bargaining and communications teams, the University achieved renewal collective agreements with CUPE 3903 Units 1, 2 and 3 as well as with the York University Faculty Association, both of which required the use of the strategic approach to collective bargaining. A number of provisions were successfully negotiated in the CUPE 3903 Units 1 and 2 collective agreements and the YUFA collective agreement that, if successfully implemented, will facilitate the increased representation of Black faculty members (both contract and full-time) at York.
6. **Service Excellence & Human Resources Re-organization.** Human Resources (HR) transitioned the payroll and records and the pension and benefits functions to the new University Services Centre, adding to the Centre's high volume transactional activities in support of the University's strategic priority of Service Excellence. Human Resources continues to work in partnership with NOUS to implement the envisioned organizational design to enhance HR service delivery.
7. **COVID Vaccination Policy & Remote Work.** Throughout the fall, Human Resources introduced and successfully integrated York's vaccination mandate into new employee recruitment communications and hiring processes. HR released York's hybrid work survey in February 2022 to help York learn about the best features of high-quality hybrid work based on interim (pandemic) experiences. The survey ran until March 15, 2022, with an outstanding response rate of 54%. This feedback will inform the new policy, which is expected to be implemented in September.

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**2. Knowledge for the Future**

**Responding to the "Increasing the Representation of Black Faculty Members at York" Report**


**Action/Strategy:**

Developing an implementation strategy to increase representation of Black faculty members across the organization

**Measures/Metrics/Milestones:**

Targets are identified (e.g. min 6 Black Faculty positions announced in June 2020)  
Provost's Office and Deans, YUFA are consulted and engaged  
Targets are achieved by 2023  
Supports for Black Faculty are developed as part of the strategy  
Metrics are defined and continue to measure recruitment and retention of Black faculty members  
Progress is reported back to the authors of the Report and key stakeholders regularly

**Evaluation Status:**

 Completed

Develop Implementation Plan for the Recommendations in the Report

Implementation of Recommendations will include:  
Barriers to success are identified by 2021 and minimized by 2023  
Measures of success are identified by 2021  
Affirmative Action process is reviewed and updated by 2022  
Enhancement of retention of faculty members from underrepresented groups, with supports and measures identified

 Completed

**Supporting the Implementation of the Report "Decolonizing Research Administration: A Guide to Moving Forward"**

**Action/Strategy:**

**Measures/Metrics/Milestones:**

**Evaluation Status:**


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Work with VPRI to begin implementation of recommendations in the report

- a) Environmental scan
- b) Funding for Indigenous Scholarship
- c) Support for implementation of Indigenous REB
- d) Indigenous Research Officer hired
- e) AVP Indigenous Initiatives hired
- f) CIKL Administrative support hired
- g) CIKL Assoc Director hired
- h) Base level CIKL operations in place
- i) T&P practices/requirements reviewed
- j) York and VPRI make a public statement entrenching support for Indigenous ways of knowing and being, research, and practices
- k) Address issues of expense reimbursement with Procurement and Finance related
- l) Additional Identified Action Items in the Action Plan are completed

 On Track

**3. From Access to Success**

**Support & Contribute to Systems improvement, including the advancement of York’s strategic priority to implement the Student System Renewal Program over the next four years.**

**Action/Strategy:**

**Measures/Metrics/Milestones:**

**Evaluation Status:**

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Provide Human Resource leadership for the Student System Renewal Project (SSRP)

As a member of the SSRP Steering Committee, the AVP HR will provide oversight and program level direction on the overall program.

On Track

As Project Co-Sponsor of the Identify Access Management (IAM) Committee, the AVP HR will provide oversight and project level direction of the end to end IAM implementation.

In addition, the AVP HR will oversee the mandate and responsibilities of the HR and Organizational Change Management Committees.

Support & Contribute to the development of student & employee census

A Comprehensive survey that reflects community is developed and implemented; key measures are identified to monitor success

On Track

**5. Working in Partnership**

**Champion and Support Indigenous Initiatives**

**Action/Strategy:**

Support York's Indigenous Council  
Advocate & case built for development of a senior Indigenous administrative role

**Measures/Metrics/Milestones:**

Indigenous Council is supported by VPEPC in achievement of their priorities and initiatives  
Case is made, position is approved, funded and hired by 2021  
Support Implementation of the Action Plan on the Decolonization of Research Administration  
Secure strategic funding for AVP Indigenous Initiatives

**Evaluation Status:**

On Track

**Students with disabilities in experiential education are supported**

**Action/Strategy:**

Work with Bona Fida Academic Requirements Committee to identify best practices to remove barriers for students with disabilities in participating in Experiential Education opportunities across University Faculties including professional programs (Nursing, Law, Social Work, Engineering) that either have an EE graduation requirement (often governed by an external accreditation body) or participation is strongly encouraged

**Measures/Metrics/Milestones:**

Resource guide Developed (2022)  
Materials that support Faculties and Course Directors to identify learning outcomes and bona fide academic requirements necessary to successfully complete an Experiential Education opportunity are developed (2022)  
Once completed this would allow prospective students to fully understand the course requirements and whether they can complete degree requirements

**Evaluation Status:**

On Track

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**6. Living Well Together**

**Culture of Well-Being is cultivated across the organization**

**Action/Strategy:**

HR promotes, stewards and strives for continuous improvement in York’s culture of well-being over the next five years through principles that guide and reinforce a healthy workplace, employee engagement and organizational commitment

Continue to support the learning and development of all employees and students towards a culture of well-being

Effective Labour Relations in place

**Measures/Metrics/Milestones:**

Staff engagement will improve by 10% from the 2021 baseline measurement

Workshops & training opportunities on key issues delivered in a cohesive, coordinated way across the institution


Training to include:  
Anti-oppression  
Unconscious Bias  
Freedom of Expression  
Conflict Resolution  
Wellness/Health & Safety

Workshops are evaluated and content revised on an ongoing basis


Fully Developed Labour Relations Strategy that encompasses work of Faculty & Employee Relations in place by 2021. Strategy Implemented in full by 2023

Full review of all collective agreements to identify opportunities for improved language in support of effective relationships completed by 2023

**Evaluation Status:**

 Progressing

 On Track

 On Track

**Cultivation of a campus community that creates a sense of belonging, and is equitable, diverse and inclusive**

**Action/Strategy:**

**Measures/Metrics/Milestones:**

**Evaluation Status:**


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Institutional EDI Strategy Developed & Delivered

Strategy developed and approved by end of 2021

 Progressing

Metrics put in place to measure change

Support for unit-specific EDI plans (e.g. consulting, provision of advice, creation of a repository of unit plans, creation and sharing of tools, etc.) are in place by 2021

Report back to community at years 3 & 5

Framework to Address Anti-Black Racism Developed & Delivered

Framework developed and approved by end of 2020

 On Track

Metrics put in place to measure change in 2021

Report back to community at years 3 & 5

Indigenous Framework Review & Renewal


Full review of the Framework in 2022 (5 years from acceptance of Framework)

 On Track

Update provided in 2022 to the community


Human Resources & Labour Relations each reviews, instills, and models the practices of inclusion in day-to-day operations and client service.

Employee engagement measuring sense of belonging will improve by 10% over 2021 baseline measurement.  
EDI Principles embedded throughout the employment lifecycle over the next five years inclusive of a review of HR Standard Operating Procedures and contributions of all functional units within Human Resources.  
All Collective Agreements are reviewed with an EDI lens by 2023

 Progressing


Deliver unconscious bias training to leaders, including hiring managers in non-academic roles

Unconscious bias training will be delivered to all organizational leaders by fiscal year end 2021/22 and included as part of staff onboarding.

 Progressing

Undertake review of relevant policies with a critical EDI lens to address systemic barriers

Policies for review are identified by 2021 and include at a minimum:  
Affirmative Action Policy  
Harassment & Racism Policy  
Workplace Harassment Policy

 Progressing

Plan developed for policy review, including timelines and consultations in 2021

Policies are reviewed, changes made as appropriate and approved by 2025

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Data collection on key metrics to better understand employment equity and campus composition (student, staff & faculty), enabling strategy formation and program development

Employee census improved/implemented

Progressing

Recruitment, Retention, Advancement metrics identified for key groups, patterns identified and strategies for improvement articulated with programs developed to address systemic barriers and inequities (such as mentoring, coaching)

Work with Division of Students to support better understanding of student equity issues

Community of Practice for those working in EDI at York

CoP Developed

Discontinued

Supports Identified that are required to help the CoP thrive and are appropriately resources

**A campus climate is developed to foster dialogue, respect, kindness, empathy, and open-mindedness to diverse points of view**

**Action/Strategy:**

A campus climate is developed to foster dialogue, respect, kindness, empathy, and open-mindedness to diverse points of view

**Measures/Metrics/Milestones:**

Implementation Group Formed in 2020

Quarterly Reports on Progress to President, Reports back to community as appropriate

Recommendations Implemented, such as policy revision, education efforts to campus community

Review of success of implementation completed in 2024

**Evaluation Status:**

Completed

**Development of the Division of Equity, People & Culture**

**Action/Strategy:**

Develop organizational plans for the Division

**Measures/Metrics/Milestones:**

Organization chart developed for 3-5 year growth by end of 2020

Positions developed & hired; funding proposals developed as required

Divisional strategy developed, implemented and monitored

Review of Mandate of CHREI & development of recommendations by mid 2021

**Evaluation Status:**

On Track



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Communications strategy for the Office of the VP developed and implemented

Website developed by 2021

Progressing

Identity of the Office of the VP EPC developed, and cultivated through social media and online outlets

Communications strategy/plan developed for the Divisional Office

Benchmark progress on the development of the division and report back to community

Creation of key metrics for benchmarking by 2021

Progressing

Reporting schedule developed by end of 2021

Reports delivered on time with identification of areas to celebrate and where work continues to be needed (regular to 2025)

Development of Labour Relations as a unit

Budget tree developed/implemented to reflect new structure of unit by end of 2020

On Track

Hiring of new positions complete by 2021

Team development plan developed & accomplished by 2021

Strategic Plan for LR developed & implemented by 2021

**Advance York’s strategic priority of**

**Service Excellence**

**Action/Strategy:**

In partnership with NOUS, implement a people-centric service delivery model that drives improved client satisfaction with HR services.

**Measures/Metrics/Milestones:**

Cubane’s Net Service Satisfaction scale measuring “I can access reliable advice that is delivered as promised” will improve by 10-15 points over the Fall 2017 baseline measurement by 2023.

**Evaluation Status:**

On Track

Deliver the envisioned streamlined technology enabled operational practices of the HR Roadmap by fiscal year-end 2023

**Markham Centre Campus (MCC)**

**Action/Strategy:**

As a cornerstone of the MCC shared services plan, lead the non-academic workforce plan in support of the 3-year Integrated Operational Readiness Project Timeline.

**Measures/Metrics/Milestones:**

**Evaluation Status:**

Discontinued

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**7. Answering the Call**

**Building a more equitable, diverse and inclusive community (SDG 5, 10, 16)**

**Action/Strategy:**

EDI Strategy Development & Implementation (SDG 5, 10, 16)

**Measures/Metrics/Milestones:**


Strategy developed and approved by end of 2021

Metrics put in place to measure change

Support for unit-specific EDI plans (e.g. consulting, provision of advice, creation of a repository of unit plans, creation and sharing of tools, etc.) are in place by 2021

Report back to community at years 3 & 5

**Evaluation Status:**

 Progressing

Framework to Address Anti-Black Racism (SDG 5, 10, 16)

Framework developed and approved by end of 2020

Metrics put in place to measure change in 2021

Report back to community at years 3 & 5

 Progressing

Indigenous Framework Review & Support the work of Indigenous Council (SDG 5, 10, 16)

Full review of the Framework in 2022 (5 years from acceptance of Framework)

Update provided in 2022 to the community

Relationships and infrastructure built to support the work of Indigenous Council

 On Track

Implementation of Cromwell Report Recommendations & the Initiative on open and respectful dialogue working group recommendations

Implementation Group Formed in 2020

Quarterly Reports on Progress to President, Reports back to community as appropriate

Recommendations Implemented, such as policy revision, education efforts to campus community

Review of success of implementation completed in 2024

 On Track

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Undertake review of relevant policies with a critical EDI lens to address systemic barriers (SDG 5, 10, 16)

Policies for review are identified by 2021 and include at a minimum:  
Affirmative Action Policy  
Harassment & Racism Policy  
Workplace Harassment Policy

 Progressing

Plan developed for policy review, including timelines and consultations in 202

Policies are reviewed, changes made as appropriate and approved by 2025