



# Employment Equity Report 2022

Division of Equity, People and Culture

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YORK 

# Employment Equity Report 2022

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## 1.0 Introduction and overview

The Annual Employment Equity Report provides the Board of Governors and the University community with a summary of York University's progress towards achieving representation in the four federally designated groups (Women, Racialized persons, Indigenous peoples, Persons with disabilities) and the 2SLGBTQ+<sup>1</sup> community. The equity representation data used within the report are compared to the external availability data<sup>2</sup> provided by Statistics Canada (the 2016 Census and the 2017 Canadian Survey on Disability). Representation rates for Employment Equity Occupational Groups (EEOGs)<sup>3</sup> are analyzed at the institutional, divisional and Faculty levels. An overview of the Employment Equity program at York is available in [Appendix C](#).

Section two presents the 2022 data and provides some analysis. Section three extends the analysis for Divisions and Faculties and discussion on Significant Gaps<sup>4</sup> between York's representation of the four designated groups and national availability data by employee group. Section four highlights employment equity initiatives that were undertaken during 2022. . Recommendations and future initiatives are identified in section five. Finally, section six contains the report's conclusion. There are a number of appendices included as supplementary information, including a listing of relevant policies, reports and definitions and data on the total University hires, promotions and exits.

For the purpose of the analysis undertaken, the total number of employees is 8078, which comprises all employee groups, excluding casual staff. Employment equity data are gathered through confidential surveys conducted with faculty, instructors, and staff each year. The data are analyzed in PeopleSoft (York's human resources information management system) and the Workplace Equity Information Management System (WEIMS) (software to assist employers subject to the Federal Contractors Program (FCP) in completing their employment equity obligations). WEIMS aggregates the data to prevent identification of individuals and generates workforce analysis reports. These workforce analysis reports allow for comparison of York's

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<sup>1</sup> This report uses the term 2SLGBTQ+ rather than the more recent adoption by York of the term 2SLGBTQIA+, which is defined in the [glossary](#) of York's Decolonizing, Equity, Diversity and Inclusion which was released in May 2023. This is to remain consistent with the terminology used in the Employment Equity Survey from 2022.

<sup>2</sup> External availability figures are provided by Statistics Canada and are used to compare the per cent of employees internally by a specific designated group and occupation versus the per cent of designated group members who are externally available to perform that job. The most recent external availability data is from the 2016 Census.

<sup>3</sup> An EEOG is a grouping of NOC codes into like types and is used for analytical purposes. The structure was developed by the federal Labour Program, a program that governs Employment Equity. For example, the broad grouping 'Professionals' includes occupations such as lawyers, doctors, professors, teaching assistants, etc. Each of these occupations has their own specific NOC code (see Appendix for examples of jobs at York by EEOG).

<sup>4</sup> The Significant Gap analysis, also known as the Labour Availability Analysis, calculates the difference between the internal representation of equity-deserving groups based on self-identification and the representation of qualified candidates from equity-deserving groups in the external labour force.

internal representation data for the four federally designated groups with the external availability data provided by Statistics Canada. It should be noted that whilst there are four federally designated groups, York University also recognizes a fifth equity-deserving group, namely persons identifying as 2SLGBTQ+; consequently, this report provides internal representation data for all 5 groups. However, since WEIMS does not currently provide workforce analysis reports for the equity-deserving group 2SLGBTQ+, external availability data is not currently accessible for the 2SLGBTQ+ group that would allow for the detailed analysis that is provided for the four federally designated groups.

In general, an analysis of the data for total employees reveals that while the overall representation rates for women continue to exceed the external availability data, Indigenous peoples, Racialized persons, and Persons with disabilities show a general trend of representation rates falling below the external availability data provided by Statistics Canada.

However, as of December 31, 2022, the following EEOGs have displayed an internal representation that exceeded the external availability data provided by Statistics Canada:

- Women - Senior Managers, Middle and Other Managers, Professionals, Semi-Professionals and Technicians, Supervisors, Administrative and Senior Clerical Personnel, Clerical Personnel and Semi-Skilled Manual Workers.
- Indigenous peoples – Clerical Personnel, Intermediate Sales and Service Personnel and Semi-Skilled Manual Workers.
- Racialized persons – Senior Managers, Middle and Other Managers, Semi-Professionals and Technicians, Administrative and Senior Clerical Personnel and Skilled Crafts and Trades Workers
- Persons with disabilities – Managers, Supervisors: Crafts and Trades, Intermediate Sales and Service Personnel and Other Manual Workers

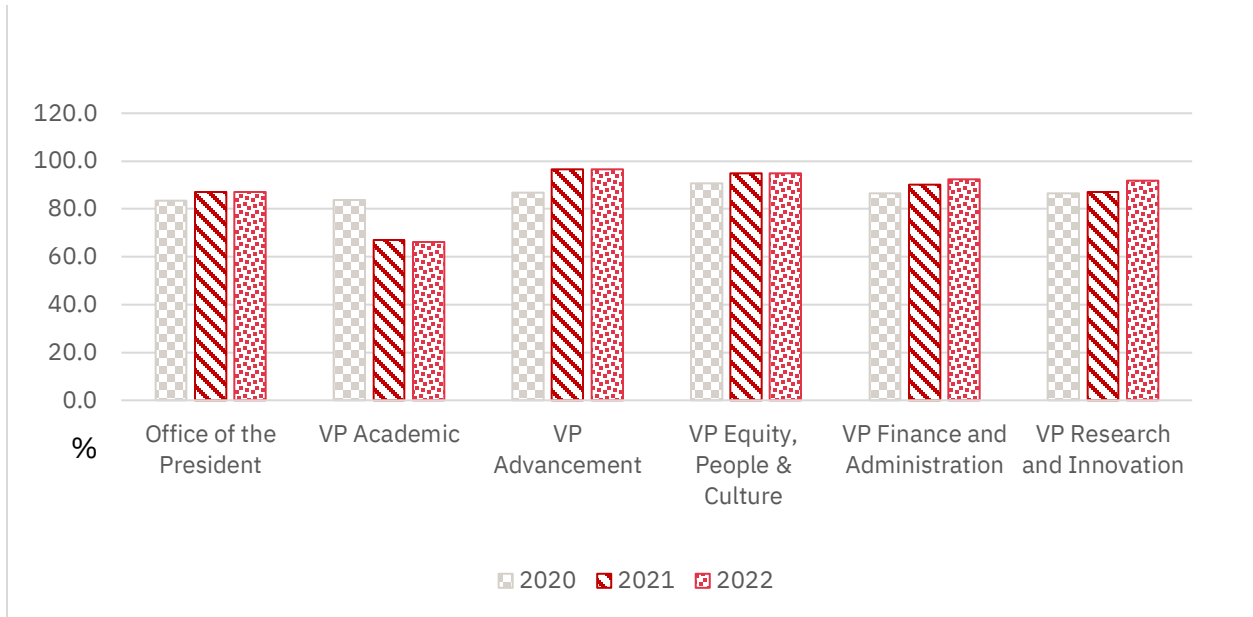
## 2.0 Employment Equity Data 2022

The representation data used within this report is compared to the external availability data provided by Statistics Canada Representation rates for Employment Equity Occupational Groups (EEOGs) institutionally, as well as Divisions and Faculties at York, are analyzed. All data presented is reported from December 31, 2022.

### 2.1 Employment Equity Survey Return Rate

The average survey return rate in 2022 for all employees was 88.2%. Return rates varied across Divisions from 96.6% to 66.2%, as can be seen in Figure 1.

Figure 1: Comparative Survey Return Rate by Division 2020-2022

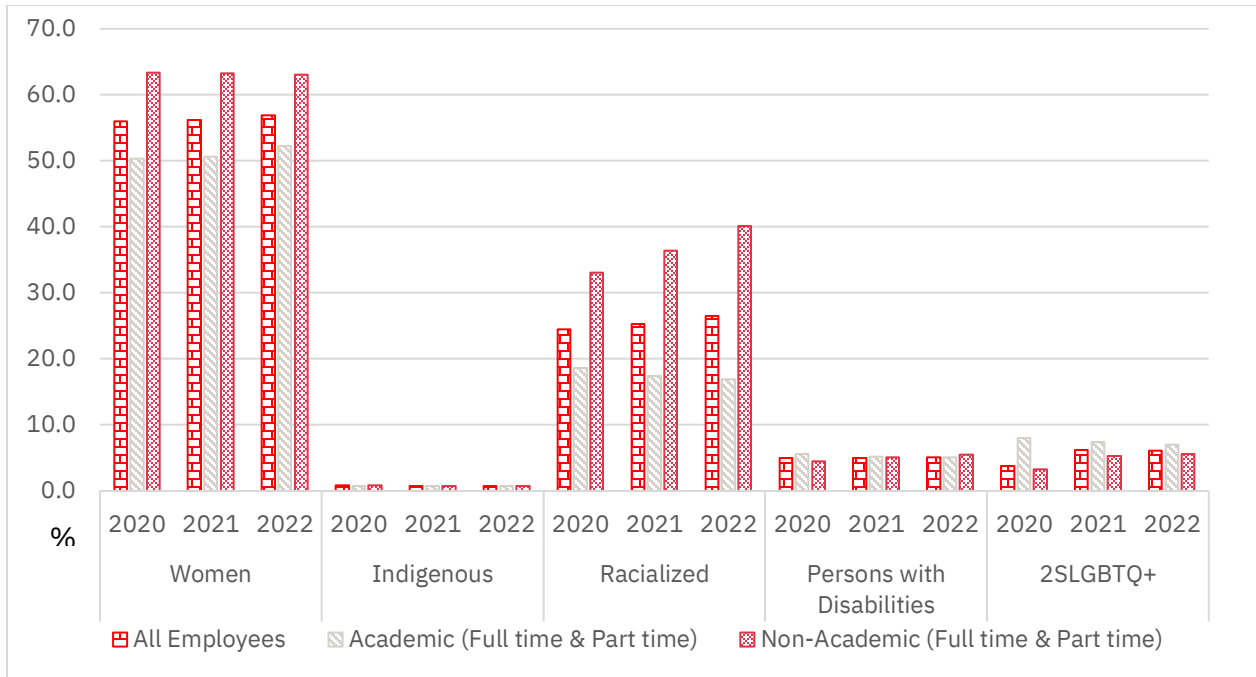


## 2.2 Overall Representation Rates<sup>5</sup>

Figure 2 provides a summary of representation rates for designated groups. An analysis follows in sections 2.3 to 2.7.

<sup>5</sup> For this report the total employee count in 2022 was 8078.

Figure 2: Representation Rates for Designated Groups 2020-2022



### 2.3 Women

Based on the data in Figure 2, 56.9% of all employees at York are women. This compares to an aggregated external availability figure of 52.4%. Internal representation figures continue to be relatively stable when compared to figures from 2020 and 2021.

Based on the data in Figures 3(a), (b) and (c) that follow, women are highly represented in a number of EEOGs such as Senior Managers, Middle and other Managers and Professionals. However, there is significant underrepresentation of women in the EEOGs of Supervisors: Crafts and Trades, Skilled Crafts and Trades Workers, Intermediate Sales and Service Personnel and Other Manual Workers.

Figure 3(a): Representation of Total Women in EEOGs 1-4

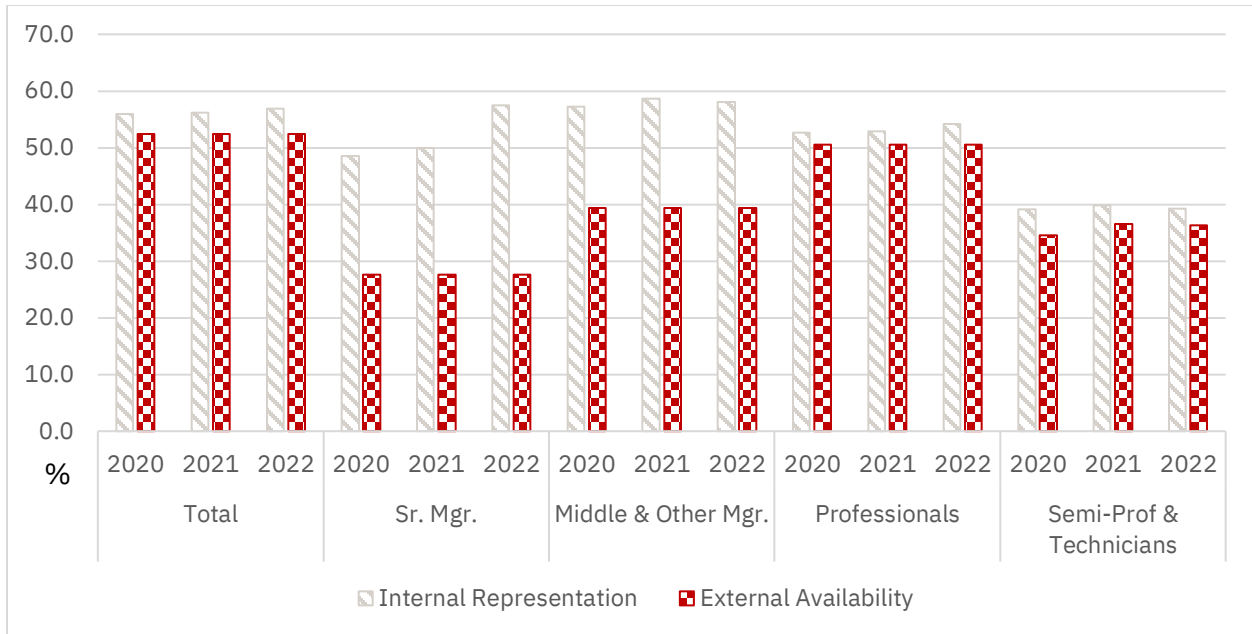


Figure 3(b): Representation of Total Women in EEOGs 5-9

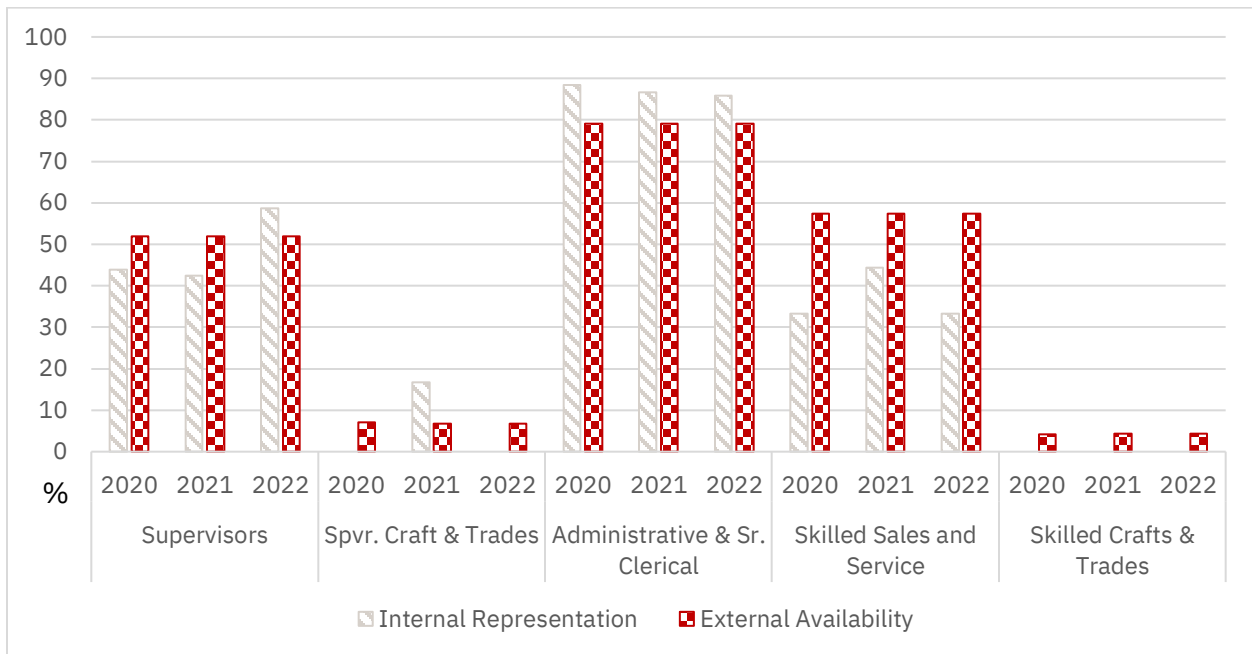
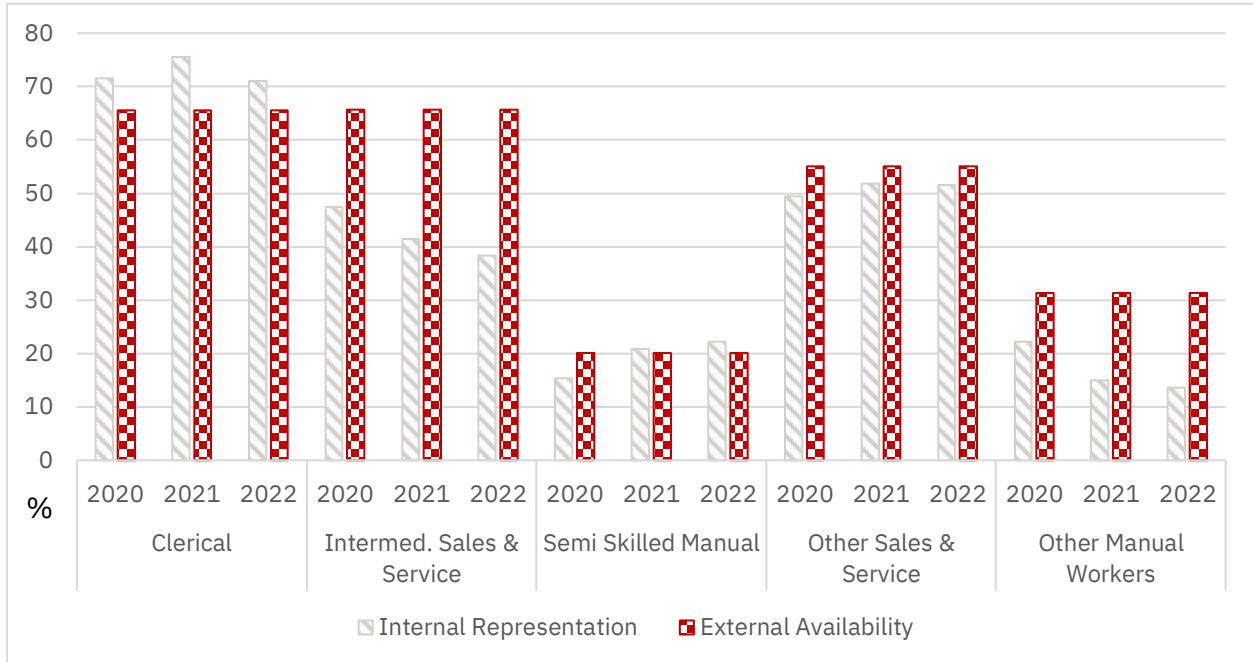




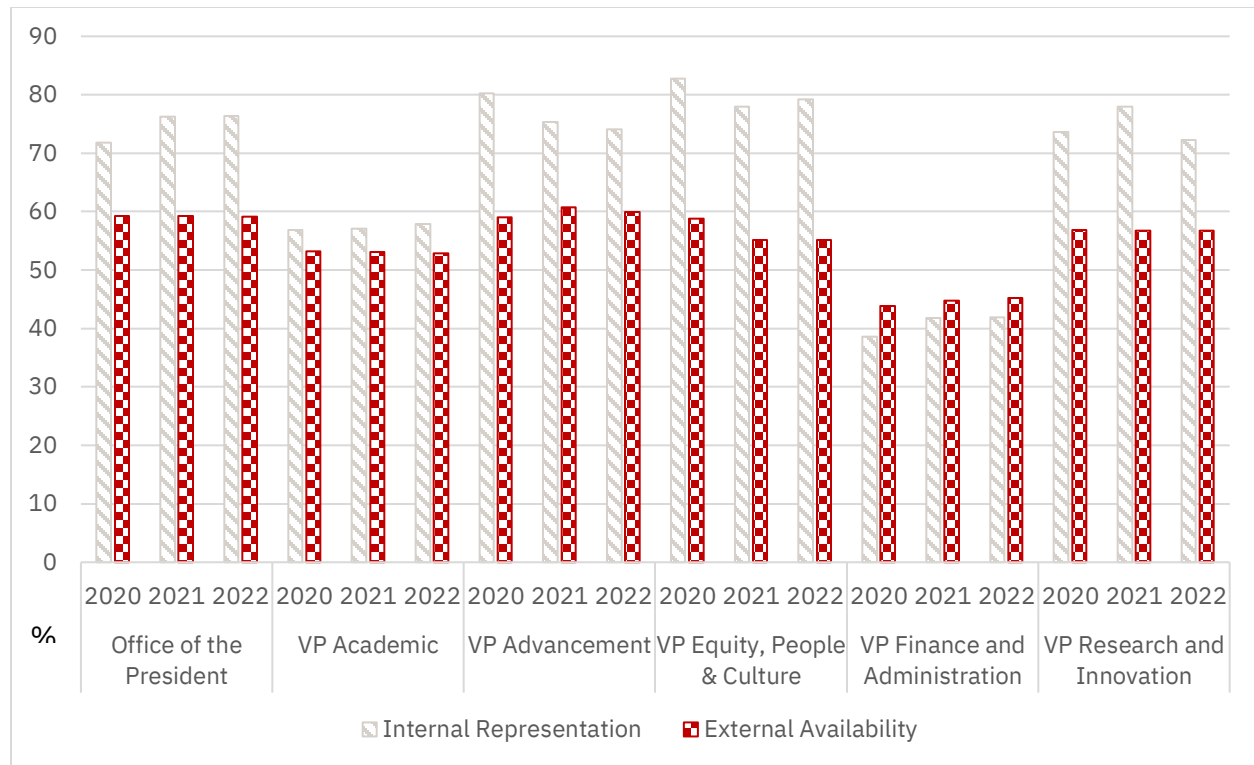
Figure 3(c): Representation of Total Women in EEOGs 10-14



### 2.3.1 ANALYSIS OF DIVISION AND FACULTY REPRESENTATION OF WOMEN

Figure 4 illustrates the representation of women for the six Divisions. The figures include all employees who work within the Division, excluding casual staff. Internal representation of women exceeds the external availability in five out of six Divisions. The exception is in the Division of Finance and Administration where the representation of women falls slightly below the external availability figures. Three-year trend analysis demonstrates that the representation of women across Divisions consistently exceeds the external availability figures.

Figure 4: Representation of Total Women by Division



Representation of women in each of the 11 Faculties and the Libraries is provided in Figures 5(a) and (b). The figures include all academic and non-academic employees of that Faculty, excluding casual staff. Internal representation for women exceeds external availability in nine of eleven Faculties; external availability exceeds internal representation in the Faculties of Engineering and Business (Schulich), with the greatest level of underrepresentation of women based on external availability, existing in Engineering. It should be noted, however, that internal representation of Women in Engineering increased from 32.9% to 36.5% from 2021 to 2022, however, this figure is still below the external availability figure. External availability also exceeds internal representation for women in Libraries. Also of note, three-year trend analysis for the Faculty of Science indicates a small but steady increase over the past three years, with internal representation of women exceeding external availability for the first time in 2022.

Figure 5(a): Representation of Total Women by Faculty

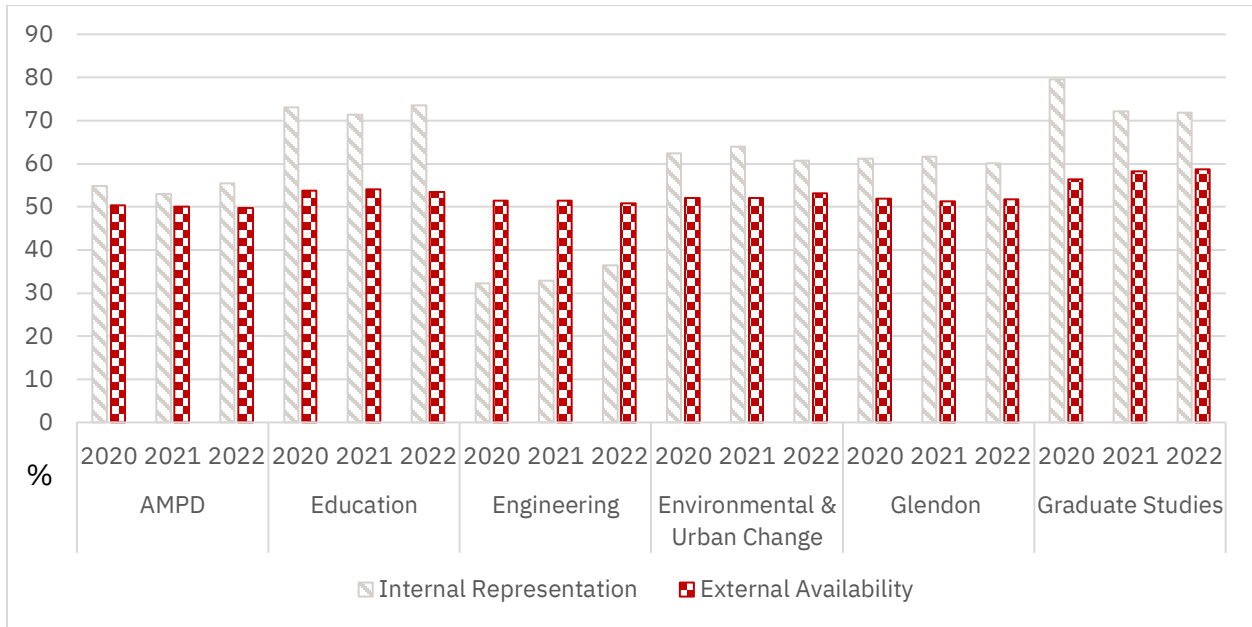
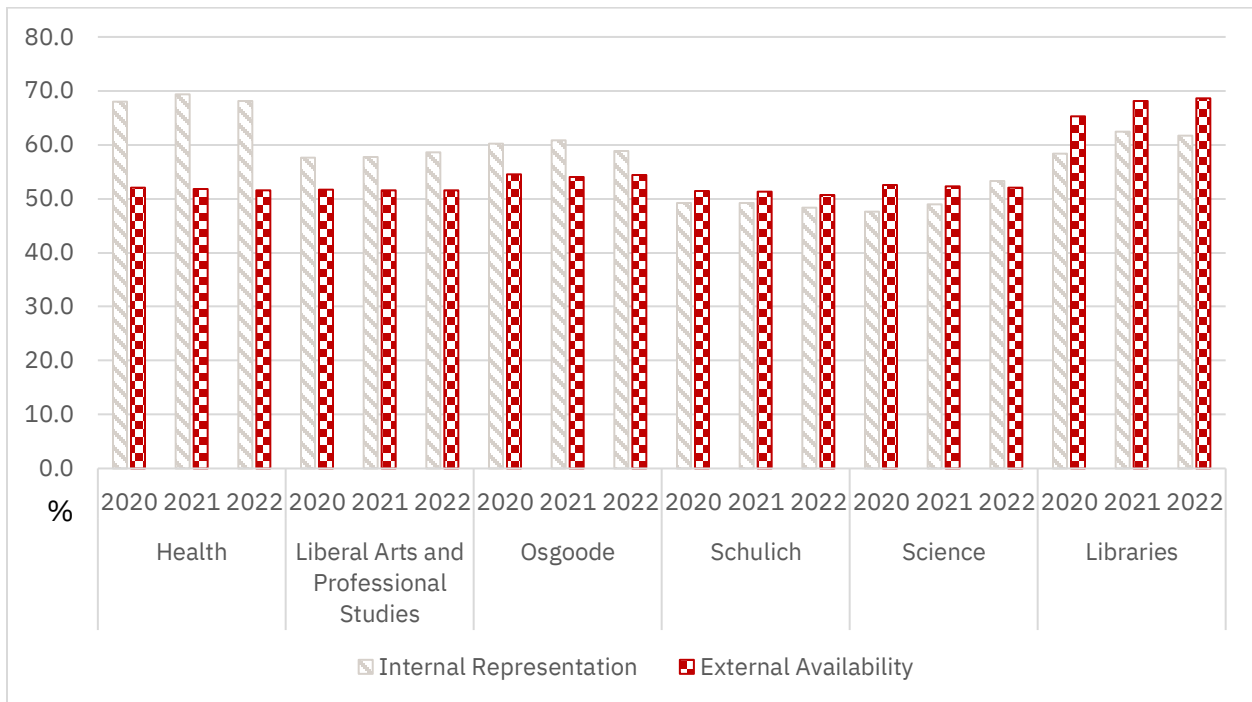


Figure 5(b): Representation of Total Women by Faculty



### 2.3.2 HIRES, PROMOTIONS AND EXITS ANALYSIS

Table 1 depicts data on the female representation rate of total employee new hires, total employee promotions<sup>6</sup> and total employee exits<sup>7</sup>.

Table 1: Hires, Promotions and Exits of Women

	2020	2021	2022
New Hires	54%	55%	55%
Promotions	49%	36%	58%
Exits	53%	54%	54%

For further details about hires, promotion, and termination data for designated group members, see Appendices [E](#), [F](#), [G](#).

## 2.4 Indigenous Peoples

Figure 2 indicates that 0.7% (57/8078) of the total employee base identified themselves as Indigenous peoples. This compares to an external availability figure of 1.8%. Academic employees have an internal representation figure of 0.7% versus an external availability figure of 1.6%. Non-academic employees have an internal representation rate of 0.8% compared to an external availability rate of 1.8%.

As shown in Figures 6(a), (b) and (c), Indigenous peoples are underrepresented within several EEOGs amongst total employees. Whilst Indigenous employees are highly represented in the occupational groups of Supervisors Craft and Trades, and Semi-Skilled Manual Workers, there continues to be significant underrepresentation of Indigenous peoples in most of the EEOGs, and there is no internal representation of Indigenous peoples in several EEOGs including Semi-Professionals and Technicians, Supervisors, Skilled Sales and Service Personnel, Skilled Crafts and Trades Workers and Other Manual Workers.

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<sup>6</sup> For fulltime Faculty, for FCP purposes, a “promotion” means that: A professor receives an appointment at the dean level or above with full-time administrative function (does not retain teaching responsibilities); and a professor moves up in rank which may or may not result in a salary increase for a period of 12 weeks or more. Promotions include employees who have permanently moved from one position to another position that: a) have a higher salary range than the salary range of the position previously held by the employee, and/or b) rank higher in the organizational hierarchy.

<sup>7</sup> Exits include any separation of employment from York University, including voluntary and involuntary separations (e.g. end of contract, retirement).

Figure 6(a): Representation of Total Indigenous Peoples in EEOGs 1-4

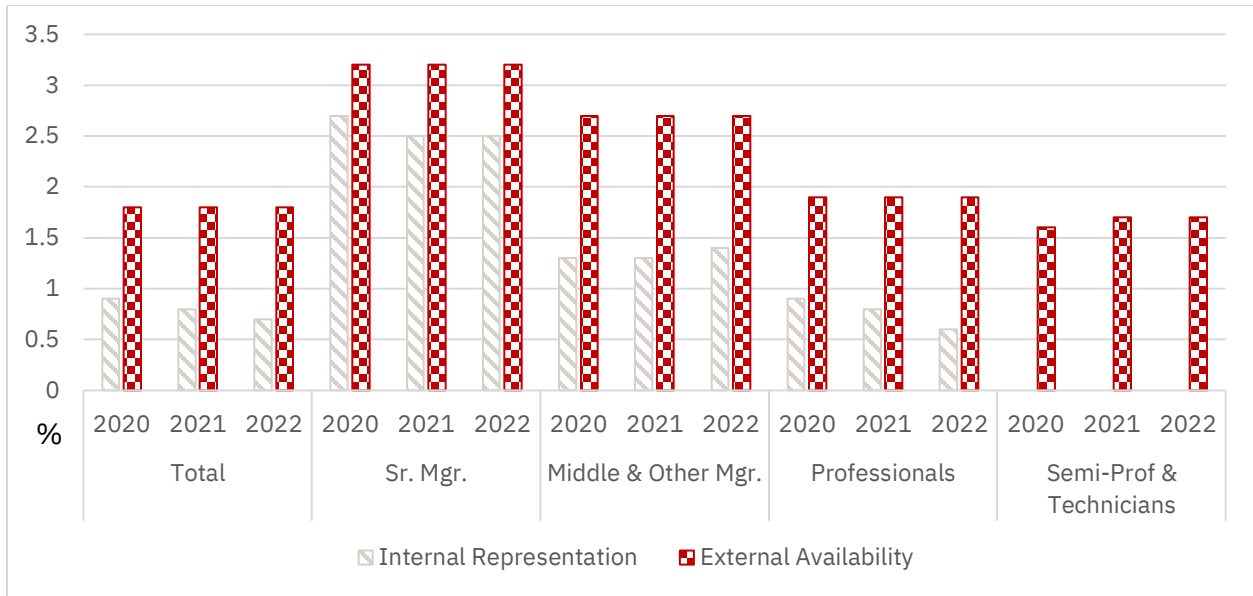


Figure 6(b): Representation of Total Indigenous Peoples in EEOGs 5-9

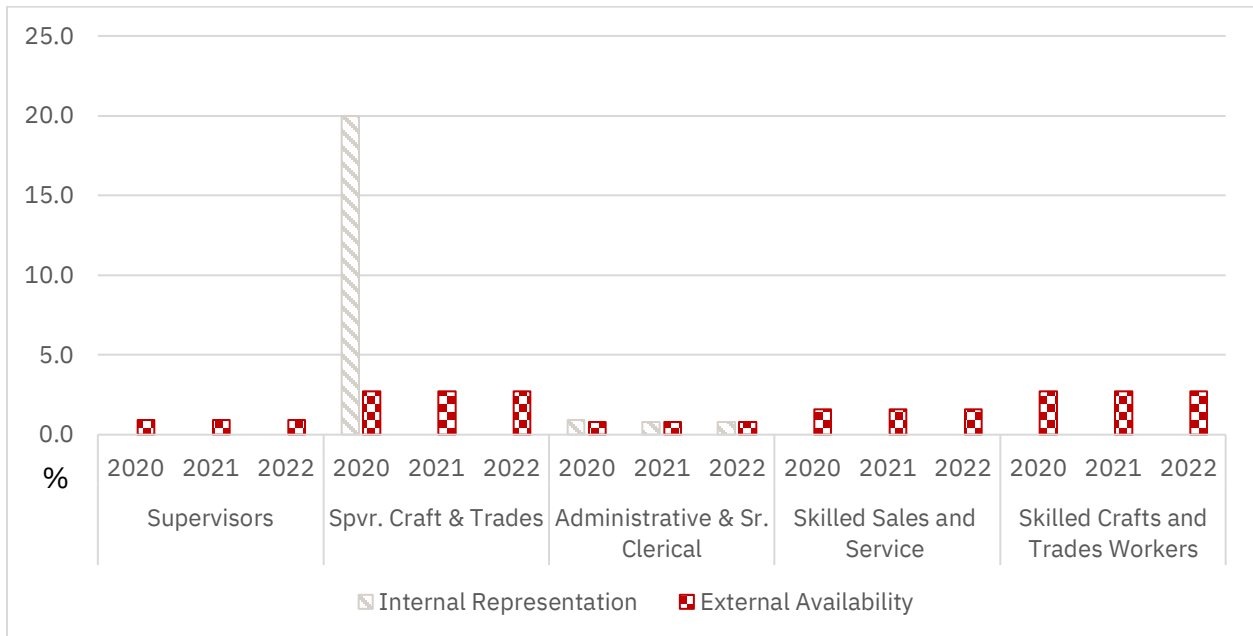


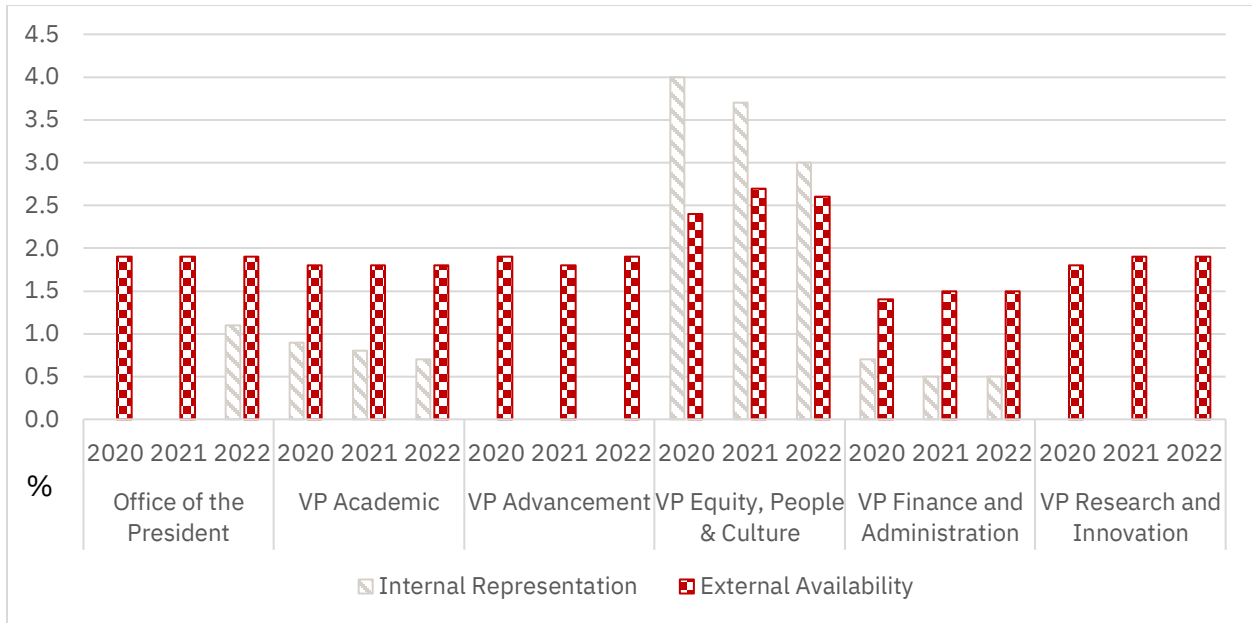
Figure 6(c): Representation of Total Indigenous Peoples in EEOGs 10-14



### 2.4.1 DIVISION AND FACULTY REPRESENTATION OF INDIGENOUS PEOPLES ANALYSIS

Figure 7 shows the representation of Indigenous peoples for the six Divisions within the University. The figures include all academic and non-academic employees who work within the Division, excluding casual staff. Over the three-year period there has been no internal representation of Indigenous peoples in two Divisions – Division of Advancement and Division of Research and Innovation, and representation in the other Divisions (with the exception of the Office of the President) has been declining over the past three years.

Figure 7: Representation of Total Indigenous Peoples by Division



Representation for Indigenous peoples for each of the 11 Faculties and the Libraries are provided in Figures 8(a) and (b). The figures include all employees (academic and non-academic) of the Faculty, excluding casual staff. In 2022, internal representation for Indigenous peoples exceeded external availability in only two of eleven Faculties, those being the Faculty of Graduate Studies and Osgoode Hall Law School. The Faculty of Graduate Studies showed a marked increase in representation, moving from 0% in 2021 to 7.7% in 2022. Internal representation in the Libraries also showed a distinct increase, with representation doubling from 2021 to 2022 (moving from 0.8% to 1.6%). Notably, the Faculty of Environmental and Urban Change had an internal representation rate of 0% for Indigenous peoples in 2022.

Figure 8(a): Representation of Total Indigenous Peoples by Faculty

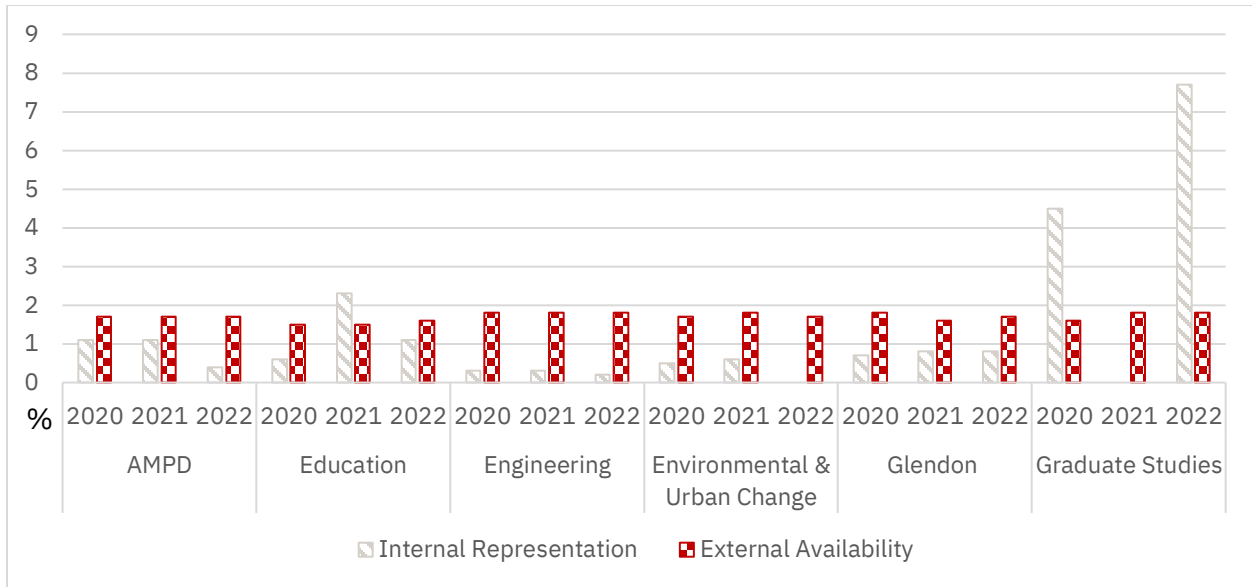
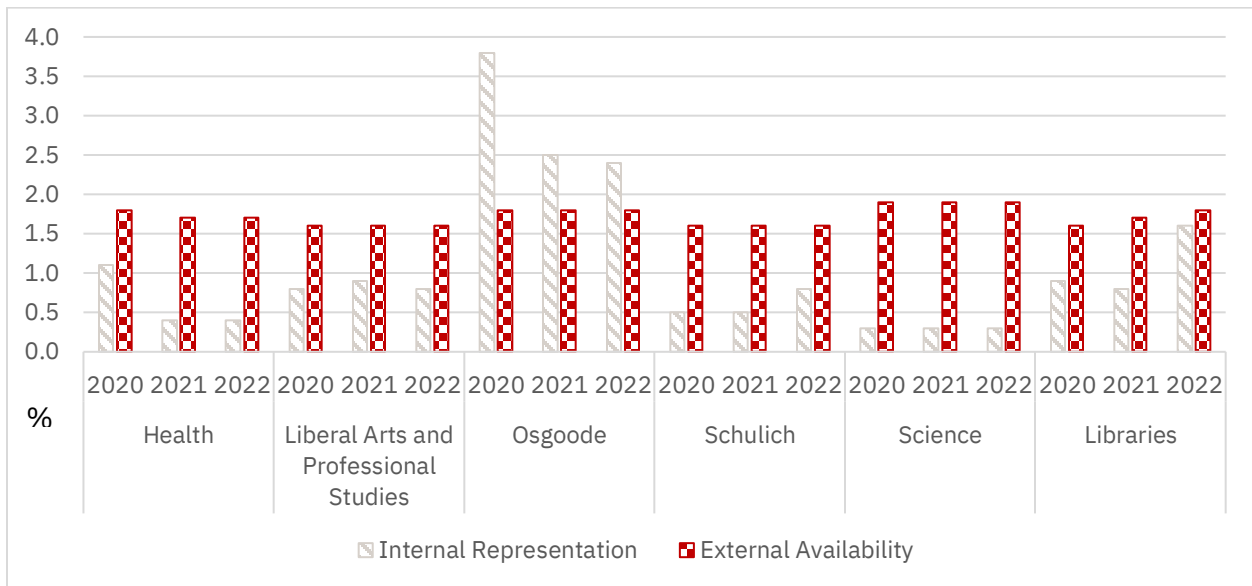


Figure 8(b): Representation of Total Indigenous Peoples by Faculty



### 2.4.2 HIRES, PROMOTIONS AND EXITS ANALYSIS

Table 2 below provides data on the Indigenous representation rate of total employee new hires, total employee promotions and total employee exits.

Table 2: Hires, Promotions and Exits of Indigenous Peoples

	2020	2021	2022
New Hires	1%	0.5%	0.4%



Promotions	0%	4%	2%
Exits	1%	1%	0.4%

### 2.5 Racialized Persons

As shown in Figure 2, at the end of 2022, the University had an internal representation rate for Racialized persons of 26.5% among total employees, compared to an external availability of 29.7%. Academic employees had an internal representation of 16.9% versus an external availability of 27.5%. Non-academic employees had an internal representation of 40.1% versus an external availability of 34.0%. Notably, a three-year analysis reveals a steady increase in representation rates from 2020 – 2022 for total employees, however, whilst non-academic employees also display a steady increase over the three-year period, the representation rate for racialized persons among academic employees shows a continual decrease over the three-year period.

As shown in Table 3, the disaggregated data for Racialized persons shows that the highest self-identified representation of a group is South Asian, at 6.3%. The lowest representation of the self-identified disaggregated groups is Japanese at 0.3%.

Table 3: Disaggregation of Racialized Persons

<b>Total Racialized Persons<sup>8</sup></b> <b>(26.5%)</b>	<b>Disaggregated % Racialized Persons</b>		
	2020	2021	2022
<b>Arab</b>	0.7	0.9	0.9
<b>Black (e.g., African, American, Canadian, Caribbean)</b>	3.0	3.5	4.1
<b>Chinese</b>	2.6	2.8	3.1
<b>Filipino</b>	0.5	0.6	1.2
<b>Japanese</b>	0.2	0.3	0.3
<b>Korean</b>	0.4	0.5	0.4
<b>Non-White Latin American (including Indigenous persons from Central and South America)</b>	0.7	0.8	0.9
<b>Non-White West Asian (e.g., Iranian, Lebanese, Afghan)</b>	1.1	1.5	1.5
<b>South Asian/Caribbean (e.g., Bangladeshi, Pakistani, Indian, Guyanese, Trinidadian, Sri Lankan, East African)</b>	5.2	4.7	6.3
<b>South East Asian (e.g., Burmese, Cambodian/Kampuchean, Laotian, Malaysian, Thai, Vietnamese, Indonesian)</b>	0.7	0.8	1.1
<b>Persons with Mixed Origin</b>	1.2	1.6	1.5

As shown in Figures 9(a), (b) and (c), Racialized persons are highly represented in the occupational groups of Middle and Other Managers, Semi-Professionals and Technicians, and Administrative and Senior Clerical Personnel, with internal representation exceeding external availability in those 3 EEOGs. We do see progress through steady increases in representation over a three-year period in the occupational groups of Middle and Other Managers, Semi-Professionals and Technicians, Supervisors, Administrative and Senior Clerical Personnel,

<sup>8</sup> Racialized Persons sub-categories are provided by [Statistics Canada](#) with the exception of Persons with Mixed Origin.

Clerical, Intermediate Sales and Service, Other Sales and Service Personnel, and Other Manual Workers. Notably, in the EEOG of Supervisors, there was a significant increase in internal representation from 2021 to 2022, with representation moving from 20% to 34.5%. However, there continues to be significant underrepresentation in many EEOGs, and an internal representation rate of 0% over a three-year period for the EEOG Supervisors: Crafts and Trades.

Figure 9(a): Representation of Total Racialized Persons in EEOGs 1-4

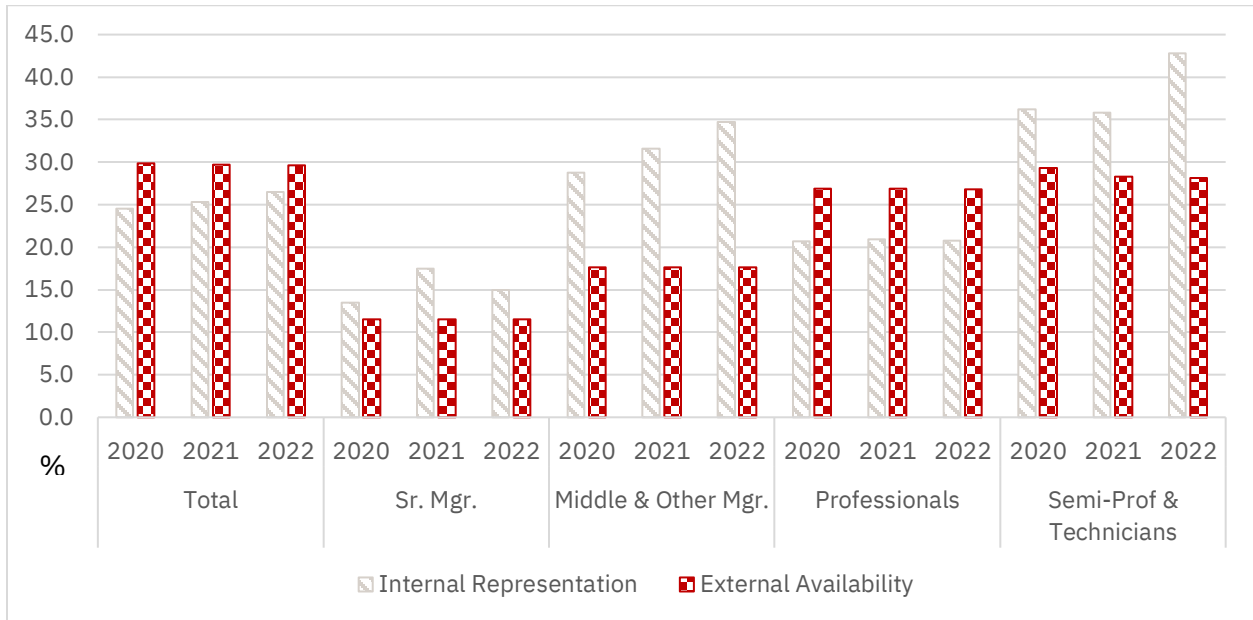


Figure 9(b): Representation of Total Racialized Persons in EEOGs 5-9

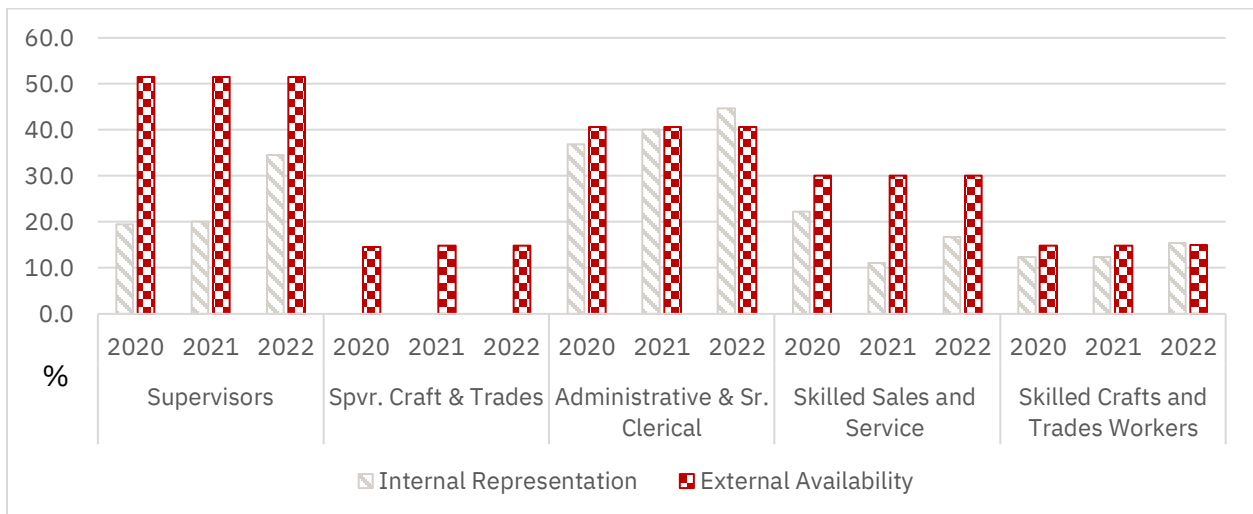
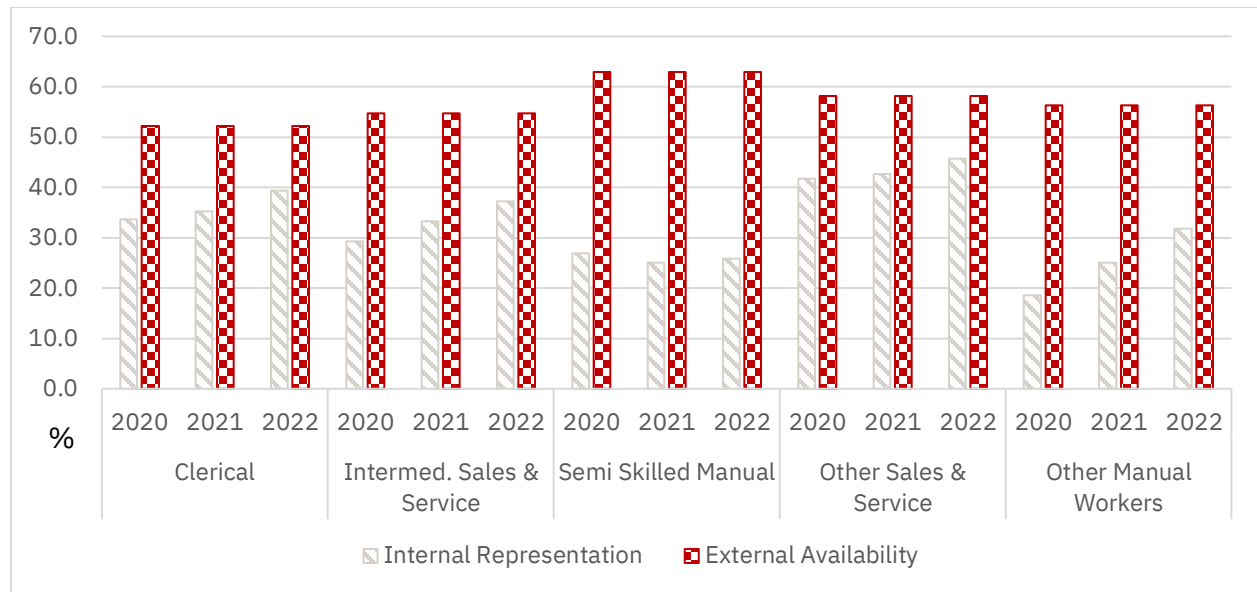


Figure 9(c): Representation of Total Racialized Persons in EEOGs 10-14



### 2.5.1 DIVISION AND FACULTY REPRESENTATION OF RACIALIZED PERSONS

Figure 10 shows the representation of Racialized persons within the six Divisions of the University. The figures include all academic and non-academic employee groups who work within the Division, excluding casual staff. Internal representation for Racialized persons either equals or exceeds the external availability in all Divisions except the Division Academic. In 2022, both the Office of the President and the Division of Research and Innovation had internal representation rates that exceeded external availability for the first time. The Division of Finance and Administration also showed improvement, with internal representation equalling external availability, also for the first time. Over the three-year period, internal representation has been increasing in the Office of the President, Division of Finance and Administration and Division of Research and Innovation.

Figure 10: Representation of Total Racialized Persons by Division

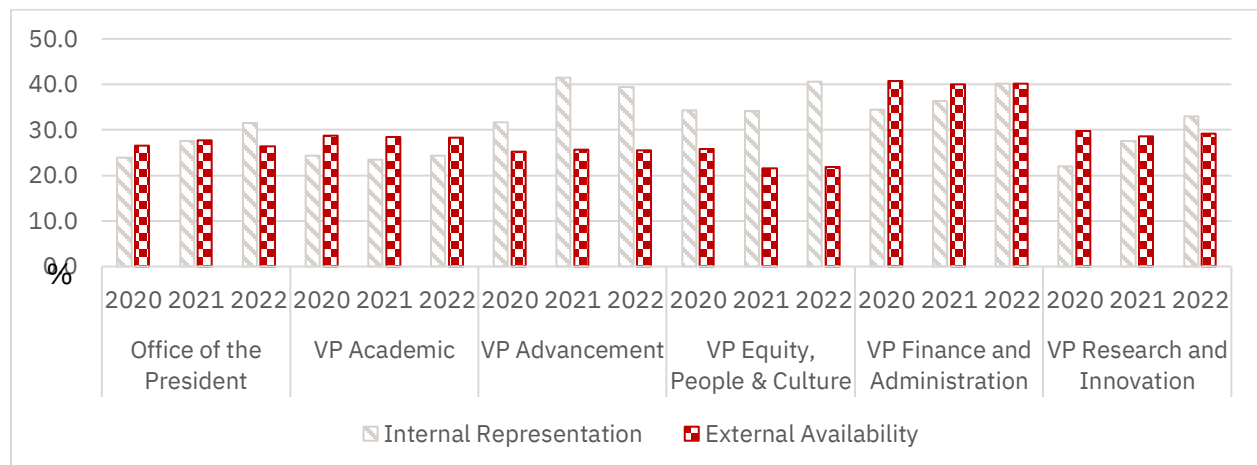
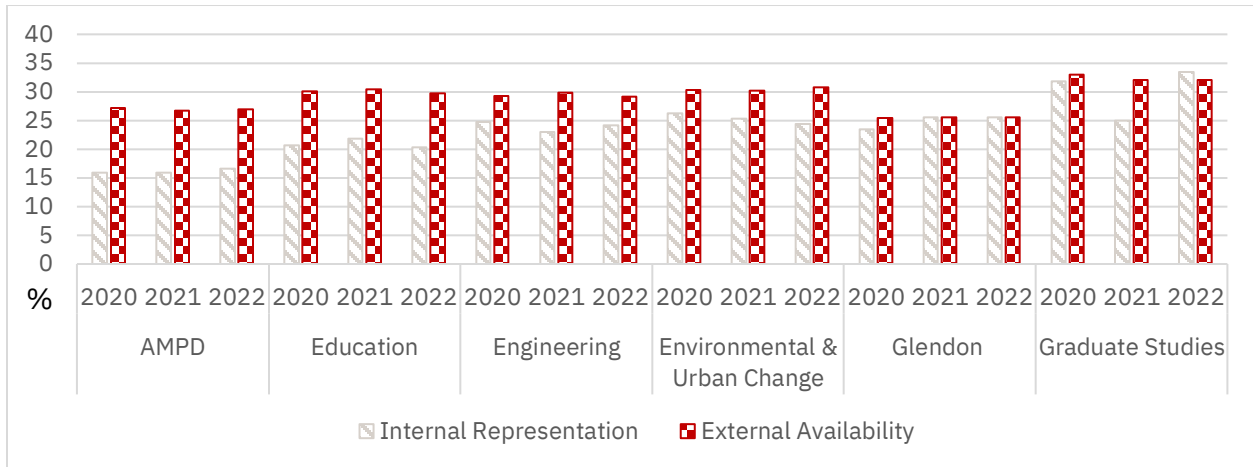
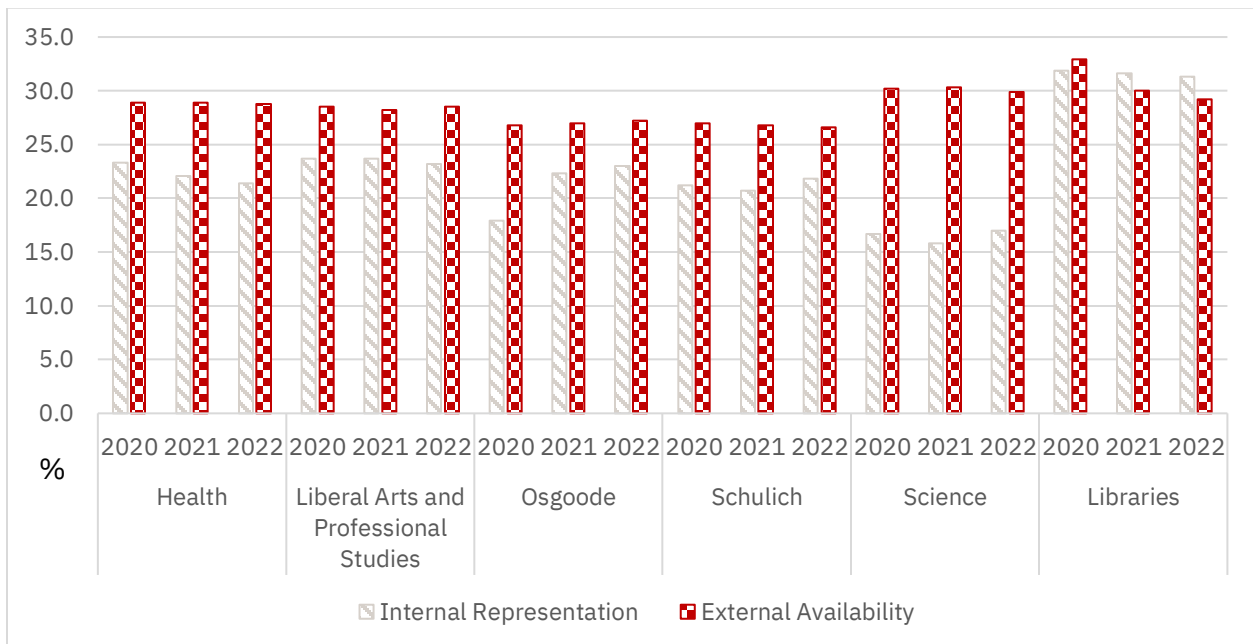


Figure 11(a): Representation of Total Racialized Persons by Faculty



Representation for Racialized persons for each of the 11 Faculties and the Libraries is provided in Figures 11(a) and (b). The figures include all employees in the Faculty, excluding casual staff. In 2022, at Glendon, internal representation equalled external availability, and in the Libraries and the Faculty of Graduate Studies, internal representation exceeded external availability. Over the three-year period, there has been a steady increase in internal representation of racialized persons only at Osgoode Hall Law School, however, despite this year-on-year increase, internal representation remains lower than external availability. Conversely, in the Faculty of Environmental and Urban Change, and Faculty of Health, there has been a slight decline in internal representation of racialized persons over the three-year period. In a small number of Faculties internal representation remained the same or almost the same from 2021 to 2022, including Glendon, LA&PS, and the Libraries.

Figure 11(b): Representation of Total Racialized Persons by Faculty



## 2.5.2 HIRES, PROMOTIONS AND EXITS ANALYSIS

Table 4 provides data on Racialized persons' representation rate of total employee new hires, total employee promotions and total employee exits.

Table 4: Hires, Promotions and Exits of Racialized Persons

	2020	2021	2022
New Hires	19%	19%	21%
Promotions	30%	28%	32%
Exits	17%	19%	21%

## 2.6 Persons with Disabilities

As shown in Figure 2, 5.1% of the total employee base identified themselves as Persons with disabilities. This compares to an external availability figure of 8.9%. Internal representation of Persons with disabilities for academic employees was 5.1% versus an external availability of 8.9%. Non-academic employees had an internal representation of 5.5% versus an external availability of 8.9%.

Figures 12(a), (b) and (c) show that on a university-wide level, Persons with disabilities are highly represented in the occupational groups of Supervisors: Crafts and Trades and Other Manual Workers, and internal representation exceeds external availability in those two EEOGs along with Intermediate Sales and Service Personnel in 2022. There has also been a steady increase in internal representation over the last three years in Senior, Middle and Other Managers, Administrative and Senior Clerical Personnel, Intermediate Sales and Service Personnel, and Semi-Skilled Manual Workers. Additionally, in 2022, internal representation has exceeded external availability in the EEOG Senior, Middle and Other Managers for the first time. However, there is significant underrepresentation of Persons with Disabilities in several EEOGs. Quite notably as well, the EEOG of Skilled Sales and Service Personnel, which previously exhibited internal representation that exceeded external availability in both 2020 and 2021, displayed an internal representation of 0% in 2022, indicating a drop from 11.1% to 0%.

Figure 12(a): Representation of Total Persons with Disabilities in EEOGs 1-5

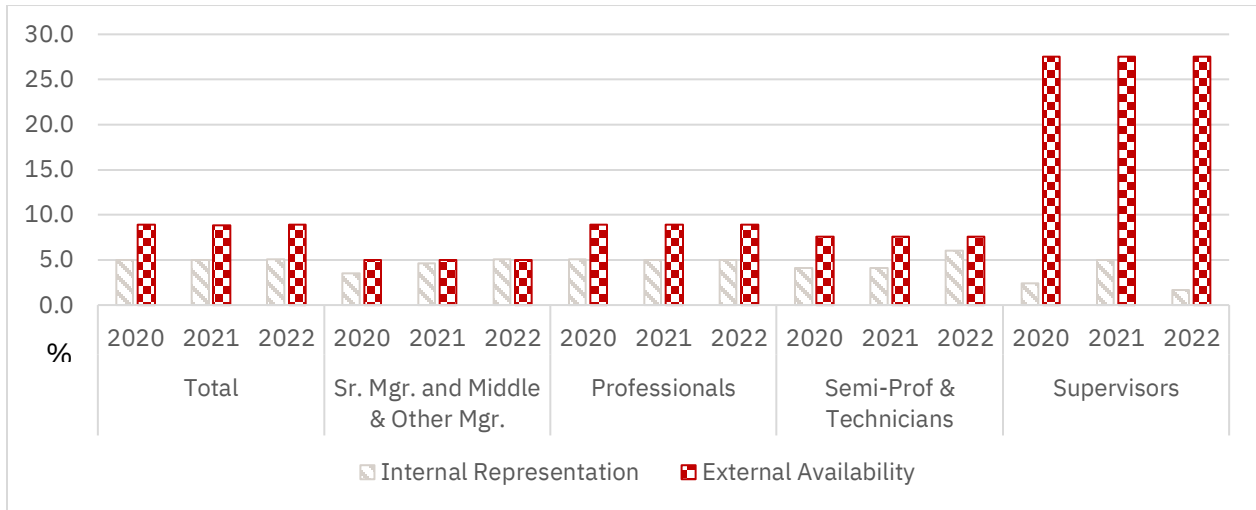


Figure 12(b): Representation of Total Persons with Disabilities in EEOGs 6-10

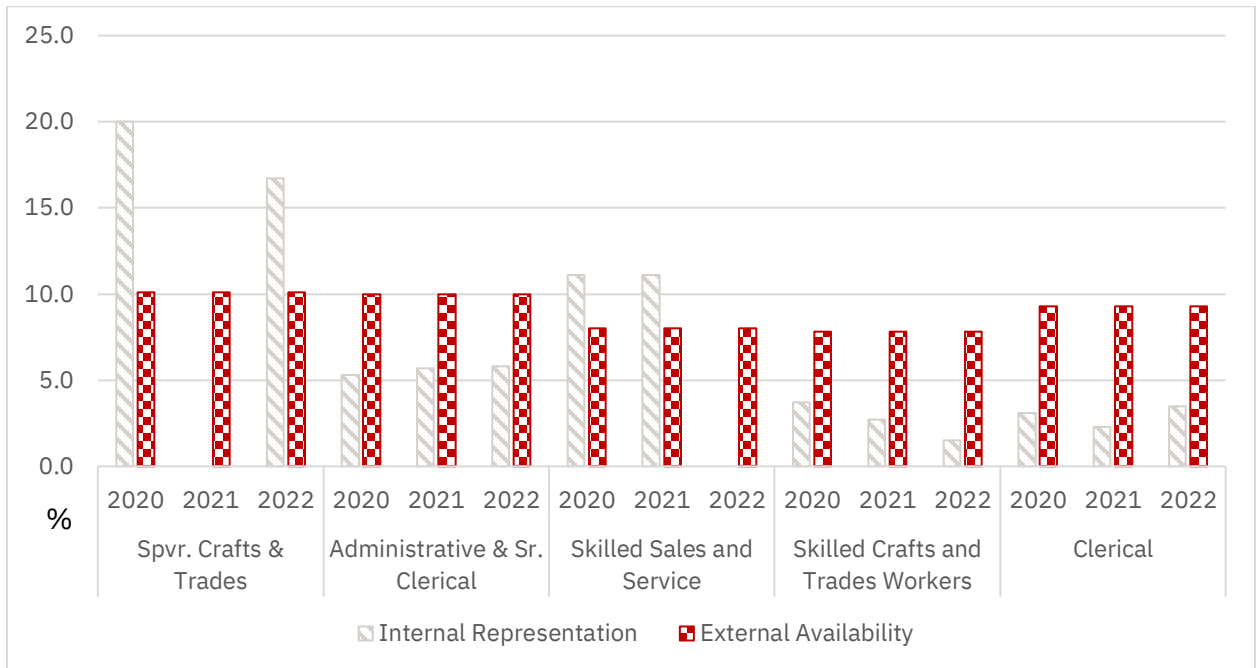
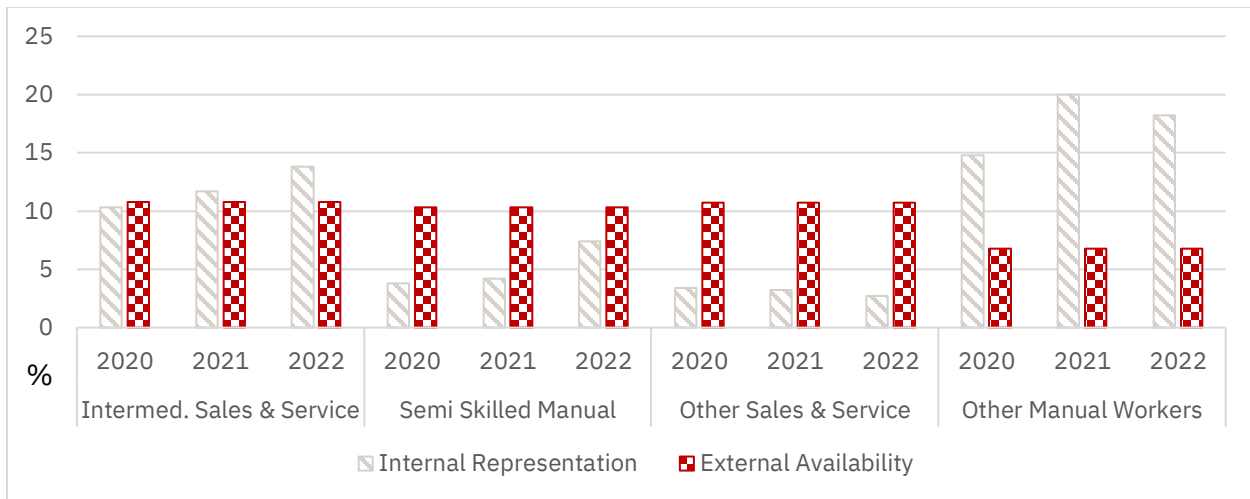


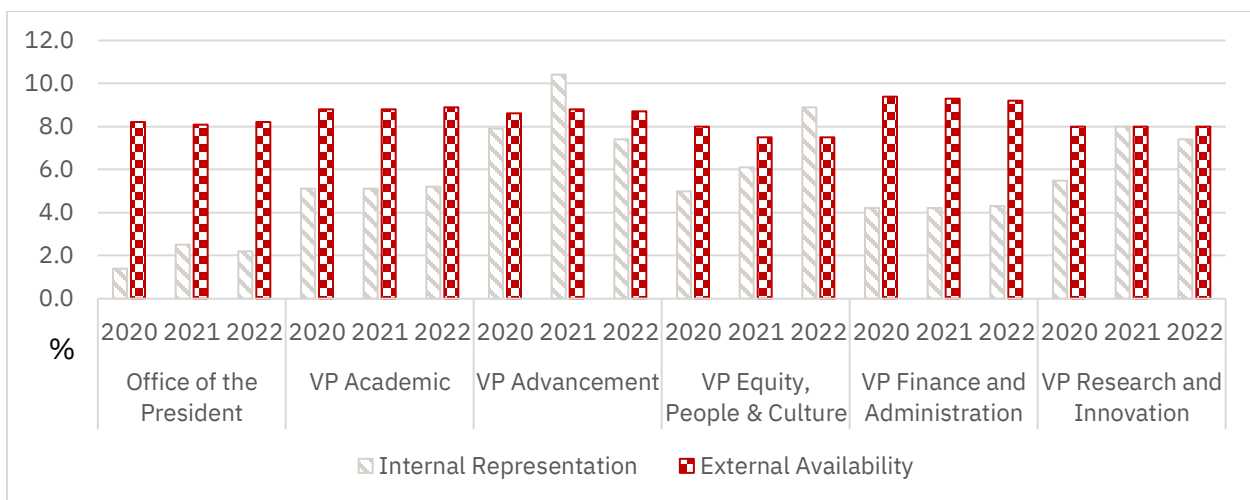
Figure 12(c): Representation of Total Persons with Disabilities in EEOGs 11-14



### 2.6.1 DIVISION AND FACULTY REPRESENTATION OF PERSONS WITH DISABILITIES

Figure 13 shows the representation of Persons with disabilities for the six Divisions within the University. The figures include all academic and non-academic employees who work within the Division, excluding casual staff. In 2022, internal representation for Persons with disabilities exceeded the external availability only in the Division of Equity, People and Culture. Both the Divisions of Advancement and Research and Innovation displayed a decline in representation; in 2021, the Division of Advancement had an internal representation which exceeded external availability and the Division of Research and Innovation had an internal representation which equalled external availability. There was also a slight decline in internal representation in the Office of the President.

Figure 13: Representation of Total Persons with Disabilities by Division



Representation for Persons with disabilities for each of the 11 Faculties and the Libraries is shown in Figures 14(a) and (b). The figures include all employees of the Faculty, excluding



casual staff. Internal representation for Persons with disabilities does not exceed the external availability in any Faculty. Whilst internal representation does lag behind external availability, there has been a steady increase in representation over the three-year period in the Faculties of Education, Glendon and Osgoode. Notably, there has been a decline in representation in the Faculty of Graduate Studies, which displayed an internal representation rate of 0% for both 2021 and 2022. Additionally, there has been a decline in representation at the Libraries, which had previously shown an increase over the period 2019-2021, but for the first time displayed a decrease in 2022.

Figure 14 (a): Representation of Total Persons with Disabilities by Faculty

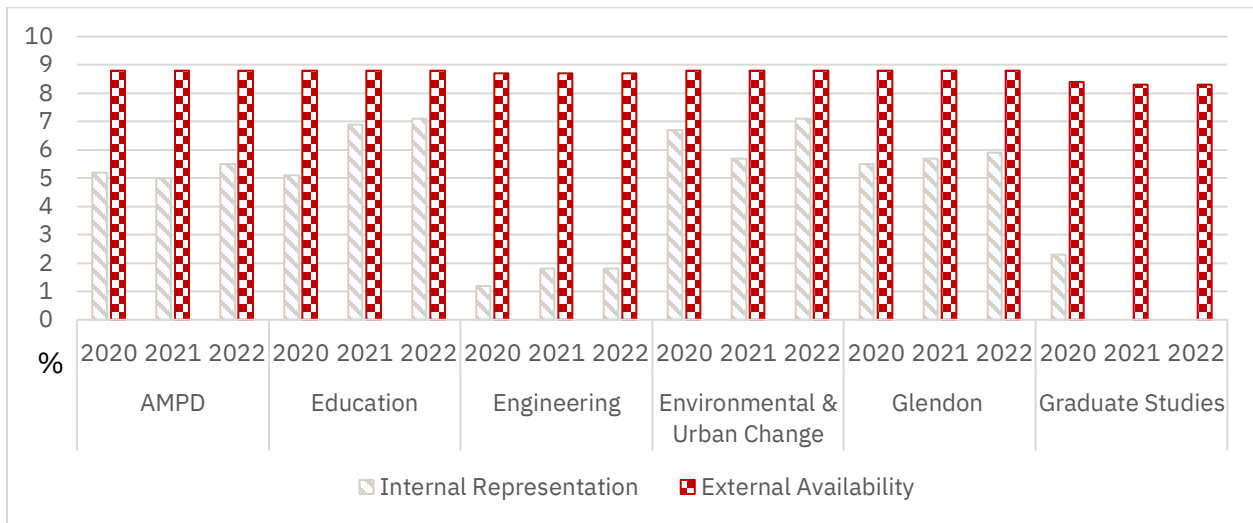
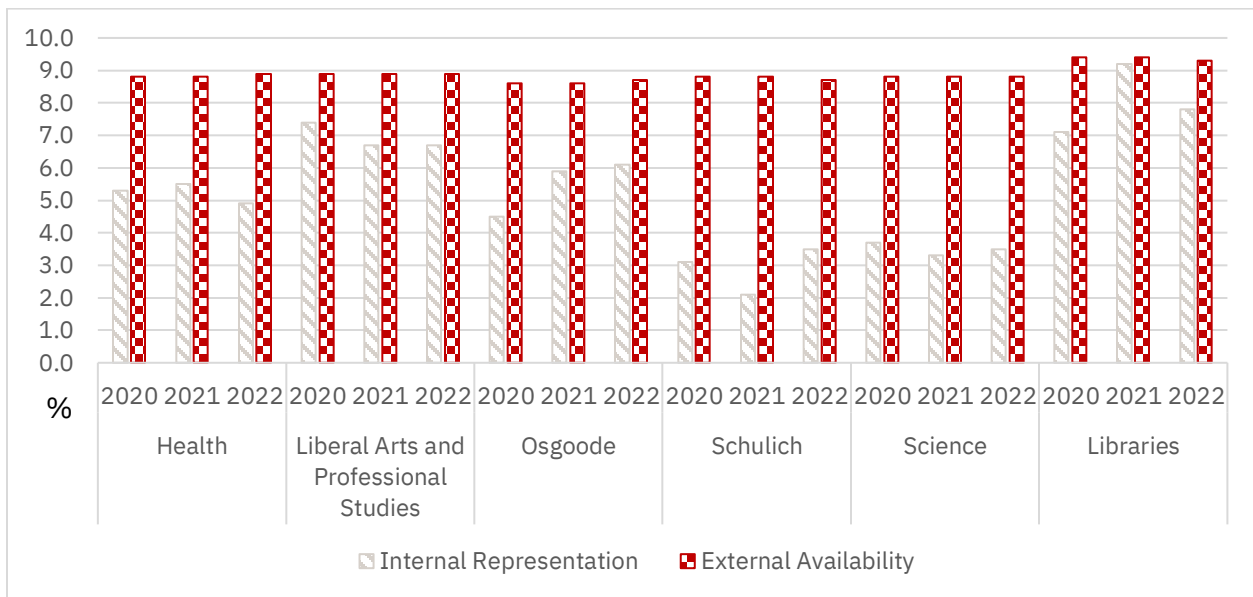


Figure 14(b): Representation of Total Persons with Disabilities by Faculty



## 2.6.2 HIRES, PROMOTIONS AND EXITS ANALYSIS

Table 5 provides data on Persons with disabilities representation rate of total employee new hires, total employee promotions and total employee exits.

Table 5: Hires, Promotions and Exits of Persons with Disabilities

	2020	2021	2022
New Hires	4%	4%	4%
Promotions	4%	8%	8%
Exits	4%	4%	4%

## 2.7 2SLGBTQ+

2SLGBTQ+ is an acronym for persons who identify as two-spirit, lesbian, gay, bisexual, transgender, genderqueer, questioning, or who otherwise express gender or sexual diversity. As shown in Figure 2 and Table 6 below, 6.1% of total employees self-identified as 2SLGBTQ+. The internal representation of 2SLGBTQ+ for academic employees was 7.0%, and among non-academic employees, the internal representation of 2SLGBTQ+ was 5.6%. External availability figures from Statistics Canada are not available at the time of writing for the 2SLGBTQ+ community.

Table 6: York 2SLGBTQ+ Representation Rates

	2020	2021	2022
All Employees	3.8%	6.2%	6.1%
Academic Staff	8.0%	7.4%	7.0%
Non-Academic Staff	3.3%	5.3%	5.6%

## 3.0 Summary of Data for the Divisions and Faculties

The representation data within the Divisions and Faculties reveal that, the Division of Finance and Administration was the only Division where internal representation of Women fell below the external availability data provided by Statistics Canada. Whilst the 2022 internal representation rate was not significantly below the external availability figures, the internal representation was also below in 2020 and 2021.

An analysis of the representation of Indigenous peoples in the Divisions reveals that both the Division of Advancement and Research and Innovation have had no internal representation of

Indigenous peoples for the period 2020-2022. In the Divisions Academic and Equity, People and Culture, internal representation of Indigenous peoples has been decreasing throughout the period 2020-2022, however internal representation in the Division of Finance and Administration has remained the same from 2021 to 2022. The only Division to show an increase in internal representation of Indigenous peoples from 2021 to 2022 was the Office of the President, and this increase was also notable for the fact that there had been no internal representation of Indigenous peoples in the Office of the President in both 2020 and 2021.

In terms of the representation of Racialized persons within the Divisions, internal representation exceeded external availability for the first time in the Office of the President, and internal representation equalled external availability for the first time in the Division of Finance and Administration. From 2021 to 2022, the only Division which did not reveal an increase in its internal representation rates was the Division of Advancement; however, even though internal representation of Racialized persons did drop from 2021 to 2022 in the Division of Advancement, the Division's internal representation did nonetheless exceed the external availability. Finally, in 2022, the only Division where internal representation of Racialized persons did not exceed or equal external availability was the Division Academic.

Analysis of the representation rates of Persons with disabilities reveals that in 2022, internal representation was less than external availability in all Divisions except the Division of Equity, People and Culture. There were notable decreases in representation in the Divisions of Advancement and Research and Innovation; thus, in 2021 internal representation in the Division of Advancement had exceeded external availability and in the Division of Research and Innovation, internal representation had equalled external availability in 2021. From 2021 to 2022, there were increases in internal representation in the Divisions of Equity, People and Culture, Academic and Finance and Administration, and only within the Division of Equity, People and Culture was there a steady increase in internal representation from 2020 to 2022.

Analysis of the representation of Women within the Faculties indicates that for Women, internal representation was less than external availability in the Lassonde School of Engineering, Schulich School of Business and the Libraries, for the period 2020-2022. In 2022, the internal representation of women at the Faculty of Science exceeded external availability for the first time. Throughout the period 2020-2022 internal representation has been steadily increasing in the Faculties of Engineering and Science.

An analysis of the representation of Indigenous peoples reveals that in 2022, internal representation exceeded external availability only in the Faculty of Graduate Studies and Osgoode Hall. From 2021 to 2022 there was a decline in the internal representation of Indigenous peoples in at least half of the Faculties, with the exceptions of Glendon, Health and Science (which remained the same from 2021 to 2022); Schulich School of Business (which increased slightly); and the Faculty of Graduate Studies and the Libraries, which both showed significant increases in internal representation.

With respect to the representation rates of Racialized persons, in 2022 internal representation exceeded external availability only in the Faculty of Graduate Studies and the Libraries, whilst internal representation equalled external availability in Glendon. Throughout the period 2020-2022 there was a steady decrease in representation in the Faculties of Environmental and Urban Change, Health and the Libraries (note that even though there has been a decrease in representation in the Libraries, their internal representation still exceeds the external availability). Conversely, there has been a steady increase in representation throughout the period 2020-2022 only in Osgoode Hall.

An analysis of the representation rates of Persons with disabilities within the Faculties reveals that internal representation was less than external availability in all Faculties, not simply in 2022, but throughout the entire period 2020-2022. Throughout the period 2020-2022, there were, however, increases in internal representation in the Faculty of Education, Glendon and Osgoode Hall. Quite notably, there was no internal representation of Persons with disabilities for both 2021 and 2022 in the Faculty of Graduate Studies.

### 3.1 Significant Gaps

Under-representation is a key concept in an employment equity analysis. Employers are expected to hire designated group employees at their external availability rate. A gap occurs when the designated group's internal representation is less than their external availability. The following analysis and calculations of significant gaps are related to significant gaps and include graphic representation of data. If a gap is "significant", then an [employment systems review](#)<sup>9</sup> must be undertaken to understand what employment barriers may be present to cause the underrepresentation. This analysis uses the three-filter test<sup>12</sup> to determine significance.

#### 3.1.1 THE THREE FILTER TEST

To determine if a gap in representation is significant apply filters 1 and 2 (in combination), and filter 3. Gaps that are identified as significant will become the focus of the employment systems review.

##### FIRST FILTER

If the number gap is -3 or greater (note that while the gap is referred to as -3 or greater, the actual numerical value is -3 or less, i.e., -3, -4, -5, etc.), then the gap may be significant, must be recorded, and the second filter must be applied.

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<sup>9</sup> An employment systems review is a comprehensive review of an organization's policies and practices to identify systemic and attitudinal barriers to employment opportunities for designated group members. The goal of the employment systems review is to provide an explanation for major gaps in representation, and to serve as the basis for developing an employment equity action plan to address barriers.

## SECOND FILTER

If the percentage representation is 80 per cent or less, then the organization must investigate the underrepresentation further. For example, if your organization has seven accountants who are women, but the expected availability indicates that you should have ten, then your organization has only 70 percent of what is expected and a numerical gap of -3, and thus a significant gap exists.

Calculating the percentage representation:

$$\frac{\text{Internal representation}}{\text{External availability}} \times 100 = \% \text{ representation}$$

The utilization percentage provides a measure of how close an employer is to full representation of the designated group in a particular occupational group where there is under-representation. The internal representation number in the EEOG is divided by the external availability number and multiplied by 100 (as illustrated above). The closer the percentage is to 100%, the less severe is the under-representation. Where the rate is 80% or more, under-representation is not considered to be significant.

## THIRD FILTER<sup>10</sup>

If there are gaps of -3 or less (note that while the gap is referred to as -3 or less, the actual numerical value is -3 up to and including -1, i.e., -3, -2, -1) for a designated group in several EEOGs, and/or for all designated groups in one EEOG, then the gaps are considered significant and must be addressed in the employment systems review.

### 3.2 Significant Gaps York University Analysis

The following analysis uses 2022 data to identify significant gaps in representation at York University. An analysis of total employees reveals that for each designated group, there were varying numbers of EEOGs displaying significant gaps.

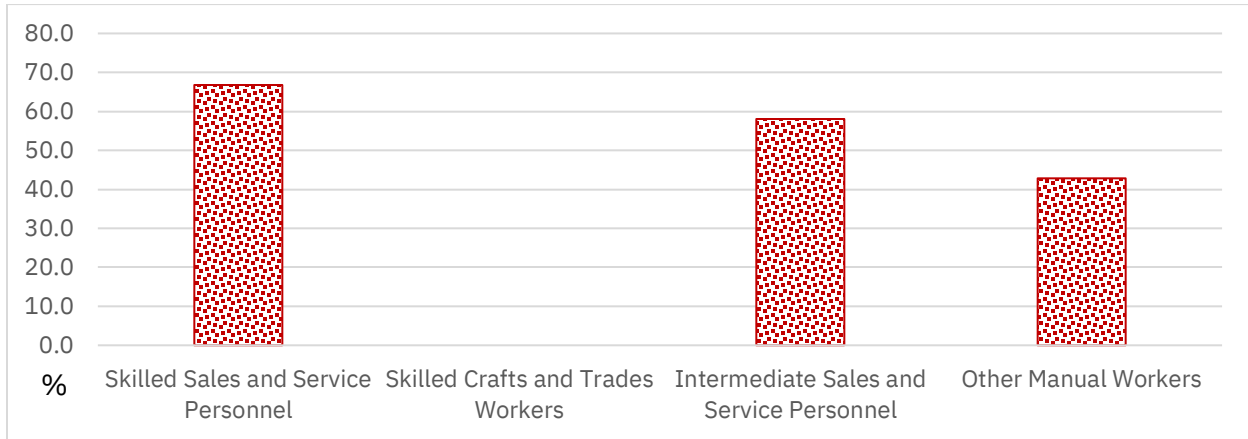
For Women, significant gaps were found in the EEOGs of Skilled Sales and Service Personnel, Skilled Crafts and Trades Workers, Intermediate Sales and Service Personnel, and Other Manual Workers; these being the same EEOGs which displayed significant gaps in 2021. Whilst the gap for Skilled Sales and Service Personnel was at 66.6%, for the other 3 EEOGs, the gap

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<sup>10</sup> 50% Rule for Women: This rule applies only to EEOG 07 - Administrative and Senior Clerical Personnel and EEOG 10 - Clerical Personnel. If there is a gap for women in an EEOG where women are represented at 50% or more, this gap is not to be considered significant. York is not required to conduct an Employment Systems Review or establish goals for recruitment in its employment equity plan for gaps in EEOGs where women are represented at 50% regardless of availability.

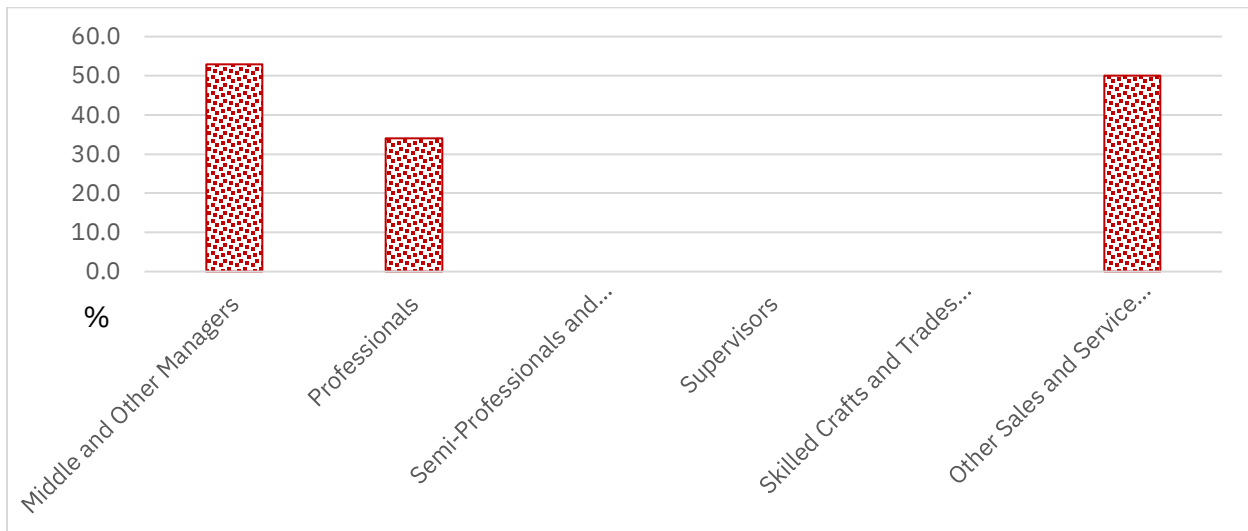
ranged from 0% (Skilled Crafts and Trades Workers) to 58.1% (Intermediate Sales and Service Personnel).

Figure 15: Total Employees – Significant Gaps for Women



For Indigenous peoples, significant gaps were found in the EEOGs of Middle and Other Managers, Professionals, Semi-Professionals and Technicians, Supervisors, Skilled Crafts and Trades Workers and Other Sales and Service Personnel. The gaps ranged from 0% (Semi-Professionals and Technicians, Supervisors, and Skilled Crafts and Trades Workers) to 52.9% (Middle & Other Managers). Whilst in 2021 there were significant gaps in 4 EEOGs, in 2022, there were gaps in 6 EEOGs – Supervisors and Other Sales and Service Personnel did not display significant gaps in 2021.

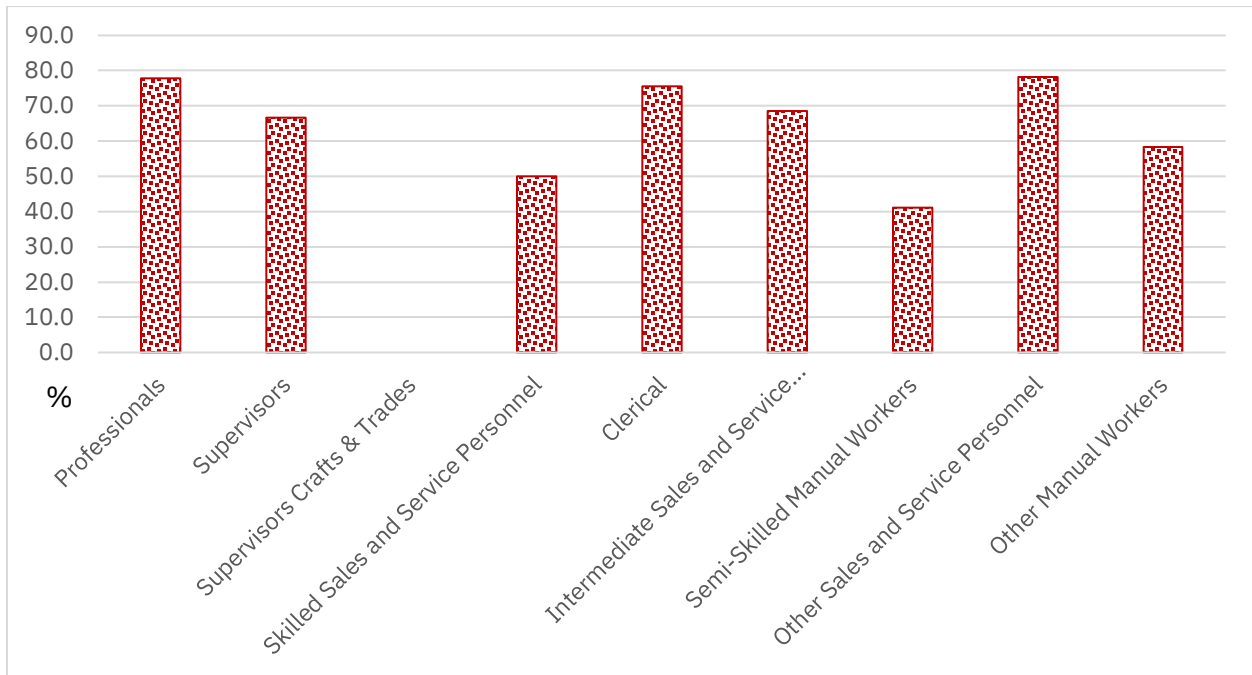
Figure 16: Total Employees – Significant Gaps for Indigenous Peoples



For Racialized persons, significant gaps were found in 9 of 14 EEOGs: Professionals, Supervisors, Supervisors: Crafts and Trades, Skilled Sales and Service Personnel, Clerical Personnel, Intermediate Sales and Service Personnel, Semi-skilled Manual Workers, Other Sales and Service Personnel, and Other Manual Workers. Here the gaps ranged from 0%

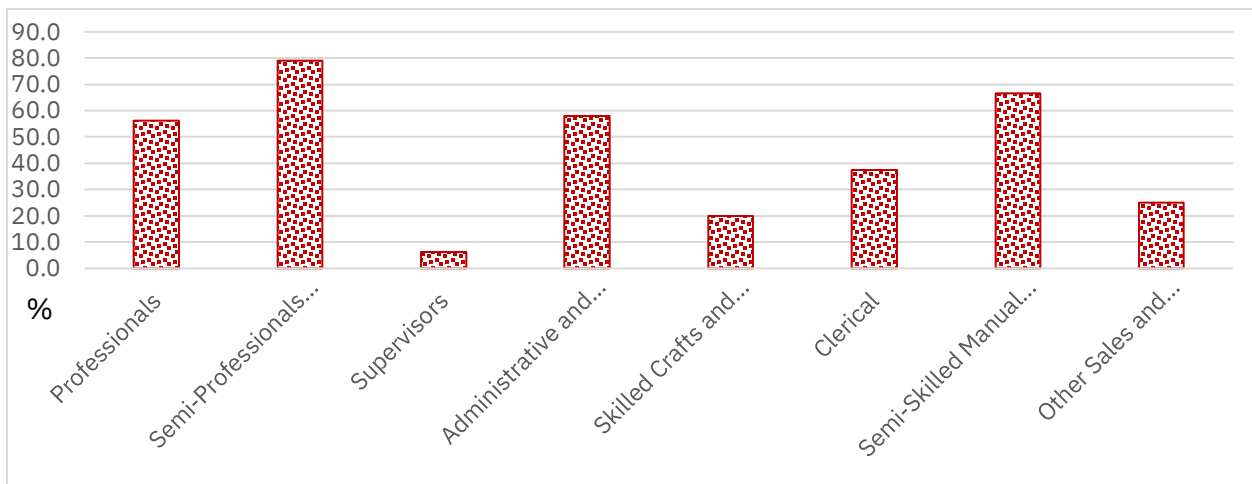
(Supervisors: Crafts & Trades) to 78.3% (Other Sales and Service Personnel). Notably, significant gaps were found in these same EEOGs in 2021.

Figure 17: Total Employees – Significant Gaps for Racialized Persons



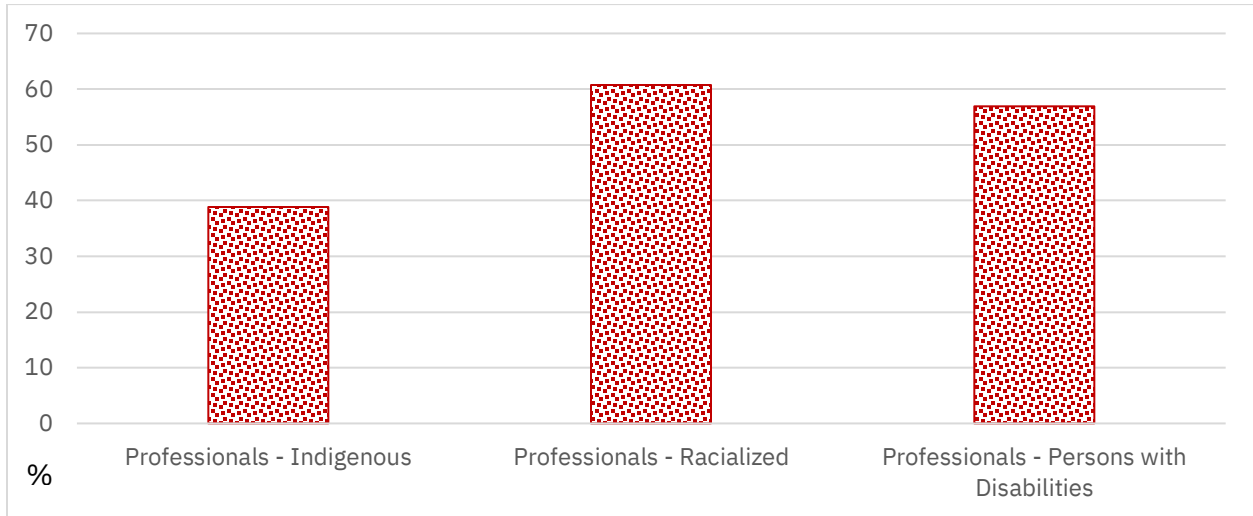
For Persons with disabilities, significant gaps were found in 8 of 14 EEOGs: Professionals, Semi-Professionals and Technicians, Supervisors, Administrative and Senior Clerical, Skilled Crafts and Trades Workers, Clerical Personnel, Semi-Skilled Manual Workers, and Other Sales and Service Personnel. Here the gaps ranged from 6.25% (Supervisors) to 78.9% (Semi-Professionals and Technicians).

Figure 18: Total Employees – Significant Gaps for Persons with Disabilities



When academic and non-academic employees are split apart, the academic group has significant gaps in the Professionals EEOG category for all designated groups except women.

Figure 19: Significant Gaps for Academic Employees



However, the non-academic group has significant gaps in various EEOGs for the different designated groups. Thus, amongst non-academic employees, there were gaps as follows:

For women, there were gaps in Skilled Sales and Service Personnel, Skilled Crafts and Trades Workers, Intermediate Sales and Service Personnel and Other Manual Workers. It should be noted that these EEOGs also displayed significant gaps in 2021.

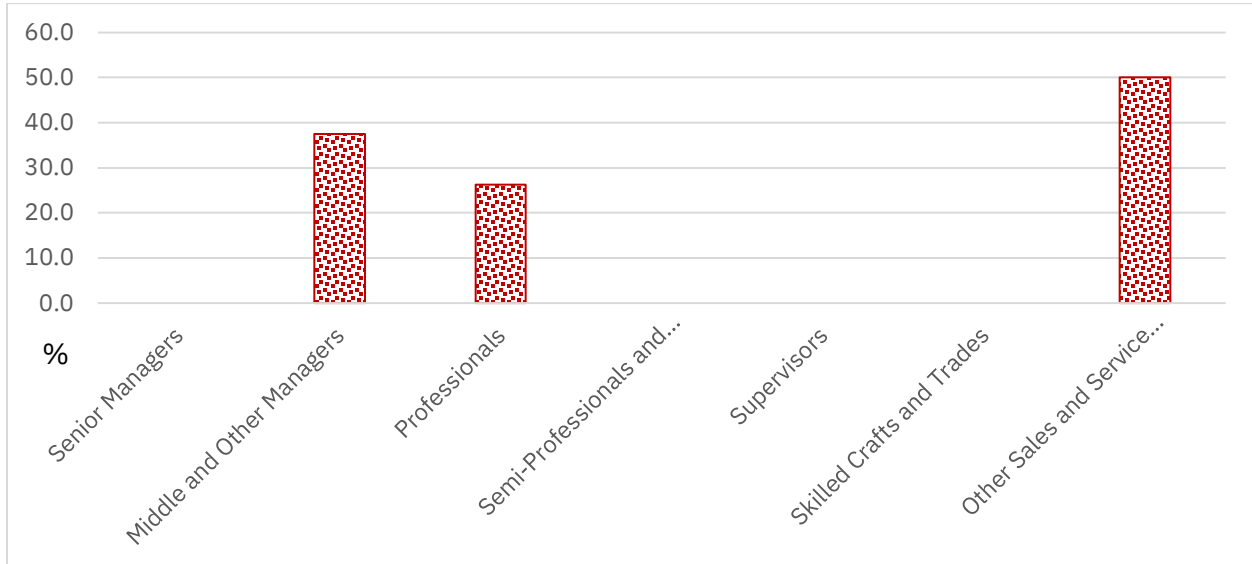
Figure 20: Significant Gaps among Women Non-Academic Employees





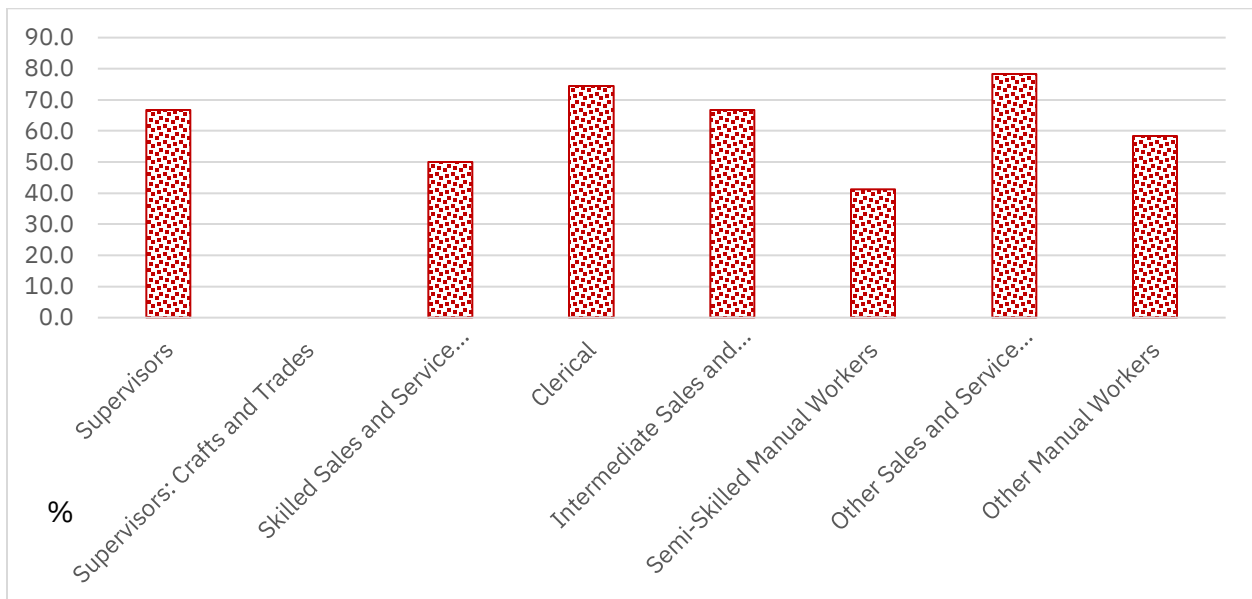
For Indigenous peoples, there were gaps in 7 EEOGs: Senior Managers, Middle and Other Managers, Professionals, Semi-Professionals and Technicians, Supervisors, Skilled Crafts and Trades Workers and Other Sales and Service Personnel. In 2021 only 5 of these EEOGs had displayed significant gaps – with Supervisors and Other Sales and Service Personnel being added in 2022.

Figure 21: Significant Gaps among Indigenous Non-Academic Employees



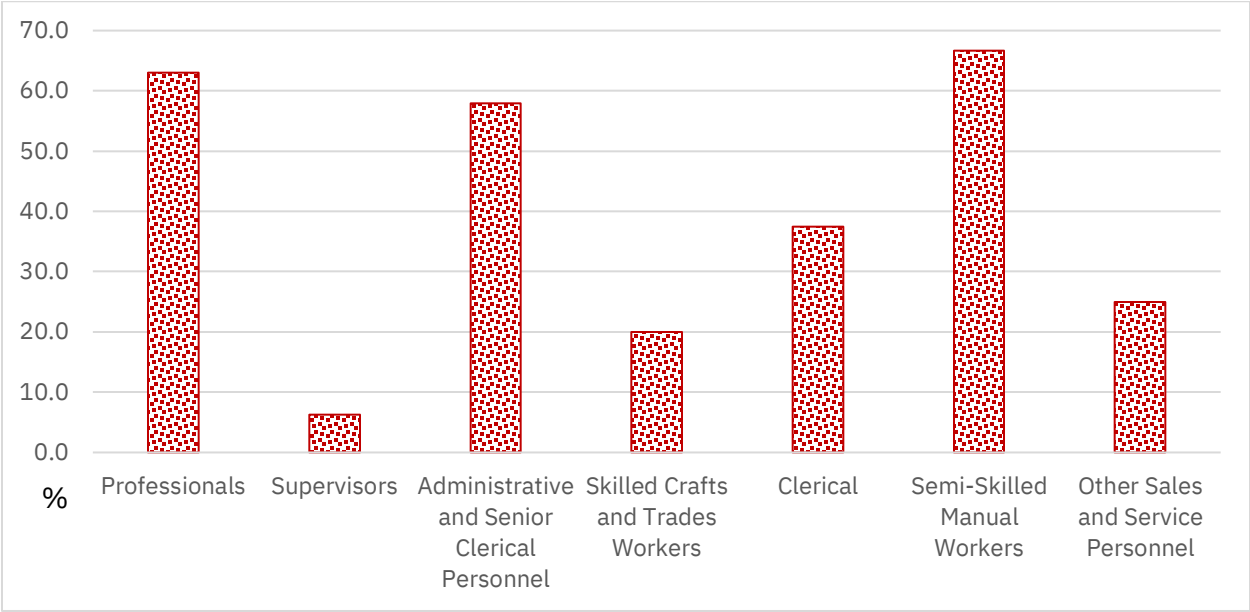
For Racialized persons, there were gaps in 8 of 14 EEOGs: Supervisors, Supervisors: Crafts and Trades, Skilled Sales and Service Personnel, Clerical Personnel, Intermediate Sales and Service Personnel, Semi-skilled Manual Workers, Other Sales and Service Personnel, and Other Manual Workers; these being the same EEOGs which displayed significant gaps in 2021.

Figure 22: Significant Gaps among Racialized Non-Academic Employees



For Persons with disabilities, there were gaps in 7 of 14 EEOGs: Professionals, Supervisors, Administrative and Senior Clerical Personnel, Skilled Crafts and Trades Workers, Clerical Personnel, Semi-skilled Manual Workers, and Other Sales and Service Personnel. In 2021, there had been significant gaps in 9 EEOGs, so there was an improvement in 2022, with Semi-Professionals and Technicians and Supervisors: Crafts and Trades no longer displaying significant gaps in 2022.

Figure 23: Significant Gaps among Persons with Disabilities among Non-Academic Employees



### 3.2.1 SUMMARY OF SIGNIFICANT GAPS

Some of the significant areas of under-representation among total employees were:

For Women:

- Skilled Sales and Service (2021 and 2022)
- Skilled Crafts and Trades Workers (2020-2022)
- Intermediate Sales and Service (2020-2022)
- Other Manual Workers (2020-2022)

For Indigenous peoples:

- Middle and Other Managers (2020-2022)
- Professionals (2020-2022)
- Semi-Professionals and Technicians (2020-2022)
- Supervisors (2022)
- Skilled Crafts and Trades Workers (2021 and 2022)
- Other Sales and Service Personnel (2022)

For Racialized persons:

- Professionals (2020-2022)
- Supervisors (2020-2022)
- Supervisors: Crafts and Trades (2021 and 2022)
- Skilled Sales and Service Personnel (2021 and 2022)
- Clerical (2020-2022)
- Intermediate Sales and Service Personnel (2020-2022)
- Semi-Skilled Manual Workers (2020-2022)
- Other Sales and Service Personnel (2020-2022)
- Other Manual Workers (2020-2022)

For Persons with disabilities:

- Professionals (2020-2022)
- Semi-Professionals and Technicians (2020-2022)
- Supervisors (2020-2022)
- Administrative and Senior Clerical Personnel (2020-2022)
- Skilled Crafts and Trades Workers (2020-2022)
- Clerical (2020-2022)
- Semi-Skilled Manual Workers (2021 and 2022)
- Other Sales and Service Personnel (2020-2022)

Based on the government's guidance that where there are significant gaps, an employment systems review should be undertaken to better understand what employment barriers may be present and thereby causing the under-representation, an employment systems review is needed at York, particularly as it relates to the representation of Racialized persons and Persons with disabilities.

In 2022, among total employees, for Racialized persons there were significant gaps in 9 EEOGs and among Persons with disabilities there were significant gaps in 8 of 14 EEOGs, which indicates greater work needs to be done to improve representation of these two designated groups at the University, especially in certain occupational groupings.

Quite notably, among academic employees, the EEOG of Professionals showed up as a significant gap within all designated groups except women, thus, a significant gap was displayed in each of the three remaining designated groups (Indigenous peoples, Racialized persons, and Persons with disabilities).

Among non-academic employees, Skilled Crafts and Trades was also under-represented in three designated groups (all except Racialized persons). In the non-academic workforce, Indigenous peoples was the only designated group which had a significant gap in both Senior Managers and Middle and Other Managers.

Finally, among non-academic employees, for the designated groups Women and Racialized persons, they displayed significant gaps in the same EEOGs in both 2021 and 2022. However, for both Indigenous peoples and Persons with disabilities, the number of EEOGs displaying significant gaps decreased from 2021 to 2022; thus, for Indigenous peoples the number of EEOGs displaying significant gaps decreased from 7 to 5, and for Persons with disabilities it decreased from 9 to 7.

### 3.3 Notable Improvements at York University

A notable improvement lies in the fact that over the last three years (2020-2022), there has been a year-to-year increase in representation of Women and Racialized persons among total employees. Moreover, there has been a slight increase in the representation of Persons with disabilities from 2021 to 2022.

Finally, there have been areas where improvements have been displayed and/or where the internal representation exceeded the external availability figures. As of December 31, 2022, the following designated groups, among total employees, have exceeded the external availability data provided by Statistics Canada in the following EEOGs:

For Women:

- Senior Managers
- Middle and Other Managers
- Professionals
- Semi-Professionals and Technicians
- Supervisors
- Administrative and Senior Clerical Personnel
- Clerical Personnel
- Semi-Skilled Manual Workers

For Indigenous peoples:

- Clerical Personnel
- Intermediate Sales and Service Personnel
- Semi-Skilled Manual Workers

For Racialized persons:

- Senior Managers
- Middle and Other Managers
- Semi-Professionals and Technicians
- Administrative and Senior Clerical Personnel
- Skilled Crafts and Trades Workers

For Persons with disabilities:

- Managers
- Supervisors: Crafts and Trades
- Intermediate Sales and Service Personnel
- Other Manual Workers

## **4.0 Employment Equity Initiatives 2022**

Throughout 2022, several entities within the York community were actively engaged in supporting decolonization, equity, diversity, and inclusion (DEDI) including addressing anti-Black racism, anti-Indigenous racism, and other forms of discrimination. These efforts took various forms across the University.;

### **Communication on employment equity**

Quite notably in 2022, a dedicated website for the annual Employment Equity Reports was launched. The York community was informed of the creation of the Employment Equity and Diversity website via a YFile article. The most recently completed Employment Equity report (2021) along with historical reports (2016-2020) can currently be accessed on the website.

Initiatives specifically related to recruitment and retention of employees included:

### **Faculty information sessions and meet-ups**

The second annual Black faculty information session, held mainly for new incoming Black faculty members, occurred in September 2022. At the session information was presented on the University's commitment to equity, supports available to faculty, and Black inclusion work at York. Two senior Black faculty members at York, Carl James and Andrea Davis, also answered any questions, sought to help address concerns, and provided further information on getting involved in the life of the collegium.

Faculty Affairs held a zoom meet-up and a luncheon meet-up for Black and Indigenous faculty hired in the past 2-3 years to build community and learn about what types of support have been effective or are still needed.

### **Agreement on Black scholar hiring**

In collective bargaining with the York University Faculty Association (YUFA), the parties agreed to dedicated hiring for at least nine additional candidates who self-identify as Black people of African descent (e.g. Africans and African heritage people from the Caribbean, Americas, or Europe) to tenure stream positions, commencing on or before July 1, 2024.

## Talent acquisition and development

The Talent acquisition and development (TAD) unit within Human Resources has managed an annual outreach calendar and planned, attended and hosted various events with diverse audiences in conjunction with various community-based partners including employment centres, immigrant services centres and charities both locally and throughout the GTA.

Several new partnerships were built, for example, with:

- **Costi:** A multicultural organization that provides a wide range of services to a wide and extremely diverse community
- **The Neighbourhood Organization (TNO):** A community based, multi-service agency
- **Achev:** provides services to help job seekers from all backgrounds achieve their full potential

TAD also attended and hosted 16 events with new and existing diverse community partners including YMCA, Achev, Costi, and Next Steps Employment Centre.

Other activities engaged in by TAD to enhance representation include:

- The continuous management of the Employment Equity Listserv – this listserv is continually updated and its membership continues to expand. This group of over 30 diverse groups, community-based centres and individuals are emailed York University job postings on a weekly basis.
- In an effort to continue to diversify sourcing plans and strategies on a per job basis, the repository of posting sources was updated to include a category specific to sites dedicated to EDI and equity deserving groups with sites such as: byblacks.com, diversity.com, aboriginal network. Through TAD's intake sessions, plans were created for roles where a gap was identified and/or where a role was envisioned to target candidates from equity deserving groups. In these instances, a targeted plan was developed in consultation with hiring teams.
- Through York's talent sourcing system, YU Hire, system changes were tested and put in place to prepare for the revision of York's Employee Self-Identification Survey.
- In direct consultation with hiring teams, TAD made recommendations for new diversity questions for interview guides and through their quarterly hiring manager training. TAD also continued to discuss and reinforce fair and equitable hiring practices to be implemented in the materials disseminated to hiring teams.

## 5.0 Recommendations and Future Initiatives

It has been recommended in the newly launched Decolonizing, Equity, Diversity and Inclusion Strategy that the University undertake the development of a pan-university employment equity action plan. Employment and Social Development Canada's recently released report on, "How

to Improve Workplace Equity”<sup>11</sup>, provides useful recommendations for actions shown to help build more inclusive and equitable workplaces, which can be utilized by the University, not only to improve workplace equity generally, but also to address many of the significant gaps currently present in the various EEOGs. This report will provide a useful resource and source for potential strategies and initiatives in an employment equity plan.

## 6.0 Conclusion

York continues to be committed to equity, diversity, and inclusion and to improving employment equity. However, as the data in [section two](#) also reveals, there are still several areas where work needs to be done to address employment barriers which persist in several EEOGs.

It should be noted that while the overall representation rates for women continue to exceed the external availability data, for other designated groups (Indigenous peoples, Racialized persons and Persons with disabilities) the general trend is that internal representation rates fall below the external availability data provided by Statistics Canada. Where there are significant gaps for a designated group in several EEOGs, an employment systems review should be conducted. Our results indicate that such a review should be conducted for both Racialized persons and Persons with disabilities; the undertaking should also provide insights relevant to improving equity outcomes for Indigenous peoples as well.

The University has recently launched its [Decolonizing, Equity, Diversity and Inclusion \(DEDI\) Strategy](#), which calls for the development of a strategy and action plan for employment equity at York, including benchmarks for recruitment, hiring, and retention of equity-deserving individuals, and qualitative and quantitative reporting mechanisms with the goal of increasing representation, career progression, success and retention across all employee groups. It is anticipated that the development of such an action plan would allow for the development of the necessary policies and processes to support improvements in employment equity, along with the establishment of timelines for working towards achieving greater representation in the areas where employment barriers have been persisting.

The Division of Equity, People and Culture, in partnership with others across the University, continues to strive to create and nurture a sense of belonging and inclusion for all employees across York University.

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<sup>11</sup> Employment and Social Development Canada, Workplace Equity Division, (2022), “How to Improve Workplace Equity – Evidence-based Actions for Employers”, < <https://www.canada.ca/en/employment-social-development/corporate/portfolio/labour/programs/employment-equity/reports/employers-improve-workplace.html>> .

For information on the ongoing initiatives being embarked upon by the Division please feel free to contact:

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## **APPENDIX A – Reports and Policies**

For the 2021 Employment Equity Statistical Report:

<https://www.yorku.ca/vpepc/employment-equity-and-diversity/>

York policies and guidelines:

[Accessibility for Persons with Disabilities, Statement of Commitment](#)

[Accessibility for Persons with Disabilities, Customer Service Guideline](#)

[Accommodation in Employment for Persons with Disabilities](#)

[Employment Equity](#)

[Gender-Free Language Policy](#)

[Affirmative Action Plan for Non-Academic Hiring to Achieve Employment Equity](#)

[Hate Propaganda Guidelines](#)

[Physical Accessibility of University Facilities](#)

[Human Rights Policy and Procedures](#)

[Sexual Violence Policy](#)

[Workplace Harassment Prevention Policy](#)

[Workplace Violence Prevention](#)

## **APPENDIX B – Glossary of Terms**

### **Academic/Faculty**

This group includes full time and contract employees in the YUFA, OHFA, CUPE 3903 and OPSEU 578 bargaining units.

### **Designated Groups**

Designated groups mean Women, Indigenous peoples, Persons with disabilities and Racialized persons.

### **Employment Equity Occupational Group (EEOG or “occupational group”)**

An EEOG is a grouping of NOC codes into like types and is used for analytical purposes. The structure was developed by the federal Labour Program, a program that governs Employment Equity. For example, the broad grouping ‘Professionals’ includes occupations such as lawyers, doctors, professors, teaching assistants, etc. Each of these occupations has their own specific NOC code (see Appendix D for examples of jobs at York by EEOG).

### **External Availability**

External availability figures are provided by Statistics Canada and are used to compare the per cent of employees internally by a specific designated group and occupation versus the per cent of designated group members who are externally available to perform that job. The external availability figure also takes into account the geographic area from which you would typically recruit for employees. For instance, professors are recruited typically at a national level, plumbers at a provincial level and clerical positions at a local level. External availability is derived from Statistics Canada. Specifically, external availability for Persons with disabilities is derived from the PALS (Participation and Limitation Survey) survey which is only included in the census once every ten years.

### **Federal Contractors Program (“FCP”)**

This is a federal program which mirrors the Employment Equity Act. The goal of the FCP is to achieve workplace equity for designated groups who have historically experienced systemic discrimination in the workplace. Provincially regulated employers who are in receipt of a goods or services contract from the federal government of Canada of over \$1 million and have 100 or more permanent full-time and permanent part-time employees are required to comply with the program.

### **Gap**

Difference between internal representation and external availability. A gap can be expressed as a number or a per cent. A negative gap (e.g., -5) indicates that there is underrepresentation

in a group by 5 people. York focuses on closing gaps that are significant. A gap is considered significant if the number gap is -3 or greater and the representation is 80%, or less, or if the gap is -3 for a group in several EEOGs and/or for all designated groups in one EEOG.

### **Internal Representation**

The figures for internal representation are compiled from employees' responses to an Employment Equity Self-Identification Survey.

### **2SLGBTQ+**

An acronym for persons who identify, for example as, two-spirit, lesbian, gay, bisexual, transgender, genderqueer, questioning, or who otherwise express gender or sexual diversity.

### **NOC**

The National Occupational Classification (NOC) is a system of coding occupations within Canada. The coding structure is provided by HRSDC. NOC codes are rolled into 14 larger groupings called Employment Equity Occupational Groups (EEOG). More information about this standardized coding system can be found at [here](#).

### **Non-academic**

This group includes all non-academic York employees who perform a wide of functions including managerial, professional, administrative, technical, clerical, services, trades, plant work/support, etc.

### **Staff**

Another term for non-academic employees. Staff may or may not be unionized.

## **APPENDIX C – Employment Equity at York**

### **A brief description of Employment Equity at York University**

York's employment equity framework spans seven key areas: Communication, Workforce Information Collection, Workforce Analysis, Employment Systems Review, Identification and Removal of Barriers, Implementation, and Monitoring.

#### **Communication**

Communication Strategy to prospective and current employees that provides information about the Employment Equity program at York University; to increase the awareness of employment equity and the Federal Contractors program throughout the University; to engage in a meaningful discussion about how to remove employment barriers for designated groups that are underrepresented at York.

#### **Workforce Information Collection**

Collect information about workforce to determine level of representation of designated groups. The four designated groups are: Women, Aboriginal (Indigenous), Persons with Disabilities and Racialized Persons.

#### **Workforce Analysis**

Understanding the current composition of the designated groups at York allows the University to focus its employment equity initiatives on designated groups with significant underrepresentation, with the aim of removing employment barriers that may be preventing them from entering an occupational group.

#### **Employment Systems Review**

Review of University policies and practices for potential employment barriers to the four designated groups under the Employment Equity Act and the 2SLGBTQ+ community.

#### **Identification and Removal of Barriers**

To remove barriers that have a negative impact on designated group members.

#### **Implementation**

Implement changes to reduce barriers that have been identified.

#### **Monitoring**

Establishment of mechanisms to monitor the effectiveness of the University's employment equity program.

## **APPENDIX D – Employment Equity Occupational Group (“EEOG”) Definitions**

### **1. Senior Managers**

Senior Managers are employees who hold the most senior positions in the organization. They are responsible for the organization's policies and strategic planning, and for directing and controlling the functions of the organization.

Examples: President; Vice-President; Assistant Vice President; Executive Director

### **2. Middle and Other Managers**

Middle and Other Managers receive instructions from senior managers and administer the organization's policies and operations through subordinate managers or employees.

Examples: Director, Talent Acquisition & Development; Dean, Faculty of Liberal Arts & Professional Studies; University Librarian

### **3. Professionals**

Professionals usually need either a university degree or prolonged formal training, and sometimes must be members of a professional organization.

Examples: Program Manager, Equity, Diversity & Inclusion; Information Specialist; New Student Advisor

### **4. Semi-Professionals and Technicians**

Workers in these occupations must possess knowledge equivalent to about two years of post-secondary education, offered in many technical institutions and community colleges, and often have further specialized on-the-job training. They may have highly developed technical and/or artistic skills.

Examples: Engineering Technician; Lab Technologist

### **5. Supervisors**

Non-management first-line coordinators of white-collar (administrative, clerical, sales, and service) workers. Supervisors may also perform the duties of the employees under their supervision.

Examples: Supervisor, Document Processing; Control Room Supervisor; Security Supervisor

## **6. Supervisors: Crafts and Trades**

Non-management first-line coordinators of workers in manufacturing, processing, trades, and primary industry occupations. They coordinate the workflow of skilled crafts and trades workers, semi-skilled manual workers, and/or other manual workers. Supervisors may perform the duties of the employees under their supervision.

Examples: Loading Dock Supervisor; Production Supervisor.

## **7. Administrative and Senior Clerical Personnel**

Workers in these occupations carry out and coordinate administrative procedures and administrative services primarily in an office environment or perform clerical work of a senior nature.

Examples: Customer Service Representative; Administrative Coordinator; Project Coordinator

## **8. Skilled Sales and Service Personnel**

Highly skilled workers engaged wholly or primarily in selling or in providing personal service. These workers have a thorough and comprehensive knowledge of the processes involved in their work and usually has received an extensive period of training involving some post-secondary education, part or all an apprenticeship, or the equivalent on-the-job training and work experience.

Examples: Textbook Buyer; Buyer

## **9. Skilled Crafts and Trades Workers**

Manual workers of a high skill level, having a thorough and comprehensive knowledge of the processes involved in their work. They are frequently journeymen and journeymen who have received an extensive period of training.

Examples: Plumber; Plasterer; Carpenter

## **10. Clerical Personnel**

Workers performing clerical work, other than senior clerical work.

Examples: Faculty Assistant; Parking Office Clerk; Transcript Assistant

## **11. Intermediate Sales and Service Personnel**

Workers engaged wholly or primarily in selling or in providing personal service who perform duties that may require from a few months up to two years of on-the-job training, training

courses, or specific work experience. Generally, these are workers whose skill level is less than that of Skilled Sales and Service Personnel.

Examples: Sales Associate; Bookstore Assistant; Fire Prevention Inspector

## **12. Semi-Skilled Manual Workers**

Manual workers who perform duties that usually require a few months of specific vocational on-the-job training. Generally, these are workers whose skill level is less than that of Skilled Crafts and Trades Workers.

Examples: Operator (Machine and Equipment); Bus Driver

## **13. Other Sales and Service Personnel**

Workers in sales and service jobs that generally require only a few days or no on-the-job training. The duties are elementary and require little or no independent judgment.

Examples: Housekeeping Attendant; Custodian; Cashier

## **14. Other Manual Workers**

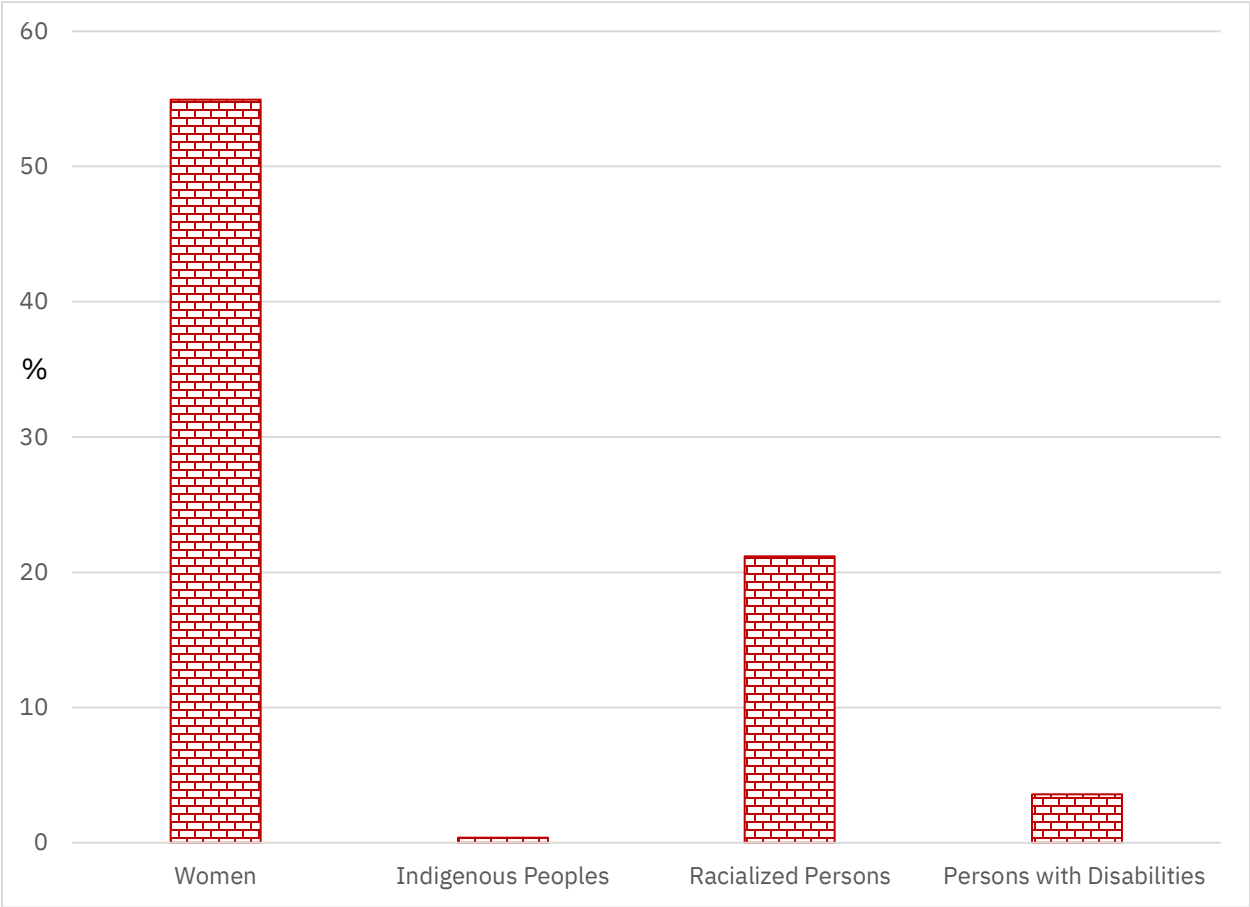
Workers in blue collar jobs which generally require only a few days or no on-the-job training or a short demonstration. The duties are manual, elementary, and require little or no independent judgment.

Examples: Groundskeeper, Ground Maintenance Person

# APPENDIX E – Total University Hires<sup>12</sup>

2022 Hires of Equity Identified Groups  
as a Proportion of Total University Hires

(Includes Full time, Part time and Temporary)



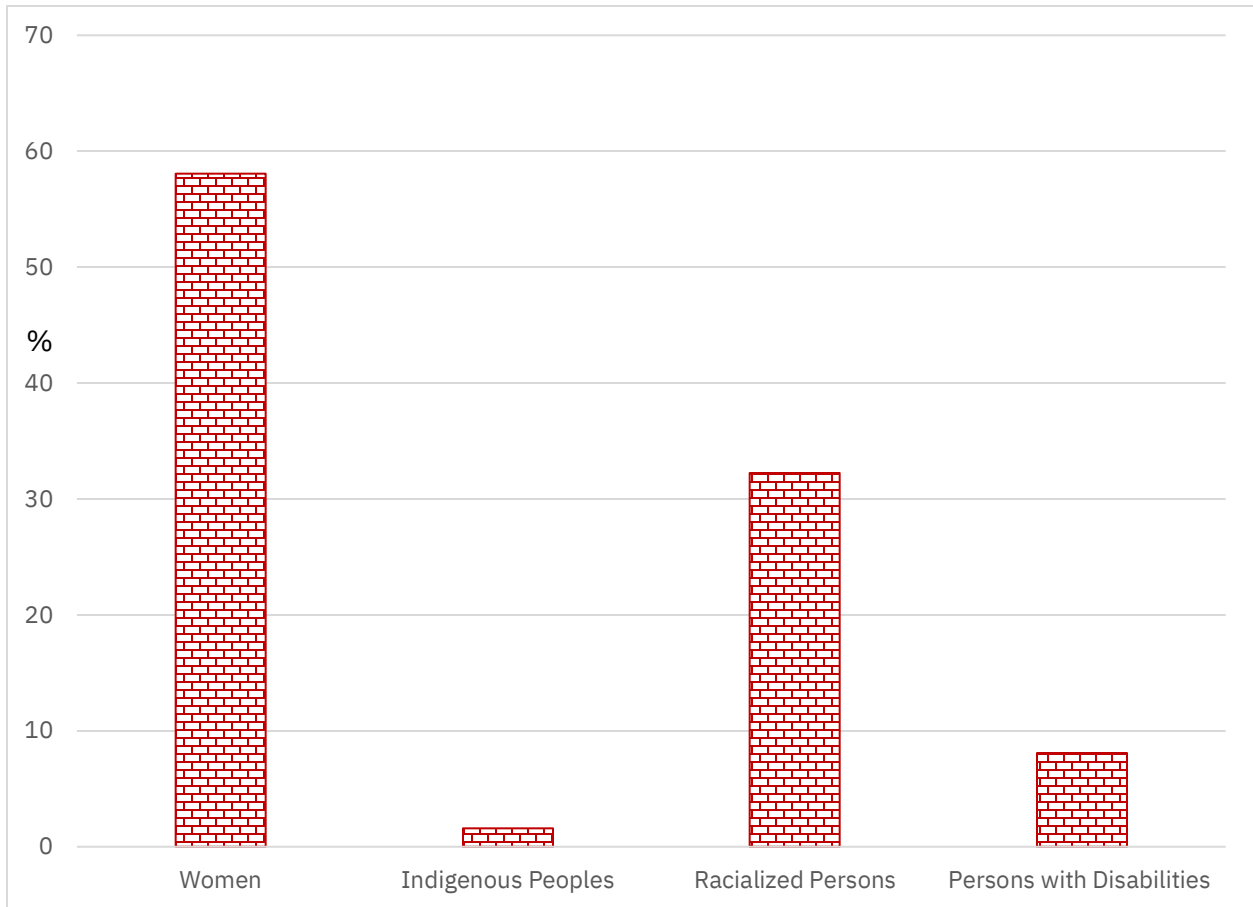
<sup>12</sup> Total count = 5752



## APPENDIX F – Total University Promotions<sup>13</sup>

2022 Promotions of Equity Identified Groups  
as a Proportion of Total University Hires

(Includes Full time, Part time and Temporary)

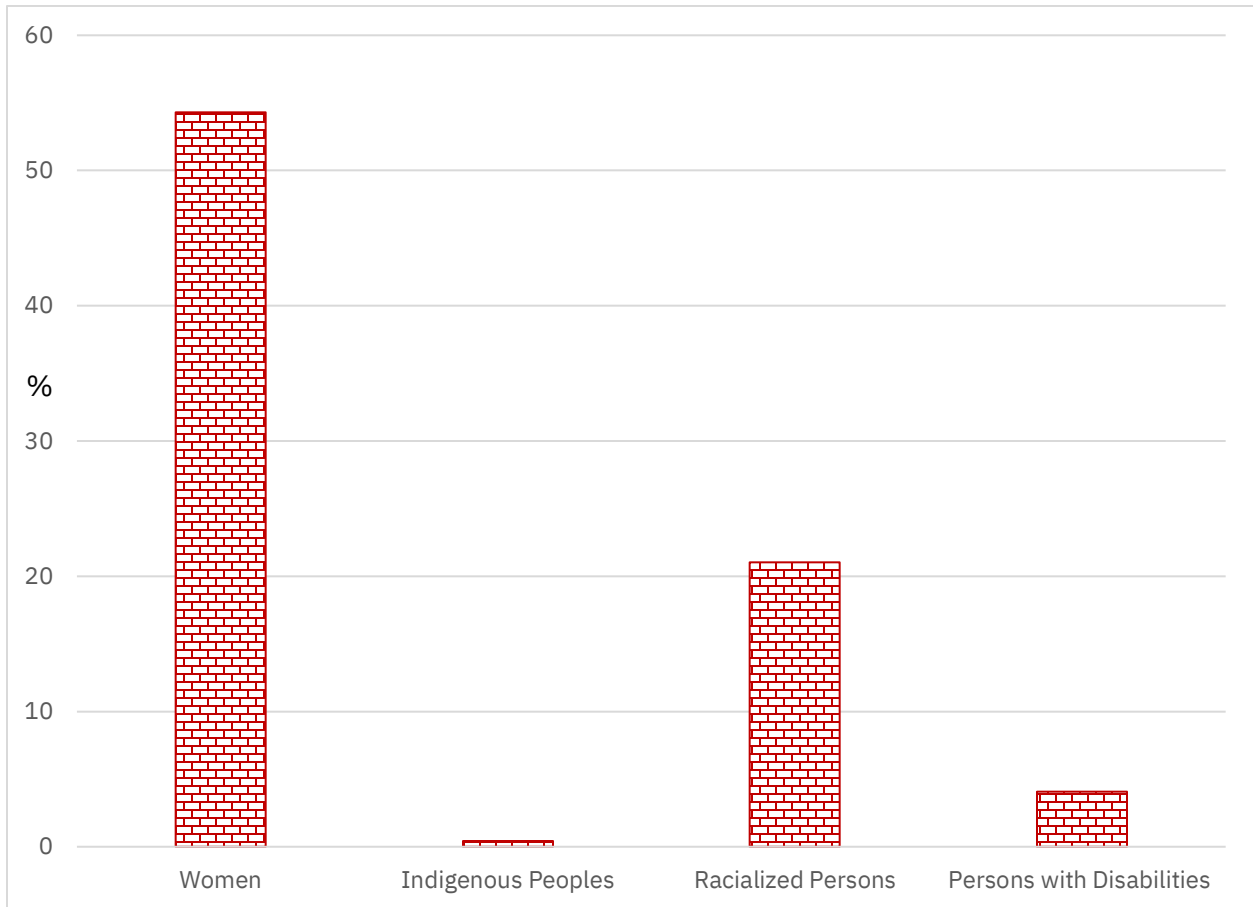


<sup>13</sup> Total count = 62

## APPENDIX G – Total University Exits<sup>14</sup>

2022 Terminations of Equity Identified Groups  
as a Proportion of Total University Hires

(Includes Full time, Part time and Temporary)



<sup>14</sup> Total Count = 4911