

**Canada Research Chairs  
Baycrest Equity, Diversity and Inclusion Action Plan**

Targets: 2017-2019  
Objective Measurement Strategies  
Canada Research Chair Allocations  
Equity and Diversity Data  
Retention and Inclusivity

Baycrest, as a member of the Toronto Academic Health Sciences Network, has been working in partnership with the University of Toronto to develop a comprehensive action plan so that it is in alignment with the Federal CRC program’s Equity, Diversity and Inclusion Practices to, amongst other things, establish firm targets to increase nationally the number of chair holders from the federally designated groups as defined by the CRC program: women; Indigenous peoples; persons with disabilities; and members of visible minorities. The following is the action plan set out for Baycrest that will roll up to the overall University of Toronto’s Action Plan

**Targets: 2017-2019**

The CRC program has established a formula, which is under review, to aid the target setting for each of the designated groups. Information about the methodology can be found on the CRC program site ([http://www.chairs-chaires.gc.ca/program-programme/equity-equite/index-eng.aspx?action\\_plan](http://www.chairs-chaires.gc.ca/program-programme/equity-equite/index-eng.aspx?action_plan))

The University of Toronto is meeting its targets for two of the federally designated groups – women and Indigenous persons and more information can be found on its website: <http://www.research.utoronto.ca/crc/#table>

Baycrest has four allocated chair positions, all of which are currently filled:

<b>Designated Group</b>	<b>Designated</b>	<b>%</b>	<b>National Target</b>
Women	3	75%	32%
Visible Minority	1	25%	15%
Person with Disability	No self-identification		4%
Indigenous Person	No self-identification		1%

**Targets**

Women: Continue to meet and succeed the national target  
Visible Minority: Continue to meet and succeed the national target  
Person with Disability: Work to achieve national target  
Indigenous Person: Work to achieve and succeed the national target.

**SECTION A: Equity, Diversity and Inclusion Objectives and Measurement Strategies**

Baycrest is committed to diversity and inclusion. As noted in our Diversity Statement, “... We acknowledge and honour the fundamental value and dignity of all individuals. ... We pledge ourselves to

*creating and maintaining an environment that respects diverse traditions, identities, heritages and experiences. ... We will ensure that the workplace, including all policies, procedures and practices, is free of deliberate or unintentional barriers so that no one is disadvantaged."*

Baycrest's mandate of being a Workplace of Choice cannot be achieved without a strong focus on diversity within the workplace and the EDI Objectives is just one component that will enable Baycrest to achieve its mandate.

The EDI Objectives that will enable Baycrest to meet the CRC EDI objectives are:

### **1. Unconscious Bias Training**

*Objective: Ensure all scientists, trainees, and research staff members complete the CRC program unconscious bias training*

While the focus of the unconscious bias training is directed to all those who are involved with the CRC nominations, review and hiring process, it is important that all staff undertake the training so that we are creating an environment where individuals are aware their unconscious biases that could have an impact on the research process.

**Completion: September 2018**

*Objective: Ensure all CRC search committee chairs complete the University of Toronto's Toronto Initiative for Diversity and Excellence program*

The University of Toronto Office of the Vice-President and Provost hosts twice-yearly workshops on Unconscious Bias for University and divisional leaders, as well as Chairs of and assessors to appointments, tenure and promotions committees. To complement these workshops and enhance capacity in this area, the TIDE Program—Toronto Initiative for Diversity and Excellence—was launched in Fall 2017. This program ensures that trained faculty facilitators are available to attend divisional meetings to facilitate discussion of Unconscious Bias. We will follow-up with the Office of the Vice-President and Provost to request that potential CRC Search Committee Chairs and Research Directors attend the Fall 2018 Workshop.

**Completion: Fall 2018**

### **2. Review of Internal Administrative Processes**

*Objective: Complete a review of Baycrest's administrative processes for CRC's*

All administrative processes related to the recruitment of CRCs, including the CRC nominations process and the selection of CRC committee members will be reviewed and assessed to ensure that the EDIAP requirements are clearly and frequently communicated so that hospital administrators, scientists, staff and nominees are informed about the processes, requirements and supports in place at Baycrest.

**Completion: September 2018**

### **3. CRC Nominations**

*Objective: Develop a guide to the CRC nominations*

Baycrest will rely on and use the guide developed by the University of Toronto to outline the process for CRC nominations. Baycrest will ensure that wherever necessary the content will be adjusted or added to reflect Baycrest recruitment and employment policies and practices, Canada Immigration standards (should the successful candidates not be Canadian Citizens or Permanent Residents) and the EDIAP

guidelines of the CRC Program. The guideline will be used for all scientist and Chair recruitment at Baycrest. Research leadership will work with the Human Resources department to ensure that all relevant recruitment policies are posted online, along with the current diversity statement. An online version of the guideline will be posted.

**Completion: August 31, 2018**

#### **4. Develop Tools for Data Collection**

*Objective: Encourage CRC applicants and nominees to complete the CRC survey on the four designated groups*

Research leadership will work with Human Resources to investigate the possibility of including a confidential tracking tool to collect applicant pool data for all new internal and external scientists and CRC applicants. Applicant pool data will be collected for all new CRC calls. Baycrest will participate in any University of Toronto led-communications strategy to promote the importance of completing the voluntary CRC survey.

**Completion: October 2018**

#### **5. Develop Strategies to Recruit and Support Indigenous CRC's**

*Objective: Working closely with the University of Toronto's Indigenous Community to develop strategies to recruit and support Indigenous CRCs, scientists, trainees and staff.*

Baycrest will work with the University of Toronto Indigenous Community to support and assist in their community-wide strategy to recruit and support indigenous CRC's and other staffing groups (see [http://www.research.utoronto.ca/crc/ediap/#recruitment\\_indigenous](http://www.research.utoronto.ca/crc/ediap/#recruitment_indigenous)). Baycrest will also work with its Human Resources department to ensure that inclusive recruitment and employment practices for indigenous researchers

**Completion: Ongoing**

#### **6. Develop Strategies to Recruit and Support Persons with Disabilities to CRC's and other staffing groups, such as scientists, trainees and support staff**

*Objective: Working closely with the University of Toronto to develop strategies to recruit and support persons with disabilities*

Baycrest will work with the University of Toronto to support and assist in their community-wide strategy to recruit and support persons with disabilities (see

[http://www.research.utoronto.ca/crc/ediap/#recruitment\\_disabilities](http://www.research.utoronto.ca/crc/ediap/#recruitment_disabilities)).

Baycrest is in compliance with the Accessibility for Ontarians with Disabilities Act (AODA) and thus has the appropriate supports for recruitment and accommodation for employees with disabilities. All scientists, trainees and support staff are required to complete the AODA training on an annual basis.

**Completion: Ongoing**

#### **7. Career Development and Mentoring for CRCs and Potential CRCs**

*Objective: Continue to build a supportive and inclusive culture for all Baycrest scientists*

Baycrest will develop a formal mentoring program for all junior and mid-level scientists and CRC's.

Included in the mentoring program is the formal three or five year review each scientist has to undergo as part of his/her appointment to the Rotman Research Institute. The goal of the mentoring program will be ensure that scientists are supported to develop to a level of excellence and to promote their

success and productivity related to grant funding, awards and honours, CRC's and endowed chairs. Scientists, through their cross-appointment to the University of Toronto will be required to attend career-development sessions. There will also be annual discussions at the scientist meetings on topics to raise the awareness of all scientists in the areas of inclusivity and unconscious bias.

**Completion: October 2018**

## **SECTION B: Management of Canada Research Chair Allocations**

### **1. Allocation of CRCs at the University of Toronto and Affiliated Hospitals**

The Vice-President, Research and Innovation, in consultation with the Vice-President and Provost, is responsible for managing the University's allocation of CRCs, including the distribution of Chairs (by Tier and Council) across hospitals and academic divisions. The Vice President Research at Baycrest is responsible for determining the research areas in which a CRC would best advance Baycrest's research priorities.

Action: Develop a Research Chair policy to ensure the allocation and nomination process is clear and transparent to internal and external stakeholders.

**Completion: November 2018**

### **2. Advancement, renewals and phase-out of chairs**

Consistent with the University of Toronto and Baycrest all Research chair holders are eligible for a maximum of one renewal. This restriction creates opportunities for emerging, stellar scientists to substantially advance their research programs through discretionary chair funds. CRCs are also expected to undergo five or in some cases, seven-year reviews where their productivity as a scientist is assessed by an external review committee. In exceptional circumstances, where an incumbent has demonstrated sustained, outstanding accomplishments, subsequent terms of renewal may be considered. In such cases, a mandatory external review will be conducted.

### **3. Institutional support for chair holders**

The conditions of employment at Baycrest are negotiated at the time of appointment and follow the Centre's standard employment practices. All CRC nominees are required to sign an acceptance letter that outlines the institutional support provided to Chair holders. Any future CRC letters will be informed by the University of Toronto's CRC offer letter which is currently under review as part of University's Action Plan.

### **4. Institutional support for academic administrators involved in CRC nominations**

All staff involved in the CRC nomination process will be required, at minimum, to complete the online training module provided by the national CRC Secretariat. A supplement to the online training module is the American Medical Colleges (AAMC) seminar "What You Don't Know: The Science of Unconscious bias and What To Do About it in the Search and Recruitment Process". Internal guidelines and checklists will be created to support the search committee chair in ensuring all members have the required training. Baycrest will request that CRC search committee chairs participate in the training programs offered by U of T TIDE so that they have the maximum support offered to search committee chairs involved in the recruitment and nomination process.

**Completion: October 2018**

## **SECTION C: Collection of Equity and Diversity Data**

### **1. Employment equity data**

Baycrest Research leadership will discuss with Human Resources whether there can be a voluntary, confidential mechanism for collecting information on the CRC's four diversity areas not only for CRC applicants, but for everyone who applies for a position within Research. They will also explore the viability of collecting employment equity metrics, for existing staff, to gain an accurate understanding of the representation of diversity among current employees at Baycrest. Since there is a certain amount of demographic information that is collected through the Staff Engagement Survey – this may be a logical place to start.

**Completion: December 2018**

### **2. Internal and External Applicant Pool Data**

Research leadership will work with Human Resources to investigate the possibility of including a confidential tracking tool to collect applicant pool data for all new internal and external scientists and CRC applicants. Applicant pool data will be collected for all new CRC calls.

**Completion: December 2018**

### **3. Successful CRCs Data**

There is no confidential mechanism to currently collect data as part of the CRC's nominations process. This will be reviewed with Human Resources to determine if there is a secure and protected means of collecting self-identification data as part of the Action Plan. The number of people viewing the data will be limited to ensure privacy and confidentiality and to encourage the CRC's to complete the self-identification form. Robust communication will be required about the purpose the collection, how the information will be used and Baycrest's continuing commitment to its Privacy Principles.

**Completion: December 2018**

## **Retention and Inclusivity**

Baycrest is committed to inclusivity and diversity. Baycrest has a Diversity Statement that is posted on its website. Baycrest also established a Diversity Committee which is a sub-committee of the Workplace of Choice Steering Committee. The membership of the Diversity Committee includes members of the Workplace of Choice Steering Committee as well as membership from the employees in various direct care and service roles. The Committee reviews the activities of the organization related to diversity and more specifically the mandate and procedures of this policy. At least annually the Committee will prepare a report outlining the organization's progress towards achieving its Diversity Vision. Diversity practices will include: (a) All staff undergo diversity training. Diversity training encompasses raising awareness about issues surrounding diversity and developing diversity management skills. (b) Baycrest will ensure that it has highly trained staff in both the Human Resources and Occupational Health and Safety Departments who support the legislative compliance and best practices in inclusivity across the organization.

Through this Action Plan and our ongoing strategic initiatives in the area of Equity, Diversity and Inclusion, Baycrest will strive to create an inclusive environment for all our staff, trainees and volunteers, including our CRCs.

Baycrest policies that govern the staffing of scientists and investigators, including CRCs include:

- Responsible Conduct of Research
- Conflict of Interest
- Scientists Review Policy