Process Name	*Review Applicable Policies/Consider Workforce Gaps*
Summary or Description	Outlines activities required in locating and reviewing the workforce analysis summary to identify institutional, Faculty, and, where feasible, Departmental workforce gaps in relation to equity-seeking groups. This activity is performed by some Faculties today, as part of a Pilot exercise. Chairs or designates will access the Workforce Gap report (Employment Equity Census) on the Employment Equity SPS A1 Resource page. They will look at the Employment Census report to understand representation levels of Equity Seeking groups within the University and at the Faculty level. The first published set of data will display the data by overall MUFA Faculty, and individual Faculty, as of November 30th, 2019. The next set of data will be published, as of July 1st, 2021, and updated on a yearly basis, thereafter. If there is a need to look at the department level, the Chair/designate requests this information from the EE Team via the following email address: hr.empequity@mcmaster.ca. The report and results provide the Chairs/Designates a snapshot of where the Faculty/Department sits, with respect to Equity Seeking group workforce gaps. It will assist in understanding opportunities for posting, in an attempt to close any recognized workforce gaps. Note 1: The Workforce Gaps reports will be displayed on the Employment Equity SPS A1 Resource page in July, 2020 Note 2: The typical recruitment cycle for Faculty is July -June. A request has been made to consider publishing the Workforce Gaps reports with data current as of July 1st of each Employment Census release year. Note 3: For MUFA Faculty canned reports, a request was made to display the data overall by Faculty and then break down the data by Appointment type – Tenured, Tenured Track, Permanent Teaching/Teaching Track, Contractual Limited, Continual Appointments without Annual Review (CAWAR), and Special Term

Process Name	*Review Applicable Policies/Consider Workforce Gaps*
High Level Process	Chair/Designate ready to prepare for search Chair/Designate understands existing representation gaps within their area START → Review EDI Related Policies → Access Workforce Gap Reports → Request Customized Reports → END
Inputs	Chair/Designate ready to prepare for a MUFA Faculty position search
Outputs	An understanding of Equity Seeking group representation within the Faculty group; this will help inform outreach plan for obtaining a pool of applicants; An understanding of EDI – Related policies that represent McMaster's vision for Employment Equity and commitment to fair, equitable and meritorious recruitment and selection hiring practices.
Roles	Chair (department or search committee)/Designate, A designate could be [EE Facilitator, Faculty Administrator, Department Administrator], EE Team
Tool/Platform	McMaster website Email
Trigger	Initiating the search process for a MUFA Faculty positions
Communication	Requests for customized Reports at the MUFA Faculty department level are sent to the EE Team at the following email address: hr.empequity@mcmaster.ca
Exception A	Do you need a Workforce Report at the department level? Some larger departments may benefit from drilling down on their workforce gaps to the department level in order to understand their workforce composition at a more granular level
Security by Capability	None
Applicable EDI Policies	Access on the Employment Equity SPS A1 Resource page

Process Name	*Review Applicable Policies/Consider Workforce Gaps*
Workforce Gap Reports (MUFA Faculty)	Access on the Employment Equity SPS A1 Resource page
Report Template	

Review Applicable Policies/Consider Workforce Gaps: **See Flow By Role**

Activities by Process Step

Process Role	Step	Task Description
Activity: Review EDI Related Policies		
Chair/Designate	Access SPS A1 Resource Page	- All relevant EDI Policies, as listed in the SPS A1 Handbook- Appendix A are found in the SPS A1 Resource page To access the SPS A1 Resource page, - Type in hr.mcmaster.ca - Navigate to Employees/Employment Equity/EE Training & Resources/Scroll down to 'Policy on Recruitment & Selection of Faculty Members (SPS A1)/Click on the SPS A1 Resource page link
Chair/Designate	Select Applicable Policies	- Click on applicable policy link - Become familiar with the Policy and Procedures on Faculty Recruitment and Selection, as well as the Employment Equity Policy and Recruitment Statement - Refer to one or more of the related Equity, Diversity, and Inclusion policies, as required
Activity: Access Workforce Gap Reports		
Chair/Designate	Navigate to SPS A1 Resource Page	- All 'canned' MUFA Faculty Workforce gap reports will exist on the SPS A1 Resource page - The data will be updated on an annual basis

		• At the Employee Equity Homepage, click on Training & Resources tile • Arrive at SPS A1 Resource Page Note: For the first year (July 1st), the data will be published with November 2019 data points. In July 2021, the data will be published with July 2021 data points.

Chair/Designate	Locate Workforce Gap Report	• Navigate to Workforce Gap Report section
		• Select your Faculty
		• View your Workforce Gap report by Institution and Faculty as a pdf
		    ○ Where possible, the data will be provided by Appointment type – Tenured, Tenured Track, Permanent Teaching/Teaching Track, Contractual Limited, Continual Appointments without Annual Review (CAWAR), and Special Term
		         ▪ Reporting base size count limit is 6 individuals

Chair/Designate	Share Workforce Gap Report	• Download Report • Share report and interpretation findings to applicable stakeholders, as required (i.e., Search Committee, Dean, etc.)
	Exception A	Do you need a Workforce Report at the department level? Some larger departments may benefit from drilling down on their workforce gaps to the department level in order to understand their workforce composition at a more granular level
Chair/Designate	Send Email to EE Team	All requests for customised reports will be managed by the EE Team • Send email to hr.empequity@mcmaster.ca requesting department level data • Cite Faculty and department within your request • Send email
EE Team	Receive Request via Email	• Open email in hr.empequity@mcmaster.ca inbox • Read through request
EE Team	Generate Dept. Report	• Navigate to Employment Equity 'Hub' on Mosaic • Select effective Date • Run Report for the entire institution Result: The system provides an excel query of results • Filter excel data by department • Populate report template with data • Create pdf

EE Team	Send Dept. Report to Chair/ Designate	- Locate applicable email request in hr.empequity@mcmaster.ca - Reply to email message with report as an attachment For department level data, the SLA is 7 business days
Chair/Designate	Receive Dept. Report	- The report is received by the Chair/Designate via email - The report outlines the equity seeking group composition of the requested department - Broken down by Appointment Type, where base count is at least 6 individuals - Look at workforce gaps and interpret report results, as required - Share report and interpretation with those who require the information to inform 'Preparation for the Search' stage of the Recruitment and Selection process