Employment Equity Report

Advancing Workforce Diversity, Equity and Inclusivity at McMaster University

Prepared by:
The Employment Equity Working Committee

Message from the Co-Chairs

The University's mission statement explicitly states that McMaster values integrity, quality, inclusiveness and teamwork in everything we do. This includes the way we recruit, support and nurture the careers of our faculty and staff. As articulated in our *Statement on Building an Inclusive Community with a Shared Purpose*, we are committed to building a community in which the rights of all individuals and groups are protected, and all members feel safe and empowered, valued and respected for their contributions. There are many elements needed to create such an environment: equity is one component, and this report outlines ways to strengthen it.

From its inception, the University's aim has been to develop and realize the potential both of individuals and of society at large. This remains our essential purpose. *Forward with Integrity: The Next Phase* prioritizes **building an inclusive community, promoting equity and fairness, and celebrating our rich diversity** as key areas of focus. It also draws attention to the work still to be done to implement hiring and retention practices that reflect the diversity of our broader community. Employment equity is not simply an element of a strategic plan. It is essential for building our greatest strength: the *people* who work every day to discover, communicate and preserve knowledge, to support our students and researchers, and to ensure the successful functioning of our University. Employment equity strives to provide equitable access to work opportunities, so that no designated group is denied employment opportunities because of systemic discrimination and barriers.

As McMaster continues to evolve both locally and globally, we must position ourselves for continued success by recognizing and drawing on the perspectives, skills, talents and experiences of all members of our community - people from different cultures, backgrounds and faiths. We recognize that employment equity is realized as a collection of small changes to attitudes and practices; it is, by its nature, an iterative process. It is also a shared responsibility. If we work together to promote employment equity, we will succeed in developing potential, strengthening our community, and multiplying the perspectives from which to answer the most challenging questions facing our world.

Susan Searls Giroux, Associate Vice President, Faculty
Wanda McKenna, Assistant Vice President and Chief Human Resources Officer

Co-Chairs, Employment Equity Working Committee

Advancing Employment Equity at McMaster

Employment Equity is an ongoing process that identifies and eliminates employment-related barriers. It involves establishing proactive employment practices to address systemic barriers and ensure appropriate representation of designated group members throughout the workforce.

In recognition of the fact that further work was needed to advance employment equity programming at McMaster, an Employment Equity Working Committee was assembled in summer 2016 to develop a centralized framework for employment equity. This report shares immediate and longer-term recommendations emerging from the Working Committee and presents data from the University's employment equity census. At the same time, we recognize that employment equity is about more than numbers. Having a representative workforce becomes meaningful only when the environment encourages inclusivity and fosters success for all groups.

Where we have come from

McMaster has a history of achieving success through collaboration. This permeates the academic life of the institution and has also been critical to advancing our work on diversity and inclusivity. Many different Faculties, Departments, groups and individuals on our campus have worked, and continue to work, to foster a culture of integrity and inclusivity. This work has reached not only for the "low-hanging fruit," but also for ways to address more complex issues. The Indigenous Undergraduate Summer Research Scholars program, for example, encourages First Nations, Métis and Inuit (FNMI) undergraduate students to pursue graduate studies, where under-representation might dissuade potential applicants.

Employment equity builds on the University's work to advance equity and diversity in the workplace. To ensure that the University began with an accurate understanding of the current landscape, and to collect the data needed for evidence-based decisions, McMaster undertook an Employment Equity Census (2016). The purpose was threefold: to understand the current composition of our workforce, to identify our areas of greatest need, and to track our progress in achieving an equitable workplace. The specific questions used were intended to provide a more complete understanding of representation of all four groups designated by the Federal Contractors Program: women; First Nations, Métis and Inuit (FNMI) peoples; persons with disabilities; and members of visible minorities; as well as the representation of trans and LGBTQ+ employees.

Recent Work

The Employment Equity Working Committee was struck to act upon key recommendations made by the PACBIC Employment Equity Working Group. Since its inception, the Working Committee has developed the following documents:

- An Employment Equity Framework (Appendix A)

- An updated Employment Equity Policy including a revised Employment Equity Recruitment Statement to welcome applications from our broader community (Appendix B)
- A new staff hiring guideline (Framework outlined in Appendix C)

Work is also underway on the development of a faculty hiring guidebook that will align with our revised policy on Recruitment and Selection of Faculty Members (SPS A1), currently in progress. These documents are intended to provide a firm foundation for further work to advance employment equity.

Current Data

Collecting, maintaining and using data to understand who is represented in our employee community, and who is not, will allow us to implement and evaluate equity initiatives based on credible and reliable evidence. We aimed to have a census completion rate of at least 70%.[1] Having achieved that rate for many of McMaster's employee groups, we are now able to use the census data as a reference point to advance employment equity programming.

Gathering data is always sensitive—all the more so when gathering personal data. Great care has been taken in collecting and anonymizing data, strictly limiting access, and reporting on the data only when privacy can be maintained. For example, we have not shared, and will not share, data where there are fewer than 6 results or where an individual might otherwise be identifiable. Data on gender identification and sexual orientation has been aggregated at the University-wide level only. All personal information collected has been handled in compliance with McMaster's *Statement on Collection of Personal Information and Protection of Privacy* and the *Freedom of Information and Protection of Privacy Act of Ontario* (FIPPA). Further details of how employees' privacy is protected are available in the *Statement of Collection*.

Appendix D presents our current employment equity data. Completion rates for some employee groups were high, and we are confident that we can use those responses to track meaningful change. We have clustered these employees into "Employee Group A," which includes clinical faculty, clinical fellows, clinical scholars, SEIU Local 2 (Hospitality), MUFA faculty and librarians, MUALA librarians, IUOE (Operating Engineers), BUC (Operations and Maintenance), Senior Academic and Administrative Officers, The Management Group (TMG), and Unifor Units 1, 3 and 4.

Our data do not include other employee groups, as their current response rate (21.08%) does not allow for meaningful use of the data. In the interests of building a more inclusive environment, we will continue efforts to improve census completion rates.

We offer similar caveats regarding the data about the representation of trans persons and other members of the LGBTQ+ community. Due to the sensitive nature of information about gender

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[1] Completion rates include employees who completed all parts of the survey and submitted or returned their survey, and those who partially completed the survey and submitted or returned it. Completion rates do not include employees who partially completed the survey and chose not to submit it.

identification and sexual orientation, we committed to sharing data at the university-wide level, only. Our university-wide census completion rate is 43.07%, which suggests that actual representation may vary considerably from reported representation (0.44% employees report identifying as trans and 2.12% report identifying as LGBTQ+). There is also no robust data about external workforce availability for trans and LGBTQ+ community members.

Our final caveat is about looking at numbers in isolation. Employment equity in specific and inclusivity in general have always been about more than numbers. Truly understanding the degree to which McMaster removes systemic barriers will take more than a census. Our recommendations below suggest ways in which we can improve how we recruit, retain, develop, promote and advance all employees. Such work will always focus on commitment over quotas.

Future Direction

In developing our recommendations, we aim not only to enhance the diversity of McMaster's workforce, but also the careers and experiences of our faculty and staff. Although the following steps are necessarily broad and require research before they can be more clearly defined, they attempt to look beyond who is employed at McMaster, in order to return to core principles of inclusivity: ensuring all employees are respected for their contributions, and feel safe, valued and empowered.

Immediate Next Steps

The work required to promote and advance employment equity at McMaster will change as progress is made, as the broader community grows, and as we develop the resources to take on the more complex tasks at hand. Some immediate next steps, however, are already clear. The Committee recommends that the following actions be implemented immediately:

- Communicate the Employment Equity Framework, Policy, and Hiring Guidelines broadly to the University community, and ensure the use of the updated Employment Equity Recruitment Statement in all advertisements for hiring.
- Define key levels of accountability for ensuring equitable hiring practices, and empower those individuals through initial training in recruitment and retention best practices and the use of the new hiring guides. Some roles will require unique accountabilities, such as university leaders, HR Advisors, hiring managers and others involved in selection processes.
- Introduce the concept of equity advisors, who will assist Faculties and Departments in advancing employment equity goals; provide those advisors with training, support and guidance; and ensure effective communication regarding their role.
- Create a standing Employment Equity Committee to provide leadership, guidance and advice in the implementation of the Employment Equity Framework. This committee will initially report to the Assistant Vice President and Chief Human Resources Officer
- Make a high-level workforce analysis available to the McMaster community. Where privacy standards permit, share workforce analysis details at Faculty and Departmental levels.

- Facilitate discussions and understanding of data emerging from the employment equity census.
- Commence a systematic review of current hiring and retention practices, policies and processes for both faculty and staff to identify areas for immediate action, such as voluntary self-identification by job applicants, outreach to under-represented groups, or other special measures.

Longer-Term Direction and Planning

The Employment Equity Framework outlines criteria for future employment equity progress, and the Employment Equity Working Committee recommends the following key areas of focus:

- **Identify employment equity priorities, to help redress imbalances promptly and meaningfully.** Develop and promote a cohesive and comprehensive strategy for inclusion across the institution, in collaboration with McMaster senior leaders and members of designated groups. In identifying priorities, the Committee recommends that we model a diverse workforce and recognize the expertise of equity-seeking groups in identifying meaningful equity practices.

- **Plan and implement evidence-based employment equity strategies.** This should include leveraging our census data to identify areas of greatest priority, and looking to research outside our own institution to plan and implement employment equity strategies and practices. The University also has a large body of policies and practices related to all aspects of employment. The Committee recommends that these policies and practices be reviewed on a regular basis with an equity lens to ensure that they effectively support the University's employment equity goals. Such policies and processes should promote fair and transparent recruitment, retention, promotion and advancement.

- **Further define levels of accountability for ensuring inclusivity.** Every member of the McMaster community has a role to play in employment equity and in building the inclusive environment that supports equity. The Committee recommends clarifying role-based accountability for progress towards employment equity.

- **Foster and support employee leadership capabilities through leadership development, training and recognition to promote equity and inclusion.** If we are to hold ourselves accountable for progress towards employment equity, then we must also provide our community with the necessary tools and knowledge. The Committee recommends that the University commit to making available training and resources to support employment equity efforts at all levels of accountability. Training should be mandatory for all employees, with, as mentioned, immediate emphasis on hiring managers, HR advisors, institution leaders and employees in strategic leadership positions. In addition, the University should seek to showcase the achievements and contributions of diverse employees through platforms including merit awards, media publications and departmental recognition programs.

- **Continue to enhance the relationships between McMaster and the communities we serve.** For the University to adequately serve the needs of our diverse student population, our workforce must be reflective of our broader community. The relationships we foster with diverse communities, including designated groups, trans and LGBTQ+ persons, and the organizations serving them will be the building blocks for meeting our commitment to employment equity, and promoting excellence and long-term sustainability. The Committee recommends a focus on building these relationships and engaging the members of diverse communities as partners in our employment equity efforts.

- **Continue our work towards meeting or exceeding our obligations as partners in the Federal Contractors Program.** While all institutions have obligations to funding partners, the Committee recommends that McMaster continue to aim to exceed these obligations in the context of employment equity. In particular, the Committee recommends that the University commit to recognizing the diversity of our community beyond the four Federally Designated Groups, and to addressing the systemic employment-related barriers faced by other diverse groups beyond the requirements of the Federal Contractors Program.

- **Continue to monitor and respond proactively to policy changes in government funding programs**. McMaster will work toward meeting and exceeding the mandates, recommendations and best practices articulated in the 2017 *Equity, Diversity and Inclusion Action Plan* put forth by the Tri-Agency Institutional Programs Secretariat and the 2017 *Fundamental Science Review.*

- **Produce biennial reports on the composition of our workforce and McMaster's progress towards employment equity**. To ensure that appropriate action is taken and that progress is tracked, it is critical that the University has access to accurate data, that this data is made available to our community, and that decisions are based upon it. The Working Committee recommends that a biennial report is produced for the University community to track the progress made, help measure our success, and ensure accountability and a sustained focus on employment equity across the institution.

Conclusion

McMaster has made clear its commitment to building a community "in which there is real, visible and meaningful representation of the diversity evident in our wider community." We continue to work towards equity "at all levels and in all constituencies on campus (faculty, staff, students and administration)."[2]

Our recent employment equity initiatives and the recommendations included in this report are key parts of progressing towards our employment equity goals, but they are not the end.

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[2] McMaster University Statement on Building an Inclusive Community with a Shared Purpose

Employment equity serves as a foundation for our broader work on equity and diversity, and supports our collective responsibility for building a shared culture of inclusivity.

The Employment Equity Working Committee is pleased to present this report and recommendations to advance employment equity at McMaster University, and looks forward to working with members of the McMaster community on these important initiatives.

Employment Equity Working Committee Membership

- Sarah Bouma, Director of Administration, Rehabilitiation Sciences
- Kathy Charters, Executive Director, ROADS
- Andrea Cole, Coordinator, Graduate Student Recruitment, Retention and Diversity, School of Graduate Studies
- Esme Davies, Senior Advisor to the President, President's Office
- May-Marie Duwai-Sowa, Employment Equity Specialist, Organizational Development, HR Services
- Barb Eftekhari, Manager, Faculty Appointments and Records, Provost and Vice-President (Academic)
- Shylo Elmayan, Former Employment Equity Specialist, Organizational Development, HR Services
- Melanie Garaffa, Senior Manager, Organizational Development, HR Services
- Bonny Ibhawoh, Associate Dean, Graduate Studies and Research, Faculty of Humanities
- Liz Koblyk, Employee Career Development Advisor, Organizational Development, HR Services
- Jacy Lee, Associate Vice-President, Institutional Research and Analysis
- Marcia MacAulay, Human Resources Consultant, HR Health Sciences
- Grey McGarry-Ainslie, Associate Director, HR Health Sciences
- Wanda McKenna, Assistant Vice President and Chief Human Resources Officer
- Paul McNicholas, Professor and Canada Research Chair, Mathematics and Statistics
- Susan Searls Giroux, Associate Vice President, Faculty
- Rob Whyte, Assistant Dean, Education Services, Undergraduate MD Program

Special Thanks

The following individuals helped shape our data presentation:

- Yang Tang, Statistician and Programmer, Institutional Research and Analysis
- Jin Zhang, Senior Project Analyst, Institutional Research and Analysis

Appendix A: Employment Equity Framework

Employment equity is a fundamental element of McMaster's commitment to build an inclusive community in which all members feel safe and empowered, valued and respected for their contributions. It creates an environment in which all can further the shared purposes of the University: research and education excellence. The University recognizes that inclusion occurs when access to services, benefits and opportunities is equitable, when systems and structures facilitate full participation by all community members, and when all are treated equitably and fairly and are recognized for their contributions. *Forward with Integrity: The Next Phase* highlights the need for a sustained focus on equity and diversity to address systemic inequalities and to promote and support equitable hiring, recruitment and retention processes that reflect the diversity of our broader community. In keeping with this commitment, the University undertakes to:

- Identify employment equity priorities, to help redress imbalances promptly and meaningfully
- Plan and implement evidence-based employment equity strategies
- Define levels of accountability for ensuring equitable hiring practices
- Foster and support employee leadership capabilities through leadership development, training and recognition to promote equity and inclusion
- Continue to enhance the connections and relationships between McMaster and the communities we serve

For McMaster to recruit, retain and develop the best workforce, we must also create a workplace that is welcoming, diverse and inclusive. Sound employment equity policies and practices are the foundation needed to build such a workplace.

Appendix B: Employment Equity Policy and Recruitment Statement

Complete Policy Title: **Employment Equity Policy**	Policy Number (if applicable):
Approved by: **President and Vice-Presidents**	Date of Most Recent Approval: **May 2017**
Date of Original Approval(s): **January 1994**	Supersedes/Amends Policy dated: **January 1994**
Responsible Executive: **Assistant Vice-President & Chief Human Resources Officer**	Enquiries: **Human Resources Services**

DISCLAIMER: *If there is a discrepancy between this electronic policy and the written copy held by the policy owner, the written copy prevails*

MCMASTER'S COMMITMENT

McMaster University is committed to building a diverse and inclusive community, where the rights of all individuals and groups are protected and all members feel safe, valued, empowered and respected for their contributions to the shared purposes of the University: research and education excellence. Inclusion occurs when systems and structures facilitate full participation by all community members and where members are treated equitably for their contributions. Employment Equity[3] is a key part of our progress towards inclusivity in the employment relationship, and is an ongoing process that identifies, addresses and mitigates barriers in employment policies, practices and procedures.

PURPOSE AND SCOPE

1. The purpose of this policy and corresponding Employment Equity program is to:

    a) Confirm McMaster's commitment to Employment Equity and to identify, address and mitigate systemic discrimination in employment policies, practices and procedures;
    b) Establish the responsibility, with respect to Employment Equity, of each person in a position to make or influence employment decisions at McMaster University;
    c) Remedy the effects of any past discrimination through the development and implementation of Special Measures and Accommodation of differences; and,
    d) Set attainable goals and timeframes to achieve a representative and engaged workforce that reflects the diversity of the local community and, understanding and mutual respect for

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[3] Employment Equity and other capitalized terms are defined in Appendix A: Definitions.

the dignity and contributions of every person representative of the diversity of the local community.

2.   This policy applies to:
* McMaster University Employees.

PROGRAM

3.   The Employment Equity program attempts to:

* Address and mitigate systemic discrimination by identifying and removing barriers in employment policies, practices and procedures;
* Implement Special Measures and Accommodations to enable members of Designated Groups to compete on an equitable basis for employment opportunities;
* Collect, analyze and report on workforce data to track progress in achieving representation of Designated Group members in the spirit of both the University's Employment Equity policy and the Federal Contractors Program;
* Make efforts, where Designated Groups are under-represented, to achieve representation, including specific recommendations for action to be undertaken by senior administrators;
* Provide employees with training in the meaning and application of Employment Equity;
* Pursue other initiatives to address ongoing systemic and structural gaps as identified by the University Administration (for example, develop employment equity resources, guidelines for hiring).

ACCOUNTABILITY

4.   The President and Vice-Presidents are responsible for ensuring that employment policies, practices and procedures are consistent with the Employment Equity program, and for the overall achievement of Employment Equity in their respective divisions.

5.   The Assistant Vice-President and Chief Human Resources Officer is responsible for managing and monitoring the University's Employment Equity program and for ensuring compliance with all legal requirements. The program will be developed in partnership with the Office of the Provost and the Equity and Inclusion Office, and in consultation with academic and administrative departments.

6.   Human Resources Services will assist Senior Administrators, Department Chairs, managers, supervisors and all other persons involved in making employment decisions with the implementation of the Employment Equity program, including the evaluation of progress in meeting its goals.

7.   McMaster University Employees are responsible for complying with this policy.

8. Individuals in positions of responsibility at the University and having the authority to make or have an impact on employment decisions are responsible for ensuring that this policy is consistently applied and communicated within the scope of their authority.

APPLICATION

9. In compliance with the Ontario *Human Rights Code*, the Federal Contractors Program, the *Pay Equity Act*, the *Accessibility for Ontarians with Disabilities Act*, and in keeping with its own commitment to Employment Equity, McMaster University will make reasonable efforts to ensure that:

   - Employees and job applicants are treated equitably with respect to recruitment, retention, promotion and advancement;
   - Reasonable accommodation of individual needs is undertaken;
   - Salary and wage scales are based on the value of the work performed, and recruitment and selection processes are free from systemic discrimination.

10. The University will continue to undertake Special Measures (Appendix A), where necessary, to ensure that qualified job applicants from Designated Groups are included and are able to compete equitably in all employment opportunities.

11. Standard wording to be used in recruitment advertisements or job postings is provided in Appendix B.

12. The University will develop an Employment Equity framework, plan for achieving Employment Equity and will continue to monitor and refine this framework as warranted, in consultation with the Employee groups and equity-seeking groups, and in accordance with University policies, regulations and collective agreement provisions.

DATA COLLECTION, REPORTING AND PRIVACY

13. Workforce data is gathered to understand the composition of our workforce, including the representation of Designated Groups, and to foster Employment Equity, in keeping with the University's commitment to Employment Equity and similar commitments by partners (for example, *the Federal Contractors Program, and the Canada Research Chairs Program Commitment to Equity*).

14. The information gathered is collected and analyzed under the authority of the *McMaster University Act, 1976* and the *Employment Equity Act, 1995*.

15. The University will take steps to protect personal information and handle such records in accordance with the McMaster University *Statement on Collection and Use of Personal Information and Protection of Privacy*, and the *Freedom of Information and Protection of Privacy Act*.

    The University may publish statistics on the overall representation of Designated Groups, using anonymized data to produce aggregate reports.

SUPPORTS

16. Any concern or question about the interpretation or application of this policy can be directed to a supervisor and/or Human Resources Services.

17. Employees reporting an alleged violation of rights protected by the Ontario *Human Rights Code, Accessibility for Ontarians with Disabilities Act,* or Employment Equity legislation can raise their concerns through the University's policy on *Policy on Discrimination and Harassment: Prevention and Response,* their relevant collective agreement, the Equity and Inclusion Office, Human Resources Services (Employee Labour Relations), the Faculty of Health Sciences Professionalism Office, or an external avenue for redress.

RELATED PROCEDURES AND DOCUMENTS

18. This policy is to be read in conjunction with the following statutes, University policies and practices or collective agreement provisions. Any question of the application of this policy or related policies shall be determined by the Assistant Vice-President & Chief Human Resources Officer, and in conjunction with the administrator of the other policy or policies. The University reserves the right to amend or add to the University's policies and statements from time to time. This is not a comprehensive list.

    - Accessibility for Ontarians with Disabilities Act
    - Accessibility Policy
    - Policy on Discrimination and Harassment: Prevention and Response
    - Federal Contractors Program
    - Freedom of Information and Protection of Privacy Act
    - McMaster University Act
    - Ontario Human Rights Code
    - Policy and Guidelines on Disability and the Duty to Accommodate by the Ontario Human Rights Commission
    - Pay Equity Act
    - Statement on Collection of Personal Information and Protection of Privacy

Appendix A: Definitions

19. **Accommodation** means making reasonable, individualized adjustments to employment policies, practices or procedures that unnecessarily hinder the progress of otherwise qualified Employees or job applicants on the basis of a prohibited ground of discrimination as set out in the *Ontario Human Rights Code*, such as disability, colour, ethnicity, creed, sex, gender identity, gender expression or as set out in the *Accessibility for Ontarians with Disabilities Act*. Accommodation measures may include, but are not limited to: enabling accessibility for persons with disabilities, scheduling to respect religious obligations, or permitting flexible work arrangements to meet family status obligations.

20. **Designated Groups** are groups of people who have historically faced, and continue to face, barriers in the labour market. The *Employment Equity Act* identifies these groups as:
    - Women;
    - First Nations, Métis and Inuit Peoples;
    - Persons with Disabilities; and,
    - Visible Minorities

    In addition, McMaster University also recognizes Persons of the LGBTQ+ (Lesbian, Gay, Bisexual/Pansexual, Transgender, Queer, and other related identities) Community in Employment Equity strategies.

21. **Employees** are defined as both staff and faculty. Faculty are defined as those academic teaching staff and senior academic librarians who are members of the McMaster University Faculty Association (MUFA). Staff are defined as members of The Management Group (TMG), bargaining units, temporary/casual, and non-teaching staff.

22. **Employment Equity** is defined as an ongoing process that identifies, addresses and mitigates barriers in employment procedures and policies, and that:
    - Recognizes the worth and dignity of each individual;
    - Pursues equity of opportunity; and,
    - Strives for a qualified workforce that represents the diversity of the community.

23. **Special Measures** are specific initiatives to address the effects of past discrimination. Some can be long-term and of benefit to everyone, such as developing objective and transparent job-related criteria for selection, or more flexible working arrangements. Others might be considered remedial and are short-term, designed specifically to allow disadvantaged groups to achieve equity in employment representation. For example, the latter may include outreach and consultation with experts, representatives of Designated Groups or special training programs during the recruitment process.

<center>**Appendix B**</center>

<center>**Employment Equity Recruitment Statement**</center>

All postings are expected to contain the following standard wording which outlines McMaster's commitment to Employment Equity, as follows:

McMaster University is located on the traditional territories of the Haudenosaunee and Mississauga Nations and, within the lands protected by the "Dish With One Spoon" wampum agreement.

In keeping with its Statement on Building an Inclusive Community with a Shared Purpose, McMaster University strives to embody the values of respect, collaboration and diversity, and has a strong commitment to employment equity. The diversity of our workforce is at the core of our innovation and creativity and strengthens our research and teaching excellence. The University seeks qualified candidates who share our commitment to equity, diversity and inclusion. While all qualified candidates are invited to apply, we particularly welcome applications from women, persons with disabilities, First Nations, Métis and Inuit peoples, members of visible minorities, and LGBTQ+ persons.

Job applicants requiring accommodation to participate in the hiring process should contact the Human Resources Service Centre at 905-525-9140 ext. 222-HR (22247) or the Faculty of Health Sciences Human Resources office at ext. 22207 to communicate accommodation needs.

Brief Diversity Survey Statement

As part of the application process, you are invited to complete a brief diversity survey. The survey is voluntary. All information collected is confidential and will not be shared with the hiring manager. The results of the survey are for institutional planning purposes, and support our efforts to promote diversity, equity, and inclusion.

McMaster Staff Hiring Guidelines

GOALS:

- Provide users with **concrete tools** (rubrics, interview questions, etc.)
- Direct people to **resources already available**
- Use **a similar structure as the faculty hiring guide**
- **Weave employment equity** throughout the guide, giving people a process that helps **circumvent unconscious bias**
- Make the document **generic** for hiring managers of all employee groups
- Keep the guide as **easy to use** and as applicable as possible

Content OUTLINE:

- *Introduction*
  - President and CHRO Message(s)
  - Acknowledgements

- *Context Information*
  - Hiring at McMaster
    - Recruitment and Selection at the University
    - Roles and Responsibilities
    - Evaluating the Need and Posting a Vacant Position *(which will include context within a unionized environment)*
    - Active Recruitment
  - Recruiting for Diversity
    - Understanding Diversity, Equity and Inclusion at McMaster
    - Challenging the Misconceptions
    - Raise Awareness of Unconscious Assumptions/Rational Bias
  - The Legal Context
    - Employment Laws
    - Reasonable Accommodation
    - The Ontario Human Rights Code
    - McMaster's Policy on Discrimination, Harassment & Sexual Harassment: Prevention and Response
    - Refer to Collective Agreements and/or any Department/Faculty Recruitment related Policies
  - Tips, *examples including*:
    - Preparing for interviews
    - Conducting interviews
    - Accommodations and Accessible Interviewing
  - Key Forms, Documents and Links, *examples including*:
    - Mosaic Instructions
    - Job Posting Example
    - Interview Question Samples (especially for McMaster's Leadership Capabilities)
    - Appropriate and Inappropriate Human Rights-Related Questions

- Confidentiality Forms
- Selection and Interview Committee – Terms and Conditions of Involvement
- Best Practices for Equitable Recruiting
- Onboarding Checklist
- Links to various Human Resources related pages, Equity and Inclusion Office, etc.

- ***Recruitment and Selection Process Checklist***

  Outlines key steps with actions/tips/links to be embedded in each section (1-2 pager):

  1. *Evaluating the Need and Preparing to Post*
  2. *Ready to post*
  3. *Form Selection Committee and Hiring Criteria*
  4. *Review Applications*
  5. *Conduct Interviews/Assessments*
  6. *Selection (includes Background Checks/References)*
  7. *Wrapping Up*

Appendix D: McMaster University Employee Self-Identification Report

Prepared for the Employment Equity Working Committee
by Institutional Research and Analysis
As at April 26, 2017

Contents

About This Report

Background

McMaster University is committed to building an inclusive community, promoting equity and fairness, and celebrating our rich diversity. Employment Equity is a key part of this commitment. In 2016, McMaster undertook an Employment Equity Census.

The purpose was threefold:
- To understand the current composition of our workforce
- To identify our areas of greatest need
- To track our progress in working towards an equitable workplace

The Employment Equity Census focuses on groups that have historically faced and continue to face barriers in employment. The census can be completed using the online census through Employee Self Service on Mosaic, or by submitting a paper form which is then inputted by the employment equity administrator. The census questions were intended to provide a more complete understanding of representation of all four groups designated by the Federal Contractors Program: women, First Nations, Métis and Inuit (FNMI) peoples; persons with disabilities, and members of visible minorities; as well as the representation of LGBTQ+ employees. While LGBTQ+ communities are not a federally designated group, McMaster recognizes the systemic discrimination and equity challenges faced by members of LGBTQ+ communities.

Questions:

1. For the purposes of employment equity, do you self-identify as an Aboriginal Person? No, Yes, I do not wish to answer this question
2. For the purposes of employment equity, do you self-identify as a member of a visible minority? No, Yes, I do not wish to answer this question
3. For the purposes of employment equity, do you self-identify as a person with a disability? No, Yes, I do not wish to answer this question
4. For the purposes of employment equity, do you self-identify as a woman? No, Yes, I do not wish to answer this question
5. For the purposes of employment equity, do you self-identify as a person who is trans, transgender, gender non-conforming, gender variant, or an analogous term? No, Yes, I do not wish to answer
6. For the purposes of employment equity, do you self-identify as Lesbian, Gay, Bisexual/Pansexual, Queer, Two-Spirit or an analogous term? No, Yes, I do not wish to answer

Definitions

- An Aboriginal person is First Nations (Status/Non-Status), Métis and Inuit (FNMI)
- The term "member of a visible minority" is used to describe persons of colour or members of racialized communities
- "Persons with disabilities" refers to persons who have a long-term or recurring physical, mental, sensory, psychiatric or learning impairment
- Women are a federally designated group
- Trans or transgender is an umbrella term referring to people with diverse gender identities and expressions that differ from stereotypical gender norms and are a group that may face employment barriers
- Persons who identify as Lesbian, Gay, Bisexual/Pansexual, Queer, Two-Spirit (as it relates to sexual orientation) are a group that may face employment barriers

Principles of Reporting

The Employment Equity Census data represents a 70% response rate for many of McMaster's employee groups. However, it is worth noting that not all employee groups reached this completion level, and efforts will be made to continue completing the census across the organization and track progress in employment equity programming. The current data is presented as descriptive data with no analysis at this time. Once 2016 labour market data is released, a more detailed analysis of the data alongside labour market data will be presented.

Great care has been taken in gathering and anonymizing data, strictly limiting access, and reporting only when privacy can be maintained. The data is reported using the following principles:

- We only report faculties and departments which have at least six members in the relevant employee group(s)
- Faculties and departments with less than six members in the relevant employee group(s) are presented in an aggregate manner
- Data on gender identification and sexual orientation has been aggregated at the University-wide level only.

All personal information collected is handled in compliance with McMaster's *Statement on Collection of Personal Information and Protection of Privacy* and the *Freedom of Information and Protection of Privacy Act of Ontario* (FIPPA). Further details of how employees' privacy is protected are available in the *Statement of Collection*.

Formulas to Calculate the Percentages

The reported percentages of Aboriginal peoples, members of visible minorities and persons with disabilities reflect the employee self-identification percentages. Actual representation in the workforce may be higher, especially when completion rates are low in the relevant employee group(s) or units.

- Identified % = (Count of Yes)/Total Relevant Number of Employees.

The reported gender information comes from our system data and accurately reflects the gender composition of the workforce.

Institutional Level Self-Identification: Transgender and LGBTQ+

Data for LGBTQ+ employees is reported against a 43% response rate and only at the institutional level.

Institutional Level

Transgender — 0.44%

LGBTQ+ — 2.12%
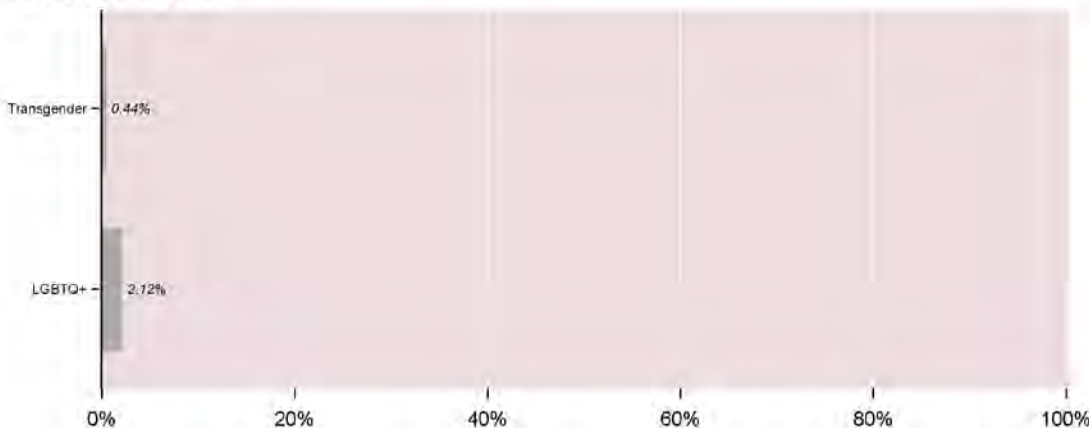
Definition of Important Terminology

In this report, we consider the following employee groups identified in the table below.

Term Used in the Report	Definition
Employee Group A	Includes union codes: CFA, CLF, CLS, HSP, MFF, MFL, MUL, OPM, OPE, SAA, SAO, TMG, UF1, UF3, UF4
Employee Group B	Include union codes: OTA, CP1, CP2, CP3, OMC, OTP, PDF, CPM, RAA, MCH, CVA, EPX, MFO
MUFA Faculty	Include union code: MFF
CLA Faculty	Include union code MFF and employee classes: CLA, CN1, CN2, CNL
Regular Faculty	Include union code MFF and employee classes: PER, SCL, TEA, TEN, TNU
TMG	Include union code: TMG
Unifor	Include union codes: UF1, UF3, UF4
Unit	Faculty of Science, Faculty of Engineering, Faculty of Health Science, DeGroote School of Business, Faculty of Humanities, Faculty of Social Science, other high level departments outside the six faculties (see Appendix A)
OTHCLA	CLA faculty members who identified themselves as not belonging to the relevant group, or CLA faculty members who wished not to identify themselves, or CLA faculty members who didn't complete the census
OTHREG	Regular faculty members who identified themselves as not belonging to the relevant groups, or regular faculty members who wished not to identify themselves, or regular faculty members who didn't complete the census

*Note: Appendix A shows descriptions of the union codes, employee classes and the unit breakdown.

Employee Group B are not included in the larger report beyond the institution level, due to the temporary employee status of this group.

Contact

If you have any questions or comments, please contact May-Marie Duwai-Sowa, Employment Equity Specialist at duwaisom@mcmaster.ca.

McMaster University Employee Census Overall Completion
Overall Completion by Employee Group

All Units Combined by Employee Groups

Group	Completion
TOT	43.07%
SAO	90.91%
OPE	84.62%
MUL	83.33%
TMG	81.36%
MFF	76.39%
UF	69.62%
OTH	64.29%
OPM	57.21%
CFA	55.85%
RAA	54.55%
OTP	50.98%
CP3	48.08%
PDF	45.83%
CP1	38.15%
CP2	36.23%
HSP	32.58%
CLF	25.00%
CLS	23.08%
CPM	20.83%
OMC	20.00%
OTA	0.41%
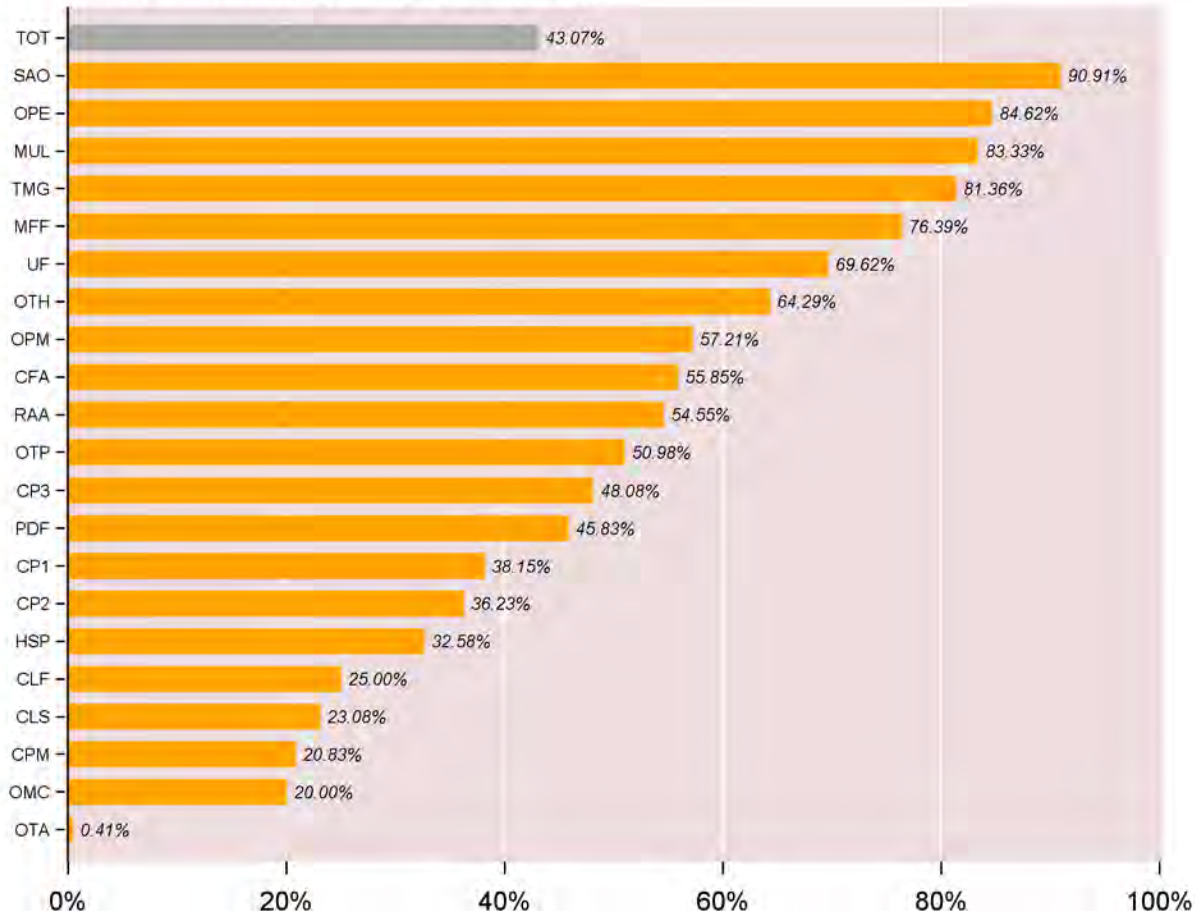
[1] OTH includes employee groups which have less than 6 members: SAA, MFL, MCH, CVA, MFO, EXP

McMaster University Employee Census Overall Completion

Overall Completion by Unit

Employee Group A

Unit	Completion
TOT	68.32%
President Office	84.62%
Advancement	83.33%
Faculty of Humanities	82.42%
Faculty of Social Science	80.98%
Faculty of Science	72.65%
Academic (Outside of Faculty)	71.46%
DeGroote School of Business	71.15%
Faculty of Engineering	68.36%
Faculty of Health Science	67.06%
Administration	62.66%
Research	57.35%

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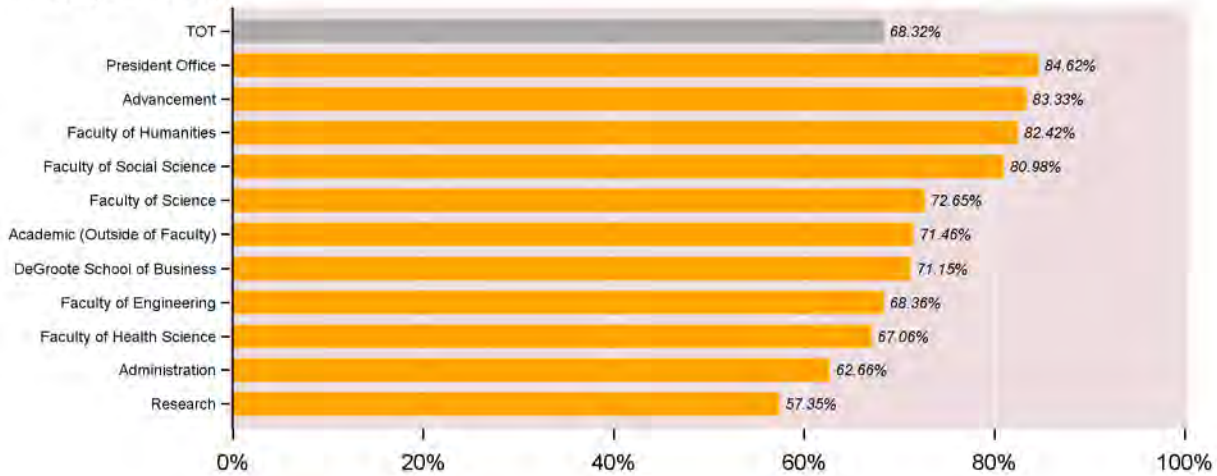
[1] The discrepancy between TOT (68.32%) and the total in Appendix B (72.2%) is due to the different dates on which data were pulled for the two reports (April 26 2017 vs March 14 2017) as well as the different employee groups used.

Employee Group B

Unit	Completion
TOT	21.08%
Faculty of Social Science	46.43%
Faculty of Humanities	40.87%
Faculty of Science	36.51%
Faculty of Engineering	33.25%
DeGroote School of Business	23.53%
Academic (Outside of Faculty)	23.53%
Administration	19.61%
Faculty of Health Science	7.51%
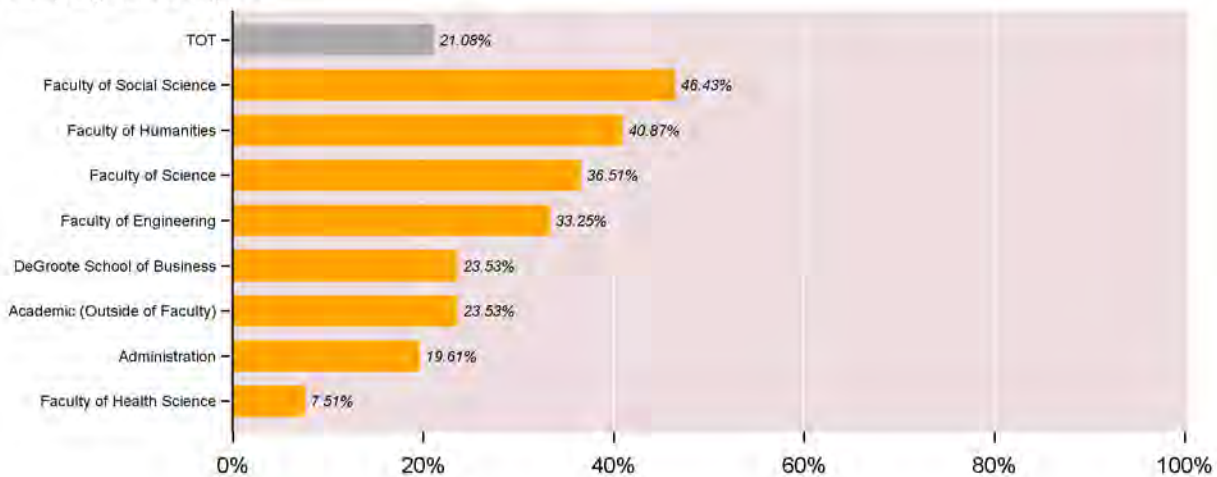
McMaster University Employee Census Overall Completion
Overall Completion by Unit

MUFA Faculty

Horizontal stacked bar chart. Legend: Class — CompleteCLA, CompleteREG, NotCompleteCLA, NotCompleteREG

Unit	CompleteCLA	CompleteREG	NotCompleteCLA	NotCompleteREG
TOT	6.64%	69.75%	1.41%	22.20%
Faculty of Health Science	5.86%	81.08%	0.90%	12.16%
Faculty of Humanities	6.19%	75.22%	1.77%	16.81%
Faculty of Social Science	11.85%	68.89%	0.00%	19.26%
Faculty of Science	3.09%	69.59%	0.52%	26.80%
Faculty of Engineering	6.78%	60.45%	2.26%	30.51%
DeGroote School of Business	7.79%	53.25%	5.19%	33.77%

TMG

Unit	Completion
TOT	81.36%
Faculty of Humanities	100.00%
Faculty of Social Science	93.33%
Faculty of Health Science	86.06%
Advancement	83.33%
President Office	83.33%
Administration	82.93%
Academic (Outside of Faculty)	79.17%
DeGroote School of Business	71.43%
Faculty of Engineering	70.97%
Faculty of Science	68.18%
Research	63.64%

Unifor

Unit	Completion
TOT	59.62%
DeGroote School of Business	83.08%
Advancement	82.93%
Faculty of Humanities	80.95%
Faculty of Social Science	78.18%
Faculty of Science	73.39%
Administration	70.92%
Faculty of Engineering	69.29%
Faculty of Health Science	68.77%
Academic (Outside of Faculty)	67.75%
Research	54.46%

McMaster University Employee Self-Identification: Aboriginal Peoples Overall
Employee Identification by Unit

Employee Group A

MUFA Faculty
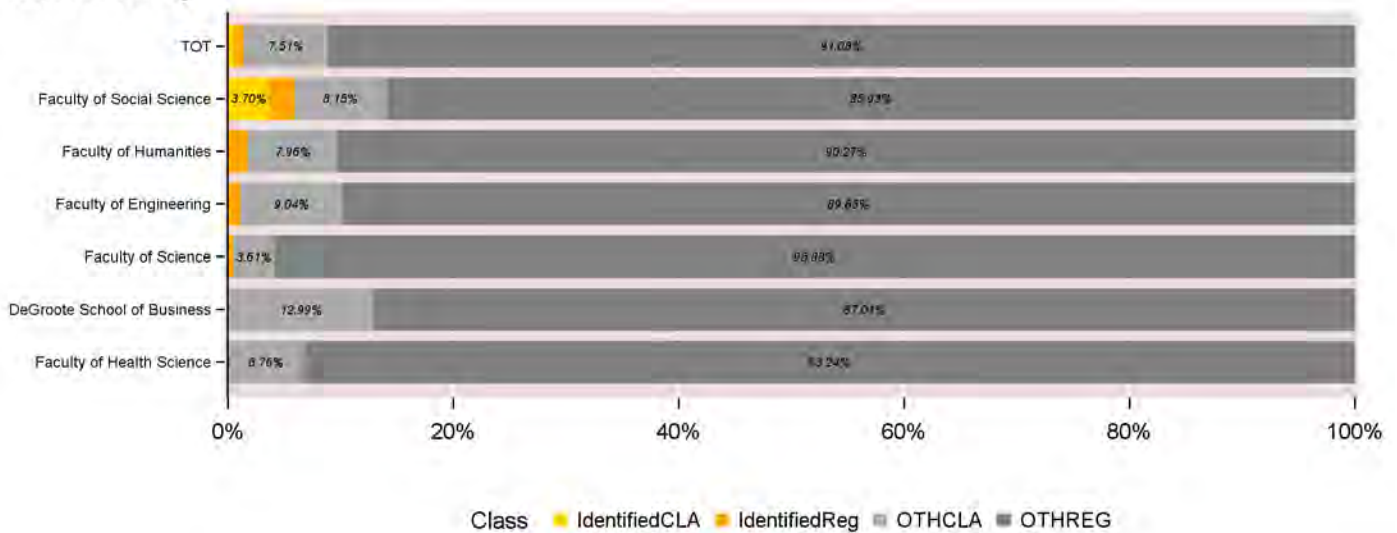
Unit	IdentifiedCLA	IdentifiedReg	OTHCLA	OTHREG
Total	0.54%	0.87%	7.51%	91.08%
Faculty of Social Science	3.70%	2.22%	8.15%	85.93%
Faculty of Humanities	0.00%	1.77%	7.96%	90.27%
Faculty of Engineering	0.00%	1.13%	9.04%	89.83%
Faculty of Science	0.00%	0.52%	3.61%	95.88%
DeGroote School of Business	0.00%	0.00%	12.99%	87.01%
Faculty of Health Science	0.00%	0.00%	6.76%	93.24%

McMaster University Employee Self-Identification: Aboriginal Peoples Overall Employee Identification by Unit

TMG

Unit	Percentage
TOT	1.11%
Faculty of Social Science	6.67%
Research	3.03%
Academic (Outside of Faculty)	2.08%
Faculty of Health Science	1.21%
Administration	0.49%
Advancement	0.00%
Faculty of Humanities	0.00%
President Office	0.00%
Faculty of Engineering	0.00%
DeGroote School of Business	0.00%
Faculty of Science	0.00%

Unifor

Unit	Percentage
TOT	0.77%
Advancement	2.44%
Administration	1.20%
Academic (Outside of Faculty)	1.09%
Faculty of Health Science	0.87%
Faculty of Humanities	0.00%
Faculty of Engineering	0.00%
Research	0.00%
Faculty of Social Science	0.00%
DeGroote School of Business	0.00%
Faculty of Science	0.00%

McMaster University Employee Self-Identification: Members of Visible Minorities Overall Employee Identification by Unit

Employee Group A

Unit	Percentage
TOT	10.18%
Faculty of Engineering	15.52%
Faculty of Social Science	11.71%
DeGroote School of Business	11.54%
Research	11.03%
Administration	10.90%
Faculty of Health Science	9.65%
Academic (Outside of Faculty)	9.34%
Faculty of Humanities	9.09%
President Office	7.69%
Faculty of Science	7.35%
Advancement	5.56%

MUFA Faculty

Unit	IdentifiedCLA	IdentifiedReg	OTHCLA	OTHREG
TOT	85%	12.40%	6.20%	73.54%
Faculty of Engineering	3.39%	16.38%	5.65%	74.58%
DeGroote School of Business	2.60%	16.88%	10.39%	70.13%
Faculty of Social Science	2.22%	12.59%	9.63%	75.56%
Faculty of Health Science	35%	13.06%	5.41%	80.18%
Faculty of Science	03%	9.79%	2.58%	86.60%
Faculty of Humanities	88% 6.19%		7.08%	85.84%

Class ■ IdentifiedCLA ■ IdentifiedReg ■ OTHCLA ■ OTHREG

McMaster University Employee Self-Identification: Members of Visible Minorities Overall Employee Identification by Unit

TMG

Unit	%
TOT	9.00%
Faculty of Humanities	30.00%
Research	15.15%
Academic (Outside of Faculty)	12.50%
Administration	10.73%
Faculty of Engineering	9.68%
President Office	8.33%
DeGroote School of Business	7.14%
Faculty of Health Science	6.06%
Advancement	0.00%
Faculty of Social Science	0.00%
Faculty of Science	0.00%

Unifor

Unit	%
TOT	8.09%
Administration	11.16%
Faculty of Engineering	11.02%
Research	9.90%
Advancement	9.76%
Faculty of Humanities	9.52%
Academic (Outside of Faculty)	7.97%
Faculty of Health Science	7.73%
Faculty of Social Science	7.27%
Faculty of Science	3.23%
DeGroote School of Business	3.08%

McMaster University Employee Self-Identification: Persons with Disabilities Overall Employee Identification by Unit

Employee Group A

Unit	Percentage
TOT	3.01%
President Office	7.69%
Academic (Outside of Faculty)	6.31%
DeGroote School of Business	5.13%
Faculty of Social Science	4.88%
Administration	4.31%
Research	3.68%
Faculty of Engineering	2.39%
Faculty of Science	2.35%
Faculty of Health Science	1.88%
Faculty of Humanities	1.82%
Advancement	1.39%

MUFA Faculty

Class: ■ IdentifiedCLA ■ IdentifiedReg ■ OTHCLA ■ OTHREG

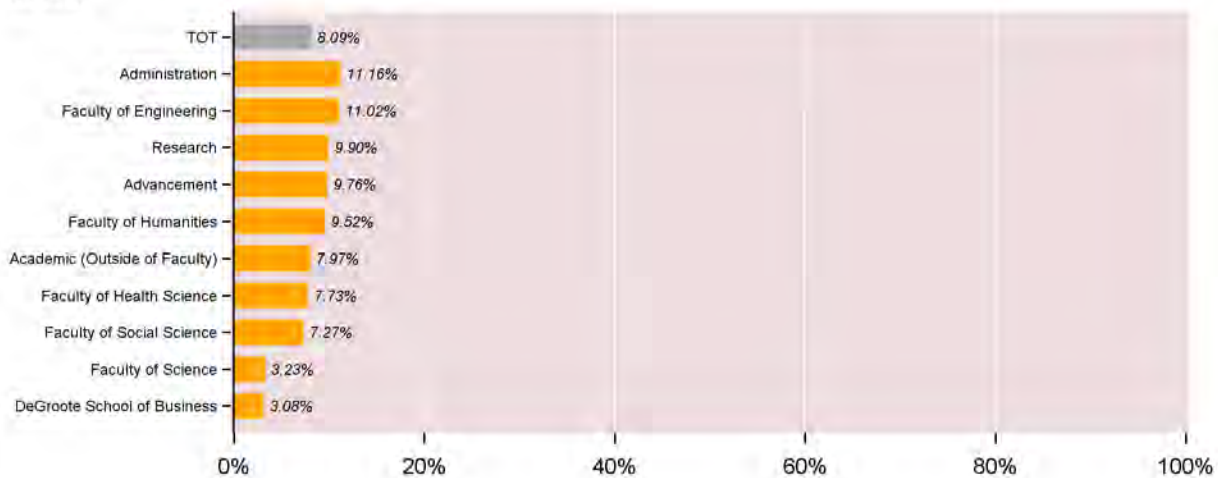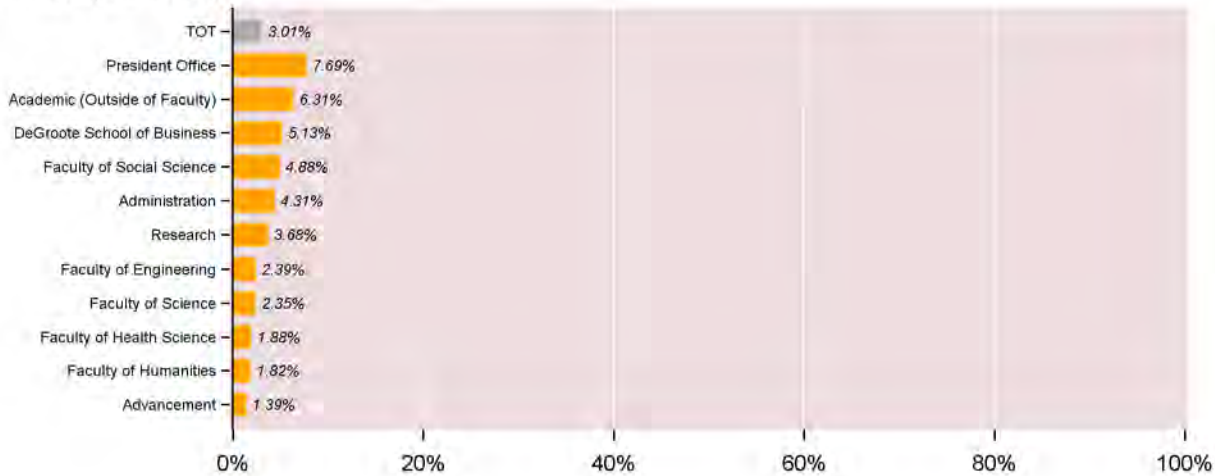| Unit	IdentifiedCLA	IdentifiedReg	OTHCLA	OTHREG
Total	0.54%	2.50%	7.51%	89.45%
Faculty of Social Science	2.22%	3.70%	9.63%	84.44%
DeGroote School of Business	2.60%	1.30%	10.39%	85.71%
Faculty of Engineering	0.00%	2.82%	9.04%	88.14%
Faculty of Health Science	0.00%	2.70%	6.76%	90.54%
Faculty of Humanities	0.00%	2.65%	7.95%	89.38%
Faculty of Science	0.00%	1.55%	3.61%	94.85%

McMaster University Employee Self-Identification: Persons with Disabilities Overall Employee Identification by Unit

TMG

Unit	Percentage
TOT	2.37%
President Office	8.33%
Faculty of Science	4.55%
Academic (Outside of Faculty)	4.17%
Research	3.03%
Faculty of Health Science	2.42%
Administration	1.95%
Advancement	0.00%
Faculty of Humanities	0.00%
Faculty of Engineering	0.00%
DeGroote School of Business	0.00%
Faculty of Social Science	0.00%

Unifor

Unit	Percentage
TOT	3.32%
DeGroote School of Business	7.69%
Academic (Outside of Faculty)	7.25%
Research	3.96%
Faculty of Social Science	3.64%
Faculty of Science	3.23%
Administration	2.79%
Faculty of Health Science	2.52%
Advancement	2.44%
Faculty of Engineering	2.36%
Faculty of Humanities	0.00%

McMaster University Employee Workforce Composition: Women Overall
Workforce Composition by Unit: Women

Employee Group A

Unit	%
TOT	61.93%
Academic (Outside of Faculty)	71.46%
Faculty of Health Science	70.90%
President Office	69.23%
Advancement	68.06%
Faculty of Humanities	60.61%
Faculty of Social Science	58.05%
Administration	55.05%
Research	53.68%
DeGroote School of Business	52.56%
Faculty of Science	45.00%
Faculty of Engineering	33.73%

MUFA Faculty

Unit	FemaleCLA	FemaleReg	OTHCLA	OTHREG
TOT	4.68%	33.19%	3.37%	58.76%
Faculty of Health Science	5.86%	51.35%	0.90%	41.89%
Faculty of Humanities	3.54%	47.79%	4.42%	44.25%
Faculty of Social Science	6.67%	39.26%	5.19%	48.89%
DeGroote School of Business	7.79%	20.78%	5.19%	66.23%
Faculty of Science	3.09%	24.23%	0.52%	72.16%
Faculty of Engineering	2.26%	11.86%	6.78%	79.10%

Class ■ FemaleCLA ■ FemaleReg ▨ OTHCLA ▨ OTHREG

McMaster University Employee Workforce Composition: Women Overall
Workforce Composition by Unit: Women

TMG

Unit	%
TOT	67.46%
Faculty of Health Science	81.82%
Faculty of Humanities	80.00%
Faculty of Social Science	80.00%
Faculty of Engineering	77.42%
President Office	75.00%
DeGroote School of Business	71.43%
Academic (Outside of Faculty)	63.54%
Research	60.61%
Faculty of Science	59.09%
Administration	57.56%
Advancement	56.67%

Unifor

Unit	%
TOT	77.53%
Faculty of Health Science	87.85%
Faculty of Social Science	81.82%
Faculty of Humanities	80.95%
DeGroote School of Business	76.92%
Advancement	75.61%
Other Academics	75.00%
Faculty of Science	70.16%
Administration	54.58%
Research	52.48%
Faculty of Engineering	50.39%

Appendix A: Description of Union Codes, Employee Classes and Unit Breakdown
Description of Union Codes

Union Code	Description	Union Code	Description
CFA	Clinical Faculty	MUL	MUALA (Librarians)
CLF	Clinical Fellows	OMC	BUC (O&M Casual)
CLS	Clinical Scholars	OPE	IUOE (Operating Engineers)
CP1	CUPE (Unit 1) Teaching Assistant	OPM	Operations & Maintenance (O&M)/ The BUC Staff
CP2	CUPE (Unit 2) Sessional Faculty	OTA	Other Academic
CP3	CUPE (Unit 3) Post Doc Fellows (Union)	OTP	Outside Paid Faculty
CPM	CUPE 2 Sessional Music Faculty	PDF	Post Doc Fellows (Non Union)
CVA	Conversational Assistants	RAA	Research Associate Academic
EPX	Exception Group	SAA	Senior Academic Officers
HSP	SEIU Local 2 (Hospitality)	SAO	Senior Administrative Officers
MCH	SEIU Local 2. (Machinists)	TMG	TMG Staff
MFF	MUFA Faculty	UF1	Unifor Unit 1 Staff
MFL	MUFA (Library)	UF3	Unifor Unit 3 (Parking)
MFO	MUFA (Office)	UF4	Unifor Unit 4 (Security)

Description of Employee Classes in MUFA Faculty

Employee Class (CLA)	Description	Employee Classes (Regular)	Description
CLA	Contractually Limited Appointment	PER	Permanent Teaching
CN1	Contractually Limited Appointment	SCL	Special
CN2	Contractually Limited Appointment	TEA	Teaching Track
CNL	Contractually Limited Appointment	TEN	Tenure Track
		TNU	Tenure

Unit Breakdown

Faculty/Unit	
Administration	Admin, Campus Store, Fac Servs, FinSysSup, Hospitality, Media Prod, Parking, Res & Conf, SpecHold, Stud Acct, UTS
Advancement	Advancement
DeGroote School of Business	DeGroote School of Business
Faculty of Engineering	Faculty of Engineering
Faculty of Health Science	Faculty of Health Science, ROMP
Faculty of Humanities	Faculty of Humanities
Faculty of Science	Faculty of Science
Faculty of Social Science	Faculty of Social Science
MUFA	MUFA, Other (Conversion)
Academic (Outside of Faculty)	Academic, ArtMuseum, Athlts&Rec, CCE, Grad Studs, Library, MacPherson, MUFA, Provost, Stud&Learn
President Office	President, Secretariat
Research	NclrReactr, Research, RsrchAdmin, VP Res Adm

Appendix B: Analysis of Workforce Data, Employment Equity Occupational Groups and National Occupational Classification

The Federal Contractors Program for employment equity requires employers to conduct a workforce analysis to determine the underrepresentation of designated groups including Women, Aboriginal Peoples, Persons with Disabilities and Members of Visible Minorities. This analysis is conducted by comparing our internal representation of designated groups to the representation of the designated group members in the external labour force. The National Occupational Classification (NOC) provides a systematic classification structure that categorizes the range of occupational activities

The report reflects external data from the 2011 National Household Survey and 2012 Canadian Survey on Disability, compared against data from McMaster Employment Equity Census as of March 14, 2017. External data from the NOC 2016 is not available as at the time of this report.

Employees reflected in the current internal data are from the following groups: Senior Academic and Administrative Officers, TMG, MUFA (Faculty and Librarians), MUALA, Unifor Units 1, 3 and 4, IUOE, SEIU Hospitality, SEIU Machinists, Postdoctoral Fellows (CUPE Unit 3 and non-unionized) and the BUC (Operations and Maintenance and O&M Casual). Current internal data indicates that 51.8% total employees are within the "Professionals" occupational group (EEOG), and 20.6% in "Administration & Senior Clerical" occupational group. Approximately 0.2% are within the "Senior Managers" group, and 7.1% are categorized as "Middle & Other Managers".

With respect to the designated groups, there is a positive ratio of 63.8% internal compared to the external 59.4% for women - a utilization rate gap of 107%. For Aboriginal Peoples, data shows 1.1% internal representation, versus 1.7% external availability, and a utilization rate gap of 66%. Persons with disabilities are represented internally at 3.3% versus an external 4.2% representation, with a utilization rate of 79%. Similarly, members of visible minorities comprise 9.8% of internal employees against 17.5% external, reflecting a 56% utilization rate.

It is evident by the following data that we must increase our efforts to improve diverse representation among our workforce. Gathering and analyzing data on our workforce has taken considerable time, effort and cooperation, from those coordinating census efforts, to each individual employee who completed the census. Reaching our current stage shows that there is momentum on which we can build. In the coming months, meetings will be held with each faculty and employee groups to provide breakdowns on representation of the federally designated groups, so that we can begin to track progress towards greater equity and a diverse and inclusive workforce.

McMaster University Workforce Analysis (Core Employee Groups)
as at March 14, 2017

Census completion rate of Core Employee Groups: 72.2% as at report date

Table 1: Overall Workforce Analysis by Employment Equity Occupational Groupings (EEOG)

Occupational Group (EEOG)	Total Employees #	%	Women McMaster #	%	External %	#*	Gap #*	UR%**	Aboriginal Peoples McMaster #	%	External %	#*	Gap #*	UR%**	Persons with Disabilities McMaster #	%	External %	#*	Gap #*	UR%**	Members of Visible Minorities McMaster #	%	External %	#*	Gap #*	UR%**
1 Senior Managers	11	0.2%	4	36.4%	56.4%	6	-2	64%	0	0.0%	3.2%	0	0	0%	0	0.0%	4.3%	0	0	0%	1	9.1%	4.5%	0	1	202%
2 Middle & Other Managers	334	7.1%	170	50.9%	44.9%	150	20	113%	3	0.9%	2.2%	7	-4	42%	7	2.1%	4.3%	14	-7	49%	37	11.1%	16.2%	54	-17	69%
3 Professionals	2,437	51.8%	1,353	55.5%	49.1%	1,197	156	113%	19	0.8%	1.8%	44	-25	44%	75	3.1%	3.8%	93	-18	81%	296	12.1%	22.3%	543	-247	54%
4 Semi-Professionals & Tech.	155	3.3%	66	42.6%	47.1%	73	-7	90%	2	1.3%	1.9%	3	-1	69%	5	3.2%	4.6%	7	-2	70%	11	7.1%	22.9%	35	-24	31%
5 Supervisors	19	0.4%	10	52.6%	50.8%	10	0	104%	0	0.0%	2.0%	0	0	0%	1	5.3%	13.9%	3	-2	38%	2	10.5%	22.4%	4	-2	47%
6 Supervisors: Crafts & Trades	6	0.1%	2	33.3%	14.7%	1	1	226%	0	0.0%	2.7%	0	0	0%	0	0.0%	7.8%	0	0	0%	0	0.0%	14.9%	1	-1	0%
7 Admin. & Senior Clerical	968	20.6%	921	95.1%	93.8%	908	13	101%	12	1.2%	0.9%	9	3	134%	24	2.5%	3.4%	33	-9	73%	50	5.2%	6.9%	67	-17	75%
8 Skilled Sales & Service	52	1.1%	15	28.8%	41.6%	22	-7	69%	3	5.8%	3.3%	2	1	173%	3	5.8%	3.5%	2	1	165%	5	9.6%	30.3%	16	-11	32%
9 Skilled Crafts & Trades	54	1.1%	0	0.0%	3.9%	2	-2	0%	1	1.9%	2.6%	1	0	72%	2	3.7%	3.8%	2	0	97%	1	1.9%	13.0%	7	-6	14%
10 Clerical Personnel	218	4.6%	181	83.0%	79.8%	174	7	104%	3	1.4%	1.5%	3	0	90%	12	5.5%	7.0%	15	-3	79%	17	7.8%	11.9%	26	-9	66%
11 Intermediate Sales & Service	63	1.3%	20	31.7%	40.8%	26	-6	78%	0	0.0%	0.9%	1	-1	0%	2	3.2%	5.6%	4	-2	57%	3	4.8%	10.8%	7	-4	44%
12 Semi-Skilled Manual Workers	19	0.4%	4	21.1%	17.5%	3	1	120%	1	5.3%	0.0%	0	1	0%	1	5.3%	4.8%	1	0	110%	3	15.8%	8.3%	2	1	189%
13 Other Sales & Service	362	7.7%	256	70.7%	61.1%	221	35	116%	8	2.2%	2.2%	8	0	100%	22	6.1%	6.3%	23	-1	96%	36	9.9%	16.3%	59	-23	61%
14 Other Manual Workers	5	0.1%	0	0.0%	16.0%	1	-1	0%	0	0.0%	0.0%	0	0	0%	1	20.0%	5.3%	0	1	377%	1	20.0%	5.7%	0	1	353%
Grand Total	4,703	100%	3,002	63.8%	59.4%	2,794	208	107%	52	1.1%	1.7%	79	-27	66%	155	3.3%	4.2%	197	-42	79%	463	9.8%	17.5%	822	-359	56%

* Totals may not equal the sum of components due to rounding.

** Utilization Rate (%) = McMaster representation/external availability

Sources: External availability data from 2011 National Household Survey and 2012 Canadian Survey on Disability; McMaster data from McMaster Employment Equity Census

"Total Employees" include the following groups: Senior Academic and Administrative Officers, TMG, MUFA (Faculty and Librarians), MUALA, Unifor Units 1, 3 and 4, IUOE, SEIU Hospitality, SEIU Machinists, Postdoctoral Fellows (CUPE Unit 3 and non-unionized) and The BUC (Operations and Maintenance and O&M Casual)