



FOR INFORMATION

PUBLIC

OPEN SESSION

TO: Business Board

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PRESENTER: As noted above.
CONTACT INFO:

DATE: March 25 for April 7, 2015

AGENDA ITEM: 1

ITEM IDENTIFICATION:

Human Resources & Equity Annual Report, 2014

JURISDICTIONAL INFORMATION:

The Business Board is responsible for approving and monitoring employment policy (for administrative staff), benefit programs and terms and conditions of employment. The Business Board is also responsible for reviewing an annual report on environmental health and safety and for ensuring that the University is in compliance with the Occupational Health and Safety Act.

GOVERNANCE PATH:

1. Business Board (April 7, 2015)

PREVIOUS ACTION TAKEN:

This is an annual report.

HIGHLIGHTS:

The Human Resources & Equity portfolio is responsible for a broad range of activities and initiatives across all three campuses and within every division of the University. This report covers the three main areas of my portfolio:

- Human Resources
- Environmental Health & Safety
- Equity & Diversity

This report provides an overview of 2014 initiatives and showcases the efforts of our Division in:

- Reviewing and improving our client service delivery models;
- Continuing to improve our communications both within and outside of the Division;
- Helping our communities to become a great place to work, learn and thrive;
- Elevating and cementing U of T's role as a leader in Equity;
- Providing a safe and healthy teaching, learning and working environment;
- Focusing on leadership and succession planning;
- Promoting a culture of recognition across the University;
- Proactively responding to the changing recruitment needs of the University;
- Managing the University's relationships with its unions.

FINANCIAL IMPLICATIONS:

None.

RECOMMENDATION:

This report is for information.

DOCUMENTATION PROVIDED:

Division of Human Resource & Equity Annual Report

2014

ANNUAL REPORT
HUMAN RESOURCES & EQUITY



UNIVERSITY OF
TORONTO



I am pleased to present the 2014 Annual Report for the Division of Human Resources & Equity at the University of Toronto.

This report will provide you with an overview of our activities in 2014 and will highlight the ways we work to engage and inform employees across the University.

After a year of unprecedented change, in 2014 the Division of Human Resources & Equity focused on informing and engaging our community. From new initiatives that aimed to enhance our client service and provide simple, 'just-in-time' information to our community; to developing new

programs and events that engage our employees, the Division embraced this philosophy in all areas of our work priorities.

2014 also marked a year where employees across the University of Toronto 'spoke up' by participating in the 'Speaking Up' Faculty & Staff Engagement Survey. Over the next several months I look forward to better understanding the 'big picture' view that staff & faculty shared of their work experience at U of T. We aim to integrate feedback received in all areas of the survey into the Division's initiatives moving forward.

I invite you to read through our report and send us any feedback to vp.hre@utoronto.ca.

A handwritten signature in black ink that reads "Angela Hildyard". The signature is written in a cursive, flowing style.

Angela Hildyard
Vice-President, Human Resources & Equity

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Year at a Glance

JANUARY

U of T runs the ‘Gift of Life’ Campaign

January 2014

U of T, in partnership with the Trillium Gift of Life Network, advocates to increase organ and tissue donations in Ontario.

Agreement ratified between U of T and OPSEU Local 519

January 13, 2014

Child Care Benefit application process moves online through Employee Self-Service

January 16, 2014

New Staff & Faculty Orientation Session

January 20, 2014

‘Negotiations Updates’ page launches on the HR & Equity website

January 2014

This page contains all the current information pertaining to labour negotiations at the University of Toronto

Launch of the Washroom

Inclusivity Project

January 2014

The Washroom Inclusivity Project aims to foster a safe and inclusive campus community by highlighting single-user facilities, accessibility features, ablution facilities, and baby change stations.

FEBRUARY

U of T named one of ‘Canada’s Best Diversity Employers’ for 2014

February 10, 2014

Launch of the ‘Academy of Well-being: What You Need to Know about Living Well’

February 2014

A presentation series featuring U of T experts, with the goal of providing reliable information and strategies in regards to health and wellness.

MARCH

All non-appointed employees are given access to view their pay statement online through

Employee Self-Service

March 2014

New ‘Total Rewards’ online resources launch, centralizing information about employees’ total compensation packages.

March 2014 - May 2014

Tanya ‘Toni’ De Mello appointed as the first Equity & Diversity Officer at University of Toronto Scarborough

March 3, 2014

U of T commemorates International Women’s Day 2014

March 8, 2014

‘International Day for the Elimination of Racial Discrimination’ (IDERD) event

March 17, 2014

APRIL

Chancellor’s Award recipients announced

April 10, 2014

The Chancellor’s Award recognizes administrative staff members for

exceptional leadership in their role in advancing the University's mission.

'2013 Human Resources & Equity Annual Report' released

April 15, 2014

'Bring Our Children To Work Day' on April 24, 2014

April 24, 2014

This program aims to help children explore their future opportunities at work, home, and in their community.

U of T's LinkedIn Company Page, which is managed by Human Resources & Equity, reaches 40,000 followers.

April 2014

Recipients of the Ludwik and Estelle Jus Memorial Human Rights Prize Award announced

April 24, 2014

This award is presented to a faculty, staff or student member of the University who has made a positive and lasting contribution to education and action against discrimination.

U of T named one of 'Canada's Top Employers

for Canadians Over 40' for 2014

April 25, 2014

Labour Relations Update: Agreement ratified between U of T and CUPE Local 3907

April 29, 2014

MAY

U of T participates in Canadian Mental Health Week

May 5-11, 2014

Long Service Award recognition event for employees celebrating 25, 35, & 40 years of service to U of T

May 9, 2014

Labour Relations Update: Agreement ratified between U of T and Unite Here Local 75

May 9, 2014

The Family Care Office celebrates 20 years of serving the U of T community

May 16, 2014

Formally established in December 1993, the launch of the Family Care Office (FCO) came on the eve of the United Nations

proclaimed, 'International Year of the Family' in 1994.

Launch of the performance assessment process for PM, Confidential and Advancement Professionals staff

May 20, 2014

Launch of Halogen for performance assessment

May 21, 2014

The new performance management software, called Halogen, was rolled-out for Professional & Managerial and Confidential staff. It allows for an all-online performance assessment process and consistent integration with live HRIS data.

Labour Relations Update: Agreement ratified between U of T and Carpenters & Allied Workers, Local 27

May 26, 2014

Recognition event for 2014 - 2014 retirees

May 29, 2014

New Staff & Faculty Orientation Session

May 2014

JUNE

Volunteer policy announced for faculty & staff volunteering at the 2015 Pan Am and Parapan Am Games

June 16, 2014

Launch of the performance assessment process for Senior Research Associates and Research Associates

June 18, 2014

U of T's Sexual & Gender Diversity Office (SGDO) hosts the annual 'Hart House Pride Pub'

June 20, 2014

University of Toronto hosts the WorldPride Human Rights Conference 2014

June 25-27, 2014

The WorldPride Human Rights Conference provides a unique opportunity for a global dialogue about LGBTTIQQ2SA human rights.

U of T participates in the 'Toronto Pride Parade' and the 'Pride and Remembrance Run'

June 29, 2014

This year, the University of Toronto's Pride and

Remembrance Run Team raised almost \$6,000, placing 3rd for Top Fundraising Team.

Revised international students program launched by Canada Immigration and Citizenship (CIC)

June 2014

JULY

New Health & Safety online training launched under the new Ontario's Occupational Health & Safety Act (OHSA) regulations

July 1, 2014

Launch of the revised central payroll processing form

July 2014

AUGUST

New requirements in place for hiring foreign academics

August 2014

U of T creates accessibility resources with external partners

August 2014

U of T partners with the

National Educational Association of Disabled Students (NEADS) and the Council of Ontario Universities (COU) to create accessibility resources that support building an inclusive and supportive academic environment for students

SEPTEMBER

Launch of U of T's United Way Campaign

September 2014

New Staff & Faculty Orientation Session

September 2014

Payroll Overpayment Recovery Process launched

September 4, 2014

Labour Relations Update: Agreement ratified between U of T and USW Local 1998

September 13, 2014

Human Resources & Equity participates in 'National Payroll Week'

September 14, 2014

National Payroll Week (NPW) is designed to recognize the accomplishments of payroll professionals, the payroll community, and the

Association.

‘Humans of U of T’ project launches

September 15, 2014

This is a grassroots initiative aiming to connect and engage the U of T community.

Call for nominations issued for the 2014 Excellence Through Innovation Award

September 19, 2014

This program aims to identify and celebrate improved practices within every area of our work by letting employees know that their contributions are important.

Sexual & Gender Diversity Office hosts ‘Queer Orientation’

September 19-29, 2014

A series of over 30 events inviting students to engage in exploring sexual and gender diversity.

Launch of the 2014 Canada Savings Bond program

September 24, 2014

Annual Performance assessment process – Divisional Reviews took place

September 2014

OCTOBER

‘Celebrate It’ Healthy Workplace Month

October 2-30, 2014

U of T hosted 10 sessions, which focused on topics such as taking care of yourself, your family, and your work.

CIBC Run for the Cure - Human Resources & Equity team raises \$13,000

October 5, 2014

New Staff & Faculty Orientation Session

October 2014

Total Rewards team launches online-only pay statements for all employees, available through Employee Self-Service

October 2014

‘Speaking Up’ Employee Engagement survey launches

October 14, 2014

Managers meet with PM, Confidentials, Advancement Professionals and SRA and RA staff to review performance assessment

October 2014

NOVEMBER

U of T recognized as one of Canada’s ‘Top 100 Employers’ for 2015

November 4, 2014

‘2013 Human Resources & Equity Annual Report’ receives a Marcom award for its innovative design and implementation

November 2014

New ‘Hiring Foreign Nationals’ web resources are launched

November 2014

New Employee and Family Assistance Program (EFAP) launched

November 2014

University of Toronto launches a mass messaging / crisis communications system to better connect the U of T community

November 2014

U of T receives ‘Top 100 Greater Toronto Area Employer’ honour for 2015

November 27, 2014

Call for nominations:

2015 Chancellor's Award

November 27, 2014

Record of Employment (ROE) workbench project launched at Central as well as University of Toronto Mississauga and University of Toronto Scarborough payroll offices

November 2014

DECEMBER**Call for nominations 2015 Ludwik and Estelle Jus Memorial Human Rights Prize Award**

December 1, 2014

Commemoration event held in support of 'National Day of Remembrance and Action on Violence Against Women' on the 25th anniversary of the Montreal massacre

December 6, 2014

U of T received 'Top GTA Employer' award for 2015

December 8, 2014

'Excellence Through Innovation Award'**recipients announced**

December 9, 2014

A group of 83 administrative staff members from across U of T were recognized for their various contributions to the University.

U of T receives 'Top Family-Friendly Employer' award for 2015

December 16, 2014

U of T's LinkedIn Company page surpasses 50,000 followers

December 2014

Full-day leadership conference for employees in the Confidential and Professional & Managerial staff groups

December 2014

For more information about the Division of Human Resources & Equity, its affiliated HR Divisional offices and affiliated equity offices, see 'About HR & Equity' at www.hrandequity.utoronto.ca.

Client Service

Our goal is to constantly improve client service across the Division by addressing the current needs of clients while simultaneously planning for future offerings and improvements.

Faculty and staff are clients of the Division of Human Resources & Equity. To provide them with quality service, it is essential that we understand their needs and experiences.

In 2014, Human Resources & Equity introduced a number of client service initiatives.

Featured Initiatives

- Expansion of Employee Self-Service (ESS)
- Online Performance Assessment
- Human Resources Information System (HRIS) Client Service Initiatives
- Email for all Appointed Employees
- PanAm and ParapanAm Games
- Online Vacation Balances

EXPANSION OF EMPLOYEE SELF-SERVICE (ESS)

In 2014, the Total Rewards team worked on expanding our available services, including:

- **Online annual pension statements**
Eliminating printing and mailing costs of over 9,000 statements each year.
- **Online-only pay statements for both appointed and non-appointed employees**
Enabling faculty and staff to review their pay statements online several days before their pay is deposited.
- **Online Child Care Benefit Application**
Replacing paper applications
- **Record of Employment (ROE) online process**

Together, these initiatives saved money and eliminated waste while increasing the ability of employees to review their various total rewards statements online. An indirect benefit: these initiatives have contributed to making U of T a greener work environment!

As a result of using the new Child Care Benefit online application process, we have also eliminated 3-4 weeks of work, and greatly reduced the time it takes for employees to complete and submit their application.

Central Payroll Services, the University of Toronto Mississauga (UTM) and the University of

Toronto Scarborough (UTSC) implemented a new Record Of Employment (ROE) Workbench in November 2014. The new program saves time, increases productivity, reduces the need for paper production of ROEs, and helps employees get their ROE information efficiently.

ONLINE PERFORMANCE ASSESSMENT

In May 2014, the Division implemented Halogen eAppraisal software for use in the performance assessment process for over 1300 staff in the Professional & Managerial and Confidential employee groups. This tool enables the electronic creation, routing, approval, storage and reporting of Performance Assessments and allows for more consistency, accountability and transparency in the entire Performance Assessment process. Further expansion of the tool is planned in the next calendar year.

HUMAN RESOURCES INFORMATION SYSTEM (HRIS) CLIENT SERVICE INITIATIVES

In 2014, several projects and initiatives were undertaken to improve the Human Resources Information System (HRIS) service. These include revamping HRIS user experience and training; and standardizing all faculty appointment records, eliminating the need to process PDAD&C appointment transfers in HRIS.

EMAIL FOR ALL APPOINTED EMPLOYEES

As part of the 'Speaking Up' Employee Engagement Survey, the University undertook efforts to ensure that all appointed employees had a University of Toronto email address. This initiative has provided a quick, direct and efficient means of communication with all employees on a range of matters including news of interest to the University community and emergency messages.

We will continue to fill remaining gaps in 2015 and are working to implement processes to ensure that each new hire is assigned an email address going forward.

PANAM AND PARAPANAM GAMES

The University of Toronto will host several PanAm and ParapanAm Games events in July 2015. A number of employees are volunteering with the TO2015 organization, while others will play an active role in University events on the St. George and UTSC campuses during the Games. An HR & Equity specific PanAm Games Policy was created in 2014, specifying that in addition to using vacation, employees who volunteer can use, banked overtime, or personal days to cover absences due to volunteering for the Games.

Throughout 2014, managers were encouraged to support their employees' interest in being a part of the Games. The University plans to recognize the efforts of employees who provide support to the Games as part of their work or as Games volunteers.

ONLINE VACATION BALANCES

As part of a strategy to improve the availability and accuracy of attendance-related information, over the past several years the University has been moving towards centralized absence tracking on HRIS for all staff. This will also provide online access to vacation balances for individual staff members and an accurate and supportable vacation pay liability estimate.

Over the course of 2014, we made significant inroads in improving the accuracy of vacation balance records, encouraging regular use of vacation credits, and addressing issues with historical accruals. As a result of these efforts, the University's vacation pay liability has significantly decreased. These initiatives will continue as part of a regular cyclical review of vacation balances and an overall emphasis on the importance of time off for employees.

Communications

Providing clear, easily accessible, and timely communications is one of the main priorities for the Division of Human Resources & Equity.

In 2014, the Division launched and continued several projects that aimed to improve communications to and among employees.

Featured Initiatives

- *Your Total Rewards* Homepages
- Awards & Recognition
- Improvements to the HR & Equity Website
- *Off the Clock, Where We Work, and My Career at U of T* Series
- *Speaking Up* Employee Engagement Survey

YOUR TOTAL REWARDS HOMEPAGES

'Your Total Rewards' Homepage(s) were created following requests by employees that more comprehensive information on benefits offerings be available online. These pages were officially launched to employees in early 2014.

In response to employee feedback, the HR & Equity Communications team reworked the information pages for each employee group, and brought together comprehensive and accessibly designed homepages for each group. Each homepage provides information on Getting Paid, Health, Dental & Travel Benefits, Group Life Insurance, Educational Assistance, Pension, Child Care Benefit, Vacation & Leaves, and other available benefits.

AWARDS & RECOGNITION

In 2014, the Division of Human Resources & Equity received several prestigious awards or award nominations. These included:

- A finalist at the *Canadian HR Awards 2014* for 'Best Employer Value Proposition';
- Multiple top employer awards from *Canada's Top 100 Employers (Mediacorp Canada Inc.)*, including:

2014 Canada's Top 100 Employers
2014 Canada's Best Diversity Employers
2014 Greater Toronto's Top Employers

*2014 Canada's Top Family-Friendly Employers
2014 Top Employers for Canadians Over 40*

- *MarCom 'Gold' Award* for the 2013 HR & Equity Annual Report; and
- A University of Toronto *Excellence Through Innovation Award* for the 'Off-Cycle Workbench' project.

IMPROVEMENTS TO THE HR & EQUITY WEBSITE

In direct response to requests from employees, a few key updates were launched in 2014. They included:

- Launching an 'Off-Cycle Workbench' page; and
- Rollout of the University of Toronto Pension Plan in an html format.

In 2014, all U of T departments were required to use a new online form for requesting and approving 'Off-Cycle' cheques. A new 'Off-Cycle Workbench' page was launched on the HR & Equity website that clarified the new off-cycle cheque process, and provided clear troubleshooting and technical support instructions for staff making requests.

Another major project undertaken in 2014 was the introduction of an easier-to-access HTML Pension Plan, a searchable and accessible web format that presents the entire text of the University of Toronto Pension Plan in HTML format in addition to the PDF version already available on the website.

The University of Toronto HTML Pension Plan was made available to the HR Divisional Offices in January 2014, and announced to the wider community a month later.

OFF THE CLOCK, WHERE WE WORK, AND MY CAREER AT U OF T SERIES

The University of Toronto offers employees a workplace that is challenging, diverse and fulfilling. To engage the employee community beyond their positions, several initiatives were launched and continued throughout 2014. These include:

- Continuation of the *Off the Clock* and *Where We Work series*; and
- Launch of the *My Career at U of T series*.

In 2013, working with the University's Strategic Communications & Marketing team, the Division developed two ongoing series that feature our faculty and staff: 'Where We Work' and 'Off the Clock'.

The *Off the Clock* and *Where We Work* series were popular offerings on the HR & Equity

website. These features spawned a spin-off series in 2014, entitled *My Career at U of T*, a series that features the interesting career stories of retiring 'long-service' employees across the three U of T campuses. The first employee featured was HR & Equity's very own Jean Radley.

The *Off the Clock*, *Where We Work*, and *My Career at U of T* series were all created in partnership with *The Bulletin*, U of T's bi-weekly employee newsletter. Each feature in the respective series is showcased in *The Bulletin*.

***SPEAKING UP* EMPLOYEE ENGAGEMENT SURVEY**

A joint initiative of the Offices of the Vice-President & Provost and the Vice-President, Human Resources & Equity, the *Speaking Up* Faculty & Staff Experience Survey included a number of questions that are designed to give a 'big picture' view of the staff and faculty work experience at U of T.

The inaugural survey was conducted in 2006, with a second edition administered in 2010. The third edition of the survey ran October 20 - November 19, 2014. Questions covered a range of topics including, but not limited to, leadership and management, work design, performance and recognition, safety, tools and resources, communications, diversity and equity, growth and development, cooperation and collegiality, and workload and balance.

In early 2015, teams from the Division of Human Resources & Equity and Office of the Vice-Provost, Faculty & Academic Life will begin reviewing the survey data. Distribution of the results to all Divisions, strategic planning, and the implementation of improvements based on feedback will take place throughout 2015 and beyond.

Community Outreach

The Division of Human Resources & Equity is committed to fostering a strong internal community at the University of Toronto, while also positively contributing to the surrounding communities in which we live and work.

In 2014, the Division supported many programs that serviced our internal and external, and local and global communities.

Featured Initiatives

- United Way Campaign
- U of T Gift of Life Campaign
- CIBC Run for the Cure
- WorldPride Human Rights Conference

UNITED WAY CAMPAIGN

U of T's annual *United Way Campaign* took place from September - December 2014, with the Vice-President, Human Resources & Equity as the Executive Sponsor. Through a number of initiatives, including payroll contributions, over \$650,000+ was raised.

All funds raised through the Campaign will support the communities in which the University's campuses are located.

U OF T GIFT OF LIFE CAMPAIGN

In late 2012, the University of Toronto was approached by the *Trillium Gift of Life Foundation* about participating in an awareness drive to increase the number of organ donors registered in Toronto. Human Resources & Equity played a key role on the project team. Throughout 2013, the U of T community worked in close partnership with the Foundation to build a campaign.

Launched in 2014, U of T's *Gift of Life Campaign* surpassed its goal of 4,000 registrants to reach over 5,000 newly-registered organ donors.

CIBC RUN FOR THE CURE

CIBC Run for the Cure is Canada's largest single-day volunteer-led fundraising event

dedicated to raising funds for breast cancer research, education, awareness, advocacy, and health promotion initiatives. We are especially proud that on October 5, 2014, staff from HR & Equity, as well as other central portfolios, friends and family, joined together and raised over \$13,000 - exceeding the original goal by more than \$5,000.

WORLDPRIDE HUMAN RIGHTS CONFERENCE

This year U of T had the honour of hosting the *WorldPride Human Rights Conference*. *WorldPride* is an annual celebration that brings together activists, artists, educators, policy makers and community members from over 50 countries. The conference aims to share stories, build strategies, and engage in necessary dialogue surrounding the LGTBQQ2SA* community.

The conference kicked-off in June with a community fair and barbeque hosted by the U of T Pride Pub, and housed a number of receptions and events throughout the nine-day celebration.

Led by the Sexual & Gender Diversity Office (SGDO), U of T participated in the *Pride & Remembrance Run* - one of the largest fundraising events that took place during *WorldPride*. In 2014 the Run raised over \$140,000, which was donated to local charities.

**(lesbian, gay, bisexual, transsexual, transgender, intersex, queer, questioning, two-spirited, and allies).*

Equity & Diversity

Supporting U of T's world-class teaching, learning, and working community while providing an inclusive space for all, takes commitment and dedication from all U of T community members.

By providing the resources, training, advocacy, and support needed to create this community at the University of Toronto, Equity Offices and those with equity responsibilities, play a pivotal role across all three campuses.

In 2014, the University's Equity Offices and partners undertook a variety of projects and programs to support and educate our evolving community. For more information about equity initiatives and programming at U of T, visit www.equity.utoronto.ca/.

Featured Initiatives

- Equity Recognition at U of T
- Communications
- Status of Women Office
- Accessibility for Ontarians with Disabilities Act
- Education & Training Initiatives
- Issue Resolution
- Focus on Engagement

The University's Equity Offices are responsible for ensuring that the University of Toronto is an equitable, fair, and safe place for all members of its community. They are responsible for:

- Reporting and responding to complaints;
- Answering policy questions; and,
- Providing training and resources to ensure everyone at U of T understands their rights and responsibilities towards building an equitable workplace.

The range of Equity Offices provide services to both students and employees, and all play important roles raising awareness of diversity & equity issues both internal and external to the University.

EQUITY RECOGNITION AT U OF T

Based on our 2013 application, the University of Toronto was named one of Canada's Best Diversity Employers for 2014. This award recognizes employers across Canada that have

exceptional workplace diversity and inclusiveness programs. University of Toronto has been named one of Canada's Best Diversity Employer for seven years consecutively.

One of the reasons cited for U of T's 2014 award is *"our commitment to address equity and diversity issues through the creation of dedicated offices and roles to support our community."*

The University of Toronto was also recognized as one of Canada's Top Family-Friendly Employers for 2014.

Canada's Best Diversity Employers and *Canada's Top Family-Friendly Employers* are annual competitions run by Mediacorp Canada Inc. in partnership with the Globe and Mail. U of T was also named as one of *Canada's Top 100 Employers* for 2014 and one of *Greater Toronto's Top Employers* for 2014.

COMMUNICATIONS

The Division's use of social media to communicate about equity and diversity with faculty, staff and students expanded in 2014. Among the initiatives:

- The Sexual & Gender Diversity Office (SGDO) Facebook account grew to over 1250 'Likes' (see <http://www.facebook.com/utorontosgdo>), and the weekly SGDO email digest of ongoing work, events and programs circulated via listserv to over 950 subscribers.
- The Sexual Harassment Office (SHO) launched a new website that complies with the Accessibility for Ontarians with Disabilities Act (AODA) requirements and provides clear resource and information for community members; the office also worked with a group of staff and students from all three campuses to create a video on consent for orientation week;
- The Anti-Racism & Cultural Diversity Office (ARCD) continued to make improvements to their website, including updating it in May 2014 to a more user-friendly layout.
- For the first time ever, the 2014 - 2015 Ontario Disability Act (ODA) Report was published in a web-optimized format on the HR & Equity website.

STATUS OF WOMEN ADVISOR

In August 2014, Dr. Njoki Wane finished her successful term as the Status of Women Advisor. In this role, Dr. Wane worked on a significant project that explored the experiences and perceived equity and diversity achievements and disparities at the University of Toronto, as identified by diversely-positioned women, including Indigenous women, racialized women, women with disabilities and sexual minority women. Students, staff and faculty from all three campuses were included in the study.

Information gathered from this project will be used to inform strategic planning going forward.

ACCESSIBILITY FOR ONTARIANS WITH DISABILITIES ACT

Over 2014, the Accessibility for Ontarians with Disabilities Act (AODA) Office spearheaded a broad range of projects and initiatives that highlight the University's commitment to building an accessible working and learning environment for persons with disabilities.

The University of Toronto community is taking responsibility for the delivery of accessible service and is engaged in creating a system-wide, integrated and comprehensive approach to doing so. Through external partnerships and the mobilization of our expertise, the University of Toronto is assisting the Province in meeting the goals of the AODA.

For more information on the projects and initiatives undertaken in 2014, please see the 2014 - 2015 AODA / ODA Annual Report.

EDUCATION & TRAINING INITIATIVES

Throughout the year, the Equity Offices collaborate with other partners (including other equity offices, student clubs, and faculty) to deliver educational and training programs. Some of these include:

- Annual collaboration among equity offices to deliver the equity training for the Central Dons, Orientation Coordinators, UTM Residence Life Staff, Joint Orientation Leaders Training (JOLT), Victoria College Students Equity Council, and The Varsity editors and reporters, among others;
- Colleagues in equity-related offices across all three campuses developed and delivered training to managers, employees (including casual staff) and academic administrators on equity, diversity and inclusion;
- The **Anti-Racism & Cultural Diversity Office (ARCDO)** and the **High Risk & AODA Office** co-facilitated 'Diversity & Equity in Practice' workshops, delivered through the ODLC, for staff groups from across the University community;
- The **Sexual Harassment Office (SHO)** delivered training on a regular basis to new academic administrators, residence dons, managers and supervisors, Teaching Assistants, orientation leaders, and on request to departments. For example, this year SHO worked with campus police at the University of Toronto Mississauga to revise and update communications outlining the police response to sexual harassment and sexual violence on campus;
- The **Family Care Office**, on its own and in partnership with other offices, delivered workshops that address topics such as stress management, avoiding parental/caregiver

burnout, healthy caregiving, separation and divorce, and mindful parenting;

- The **Sexual & Gender Diversity Office** partnered with Counselling (an initiative by the Factor-Inwentash Faculty of Social Work, University of Toronto Health & Wellness, St. George Campus and the Faculty of Arts & Science Undergraduate Colleges) to provide a new stream of LGBTQ-focused counselling within this highly successful program at the University of Toronto.
- The **University of Toronto Mississauga Equity & Diversity Office (EDO)** facilitated diversity, equity, and inclusivity workshops for over 250 students leaders in the UTSC Summer Camp, Residence Life, Student Life, Peer Health Education, Career Centre, Sexual Education Centre, Undergraduate Commerce Society, and Student Management Association.
- Among many diversity, equity and inclusion workshops, the **University of Toronto Scarborough Equity & Diversity Office** created and led training to diminish implicit bias in hiring.

ISSUE RESOLUTION

The **Sexual Harassment Office (SHO)** handled 16 formal complaints and provided advice and information in 75 informal complaints under the Sexual Harassment Policy. Two of the formal complaints were withdrawn; two were suspended during other proceedings; twelve were resolved in mediation. The Sexual Harassment Office provided information and referrals in 57 cases where the matter raised did not fall within the jurisdiction of the Sexual Harassment Policy.

COMMUNITY ENGAGEMENT

In 2014, many outreach events, workshops and conferences were organized by the Equity Offices and partners to educate and engage University of Toronto faculty, staff and students about equity and diversity issues.

Below, we have featured three significant events that occurred in 2014. These events are just a small sample of the engaging and innovative programming organized by all of the Equity Offices.

MLK Was Here: Readings and Reflections of Martin Luther King Jr's 1967 CBC Massey Lectures "Conscience for Change"

In celebration of Black History Month, the **Anti-Racism & Cultural Diversity Office, Hart House, the Multi-Faith Centre for Spiritual Study & Practice, and Massey College**, in partnership with CBC Radio, presented MLK Was Here, reflecting and exploring the words and life of one of North America's most preeminent speakers, thinkers, activists, and social leaders of the 20th

century.

The evening featured opening remarks from President Meric Gertler, Professor Angela Hildyard, Vice-President, Human Resources & Equity, and Professor Bruce Kidd, Warden of Hart House.

2014 Washroom Inclusivity Project

The 'Washroom Inclusivity Project' is a unique collaboration of students and staff across equity offices and campus services with the goal of providing clear and updated information for the online campus map about the range of U of T's current washroom facilities and to foster a safer and more inclusive campus community.

This project is a partnership between the Sexual & Gender Diversity Office, Multi-Faith Centre, Accessibility Services, Family Care Office and AODA Office in collaboration with Facilities & Services and Property Management.

The project addresses four specific areas of interest:

- Physical accessibility;
- Single-user washrooms for broader gender inclusivity;
- Baby-changing stations; and
- Footbaths for students who wash before prayer.

In partnership with the Equity & Diversity Offices on the University of Toronto Scarborough and University of Toronto Mississauga campuses, this project expanded to all three campuses at the end of 2014 and will continue into 2015.

Global LGBTQ Human Rights: In Conversation

Sexual & Gender Diversity Office (SGDO) staff members were actively involved in the WorldPride Human Rights Conference Organizing Committee. The WorldPride Human Rights Conference attracted over 400 activists, artists, educators, journalists, policymakers, students and others engaged in LGBTQ activism from over 50 countries, and was held at U of T from June 25 - 27, 2014 as part of WorldPride in Toronto.

The 'Global LGBTQ Human Rights: In Conversation' event was a very special launch event in recognition of the WorldPride Human Rights Conference 2014. Human Rights for LGBTQ people have garnered international attention and are now part of regular conversations on our campus, in our classrooms and in our communities. This event helped attendees to better understand these conversations and learn about how we can be allies for change.

The event was held immediately before the University of Toronto's annual 'Pride Pub', and the week before the WorldPride Human Rights Conference to highlight the programming and to bring these critical the conversations to the U of T community.

Health, Safety & Well-being

Providing a healthy and safe teaching, learning and working environment for faculty, staff and students.

Featured Initiatives

- Work-Life Programming and Initiatives Highlights
- Community Involvement
- Health & Safety Assessments, Education and Training
- Long-Term Disability (LTD)
- Accommodations
- Health, Safety & Well-Being: Facts & Figures

WORK-LIFE PROGRAMMING AND INITIATIVES HIGHLIGHTS

At U of T, we believe that a healthy work-life balance leads to a stronger community as a whole. To support this, every year teams in the Division organize a variety of work-life workshops, events, and seminars.

Some of the highlights of 2014 include:

- **'Celebrate It'**
'Celebrate It' is U of T's annual celebration of *Canada's Healthy Workplace Month*. This year, over 485 staff members attended 14 events.

Sessions in this month long series of events focused on three areas: 'Taking Care of You'; 'Taking Care of Your Family'; and 'Taking Care of Work' and included sessions on 'Managing Anxiety'; 'Sibling Rivalry'; 'Keeping Yourself Organized'; and 'Finding Ease in Times of Crazy Busy'.
- **Academy of Well-Being**
The *Academy of Well-Being* is a series delivered by U of T experts who are conducting leading-edge research into the most important factors that contribute to well-being. Working together, we continue to showcase our faculty in this series and have partnered with Hart House and our Department of Kinesiology & Physical Health in several initiatives.
- **'Focus on Achieving Optimal Stress and Building Resilience'**
In partnership with the University's Employee & Family Assistance Program (EFAP) provider, Homewood Health, a new three-part series was offered in Fall 2014 entitled 'Focus on Achieving Optimal Stress and Building Resilience'.

- **U of T Bring Our Children to Work Day**

In 2014, the annual University of Toronto *Take Our Daughters and Sons to Work Day* celebrated 20 years with a new name: *U of T Bring Our Children to Work Day*. *U of T Bring Our Children to Work Day* is a program dedicated to helping children explore their future opportunities at work, at home, and in their community.

U of T employees were invited to bring their children, currently in grades 4 to 7, to work on Thursday, April 24, 2014. Activities on the day included an official welcome in the morning followed by a presentation by a guest speaker, departmental tours, lunch, and job shadowing.

- In partnership with the Sexual & Gender Diversity Office, the following session was offered:

- **‘Talking To Your Child About Sexual Orientation’**

This workshop was a conversation about the many ways we talk about sexual orientation with our kids, and how you can create a more inclusive and hopefully welcoming environment for your child to about the diversity of lived experience in their communities and their city.

- In partnership with the Organizational Development Learning Centre (ODLC) the following workshops were offered by the Family Care Office:

- **‘Developing Your Career While Raising a Family’**

- **‘Sibling Rivalry’**

- In partnership with the Equity & Diversity Office at the University of Toronto Mississauga, the following session was offered at UTM:

- **‘Queer and Trans Family Planning’**

This session started a conversation about some of the practical, emotional, social and legal issues involved with becoming an LGBTQ parent. Topics that could be discussed included family planning, fertility, home and clinic insemination, sperm banks, adoption, co-parenting, single parenting, non-biological and social (non-biological) parenting, surrogacy, family configurations and family recognition.

COMMUNITY INVOLVEMENT

From October 1-7, 2014, the University of Toronto partnered with the City of Toronto Public Health department for its breastfeeding campaign, *‘It’s Ok to Breastfeed in Public’*. The University was one of the many locations across city that highlighted that breastfeeding should be accepted in public.

HEALTH & SAFETY ASSESSMENTS, EDUCATION AND TRAINING

In 2014, U of T offered a number of programs that focused on training community members on health and safety issues.

According to a new Ontario regulation that took effect on July 1, 2014, all University of Toronto employees, including senior management, academic administrators, faculty members, managers, supervisors, staff-appointed and casual employees, are now required by law to take basic occupational health and safety awareness training.

To meet the requirements of this regulation, the Office of Environmental Health & Safety developed a *Basic Health & Safety Awareness Training Program*. This program incorporates the basic training requirements for both workers and supervisors. Thus far over 13,000 employees have been trained.

LONG-TERM DISABILITY (LTD)

Consistent with previous years and other employers, musculoskeletal injuries and mental health conditions continued to be reasons cited for a significant portion of both sick leave and LTD absences.

In 2014, there were:

- 86 new LTD claims by U of T employees, a decrease from 97 new claims in 2013; while,
- 42 employees successfully returned to work from long-term disability. Most of these employees returned on a graduated return-to-work place of four to twelve weeks in duration. The remaining cases are ongoing.

ACCOMMODATIONS

In 2014, there were 98 accommodations for employees who required accommodation in their workplace. These employees were provided with ergonomic and / or occupational therapy assessments, adapted furniture or work stations, assistive technologies, job coaching, and technology training to assist them in remaining at work.

Accommodation examples include: modified duties, modified work schedules, specialized equipment software and furniture as well as support such as occupational therapy, coaching and training.

HEALTH, SAFETY & WELL-BEING: FACTS & FIGURES

The teams **Health & Well-being Programs & Services** and **Environmental Health & Safety** monitor

workplace injuries and incidents to identify ways to prevent future injuries. Health & Well-Being Programs and Services manage all aspects of WSIB claims management, including co-ordinating and assisting both employees and their managers in returning to their regular or accommodated work following a workplace injury.

Critical Injuries

In 2014, there were three critical injuries, all of which resulted in time lost from work. All three employees have since successfully returned to work.

Critical injury has a specific definition under the Occupational Health and Safety Act. A critical injury is one that is of a serious nature because it:

- Places life in jeopardy;
- Produces unconsciousness;
- Results in substantial loss of blood;
- Involves the fracture of a leg or arm but not a finger or toe;
- Involves the amputation of a leg, arm, hand or foot, but not a finger or toe;
- Consists of burns to a major portion of the body; or,
- Causes the loss of sight in an eye.

Lost-Time Accidents

These are accidents which result in days lost from work due to the injury, but do not include the day of injury.

In 2014 there were 64 such accidents, an increase of 14 lost time claims as compared with the previous year.

Health Care Claims

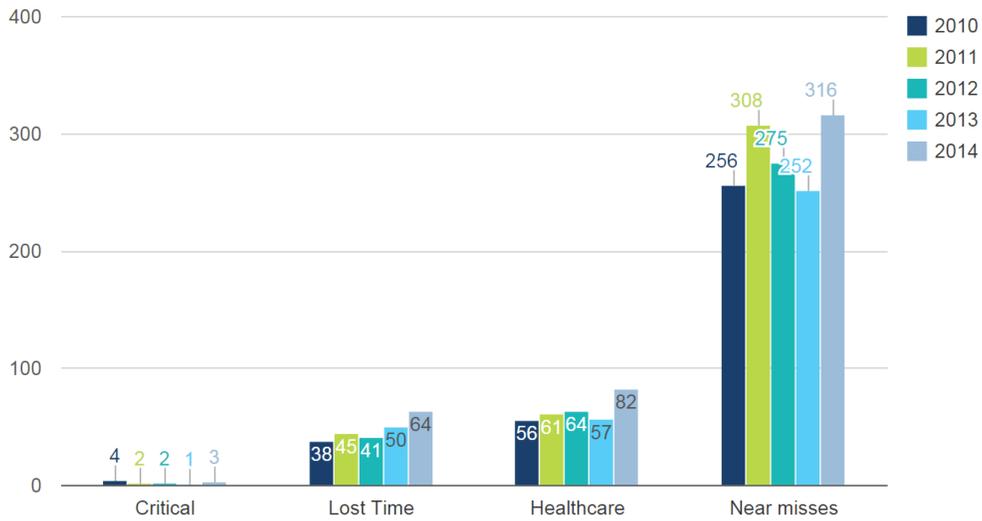
A healthcare accident is one that requires the services of a health care professional but involves no time lost from work past the day of injury.

In 2014 there was an increase of 25 health care claims as compared with the previous year.

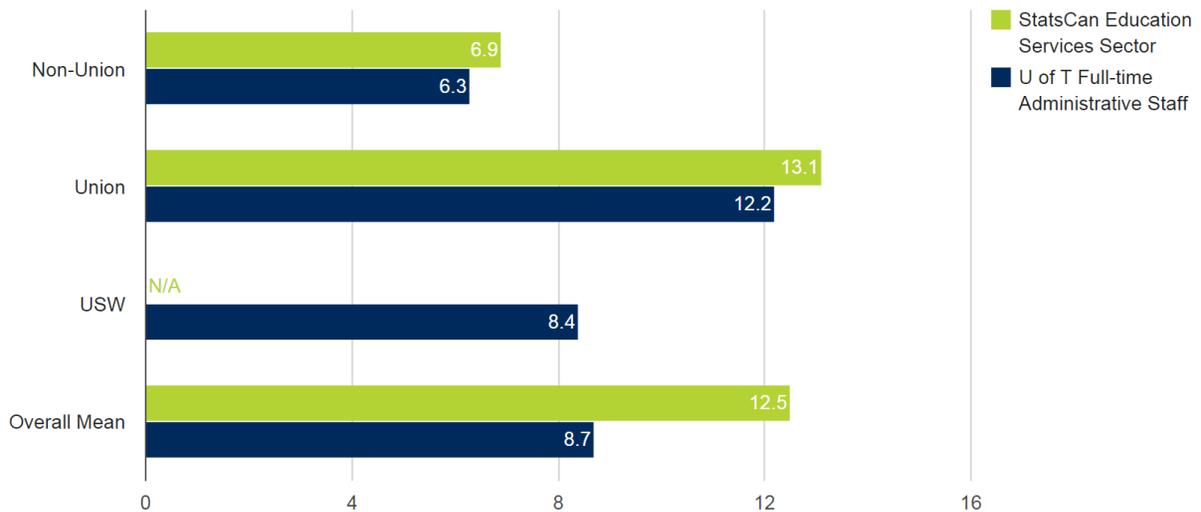
Additional Information

In addition to the number of allowed claims in 2014, there are a number of claims that are denied, abandoned and withdrawn each year. These claims are still managed by Health & Well-Being Programs & Services. In 2014 there were an additional 32 claims that were denied, abandoned or withdrawn.

Year-Over-Year Workplace Incident Comparison



Sick Days Lost per Worker in Year



Data period, Statistics Canada Data = 2011 calendar year; Source: Statistics Canada Work Absence Rates 2011.

Data period, Full-Time Administrative Staff at U of T = Oct. 1, 2012 to Sept. 30, 2013

Note: Absences include paid and unpaid sick days, extended sick days and other unpaid leave.

Labour Relations

At U of T, employees in 23 bargaining units make up the majority of the University's workforce, in areas from student services to caretaking to laboratories.

Featured Initiatives

- Collective Bargaining
- Grievances

The Labour Relations team is responsible for: **Managing** the University's relationships with its unions; **Developing** and delivering labour relations training and advice to human resources professionals, managers and academics across the University; and, **Ensuring** that Labour Relations policies and processes are applied fairly and consistently throughout the University.

COLLECTIVE BARGAINING

In 2014, the University successfully completed collective bargaining with the following units:

- UA, Local 46 (Plumbers);
- OPSEU Local 519 (Campus Police);
- CUPE Local 3907 (Graduate Assistants at OISE);
- UNITE HERE, Local 75 (Hospitality workers at 89 Chestnut Street);
- Carpenters and Allied Workers, Local 27;
- IUPAT, Local 557 (Painters);
- USW Local 1998 (Staff-Appointed administrative and technical staff); and,
- CUPE Local 3902 Unit 5 (Postdoctoral fellows employed by U of T)

Agreements with unusual or innovative changes include the following:

- The collective agreement with **UA Local 46** involved the creation of an apprenticeship program that assists with alleviating the provincial skilled trades deficit.
- The collective agreement with the **Carpenters and Allied Workers Local 27** resulted in the creation of an apprenticeship program that both assists with alleviating the provincial skilled trades deficit and also created some cost savings for the University. We also agreed to remove the historical link between wage rates for temporary

employees and the City of Toronto Fair Wage Schedule, creating more stability and internal equity in wages for employees in this category.

- The collective agreement with **USW Local 1998** involved an innovative agreement with USW and U of T Faculty Association (UTFA) to create a joint working committee to explore the establishment of a Jointly Sponsored Pension Plan. This committee will include representatives of other employee groups with membership in the Pension Plan, together with representation from the University. Other changes include removing barriers to change the current maintenance protocol governing the job evaluation system for USW (SES/U), thereby paving the way for fundamental streamlining in respect of maintaining the job evaluation process.
- The collective agreement with **CUPE Local 3902 Unit 5** is a first collective agreement with this group. Unit 5 was certified in July 2013 as the bargaining agent for Postdoctoral Fellows employed at the University. An agreement was reached in December 2014 and was unanimously recommended for acceptance by both bargaining committees.

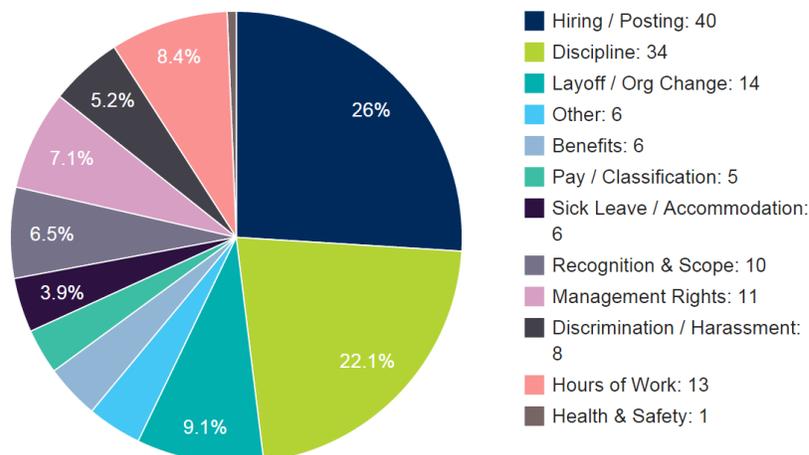
All of these renewed collective agreements were compliant with the provincial government’s directive with respect to compensation restraint.

GRIEVANCES

In 2014 there were:

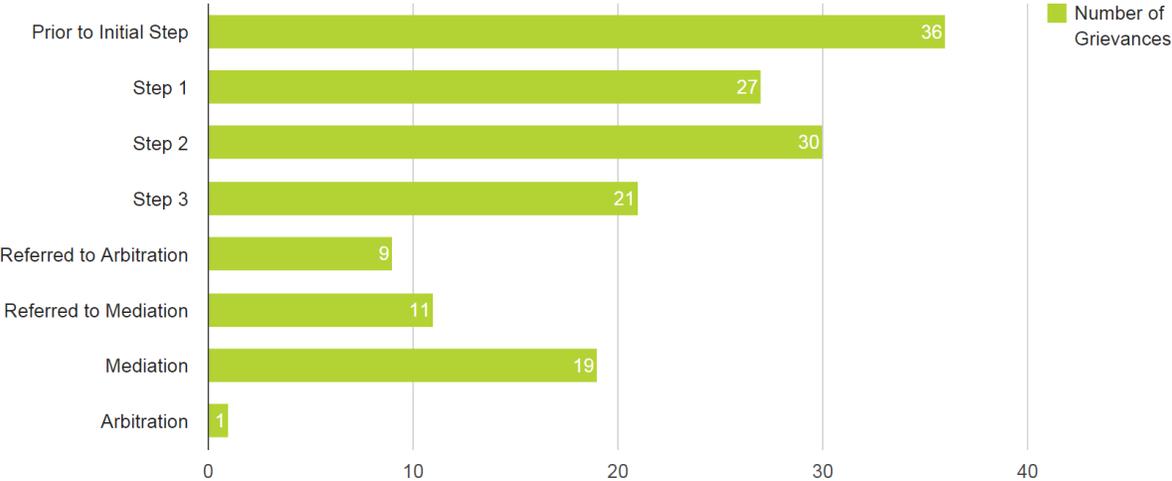
- 172 grievances filed at the University; and
- 154 grievances resolved. This includes 97 grievances settled in 2014 that were filed in previous years and 57 filed in 2014. There was only one grievance resolved at arbitration in 2014.

2014 GRIEVANCES RESOLVED (BY TYPE)



2014 Grievances & Resolution Steps

In 2014, there were 154 grievances resolved, including 57 of those filed in 2014. Of these, **87.01%** were settled internally. There was only one grievance decided at arbitration in 2014.



Leadership Development

Focusing on leadership and succession planning.

Featured Initiatives

- Staff Leadership Conference
- New Managers Academy
- Career Development Services
- Mentorship and Succession Development Programs
- Departmental Team and Leadership Sessions

STAFF LEADERSHIP CONFERENCE

The theme of the 2014 conference was 'The Power of Community: Connecting for Professional Growth'.

Over 280 Professional & Managerial and confidential staff attended the all-day event. Professor Bill McEvily from the Rotman School of Management was the opening keynote speaker and his topic 'Creating Strategic Networks' was well received.

University of Toronto President, Meric Gertler, was the lunch keynote speaker.

Other topics and panels included 'Creating a Powerful Speaking Style'; 'Networking for Introverts'; 'Building Meaningful and Effective Relationships'; and 'Keeping Yourself Engaged and Energized'. Evaluations sent after the event rated the conference very favourably and many participants commented on the high calibre of speakers and diversity of topic areas.

NEW MANAGERS ACADEMY

This program is provided to new managers at the University who have been in a managerial role for two years and under.

In 2014, we had two cohorts (each with 20-25 participants) complete the program. Session topics focussed on respect and civility in the workplace; equity and diversity; recognition; career advancement and coaching; managerial influence and style; managing in a unionized environment; conflict management; and, understanding University culture and values.

CAREER DEVELOPMENT SERVICES

Staff members at the University have many options available to help assist in career planning, job searches (internal and external) and employment.

Through the *Maximize* series, staff can attend workshops that focus on developing their

resume, cover letter and interview skills. The ODLC team also created a series of HR Podcasts to assist staff in improving their employability within the University.

In 2014, the Organizational & Learning Centre (ODLC) worked to offer more sessions devoted to using social media and networking for career growth. A key offering was the webinar, 'Optimizing your Online Network for Career Growth', which defined social media and introduced participants to Twitter, LinkedIn, Facebook, Google+ and YouTube. It demonstrated how these social media applications can be used to promote the University, specific departments or programs, and events.

MENTORSHIP AND SUCCESSION DEVELOPMENT PROGRAMS

The Organizational & Learning Centre (ODLC) continues to offer mentoring opportunities under the banner of the *Rose Patten Leadership Program*. These structured mentoring programs pair evolving leaders with those at more senior levels for a year of informal meetings, networking opportunities, workshops and coaching.

The Organizational & Learning Centre (ODLC) also continues to run succession development programs that are created based on feedback from our senior administrative leaders and HR managers. In 2014, focus was placed on staff in intermediate roles in the business management and administration area. An advisory committee comprised of ODLC senior staff, as well as HR professionals, was instrumental in creating the curriculum for the program, acting as facilitators and mentors and monitoring the activities of the program.

DEPARTMENTAL TEAM AND LEADERSHIP SESSIONS

The Organizational & Learning Centre (ODLC) worked with a variety of departments from across the University to provide 38 customized team and leadership sessions.

Recognition

Faculty and staff work hard to enhance the university experience of their peers, students and the greater community.

Each year, through their efforts, there are a number of individuals who go 'above and beyond' to advance the University, provide exceptional service and make a significant impact.

The following provides a snapshot of the employee recognition initiatives that the Division was involved with in 2014.

Featured Initiatives

- The Chancellor's Award
- Ludwik and Estelle Jus Memorial Human Rights Prize
- Excellence Through Innovation Award
- Long-Service Recognition Program
- Retirement Reception
- Simcoe Hall Vice-Presidents' (SHVP) Staff Award
- 'Humans of U of T' Recognition Project

THE CHANCELLOR'S AWARD

Administrative staff members are critical contributors to the University's operation. In recognition of their important role, the *Chancellor's Award* - in the categories of Influential Leader and Emerging Leader - is presented at the Awards of Excellence ceremony each spring.

The Chancellor's Award (Influential Leader)

The Chancellor's Award (Influential Leader) recognizes staff members who have continually demonstrate innovative leadership to achieve outstanding contributions to the University by motivating and empowering others.

In 2014, two recipients received this honour: **Richard Levin**, Executive Director, Enrollment Services & University Registrar and **Ron Swail**, Assistant Vice-President, Facilities & Services.

The Chancellor's Award (Emerging Leader)

The Chancellor's Award (Emerging Leader) recognizes staff members who demonstrate significant potential to assume more senior leadership in the organization.

In 2014, the honour went to two recipients: **Tamara Breukelman**, Operations Manager, Faculty

of Medicine, Mississauga Academy of Medicine, University of Toronto Mississauga and **Tanya Lewis**, Director, Academic Success Centre and Director, Accessibility Services.

LUDWIK AND ESTELLE JUS MEMORIAL HUMAN RIGHTS PRIZE

The *Ludwik and Estelle (Stella) Jus Memorial Human Rights Prize* was established in 1995 in memory of two Polish educators who risked their lives during the Holocaust to rescue others.

The award is presented to a faculty, staff or student member of the University who has made a positive and lasting contribution in one or more of these areas: education and action against discrimination; supporting the University's mission to realize an exemplary degree of equity and diversity; and extending our knowledge as a consequence of our diversity.

In 2014 there were two recipients: **Professor Ron Levi**, Munk School of Global Affairs, Faculty of Arts & Science and **Professor George Sefa Dei**, Ontario Institute for Studies in Education (OISE), University of Toronto.

EXCELLENCE THROUGH INNOVATION AWARD

The *Excellence Through Innovation Award* recognizes the innovative and exemplary work done by administrative staff across the University of Toronto. Each year the awards celebrate the significant efforts of individuals and teams to advance the University's strategic objectives and provide an opportunity to share these best practices across the University.

In 2014, 83 administrative staff members across U of T were recognized for such initiatives as: the 'Facilities & Services (F&S) Invoice Workflow Process', the 'My Research Application (MRA)', 'Flourish', the 'Digitizing Pre-ROSI Transcript Records' and the '1914-1918: In Memoriam' event.

On January 12, 2015, recipients of the 2014 *Excellence Through Innovation Award* were honoured at an afternoon reception at the President's home.

LONG-SERVICE RECOGNITION PROGRAM

In 2014, 410 faculty and staff members celebrated long-service milestones at the University of Toronto. On May 7th, long-service award recipients were recognized at a ceremony held at the Great Hall in Hart House. Among the honorees were:

- 253 employees who reached 25 years of service;
- 91 employees who reached 35 years of service; and,
- 66 employees who reached, or exceeded, 40 years of service.

Together, the 2014 long-service award recipients dedicated a total of 12,150 years of service to the University.

RETIREMENT RECEPTION

On May 29th, the University bid farewell to 207 retiring employees. Of those retiring, 73 individuals worked at the University for more than 30 years, and 21 individuals worked at U of T for more than 40 years.

Angela Hildyard, Vice-President, Human Resources & Equity and U of T Chancellor, The Honourable Michael H. Wilson, welcomed the honorees, as well as their family members and colleagues.

SIMCOE HALL VICE-PRESIDENTS' (SHVP) STAFF AWARD

Recognizing that there was a gap in divisional awards for those individuals who support the senior administrative team at U of T, a working committee was formed to build a program that would address this gap. As a result, the Simcoe Hall Vice-Presidents' Staff Award program was created in 2013.

This award celebrates outstanding staff members who are Confidential, Professional & Managerial Staff (PM 1-7 and 1AP) or unionized and work in the service of either the Division of the President's Office, the Division of the Vice-President & Provost, a Vice-Presidential Division (Vice-President, Advancement; Vice-President, Human Resources & Equity; Vice-President, University Operations; Vice-President, Resource & Innovation; Vice-President, University Relations), or the Office of Governing Council.

This award recognizes staff members who have made contributions to their Division or to the broader University 'above and beyond' their job description - in much the same way that the Academic divisions recognize their staff.

'HUMANS OF U OF T' RECOGNITION PROJECT

The Division of Human Resources & Equity, in collaboration with Student Life, worked on the launch of a new type of recognition program: one that is much more informal and utilizes social media in a new, innovative way to recognize faculty & staff.

A partnership was formed with Jemel Ganal, a second-year U of T cinema studies student, who developed a Facebook page called *Humans of U of T* where she captures a well-spring of appreciative commentary through her brilliant and successful photographic census project, *The Humans of the University of Toronto*.

Jemel was tasked with taking photos of staff and faculty across the three campuses and posting them to the *Humans* page where members of the U of T community have responded well to the page - liking, sharing and posting notes of thanks and appreciation.

The page has received over 9,000 'likes', with over 250 photographs posted.

Recruitment

The average number of applications received for each job posting at the University of Toronto continues to grow each year.

Featured Initiatives

- Strategic Recruitment Centre
- Summer Recruitment Project
- LinkedIn for Recruitment
- Recruitment Partnerships
- Enhancements made to U of T's Applicant Tracking System
- Marketing & Communications
- Recruitment: Facts & Figures

STRATEGIC RECRUITMENT CENTRE

In its second year, the Strategic Recruitment Centre (SRC) continues to provide value and support for the administrative recruitment efforts at the university.

Throughout 2014, the SRC supported the university's administrative recruitment function by continuing to:

- Develop recruitment strategies;
- Identify and share best practices;
- Consult on "hard-to-fill" positions;
- Lead the 'U of T Recruitment Network';
- Develop and monitor recruitment metrics; and,
- Evaluate and recommend the role and use of technology and social media.

SUMMER RECRUITMENT PROJECT

In May 2014, the **Strategic Recruitment Centre (SRC)** conducted interviews with each HR Divisional Office. The purpose of this review was to:

- Document the current state of recruitment and associated processes and procedures;
- Identify recruitment related best practices, resources, and challenges; and,
- Better understand areas where the SRC can be of the most value in order to define

strategic objectives.

As a result of this review, a number of documents, tools and resources have been developed in an effort to increase consistency across the HR Divisional Offices and streamline the recruitment process.

LINKEDIN FOR RECRUITMENT

Launched in November 2012, the LinkedIn Company Page is primarily used as a recruitment tool to engage prospective job applicants, and to share information about U of T and why it's a great place to work.

In 2014, followers of the LinkedIn Company page increased organically by over 30,000 individuals. At the end of the year, the page had over 50,000 followers, and an employer brand reach¹ of 1.6 million LinkedIn users. U of T's presence continues to rank the highest among our Canadian university peers, and the number of users connecting and engaging with the site increases daily.

The results and feedback on the LinkedIn Recruitment pilot continue to be overwhelmingly positive. Based on this feedback, the Division chose to renew its contract with LinkedIn for another year. The team increased the number of recruiter seats (specialized accounts used to post jobs) to three and job slots (number of jobs that can be posted at any given time) to 10. These new seats and slots will be utilized by the HR community as a tool in its overall recruitment initiatives.

In 2014, 73 jobs were posted on LinkedIn.

RECRUITMENT PARTNERSHIPS

The U of T Recruitment Network collaborated with several U of T departments and organizations to expand the reach and sourcing capabilities of recruiters, educate U of T recruiters on the resources available to them and to promote U of T as an employer of choice to active and passive candidates.

Some highlights of these partnerships included:

- The Strategic Recruitment Centre (SRC) team delivered 'Best Practices in Recruitment' workshops to Student Life Leaders and the New Managers Academy.
- Staff from HR Divisional Offices partnered with the Student Career Centre to conduct mock interviews and participate in job fairs, such as the Toronto District School Board

¹ *Brand reach* is an estimate of the total number of individuals reached through a campaign at least once over a specific period of time.

Job Fair and Scarborough Centre for Employment Accessibility and Career Information Days;

- ‘Jobs in Education’, an online job board, provided recruitment support to the Strategic Recruitment Centre and assisted with the sourcing of several hard-to-fill positions;
- ‘UTemp’ representatives shared short-term staffing solutions with the network and highlighted the benefits of using the UTemp service;
- Social Media Expert, Salima Nathoo, shared her expertise in the topic of ‘Humanizing the Candidate Experience’ at one of the recruitment network meetings.

ENHANCEMENTS MADE TO U OF T’S APPLICANT TRACKING SYSTEM

Two surveys about U of T’s Applicant Tracking System - Taleo - were conducted at the beginning of 2014. One survey was distributed to hiring managers, while another was distributed to HR Divisional Office staff members who are responsible for gathering and analyzing information via the applicant tracking system.

Based on the survey results, the University developed a strategic plan to address the concerns of each group. As a result, significant progress was made in the areas of communicating about the software’s functionality, implementing enhancements, knowledge sharing, user experience, compliance, upgrades and rolling out new functionality.

MARKETING & COMMUNICATIONS

The ‘Careers at U of T’ website was updated to include information regarding the “Hiring of Foreign Nationals”. This web page was created based on new legislation and provides guidelines for hiring managers and candidates who are foreign nationals and wish to work at the university.

RECRUITMENT: FACTS & FIGURES

U of T Recruitment Summary

(includes USW, Professional & Managerial, and Confidential Staff)

	Oct 1, 2009 - Sept 30, 2010		Oct 1, 2010 - Sept 30 2011		Oct 1, 2011 - Sept 30, 2012		Oct 1, 2012 - Sept 30, 2013		Oct 1, 2013 - Sept 30, 2014	
	Count	%	Count	%	Count	%	Count	%	Count	%
# of Postings	844		871		747		742		1,009	
# of Applicants	60,883		66,263		71,445		67,062		67,210	
Average Applicants Per Posting	72		76		96		90		67	
# of Postings Filled	677		692		743		699		758	
Filled By Internal*	395	58%	380	55%	445	60%	376	54%	452	60%
Filled by External**	282	42%	312	45%	298	40%	323	46%	306	40%
Average Time-to-Fill (days)***	61		62		65		85		72	
Median Time-to-Fill (days)***	56		56		57		64		68	

Note: data as of January 23, 2015

- ‘# of applicants’ includes all posted positions (open, cancelled, filled)
- # of postings includes those postings subsequently cancelled, and includes multiple postings for the same positions
- Average Applicants per Posting excludes CUPE 3261 Postings (applicants cannot apply online)
- Data includes candidates rehired in the same position (i.e. term rehires)

*‘Internals’ include all those self-identified as U of T appointed staff

**‘Externals’ include those self-identified as “Not employed by University of Toronto”, “Other employment status with University of Toronto”, “USW Casual”, and those who did not reply.

***‘Time-to-fill’ based on the lesser of time when posting is marked as filled or candidate start date in TALEO

Voluntary Turnover Rate (Full-time Administrative Staff)*

External voluntary turnover rates **

	Overall** national turnover rate	Education and Health** turnover rate	Full- Admin Staff* turnover rate
2013 - 2014	7.00%	5.05%	3.30%
2012 - 2013	7.30%	5.80%	2.50%
2011 - 2012	7.20%	7.30%	3.40%
2010 - 2011	6.90%	6.60%	3.60%
2009 - 2010	6.10%	7.90%	3.60%

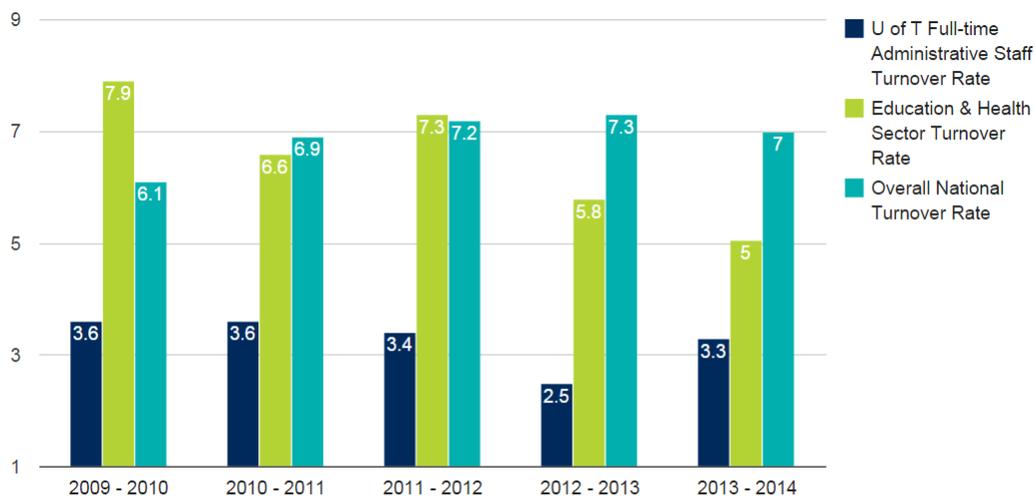
*Voluntary turnover excludes retirements and involuntary departures. Source: HR Annual Report Data

**Source: “Compensation Planning Outlook 2014”, Conference Board of Canada, Table 19

Voluntary Turnover Rate (Full-time Administrative Staff)*

	Resumes received	New UTemp employees added to our roster
2014	5,069	65
2013	5,866	89
2012	4,829	88
2011	3,501	135
2010	3,824	99

Use of UTemp University of Toronto’s Short-Term Staffing Service



ABOUT THIS REPORT

For more information about this report, please contact hrandequity@utoronto.ca.

For copies of previous reports, please visit www.hrandequity.utoronto.ca in 'Annual Reports and Publications'.

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UNIVERSITY OF
TORONTO



UNIVERSITY OF TORONTO

2014 ANNUAL REPORT HUMAN RESOURCES & EQUITY

COMMUNICATIONS

3.4 million
PAGEVIEWS

594,872
UNIQUE VISTORS

to the HRE website in 2014

LIKES for the **HUMANS OF U OF T** Facebook page, with over **250** photos posted in 2014

EMPLOYEE ENGAGEMENT

FEEL PROUD to work at U of T

50%

WOULD RECOMMEND U of T as a good place to work

COMPLETION RATE for Employee Engagement Survey

ARE SATISFIED as a U of T employee



LEADERSHIP DEVELOPMENT

EMPLOYEES attended the **Staff Leadership Conference**

NEW MANAGERS at U of T participated in two cohorts of the **New Manager Academy**

CUSTOMIZED SESSIONS provided by the ODLC on **Team & Leadership**

HEALTH, SAFETY & WELL-BEING

U OF T COMMUNITY MEMBERS completed **Online Workplace Hazardous Materials Information System (WHMIS) Training**

STAFF completed **Basic Health & Safety Training**

U OF T COMMUNITY MEMBERS were trained in a **biosafety program (includes BBP & TGD)**

STAFF & STUDENTS completed at least one of our **Occupational Health & Safety courses**

U OF T COMMUNITY MEMBERS were trained in **radiation, x-ray, and ultraviolet (UV) and laser safety**

DECREASE of LTD claims since 2013

42
EMPLOYEES successfully returned to work from long-term disability

LEARN MORE AT UOFT.ME/HRE

COMMUNITY OUTREACH

RAISED
by HR & Equity for
CIBC's Run for the
Cure

RAISED
by U of T for the
United Way

EQUITY & DIVERSITY

IDERD AWARD RECIPIENTS
UN-Proclaimed International Day for the
Elimination of Racial Discrimination (IDERD)
is celebrated annually at U of T

ATTENDEES
for WorldPride /
PridePub

FAMILY
CARE OFFICE
celebrates its
anniversary

RECOGNITION

83

ADMINISTRATIVE STAFF
received an
Excellence Through
Innovation Award

RECIPIENTS
Chancellor's
Award
(Influential Leader)

RECIPIENTS
Chancellor's
Award
(Emerging Leader)

RECIPIENTS
Ludwik and Estelle Jus
Memorial Human
Rights Prize

410

FACULTY & STAFF
celebrated a
Long Service Milestone

EMPLOYEES
25 YEARS

EMPLOYEES
35 YEARS

EMPLOYEES
40+ YEARS

207

FACULTY & STAFF RETIRED

RETIREES
worked at
the University
for over 30 years

RETIREES
worked at
the University
for over 40 years

RECRUITMENT

1,009
JOB POSTINGS

758
POSTINGS FILLED

APPLICANTS

APPLICANTS
PER POSTING

FILLED
INTERNALLY

FILLED
EXTERNALLY

VOLUNTARY
TURNOVER RATE

RESUMES
RECEIVED
by UTemp

NEW UTEMP
EMPLOYEES

JOBS POSTED
to LinkedIn

LINKEDIN FOLLOWERS
up from 23,000 in 2013

LINKEDIN USERS
REACHED

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