

CENTRE FOR ADDICTION AND MENTAL HEALTH (CAMH) CRC EQUITY, DIVERSITY AND INCLUSION ACTION PLAN

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). The University of Toronto [CRC Equity, Diversity and Inclusion Action Plan](#) (the Action Plan) will guide our efforts in ensuring the representation of individuals from the federally designated groups – persons with disabilities, Indigenous Peoples, members of visible minorities/racialized persons and women – among our Canada Research Chairholders across the University and affiliated hospitals.

CAMH, the University, and its affiliated hospitals will progressively meet the Plan's objectives within the next two years. Initiatives undertaken under the Plan will complement and support existing institutional equity, diversity and inclusion initiatives and may be revised and updated to encompass input from our community as we implement the items below.

While the CRC program is administered by the University of Toronto, chairholders are employed at U of T and 9 affiliated (and separately incorporated) hospitals, including CAMH. As 10 separate employers with different policies and practices there is the challenge of significant inter-institutional coordination, as well as the strength of different approaches in implementing the Action Plan.

TARGETS 2017-2019

Targets for the CRC program are set nationally for the four designated groups. [Full information on the determination of targets](#) for the four designated groups can be found on the CRC website.

The University of Toronto has set the following targets for the appointment of CRCs between 2017 and 2019, based on its current count of 247 filled Chairs:

Women: Continue to meet and work to exceed national target of 32% / 79 CRCs

Visible minorities: Achieve national target of 15% / 37 CRCs

Persons with Disabilities: Achieve national target of 4% / 10 CRCs

Aboriginal Peoples: Continue to meet and work to exceed national target of 1% / 2 CRCs

1. EQUITY, DIVERSITY AND INCLUSION OBJECTIVES AND MEASUREMENT STRATEGIES

CAMH is committed to removing barriers and supporting our community members in fulfilling their academic, research and employment goals. CAMH already applies the principles of equity and diversity in its recruitment and hiring processes, and has been honoured as one of Canada's best diversity employers for several years running. We will build on that solid foundation by adapting our CRC-specific guidelines and processes in compliance with the program requirements.

Our Equity, Diversity and Inclusion Action Plan has been strengthened by the comments, critiques and recommendations of our Human Resources, Diversity and Equity Management, and CAMH Research teams.

UNCONCIOUS BIAS TRAINING

OBJECTIVE: ENSURE ALL CRC NOMINATION COMMITTEE MEMBERS PARTICIPATE IN UNCONSCIOUS BIAS AND BEST PRACTICES FOR RECRUITMENT TRAINING

All individuals involved in the CRC nomination process are required, at minimum, to complete the [online training module](#) provided by the national CRC Secretariat. Internal administrative processes for CRC nominations will be changed to both communicate this requirement and to confirm completion of unconscious bias training.

New internal resources will be developed in collaboration with CAMH Research and Human Resources to augment the CRC's unconscious bias training module. Search/nomination committee chairs and persons involved in reviewing applications for a CRC will receive additional tools or training on unconscious bias and recruitment best practices.

REVIEW OF INTERNAL ADMINISTRATIVE PROCESSES

OBJECTIVE: COMPLETE A REVIEW OF CAMH ADMINISTRATIVE PROCESSES FOR CRCs IN ADVANCE OF OUR NEXT AVAILABLE OPEN CHAIR POSITION

CAMH's processes for CRC nominations will be reviewed and assessed to ensure that Action Plan requirements are clearly and frequently communicated and that administrators, staff, and nominees are appropriately informed about processes, requirements, and supports in place at CAMH.

U OF T GUIDE TO CRC NOMINATIONS

OBJECTIVE: COLLABORATE WITH U of T AND AFFILIATED HOSPITALS TO DEVELOP AN [ONLINE GUIDE TO CRC NOMINATIONS](#)

This guide will explain the process of CRC nominations at U of T and the affiliated hospitals for administrators, faculty, staff and potential nominees. It will include equity, diversity and inclusion focused best practices for each stage of the process from recruitment of a nominee, through to fostering a supportive environment for our Canada Research Chairs.

CAMH will develop supplementary content relevant to its recruitment and employment policies and practices.

DEVELOP TOOLS FOR DATA COLLECTION

OBJECTIVE: ENCOURAGE CRC APPLICANTS AND NOMINEES TO COMPLETE CAMH'S EMPLOYMENT EQUITY SURVEY AND THE CRC SURVEY ON THE FOUR DESIGNATED GROUPS

In consultation with Human Resources, CAMH Research will develop a communication strategy to promote the importance of completing these voluntary surveys as they provide accurate data on the representation of diverse staff at CAMH. CAMH is currently in the process of updating its employment

equity survey of all employees, and will develop appropriate mechanisms to collect information on membership in the four designated groups that align with the organization and emphasize the confidentiality of responses.

DEVELOP STRATEGIES TO RECRUIT AND SUPPORT CRCS FROM THE FOUR DESIGNATED GROUPS

OBJECTIVE: DEVELOP STRATEGIES TO RECRUIT CRCS FROM THE FOUR DESIGNATED GROUPS

CAMH is committed to developing processes to enhance internal capacity building and retention strategies that leverage diverse talent and expertise across the four designated groups. These processes will align with CAMH's organizational culture that fosters critical self-reflection and accountability in honouring differences among our employees, clients, and partners. Diversity awareness and capacity building are an ongoing and valued process for all CAMH stakeholders.

It is anticipated that sections of the [U of T CRC Guide](#) will directly address issues related to the recruitment of CRCS from the four designated groups. CAMH will aim to develop processes that complement ongoing work on building a supportive and inclusive environment for women, people with disabilities, visible minorities, and Indigenous researchers.

CAREER DEVELOPMENT AND MENTORING FOR CRCS AND POTENTIAL CRCS

OBJECTIVE: CONTINUE TO BUILD A SUPPORTIVE AND INCLUSIVE CULTURE BY OFFERING CAREER DEVELOPMENT WORKSHOPS

CAMH will build on resources from our Research Services Office to facilitate professional development workshops for early- and mid-career researchers on how to plan for future opportunities (e.g. grants, awards and honours, CRCS and other named chairs, etc.) and to explore additional measures to support CRCS.

Current and past CAMH, U of T, and affiliated hospital CRCS will be encouraged to communicate with U of T's VPRI regarding ideas for additional supports or programs.

BUILD ON CURRENT INITIATIVES TO FOSTER EQUITY, DIVERSITY AND INCLUSION

Our strategies to recruit and retain a diverse cohort of Canada Research Chairs align with broader equity, diversity and inclusion initiatives at CAMH. The CAMH Strategic Plan, *Vision 2020: Tomorrow. Today*, identifies Equity and Inclusion as one of its key themes. CAMH has been a leader in diversity and equity, and will continue to develop strategies to effectively support and advance our community's strengths in research and innovation.

Some of CAMH's diversity initiatives include:

- Employee working groups for women, LGBT, people of colour, disability accessibility, and staff with experience of addiction or mental health challenges

- Bias-free interview training for recruiters and managers; mandatory diversity training for new hires; AODA training; in-house training on Aboriginal peoples, LGBTQI, women and cultural competency
- A Health Equity department that works to create equal opportunities for good health and reduce differences in health among population groups, and organizes events and celebrations to recognize important dates such as Black History Month, Disability Awareness Week, LGBTQI Pride and National Aboriginal Day.

CAMH will continue to build on these initiatives, while working in close partnership with U of T and its affiliated hospitals to implement the action plan elements and initiate local plans to enhance equity, diversity and inclusion.

2. MANAGEMENT OF CANADA RESEARCH CHAIR ALLOCATIONS

ALLOCATION OF CRCS AT CAMH

CAMH already applies the principles of equity and diversity in its recruitment and hiring processes, and has been honoured as one of Canada's best diversity employers for several years running. We will build on that solid foundation by adapting our CRC-specific guidelines and processes in compliance with the program requirements.

U of T is responsible for managing the distribution of Chairs (by Tier and Council) across hospitals and academic divisions (see [U of T's Action Plan](#) for the allocation process). At CAMH, the Research Leadership Team (comprised of the Vice-President Research, Senior Director Research Strategy & Operations, applicable Program Director(s)/Clinical Chief(s), and if appropriate the Physician-in-Chief and/or CEO/President) follows a similar process to determine the program areas in which a CRC would best advance research priorities.

ADVANCEMENT, RENEWALS AND PHASE-OUT OF CHAIRS AT CAMH

One year prior to the expiry date of a CRC, the CAMH Research Services Office (RSO) will contact the CRC Holder to request an updated CV and progress report for review by the Research Leadership Team if the CRC Holder has indicated they would like to renew the CRC for another term or if applicable, advance to a Tier 1. Based on the CV and progress report, the Research Leadership team will decide if the current CRC should be: a) terminated at the end of the term and not renewed; b) advanced to Tier 1 if applicable and if a T1 chair is available; c) renewed for another term at the same level.

Tier 1 Renewal: CAMH will follow the CRC program update stating that institutions can only nominate Tier 1 Chairs for renewal once, for a maximum of two seven-year terms.

Tier 2 Renewal: The CAMH RSO clarifies at the outset of every Tier 2 nomination that there is no automatic advancement to a Tier 1. Advancements occur where there is confluence of a deserving Tier 2 Chairholder, strategic advantage to CAMH research priorities, and an available Tier 1 Chair.

CAMH's process to determine which Chairholders will relinquish their award if required, is a difficult process decided by the CAMH Research Leadership Team. Factors taken into consideration include the end date of Chair awards, and the potential impact on the Chairholder and the research program.

INSTITUTIONAL SUPPORT FOR CHAIRHOLDERS AT CAMH

CAMH commitments beyond the Nominee's base salary are not mandatory but have been provided in the past. Due to current fiscal constraints, no future CRCs will include CAMH commitments beyond the Nominee's base salary and in-kind commitments associated with central services (e.g. maintenance, operations, research office, HR, finance, etc.). Any stipends that exist at the time of the application will not be included in the CRC application as a commitment. As this policy applies to all nominations, CAMH will ensure that individuals from the four designated groups are not disadvantaged in negotiations related to the level of institutional support provided to them.

The conditions of employment at CAMH and/or U of T are negotiated at the time of appointment and follow the policies of each institution. All CRC nominees are required to sign an acceptance letter that outlines the institutional support provided to Chairholders. This letter is being reviewed as part of [U of T's Action Plan](#).

INSTITUTIONAL SUPPORT FOR ADMINISTRATORS INVOLVED IN CRC NOMINATIONS

As part of our organization's inclusive recruitment practices, CAMH provides bias-free interview training for recruiters and managers and ensures that prospective candidates receive the appropriate accommodation if needed. Additionally, CAMH includes diversity-specific questions as part of the interview process and incorporates mandatory diversity training into its orientation and onboarding processes.

U of T will be building resources related to unconscious bias and non-standard career paths into the online guide for CRC nominations referenced in the [Action Plan](#) objectives. Individuals involved in CRC recruitment and nomination processes at CAMH will be regularly reminded of this resource.

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: All CAMH employees are encouraged to complete the voluntary, confidential employment equity survey. This survey is overseen by CAMH's Manager of Health Equity and stored in a separate database. Access to data is limited to designated staff.

Internal Applicant pool data: CAMH does not currently collect applicant pool data for internal CRC competitions. This process is being rolled out as part of our Action Plan, and we are exploring options for data collection in advance of our next competition for a CRC position.

Successful CRC Candidate Data: Data is currently collected as part of the CRC program’s nomination process. A review of internal processes for the secure collection and protection of self-identification data is part of our Action Plan. The goals are to:

- Limit the number of people who can view this information
- Ensure privacy and confidentiality
- Encourage CRC nominees to complete the self-identification form
- Communicate widely the purpose of the data collection, how the information will be used, and our commitment to privacy.

4. RETENTION AND INCLUSIVITY

PROVIDING A SUPPORTIVE AND INCLUSIVE WORKPLACE AT

CAMH is recognized as one of [Canada’s Best Diversity Employers](#) (2017), and is committed to having a workplace that respects diversity as reflected in the various designated groups*. This respect must be demonstrated by our leadership, our client services, our relationship with all stakeholders and our employment practices. CAMH’s [Diversity Policy](#) is a framework to help us promote respect, equity and sensitivity competency in all aspects of our work. This policy is consistent with the [Vision, Mission, Core values](#) and [Statement of Desired Culture](#) of CAMH.

* “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.

The CAMH Diversity Policy framework recognizes Aboriginal communities as having distinct and special histories, needs and legal rights and constitutionally protected Aboriginal and treaty rights. CAMH has an organizational commitment and desire to collaborate with Aboriginal communities in a manner that demonstrates the principles of respect, inclusion, accountability and equity.

CAMH policies that govern the staffing of employees, including CRCs:

- [Diversity: Complete CAMH policy](#)
- [AR 1.18 – Canada Research Chair \(CRC\)](#)

See [U of T’s Action Plan](#) for policies or procedures and supports in place that enable the retention of members of the FDGs.

See [U of T’s Action Plan](#) for the University’s policies that govern Faculty, including CRCs.