**COMPLIANCE REPORT   
ON EQUITY, DIVERSITY, AND INCLUSION   
PLANNING GOALS**

CANADA RESEARCH CHAIR PROGRAM

ROYAL MILITARY COLLEGE OF CANADA

**2021**

In compliance with the requirements of the Canada Research Chair Programme (CRCP), the Royal Military College of Canada (RMC) hereby submits this report on the progress achieved during 2021.

**Objective 1: Align RMC’s strategic plans, administrative processes (including hiring, nominations and career progression), and ongoing environmental reviews in a synergetic fashion to accomplish EDI goals.**

* ***Systemic barriers - Please provide a high-level description of the systemic barriers (e.g. summarize what the barriers are and how they were identified):***

In this key objective, the systemic barriers were identified in the different RMC procedures and strategic planning of the institution. The process has started with training on cultural competency, anti-oppression workshops and consultation and reference material on challenges to integrate EDI in institutional processes for efficient and effective implementation. Lecture series on EDI in research were initiated.

***Corresponding actions undertaken to address the barriers:***

Personal coaching on cultural competency and implementation of EDI in institutional processes has been scheduled for the office of the Vice-Principal Research, implementing the RMC EDI Action Plan.

Reference material has been provided to identify common difficulties and best practices in the implementation of EDI measures in institutional processes.

The process for the hiring of an EDI officer has been completed.

* ***Qualitative and quantitative data gathered:***

A personal coaching on cultural competency and implementation of EDI in institutional processes has been scheduled. The consultation will include levels in cultural competency for the institution to facilitate an appropriate and effective implementation of the Action Plan.

Reference materials have been purchased to identify common difficulties and best practices in the implementation of EDI measures in institutional processes. The institution is a member of CCDI and has access to their repository of EDI material in bilingual form.

* ***Progress and/or Outcomes and Impacts made during the reporting period:***

The position for the EDI Officer and the role of the EDI Officer within the institution have been established. This position is a key element for the successful implementation and sustainability of the EDI Action Plan for the institution. The EDI officer has been hired.

* ***Challenges encountered during the reporting period:***

None (COVID-19 impact reported in section B)

* ***Next Steps (indicate specific dates/timelines):***

Measure 1.1: Hiring of EDI Officer (completed)

Measure 1.2: Review of Strategic Planning documents and development of the details Implementation Plan (Summer 2022)

Measure 1.3: Examine RMC Policies and procedures (Fall-Winter 2022-2023)

* ***Was funding from the CRCP EDI stipend used for this key objective?***

No, there was no funding for 2021.

**Objective 2: Raise awareness of EDI best practices and lessons learned both internally (RMC community) and externally (Canadian and global universities) – 2022-2023**

* ***Systemic barriers - Please provide a high-level description of the systemic barriers (e.g. summarize what the barriers are and how they were identified):***

A comprehensive survey has been completed for all Faculty Members at RMC (Fall 2020-Winter 2021). The data is currently has being analyzed by the EDI committee. The analysis has identified barriers, develop and implement a remediation strategy, which are detailed in the new institutional EDI Action Plan developed in consultation with the EDI committee and EDI Officer, which has been rated as “satisfactory” by the CRCP.

* ***Corresponding actions undertaken to address the barriers:***

Development of the EDI Action plan and associated timelines to address the barriers.

* ***Data gathered and Indicator(s) - can be both qualitative and quantitative:***

Results of the survey have been a central part of the development of the Action Plan and will be available to Faculty member during the fall 2022.

* ***Progress and/or Outcomes and Impacts made during the reporting period:***

The position for the EDI officer and the role of the EDI officer within the institution have been established. This position is a key element for the successful implementation and sustainability of the EDI Action Plan for the institution and the vision 2030. The EDI action plan summited to the CRCP obtained a satisfactory rating.

* ***Challenges encountered during the reporting period:***

None (COVID-19 impact reported in section B)

* ***Next Steps (indicate specific dates/timelines):***

Measure 2.1: Completed

Measure 2.2: Encourage data collection (Summer 2022)

Measure 2.3: Perform a regular environmental scan of EDI activities and learn best practices from other universities in Canada (2022-2023)

* ***Was funding from the CRCP EDI stipend used for this key objective?***

No

**Objective 3: Embed EDI considerations in the learning culture at RMC and broaden faculty and management’s awareness regarding EDI challenges and opportunities.**

* ***Systemic barriers - Please provide a high-level description of the systemic barriers (e.g. summarize what the barriers are and how they were identified):***

Increased representation of members of the four FDGs, other equity seeking groups, or members representing the interest of above groups at every organizational level (within committees, departments, faculties, heads of departments and management), meeting the CRC and government goals.

* ***Corresponding actions undertaken to address the barriers:***

An EDI committee has been established for the institution. Terms of References have been developed for the committee.

All the committee members had a training in cultural competency and unconscious bias by an external consulting firm.

All the members of Faculty Council (including Principal, VPs, Deans, Head of Departments, Program Chairs) undergone a training on cultural competency and unconscious bias.

All the members of the Promotion committee had one-on-one coaching on cultural competency and unconscious bias.

These trainings are on-going and will be modified based on the EDI needs assessments of RMC based on ongoing consultation and anonymous surveys.

A lecture series has been initiated for EDI in research and best practices for bilingual audience with bilingual experts.

A document has been developed to collect and recognize the EDI initiatives at RMC, this document will be available on-line and in-print (summer 2022).

The members of the RMC community have access to bilingual EDI materials trough the CCDI membership.

Action Plan’s executive summary and smart goals will be developed into separate documents and utilized for influencing RMC researchers, staff and senior decision making towards further work on the EDI Action Plan.

* ***Data gathered and Indicator(s) - can be both qualitative and quantitative:***

The training and personal coaching provided information on cultural competency and unconscious bias as well as an evaluation of cultural competency before the EDI training workshop for a tailored approach. The training broadened faculty and management’s awareness regarding Equity, Diversity and Inclusion challenges and commitments.

The document detailing the EDI initiatives at RMC provides recognition of the different EDI initiatives developed at RMC.

* ***Progress and/or Outcomes and Impacts made during the reporting period:***

The hiring of the EDI Officer allowed the implementation of consultation on EDI questions regarding new initiative at RMC, the officer has a substantive experience specifically for the context of RMC and provides a strong EDI perspective for RMC.

The training has broadened the awareness of EDI consideration and importance for the institution toward implementation of the committee recommendation in institutional processes.

* ***Challenges encountered during the reporting period:***

None (COVID-19 impact reported in section B)

* ***Next Steps (indicate specific dates/timelines):***

The steps involved in this objective have all been implemented and are on-going or recurring initiatives.

* ***Was funding from the CRCP EDI stipend used for this key objective?***

No

**Objective 4: Assess any gap in the FDGs representation in the CRC Chair holder group**

* ***Systemic barriers - Please provide a high-level description of the systemic barriers (e.g. summarize what the barriers are and how they were identified):***

A clear target has been defined for the FDGs representation in the CRC Chair Holder group. Present CRC group does not have significant gaps. However, a targeted strategy and a detailed process will be developed for new hires and for the overall recruitment process at the RMC.

* ***Corresponding actions undertaken to address the barriers:***

Review institutional vision and initiatives regarding EDI and obtain feedback on EDI needs with senior management and faculty deans before commencing further CRC searches.

* ***Data gathered and Indicator(s) - can be both qualitative and quantitative:***

The next CRC hires need to include a member of one of the four FDGs and, with the focus on the gender balance to ensure reaching the EDI target of the institution. Based on the data collected on the present Chair Holders and defined targets for the institution.

* ***Progress and/or Outcomes and Impacts made during the reporting period:***

The next hires will include a 4 FDGs and a gender target.

* ***Challenges encountered during the reporting period:***

None

* ***Next Steps (indicate specific dates/timelines):***

Adapt the hiring process to meet the institutional EDI targets in consultation with the EDI committee, with senior management and faculty deans (at the start of the next process).

* ***Was funding from the CRCP EDI stipend used for this key objective?***

No

**Objective 5: Align hiring process for CRC positions with the institutional targets**

* ***Systemic barriers - Please provide a high-level description of the systemic barriers (e.g. summarize what the barriers are and how they were identified):***

Representation of the FDGs in the Chair holder group. The institution has achieved the institutional target, however, the next hires will follow the strategy defined in the EDI Action Plan for the long term implementation of the target.

* ***Corresponding actions undertaken to address the barriers:***

The actions related to this objective will start at the time of the initiation of a new CRC hiring/nomination process.

* ***Data gathered and Indicator(s) - can be both qualitative and quantitative:***

The next CRC hires need to include a gender target to ensure reaching the EDI target of the institution. Based on the data collected on the present Chair Holders and defined targets for the institution.

* ***Progress and/or Outcomes and Impacts made during the reporting period:***

Will be evaluated after the hiring/nomination process is completed.

* ***Challenges encountered during the reporting period:***

None

* ***Next Steps (indicate specific dates/timelines):***

The steps involved in this objective have all been implemented and are on-going or recurring initiatives.

* ***Was funding from the CRCP EDI stipend used for this key objective?***

No

**Objective 6: Long term sustainability and evaluation of progress**

* ***Systemic barriers - Please provide a high-level description of the systemic barriers (e.g. summarize what the barriers are and how they were identified):***

The success of the different measures detailed in the Action Plan will be evaluated based on Smart Goals indicators and a report will be produced on the evolution of the elimination of systemic barriers identified in the previous objectives for a long term and sustainable implementation of the EDI Action Plan.

* ***Corresponding actions undertaken to address the barriers:***

The report on the evaluation of progress will be produced annually in December.

* ***Data gathered and Indicator(s) - can be both qualitative and quantitative:***

To be made available on a yearly basis

* ***Progress and/or Outcomes and Impacts made during the reporting period:***

Expected outcome: raise awareness, remove systemic barriers, provide information and long-term sustainability for the program.

* ***Challenges encountered during the reporting period:***

None

* ***Next Steps (indicate specific dates/timelines):***

Report on the evaluation of progress (December 2022)

* ***Was funding from the CRCP EDI stipend used for this key objective?***

No

**Part C: Challenges and Opportunities**

**Challenges:** Equitable and inclusive policies and practices ensure that full engagement of a diverse workforce maximizes a potential of applying multiplicity of various skills to the full range of challenges present in the university environment. One of the most crucial aspects includes equitable participation of FDGs in institutional leadership and decision-making. In addition, inclusivity ensures the unbridled expression of innovation and creativity, allowing the organization to be agile, adaptable, and poised to bring its resources to bear in the face of challenges. Inclusivity also ensures that every individual can play a part in the overall success of the institution and is not restricted to tokenism within the organization; meaningful representation during the development of policies and practices is important.

**Opportunities:** a more diverse gender representation in serving on Faculty-level and Institution-level committees. There is a strong contribution at the RMC in the EDI work in terms of a commitment of women researchers for service. RMC needs to explore this opportunity to best utilize various genders and women in particular in their contribution in various areas of academic responsibilities to ensure a positive impact on their career progression and professional development.

Best practices: RMC is learning from other relevant institutions in Canada and globally about the best practices to ensure that the EDI vision 2030 is materialized. The vision 2030 is as follows: RMC is a global leader and a hub for best practices and innovation in EDI policies and practices internally (RMC level) and externally (stakeholders in Canada and globally).

**Part D: Engagement with individuals from underrepresented groups**

Compliance with Federal policies has an important impact on the EDI at RMC. For instance, hiring practices already meet national standards of fairness, equity, and inclusion; communication policies already state that the institution prioritizes the diversity of our community; and existing policies support individuals who wish to pursue specific religious and cultural practices in the workplace. Federal policy compliance represents a minimum standard for EDI. While it is a basic principle to include the Federal policy frameworks to ensure that initial EDI concerns are well managed, RMC is strongly committed to surpassing this minimum by implementing the strategies summarized in sections below:

* Refining and adapting an **institutional EDI AP** to make it not a rigid, but rather an evolving document through a series of ongoing consultations with decision makers, FDGs, all other equity seeking groups and all staff;
* **Articulating short-, medium- and long-term goals** in greater detail, including meaningful and regular consultations with all members of the RMC community about their EDI focus and experiences;
* **Assigning specific bodies** to lead initiatives contained within this strategic action plan. To this end, the Vice Principal, Research (VPR) has established an EDI committee (est. October 2020) to enable ongoing responsiveness to EDI issues across RMC. This committee is composed of members who are diverse with respect to gender, first official language, ethnicity/visible minority status, academic discipline, and rank/seniority. The EDI Committee recognizes that there are gaps even within this diverse group (particularly in terms of representation of Indigenous peoples and persons with disabilities). Thus, the EDI Committee is currently filling these gaps by ongoing consultations with representatives of currently under-represented groups. It is an intention of the EDI Committee to raise awareness of other diverse members of RMC community of the importance of their voices to be heard with a hope additional members will volunteer for the EDI Committee.
* Proposing **mechanisms** to ensure that EDI is embedded within the organizational culture of RMC and in its routine Standard Operating Procedures (SOPs) moving forward. These mechanisms are described in more detail in the S.M.A.R.T. objectives below in this AP. Each of the measures is connected to a corresponding target with a measurable objective and a scheduled monitoring strategy to ensure timely and effective achievement of the goal. Having a monitoring and evaluation strategy in place for each of the objectives with the focus on utilization of the Gender Based Analysis Plus tools and techniques[[1]](#footnote-1) will also allow for not only developing a roadmap for achieving the EDI targets but also for benchmarking and measuring success (or lack of thereof) in the process of accomplishment of each of the SMART goals.

**Part E: Efforts to Address Systemic Barriers More Broadly within the Institution**

Compliance with Federal policies has had an important impact on the EDI framework of RMC and to eliminate systemic barriers within the institution. For instance, hiring practices already meet national standards of fairness, equity, and inclusion; communication policies already state that the institution prioritizes the diversity of our community; and existing policies support individuals who wish to pursue specific religious and cultural practices in the workplace. Federal policy compliance represents a minimum standard for EDI. While it is a basic principle to include the Federal policy frameworks to ensure that EDI is a central and foundational consideration in RMC's work. RMC is strongly committed to surpassing this minimum by implementing the strategies summarized in sections below:

* **Refining and adapting** this institutional EDI AP to make it a living document through a series of ongoing consultations with decision makers, FDGs, all other equity seeking groups as well as all staff;
* **Articulating short-, medium- and long-term goals** in greater detail, including meaningful and regular consultations with all members of RMC community about their EDI focus and experiences;
* **Assigning specific bodies** to lead initiatives contained within this strategic AP. To this end, the Vice-Principal, Research (VPR) established the EDI Committee in October 2020 to enable ongoing responsiveness to EDI issues across RMC. This committee is composed of members who are diverse with respect to gender, first official languages, ethnicity, visible minority status, academic discipline, and rank/seniority. The EDI Committee recognizes that there are gaps even within this diverse group (particularly in terms of representation of Indigenous peoples and persons with disabilities). Thus, the EDI Committee is currently filling these gaps by ongoing consultations with representatives of equity seeking groups.
* **Defining** **mechanisms** to ensure that EDI is embedded within the organizational culture of RMC and in its routine Standard Operating Procedures (SOPs) moving forward. These mechanisms are described in more detail in the SMART[[2]](#footnote-2) goals of this AP. Each of the measures is connected to a corresponding target with a measurable objective, an indicator and a scheduled monitoring strategy to ensure timely and effective achievement of the goal. Having a monitoring and evaluation strategy in place for each of the objectives with the focus on utilization of the Gender Based Analysis Plus (GBA +) tools and techniques[[3]](#footnote-3) will allow for not only developing a roadmap for achieving the EDI targets but also for benchmarking and measuring success (or lack thereof) in the process of accomplishment of each of the SMART goals.

The over-arching mandate of the EDI Officer and EDI Committee is to study, promote, and advise RMC and its senior management team about EDI definitions and principles as well as to ensure that EDI is incorporated at all levels of RMC research work, starting from the EDI data collection and analysis process to the translation of this data and information into RMC policies. The Principal, Vice-Principal, Research, and the EDIO are key players in the decision-making, implementation, reporting and accountability of the measures as detailed in the AP. All key positions have crucial roles to play as leaders of EDI initiatives, as well as enablers and champions of EDI at RMC.

1. https://women-gender-equality.canada.ca/en/gender-based-analysis-plus.html [↑](#footnote-ref-1)
2. Specific, Measurable, Attainable, Realistic, Time-bound [↑](#footnote-ref-2)
3. https://women-gender-equality.canada.ca/en/gender-based-analysis-plus.html [↑](#footnote-ref-3)