



Position Profile

Vice-President, Human Resources & Equity



UNIVERSITY OF
TORONTO

2016

Position Profile:

Vice-President, Human Resources & Equity

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The Organization

University of Toronto

Fully committed to teaching and research as complementary facets of scholastic achievement, U of T is consistently ranked among the top 25 universities in the world for innovation, teaching, and the impact of its research publications. In 2015, U of T was ranked 10th in the world for the employability of its graduates. Alumni include hundreds of distinguished researchers, teachers, decision-makers, and persons of influence, including prominent federal, provincial, and municipal politicians, global business leaders, and eminent philanthropists. The University is linked to the acclaimed clinical and research centres of its nine fully affiliated hospitals, and supports a vigorous program of commercialization through the Banting & Best Centre for Innovation & Entrepreneurship and other accelerators. The Association of Research Libraries (ARL) ranks the U of T Libraries third in North America, after Harvard and Yale. President Meric Gertler has identified enhancing undergraduate education, deepening international collaboration, and leveraging the University's position in the Greater Toronto Area – one of the world's most vibrant and diverse urban regions – as the top three strategic priorities of his term.

The University's leadership in the field of employment and provision of a healthy workplace has been recognized by Canada's Top 100 Employers (9th consecutive year) and Canada's Best Diversity Employers (8th consecutive year), among others. Additional information is available at: www.utoronto.ca

Key Relationships and Contacts

Title:	Vice-President, Human Resources & Equity
Reports to:	President
Direct Reports:	15
Dotted-line Reports:	Divisional Human Resources Offices
Indirect Reports:	Approximately 120

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Location:	Simcoe Hall, St. George Campus, downtown Toronto; Regular travel to University of Toronto Mississauga (UTM) and University of Toronto Scarborough (UTSC)
Key Internal Contacts:	Regular contact with the President, Vice-Presidents, Governing Council, senior academic administrators, union leaders, student groups, and student unions
Key External Contacts:	Senior individuals within government (provincial govern- ment in particular) and peers in other universities

The Role

The Vice-President, Human Resources & Equity reports directly to the President (a reporting structure that is rare in Canadian universities) and performs a vital role on the senior executive group, ensuring that Human Resources & Equity priorities are a key strategic institutional consideration. Through a team of Executive Directors, Directors, and Managers, the Vice-President ensures that the University's Human Resources & Equity programs and operations further the academic and societal mission of the University, are in accordance with the University's values, and meet the highest standards of professional practice.

In keeping with the University's Purpose, which includes "vigilant protection for individual human rights, and a resolute commitment to the principles of equal opportunity, equity and justice," the Vice-President is responsible for fostering a University-wide commitment to the principles of employment equity, diversity, and inclusiveness for faculty, staff, and students. The Vice-President ensures that, as an employer, the University is responsive to the needs of diverse stakeholders, and that it institutes and follows fair, just, respectful employment practices for faculty, staff, and students within a financially responsible budgetary framework.

The Vice-President is responsible for labour relations and oversees collective bargaining negotiations with unionized and non-unionized employees represented by 23 bargaining units, including the University of Toronto Faculty Association. The Vice-President is responsible for ensuring that the University's Human Resources & Equity portfolio is responsive to the needs of its many clients across three campuses, and that HR supports offered to clients through the 13 Divisional Human Resources Offices are delivered in an effective and consistent fashion.

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Major Responsibilities

The Vice-President, Human Resources & Equity is responsible for developing and implementing the University's strategies for organizational development, employee and labour relations, equity, diversity, administrative staff recruitment, management and staff training and development, employee communications, total rewards, HRIS, work/life support, and health and safety. The Human Resources & Equity portfolio also works in partnership with the Provost's Office, ensuring support is in place to facilitate the Provost's work with respect to a range of matters related to faculty and librarians, including academic recruitment, workplace investigations and complaints, negotiations regarding compensation, communication, risk management, and other issues involving collaboration or shared budgets between these two offices.

The Vice-President is responsible for the University's employment relationship with unionized employees, and with exempt and professional/managerial and executive employees. In addition, the Vice-President provides support to the Provost's office with regard to employment relationships with the University of Toronto Faculty Association. In carrying out the work of the Human Resources & Equity portfolio, the Vice-President consults regularly with legal counsel and with external experts as appropriate (e.g., the University's actuary).

The Vice-President, Human Resources & Equity recruits, leads, and develops the Human Resources & Equity team across the University. S/he is responsible for regular review and ongoing improvement of all Human Resources & Equity programs and development of new programs. The Vice-President develops and implements short- and long-range budgets and business plans for the portfolio.

The Vice-President works closely with peer Vice-Presidents, providing advice and counsel, and collaborating on initiatives (e.g., the University's "Speaking Up" work experience survey – a joint initiative of the offices of the Vice-President & Provost and the Vice-President, Human Resources & Equity).

Within the University's governance structure, the Vice-President serves as an administrative officer (voting assessor) to the Business Board of the Governing Council. In this role, the Vice-President has administrative accountability to the Board, presents recommendations to the Board, and works with the Board in executing its responsibilities.

External responsibilities include facilitating and maintaining productive relationships with government bodies in order to represent the University's position at senior government tables on such matters as university pensions, public sector compensation, or

immigration. The Vice-President also monitors and ensures University participation, as appropriate, in federal and provincial employment initiatives. S/he also represents the University with peer institutions through informal relationships as well as through membership organizations such as the Council of Ontario Universities.

The Vice-President, Human Resources & Equity provides leadership and strategic direction through direct and dotted-line reports across the following areas of responsibility (for further detail, please refer to the Appendix):

- Employee and Labour Relations
- Equity
- Divisional Human Resources Offices
- Integrated Human Resources
- Total Rewards
- Communications
- Health & Safety
- Organizational & Leadership Development & Work-Life Support
- HR Finance & Operations.

Context

The structure and reporting relationships of this role demonstrate that leadership in attraction and retention of talent, equity and human rights, and diversity and inclusiveness are fundamental to the University of Toronto's commitment to excellence in pursuit of its academic mission. The next Vice-President, Human Resources & Equity will undertake a broad and complex role in a broad and complex institution, operating within a rapidly changing municipal, provincial, national, and global context in which multifaceted issues related to mental health, institutional risk management, safety, multiculturalism, freedom of speech, technology, and government funding and control, to name a few, must be anticipated and addressed.

The Vice-President, Human Resources & Equity is responsible for ensuring the departmental structure and systems align with institutional needs. For example, a review of HR shared services is underway. As existing systems near the end of their lifespan, an integrated HR technology solution, including integrated HR communication systems, will

need to be developed. Among the varied and ongoing initiatives and issues being addressed by the department are:

- Responses to the “Speaking Up” Faculty & Staff Experience Survey
- Enhancement of HR communications
- Operating within the context of compensation restraint legislation
- Employment equity practices that increase representation of designated groups
- Ensuring consistency across the University’s three campuses
- Participation in province-wide discussions on such matters as pension reform and precarious work.

The Candidate

Education and Qualifications

- Preference for academic credentials appropriate for a tenured faculty member
- Candidates with a non-academic background but a distinguished record of HR&E leadership in higher education or the broader public sector may be considered
- Familiar with the culture of a public research university

Experience

- Executive leadership experience in an academic environment, or deep understanding of the culture of a public research university combined with experience leading a human resources and equity function in a complex environment of relevant scale
- Labour relations experience, preferably including bargaining experience
- Experience in attraction and retention of outstanding talent
- Experience as a champion of equity and diversity
- Awareness of employment law and human rights legislation
- Experience developing healthy workplace cultures
- Experience coaching and advising senior leaders
- Experience leading people through change
- Experience leading a diverse, pan-organizational portfolio

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Technical Skills

- Negotiation skills
- Financial literacy
- Technology literacy

Leadership Competencies and Personal Characteristics

- Emotionally intelligent and compassionate; able to build relationships characterized by mutual respect and trust
- Firm, fair, progressive, and open-minded
- Able to identify systemic barriers and gaps that can lead to exclusion or marginalization
- Collegial and persuasive
- A clear communicator with excellent listening skills
- Strategic and able to drill down into the details
- Evidence-based and principled in decision-making and problem-solving in difficult, demanding, confidential, and/or politically sensitive situations
- Focused on student and employee well-being and success
- Accessible, participative, and responsive
- Able to represent the University externally in important policy discussions

Application Information

Recently named one of Canada's Top 100 Employers for the 9th year and one of Canada's Best Diversity Employers for the 8th consecutive year, the University of Toronto is strongly committed to diversity within its community and especially welcomes applications from visible minority group members, women, Aboriginal persons, persons with disabilities, members of sexual minority groups, and others who may contribute to the further diversification of ideas. Please note that all qualified candidates are encouraged to apply, but applications from Canadians and permanent residents will be given priority.

The Vice-President, Human Resources & Equity will be appointed in April 2016. Consideration of candidates will begin in January 2016. Please apply in confidence, indicating your interest in Project 151032 at www.caldwellpartners.com/apply.php

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Search Committee

- Professor Meric Gertler, President (Committee Chair)
- Mr Larry Alford, Chief Librarian
- Ms Allison Dubarry, Project Manager, Information Management, Division of University Advancement
- Ms Erin Jackson, Executive Director, Integrated HR
- Ms Jenna Jacobson, Graduate Student, Faculty of Information
- Professor Angela Lange, Chair, Department of Biology, University of Toronto Mississauga
- Ms Madelaine Panoulis, Manager, OISE Human Resources Department
- Ms Kim Richard, Director, Health & Well-being Programs & Services
- Professor Arthur Ripstein, Faculty of Law and Department of Philosophy, Faculty of Arts and Science
- Professor Charmaine Williams, Factor-Inwentash Faculty of Social Work
- Professor Trevor Young, Dean, Faculty of Medicine and Vice-Provost, Relations with Health Care Institutions
- Ms Sheree Drummond, Acting Secretary of the Governing Council (Support to the Committee)

Caldwell Partners Team

Our goal is to ensure a positive experience with us and with the University of Toronto. Should you have any questions at any time during this confidential process, please feel free to be in touch with us by writing to Caldwell Partners, 165 Avenue Road, Suite 600, Toronto, Ontario, M5R 3S4, or by contacting one of our team members:

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