

# **INCLUSION & DIVERSITY**

in the Algonquin College Workforce

Annual Report 2019-2020



## From the Desk of the Vice President, Human Resources

The Equity, Diversity and Inclusion (EDI) Report is a demonstration of Algonquin College's commitment as a provincial and national leader EDI leader. A commitment that is based on the College's values of Caring, Integrity, Learning, and Respect. This annual report reflects the cross-college collaboration: from individuals who chose to participate in learning to expand their skills, to the champions who identified barriers in behaviours and processes; to employees who joined committees and working groups to help bring about changes in our institution, to the College executives and president who made these changes a priority.

Not only did they fund the necessary work to make these changes possible, they also held me accountable to produce a new policy and blueprint for greater inclusion and diversity throughout our College community. It was a call to action that our departments met with enthusiasm and hope to build upon the College's commitment to inclusivity, understanding, and respect. This was not a single person effort, or a one-time 'HR programme.' It was a deep, broad, and complex effort to make Algonquin College a place where everyone belongs regardless of race, gender, culture or orientation.

There cannot be progress without change, which has meant an organizational shift — not an easy feat in a post-secondary educational institution that spans five decades.

This was our first full year down the road on our journey to greater inclusion and diversity. Laozi tells us that *"A journey of a thousand miles begins with a single step."* This year, we took our first steps on that journey. I am proud of how far we have come, and can see the important work that has already begun for the year ahead.

We have repeatedly heard that we are living in unprecedented times as we continue to deal with a global pandemic. And no doubt, 2020 will go down in the history books as a monumentally difficult year for people, countries, economies and institutions the world over. As we learn to adapt to this temporary "new normal," we are finding new ways to connect, to learn and to teach. The spirit of our College community is strong. Part of that strength is in our diversity, which, along with equity and inclusion, continues to be part of the foundation principles embedded in the choices we make and the actions we take.

I look forward to a time when we can all be together again and celebrate all of the wonderful things that make Algonquin College an exceptional place to learn, grow and work.

Sincerely,



Diane McCutcheon  
Vice President, Human Resources

# 2019-2020

A Year of Forward Momentum on  
Algonquin College's Journey Towards Inclusion

# 1<sup>ST</sup>



College in Ontario  
to have a Equity,  
Diversity &  
Inclusion Policy



Post-secondary  
educational institution  
in Canada to accept  
#CelebrateCitizenship  
Challenge



College in Ontario  
to Host a Citizenship  
Ceremony



President to march  
in Ottawa Pride  
Parade



Institutional Adoption  
of a Diversity &  
Inclusion Blueprint

# 2,200

## LEARNING TOUCHPOINTS

with employees to foster equity and intercultural competence



### DEDICATED PARTNER

HR is a partner with teams in all five areas at the College in delivering an inclusive and diverse community



### AWARD WINNING

Innovation in HR Practices  
Award: Educational Institution  
for 'We Saved You A Seat'

## Safe Space Washrooms

Everyone who identifies as  
a man and/or trans\* person  
may use this space.

This is a men's  
washroom.

Algonquin College respects everyone's right to  
choose the washrooms that is appropriate for them.  
For more information, visit [algonquincollege.com/diversityandinclusion](http://algonquincollege.com/diversityandinclusion)

ALGONQUIN COLLEGE

# 1,100

## POTENTIAL DIVERSE EMPLOYEE TALENT TOUCHED BY RECRUITING ACTIVITIES

# 8

## number of systemic barriers mitigated in policies, practices or procedures

# 80%

of employees report that  
Algonquin College respects  
people from all backgrounds

## INTRODUCTION

This first annual report of Algonquin College's employee focused activities is both a celebration of our actions and delivery on our commitment to transparency in those actions. This report is structured around the four areas of focus from the [2019-2022 Inclusion & Diversity Blueprint](#):

**Focus 1:** Build Equity and Intercultural Competence as a Core Skill for all Algonquin College Employees

**Focus 2:** HR Is a Partner in Embedding Inclusion & Diversity across Algonquin College

**Focus 3:** Recruit a Deep Diverse Talent Pool

**Focus 4:** Ensuring Compliance with Equity Focused Commitments

Under each area of focus, this report documents the actions outputs and outcomes or metrics that have been achieved during 2019-2020. This report meets our commitment to collecting, tracking, and reporting on equity data to assess progress and regularly evaluate the effectiveness of equity, diversity & inclusion initiatives as required under [policy HR24](#).

The reach of Algonquin College's commitment to equity, diversity and Inclusion is broad, and as such, this report is not documenting the many efforts and activities that fall outside the scope of Human Resources or directly touch our employees. Specifically our Student Support Services teams, Academic Areas, and Students' Association, among others, have made incredible strides in creating an inclusive environment and culture on our campuses. We encourage you to reach out to those areas to learn more.

Achieving successful and sustainable inclusion and diversity is a continuing challenge. It must be seen as a journey, not a destination. We hope you enjoy reading about the progress we have made on our journey this year, and are inspired to get involved in initiatives underway for 2020-2021.

## BUILD EQUITY AND INTERCULTURAL COMPETENCE AS A CORE SKILL FOR ALL ALGONQUIN COLLEGE EMPLOYEES

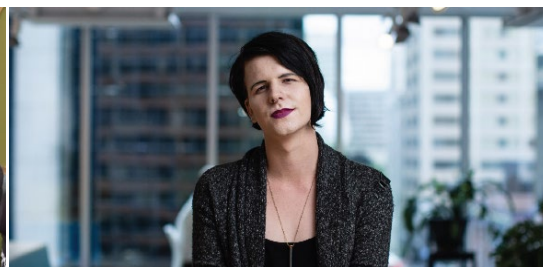
Equity and Intercultural Competence is the set of practices and behaviours within a workplace, team or among individuals which enables employees to understand, communicate, and effectively interact with people across differences, real or perceived, be it with their colleagues, students, or the community. The activities included below demonstrate how we are equipping our people to have, and our leaders to model, the skills, knowledge and abilities—that is the competencies —to achieve our goal.

- The HR Programs area has been deeply engaged in developing a Unified Core Competency Framework. Work completed this year includes project scoping, defining “core competency,” collection and theming of inputs to identify probable competencies across employee groups, and the development of a working team. Notable for this report was that the fifth most frequently identified competencies was those skills related to diversity and inclusion. This work will continue into the coming year.
- Inclusion Infusions is the newly minted learning brand associated with Inclusion and Diversity at Algonquin College:
  - Under this umbrella in 2019-2020 there were **31 blogposts** shared with a direct mailing list of 50+strong, as well as distributed via the internal employee website, myAC and Good Morning Algonquin newsletter, and on the Algonquincollege.com/diversity website.
  - A speaker series was designed to spark curiosity about inclusion and diversity by inviting leading thinkers to share their expertise, and engage in conversation with Algonquin College employees on exciting and challenging topics began this year. To open Campus Pride Week, in partnership with the Students’ Association, students and staff filled Nawapon to hear **Fae Johnstone speak about “Creating a 2SLGBTQ+ Inclusive Culture on Campus.”**
  - The January 2020 panel on **spirituality in the workplace** saw **Algonquin’s Christian Chaplin Yuriy Derkach, Imam Mohammad Jebara and Rabbi Eytan Kenter** speak about their spiritual beliefs, background, influences, and how that applies to our workplace and campus interactions. This conversation was hosted by Student Support Services and Human Resources to foster employee curiosity about others, and provide an opportunity to ask honest questions on how to be inclusive and respectful to others through the lens of spirituality. Feedback indicated that 100% of attendees learned something new, and the net promoter score was 93%.
  - On February 5th, 2020, HR Programs presented a learning opportunity for employees on Anti-Black Racism. Robyn Maynard, the author of ‘Policing Black Lives: State violence in Canada from slavery to the present,’ presented a **keynote address on ‘Beyond Inclusion: Black Liberation Otherwise.’** Feedback indicated that 100% of attendees learned something new, and the net promoter score was 91%.

- For leadership development, we designed and delivered the first Algonquin Leadership in Education Institute (ALEI) level 2 **workshop on ‘Communication, Culture and Conflict’** with 22 employees from across the College.
- To support the development of intercultural competency, the HR programs team invested in developing certified **capacity to deliver and debrief The Intercultural Development Inventory (IDI)**. The IDI assesses intercultural competence—the capability to shift cultural perspective and appropriately adapt behavior to cultural differences and commonalities. The Intercultural Development Inventory is a 50-item questionnaire available online that can be completed in 15–20 minutes. This tool is now also being leveraged by the Learning and Teaching Services team to support development of faculty intercultural competence. During the 2019-2020 period, 14 employees completed the assessment and received a debrief and custom individual intercultural development plan.
- The Leadership Development of Women committee hosted a workshop with 37 attendees on the **‘Art of Negotiation’ with Niem Huynh** on January 24, 2020, funded by the Algonquin College Innovation Fund. The net promoter score from this event was 82%.
- December 3 was the **International Day of Persons with Disabilities**. Algonquin College recognized the day by hosting the **Propeller Dance Company** who performed an incredible original piece, which inspired us to increase public awareness, understanding and acceptance of people with disabilities and celebrate their achievements and contributions.
- **11 Pride at Work Canada Webcasts** were held on a variety of topics related to gender & sexual diversity and inclusion.
- More than **400 multicultural calendars for the year 2020** were delivered to managers and employees across our three campuses in December 2019. This calendar is a wealth of information on dates of cultural and religious significance. It is a vital tool for inclusion when scheduling meeting or events, or to note dates to celebrate with our colleagues from various cultures and/or religions.



***This work produced more than 2,200 touchpoints with Algonquin College employees in order to develop their equity and intercultural competence during 2019-2020.***





## HR IS A PARTNER IN EMBEDDING INCLUSION & DIVERSITY ACROSS ALGONQUIN COLLEGE

Our HR team touches all of our people processes, and play a key role in identifying opportunities for inclusion and diversity and knowing when to advise or intervene. We have been hard at work ensuring we have the skills, knowledge, and abilities in our own team to provide expert advice and guidance.

- The HR team has placed learning about inclusion and diversity at the centre of many of our professional development opportunities in 2019-2020. Specifically, we hosted team learning events on **'Gender and Sexual Diversity'** and **'Service Animals – Everything You Did Not Know!'**
- Provided guidance to the College Events Team to ensure more inclusive public events by integrating Communication Access Real-time Translation (CART) or live closed captioning during our major events, notably our town halls and convocation.
- In collaboration with Marketing and Campus Services, Algonquin College updated its employee **nametags to include personal pronouns**. Since this was made available, 20 employees have ordered their pronouns included on their staff nametags.
- Our **Inclusion and Accessibility subject matter experts are available on demand** to provide advice and resources to our employee community. They are called upon weekly by faculty, deans and chairs to support creating an inclusive college community.
- Algonquin College's Inclusion and Diversity Circle is a group of interested and committed employees who are bringing their own knowledge, experiences and diversity to act on behalf of the College to jumpstart and manage Inclusion and Diversity progress. The 18 members met nine times during 2019-2020, and led the **planning for the Capital Pride Parade** participation, **advised on the employment equity survey** development, supported the learning opportunity in partnership with the **Canadian Centre for Diversity and Inclusion Ottawa Community of Practice on the Circle for Reconciliation**, and the **Pride Week keynote**.
- 'We Saved You a Seat' is a three-year pilot project at Algonquin College to establish a diverse learning environment where all of our learners can succeed, championed by Chris Janzen, Senior Vice President Academic. This project is delivering a series of interconnected barrier-reducing activities that is **proving how we can actively and effectively recruit a critical mass of women in Science, Technology, Engineering, Math (STEM) programs; attract donors committed to the success of learners; and create spaces where belonging and inclusion for women thrive**. The **concept development and project management has been spearheaded by Human Resources' Inclusion and Diversity Specialist**, along with the efforts of a dedicated working group representing School of Advanced Technology, the Centre for Construction Excellence, the Registrars Office, Advancement, Learning and Teaching Services, Marketing, and Recruiting. This project and its delivery team were recognized nationally for their work by being presented with **Electricity Human Resources Canada's Award for Innovation in Human Resources Practices**.



Our work in this area has also extended to sharing expertise and advice to support inclusion in our broader community.

- The Inclusions and Accessibility team are active and committed representatives on employer and community agency collaborations. This work includes representing Algonquin College on **Hire Immigrants Ottawa's Working Group** to tackle barrier and systemic challenges that employers face in their efforts to hire and integrate skilled immigrants into the workplace. We participate on the **leadership committee and within working groups** to support our partners at **Employment Accessibility Resource Network (EARN)** whose role is to bring together employers, service providers and other stakeholders with the goal of increasing employment opportunities for people with disabilities and promoting inclusive and accessible workplaces.
- In maintaining a national connection and leadership role, Algonquin College is also represented at the **board level with the Canadian Association for the Prevention of Discrimination and Harassment in Higher Education (CAPDHHE)**.
- CAPDHHE provides professional development, presentation of research and the exchange of information, ideas and innovations for individuals employed at colleges and universities in the area of discrimination and harassment, including harassment as identified under human rights law.

***This work produced partnerships with all five areas at Algonquin College and strengthened and extended community relationships in 2019-2020.***



## RECRUIT A DEEP DIVERSE TALENT POOL

The primary method for attracting and retaining top talent to our College is by taking tangible action to ensure that diversity in all its dimensions is recognized for its unique value to the College community. Internally, we are working to ensure that our recruiting practices and hiring stakeholders are bias aware and value a variety of perspectives and experiences. Externally, our efforts are ensuring that Algonquin College's employer brand is associated with inclusion and is active in our diverse communities.

- HR Talent Advisors partnered with hiring managers from across the College to **attend five community recruiting events that target underrepresented talent**. This includes two events in 2019-2020 hosted by our partner from the Employment Accessibility Resource Network (EARN) for more than 100 jobseekers with disabilities. In addition, three events hosted by Hire Immigrants Ottawa gave the Talent Advisors an opportunity to provide advice and guidance on sector-specific job search strategies, industry information and resources, and also provide professional feedback on resumes, to help skilled immigrants effectively navigate the local job market. Each event saw the AC team connecting with over 60 Newcomers to Ottawa.
- All Algonquin College **job openings are advertised on Pride at Work** Canada's LGBTQ+ inclusive employer job board.
- The Ontario Society for Professional Engineers hosted their Equity, Diversity and Inclusion Forum in Ottawa in 2019. Algonquin College's Inclusion & Diversity Specialist participated on the **panel, 'Emerging Realities and the Future of Diversity and Inclusion in the Workplace,' with an engaged audience of 800. Algonquin's School of Advanced Technology led the recruiting efforts** associated with this event by hosting a booth to connect with inclusion-minded talent and potential program advisory committee members.
- Algonquin College was immensely proud to be the **first College in Ontario** to work with Immigration, Refugees and Citizenship Canada and the Institute for Canadian Citizenship to **host a Canadian Citizenship Ceremony**. On December 12, 2019, Algonquin College hosted a special ceremony that saw 33 people – from 20 different countries – take Canada's Oath of Citizenship.
- 'We Saved You a Seat' partnered with **IBM Girls in STEM** for a year-long initiative with middle school students from across the Ottawa-Carleton District School Board. The idea is to ignite an interest in STEM subjects before they enter high school. Throughout the year, the 20 female students visited the Ottawa Campus to be mentored by women working or studying in STEM.



- Algonquin **participated in the Pride Parade** in August 2019. Decorated in rainbow colours, Algonquin’s green fire truck led the way along with about **80 members of the College community following, including President Claude Brulé**. This marked the first time a College president has participated in the Ottawa event.
- Media coverage on EDI Activities addressed in this report included:
  - Ottawa Citizen. [Algonquin College turns hopes and dreams into lifelong success](#)
  - Capital Magazine. [A New Class: Algonquin College is Saving a Seat for Women in STEM](#)
  - Ottawa Matters (1310 News): [Algonquin the first Ontario college with Equity, Diversity and Inclusion policy](#)
  - Education News Canada: [Algonquin becomes first Ontario college with Equity, Diversity and Inclusion policy](#)
  - Nation Talk. <http://nationtalk.ca/story/algoinquin-becomes-first-ontario-college-with-equity-diversity-and-inclusion-policy>



***Algonquin College conducted recruiting outreach activities that directly touched more than 1,100 potential sources of future employee talent, and many thousands more through the media and brand recognition efforts – building a diverse talent pipeline.***

## ENSURING COMPLIANCE WITH EQUITY FOCUSED COMMITMENTS

Algonquin College aims to exceed its legal compliance requirements in regards to equity and diversity, and this focus only speaks to those activities that are beyond the legal minimums. We already have systems and processes in place to ensure compliance with the legal minimums required under the Ontario Human Rights Code and employment standards. However, Algonquin College has made a series of public internal and external commitments to equity that exceed the legal minimums. We have now begun to tackle the hard work it will take to deliver on these admirable commitments.

- **The 2019-2022 Inclusion & Diversity Blueprint became the first institutional articulation of the actions and strategy** the College will be taking to live our value of Respect: *We value the dignity and uniqueness of the individual. We value equity and diversity in our community.*
- Algonquin College became a **signatory to the NSERC/SSHRC Dimensions Charter in 2019**, which commits us to adopt eight principles to achieve greater equity, diversity and inclusion (EDI). The Dimensions program aims to foster increased research excellence, innovation and creativity within the post-secondary sector across all disciplines, through greater EDI. This commitment means Algonquin recognizes that equity, diversity and inclusion strengthen the research community, the quality, relevance and impact of research, and the opportunities for the full pool of potential participants.
- The Institute for Canadian Citizenship have challenged business leaders and employers across Canada to provide their employees **paid time off to attend their citizenship ceremony**. Algonquin College became the first post secondary institution in the country to accept the #CelebrateCitizenshipChallenge.
- Algonquin College has more than 130 washrooms across our three campuses. To **ensure that our washrooms are safe spaces for gender diverse members of our community**, HR and Student Support Services launched an awareness campaign placing posters in all the men's and women's washrooms across the three campuses. This is in line with the legally protected grounds of gender identity in the Ontario Human Rights Code. These posters created buzz on campus and online about transgender inclusion.



**Everyone who identifies as a man and/or trans\* person may use this space.**

**This is a men's washroom.**

Algonquin College respects everyone's right to choose the washroom that is appropriate for them.

For more information, visit [algonquincollege.com/washrooms](https://algonquincollege.com/washrooms)

\* In this case trans refers to people who identify as transgender, transsexual, non-binary, genderqueer and/or gender diverse

**ALGONQUIN**  
COLLEGE

Human  
Resources

Student  
Services

- The Algonquin College Executive Team (ACET) endorsed the creation of a **new policy HR24: Equity, Diversity and Inclusion**. In doing so, we became the first College in the province to adopt a formal policy on EDI. The purpose of this policy is to express Algonquin College’s beliefs, values and commitment regarding inclusion and diversity in the workplace.
- Legislative standards as described under the Accessibility for Ontarians with Disabilities Act, 2005, require legislative compliance customer service, information and communication, built environment, employment and transportation areas. As of 2019, **the College complies all applicable areas** listed above. This includes **a full reinvigoration and commitment to the Accessibility Committee**, who has a mandate to provide leadership and resources to the College community on the elimination of barriers to accessibility in the service, work and learning environment for employees, students, and visitors to the College.
- Specific efforts undertaken to improve accessibility include partnering with the Centre for Accessible Learning (CAL) to **update policy AC05**, which governs the use of service animals on campus, and the initial stages of an **initiative that would place height adjustable desks in every classroom** across Ottawa, Pembroke, and Perth.
- The HR and Workday teams took **a gender audit of all reports** available to managers through the system, and removed all disclosures of gender that were not legally required. Reporting of gender is to only be visible to positions deemed essential for equity and benefits purposes.
- The HR Programs team, in collaboration with teams across the College, **conducted an in-depth review of our legal and organizational commitments under the Employment Equity Act, the Freedom of Information and Protection of Privacy Act, and the opportunities and limitations built into the Workday system**. Based on resource limitations and legal risks, the College will not be implementing a voluntary self-identification program during at for the foreseeable future. As a data collection counterpoint, in 2020-2021 we will measure the experiences and climate of inclusion at the College to meet our commitment in this area.

*Algonquin College delivered on eight initiatives addressing systemic barriers found in our policies, practices or procedures, including achieving five firsts for Inclusion and Diversity at the College, creating the foundation upon which we live our commitments to inclusion and diversity.*

## 2019-2020 EQUITY DIVERSITY AND INCLUSION MEASURE OF SUCCESS

As we are in the early days of our journey towards inclusion, we are grappling with finding effective, accurate and sustainable measures for the impact of our activities to create an inclusive and diverse College. This will be a primary focus of the efforts for 2020-2021, however, we can see the early indicators of the positive outcomes of our efforts in existing College metrics. In particular, the results of the 2019 Employee Engagement Survey offer some strong indications of impact.

The results suggest that the efforts detailed throughout this report are having an impact on the culture at Algonquin College. **'Support for Diversity' is ranked as first and third among the strongest drivers of engagement at Algonquin College with an average of 80% of employees indicating a highly favourable response** to the questions: *'I feel people of diverse backgrounds are treated with respect in my department/Algonquin College as a whole.'* **This speaks to the importance of inclusion and diversity in productivity and engagement, the value derived from efforts to maintain a diverse and inclusive environment their willingness to remain (or lack of interest in leaving), and a sense of belonging to the organization.**

All of these efforts speak to the value that Algonquin College places in its people, and creating a culture where everyone can bring their fullest self to work to achieve our mission of *transforming hopes and dreams into lifelong success*. This report is the first formal record of the many efforts, learnings and successes we will achieve in our journey towards equity, diversity and inclusion in our institution.