

UNIVERSITY OF
TORONTO

2011 Annual Report

Human Resources & Equity

www.hrandequity.utoronto.ca

871

Jobs posted between Oct. 1, 2010 – Sept. 30, 2011.

3,501

Applicants to UTemp, University of Toronto's short-term staffing service.

12,204

Added together, the number of years the 2011 long-service award recipients have served the university equalled 12,204 years of service.

114

The number of administrative staff members recognized with Excellence Through Innovation Awards.



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2011 Highlights

JANUARY

Special Retirement Program for faculty and librarians announced
New Staff & Faculty Orientation session
Revised Policy on Problem Resolution for Research Associates released

FEBRUARY

University of Toronto Mississauga establishes new Elder in Residence program
Long-Service Awards recognition event

MARCH

International Day for the Elimination of Racial Discrimination
Launch of Manager's Toolkit for recognition of Professional & Managerial Staff and Confidential Staff
Accessibility Awards event
Release of divisional results for employee survey begins

APRIL

Chancellor's Awards announced
Call for nominations for Excellence Through Innovation Awards
Take Our Daughters and Sons to Work Day

MAY

Chancellor's Awards event
New Staff & Faculty Orientation Session
Annual Reports launched
Retirement Incentive Program announced for Professional & Managerial Staff and Confidential Staff
Katy Francis announced as Division's Senior Strategic Communications Advisor
Career Connections Fair for Staff

JUNE

Convocation
Retirement recognition event
Njoki Wane appointed as Special Advisor on Status of Women Issues

JULY

2011 Excellence Through Innovation Award recipients announced

AUGUST

Employee goals due

SEPTEMBER

Launch of U of T's United Way Campaign
New Staff & Faculty Orientation Session
Excellence Through Innovation Awards reception
Suzanne L. Stewart appointed as OISE's first Special Advisor to the Dean on Aboriginal Education
U of T partners with National Educational Association of Disabled Students on job fair
Rinaldo Walcott appointed as OISE's first Special Advisor to the Dean on Equity and Accessibility
Accessibility Services St. George Campus launches a new support group for students with ADHD
Ratification of U of T, USW 1998 agreement
Student Parent Lounge opens at Family Care Office
Interim Program Coordinator announced for the Sexual & Gender Diversity Office

OCTOBER

Top GTA Employer Awards Announced
'Celebrate It!' Healthy Workplace Month
Run for the Cure
New Staff & Faculty Orientation
U of T named one of Canada's Top 100 Employers
Ratification of U of T, CUPE Local 3261 Full-time agreement
Employee Flu Shot Clinics (through November)

NOVEMBER

Take Our Kids to Work Day
U of T named as one of the Best Employers in the Greater Toronto Area (GTA)
New pension statements issued for employees

DECEMBER

U of T's United Way Campaign ends
Pension Plan Solvency Relief application submitted
National Day of Remembrance and Action on Violence Against Women
Tentative agreement reached between U of T and CUPE Local 3907, Graduate Students at OISE
Sandra Carnegie-Douglas joins Human Resources & Equity as the new Anti-Racism and Cultural Diversity Officer



Greater Toronto's Top
Employers



Canada's Top 100
Employers



Canada's Best
Diversity Employers



Top Employers for
Canadians Over 40

A Message from the Vice-President



I am very pleased to present the Human Resources & Equity Annual Report for 2011.

It was a challenging year, one requiring us to maintain firm footing amidst constant change.

At the same time it was a very positive year where we began to lay the groundwork for a transformation in the way we do business. These efforts will result in important client service improvements that we will start to roll out in 2012; I look forward to sharing more details about these in next year's report.

Above all else, I am proud of the Human Resources & Equity team and our divisional partners. I would like to thank this dedicated group of employees who work tirelessly to provide programs and services across the three campuses and various divisions at U of T. It is through their efforts that we continued to rank as one of Canada's top employers including being named one of Canada's: Top 100 Employers, Best Diversity Employers, Top Employers of Canadians over 40 and one of Greater Toronto's Top Employers.

The following pages are not only intended to provide an overview of our work in 2011, but to also showcase the efforts of our people in:

- Retaining, engaging and attracting outstanding employees;
- Promoting a community that is diverse and inclusive;
- Providing a safe and healthy teaching, learning and working environment;
- Developing employees to their fullest potential; and,
- Improving client service.

I encourage you to read through the report and send a message to vp.hr@utoronto.ca if you have any questions or comments.

Sincerely,

Angela Hildyard
Vice-President, Human Resources & Equity



Helen Bright receives the Chancellor's Award (Emerging Leader), April 6, 2011.

“ By celebrating these recipients today, and getting the message out about their accomplishments, I hope we can inspire other areas of the university to look at what they're working on and ask themselves, “How can we make this better, more efficient?” or, “Has anyone else out there worked on something similar?”

Angela Hildyard, Vice-President, Human Resources & Equity, Excellence Through Innovation Awards, September 20, 2011

Retaining, engaging and attracting outstanding employees

In today's economic climate, when nearly every organization is running with fewer resources, it is more important than ever to be competitive. This, coupled with the higher demand for advanced skills, means that retaining, engaging and attracting outstanding employees is essential for a strong University of Toronto.

Human Resources & Equity works hard to ensure that U of T has the programs, and the work environment, that

will appeal to high-quality employees. Bringing quality faculty and staff in the door is just part of the equation, and that keeping employees here means fostering those elements which makes people want to stay and contribute to the workplace.

The following highlights some of the initiatives undertaken in 2011 to improve the recruitment, retention and engagement of employees.

Rewards & Recognition

In 2011, key awards and recognition programs included:

Chancellor's Awards

Administrative staff members are critical to the University's achievement of its vision, mission and major goals. In recognition of the important role of administrative staff, two Chancellor's Awards are presented at the Awards of Excellence ceremony held each spring.

Financially-sponsored by the the University of Toronto Alumni Association, the awards are administered by the Division of Human Resources & Equity. There were 15 nominations submitted for the Emerging Leader category and the Influential Leader category. Based on the strength of the Influential Leader nominations, two recipients were selected for this category in 2011.

The honourees were:

- **Catherine Gagne**, Chief Administrative Officer of the Faculty of Applied Science & Engineering, and **Cheryl Shook**, Registrar, Woodsworth College of the Faculty of Arts and Science, received the Chancellor's Award (Influential Leader). This honour recognizes a staff member who has continually demonstrated innovative leadership to achieve outstanding contributions to the University by motivating and empowering others – The Influential Leader.
- **Helen Bright** an Information Analyst, Admissions Information, with the Faculty of Applied Science and Engineering, received the Chancellor's Award (Emerging Leader). This award recognizes staff members who demonstrate significant potential to assume more senior leadership in the organization – The Emerging Leader.



On September 20th, recipients of the Excellence Through Innovation Awards were honoured at an afternoon reception at President Naylor's home.

Excellence Through Innovation Awards

The Excellence Through Innovation Awards recognize 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.

A group of 114 administrative staff members from 19 divisions across U of T were recognized for various contributions including: an innovative kiosk design to promote our sustainability initiatives, and a unique loan program that ensures students have electronic and mobile access to resources they need.



Employee Awards

Cheryl Shook receives the Chancellor's Award (Influential Leader), April 6, 2011.

For more information about employee awards and recognition, visit www.hrandequity.utoronto.ca under 'About HR & Equity'.

Divisional Awards

Employees are also recognized at the divisional level. The Faculty of Arts & Science is one example offering the **Dean's Outstanding Staff Awards**. The Dean's Outstanding Staff Awards are awarded annually to recognize the important roles administrative and technical staff have in fulfilling the academic mission of the Faculty. In 2011, the recipients were:

- **Eileen Lam**, Associate Director, the Asian Institute, was awarded the Dean's Student Life Award which recognizes an administrative staff member who has improved the quality of the student experience.
- **George Kretschmann**, Engineering Technologist in the Department of Geology, was awarded the Dean's Outstanding Technical Service Award. This award is presented to a technical staff member who has made an outstanding contribution to technical services and, as a result, had a direct impact on improving teaching and/or research.
- **Angela Choi**, Department Manager in the Department of Astronomy and Astrophysics, was awarded the Dean's Outstanding Administrative Service Award which is given to an administrative staff member who has earned the respect of his or her administrative colleagues and whose outstanding contributions to administrative service have made a positive impact on teaching, research, or general administration.
- The Dean's Distinguished Service Award was shared this year by **Maria Gomes**, Divisional Finance Officer and **Rosinda Raposo**, Business Officer in the Department of Spanish & Portuguese. This award is presented to a non-academic staff member who has, over the course of his or her years of service to

HIGHLIGHT:

Long-Service Recognition Program

Together the 2011 long-service award recipients dedicated a total of 12,204 years of service to U of T.



Excellence Through Innovation Awards

A group of 114 administrative staff members from 19 divisions across U of T were recognized for various contributions.

the Faculty of Arts & Science, distinguished herself/himself in ways that are beyond the expectations of administrative peers, academic colleagues and students.

Long-Service Recognition Program

On March 22nd, long-service award recipients were recognized. Among them:

- 169 employees reached 25 years of service
- 105 employees reached 35 years of service
- 98 employees reached, or exceeded, 40 years of service

Retirement Reception

On June 23rd, the University bid farewell to 170 retiring employees. Combined, these employees dedicated 4,792 years of service to the University.

Recognition through Communication

In addition to specific recognition programs, Human Resources & Equity has supported the development of the Our Faculty & Staff section on www.news.utoronto.ca by supplying division-related news. Managed by the University's Strategic Communications team, this feature celebrates the people and the achievements of those who work here.

Pay & Benefits

In 2011, the Benefits and Pension teams focused on projects that ensured employees had the latest



Our Faculty & Staff News

Human Resources & Equity supported the development of the 'Our Faculty & Staff' section on www.news.utoronto.ca by supplying division-related news.

information about their coverage and that it was provided in the most user-friendly way.

New Annual Pension Statement

In collaboration with a joint working group on pension plan communications, a new Annual Pension Statement was introduced to active members of the U of T and OISE Pension Plans in December of 2011.

The statement was redesigned to help plan members to easily find key information regarding their pension accrued to date and their projected pension at retirement. Members can also find the key information



Annual Pension Statement

The redesigned statement enables members to easily find key information regarding their pension accrued to date and their projected pension at retirement.

regarding the plan provisions, including contribution rates, how their pension is calculated, and the various forms of pension payment they can receive when they retire or leave the University.

These new statements were sent out in December to more than 8,500 members of the Plan.

Updated Plan Member Booklets

During the fall and early winter of 2011, the Benefits and Pension teams reviewed, reorganized and updated benefits and pension communication materials in preparation for the launch of the new HR & Equity website. New pension booklets were also updated for several other employee groups and this work was expected to continue in the first half of 2012. These new booklets are available on the HR & Equity website and also on the Green Shield member site.

Engagement & Retention

Employee Survey: Sharing Results and Taking Action

In spring 2011, the full results of the University's second employee experience survey for faculty, staff and librarians were rolled out to members of the University. Result highlights were profiled in the April 19, 2011 issue of *The Bulletin* along with profiles of staff and faculty who shared their personal experience as U of T employees. Readers were invited to view the full University results on the U of T portal at www.portal.utoronto.ca.

From May to December, the survey results were rolled out to the academic and non-academic divisions. As with the University's inaugural survey in 2006, divisions were encouraged to identify key issues for further analysis and action at the local level.

At the same time, the overall University results highlighted a few consistent themes related to satisfaction of the University's workforce. With this in mind, divisions were encouraged to share their thoughts and ideas and work together to address these issues. For example:

- The University of Toronto Scarborough held a series of sessions to review the results, and solicit feedback and recommendations for action.
- The Rotman School of Management oversaw a number of HR initiatives that address communication, change and recognition for faculty and staff. Some of these initiatives included:
 - › Expanding the current administrative recognition and award program for administrative staff to

include 'spot' awards, results-based awards, as well as its current awards based on seniority with Rotman. Roll-out of the expanded program is planned for 2012-2013.

- A 'Purpose & Value Resource Guidebook' was developed for distribution to all new Rotman employees.
- The development of a 'Coaching for Success' program to provide a regular (at least annually) opportunity for feedback with Rotman's USW employees.

The Faculty of Medicine worked on a number of survey-related initiatives including:

- A taskforce on mentorship was established to create a strategy for faculty mentorship programs to facilitate faculty recruitment, retention and vitality.
- Focus groups were held with new academic administrators to learn about their orientation experience for the purposes of using this information to develop an online guide for new Chairs and Directors.
- A steering group was established to make recommendations to improve the diversity of faculty.
- A training initiative aimed at improving the managerial competencies of its Professional & Managerial Staff. The first session focussed on managing in an unionized environment.

UTemp Stats 2011

3,501 Applicants

135 New employees added to UTemp roster

47 UTemp employees who accepted term/continuing positions at the University

UTemp, University of Toronto's short-term staffing service, provides the University with a range of talented temporary staff skilled in covering all casual vacancies: peak periods, vacations, illness, resignations and special projects.



U of T Faculty Recruitment Kit

Faculty Recruitment Kits continued to serve as a valuable tool with approximately 168 kits requested by departments.

Recruitment Highlights

Faculty Recruitment Kits

Faculty Recruitment Kits, which support U of T's goal of attracting and recruiting world-class faculty, were redesigned by the Office of the Vice-Provost, Faculty & Academic Life, in 2011.

The Family Care Office is the contact point for the distribution of Faculty Recruitment Kits. Overall, 168 kits were requested by departments in 2011.

Online Recruitment System Upgrades

- As part of the project to upgrade the Human Resources & Equity site, plans were put in place to rework the site's 'Careers' section. The new site is slated for launch in early 2012.
- 2011 brought the finishing touches on the expansion plan for UTORecruit, U of T's web-based job application system. Among the changes expected for implementation in early 2012 include: that it would support users on Mac operating systems or browsers such as Safari and Firefox; and, that users would be able to refer postings to friends or contacts through email or social networking sites.

Expanding Use of Technology

- As part of the UTORecruit upgrade, operating engineers will be able to apply online for positions at the University. The launch of this initiative is scheduled for early 2012 release and it is anticipated that it will improve U of T's ability to attract applicants to this highly-specialized field.

Adopting Social Media in Recruitment Efforts

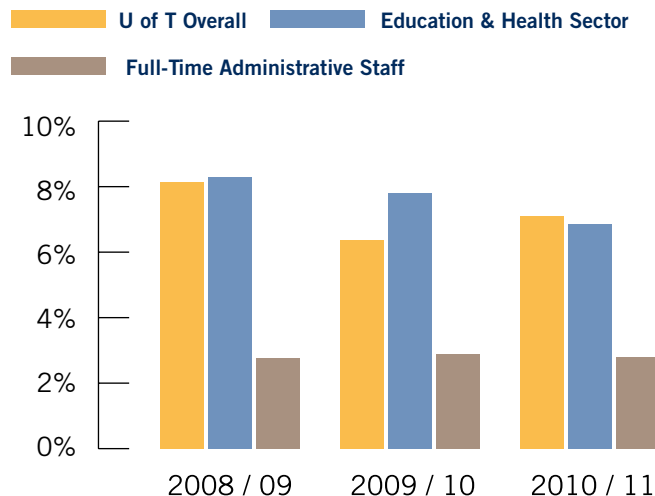
The Human Resources field witnessed a large growth in

the interest in, and use of, social media in recruitment initiatives. The University of Toronto is no exception.

The Divisional Human Resources offices started to incorporate these vehicles in their recruitment initiatives. It is expected that in the next 12-24 months, all offices will be using these tools on a broader scale. Examples include:

- In 2011, the Department of Medicine's Human Resources' Office hired a Recruitment Specialist to lead the team's use of social media (specifically LinkedIn) in its search for quality candidates.
- The Professional Faculties South Human Resources team started using Skype to interview candidates located outside the Greater Toronto Area.

Voluntary Turnover Rate (Full-time Administrative Staff)¹ Compared to external voluntary turnover rates²



	Overall	Education & Health Sector	Full-Time Admin Staff
2008 / 2009	8.0%	8.1%	3.4%
2009 / 2010	6.1%	7.9%	3.6%
2010 / 2011	6.9%	6.6%	3.6%

1 Voluntary turnover excludes retirements and involuntary departures

2 Source: "Compensation Planning Outlook 2012" Conference Board of Canada, Table; 12 U of T source: HR Annual Report Data

U of T Recruitment Summary (includes USW, Professional & Managerial Staff and Confidential Staff)

Oct. 1, 2010 – Sept.
30, 2011

	Count	%
# of Postings	871	
# of Applicants	66,263	
Avg Applicants per Posting	76	
# of Postings Filled	692	
Filled by Internal ¹	380	55%
Filled by External ²	312	45%
Avg Time to Fill (days) ³	62	
Median Time to Fill (days) ⁴	56	

Note: Data as of January 26, 2012

- # of applicants includes all posted positions (open, cancelled, filled) and includes positions filled up to January 24, 2012, if posted during above time frame

- # of postings includes those subsequently cancelled and excludes CUPE 3261 postings (applicants cannot apply online)
includes multiple postings for the same positions
includes candidates rehired in the same position (i.e. term rehires)

1 'Internals' include all those self-identified as U of T appointed staff

2 '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.

3 and 4 time to fill based on the lesser of time when posting is marked as filled or candidate start date in TALEO.

Fostering Positive Workplace Relationships: Labour Relations

Collective Bargaining

In 2011, six renewal collective agreements covering nearly 5,000 employees were successfully negotiated within mandate, and without labour disruptions, in the following bargaining units:

- UA Local 46 (Plumbers);
- Carpenters Local 27;
- USW Local 1998 (Staff-Appointed);
- CUPE Local 3261 (Full-Time);
- CUPE Local 3907; and,
- CUPE Local 1230 (Full-Time).

In addition, increases in employee pension plan contributions were negotiated to help ensure future sustainability of the pension plan and to assist the University qualify for pension plan solvency relief. All of this was accomplished within the context of public sector compensation restraint.

Grievances

In 2011, a total of 181 grievances were filed at the University. This represents a decrease of 18% from the previous year.

As illustrated by the graph, 'Grievances Filed in 2011', the

parties were able to resolve most grievances at the informal step of the grievance procedure, followed by a resolution at Step 1 of the grievance procedure. It is notable that none of the grievances filed in 2011 were resolved at arbitration.

Job Evaluation

USW Local 1998 Employee Group

The University and USW Local 1998 achieved a Memorandum of Settlement on April 8, 2011 regarding the implementation and maintenance of a new job evaluation system and classification process. Implementation began on July 1. This settlement provides for both Pay Equity, as required by the Pay Equity Act, and for internal equity across all job classes. The parties have completed the initial phase of the project, and continue to resolve issues as the parties move into the maintenance phase.

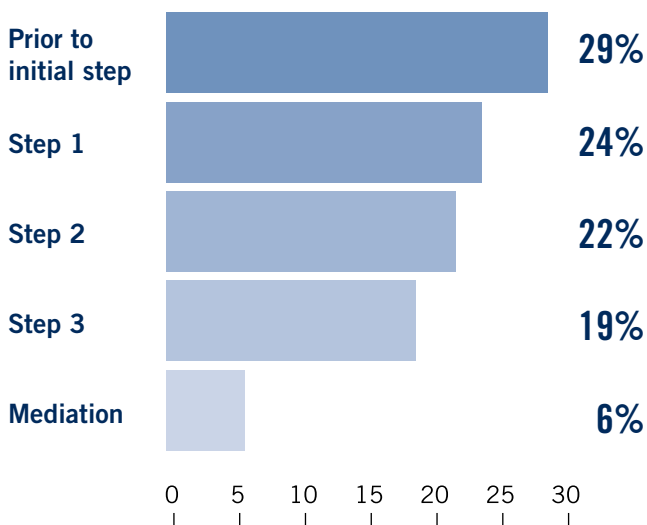
Confidential Employee Group

The University initiated work on a project to re-evaluate all Confidential employee positions. The project is set for completion in the spring of 2012. In 2011 milestones included:

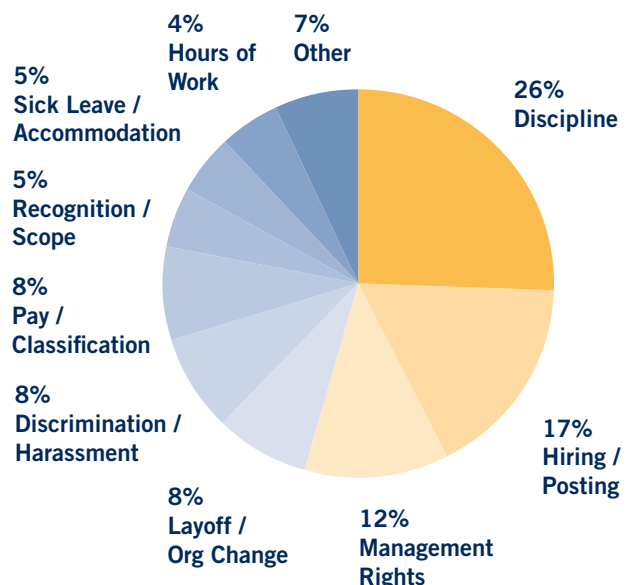
- The establishment of an advisory committee consisting of Confidential, Professional & Managerial and HR staff;

Grievances Filed in 2011

Resolution Steps



2011 Grievances by Type



- The selection of a consulting firm to work with the University to modify the existing Professional & Managerial job evaluation tool were to accommodate the work of Confidential positions;
- Updating all Confidential position descriptions.

Retirement Programs

Faculty & Librarians

In January, the University, in consultation with the Faculty Association, announced the launch of a Special Retirement Program for faculty and librarians. This program provided a retiring allowance of one year's salary to eligible members who elected to retire on June 30 or December 31, 2011.

Professional & Managerial Staff and Confidential Staff

A Retirement Incentive Program for Professional & Managerial Staff and Confidential Staff was announced in May, 2011.

Members who qualified for an unreduced pension and wanted to retire between April 30, 2012 and June 30, 2014 could apply for the program by January 31, 2012. More than 50 employees applied and were approved for this program, which provided

a lump-sum retiring allowance based on years of service with the University.

Unionized Staff (specifically members of USW 1998, CUPE 3261 and CUPE 1230)

Arising from settlements with these unions, the University has continued a program of providing bridging benefits outside of the Pension Plan to members who retire early. These benefits, in the form of a lump-sum payment or monthly payments to age 65, are calculated and implemented by the Pension team through the University's payroll system.





“ There isn’t a better workplace than a workplace that accepts the differences that exist between us.”

U of T Employee

Promoting a community that is diverse **and** inclusive

“I have never worked at an institution that is so gay-positive. Not just ‘tolerating’ the LGBTQ community, but welcoming sexual minorities of all kinds.”

U of T Employee

Providing the resources, training, advocacy and support to ensure that all U of T community members can flourish in their roles is an essential part of the desire to provide a world-class learning, research and working environment.

Across all three campuses, Equity Offices and partners play a pivotal role in supporting the University’s goal to “eliminate, reduce, or mitigate the adverse effects of any barriers to full participation in University life [and create] the conditions for our diverse staff and student body to maximize their creativity and their contributions.” (Statement of Equity, Diversity, and Excellence, 2006)

In addressing specific equity concerns, and by working collaboratively with university divisions, departments,

“The function of the office is to address people’s concerns, and to resolve them.”

Paddy Stamp, Sexual Harassment Officer

students and community partners, these offices help students, staff and faculty engage meaningfully with issues of diversity, equity, accessibility and identity.

The Equity Offices are the first point of contact for those with concerns or challenges related to their experiences at the University. They are responsible for responding to complaints and questions of policy and provide the training and information resources needed to ensure everyone understands their rights and responsibilities with regards to equity at U of T. The Offices also play an important communication role, raising awareness about equity issues within U of T and in the larger societal context.

In addition to continued work in these areas, the Equity Offices constantly strive to provide new and innovative ways of responding to changing community needs. Here are a few initiatives undertaken by the Equity Offices and partners in 2011.

Engaging with Equity

Creating opportunities for people to learn and interact with others around issues of diversity and equity has been a key focus over the past year. To that end, 2011 saw the creation of some new roles, programs and spaces designed to encourage our community to engage with equity issues and to help them better understand their own roles and responsibilities.

At the University of Toronto Mississauga (UTM), a new **Elder in Residence** program was established. Elder **Mark (Cat) Criger** is responsible for holding traditional teaching circles, working with students and providing Aboriginal awareness opportunities on campus. On St. George Campus, **Suzanne L. Stewart** was appointed as **OISE’s Special Advisor to the Dean on Aboriginal Education**; **Rinaldo Walcott**, was appointed as **OISE’s first Special Advisor to the Dean on Equity and Accessibility**; and, **Njoki Wane** assumed the role of **Special Advisor on Status of Women Issues** for a three-year term. As Special Advisor, Njoki Wane focuses primarily upon research and policy development concerning the intersectionality of gender with race,

disability, sexual orientation and aboriginal status as these impact the lived experiences of women faculty, staff and students at the University of Toronto.

New programs and spaces were also introduced this year to provide increased opportunities for people to share information and find training and support. Examples include:

- Accessibility Services St. George created a new **support group for students with ADHD**;
- The Anti-Racism and Cultural Diversity Office initiated a “**What’s Race Got To Do With It?**” discussion group about race, creed and popular culture;
- The Sexual and Gender Diversity Office (SGDO) supported the establishment of a new LGBTQ student group **Woodsworth Inclusive (WINC)** playing a role in establishing the group’s goals and planning an inaugural promotion event;
- The Family Care Office opened a new **Student Parent Lounge** as part of continuing efforts to provide students with family responsibilities with opportunities to feel part of the U of T community; and,
- Accessibility Services, St. George, in partnership with Student Health & Wellness, began work on improving service coordination for students with eating disorders and students at risk.

AODA

Upon review of the Information and Communications Standard of the Accessibility for Ontarians with Disabilities Act (AODA), the University noted a need for an electronic repository for resource sharing in alternative formats. To address this need, a partnership project was formed led by the now-retired chief librarian, representatives from the Ontario Council of University Libraries (OCUL) and the AODA Officer. The AODA office also partnered with the Council of Ontario Universities (www.cou.on.ca) and

“What better place to work than at U of T, where diversity among staff is represented by the student body? Both represent the richness of multiculturalism that Toronto, a world-class city, has to offer.”

U of T Employee



“Part of being an employer of choice is creating work-life balance opportunities for our employees.”

Rosie Parnass, Quality of Work-Life Advisor

the Ministry of Community and Social Services (www.mcscs.gov.on.ca) to design an online tool kit for university administrators responsible for implementation of the AODA. This tool kit has been used across all Ontario universities with the goal of sharing best practice, utilizing expertise and resources across the sector, and maximizing the efforts of those responsible for individual institutional compliance of the AODA.



Rinaldo Walcott, Special Advisor to the Dean on Equity and Accessibility

Training Initiatives

The Sexual & Gender Diversity Office (SGDO) and the Positive Space Committee hosted a workshop series entitled “**Introduction to LGBTQ Issues**” and also worked with LGBTQOUT, Vic Pride, SCOUT, and OUT@UTM to organize, “**Lead with Pride: A Symposium for LGBTQ Student Leaders.**”

Training on harassment, discrimination and violence in the workplace for managers, academic administrators and employee groups, was designed and delivered by a joint team which included the Sexual Harassment Office, Labour Relations, the Organizational Development and Learning Centre (ODLC), and the Community Safety Office (CSO).

A new “**Guide to Conflict, Culture and Inclusion**” curriculum was offered through several tri-campus workshops for staff, including managers and supervisors through ODLC and the Anti-Racism and Cultural Diversity Office. A version of this training was then provided for students, faculty and teaching assistants.

Accessibility Resources

The Centre for Teaching and Learning and AccessAbility Services at the University of Toronto Scarborough collaborated on a student survey, the results of which were compiled and published in **Open Words: Access and English Studies Journal** (www.pearsoncomppro.com/open_words_journal/index.php)

At U of T Mississauga, the AccessAbility Resource Centre worked with the Health and Counselling Centre to provide resources to faculty and academic departments to support students with mental health disabilities and Asperger's Syndrome.



Njoki Wane, Special Advisor on Status of Women Issues

Issue Resolution

Ensuring that people's concerns are heard and necessary actions taken, is a pivotal role for the Equity Offices.

For example, in 2011 the Sexual Harassment Office handled 24 formal complaints and provided advice and information for 88 informal complaints under the Sexual Harassment Policy. Five of the formal complaints were withdrawn; the rest were resolved in mediation. The Office provided information and referrals in 71 cases where the matter raised did not fall within the jurisdiction of the Sexual Harassment Policy. Complaint statistics can be found at www.utoronto.ca/sho/reports.html.

Policy Education

The University of Toronto and the Council of Ontario Universities successfully completed the first of two EnAbling Change Partnership Programs. This project created an online toolkit for administrators at Ontario universities to aid in implementation of the AODA with suggested approaches and best practice tools.

Subsequently, a second partnership program was initiated with York University and the University of Guelph to create tools and resources for faculty members regarding the AODA. The Vice-President, Human Resources & Equity sits as Chair on the project advisory group for this initiative.

Where the World Comes to Work: Equity & Diversity in Recruiting

A focus of Human Resources & Equity this year was on hiring practices and accessibility in hiring. Work with the Human Resource generalists focused on language

to use when inviting a candidate to interview and on making arrangements for accommodations, with the end goal of building a more accessible experience for all candidates.

The University of Toronto partnered with NEADS (National Educational Association of Disabled Students) to attend its job fair thus providing the opportunity for the university to engage candidates looking for career opportunities at large organizations. Also in 2011, the Employment Equity Officer teamed up with the Director of First Nations House to deliver a session at CANNEXUS in Ottawa to career counsellors regarding recruitment and retention efforts at U of T for aboriginal staff and students.

The Office of the Vice-Provost, Faculty & Academic Life, undertook several recruiting initiatives such as:

- The creation of a new faculty recruitment brochure for prospective faculty which highlights the programs and benefits available to faculty, with an emphasis on U of T family-friendly policies and programs.
- Extending the range of workshops for new faculty and their partners to include a session on cultural fluency and transitioning to life in Canada.



Suzanne L. Stewart, Special Advisor to the Dean on Aboriginal Education



Sandra Carnegie-Douglas, Anti-Racism and Cultural Diversity Officer

Community Relations and Outreach

In 2011, Human Resources & Equity contributed to a variety of initiatives which assisted those outside the U of T community. Among them:

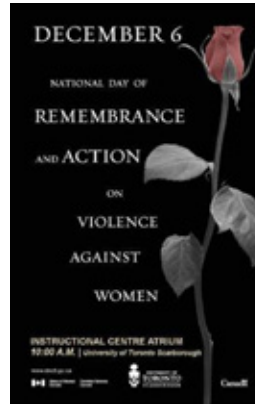
U of T's United Way Campaign

Despite the poor economic climate, the U of T community across all campuses rallied together to raise \$853,066 for those in need.

Led by for the first time by the Human Resources & Equity division, the committee made great strides in reducing administration costs by almost 100%. In addition to having a volunteer team exclusively manage U of T's campaign, the introduction of a new online donation system dramatically reduced the use of paper and costs (such as postage), incurred in previous years.

CIBC Run for the Cure

On Sunday, October 2nd, the Human Resources & Equity team ('The HR Olympians') took to the streets on the drizzly, cold day and in doing so, raised awareness and more than \$7,716 in donations. As a result, the team helped U of T win the Run's Post-Secondary Challenge for the second year in a row.



The National Day of Remembrance and Action on Violence Against Women

Various partners teamed up to commemorate the day with several events including a ceremony at UTSC's Instructional Centre Atrium.

The National Day of Remembrance and Action on Violence Against Women

Colleagues from Health & Well-being Programs & Services, the Anti-Racism and Cultural Diversity Office, the Status of Women of Office, the Sexual Harassment Office and the Community Safety Office, among others, teamed up with various partners to commemorate The National Day of Remembrance and Action on Violence Against Women with several events including a 'Working for Change' lunch at St. George campus.

On Sunday, October 2nd, the Human Resources & Equity team ('The HR Olympians') took to the streets on the drizzly, cold day and in doing so, raised awareness and more than \$7,716 in donations.

As a result, the team helped U of T win the Run's Post-Secondary Challenge for the second year in a row.

ASKme Program

Orientation is an exciting time for new and returning students. It's also a chance for the University community to celebrate students' arrival to the campus and to show pride in U of T. In this spirit, Human Resources & Equity was pleased to support an important part of the September start-up period: the Office of Student Life's 2011 ASKme Program.

This year, hundreds of staff and faculty joined student ambassadors in seeking to make a positive impact on newcomers' transition into university life. From September 6 to 16, volunteers from all corners of the St. George campus wore an ASKme badge or button, signifying that they were approachable and willing to help. Whether they answered one question, or 100 questions, 'ASKme Ambassadors' helped to provide a warm and friendly welcome to many new (and returning) students.



ASKme Program

Hundreds of staff and faculty joined student ambassadors in seeking to assist those individuals beginning their U of

T experience. From September 6 to 16, volunteers from all corners of the St. George campus wore an ASKme badge or button, signifying that they were approachable and willing to help.

LEARN MORE

You can find out more about the Equity Offices, and the services and resources they provide, by visiting the Diversity & Equity section of the Human Resources & Equity website at www.hrandequity.utoronto.ca.

OUR VALUES

Learn more about U of T's commitment to equity by reviewing our related policies and guidelines at www.hrandequity.utoronto.ca/about-hr-equity/policies-guidelines-agreements.htm.



“ We do not work in isolation; rather, we depend on our colleagues in Human Resources & Equity, and also rely on the managers across the University. These partners are key to ensuring safe and healthy workplaces and play an instrumental role in accommodation and prevention efforts.”

Myra Lefkowitz, Manager, Health & Well-being Programs and Susan Fern-MacDougall, Director, Environmental Health & Safety

Providing a safe and healthy teaching, learning and working environment

Ensuring a safe and healthy teaching, learning and working environment, while promoting the health and well-being of employees and their families, are the responsibilities of several teams reporting into the Division of Human Resources & Equity. These are:

- Environmental Health & Safety (EHS);
- Family Programs & Services (including the Family Care Office);

- Health & Well-being Programs & Services (HWB); and,
- Quality of Work-Life Advisor

The following highlights some of the work undertaken in 2011.

General Compliance

During the past year, the Environmental Health & Safety

(EHS) team has continued to provide input into federal and provincial regulatory consultation sessions, including:

- The Canadian Nuclear Substances Commission (CNSC) (financial guarantee);
- The Public Health Agency of Canada (new HPTA regulations); and,
- Canadian Food Inspection Agency (streamlining and harmonizing standards).

As a result of input from the University of Toronto, and other stakeholders, the CNSC requirement for a financial guarantee for University license holders has been relaxed. Rather than securing a bond to guarantee remediation funds, universities will forward a letter to the CNSC advising that money will be available for facility decommissioning if needed. PHAC and the CFIA have not yet released their decisions regarding the feedback they received on proposed regulations and standards.

Over the past year, the University was audited by the Ontario Ministry of Labour (MOL), and the Canadian



HIGHLIGHT:

In 2011, Environmental Health & Safety trained 4,755 individuals, a 31% increase over 2009. With respect to chemical safety, the team developed specialized chemical safety training for University labs, a database inventory system and five special Standard Operating Procedures (SOPs) for high-hazard chemicals.

Nuclear Safety Commission (CNSC) in accordance with normal practice.

The MOL monitors employers' compliance with the Ontario Occupational Health and Safety Act (OH&S Act). In 2011, the MOL visited the University of Toronto six times for issues related to the University, and twice for issues relating to constructors or contractors. The number of visits (related to University issues) dropped by 40% (over 2010). One visit stemmed from a complaint to the MOL on the topic of workplace violence. During the MOL visits, the University received only two orders, which is significantly lower than 2010 (13 orders). The University has complied with all orders.

The CNSC visited the University twice in 2011. On its first visit, the CNSC found no non-compliances. On its second visit (to review U of T's waste license), the CNSC made two minor recommendations.

The 2009 University of Toronto internal audit recommendations noted that improvements were needed in chemical safety and lab safety inspections. In response to these recommendations, EHS increased its inspection activity by 32% in 2011 with 1120 inspections (compared to 758 inspections in 2009).

In 2011, EHS trained 4,755 individuals, a 31% increase over 2009. With respect to chemical safety, the team developed specialized chemical safety training for University labs, a database inventory system and five special Standard Operating Procedures (SOPs) for high-hazard chemicals. In addition, the team is developing a definition for high-hazard chemicals in order to further target special situations in which further training would be required.

Process Improvement Initiatives

In 2011, the Environmental Health & Safety team:

- Developed department-sponsored processes which will facilitate improved safety preparation before participants leave Canada as part of U of T's Safety Abroad programs.
- Developed the environmental health and safety database resulting in an improvement of the course registration process. Administrative record keeping was reduced significantly through the automation afforded through the database. The radiation group is now using the database for tracking inspections.
- Transitioned to a new Joint Health & Safety Committee (JHSC) structure comprised of an

overarching committee and smaller local committees. 93% of the committees met our compliance target of four JHSC meetings; only two committees met three times rather than four times.

In 2011, EHS was actively involved in lab renovations. Through significant consultation, the team created a lab design and a lab closure standard, as well as a protocol to facilitate pragmatic chemical decommissioning without expensive external contractor involvement. EHS personnel are now consulted during the design phase of new labs at the University.

EHS continued to reduce the cost of waste disposal by consolidating waste by increasing the use of totes rather than pails.

Awareness and Educational Programs

- In partnership with the Organizational Development Learning Centre (ODLC), the Family Care Office offered its first live webinar, 'Minimizing the Impact of Stress: Quick Daily Practices in 10 Minutes or Less'. This webinar was available to staff and faculty on all three campuses.
- The OISE / Professional Faculties North Human Resources team organized their Third Annual 'Winter Wellness Day' which was slated for January 26, 2012.



HIGHLIGHT:

New training courses were developed for summer students and targeted audiences within Facilities & Services. Five new online courses were created, as well as a special chemical safety course for lab researchers.



LEARN MORE

Learn more about those areas responsible for ensuring a safe and healthy teaching, learning and working environment, while promoting the health and well-being of employees and their families, by visiting the 'About HR & Equity' section of www.hrandequity.utoronto.ca.

- New training courses were developed for summer students and targeted audiences within the Facilities & Services division. Five new online courses were created, as well as a special chemical safety course for lab researchers.
- The Environmental Health & Safety (EHS) team continued to participate in various U of T events, including:
 - › The School of Graduate Studies' New Student Orientation;
 - › The UTM laboratory safety day;
 - › UTSC laboratory safety day and 17 orientation and departmental safety days; and,
 - › Three special training sessions for members of campus police at the UTSC and St. George campuses.
- In addition, EHS team members worked with the Department of Chemistry on ventilation and fumehood utilization projects and worked with the Division of Comparative Medicine to develop a comprehensive risk assessment of work activities to target health and safety risks for additional controls.

- Members of the Occupational Hygiene and Safety (OHS) team continued to support U of T's Master of Public Health degree with a specialization in Occupational and Environmental Health (OEH). In 2011, OHS staff provided an overview of respirator fit testing and supervised a number of on- and off-campus workplace visits for students.

Practicum Placement Supervision

In 2011 the Health & Well-being Programs & Services (HWB) team provided practicum opportunities for students from the Faculty of Nursing, University of Toronto and from Centennial College's Human Resource Management Program.

Sick Leave

Sick leave utilization is an important indicator of individual, unit and organizational health and productivity. The University began tracking sick days for administrative employees on the Human Resource Information System (HRIS) in 2009.

While not all departments are fully compliant with sick leave tracking requirements yet, the data we have indicates that sick leave utilization at U of T is lower than the national rate, as reported by Statistics Canada.

There has been an increase in sick leave since last

year. This follows the pattern of increased absenteeism occurring across Canada.

Long-Term Disability (LTD)

Employees who are ill for longer periods may qualify for LTD benefits.

As in previous years, musculoskeletal injuries and mental health conditions continued to be the reasons cited for a significant portion of both sick leave and LTD absences. Approximately 24% active LTD claims in 2011 identified 'musculoskeletal' as the primary disabling condition and 37% of active LTD claims identified 'psychological illness' as the primary disabling condition which is consistent with the University's LTD provider's experience among like employers.

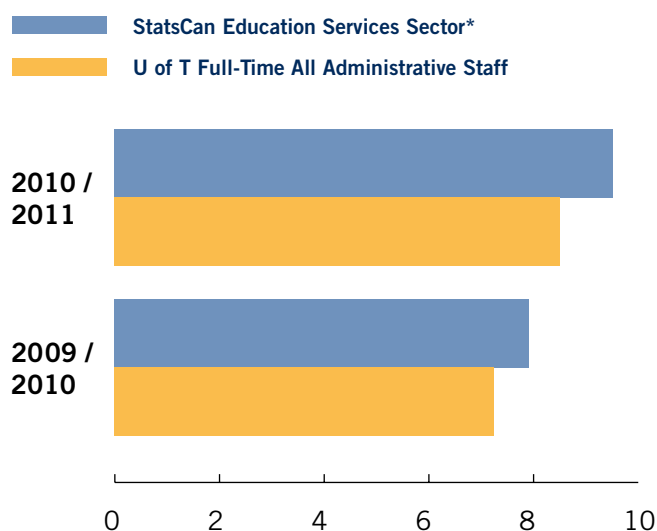
There were 84 new claims in 2011 and 39 individuals who successfully returned to work from an LTD absence. The intensive support provided by Health and Well-being staff to managers and employees in return to work transitions continues to result in the containment of increases in LTD claims experienced by most other large employers.

Accommodation

In 2011, 209 employees were accommodated on a

Sick Days Lost per Worker in Year

(2009 / 2010 vs. 2010 / 2011)



*Source: Statistics Canada Work Absence Rates 2009-2011

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

	U of T 2009 / 2010	2010 / 2011
U of T Non-Union	5.1	5.4
StatsCan Non-Union	6.1	7.3
U of T USW	6.7	8.3
U of T Other Union	11.0	12.3
StatsCan Union	11.3	12.9
U of T All Administrative Staff	7.3	8.6
StatsCan Education Services Sector	7.9	9.5

temporary or permanent basis following a sick leave or a long-term disability leave. In addition, the team received 89 requests from employees who required accommodation in order to remain at work.

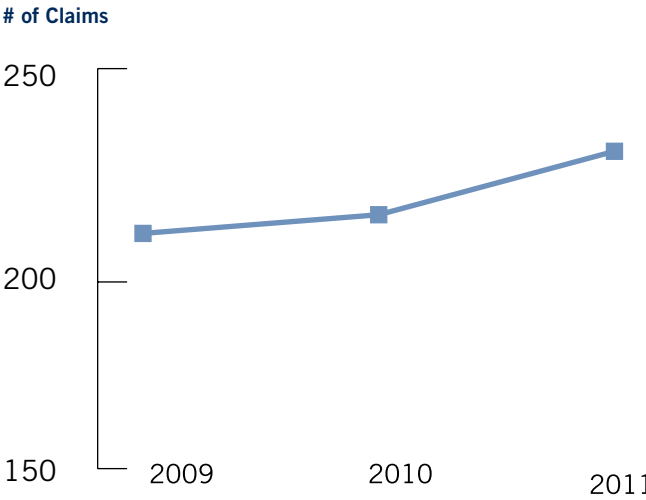
Managers' openness and flexibility were critical factors in the success of the accommodation efforts. Examples of accommodation include:

- Computer technology to assist in reading;
- Keyboarding, data input and mousing;
- The provision of readers and specialized ergonomic equipment for employees engaged in both sedentary and physical work; and,
- Modified duties, modified work schedules and telecommuting.

Occupational Health Services

The team focusing on occupational health services promotes healthy living by identifying risks and developing strategies to protect workers from those hazards. Staff members provide a clinical service to any employee requiring occupational/medical assistance or advice. Employees access the service by making confidential appointments with the nurse or the physician. Other staff members consult with the medical team to assist in planning or strategizing complex cases or in facilitating referrals on behalf of

Year-Over-Year Long-Term Disability Claims



2009	2010	2011
213	218	235

DID YOU KNOW?

As part of its ongoing commitment to ensuring the safety of employees, in 2011, the Occupational Health & Safety team:

- Administered 80 health review assessments for the Division of Comparative Medicine and CL 3 labs. These assessments are required before employees can work in these work environments;
- Conducted 154 audiograms to assess hearing for employees who work in environments where there is potential to encounter significant levels of noise; and,
- Provided 229 immunizations to employees where there is some risk of exposure to pathogens.

employees to external medical providers.

Highlights from this year include:

- The implementation of the revised Asbestos Medical Surveillance program; and;
- Completion of medical surveillance for the Student Health Services on St. George and UTM campuses for exposure to communicable diseases. This will preclude unnecessary Public Health workplace intervention and disruptions in response to possible student exposures.

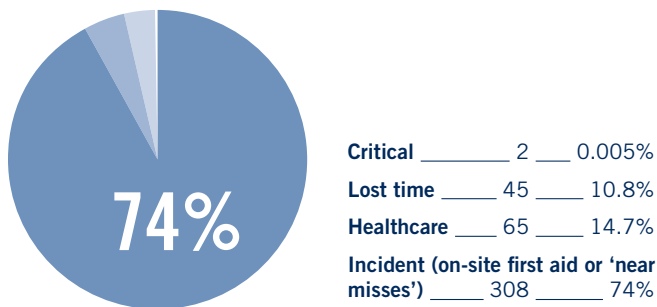
Work-Related Injuries and Illnesses

The Health & Well-being Programs & Services team (HWB) team manages the Workplace Safety and Insurance Board program for the University and tracks injury rates and severity. In addition, it coordinates ergonomic assessments, accommodation and return to work for injured employees. HWB also works with academic and administrative departments and environmental health and safety colleagues to develop targeted responses to identified patterns in an effort to reduce the incidence and severity of workplace injuries.

Workplace Injuries and Incidents in 2011

Our automated electronic incident reporting process has encouraged the reporting of incidents. In 2011, incident reporting increased by 20% over 2010. Of the reported incidents, the frequency of personal

2011 Workplace Incident Distribution



*In terms of safety-related workplace incidents, the term "incident" refers to all reported adverse events, ranging from the most severe (critical injuries) to those with minimal injury requiring only on-site first aid; or, those classified as "near misses". This chart shows the incident breakdown by severity of incident.

injury was 0.40 per 200,000 exposure hours. This means that for every 250 workers, one had an injury which required health care. The office of Environmental Health and Safety increased its efforts to follow up on incidents to determine root causes and to recommend steps to prevention similar situations.

The team also increased communication with supervisors regarding procedures and work practices in situations where an employee had been injured.

Workplace Incidents

Incidents

In terms of safety-related workplace incidents, the term "incident" refers to all reported adverse events, ranging from the most severe (critical injuries) to those with minimal injury requiring only on-site first aid; or, those classified as "near misses".

Critical Injuries

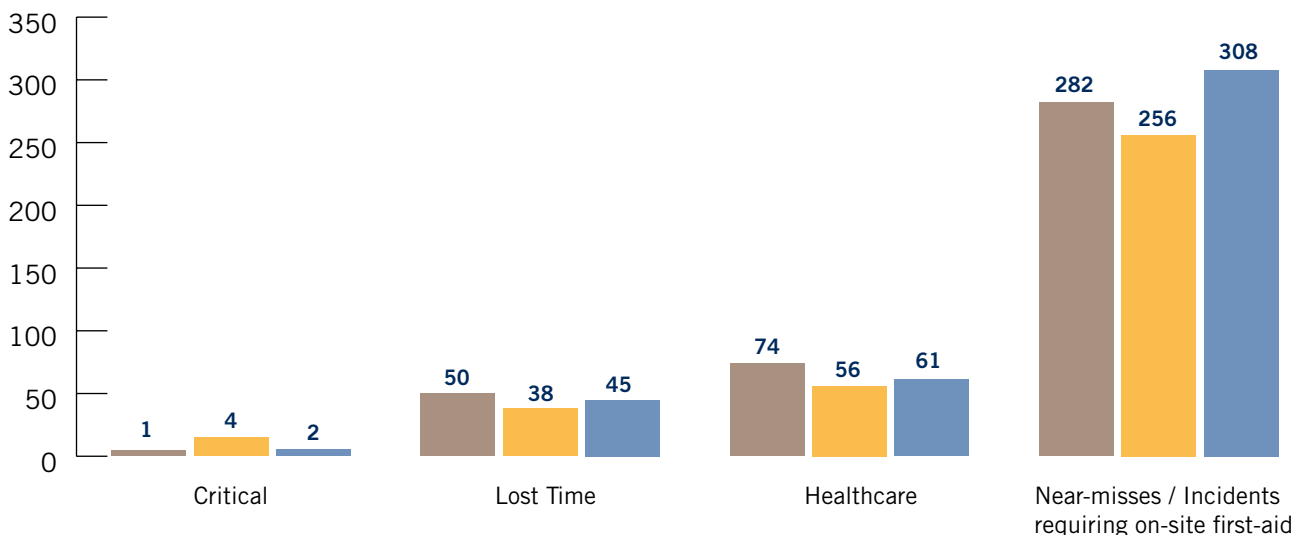
Critical injury has a specific definition under the Occupational Health and Safety Act. A critical injury is one that is of a serious nature because it:

- 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.

Year-Over-Year Workplace Incident Comparison

2009 2010 2011

of Incidents



There were two critical injuries in 2011, both a result of falls, for a total of 39 lost work days.

Health Care Accidents

A health care accident is one that requires services of a health care professional but involves no time lost from work past the day of the accident. There were 58 allowed health care accidents in 2011, two more than the previous year.

Lost-Time Accidents

The number of lost-time accidents increased from 38 to 47 allowed lost-time accidents in 2011.

Lost-Time Accidents and Accident Severity

The following table shows the total number of workdays lost and the average number of days lost per accident. In 2011, there were 699 days lost and the average days due to workplace injuries or illness with a drop in the average of days per accident to 14.87. This is a slight reduction from the previous year.

Days lost and average days lost due to injury 2009 - 2011

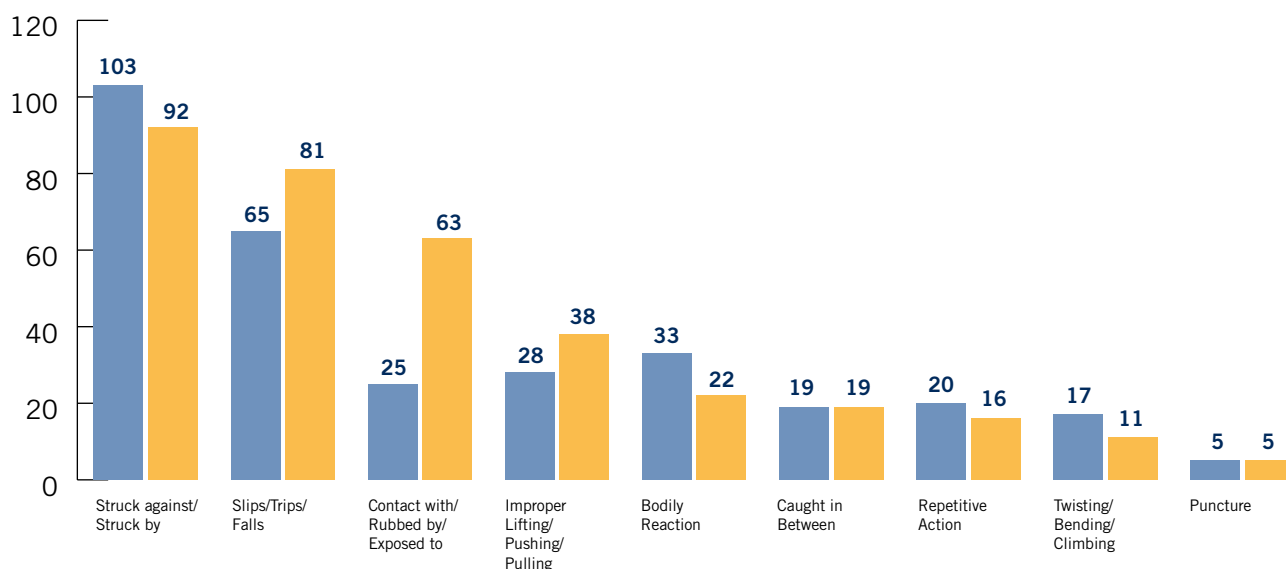
	2009	2010	2011
# days lost	1230	723	699
Average # of days lost per injury	24.6	17.63	14.87

Several employees were accommodated by their departments prior to them returning to full duties and full hours. These positive efforts helped contain costs and greatly assisted employees eager to return to work.

Year-Over-Year Type of Incident Comparison

2010 2011

of Incidents



Support Services

Employee and Family Assistance Program (EFAP)

The Employee and Family Assistance Program (EFAP) is a free, confidential service available 24/7 which offers information, counselling and referrals for employee and their family members.

Experts are also available to provide advice to managers and senior leaders who may be managing difficult, emotionally-charged situations or crises.

Utilization of the program has remained steady: In 2011, 1,056 employees used the service.



What is your EFAP?

Employee and Family Assistance Program, or EFAP, is a confidential information, counselling and referral service for you and your family members. The EFAP is designed to provide you with direct access to experienced professionals who will help you resolve your concerns - before they affect your health, family life or job performance.

Who provides the service?

Family Services Employee Assistance Programs (FSEAP) provides confidential counselling at over 1000 locations across Canada and the United States. FSEAP staff are experienced psychologists and social workers. All services provided by FSEAP are paid for by your employer.

Confidentiality

Anything you or a family member discusses with the Counsellor is kept absolutely confidential. Counsellors will not release any information to anyone without your prior consent except where legally required.

Who is eligible to use EFAP?

The EFAP is available to all part-time and full-time employees of the University of Toronto who are eligible to participate in the University's group benefit programs, and their dependants.



fseap Now we're talking.

For assistance call 1.800.668.9920





“ U of T is its own community where you have room to learn, grow and advance within an environment with endless opportunities.”

U of T Employee, September 2011

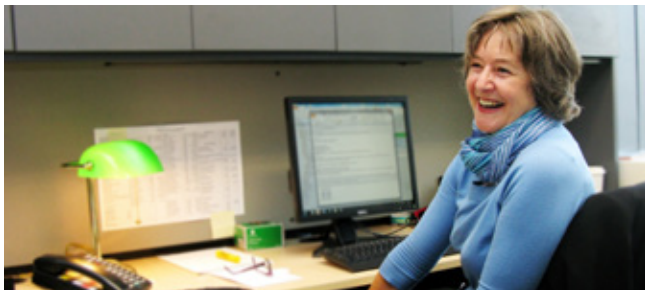
Developing employees to **their** fullest potential

Starting from the time employees are brought on board and progressing throughout their U of T careers, professional development is central to the experience for all members of the University community.

Employees are strongly encouraged to develop individual learning and career development plans in consultation with their managers. In addition, to help employees fulfill their career potential, numerous

skills-oriented and career-related workshops are offered on an ongoing basis through the Organizational Development Learning Centre (ODLC). Funding is also available for staff to register for courses both on-and-off campus.

The following highlights some of the 2011 learning and development initiatives:



U of T New Faculty and Staff Orientation

In September the New Staff & Faculty Orientation Sessions were completely reworked with a new presentation and new supporting processes. The team responsible for the changes also adopted an online survey feature which is issued to attendees immediately after the orientation session. This new process works to ensure the sessions are providing information new employees need.

University of Toronto Libraries New Employee Orientation

A library-wide orientation for all new employees was successfully implemented in 2011. A variety of videos and resources were developed to support the orientation program.

The Ancillary Services Orientation Program

In 2011, the Ancillary Services HR Office developed the Ancillary Services Orientation Program for the Ancillary Services departments. This program is geared towards new employees who are new to Ancillary Services and may or may not be new to the University. The program focuses on providing the employee with information about the department's structure, values and resources which are valuable tools as a new employee engages in the onboarding process within the department.

Rotman School of Management

- In 2011, a committee began work on the development and spring launch of a 'Coaching for Success' program to provide a regular (at least annual) opportunity for dialogue and feedback with our employees at Rotman. The program launch included communications, change management and training for managers.
- A 'Purpose & Values Resources Guidebook' has been developed which describes the purpose and values of Rotman and provides an outline of University-wide and Rotman processes and

resources available to employees. This guidebook is part of the onboarding package provided to all new employees. At the time of the launch, a series of Town Halls were led by the Dean for staff and faculty.

Career Success Series

Career development and support was a focus for ODLC in 2011.

Career success is built on a solid foundation of self-knowledge, having current information, building connections, and taking action. The team held 809 career counselling and individual related appointments up from 629 in 2010. In addition, ODLC organized a three-session series and its first **Career Connections Fair** with over 200 staff attending the networking event.



Mentoring

The division continues to provide mentorship opportunities through the **Rose Patten Leadership Program**. These structured mentoring initiatives pair evolving leaders with those at more senior levels for a year of informal meetings, networking opportunities, workshops and coached working sessions. This program has been in existence for a number of years and has been instrumental in developing new leaders and in strengthening the leadership culture among staff at U of T.

In 2011, a total of 64 employees were part of the program.

In 2011 the program's mentors were given the opportunity to participate in a 360 review process which included coaching and a personalized development plan. The group was also invited to attend specific learning forums developed in accordance with expressed needs.

Succession Development

The **HR Leadership Succession Development Program** was launched in 2010 and continued throughout 2011. The program's goal is to strengthen the leadership capacity within Human Resources.

Each month, six individuals, along with their coach, the Assistant Vice-President, Human Resources and the Director of ODLC, explored the leadership competencies in detail through thought-provoking sessions. These sessions were delivered either by senior academic leaders at the University and / or the participants themselves.



“ I thank you for listening, empathizing, and sharing your knowledge and expertise. Because of your guiding hand, I was prepared every step of the way, and after speaking with you, I felt a certain peace of mind that hadn't been there before the call.”

U of T Employee

Improving client service

Improving the HR Information System (HRIS)

In 2011, the position of Manager, HR Information Systems & Process Optimization was created. The role is responsible for expanding and optimizing the use of the Division's information systems, to improve efficiency, accuracy and client service delivery. Human Resources has now outlined its vision for technology initiatives for the next three years in a comprehensive document called *HR Technology Optimization Plan*

(TOP). Specific projects include:

Onboarding

Human Resources & Equity aims to streamline the employee onboarding process from hire through orientation resulting in a more efficient and accurate process and improved customer service. The project will aim to define the scope to include provisioning, forms management to orientation of a new employee.



In 2011, a project team was established.

It's objective: to revamp the five year-old Human Resources & Equity website.

Preliminary discussions around defining the business case for this initiative commenced in November 2011. The goal is to finalize the business case document by February 2012 and begin the engagement of stakeholders in a Process Streamlining exercise early in the 2012-2013 fiscal year. The Process Streamlining exercise will allow the team to identify all the activities that comprise the onboarding process, identifying the process owners, the flow of data and ultimately to define a blue-print of this process moving forward.

Position and Roles Management

The aim of this project is to ensure that functional roles and relationships are accurately stored within our human resource information system (HRIS) in order to facilitate online workflow processes.

In 2011, the Division submitted an RFP to procure an organizational charting software that would allow the team to produce, maintain, view and print the University's organizational structure and position functions and relationships. The plan was to finalize tool selection in early 2012 and begin using the tool by December. This tool will improve overall data integrity and allow managers to get a unified, real-time, secure and accurate view of the organizational structure.

Off-Cycle Workbench

Aiming to provide better service to employees and streamline the administration of the off-cycle payroll cheque process, Human Resources & Equity started planning for the implementation SAP Off-cycle workbench. The current off-cycle cheque process is manual with multiple hand-offs between HR and Finance. This project will address many operational and business process issues and is scheduled for roll out in December 2012.

Rationalize and Revamp HRIS Input Model

The Human Resources Review identified issues with the current HRIS input model. In 2011 a project team reviewed and revised the HRIS access process, analyzed current access data, deleted dormant user accounts and conducted a number of data clean-up initiatives. In 2012, the team will focus on redesigning the HRIS input model and user training programs and resources.

The Ancillary Services Customer Service Excellence Program

This program articulates the Ancillary Services Department's value of providing superior customer service by embracing the concepts of honesty, integrity and accountability. The roll out of the program began in June 2011.

Developed a Strategic Plan for UTemp (U of T's Short-Term Staffing Service)

In 2011, Human Resources & Equity set out to build a strategic plan for UTemp for 2012. Focus groups were held with UTemp employees as well as clients who use the services to assist them in their day-to-day operations.

New Human Resources & Equity website

In 2011, a project team was established and tasked with building a new Human Resources & Equity website. From the beginning, the goal was to develop a site that met the HR & Equity information needs of current, as well as prospective, employees. Over a period of eight months the team:

- Consulted with users;
- Analyzed the existing site to determine usage and validate content accuracy; and,
- Identified out-of-date and/or duplicated content.

From this process, the framework for the new site was established and communication and training plans were developed. With all this groundwork complete, the actual site build began in September and testing commenced in December. The new site was scheduled for launch in January 2012.





UNIVERSITY OF
TORONTO

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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.