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Canada Research Chairs Program:
CAMH Equity, Diversity and Inclusion Action Plan
Updated December 2019

OVERVIEW

CAMH's CRC Equity, Diversity and Inclusion Action Plan (the Action Plan) guides our efforts to ensure the representation of individuals from the federally designated groups – persons with disabilities, Indigenous peoples, visible minorities and women – among our Canada Research Chairholders.

CAMH will progressively meet the objectives of this revised and updated Action Plan by December 2019 and beyond, as we implement the new guidelines and targets announced in the recent addendum to the 2006 settlement agreement. Initiatives undertaken under the Action Plan will complement and support existing institutional equity, diversity and inclusion initiatives (see Objective 6 below) and may be further revised and updated to encompass input from our community as we implement the items below.

CAMH falls under the University of Toronto's Canada Research Chair program, which is administered by the University in partnership with nine affiliated hospitals in the Toronto Academic Health Sciences Network (TAHSN). With ten separate employers who have different policies and practices comes both the challenge of significant inter-institutional coordination and the strength of different approaches in implementing complementary actions to advance equity, diversity and inclusion. The affiliated hospitals with five or more Chairs – including CAMH – are each developing our own institutional Action Plans in conjunction with U of T's Action Plan. We will monitor our own progress toward meeting these objectives.

In addition to the wide array of institutional initiatives and resources for advancing equity, diversity and inclusion as part of the University's culture, the Vice-President Research & Innovation, and Strategic Initiatives has recently appointed a new Associate Vice-President, Institutional Strategic Initiatives (AVP-ISI). The AVP-ISI will serve as a champion of the Canadian Dimensions Charter and work with senior staff members in the Office of the Vice-President Research & Innovation, and Strategic Innovations to create education and resources for divisional leaders to ensure widespread institutional adoption of best practices in EDI in research and innovation. The AVP-ISI will also serve as the inaugural Chair of a standing Committee on Equity, Diversity and Inclusion in Research and Innovation. Working in synergy with initiatives developed in the Divisions of the Vice-President, Research and Innovation; the Vice-President & Provost; and the Vice-President, Human Resources & Equity, as well as the academic divisions, the Committee will advise the Vice-President on strategies and practices that promote equity and diversity, fulfill sponsor requirements for EDI and foster a culture of inclusion in the University's research community. In consultation with senior leadership, the academic divisions, the University community, and the affiliated

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hospitals, the Committee will provide guidance on plans to sustain and expand current EDI initiatives relevant to research and innovation, including—but not limited to—the forty-nine recommendations of the Equity and Diversity in Research and Innovation Working Group Report. The Committee has held two meetings to date and is meeting monthly, at least for the first year or so. The membership of the committee includes representation from the hospitals to ensure that there is communication and collaboration with the TASHN members around EDI, including initiatives related to the CRC Program.

The Action Pan has been shared with our community and has been strengthened by their comments, critiques and recommendations. Developed in collaboration with the University and affiliated hospitals, CAMH consulted with its Chairholders, Equity Task Force for Women Scientists, *Shkaabe Makwa,* Human Resources, Manager of Equity and Diversity, and Research Services Office to ensure input from diverse stakeholders, including members of the federally designated groups. Drafts of the Action Plan were circulated to these groups to solicit specific and targeted feedback, and their recommendations have guided CAMH's objectives. CAMH is currently establishing an institutional self-assessment team with representations from the federally designated groups to monitor progress and continue to develop systemic, structural, and sustainable considerations in the management of our Chair allocations.

TARGETS

Targets for the CRC program are set nationally for the federally designated groups. Full information on the determination of these targets can be found on the CRC website.

The University of Toronto will continue to meet and exceed the following representation targets set by the CRC Program, based on our current count of 263 filled Chairs for U of T campuses and affiliated hospitals:

- **Women: 32% / 85 CRCs**
- **Visible minorities: 15% / 40 CRCs**
- **Persons with Disabilities: 4% / 11 CRCs**
- **Aboriginal Peoples: 1% / 3 CRCs**

Table of U of T CRCs from the federally designated groups

1. EQUITY, DIVERSITY AND INCLUSION OBJECTIVES AND MEASUREMENT STRATEGIES

CAMH is committed to having a workplace that respects diversity, to removing barriers, and to supporting our community members in fulfilling their research and employment goals. This respect

must be demonstrated by our leadership, our client services, our relationship with all stakeholders and our employment practices. For eight years in a row, CAMH has been recognized as one of Canada's Best Diversity Employers (2018), and is recognized as one of Canada's Most Admired Corporate Cultures (2015, 2018) for accomplishments in recruitment and retention, organizational performance, vision and leadership, and for the promotion of a culture that supports organizational and individual involvement in community and social issues.

Through its annual reports, CAMH conducts regular self-assessments towards the goal of equity, diversity and inclusion. Analysis of these reports was included in our employment systems review, comparative review, and environmental scan. Progress indicators are included below.

Employment Systems Review (2017/2018)

CAMH is fully affiliated with U of T, and employs over 3,400 staff, including 170 scientists, of which 7 hold Canada Research Chairs (CRCs). In the Spring of 2019, CAMH was allocated 2 additional CRCs, which are currently in the process of being filled according to the CRCP's Best Practices Guide for Recruitment, Hiring and Retention. Although CAMH and U of T have independent recruitment policies, CAMH scientists are cross-appointed with U of T and also follow its policies in relation to CRCs.

CAMH's employment systems review sought to identify the extent to which the institution's current recruitment and nomination practices, policies, procedures, systems and structures are open, transparent and follow the CRCP's recruitment and nomination requirements to fill a Chair allocation; identify barriers that could be having an adverse effect on the recruitment of individuals from the four designated groups; and identify corrective measures to address systematic barriers. As of March 31, 2019, representation of the four designated groups among CAMH employees includes:

- 71.2% percent of employees self-identify as women
- 45.7% of employees self-identify as members of a visible minority
- 1.6% of employees self-identify as Indigenous Peoples
- 3.9% of employees self-identify as persons with a disability

The CAMH Research program also collects equity data independently to monitor EDI among its scientists – at CAMH, scientific appointments are considered separately from employment. As of December 2019, representation of the four designated groups among CAMH's 176 scientists includes:

- 40% percent of scientists self-identify as women
- 26% of scientists self-identify as members of a visible minority
- 0% of scientists self-identify as Indigenous Peoples
- 3% of scientists self-identify as persons with a disability

CAMH's *Recruitment and Selection Policy* mandates that CAMH is committed to fair and equitable employment practices that respect the personal worth, dignity and diversity of all applicants. This commitment extends to the recruitment and selection of individuals on the basis of merit and qualifications regardless of gender, race, age, physical or mental ability, gender identity, sexual orientation, religion/faith, family status, language ability, literacy, socio-economic status, immigration/refugee status, or country of origin.

In order to address systemic barriers to participation by under-represented groups, CAMH will continue to implement the following measures:

- An equity statement appears in all postings for employment opportunities at CAMH: "As an employment equity employer CAMH actively seeks Aboriginal peoples, visible minorities, women, people with disabilities, (including people with who have experienced mental health and substance use challenges), and additional diverse identities for our workforce."

- CAMH Research HR has updated its scientific appointment process – both for new appointments and renewals – to collect self-identified data to improve our ability to identify barriers and set targets to improve equity, diversity, and inclusion in our research community.

Comparative Review (2017-2019)

Support for CRCs: A comparative review conducted in Fall 2017 determined that in the past, commitments beyond a CRC Nominee's base salary had been given unevenly across Chairholders. However, as of January 2017, the CAMH policy governing the CRC process prevents any institutional commitments beyond the Nominee's base salary and in-kind commitments associated with central services (e.g. maintenance, operations, research office, HR, finance, etc.). In May 2019, the CAMH CRC Policy was updated and maintains that no CRCs will include CAMH commitments beyond the CRC Holder's base salary to ensure that individuals from equity-seeking groups are not disadvantaged in negotiations related to the level of institutional support provided to them. In-kind commitments associated with central services (e.g. maintenance, operations, research office, HR, finance etc.) will be provided to all CRCs. Any stipends that exist at the time of the application will not be included in the CRC application as a commitment.

Strategic Funding Support: Because CAMH seeks to create a more equitable environment for our research community as a whole, our comparative review of strategic funding support was not restricted to Chairholders, and included all scientists from across our research programs and clinical research divisions. Our comparative review conducted in Fall 2018 examined the levels of strategic funding support received by male and female scientists at CAMH, including Chairholders. Data compared over a five-year period (2013-2018) demonstrated that strategic research support disproportionately favoured male scientists, with the discrepancy being larger in non-competitive funds awarded (i.e. awarded without a competitive application process) than competitive funds

awarded (i.e. funds awarded via peer review).

Environmental Scan (2017-2019)

The environmental scan – initially completed in Fall 2017 and augmented with updated information between Winter 2018 and Fall 2019 – included a survey of current Chairholders, a review of policies and resources that promote EDI across CAMH, and a review of CRC-specific policies.

Environmental Scan of Current CAMH Chairholders (Summer 2019)
A survey of current Chairholders conducted in Summer 2019 sought to assess their experiences at CAMH related to EDI issues and identify strengths and weaknesses in CAMH's EDI practices. The survey had an 86% response rate. The aggregated and anonymous results are summarized below, but as a whole they reveal that while our CRCs are generally satisfied with the level of support they receive at CAMH, there are identifiable gaps in transparency and a need for measurable EDI outcomes. A copy of the survey is appended to this Action Plan (see Appendix A).

- 83% of respondents indicate that they have not experienced barriers in the level of institutional support they've received in their research role at CAMH.

- Compared to colleagues in similar positions or at similar career stages, 83% of respondents felt they have received equal opportunities for promotions and other opportunities at CAMH, such as strategic funding, leadership roles, committee membership, etc. However, other respondents noted that despite a supportive environment, decisions surrounding the distribution and availability of opportunities and resources lack transparency.

- Responses were mixed related to the availability of mentors who have helped Chairholders achieve their career goals, and whether mentorship is an important aspect of their retention. Half of respondents reported having a mentor or noted that colleagues are helpful in fulfilling this type of role. For others, mentorship was less relevant or not part of their experience. While it was noted that there exist mentorship initiatives at the organizational level, respondents report that these are less apparent within CAMH Research.

- 67% of respondents describe CAMH Research's climate as collegial and supportive, with some describing the climate as excellent and outstanding. However, a third of respondents noted that the collegiality at CAMH varies. While it may be strong on an individual level, a lack of transparency in decision-making erodes the overall climate.

- Respondents were asked to comment on the strengths and weaknesses they have experienced and/or observed within CAMH Research in terms of its commitments to EDI. 67% of respondents note that CAMH as an organization is clearly committed to EDI, and the principles of CAMH Research are consistent with this, with a particular interest in supporting female scientists. However, other respondents note that EDI issues do not appear

to have been a priority here (compared to other organizations), and this is reflected in hiring practices and lack of diversity in research leadership.

- Respondents were asked to provide additional feedback related to their experiences as a CRC or more broadly as a CAMH researcher that may be impacted by the organization's EDI practices. Providing support for researchers with childcare needs was noted as an equity issue affecting the general scientific community, including CAMH. Other respondents emphasized the need for clear and deliberate EDI practices at CAMH, noting that attention is finally being brought to this area.

Environmental Scan of CAMH Initiatives, Resources, and Policies:
CAMH is an employer which since its inception has founded itself upon the core principle of diversity and inclusion, and continues to be committed to building diversity principles into our daily responsibilities. We have built our reputation on providing a workplace and services that are respectful, inclusive and safe. An environmental scan conducted between Fall 2017-2019 identified the following relevant CAMH initiatives, resources, and policies.

- CAMH has an inclusivity statement on all job advertisements. Our recruitment team and managers have been trained on bias-free interviewing techniques and are provided with a template for the hiring process.

- CAMH participates in and promotes events and initiatives through the year such as our Aboriginal Caucus, Black History Month, Disability Awareness Week, International Women's Day, International Awareness Day for Violence Against Women, National Aboriginal Day, and LGBTQ2S PRIDE, amongst others.

- CAMH has a Spiritual Care Team that supports clients and staff, hosting every major religious holiday: Rosh Hashannah/Yom Kippur, Passover, Purim, Ramadan, Eid ul fitr, Eid ul Adha, Hindu/Sikh, Diwali, Christmas, Good Friday, and Easter.

- CAMH has an AODA working group working with our Redevelopment Team as we plan a multiyear redevelopment of our Queen Street campus to ensure that all aspects of our Redevelopment are accessible and will meet or exceed the new built environment requirements. Our Redevelopment Team, in conjunction with the Manager of Diversity and Equity have done extensive research on what criteria will be included to ensure our new buildings are accessible. We anticipate the construction to be completed in 2021. This phase continues CAMH's goal of breaking down the stigma of mental illness and addictions by continuing to integrate the hospital into the community.

- CAMH has a dedicated Manager of Diversity and Equity that is responsible for AODA, Employment Equity and Human Rights issues.

- A Workplace Violence Prevention Program that embeds a culture of health and safety at CAMH, which includes mandatory 3-day competency training for all supervisors.

- CAMH offers specific accessibility resources, including customer service guides, accessibility plans, reports, and training.

- CAMH requires all staff to complete mandatory AODA/Human Rights training, and offers training in Respect & Civility, Anti-Oppression and Anti-Black Racism

- CAMH makes best efforts to assign administrative duties, such as committee work, on an equitable basis, keeping in mind that faculty members from equity-seeking groups can face a disproportionate burden on their time. As part of unconscious bias training, Chairs and other senior administrations are made aware of these issues, and are able to better support the promotion of equity within their research programs and divisions.

- CAMH's Health Equity Office was established in March 2011. Since then, CAMH has worked on different initiatives, both in collaboration with others and internally, in the pursuit of health equity. CAMH plans and implements equity-based initiatives in keeping with the priorities of the Ministry of Health and Long Term Care (MOHLTC) and Toronto Central Local Health Integration Network (TC LHIN). These include, but are not limited to: a continuous effort to reduce disparities in mental illness and treatment through advocacy, data collection, policy-related activities, research and training programs. These programs aim to consider the causes of health inequities and disparities, and specifically the social determinants of health. These programs pay particular attention to obstacles associated with socio-economic, race, immigration, education and gender status – with the goal of promoting equal opportunities for all and distributing resources to reduce disparities and avoidable inequities. Highlights of the Health Equity Office's work include:

    o Producing CAMH's first health equity report on access and outcomes of services for ethnic/racial groups.
    o Offering a University of Toronto-accredited Certificate Program in Diversity and Health Equity.
    o The Refugee Mental Health online course is the recipient of the 2014 University of Toronto Fred Falls Award in Distance Education. This course was developed with funding from CIC and is available in English and French. Since 2012, 2000 Ontario health and social service providers have completed this course.
    o The Health Equity Office has been funded by the MHCC to, in partnership with the Wellesley Institute, undertake the fullest assessment of the rates of mental health problems, barriers and facilitators of care and promising practices in Canada.
    o In partnership with St Michael's Hospital, Mount Sinai Hospital and Toronto Public Health, the Health Equity Office has developed and pilot-tested the socio-demographic data collection tool which is now mandated for use by the TC LHIN.

      ○ Together with the MOHLTC, the Health Equity Office co-leads a HEAI Community Interests and supports the implementation of the HEIA strategy.

Policies:

- *AR 1.18 – Canada Research Chair Policy*: To outline transparently CAMH's internal process to recruit, retain, and review potential Nominees, and to renew or advance existing CRC Holders.

- *AHR 3.1.3 – Recruitment and Selection Policy*: to ensure fair, equitable and unbiased recruitment and selection practices that are transparent to stakeholders; to ensure recruitment and selection processes and documentation are standardized, consistent, and bias free; to increase diversity representation of employees to reflect the diversity of the community; to comply with the Ontario Human Rights Code, the Employment Standards Act, and Federal Employment Equity standards.

- *AHR 3.6.5 – Respectful and Inclusive Workplace Policy*: Everyone at CAMH plays a part in creating and maintaining a civil, respectful, professional and collaborative workplace, free from discrimination, harassment, bullying, and violence in any form. This policy reflects these values and our commitment to maintaining and promoting a workplace that is welcoming and inclusive. Discrimination and harassment on the grounds of race, ancestry, place of origin, colour, ethnic origin, citizenship, creed, age, sex, sexual orientation, gender identity, gender expression, record of offences, marital status, family status and/or disability, and all forms of bullying and violence, will not be tolerated at CAMH.CAMH will take necessary and appropriate action to prevent harassment, discrimination and bullying from occurring in the workplace, and to address it should it occur. CAMH will investigate and deal with all complaints or reported incidents of workplace bullying, harassment or discrimination in a fair, respectful and timely manner. CAMH will ensure that there is an accessible process for reporting concerns, and for the timely investigation and resolution of reports of harassment, discrimination or bullying, including the determination of appropriate consequences for breach of this policy.

- *AHR 3.13.26 Workplace Violence and Prevention Program:* CAMH is committed to providing a working environment free of violence by ensuring that all personnel are familiar with the definitions of workplace violence, domestic violence/personal relationship violence in relation to the roles and responsibilities for prevention, response, and preventative measure(s). This policy sets out procedures for preventing, reporting and resolving incidents of workplace violence.

- *AHR 3.6.15 Accessibility Policy*: This policy is designed to ensure that all members of the CAMH community are aware of the benefits of achieving accessibility for people with disabilities, and know the rights and responsibilities of employees, volunteers, physicians,

students, clients/patients and visitors with regard to accessibility and client/patient service. It also establishes accessibility standards for Customer Service at CAMH in accordance with relevant legislative requirements.

- *PC 2.1.4 Aboriginal Traditional Ceremonies:* This policy establishes the rights of Indigenous clients/patients and their families to exercise their faith preferences related to the conduct of ceremonies within the hospital and the requirement to ensure the safety of all CAMH personnel, visitors and clients/patients involved.

Progress Indicators and Timelines:

Our Action Plan is informed by these reviews and scans, as well as by other EDI objectives detailed below. The Action Plan acknowledges the multiple identities of our research community members, including CRCs, and adopts an intersectional approach to addressing equity, diversity and inclusion. The Action Plan objectives aim to address the biases, as well as the unique experiences of individuals, based on race, gender, disability, and indigeneity.

Progress to date includes:

- The CAMH Research Services Office (CAMH RSO) created a Research Portal to improve our scientific community's access to administrative resources available to them. Among other uses, the Portal makes grants and awards announcements accessible to all scientists, staff, and trainees through a new online funding opportunities database that directly publicizes opportunities, and includes application tools and templates. This resource ensures that funding, award, and training opportunities are communicated transparently to CAMH's broad research community (completed in 2017, updated regularly).

- Application guidelines for internal funding programs have been updated to encourage applications from women and members of equity-seeking groups (from 2018 onward).

- CAMH RSO will provide faculty and staff members with resources on best practices to promote equity, diversity and inclusion in internal selection processes for strategic funding, including mandatory unconscious bias training (from 2019 onward).

- The CAMH RSO updated its scientific appointment process to collect self-identified EDI data from all CAMH researchers in order to better assess its gaps, barriers, and targets (Winter 2019, ongoing)

- CAMH CRC Policy has been updated and maintains that no CRCs will include CAMH commitments beyond the Chairholder's base salary to ensure that individuals from the FDG and other equity-seeking groups are not disadvantaged in negotiations related to the level of institutional support provided to them. As a monitoring strategy, CAMH will evaluate its

annual financial reports to ensure that institutional support for Chairholders remains equitable for all new Chairs moving forward (completed May 2019, ongoing monitoring).

- As a result of the comparative review conducted in Fall 2018 which revealed disparities in the levels of research support secured by male and female scientists, an Equity Task Force for Women Scientists (ETFWS) was established in Winter 2019 to address equity issues faced by female researchers at CAMH. The priorities of the ETFWS are to assess equity issues faced by women scientists at CAMH through data collection and analysis, and to use this information to establish new workplace policies and guidelines promoting equity and transparency in hiring, promotion, internal support, mentorship, etc. (established 2019, ongoing).

- Creation of a CAMH Research Chair in First Nations, Inuit and Métis Mental Health and Addiction: The Research Chair in First Nations, Inuit and Métis Mental Health and Addiction will examine the intersection of traditional Indigenous healing practices when combined with modern mental health and addiction medicine for well-being and recovery. The goals of the Research Chair at CAMH will clearly position the organization on the leading edge of innovation, support the development of a culturally relevant, client-centered, mental health care system and contribute to new data and new findings for innovative teaching, learning and publications. The issues explored in this field of research are emerging as a field of study in mental health care for First Nations, Inuit and Métis peoples as culture is being realized as a force for resiliency. CAMH now has the capacity to lead change for better First Nations, Inuit and Métis client care through *Shkaabe Makwa* across a continuum of care and systems design. The Research Chair will contribute to a body of evolving research, find new evidence to support the design of culturally relevant client care and services for First Nations, Inuit and Métis, support the development of new assessment tools, provide research results that will help improve the quality of delivery of services, and offer new data that impact the field of teaching in order to contribute to a better healthcare system for Indigenous peoples in Canada. The Charter submission was completed in Spring 2018 for the CAMH Foundation and awaits funding.

OBJECTIVE 1: ENSURE ALL FACULTY AND STAFF MEMBERS INVOLVED WITH A CRC NOMINATION COMPLETE UNCONCIOUS BIAS TRAINING

All administrative staff and research community members involved in the CRC nomination process are required, at minimum, to complete the online module provided by the national CRC Secretariat. Additionally, all members of the CAMH CRC Selection Committee are provided with instructions and resources on assessing productivity to ensure that career leaves do not disadvantage applicants applying for Chair positions. Both the CAMH administrative processes (see Objective 2) and U of

T online nomination guide (see Objective 3) have been updated to communicate this requirement and to facilitate confirmation of the completion of unconscious bias training.

The CAMH RSO will work to ensure that a broad pool of candidates is nominated by encouraging program areas to adopt a systematic and data-driven approach to identify excellent candidates; will circulated opportunities for CRC positions widely, with emphasis on reaching equity-seeking groups; will provide support in the preparation of nominations, with a focus on EDI; and will work with a network of equity champions to nominate women and members of other equity-seeking groups.

Progress Indicators and Timelines:

- Completion of the University of Michigan's certificate in "Leading for Equity, Diversity, and Inclusion in Higher Education" by the Manager, Research Grants & Pre-Awards to reinforce administrative expertise in EDI matters and demonstrate meaningful buy-in from management (December-January 2019).

- Completion of unconscious bias training by CRC renewal committee members (February 2019).

- All staff in the CAMH RSO are encouraged to complete unconscious bias training. To date, 75% of staff members have undertaken this training, including 100% of staff directly involved with CRC administration at CAMH (February 2019 and ongoing).

- Recruitment of the newly implemented CAMH CRC Selection Committee, which includes diverse representation from CAMH's research and clinical programs, representation from the FDG, and equity champions, 100% of whom completed mandatory unconscious bias training (Fall 2019).

OBJECTIVE 2: COMPLETE A REVIEW OF CAMH ADMINISTRATIVE PROCESSES FOR CRCS

Formal administrative process checkpoints at various stages of recruitment create opportunities to assess equity and diversity efforts and to adjust strategies as needed. CAMH's processes for CRC nominations have been reviewed through a collaborative effort by CAMH Research executive leadership, the CAMH RSO, HR, and the Manager of Equity and Diversity, in consultation with U of T and affiliated hospitals. The review consisted of self-assessment, the identification of areas for clarification and improvement and the evaluation of processes through the lens of EDI. Our approach included an analysis of the administrative processes, mapping out the steps for nominations and identifying the key responsibilities within administrative portfolios.

Our initial review began in early 2018, shortly after the public posting of our EDI Action Plan, and was revisited following the release of the CRC Program's updated nomination requirements in September 2018.

The findings of this review were used to develop new strategies and processes for the recruitment and nomination of Chairholders, including revising CAMH's CRC policy. The new policy was approved by the Research Executive Committee in May 2019 to guide all administrative processes related to CRCs at CAMH, in accordance with all EDI program requirements. In the spirit of accountability and transparency, this policy is available to all members of the CAMH research community as a complement to the Action Plan.

We will continue to conduct reviews of these processes on an annual basis, particularly as we adapt our internal nomination processes to reflect new and emerging CRC Program requirements and internal recommendations from our own and the broader U of T communities.

Progress Indicators and Timelines:

- Completion of the administrative review (initial review: spring 2018; updated review based on new CRC requirements: September 2018)

- The development of a new CAMH CRC policy (Fall 2018/Winter 2019)

- Approval of the new CAMH CRC policy (Spring 2019)

- Ongoing reviews of these processes (spring 2020, following the release of "EDIAP 2.0" from the CRC Program; on an annual basis thereafter)

OBJECTIVE 3: DEVELOP AN ONLINE GUIDE TO CRC NOMINATIONS

U of T developed a [Guide to the Administration of Canada Research Chairs at the University of Toronto](#) following their own process review to ensure that academic administrators, faculty, staff and nominees are appropriately informed about the processes, requirements and supports in place at U of T and the affiliated hospitals.

This guide explains the process of CRC nominations at U of T and the affiliated hospitals – including CAMH – for administrators, faculty, staff and potential nominees. The guide has been developed in consultation with the Division of the Vice-Provost, Faculty & Academic Life, and the Division of the Vice-President, Human Resources & Equity, building on resources already in place to support faculty recruitment and retention.

This guide provides selection committees with tools and support necessary to fulfill CRC requirements, ensuring consistent and transparent nomination processes. The guide also aids

faculty, staff and administrators in the integration of EDI into their processes; it includes equity-, diversity- and inclusion-focused best practices for each stage of the recruitment and nomination process.

The guide was completed and posted online and shared with the University community as of November 2018. This guide will be a "living" document that will be updated as needed, in consultation in consultation with the University community and with guidance from the Committee on Equity, Diversity and Inclusion in Research and Innovation. CAMH will adapt and adopt the best practices in this guide for relevance to our CRC recruitment policies and practices.

Progress Indicators and Timeline:

- Completion and dissemination of the nomination guide to the University community (November 2018)

- Updates to the nomination guide and dissemination of this revised guide to the University community (November 2019)

- Reviews and updates of the nomination guide, as needed (ongoing)

- Guide used to plan CAMH's most recent CRC posting and selection process, our first since the EDI Action Plan was implemented (Summer/Fall 2019).

OBJECTIVE4: ENCOURAGE CRC APPLICANTS AND NOMINEES TO COMPLETE CAMH'S EMPLOYMENT EQUITY SURVEY AND THE CRC SURVEY

CAMH has adopted U of T's communication strategy to promote the importance of completing these voluntary surveys, as they provide accurate data on the representation of faculty members.

In order to be considered for a position associated with a CRC, all Candidates are required to complete a confidential self-identification survey. While submission of the survey is mandatory, responses to all questions are voluntary, and Candidates can log a response indicating that they decline the survey. Aggregated and anonymized data for the applicant pool will be shared only with the CRC Selection Committee chair, the committee's Equity Advisor, and a small number of staff in the CAMH RSO for purposes of program administration and reporting requirements. If the data does not indicate sufficient diversity among the Candidates, the Committee chair has the option to recommend re-posting the CRC opportunity to generate a broader pool of applicants. The CRC Selection Committee will use best practices to protect the privacy and personal information of all applicants.

In order to communicate this requirement to applicants, the CAMH RSO has developed updated templates for posting and advertising CRC opportunities, as well as a self-identification form for CRC internal review and selection. A copy of the survey is appended to this Action Plan (see Appendix B). The templates explain the purpose of the data collection and describe how the data will be used. Strategies and guidelines for data collection have also been communicated through U of T's online nomination guide, emails and meetings of the Research Advisory Board and the Toronto Academic Health Science Network Research Committee.

As of Fall 2018, all nominees also receive an email reminding them to complete the CRC online self-identification form. This email explains why the CRC Program collects this data and encourages nominees to self-identify in all categories that are applicable.

Effective spring 2019, the Division of the Vice-President, Research and Innovation, also administers a separate equity survey for those nominees named as Chairholders, including those whose primary appointments are at CAMH. The VPRI will provide hospitals with aggregated equity data for Chairholders at our respective institutions following the results of each competition. This information is important to our ability to monitor our progress toward equity targets and to assess the representation of Chairholders from the four designated groups within particular divisions or disciplines. All new Chairholders will be sent this self-identification survey shortly after the University receives the results of the CRC competition. The survey questions are consistent with those used by the CRC Program/Tri-Agencies, and the processes for data collection, storage, and access adhere to CRC best practices.

Progress Indicators and Timelines:

- Development of communications regarding the Employment Equity Survey and the CRC self-identification form (Fall 2018)

- Development and implementation of a self-identification survey for new Chairholders (April 2019)

- Development and implementation of self-identification survey for all CAMH CRC applicants (Summer 2019)

- Completion of these surveys by applicants to CRC opportunities at CAMH, by nominees to the CRC Program, and by all new Chairholders at the University of Toronto (May 2019; ongoing)

OBJECTIVE 5: DEVELOP STRATEGIES TO RECRUIT AND SUPPORT MEMBERS OF THE FOUR DESIGNATED GROUPS AS CHAIRHOLDERS

CAMH seeks to meet and exceed its equity targets for the CRC program, building a research community in which all researchers can meet their full potential. Based on the employment systems review and the CRC process review described above, CAMH has identified the need to develop and implement strategies to recruit Chairholders who identify as members of one or more of the four designated groups in addition to other equity-seeking groups.

In order to increase the representation of equity-seeking groups among the Chairholder cohort, in the fall of 2018 the University held a Special Call for applications to CRC opportunities from existing faculty who self-identify as members of one or more of the four designated groups. The response was robust with 338 applications received. This competition resulted in the nomination of 16 outstanding researchers (3 Tier 1 nominees and 13 Tier 2 nominees) from across the University's academic divisions and affiliated hospitals. We will build on this important initiative by developing and implementing additional measures to further ensure participation by the members of the four designated groups and to build an inclusive workplace.

One of these measures is the further integration of equitable and inclusive practices into our CRC recruitment and nomination processes. The U of T guide to CRC nominations (see Objective 3) includes strategies to promote inclusive nomination practices and proactive recruitment. These strategies, designed to assist committees in developing a broad, diverse pool of applicants, were developed based on best practices in the literature and also draw from the University's Strategies for Recruiting an Excellent and Diverse Faculty Complement.

In order to assess the diversity of applicant pools, CRC Selection Committee chairs and Equity Advisors will be provided with aggregated and anonymized equity reports for the applicant pool as a whole. If the data does not indicate sufficient diversity among the applicants, the Committee chair has the option to recommend re-posting the CRC opportunity to generate a broader pool of applicants. In addition, the ongoing reviews of levels of institutional support will promote the equitable distribution of resources to Chairholders.

Alongside the University, CAMH will adopt an intersectional approach to the recruitment and retention of Chairholders from equity-seeking groups, allowing us to better support faculty members who self-identify in more than one of the four designated groups. As a result, these strategies have been organized together in the nomination guide, rather than considered in isolation.

Objective 5.1: Recruitment and Support of Women Chairholders
The University's Gender Equity Reports demonstrate that U of T continues to make progress toward gender parity, but also show that women continue to be under-represented in some disciplines and among senior faculty. The Division of the Vice-President & Provost is committed to monitoring the representation of women in disciplines and divisions in which they are under-

represented through future Gender Equity Reports and as part of ongoing diversity initiatives related to faculty. Meanwhile, CAMH's Equity Task Force for Women Scientists (ETFWS) is similarly assessing equity issues faced by women scientists at CAMH through data collection and analysis, and will use this information to establish new workplace policies and guidelines.

The evaluation of career gaps, interruptions or longer career progressions due to childbearing and/or other caregiving responsibilities in the myriad of academic review processes has profound impacts on women's academic careers. Consistent with updated CRC requirements, selection committees will evaluate candidates in ways that do not exclusively consider measures, metrics and outputs that reflect the traditional career experiences of mainly male faculty.

Career development and mentorship plans outlined below will also consider the experiences of women faculty that have been collected in U of T and CAMH surveys. For academic administrators, the need to move beyond mentoring towards the endorsement and support of diverse women faculty for CRC and other opportunities will be emphasized.

While U of T is meeting its institutional CRC targets for women, our academic community has not yet reached gender parity in the program, and our Chairholders are not fully representative of the diversity of women. The objectives in the Action Plan will be implemented with attention to intersectionality to ensure we address the experiences of, and issues for, women who identify as members of multiple equity-seeking groups. The Action Plan will be responsive not only to the challenges women face in terms of discrimination, but also to the demands arising from requests to serve on committees and as mentors to other faculty and students.

Objective 5.2: Recruitment and Support of Chairholders Who Identify as Visible Minorities
Based on recent Employment Equity Reports, the number of racialized faculty members is increasing, and the University has closed the gap relative to the Canadian workforce. U of T seeks to build on this progress to further recruit and retain Chairs who self-identify as members of visible minorities.

The University collects and reports on intersectional employment equity data, and uses this disaggregated information to develop strategies to enhance recruitment, hiring, retention, and promotion processes. For example, the Division of Vice-President & Provost has created a centralized fund to encourage the hiring of Black faculty members and researchers from other under-represented groups. Searches to recruit new Chairholders may make use of this central fund while also utilizing the best practices outlined in the nomination guide.

The research literature notes that many faculty members of colour continue to face barriers once they are hired, contributing to a sense of isolation. The updated Speaking Out climate survey, which will include new questions on inclusivity, will aid the University and CAMH in identifying additional strategies to create a more inclusive environment for faculty, including our Chairholders,

who self-identify as visible minorities. For example, moving forward, specific initiatives similar to Connections and Conversations, an affinity group for racialized staff at U of T, and CAMH's Horizontal Violence, Anti-Racism, Anti-Oppression Working Group will be explored.

Objective 5.3: Recruitment and Support of Chairholders Who Identify as Persons with Disabilities

CAMH is committed to providing an accessible working environment for persons with disabilities through the identification and elimination of barriers. This includes respect for dignity, independence, integration and equal opportunity as recognized in our policies and the Accessibility for Ontarians with Disabilities Act (AODA). As part of its commitment to equity and inclusion and the AODA, the University has also developed supports for recruitment and Accommodation Guidelines for Employees with Disabilities. These supports, as well as best practices to promote accessibility, are included in the CRC guide and will be publicized more widely to CRC search committees and academic administrators and staff. The Division of the Vice-President, Research and Innovation, will continue to work with the Division of Vice-President, Human Resources & Equity, the AODA Officer, faculty members with disabilities and faculty members working in the area of disability studies to develop additional strategies to recruit and support persons with disabilities to CRCs.

In addition, the University will expand its efforts to create a culture of accessibility and to draw from best practices to establish accessible lab spaces, field work sites, and classrooms. Consistent with the recommendation of the Equity and Diversity in Research and Innovation Working Group, senior portfolios are working to develop resources for research-specific accommodations at U of T for faculty, staff and student researchers with disabilities. The Division of the Vice-President, Research and Innovation, will also create guidelines for inclusive event planning that are attentive to accessibility and accommodation. These resources will be available on the updated divisional website, which has been redesigned to meet Accessibility for Ontarians with Disabilities Act (AODA) requirements and Web Content Accessibility Guidelines (WCAG) standards.

Senior administrative portfolios are also working to identify additional supports that could be made available to researchers with disabilities, including resources to create accessible laboratories and supplementary funding for accommodations in research-related travel. We look forward to engaging with the Secretariat on this issue.

Objective 5.4: Recruitment and Support of Chairholders Who Identify as Indigenous Peoples

Consistent with Steering Committee's recommendations, the nomination guide also highlights that members of nomination committees should be aware of any biases that may be implicit in their review of Indigenous scholarship and that they familiarize themselves with Indigenous research methodologies and ways of knowing. Moving forward, the Division of the Vice-President, Research and Innovation, will work in consultation with the Director, Indigenous Initiatives, to develop additional strategies to recruit and support Indigenous CRCs both external to U of T and within current faculty. The Division of the Vice-President, Research and Innovation, will also work to

implement the Steering Committee's recommendation to review existing materials for hiring committees in order to ensure that the materials are sensitive to specific issues related to Indigenous peoples. These actions also align with the recommendations of the Equity and Diversity in Research and Innovation Working Group to better support Indigenous researchers, as well as those who do research with Indigenous communities. The CAMH Research Services Office circulates its internal CRC postings to *Shkaabe Makwa* – the CAMH program dedicated to building connections across First Nations, Inuit and Métis communities and service providers, and advancing systems improvement initiatives – to encourage applications from Indigenous research community members. These efforts complement the recent creation of a new CAMH Research Chair in First Nations, Inuit and Métis Mental Health and Addiction to examine the intersection of traditional Indigenous healing practices when combined with modern mental health and addiction medicine for well-being and recovery.

Objective 5.5: Career Development Workshops and Mentoring
As noted in both CAMH and U of T's Chairholder survey reports, respondents identified career development and mentoring as areas for improvement. The University and CAMH will continue to support the development of new initiatives and will improve coordination and communication around existing resources. The CAMH Research Services Office, the Division of the Vice-President, Research and Innovation, and the Office of the Vice-Provost, Faculty & Academic Life, in coordination with the academic divisions, will support research success for these Chairholders— and all faculty members—by continuing to develop and offer workshops for early and mid-career faculty on career/professional development and planning for future opportunities (e.g., grants, awards and honours, CRCs and other named chairs). Taken together, the CAMH RSO and the Division of the Vice-President, Research and Innovation, offers over 130 information sessions each year on topics such as grant writing, applications for research funding, the development of research partnerships, research translation or commercialization, research ethics and environmental health and safety. The Division has also recently developed new workshops on EDI in research and innovation, to be offered in Fall 2019. The Vice-Provost, Faculty & Academic Life, offers a number of career development workshops, including sessions on setting up a lab, securing promotion and tenure, and managing one's digital footprint.

In order to better coordinate these supports and increase the visibility of resources, the University has established the Centre for Research & Innovation Support (CRIS), which will broker access to existing supports and resources offered by the Division of the Vice-President, Research and Innovation, university-wide units, and academic divisions; collaborate with central units and academic divisions to identify gaps and develop services and resources that meet emerging needs; and provide centralized access to research and innovation information and analytics tools. CRIS will help researchers, including our Chairholders, better navigate the ecosystem of supports and resources.

The Vice-Provost, Faculty & Academic Life, will work with the Division of the Vice-President, Research and Innovation, to develop workshops for academic administrators in order to aid

University academic leaders in building an inclusive and supportive environment for their faculty members; these efforts will include providing information on best practices to support new and diverse faculty. Strategies for mid-career faculty will also be emphasized, as research shows this group is often under-mentored.

The University's institutional membership in the National Center for Faculty Development & Diversity will be communicated to all CRCs as part of their nomination acceptance process. The University's institutional membership in the Center enables faculty members to access a range of professional development and mentorship resources and tools, many of which are targeted to diverse faculty. Participation rates are high and feedback from participating faculty indicates that this is a useful and valued resource.

The Department of Medicine – where many CAMH researchers are cross-appointed – established the Mentorship, Equity and Diversity portfolio in November 2015 to support the recruitment and retention of excellent faculty through mentorship, to increase faculty diversity and to ensure a safe and professional work environment. These efforts are supported by the Department's recent development of a scholarly approach to understanding this issue through data gathering and knowledge synthesis on interventions to promote gender equity.

The University will support and encourage the development of similar mentorship activities across the academic divisions and the three campuses.

Current and past CAMH CRCs will be encouraged to communicate with the Division of the Vice-President, Research and Innovation, regarding ideas for additional supports or programs.

Progress Indicators and Timelines:

- The development of strategies and the inclusion of these strategies in the nomination guide (Fall 2018)

- The nomination of candidates from a Special Call inviting faculty members who self-identify as members of one or more FDGs to apply for CRC opportunities (April 2019)

- Increased recruitment of members of the four designated groups to Chairholder opportunities across the University and CAMH (by December 2019; ongoing)

- The generation of applicant pools that are diverse (Fall 2018; ongoing)

- The meeting and exceeding of equity targets for the four designated groups (by December 2019)

- The continued delivery of career development workshops and mentoring opportunities (by December 2019; ongoing)

- Establishment of the Centre for Research & Innovation Support and coordination of resources for career development (July 2019; ongoing)

OBJECTIVE 6: CONTINUE TO BUILD A SUPPORTIVE AND INCLUSIVE CULTURE FOR THE CAMH RESEARCH COMMUNITY BY LEVERAGING CURRENT INITIATIVES TO FOSTER EDI

CAMH recognizes that a commitment to equity, diversity, and inclusion extends beyond meeting our Chairholder equity targets; institutions must also sustain this diversity over the long term by removing systemic barriers and creating an inclusive culture. Our strategies to recruit and retain a diverse cohort of Canada Research Chairs therefore align with broader equity, diversity and inclusion initiatives across the organization. In Fall 2018, CAMH achieved a platinum certification from Excellence Canada for outstanding commitment to creating a safe and healthy workplace culture. There is already significant action underway that aligns with CAMH's Action Plan, including the following:

Fair & Just CAMH: CAMH has made a commitment to health equity and to a workplace free from prejudice and discrimination, acknowledging that longstanding patterns of power and privilege result in negative experiences for our staff and poorer outcomes for our patients. Fair & Just CAMH is an organization-wide initiative that has been created to coordinate and amplify those efforts. The Fair & Just CAMH Steering Committee is developing a work plan focused on priority actions in the areas of data sharing, training and supporting staff and improving health outcomes, and will complement work designed to address barriers to equity and inclusion that is already in progress.

Diversity and Equity Office: The Diversity and Equity Office provides resources and conducts education and awareness initiatives on how to best realize CAMH's commitment to equity, diversity, accessibility and human rights, and provides guidance on specific issues as they arise. They coordinate a number of events throughout the year such as Black History month, PRIDE and others. In conjunction with Human Resources, this office collaborates to enhance equity in the recruitment, hiring, retention, training and promotion of all our staff.

Horizontal Violence, Anti-Racism, Anti-Oppression Working Group: The Working Group was created in response to a recommendation of the Workplace Violence Prevention Committee. With membership from across CAMH, members are developing terms of reference to guide the choice and implementation of initiatives. Initially, the Working Group is focusing on staff-to-staff violence (including harassment and bullying), racism and oppression. It aims to work toward the changes in culture, policies and practices at CAMH that will support all of our staff. For Safe & Well CAMH Day 2019, the working group hosted an Inclusivity Conversation with facilitation by an ASL translator. Special Guest Hadiya Roderique (diversity and inclusion advocate, journalist, and lawyer) tackled these issues and their impact with CAMH's Dr. Renee Linklater, Director of

Shkaabe Makwa, Provincial System Support Program. [Click here](#) to view a recording of the full conversation.

Equity Task Force for Women Scientists (ETFWS): With membership from across CAMH research programs, HR, and research administration, the group has been meeting monthly since March 2018 to address equity issues faced by women scientists at CAMH. The ETFWS is developing a questionnaire to collect equity data (Fall 2019) toward the goal of implementing equity-focused initiatives for women scientists and establish workplace policies and guidelines within CAMH Research.

Shkaabe Makwa **- Provincial Systems Support Program (PSSP):** CAMH'S PSSP works to access and integrate the expertise of lived experience and the voices, priorities, and perspectives of minority, marginalized, and vulnerable populations. The use of evidence, data and validated tools also ensures health equity is a primary driver of our system change work. Teams such as *[Shkaabe Makwa](#)* work on the ground across the province, connecting with First Nations, Inuit and Métis communities and service providers, with a focus on building relationships and collaborative partnerships; providing training to support workforce development; advancing culturally relevant systems initiatives; and improving practice through research and knowledge exchange. As part of CAMH's journey toward reconciliation, in 2019 CAMH renamed its Aboriginal Engagement and Outreach Program to *Shkaabe Makwa*, which translates to "Great Spirit Bear Helper" in the Anishinaabe language.

Reconciliation Working Group: Initiated in July 2017 at a meeting called by the Vice President, Communications and Partnerships, the RWG met monthly from December 2017 to the present. The aim of the RWG is to develop a reconciliation agenda for CAMH to consider the implications of the "Calls to Action" in the 2015 final report of the Truth and Reconciliation Commission of Canada (TRC). Sections 18-24 of the TRC report call upon health organizations to initiate change to improve services and partnerships with Indigenous peoples. The response to the RWG from CAMH staff members was overwhelmingly in favour of moving forward together to share information, educate ourselves on the historical issues affecting health outcomes, offer learning opportunities to understand reconciliation in healthcare, screen films on relevant topics, schedule an expert content speakers series, prepare a "Lunch and Learn" series, create articles and blogs for CAMH's Insite website, submit podcasts, invite CEO blogs on truth and reconciliation, and make available traditional teachings by the Traditional Healer and tours of Aboriginal Services and the Ceremony Grounds throughout the year. By March 2019, the CAMH's RWG had 15 members from across the organization showing almost equal participation of Indigenous and non-Indigenous membership. Members attend from many teams at CAMH including Enterprise Project Management, Aboriginal Services, Communications and Strategy, Aboriginal Engagement and Outreach, Public Affairs, CAMH Foundation, Back on Track, Youth Concurrent Clinic, the Provincial System Support Program's GTA Team, and the West Region Team. Membership is open to all staff at CAMH. The inaugural theme, "Inspiring Change: A Focus on Internal

Awareness to Initiate Reconciliation at CAMH" served us well from 2018-2019 and has merged into "Truth and Reconciliation in Healthcare" for 2020-2021.

Guiding Directions – A Plan to Strengthen Our Practices and Partnerships with First Nations, Inuit and Métis Peoples: Designed in 2015 through extensive internal focus groups with CAMH staff members, and external meetings with stakeholders in First Nations, Inuit and Métis organizations along with community members, Guiding Directions was established from 2015-2020 to align with the CAMH strategic plan, Vision 2020. There are 57 recommendations in four key areas to bring change: ensure culturally responsive clinical services; support capacity development, research, and knowledge exchange; form collaborative partnerships with service providers; and, build internal capacity and structures to better meet the needs of First Nations, Inuit and Métis peoples. The Plan will be assessed in the fall of 2020 with a view to embedding the long-term initiatives into the new strategic plan of CAMH for 2020-2023. Guiding Directions has seeded change throughout CAMH and supported the evolution of Aboriginal Engagement and Outreach to become *Shkaabe Makwa*, an integrated unit within CAMH working across the organization.

Institutional Strategic Plan: CAMH's strategic plan – *Vision 2020* – identifies Equity and Inclusion as key themes in providing excellent care for all. CAMH has been a leader in diversity and equity, committed to working with underserved populations and eliminating disparities in health status. With its mandate to drive social change, CAMH has the responsibility to champion health equity, social justice and inclusion for those with mental illness and addiction. CAMH is currently planning its next Strategic Plan in partnership with its broader community, and will continue to integrate EDI principles into its organizational mission.

Toronto Academic Health Sciences Network EDI Working Group: In June 2018, representatives from the U of T and the nine affiliated hospitals met for a half-day retreat on "Putting Equity, Diversity and Inclusion into Practice." The event provided a venue to share and discuss specific strategies and actions to advance EDI across the institutions. Following the retreat, the network members have agreed to establish a CRC EDI working group and are also working to develop coordinated approaches to other equity-focused initiatives.

Progress Indicators and Timelines:

- Engagement phases for new CAMH strategic plan, including discussion around EDI priorities (launched Winter 2019, with new plan to be released in 2021)

- Launch of Equity Task Force for Women Scientists (Winter 2019), with data collection (Fall 2019) and action (2020) to follow

- Launch of Fair & Just CAMH and Horizontal Violence, Anti-Racism, Anti-Oppression Working Group (2019)

2. MANAGEMENT OF CANADA RESEARCH CHAIR ALLOCATIONS

CRCs allocated to CAMH by the University of Toronto
U of T's Office of the Vice-President, Research and Innovation is responsible for managing the University's allocation of CRCs, including the distribution of CRCs (by Tier and Council) across hospitals and academic divisions, informed by a formula similar to that used by the CRC program (three-year rolling average of Tri-Council research funding). As a result, the total number of CRCs allocated by U of T to CAMH can change; indeed, CAMH's Chairs increased from 7 to 9 in Spring 2019.

The University recognizes that the proportion of Chairs by Council and Tier should be roughly maintained, and has always sought to stay as close as possible to its original allocation. The University Research Services Office monitors divisional and overall use of "[flex moves](#)" within U of T, and seeks to guide the University's allocation back toward its original Council and Tier count as part of a national effort to honour the intended distribution of Chairs across Councils and Tiers. Requests from hospitals and divisions to alter the Council or Tier of any Chair must be approved by the Vice-President Research and Innovation who considers where the University sits in relation to its original allocation, how close the hospital/division is to its original allocation, and the case for altering the nature of the Chair.

Allocation of CRCs within CAMH Research
The CAMH Research Leadership Team determines the areas in which a CRC would best advance CAMH's research priorities while acknowledging EDI gaps and targets. Generally speaking, research focus areas are kept broad to ensure a diverse applicant pool.

Advancement, Renewals and Phase-out of Chairs

- *Advancement*: CAMH does not have an established mechanism for advancement of Tier 2 CRCs to Tier 1 CRCs. We clarify at the outset of every Tier 2 nomination that there is no automatic advancement to a Tier 1. Advancements occur rarely and only in cases in which there is a confluence of a deserving Tier 2 Chairholder, an available Tier 1 Chair and alignment with strategic research priorities.

- *Renewal*: One year prior to the expiry date of an existing CRC, the CAMH RSO will contact the CRC Holder to request an updated CV and progress report. If the CRC Holder has indicated they would like to renew the CRC for another term, a CRC renewal review committee (constituted by members of the Research Leadership Team) will assess the CRC Holder's renewal application package based on predetermined structured review criteria. Based on the Chairholder's CV and progress report, the renewal committee will recommend whether the current CRC should be: terminated at the end of the term and not renewed; advanced to a T1 Chair if applicable; or renewed for a second term at the same tier level. Both T1 and T2 Chairs can only be renewed once, for a total of two terms. As U of T

updates the nomination guide (described above), we will provide additional guidance on how to administer renewals in a manner that promotes equity and transparency.

- *Phase-Out*: CAMH's process to determine which Chairholders will relinquish their award in the case of a reduction to the institutional allocation is a difficult process that includes consultation between the Vice President, Research and the Chairholder's Research Program Director/Clinical Research Division Chief. Factors taken into consideration include research performance, the end date of existing Chair awards and the potential impact on the Chairholder and the research program/clinical division. The University may also manage phase-outs through the use of re-allocations and flex moves.

Institutional Support for Chairholders
The conditions of employment at the University and CAMH are negotiated at the time of appointment and follow the policies of each institution. All CRC Nominees are required to sign a nomination acceptance letter, to be returned to the University Research Services Office along with documentation from the academic division or department outlining the institutional support provided to the Chairholder. This letter has been reviewed as part of U of T's Action Plan. In addition, the University's Strategies for Recruiting an Excellent and Diverse Faculty Complement include information on mitigating the effects of unconscious bias in negotiation.

Furthermore, CAMH policy governing the CRC process prevents any institutional commitments beyond the Nominee's base salary to ensure that individuals from the FDG and other equity-seeking groups are not disadvantaged in negotiations related to levels of institutional support. In-kind commitments associated with central services (e.g. maintenance, operations, research office, HR, finance etc.) are provided to all CRCs. Any stipends that exist at the time of the application will not be included in the CRC application as a commitment to ensure equity and transparency.

The new Institutional Attestation Form, introduced by the CRC Program in September 2018, requires a senior administrator to attest to the relative level of institutional support offered to each Chairholder. As part of the institutional approval of each nomination, the Vice-President, Research & Innovation and Strategic Initiatives, signs this form. The University is updating its internal processes to better enable the Vice-President to independently verify that the level of support is comparable to that offered to other Chairholders within the same Tier and discipline.

Institutional Support for Academic Administrators involved in CRC Nominations
Proactive faculty recruitment practices have been a regular part of professional development workshops and resources for academic administrators and search committee members at U of T for over a decade. Our community is regularly reminded of these resources and is encouraged to recognize that scholars with non-standard career paths may nonetheless be as productive—and make similarly excellent contributions—as those whose career paths have been less complex. These materials have been integrated into the online guide for CRC nominations referenced in our Action Plan objectives.

The TIDE program of the Division of the Vice-President & Provost provides training and development related to unconscious bias for academic administrators and Provostial assessors on search committees. These sessions are available to faculty involved in CRC recruitment and nomination processes.

Openness and Transparency

Following the review of our CRC administrative processes, CAMH and the University have developed a number of measures to ensure that nomination processes are open and transparent:

- The nomination guide, described above, provides members of the University community with concrete guidance on administering CRC nomination processes that are transparent, adhere to updated CRC Program requirements and follow best practices. The use of this guide will ensure that nomination processes are consistent across the University community, including CAMH.

- CAMH CRC Selection Committee chairs and Equity Advisor are provided with aggregated and anonymized equity reports for the applicant pool as a whole. If the data do not indicate sufficient diversity among the applicants, the Committee chair has the option to recommend re-posting the CRC opportunity to generate a broader pool of applicants.

- As noted above, a standing Committee on Equity, Diversity and Inclusion in Research and Innovation, will provide counsel and direction to the Vice-President, Research & Innovation and Strategic Initiatives, on matters related to EDI across the University's research and innovation activities, including the CRC Program.

- Consistent with the recommendations of the Working Group on Equity and Diversity in Research and Innovation, the Division of the Vice-President, Research and Innovation, has created and staffed the Research Equity and Diversity Strategist position, demonstrating a commitment of resources to EDI. The Strategist acts as liaison with divisions and hospitals regarding EDI requirements and best practices, including those particular to the CRC Program. The Strategist screens all divisional CRC job postings for biased/gendered language and ensures that postings fulfill all equity requirements. The Strategist also works with the Office of the Vice-Provost, Faculty & Academic Life, and the Committee on Equity, Diversity and Inclusion in Research and Innovation to provide guidance materials to equity advisors for selection committees.

Accountability and Course Correction

As we carry out this Action Plan, the University and CAMH have outlined the following measures for accountability and course correction:

- The Division of the Vice-President, Research and Innovation, will be responsible for implementing the Action Plan in coordination with other senior portfolios. In particular, the

Division of the Vice-President, Human Resources & Equity, has recently appointed an Executive Director, Equity, Diversity, and Inclusion, who will provide additional recommendations to improve or sustain the participation of Chairholders from the four designated groups.

- The CAMH RSO will be responsible for implementing the Action Plan to ensure the equitable and transparent recruitment, review, and nomination of all CRC candidates at CAMH.

- The Vice-President, Research & Innovation, and Strategic Initiatives, incorporates EDI considerations, including our Chairholder targets and the implementation of this Action Plan, into his annual report to the Academic Board.

- The Associate Vice-President, Institutional Strategic Initiatives, will present our annual EDI Action Plan Progress Reports to the Research Advisory Board, which provides guidance to the Vice-President, Research & Innovation, and Strategic Initiatives. This board includes Vice-Principals, Research, Vice/Associate-Deans, Research, and Vice-Presidents from across the disciplines on all three campuses and the affiliated hospitals, including CAMH.

- The Committee on Equity, Diversity and Inclusion will review our annual EDI Action Plan Progress Reports prior to submission to the CRCP. This committee will also regularly review our CRC nomination guide and may make recommendations for improvements or revisions to the guide based on the University's progress toward meeting the objectives in this Action Plan.

- As described above, there are measures in place to monitor the diversity of applicant pools and re-post a CRC opportunity if the pool is not sufficiently diverse.

- The Vice-President, Research & Innovation, and Strategic Initiatives, will decline to sign off on a nomination if inequities are identified in the level of institutional support.

- Dedicated staff in the Division of the Vice-President, Research and Innovation, will review all written reports produced by nomination and selection committees. If needed, staff will provide additional guidance to departments and divisions regarding the implementation of best practices for equitable and transparent recruitment and nomination processes.

3. COLLECTION OF EQUITY AND DIVERSITY DATA

As part of our Action Plan, CAMH will work in collaboration with U of T and its affiliated hospitals to align processes on equity and diversity data collection wherever possible.

Employment equity data: When launching its CRC EDI initiatives, the CAMH RSO encountered a few challenges with regards to employment equity data: while the CRC program at CAMH is managed by the CAMH RSO, equity data is collected by HR, and HR cannot share the information it collects for privacy reasons. Furthermore, as a research hospital, CAMH cannot always collect data from its clinician scientists, who are not considered employees and therefore not consistently captured by HR mechanisms. Additionally, HR's equity data is only collected at one point in time (at the start of employment).

To mitigate these challenges, the CAMH RSO developed new strategies to collect important data on CRC Candidates and Nominees, as well as its research community more broadly. In Winter 2019, the CAMH RSO updated its scientific appointment process – that is, the process that grants research privileges to members of CAMH – to include self-identified data collection for new appointees as well as appointment renewals for existing scientists. This initiative enables CAMH Research to monitor and evaluate EDI within its research community (176 scientists), without relying on organization-wide employment data collected separately by HR (~3,400 employees). The CAMH RSO's direct data collection also allows us to capture clinician scientists who would not be captured through HR and capture equity data over different points in time. As of December 2019, 176 scientific appointees have completed the self-identification survey (see results in EQUITY, DIVERSITY AND INCLUSION OBJECTIVES AND MEASUREMENT STRATEGIES section above).

At the organization level, all CAMH employees are encouraged to complete HR's voluntary, confidential employment equity survey when hired. This survey is overseen by HR and stored in a secure database separate from personnel files. Access to data is limited to designated staff.

Internal and External Applicant pool data: CAMH collects applicant pool data for both internal and external CRC competitions through the CAMH RSO's CRC Self-Identification Survey (see Appendix A). This step was introduced to fulfill the CRC Program requirement to collect self-identification data from all applicants, and was used successfully for our Fall 2019 CRC posting (CAMH's first open position since implementing the Action Plan). Although this may create duplicate data collection, the CAMH RSO identified this program-specific survey as the best option to maintain privacy across organizational levels (e.g. CAMH RSO, HR, etc.). All internal and external Candidates are required to complete a confidential self-identification survey. Anonymized and aggregated reports are provided to the CRC Selection Committee chair, the committee's Equity Advisor, and a small number of staff in the CAMH RSO (for program administration and reporting requirements) allowing them to assess the diversity of the applicant pools. Strategies for data collection have been guided by the CRC Program's best practices. In implementing this data collection strategy, CAMH has taken steps to

- limit the number of people who can view this information;
- ensure privacy and confidentiality; and

- communicate widely the purpose of the data collection, how the information will be used and our commitment to privacy.

Successful CRC Candidate Data: Following the CRC Program's move to the collection of self-identification data via an online form, we undertook a review of internal processes to ensure that all Nominees submit the required self-identification form by the nomination deadline. While CAMH has not submitted any new CRC applications since the implementation of the Action Plan in 2017, the CAMH RSO in collaboration with the University Research Services Office will send all Nominees a tailored email reminding them to complete the CRC online self-identification form. This email explains why the CRC Program collects this data and encourages nominees to self-identify in all applicable categories.

To ensure that we have accurate self-identification data for our cohort of Chairholders, the Division of the Vice-President, Research and Innovation also administers a separate self-identification survey for successful Chairholders, including those from CAMH. As of April 2019, all new Chairholders are sent this survey. The survey questions are consistent with those found in the CRC Program/Tri-Agencies self-identification form, and our processes for data collection, storage, and access follow CRC best practices.

4. RETENTION AND INCLUSIVITY

As one of [Canada's Best Diversity Employers](#) (2018), CAMH remains committed to providing a supportive workplace that respects diversity as reflected in the designated groups*. This respect must be demonstrated by our leadership, our client services, our relationship with all stakeholders and our employment practices. Through our equity programs, services and offices, CAMH is working to remove barriers and to foster inclusivity at all levels of the organization. Our Health Equity Office and Diversity and Equity Office provide frameworks to help us promote respect, equity and sensitivity competency in all aspects of our work, and form the core of efforts to translate policy into practice and culture. As noted above, CAMH has several active initiatives to promote an inclusive environment, and will continue to promote these projects to both recognize efforts and encourage the adoption of future initiatives. Concerns, complaints, and questions about harassment and discrimination can be directed to the Diversity and Equity Office, and are kept confidential. The Diversity and Equity Office also provides a Respect and Civility Complaint Form to record issues and track resolutions related to these matters.

Retentions are handled on a case-by-case basis and equity considerations are an important part of our institutional approach to CRC retentions, when these arise. Retention of CRCs has not emerged as an area of concern across the U of T community, given that since 2011, only 16 Chairholders (~5% of our CRC community) have resigned. The Division of the Vice-President, Research and Innovation, continues to monitor CRC terminations and the cause in each case.

**Centre for Addiction
and Mental Health**

camh.ca

The measures outlined in this Action Plan demonstrate the University and CAMH's strong commitment to equity, diversity and inclusion, as well as our systematic approach to these issues. Our identified objectives and actions, supported by broader institutional initiatives and resources, will enable us to make EDI a central consideration in our administration of the CRC Program. In implementing this Action Plan, we will meet our commitments by December 2019 and beyond, creating longer-term change and reducing barriers to participation in the research community.

* "CAMH designated groups" for the purposes of the Diversity Policy refer to members of our community who have been marginalized by one or more of the following identities: gender, race, age, physical or mental ability, gender identity, sexual orientation, religion/faith, family status, language ability, literacy, socio-economic status, immigration/refugee status and country of origin.

See the University of Toronto's [CRC Equity, Diversity, and Inclusion Action Plan](#) for more information.

**APPENDIX A:
CRC Environmental Scan Survey**

As part of its Canada Research Chairs Equity, Diversity, and Inclusion Action Plan (EDIAP), CAMH is conducting an environmental scan of its current Chairholders to assess the institution's climate and its equity, diversity and inclusion work. These findings will help us gauge the institution's effectiveness in retaining and advancing faculty members from underrepresented groups, and assist in setting long-term and sustainable commitments. All survey responses will be anonymous, and results will only be viewed by designated RSO staff members for purposes of program administration. Aggregated anonymous data will be included in CAMH's EDIAP and reports to the CRC program. Thank you for your participation.

1. Do you identify as a member of a federally designated group (women, Indigenous peoples, persons with disabilities and visible minorities)?

☐ Yes

☐ No

☐ No, but I identify as a member of a different equity-seeking group

☐ Prefer not to answer

2. Have you experienced any barriers in the level of institutional support you've received in your research role at CAMH? If yes, please describe your experiences with specific barriers.

3. Compared with your colleagues in similar positions or at similar career stages, do you feel you are given equal opportunities for promotions and other opportunities at CAMH (e.g. strategic funding, leadership roles, committee membership, etc.)? Please describe your experiences.

4. Have you had any mentors at CAMH who have helped you to achieve your career goals? Is mentorship an important aspect of retaining you at CAMH? Please describe your experiences.

5. How would you describe the collegiality and climate of CAMH Research?

6. What strengths and weaknesses have you experienced and/or observed within CAMH Research in terms of its commitments to equity, diversity, and inclusion?

7. Please feel free to add any additional comments related to your experience as a CRC at CAMH, or more broadly related to your experiences as a CAMH researcher that may be impacted by the organization's equity, diversity, and inclusion practices.

APPENDIX B:
CANADA RESEARCH CHAIRS (CRC) INTERNAL SELECTION
SELF-IDENTIFICATION FORM

PURPOSE
The Canada Research Chairs Program (CRCP) requires institutions to collect self-identification data from all applicants, following the program's best practices. This data is important to CAMH's ability to ensure that researchers from diverse groups are able to benefit from participation in the program. All applicants to this CRC opportunity are required to complete the Research Services Office (RSO) self-identification survey. Applicants are encouraged to self-identify in any of the groups where applicable. While completion of the survey is required, providing answers to the individual survey questions is voluntary, and applicants can log a response indicating that they decline to answer any question. Applicants who have not completed the survey will not be considered for this CRC opportunity.

CONFIDENTIALITY
Any information collected will be confidential and cannot be accessed by search committees or human resources staff, and will not be linked to personnel data. Aggregated and anonymized data regarding the applicant pool will be reported only to the chair of the selection committee, the committee's equity advisor, a small number of RSO staff members, and the CRCP for purposes of program administration and to meet reporting requirements. Data collected via this form will be used solely for the purposes of this competition and may not be accessed or used for any other purpose.

SCOPE
The questions in this form are consistent with those used by the CRCP and use wording found in the federal Employment Equity Act. CRCs at CAMH are open to all eligible candidates, including members of the federally designated groups (women, Indigenous peoples, persons with disabilities, and members of a visible minority group) in addition to members of other equity-seeking groups. CAMH's diversity policy uses a broader definition of diversity which includes diversity of language, country of origin, sexual orientation, gender identity, faith and so forth, which are not reflected in the federal survey categories.

SUBMITTING YOUR FORM
By submitting this self-identification information, you are confirming that you have read and understood this notice, and consent to provide your self-identification information for the purposes of this application. To submit the form via email, please send the completed scanned form to grants.awards@camh.ca. To submit a hard copy, enclose the completed form in a signed, sealed envelope and send to:
Tara McDonald, Manager, Grants & Awards
Research Services Office, T115
33 Russell St., Toronto, ON
M5S 2S1

QUESTIONS
Please contact Tara McDonald, Manager, Grants & Awards (tara.mcdonald@camh.ca)

Centre for Addiction and Mental Health

camh.ca

Information

Name:

Gender

Select the option you identify with:

☐Woman
☐Man
☐Gender-fluid, non-binary, and/or Two-Spirit
☐Other (specify): _____
☐Prefer not to answer

Indigenous Identity

Do you identify as Indigenous; that is First Nations (North American Indian), Métis, or Inuit?

☐Yes
☐No
☐Prefer not to answer

If "Yes," select the options that you identify with:

☐First Nations
☐Métis
☐Inuit
☐Prefer not to answer

Disabilities

Note: A person with a disability is a person who has a long-term or recurring physical, mental, sensory, psychiatric, or learning impairment, and

- *Who considers themselves to be disadvantaged in employment by reason of that impairment, or*
- *Who believes that an employer or potential employer is likely to consider them to be disadvantaged in employment by reason of that impairment; and*
- *Includes persons whose functional limitations owing to their impairment may have been accommodated in their current job or workplace.*

Do you identify as a person with a disability?

☐Yes
☐No
☐Prefer not to answer

Visible Minorities

Note: Visible minorities refer to whether a person belongs to a visible minority group as defined by the Employment Equity Act and, if so, the visible minority group to which the person belongs. The Employment Equity Act defines visible minorities as "persons, other than Aboriginal peoples, who are non-Caucasian in race or non-white in colour."

Do you identify as a member of a visible minority in Canada?

☐Yes
☐No
☐Prefer not to answer

If "Yes," select the option that you identify with:

☐Arab
☐Black
☐Chinese
☐Filipino
☐Japanese
☐Korean
☐Latin American
☐South Asian (e.g. East Indian, Pakistani, Sri Lankan, etc.)
☐Southeast Asian (e.g. Vietnamese, Cambodia, Laotian, Thai, etc.)
☐West Asian
☐Other visible minority (specify): _____
☐Prefer not to answer