



TO: Business Board

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DATE: April 25 for May 6, 2013

AGENDA ITEM: 1

**ITEM IDENTIFICATION:**

Human Resources & Equity Annual Report, 2012

**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.

**PREVIOUS ACTION TAKEN:**

This is an annual report.

**OVERVIEW:**

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 2012 initiatives and showcases the efforts of our Division in:

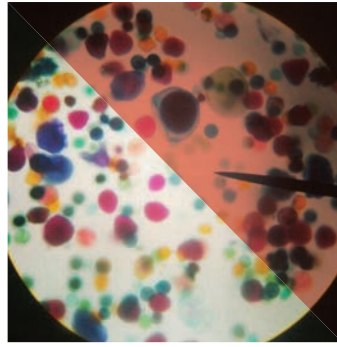
- Retaining, engaging and attracting outstanding employees;
- Promoting a community that is diverse and inclusive;
- Providing a safe and healthy teaching, learning and working environment;
- Developing employees to their fullest potential; and,
- Improving client service.

**FINANCIAL AND/OR PLANNING IMPLICATIONS:**

None

**RECOMMENDATION:**

This report is for information.



# Human Resources & Equity

# ANNUAL REPORT 2012





**66,849 mobile devices** accessed the HR & Equity website in 2012.



**Over 1,100 university staff and students** completed one of our Occupational Health & Safety courses in 2012.



The Family Care Office saw a **28% increase** (or approximately 500 more people) in attendance at the Office's workshops, discussion groups and family events.

In 2012, Health & Well-being Programs & Services oversaw **543** flu immunizations at the three campuses.

# Table of contents

A Message from the Vice-President, Human Resources & Equity \_\_\_\_\_ 1

About Us \_\_\_\_\_ 2

How We Are Structured \_\_\_\_\_ 3

2012: At a Glance \_\_\_\_\_ 4

Equity \_\_\_\_\_ 10

Recruitment \_\_\_\_\_ 16

Communications \_\_\_\_\_ 19

Client Service \_\_\_\_\_ 22

Recognition \_\_\_\_\_ 25

Leadership Development \_\_\_\_\_ 28

Work / Life Balance \_\_\_\_\_ 30



## A message from the Vice-President



I am pleased to present the 2012 report for Human Resources & Equity at the University of Toronto.

It was a busy year for the Division - its HR offices and equity partners - as it was for the entire University community that we support. In this constantly-shifting political and economic climate, it is important

that our work priorities continue to move us forward and support our ongoing efforts to continue to be an employer of choice. Along these lines, in 2012, my office committed to the following:

1. Elevate and cement U of T's role as a leader in **Equity**;
2. Ensure we're structured in the best way to anticipate and respond to change in areas such as **recruitment**;
3. Continue to improve our **communications** – both within and outside the Division;
4. Review and improve our **client service** delivery models;

5. Promote a culture of **recognition** across the University; and,
6. Focus on **leadership development** with a particular emphasis on strengthening the management skills for all managers.

This report is intended to provide you with a review of just some of our activities throughout 2012. More details and the latest updates about our work are always available on our site [www.hrandequity.utoronto.ca](http://www.hrandequity.utoronto.ca).

I invite you to read through our report and send us any feedback at [hrandequity@utoronto.ca](mailto:hrandequity@utoronto.ca).

Sincerely,

**Angela Hildyard**  
Vice-President, Human Resources & Equity

# ABOUT US

“ You have provided invaluable assistance (to me) and my colleagues...I greatly appreciate your reliability, generous availability and wisdom in addressing personnel issues. As a new assistant professor with no previous experience of human resources, you have spent enormous amounts of time educating me and ensuring that I conduct human resources matters in the most ethical, fair and effective way possible.”

Client, Divisional Human Resources Office

## The Division of Human Resources & Equity is responsible for a broad range of activities and initiatives across all three campuses and within every division of the University.

The Division and its partners -- the various equity contacts and 12 Divisional Human Resources Offices -- work together with other members of the University community to ensure University of Toronto is an employer of choice and that it is a stimulating, supporting and engaging place in which to work and have a career. Specifically, they work together to:

- Retain, engage and attract outstanding employees;
- Promote a community that is diverse and inclusive;
- Provide a safe and healthy teaching, learning and working environment; and,
- Develop employees to their fullest potential.



# HOW WE ARE STRUCTURED



## OFFICE OF THE VICE-PRESIDENT, HUMAN RESOURCES & EQUITY

Professor Angela Hildyard – [vp.hr@utoronto.ca](mailto:vp.hr@utoronto.ca)



## OFFICE OF THE ASSISTANT VICE-PRESIDENT, HUMAN RESOURCES

Christina Sass-Kortsak – [avp.hr@utoronto.ca](mailto:avp.hr@utoronto.ca)

Benefits & Pension — Communications — Compensation & Process Optimization — Environmental Health & Safety — Family Programs & Services  
Health & Well-being Programs & Services — Labour Relations — Organizational Development & Learning Centre (ODLC) — Payroll

## DIVISIONAL HUMAN RESOURCES OFFICES

(report to respective Divisions)

Ancillary Services — Arts & Sciences — Central Administration HR Services (CAHRS) — Dentistry — Facilities & Services & Capital Projects  
Library — Medicine — Professional Faculties North / OISE\*\*\* — Professional Faculties South\*\* — Rotman  
University of Toronto at Mississauga (UTM) — University of Toronto at Scarborough (UTSC)

To learn about these Offices, the clients they represent and their contact information, please visit [staff.hrandequity.utoronto.ca](http://staff.hrandequity.utoronto.ca).

## EQUITY OFFICES

To learn about these Offices and other equity contacts, please visit [uoft.me/equity](http://uoft.me/equity).

Aboriginal Initiatives Programming — Anti-Racism & Cultural Diversity — Community Safety — Employment Equity & AODA  
Faculty & Academic Life — Family Care — Health & Well-being Programs & Services — Sexual & Gender Diversity — Sexual Harassment  
Special Advisor of Status of Women Issues — Quality of Work / Life Advisor

\*\* This office serves the Faculties of Applied Science and Engineering; Pharmacy; Physical Education and Health; Forestry, Architecture, Landscape and Design; and Nursing

\*\*\* This office serves OISE and the Faculties of Law, Music, Information and Social Work

# 2012 AT A GLANCE

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## *January*

Launch of the new HR & Equity website  
New Staff & Faculty Orientation Session  
Staff announcement: Andrea Carter announced as new liaison and case manager for all High Risk Cases

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## *February*

U of T named one of Canada's Best Diversity Employers for 2012

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## *March*

Staff announcement: Allison Burgess announced as Sexual & Gender Diversity Officer

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## *April*

Take Our Daughters and Sons to Work Day  
Call for nominations for the Excellence Through Innovation Award  
U of T honoured as one of 'Canada's Greenest Employers'  
University and UFTA agree to special Joint Advisory Committee on the Memorandum of Settlement (MOS)  
Staff announcement: Gina Trubiani announced as Associate Director, Operations for Environmental Health & Safety (EHS)  
U of T honoured as one of the 'Top Employers for Canadians Over 40'

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## *May*

Chancellor's Award recipients announced  
Bi-weekly appointed staff gain access to Employee Self-Service (ESS)  
Long-Service Awards recognition event  
2011 Human Resources & Equity Annual Report released

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## *June*

Convocation  
Celebrating the 2012 Retirees event  
U of T participates in the Toronto Pride Parade  
Sexual & Gender Diversity Office (SGDO) hosts Pride Pub at Hart House

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## *July*

2012 Excellence Through Innovation Award recipients announced  
Onboarding Process Review launched  
Agreement ratified between U of T and USW Casuals unit

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## *August*

Launch of 2012 ASKme campaign  
Implementation of Salary & Benefits Agreement for Faculty / Librarians for 2012 / 2013  
Staff announcement: Karen Venneri announced as manager of U of T's Early Learning Centre (ELC)

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## *September*

Launch of U of T's United Way Campaign 2012  
New Staff and Faculty Orientation Session  
Excellence Through Innovation Award reception  
CIBC Run for the Cure  
'Off the Clock' Employee profiles are launched in the Bulletin  
Launch of new Health & Well-being Programs & Services website  
SGDO hosts 'Queer Orientation 2012' with over 35 events and over 25 participating student group campus organization partners  
First Nations House names a new Elder: Andrew Wesley from Fort Albany. Cat Criger, the Traditional Teacher at UTM for the past two years, is now also working at UTSC and OISE

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## *October*

U of T recognized as one of Canada's 'Top Employers' for 2013  
Launch of Equity website - [www.equity.utoronto.ca](http://www.equity.utoronto.ca)

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## *November*

U of T receives 'Top 100 GTA Employer' honour for 2013  
Launch of new AODA site  
U of T purchases presence on LinkedIn  
Environmental Health & Safety (EHS) Day  
Agreement reached on Wave 7 Job Evaluation  
Implementation for USW Local 1998 Appointed Staff  
Staff announcement: Anar Amlani announced as Manager, Strategic Recruitment & Temporary Staffing Services

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## *December*

U of T receives 'Family-Friendly Employer' award for 2013  
Labour Relations starts work on developing user-friendly online collective agreements  
The University of Toronto is selected to host the Colleges and Universities Work / Life / Family Association's annual conference in 2013

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# U of T Recruitment Summary

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

	Oct 1, 2010 - Sep 30, 2011		Oct 1, 2011 - Sep 30, 2012	
# Postings	871		747	
# Applicants	66,263		71,445	
Avg Applicants Per Posting	76		96	
# Postings Filled	692		743	
Filled By Internal <sup>1</sup>	380	55%	445	60%
Filled by External <sup>2</sup>	312	45%	298	40%
Avg Time to Fill (days) <sup>3</sup>	62		65	
Median Time to Fill (days) <sup>3</sup>	56		57	

# Use of UTemp - U of T's Short-Term Staffing Service

Year	Resumes received	New UTemp employees added to our roster
2008	4,544	80
2009	5,709	54
2010	3,824	99
2011	3,501	135
2012	4,829	88

Note: data as of March 29, 2013

# of postings excludes CUPE 3261

<sup>1</sup> internals include all those self-identified as U of T appointed staff

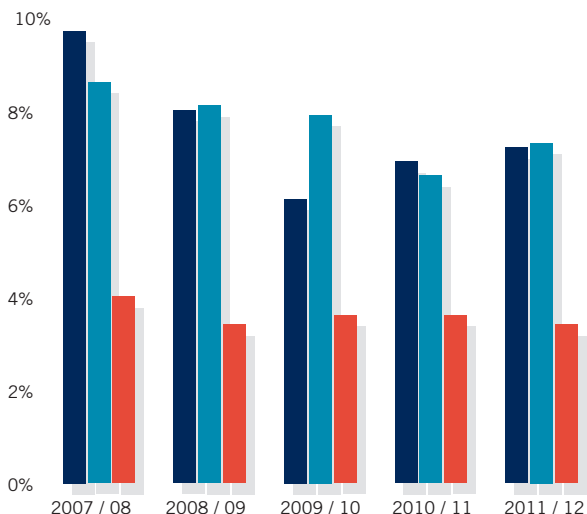
<sup>2</sup> externals include those self identified as "Not employed by University of Toronto", "Other employment status with University of Toronto", "USW Casual".

<sup>3</sup> 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)<sup>1</sup>

External voluntary turnover rates<sup>2</sup>

Canada Education & Health Sector U of T Staff



	Overall	Education & Health	U of T Staff
2007 / 2008	9.7%	8.6%	4.0%
2008 / 2009	8.0%	8.1%	3.4%
2009 / 2010	8.0%	8.1%	3.6%
2010 / 2011	6.1%	7.9%	3.6%
2011 / 2012	7.2%	7.3%	3.4%

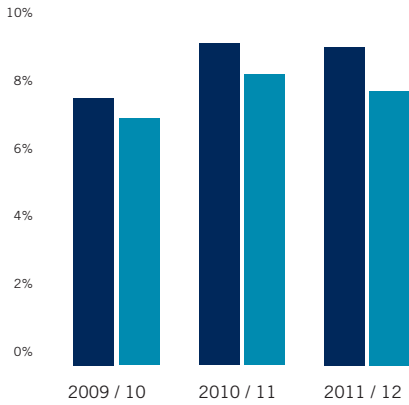
<sup>1</sup> Voluntary turnover excludes retirements and involuntary departures

<sup>2</sup> source: "Compensation Planning Outlook 2013" Conference Board of Canada, Table 15  
UofT source: HR Annual Report Data



# Sick Days Lost per Worker in Year

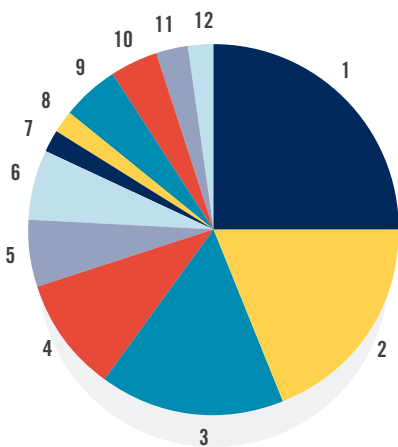
■ StatsCan Education Services Sector\*  
■ U of T Full-Time All Administrative Staff



	2009 / 2010	2010 / 2011	2011 / 2012
U of T Non-Union	5.1	5.4	4.8
<b>StatsCan Non-Union</b>	<b>6.1</b>	<b>7.3</b>	<b>7.5</b>
U of T USW	6.7	8.3	8.0
U of T Other Union	11.0	12.3	11.4
<b>StatsCan Union</b>	<b>11.3</b>	<b>12.9</b>	<b>13.2</b>
U of T All Administrative Staff	7.3	8.6	8.1
<b>StatsCan Education Services Sector</b>	<b>7.9</b>	<b>9.5</b>	<b>9.4</b>

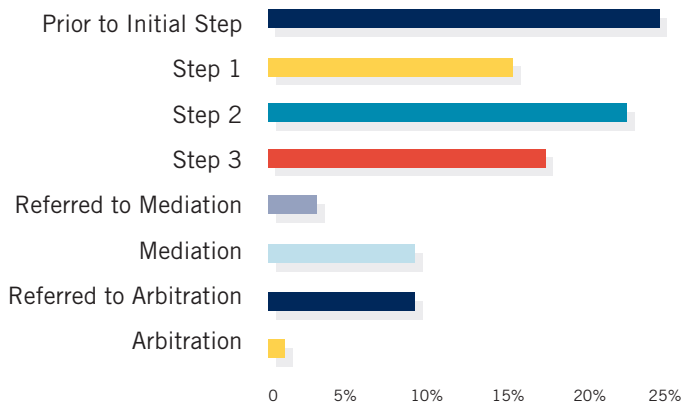
\*Data period = Oct. 1, 2011 to Sept. 30, 2012  
 \*\*Data period = 2011 calendar year; Source: Statistics Canada Work Absence Rates 2011  
 Note: Absences include paid and unpaid sick days, extended sick days and other unpaid leave.

# 2012 Grievances by Type



1. Hiring / Posting \_\_\_\_\_ 25%
2. Discipline \_\_\_\_\_ 19%
3. Management Rights \_\_\_\_\_ 15%
4. Layoff / Org Change \_\_\_\_\_ 10%
5. Discrimination / Harassment \_\_\_\_\_ 6%
6. Pay / Classification \_\_\_\_\_ 6%
7. Recognition & Scope \_\_\_\_\_ 2%
8. Sick Leave / Accommodation \_\_\_\_\_ 2%
9. Hours of Work \_\_\_\_\_ 5%
10. Other \_\_\_\_\_ 4%
11. Benefits \_\_\_\_\_ 3%
12. Health & Safety \_\_\_\_\_ 2%

# 2012 Grievances and Resolution Steps



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“*The presenter was personable and in touch with (the) target audience... the video was a great way to bridge managers’ perspectives with those employees who are returning to work.*”

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## **Did you know?**

In 2012 our Senior Radiation & Laser Safety Officer, Sandu Sonoc received an invitation to present his paper (entitled, ‘Control of X-Ray Hazard in Femtosecond Electron Diffractometer’) at the 2013 International Laser Safety Conference.

## HEALTH, SAFETY & WELL-BEING

Working together, various teams work to provide a safe and healthy teaching, learning and working environment for employees. Here are a few of the initiatives undertaken in 2012:

- On November 14, the Environmental Health & Safety (EHS) Office hosted EHS Day, which focused on important news and information for the Joint Health and Safety Committees (JHSC) on the three campuses. JHSC Co-Chairs participated in a round table discussion centered on the identification of health and safety initiatives across campus and proactive activities to engage community members.
- In 2012, the Environmental Health & Safety Office trained over 600 U of T community members in radiation, x-ray, ultraviolet (UV) and laser safety.
- In 2012, over 940 U of T community members were trained in a biosafety program designed to protect lab personnel and the public from potential exposure to infectious agents.
- In total over 1,100 university staff and students completed at least one of our Occupational Health & Safety courses in 2012.
- Almost 200 university staff and students completed Chemical Safety Training in 2012.
- The Health & Well-being Programs & Services team introduced a new webinar series on accommodation,

return to work and mental health in the workplace. The three webinars attracted over 300 managers from across U of T. The feedback was very positive and managers suggested a number of topics that they would like to see covered in the future. This has resulted in the development of a monthly series.

### **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. Approximately 30% of active claims were due to psychological conditions while 22% of all active claims were related to musculoskeletal condition.

There were 67 new claims in 2012, a decrease from 84 in 2011. Impressively, 47 employees successfully returned to work from long term disability.

### **Accommodation**

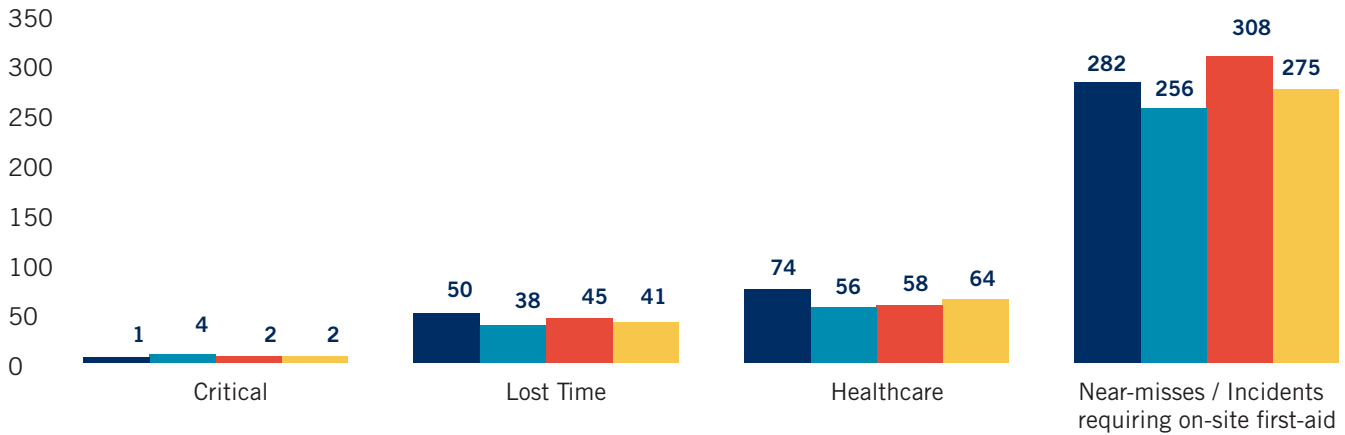
In 2012, HWB facilitated 82 accommodations for employees who required accommodation in their workplace. In addition to those individuals, over 150 employees were accommodated on a temporary or permanent basis in order to return to work from sick leave or long-term disability.

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

# Year-Over-Year Workplace Incident Comparison

2009 2010 2011 2012

# of Incidents



## Occupational Health Services

As part of its ongoing commitment to ensuring the safety of employees, in 2012, the Occupational Health & Safety team:

- Administered 92 health review assessments for the Division of Comparative Medicine and CL 3 labs. These assessments are required before employees can work in these environments;
- Conducted 152 audiograms to assess hearing for employees who work in environments where there is potential to encounter significant levels of noise; and,
- Provided 141 immunizations to employees where there is some risk to exposure to pathogens.

## Workplace Incidents

The Health & Well-being Programs & Services and Environmental Health & Safety teams monitor workplace injuries and incidents to identify ways to prevent future injuries and to assist employees in returning to work as soon as possible.

## Definitions

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”. Please refer to the chart above for a breakdown of incidents between 2009 and 2012.

## ‘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.

## ‘Lost-Time Accidents’

- These are accidents which result in workdays lost.

## ‘Healthcare Accidents’

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



## LABOUR RELATIONS

### Collective Bargaining

In 2012, the University successfully completed collective bargaining with the following bargaining units:

- CUPE 2484 (Daycare Workers)
- CUPE 3902 Unit 1 (Teaching Assistants)
- CAW (Operating Engineers)
- IUPAT (Painters)
- IATSE Local 58 (Stage Hands)
- OPSEU 578 (Research Associates at OISE)
- SMWIA Local 30 (Sheet Metal Workers)
- USW 1998 (Casual)
- IBEW Local 353 – Locksmiths
- IBEW Local 353 - Machinists
- IBEW Local 353 - Electricians

The University was also successful in negotiating a conclusion to the wage re-opener agreements with the following bargaining units:

- Unite HERE
- Carpenters' Local 27
- OPSEU Local 519

In addition, we continued to negotiate increases in employee pension plan contributions to help ensure future sustainability of the pension plan and to assist the University in qualifying for pension plan solvency relief. All of this was accomplished within the context of public sector compensation restraint and without any labour disruptions.

### Grievances

In 2012, a total of 156 grievances were filed at the University. This represents a decrease of 14% from the previous year.

153 grievances were resolved in 2012. As illustrated by the 2012 Grievances and Resolution Steps graph (see page 6), the majority of these grievances were resolved prior to Step 3 of the grievance process, with the single largest category being resolved at the informal stage. Of note, only 1% of grievances were decided at binding arbitration.

### *Did you know?*

153 of 156 grievances were resolved in 2012.

# EQUITY



The University of Toronto’s goal is 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**

## *Elevating and cementing U of T’s role as a leader in Equity*

### INTRODUCTION

Supporting the world-class teaching, learning, and working community that flourishes at the University of Toronto 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 individuals with equity responsibilities, play a pivotal role across all three campuses.

Together this group is 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, policy questions, for providing training and resources to ensure everyone at U of T understands their rights and responsibilities, and promoting dialogue about equity issues. The 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.

### NEW FACES

To support our growing community, Equity Offices across all three campuses welcomed new members to their teams in 2012.

The **AccessAbility Resource Centre** at University of Toronto Mississauga (UTM) created and filled a new Mental Health Advisor position to provide support to students with mental health concerns.

**First Nations House** on St. George Campus named a new Elder: Andrew Wesley from Fort Albany. Cat Criger, the Traditional Teacher at UTM for the past two years, is now also supporting UTSC and OISE.



Allison Burgess joined the Sexual & Gender Diversity Office (SGDO) as the new Sexual & Gender Diversity Officer in March, followed by the addition of Scott Clarke as the new Program Coordinator in July.

## ENGAGING WITH EQUITY

Following the success of the many equity and diversity initiatives introduced in 2011, 2012 saw the implementation of a number of events, workshops, and conferences designed to educate the U of T community about emerging equity & diversity issues. Examples include:

- The **Anti-Racism & Cultural Diversity Office (ARCDO)** and the **Sexual & Gender Diversity Office (SGDO)** were among the sponsors of 'Pride at Toronto 2015', a one-day symposium organized to discuss opportunities for LGBTQ inclusion during the upcoming Pan Am and Parapan Am Games. Among the ideas considered: the development of a Pride House.
- The 20th Anniversary of **First Nations House** was marked by three main activities: a reception at First Nations House, the 5th Indigenous Writers' Gathering and a 20th Anniversary Social Gathering. These three events were attended by over 450 university and community members.

- The **Community Safety Office** continued to fund and support the December 6th – National Day of Remembrance and Action on Violence Against Women campaigns and activities in collaboration with the **Sexual Assault and Counselling Coordinator** and **Health & Well-Being Programs & Services**.
- The **ARCDO** was a partner in The Living Library Project - 'Don't Judge a Book by its Cover' initiative, led by Hart House. The Living Library project is an event designed to create dialogue, promote understanding and reduce prejudice.
- In partnership with the **Health & Wellness Centre, AccessAbility Services** hosted Mental Health Awareness Month.
- The **Anti-Racism & Cultural Diversity Office** successfully led and launched an institution-wide communication campaign entitled 'Race, Racism, Anti-Racism: Let's talk about it'. This event was designed to increase awareness and promote the International / Day for the Elimination of Racial Discrimination (IDERD), March 21st.



## ACCESSIBILITY

The University of Toronto strives to provide its services in a way that respects the dignity and independence of people with disabilities and facilitate their inclusion into all aspects of university life. In 2012, specific initiatives included:

### Educators' Accessibility Resource Kit

The University of Toronto partnered with the Council of Ontario Universities (COU), the University of Guelph and York University to develop the Educators' Accessibility Resource Kit. The project included a number of new resources to support educators with accessible program/course delivery and instruction.

*“ The staff members are very friendly and helpful and the support workers worked very hard to help me and I appreciated how they tailored their approach to my needs. ”*

Student feedback on UTSC AccessABILITY Office

### Accessibility for Ontarians with Disabilities Act (AODA)

On December 14, 2012, the Design of Public Spaces Standards (Accessibility Standards for the Built Environment) came into effect. An ongoing review of how this will impact U of T (and other institutions) is underway through the Council of Ontario Universities and involves U of T representatives from Facilities & Services and Capital Planning.

On January 1, 2014, sections of the Information and Communications and Employment Standards come into effect. As a result, the office continues to prepare and engage with members of the university community to meet expectations of the standards.

## MAKING EQUITY VISIBLE

- The **Anti-Racism & Cultural Diversity Office (ARCDO)** redesigned their website in 2012, making their policies, programs, and resources clearer to the university community.
- The **Accessibility for Ontarians with Disabilities Act (AODA) Office**, in partnership with the Human Resources & Equity Communications team, launched an updated website that improved upon the content and information



available to the U of T community.

- The **Family Care Office** developed an 'International Student Families' section on their website to address a growing segment of U of T families accessing their material.
- In 2012, many Equity Offices began adopting social media to connect with students and employees, with the **Sexual & Gender Diversity Office (SGDO)** leading the way on their active SGDO Facebook page.
- To facilitate conversation between all Equity Offices and partners at U of T, a new Equity email listserv was launched through which the University's equity officers could promote and collaborate on projects, resources, and events that take place throughout the year. The SGDO also launched a new listserv in September 2012, used for weekly email updates about SGDO-specific programming and events.

### Equity Recognition at U of T

- In 2012, U of T was notified that it would be honoured as one of Canada's Top Family-Friendly Employers for 2013 and as one of Canada's Top Diversity Employers for 2013 – the sixth consecutive year it has received this award.
- The University of Toronto and Council of Ontario

Universities (COU) received an award from the Accessibility Directorate of Ontario commending our partnership and work on accessibility.

- Funding was awarded to the University of Toronto through the Ministry of Community and Social Services EnAbling Change Partnership Program for three projects related to AODA and accessibility in a university context. These projects are developed through partnerships with the Ministry of Community and Social Services ([www.mcss.gov.on.ca](http://www.mcss.gov.on.ca)) and the Council of Ontario Universities (COU) ([www.cou.on.ca](http://www.cou.on.ca)), along with our colleagues at York, Guelph and other Ontario Universities.

### TRAINING INITIATIVES

- The **Community Safety Office (CSO)** participated in a development committee tasked with reviewing best practices in relation to threat and risk assessment.



- **LGBTQ & Allies in Science and Engineering (LGBTQase)** and the **Sexual & Gender Diversity Office (SGDO)** provided resources, feedback and training for LGBTQase student leaders to develop and execute anti-homophobia training for all Engineering Frosh Leaders.






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“Your ‘New & Expectant Mothers Group’ really made a big difference to my journey of motherhood. Thank you for sharing and letting me share.”

Graduate student

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- The **Sexual & Gender Diversity Office (SGDO)** co-developed and delivered many training sessions throughout 2012, including: ‘Equity in Action: Don Training on St. George Campus’, in partnership with the **Anti-Racism & Cultural Diversity Office**, the **Sexual Harassment Office**, the **AODA Office** and the **Multi-Faith Centre**; ‘Making Inclusivity Happen’ training at Victoria University in partnership with the **Anti-Racism & Cultural Diversity Office**; ‘Sexual Harassment, Homophobia and Heterosexism’ training for St. George campus police in partnership with the **Sexual Harassment Office**; ‘Equity in Practice’ orientation sessions at the Faculty of Law in partnership with other Equity Offices; and co-developed and delivered a ‘Creating Positive Spaces’ workshop in partnership with the **St. George Positive Space** chair.
- The **AccessAbility Office** at the University of Toronto Scarborough (UTSC) developed and delivered a presentation on ‘Inclusion through Mobile Devices and Apps’ to disability services personnel in universities across Ontario. As a result of this work, in April 2012 an Account Executive at Apple Canada requested to utilize the presentation as a tool to teach other disability services groups about the use of mobile devices and apps for post-secondary students with disabilities.

## SUPPORT, EDUCATION & OUTREACH

Creating opportunities for people to learn and interact with one another around issues of diversity and equity was a key focus in 2012.

- Focusing on transitioning into the University of Toronto Mississauga (UTM) successfully, the **AccessAbility Resource Centre’s** “Leading Towards Inclusion” Peer Mentorship Program, pairs incoming first year students with disabilities with an upper year UTM student as their mentor.
- In 2012, the **Community Safety Office** participated in a new joint initiative between the partners at University of Toronto Scarborough and the Scarborough Women’s Centre (SWC) to create the ‘BUILD. ACT. CHANGE. – Preventing Violence Together (BAC) (UTSC)’ program. This two year project’s primary purpose is “to engage young people to prevent violence against women (VAW)”.
- The **Multi-Faith Centre** significantly expanded its program of inter-faith cooperation through community service as result of its ‘Religious Diversity Youth Leadership Project’ with a grant of \$500,000 funded by Citizenship and Immigration Canada. 20 programs a month were facilitated by the Multi-Faith Centre



“I really appreciate you and your teams coming to UC to help increase the success (sUCcess!) of our ancillaries staff.”

Donald C. Ainslie, Principal, University College

“(I) loved that I was able to (participate) without having to leave my office.”

Participant, Health & Well-being Programs & Services webinar.

across the St. George campus; 5 programs a month were facilitated in partnership with other Student Life units and / or community partners across campus; and 200 events were hosted per month at the Multi-Faith Centre.

- The **‘Women’s Wellness Program for Residents of Student Family Housing’** was developed in cooperation with the **Community Safety Office** and **Student Family Housing**. This four-week program for women included yoga, creative communication, reflective writing, and supportive discussion. The program was offered twice in 2012 and will be offered again in 2013.
- The **Health and Well-being Programs and Services Office** introduced a new webinar series on accommodation, return to work and mental health in the workplace. The three webinars attracted over 300 managers from across the university. The feedback was very positive and managers suggested a number of topics that they would like to see covered in the future. This has resulted in the development of a monthly series.

## ISSUE RESOLUTION

Ensuring that people’s voices and concerns are heard and

addressed is an integral part of the responsibilities of the Equity Offices at U of T.

For example, in 2012 the **Sexual Harassment Office** handled 18 formal complaints and provided advice and information in 83 informal complaints under the Sexual Harassment Policy. Six of the formal complaints were withdrawn; the rest were resolved in mediation. The Office provided information and referrals in 67 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](http://www.utoronto.ca/sho/reports.html).

## ! Did you know?

1,426 volunteer student notetakers provided 23,720 sets of lecture notes for students registered with Accessibility Services, St. George campus.

# RECRUITMENT

## *Proactively responding to the changing recruitment needs of the University*

The average number of applications received for each job posting continues to grow. (see chart: U of T Recruitment Summary). From October 31, 2011 through September 30, 2012, U of T received 71,445 applications for 747 positions posted.

### **THE LAUNCH OF THE STRATEGIC RECRUITMENT CENTRE MODEL**

In August 2010, an external review of our HR service delivery model (conducted by Deloitte), highlighted the need for U of T to develop a more strategic and integrated staff recruitment focus.

In an environment where the HR function is decentralized across the University's various divisions, it was felt that a central point of contact would help improve our recruitment practice.

In November 2012, a model for a Strategic Recruitment Centre was developed and rolled out to HR. Concurrently, Anar Amlani started work as the Manager, Strategic Recruitment and Temporary Staffing Services.

The goal of the Strategic Recruitment Centre is to:

- Develop recruitment strategies;
- Identify and share best practices;
- Consult on “hard-to-fill” positions;
- Establish and lead a recruitment network for divisional HR offices;
- Develop and monitor recruitment metrics; and,
- Evaluate and recommend the role and use of technology.

The new Recruitment Network will bring together recruitment specialists from each of the 12 Divisional HR Offices to share



“ ... I think LinkedIn is one of the best places to post a job—especially with the opportunity to access such a large passive candidate pool. Having help from the strategic recruiting team with the posting of the job and the sourcing of applicants is also very helpful for us. Additionally, the increased number of profile matches available using the LinkedIn Recruiter is beneficial.”

HR Generalist, University of Toronto

## STRATEGIC RECRUITMENT CENTRE



### RESOURCES:

- Taleo
- LinkedIn
- Strategic Communications

### DIVISIONAL RECRUITMENT SPECIALIST:

- Divisional practice lead
- Front-line recruiter
- Share best practices
- Contributes new ideas
- Promotes best practices within own unit

### STRATEGIC RECRUITMENT CENTRE:

- Develop recruitment strategies
- Identify and share best practices
- Consult on “hard-to-fill” positions
- Lead recruitment network for divisional HR offices
- Develop and monitor recruitment metrics
- Evaluate and recommend role and use of technology

best practices, contribute new ideas and resources. The network will also build upon the U of T presence on LinkedIn and guide the ongoing development and use of resources such as Taleo.

### ASSESSING THE NEED

Across the University, HR’s clients were increasingly seeking candidates for hard-to-fill positions that often demanded a very specialized skillset. Using traditional sources to find applicants (job posting boards, newspaper advertisements etc.) was no longer as successful as it had once been in locating the most qualified candidates.

The University needed a new way to engage those potential candidates who matched the skillset, but were not actively looking for work (referred to as “passive candidates”).

Recognizing this changing landscape, a working group was formed to investigate alternative methods for responding to these needs. The group was comprised of representatives from across the HR Offices and the University’s Strategic Communications and Marketing team.



After several months of review, the working group agreed upon a one-year pilot, sought and received



“ ..I posted a difficult-to-hire short assignment for a Web Developer and Designer on LinkedIn, received the resumes and placed the UTemp employee today! Our new client is delighted and I am happy.”

Recruiter, UTemp, University of Toronto

senior management approval, and purchased a more active presence with LinkedIn.

A small team, led by representatives from Human Resources, was formed to manage the LinkedIn presence. This work requires the daily sourcing and posting of content to engage users, the development of processes and guidelines to manage how postings are profiled on the site, and seeking out passive candidates through the LinkedIn Recruiter module.

The site was officially launched in November 2012 and within two months had increased the number of ‘followers’ by 3,000. Within a couple of months, U of T’s presence ranked high amongst our peers and the number of users connecting and engaging with the site continues to increase.

**LOOKING AHEAD**

At the end of the pilot year, the team will assess the value of the purchase in terms of the following primary objectives:

- Improvement in the quality of candidates;
- Reduction in the time to recruit; and,
- Reduction in U of T’s recruitment costs.

U of T recruiters now have access to over 200 million LinkedIn users (7 million in Canada); can search on the required skillsets they are looking for, and send emails to specific individuals asking if they might be interested in applying for that position.

“ I found LinkedIn to be an excellent source of high-calibre candidates. Furthermore, the process of recruiting and selecting candidates through LinkedIn, with the expert advice and support of the HR team, proved to be effective, efficient and fast. All of the short-listed candidates were highly-engaged and had the necessary qualifications and skills to fill the position. It was difficult to choose the best among such a strong group.”

Hiring Manager

# COMMUNICATIONS

## *Continuing* to improve our communications both within and outside of the Division

In 2012, Human Resources & Equity undertook several large projects to improve how the Division's initiatives are communicated both inside and outside the Division.

### A NEW WEBSITE FOR HR & EQUITY

The Human Resources & Equity website has been the vehicle for sharing news and information with current employees on benefits and pay, awards and recognition, internal job postings, training, career development and related events and initiatives. As a public site, it is also a hub for recruitment activities of the University (job postings and application support as well as orientation information for prospective employees).

On January 31, 2012, Human Resources & Equity launched its

redesigned site for current and prospective employees. Last overhauled in 2006, the Human Resources & Equity site was in great need of an update to meet the information and communication needs of all U of T employees. In the months prior to the launch, a project team dedicated itself to improving both the content and usability of the site.

In addition to improving the accessibility, information design and aesthetics, several new features were added to make the site easier and more intuitive to use:

- Easier-to-find job postings;
- Compatibility with mobile devices; and,
- A searchable directory for Human Resources & Equity-related contacts.





Throughout 2012, the HR & Equity Communications team continued to streamline, update, and improve the content offerings on the new website, a goal which will continue into 2013.

## RE-IMAGINING EQUITY WEBSITES

In 2012, a working group was formed to begin work on creating a new Equity website that would provide staff, faculty and students with information about the various equity resources and offerings at U of T. While a long-term solution is being developed, the HR & Equity Communications team launched an interim solution to providing our



community with access to the equity resources. This resource can be found at <http://uoft.me/equity>.

Also in 2012, both the Health & Well-being Programs & Services (HWB) and the Accessibility for Ontarians with Disabilities (AODA) Offices, launched new websites. The new content management system provides the teams with freedom to post events, resources, and provide the most up-to-date information for employees.

## COMMUNICATING INTERNALLY – LISTSERVS

In direct response to suggestions and comments from HR colleagues across U of T, in 2012 the communications team focused its efforts on improving the communications infrastructure within the Human Resources & Equity Division as well as outside the division for the HR Divisional Offices and Equity contacts.

The available email listservs were reviewed, resulting in the decommissioning of some and the creation of new listservs to address the current old or underutilized listservs. The new listservs are expected to:

- Increase inclusivity of the Division’s communications;
- Ensure greater consistency in message delivery;
- Engage the division’s employees;
- Improve sharing of information across the Division of Human Resources & Equity; and,
- Allow for more timely dissemination of information.

Between December 2011 and December 2012:

Visits to the HR & Equity website increased by

**167%**

Overall, mobile visitors to the site increased by

**490%**

An average of

**32**

users per minute accessed the site.



## HR & EQUITY 2.0: LAUNCH OF U OF T'S LINKEDIN SITE

Not only did Human Resources & Equity use the new LinkedIn site for recruitment activities, but the Division adopted its 'status update' feature to promote U of T news, features and profile U of T faculty, staff, alumni and students.

## HOW ARE USERS ACCESSING HRANDEQUITY.UTORONTO.CA?

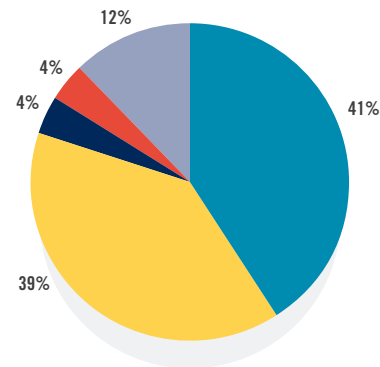
Between December 2011 and December 2012, visits to [www.hrandequity.utoronto.ca](http://www.hrandequity.utoronto.ca) increased by 167%.

The top browsers used to access the site were as follows:

Internet Explorer	73.55%
Firefox	189.41%
Chrome	411.65%
Safari	436.53%
Android browser	458.21%

## 2012 MOBILE STATS

66,849 mobile devices accessed [www.hrandequity.utoronto.ca](http://www.hrandequity.utoronto.ca) in 2012.



Overall, mobile visitors to the site increased by 490% over the course of 2012. Specifically the devices used were:


Apple iPad	41%
Apple iPhone	39%
BlackBerry	4%
Android	4%
Other	12%



# CLIENT SERVICE

## *Reviewing and improving our client service delivery models*

### ON 'T.O.P.' OF CLIENT SERVICE IMPROVEMENTS

 In August 2010, Deloitte completed a review of the HR and Payroll Service Delivery model at the University of Toronto. The report identified significant opportunities for improving customer service, efficiency and effectiveness through the use of technology. Building on these recommendations, HR embarked on the HR Technology Optimization Plan, or 'HR T.O.P.'.

The overall goal of HR T.O.P. is to optimize key HR processes and use technology to provide better services for all employees. Specifically, this includes:

- Improving the accuracy of information entered into the Human Resource Information System (HRIS);
  - Addressing integrity of data already in HRIS;
  - Optimizing technology for HR processes and integration with other systems; and,
  - Improving HR customer service.
- The methodology to organize and sequence these projects is based on a three-phase plan:
- **Phase I** These projects focus on strengthening technology and processes, ultimately creating the foundation to allow for more technical automation of services and future enhancements.
  - **Phase II** These projects will focus on the implementation of foundational technologies to streamline tasks and increase efficiency and customer service.
  - **Phase III** will see the introduction of new data verification tools and governance protocols to ensure what has been built during these projects is sustained for the long term.



## ! *Did you know?*

For five days at the end of June 2012, representatives from all campuses came together in a meeting room filled with flow charts and post-it notes. Their objective: to better understand -- and ultimately improve -- the onboarding experience for new employees.

In 2012, the following projects were underway:

### **Employee Self-Service (ESS)**

- Employee Self-Service was updated with new self-help tools (including online tutorials and help form); and, it was made available to bi-weekly paid staff.

### **HR Information System (HRIS) Input Model**

- Planning began on the redesign of the HRIS access request form to allow for a simpler, online method of requesting HRIS access.
- Working with various departments, the team streamlined how Status Only and Clinical faculty records are entered in HRIS. This initiative resulted in an 80% reduction in casual staff errors and a 20% reduction in appointed staff errors reported for these groups.
- In collaboration with the Provost's Office, an initiative was launched to streamline and clean up Academic Stipend and Rank and Tenure information in HRIS.

### **Off-Cycle Pay Cheque Process**

- A new online form for requesting off-cycle cheques was introduced. As a result of this project, departmental administrators can now submit and check the status online.

### **Onboarding**

When a new employee starts at U of T, what is their experience?

For five days at the end of June 2012, representatives from all campuses came together in a meeting room filled with flow charts and post-it notes. Their objective: to better understand the new employee experience.

With a facilitator on-hand, the team set out to review current practices and identify the issues that arise when bringing a new employee on-board (a process also referred to as 'onboarding').

In general, the group discovered the onboarding experience is not an easy or smooth process for new employees. The team quickly dubbed this experience, 'The U of T Shuffle'.

Out of this exercise, the recommendations were to:

- Make the process more welcoming and engaging;
- Minimize the overwhelming amount of information provided to new hires;
- Allow for transactional HRIS entries to be done prior to new hires first day;
- Minimize the amount of turnaround time it takes an employee to complete provisioning activities; and,
- Employ technology as much as possible to make the process more efficient.

The recommendations have been prioritized and the resulting projects will kick-off in 2013.



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## FROM A 'SHUFFLE' TO A 'WALTZ'

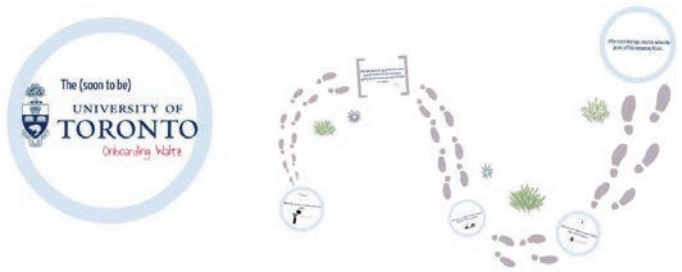
### 'THE U OF T SHUFFLE'



The process review team dubbed the existing onboarding experience as 'The U of T Shuffle'.

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### THE 'U OF T WALTZ'



To stay with the dance analogy, the team wanted to transform the awkward first dance into a positive, efficient and smooth process – like a professionally-executed waltz. The team dubbed this vision as the 'U of T Waltz'.

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“ I believe one of the reasons U of T has consistently been honoured as a Top Employer is because of its commitment to looking at how things can be done differently and better, together. Through collaborative methods such as brainstorming and process maps, we identified several opportunities (for improvement). It was a great experience to witness the process of 10 strangers coming together and leveraging our collective wisdom to generate these ideas.”

**New U of T Employee and Participant, Process Review Team**

# RECOGNITION

## *Promoting a culture of recognition across the University*

In 2012, key internal awards and recognition programs included:

### **CHANCELLOR'S AWARD**

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, the **Chancellor's Award** is presented at the Awards of Excellence ceremony held each spring.

Financially-sponsored by the University of Toronto Alumni Association, the awards are administered by the Division of Human Resources & Equity. There were 24 nominations submitted for the Emerging Leader category and the Influential Leader category. Based on the strength of nominations in both categories, two recipients were selected for each of the categories in 2012.

The honourees were:

### **Chancellor's Award (Emerging Leader)**

- Cheryl Champagne, Assault Counsellor / Educator, Health & Wellness, Student Life Programs & Services; and,
- Heather Drouillard, Business Manager, Division of Teaching Laboratories, Faculty of Medicine.

This award recognizes staff members who demonstrate significant potential to assume more senior leadership in the organization.

### **Chancellor's Award (Influential Leader)**

- Cathy Eberts, Director, Solutions Development, Enterprise Applications & Solutions Integration; and,
- Paul Fraumeni, Director, Strategic Communications, Office of the Vice-President, Research.

This honour recognizes a staff member who has continually demonstrated innovative leadership to achieve outstanding contributions to the University by motivating and empowering others.



**Recipients of the 2012  
Chancellor's Award**

From left to right: Paul Fraumeni, Cheryl Champagne, Heather Drouillard, Cathy Eberts with Angela Hildyard, Vice-President, Human Resources & Equity.

**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 save 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.

**2012 recipients were:**

- Professor Doris Bergen, Department of History; and,
- Dr. Joan Simalchik, Department of Historical Studies, Women and Gender Studies Program, University of Toronto Mississauga

**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



**Recipients of the Ludwik and Estelle  
Jus Memorial Human Rights Prize**

Professor Doris Bergen and Dr. Joan Simalchik



advance the University's strategic objectives and provide an opportunity to share these best practices across the University.

In 2012, 109 administrative staff members from 18 divisions across U of T were recognized for such initiatives as: the 'Stream Team' Livestream webcasts to prospective students; St. George Meal Plan; Skate and Innovate: Fostering Engagement and Active Living; Online Petition Administration System; Online United Way; Clinical Placement Partnerships – Evaluation Feedback Optimization; Convocation Communications. Recipients' profiles can be found at [uoft.me/etia](http://uoft.me/etia).

On October 3rd, recipients of the Excellence Through Innovation Award were honoured at an afternoon reception at President Naylor's home.

### LONG-SERVICE RECOGNITION PROGRAM

On May 8th, U of T's long-service award recipients were recognized. Among them:

- 181 employees reached 25 years of service;
- 86 employees reached 35 years of service; and,
- 46 employees reached, or exceeded, 40 years of service.

### RETIREMENT RECEPTION

On June 26th, the University bid farewell to 181 retiring employees. Combined, these employees dedicated 5,355 years of service to the University.

### NEW RECOGNITION SITE / PAGE

To provide a central hub where employees can see what awards are available, their deadlines and eligibility criteria, a new 'Awards & Recognition' section was built on the Human Resources & Equity website, [uoft.me/recognition](http://uoft.me/recognition). This page is constantly being updated to also include divisional and departmental awards.

### *Did you know?*

The 2012 long-service award recipients dedicated almost 9,375 years of service to the University of Toronto.

# LEADERSHIP DEVELOPMENT

## *Focusing on leadership and succession planning*

### TRAINING & DEVELOPMENT

#### **Skills Café at Rotman**

The Rotman team continued to provide an in-house training and development program for administrative staff called Skills Café. Within this framework, Rotman faculty have modified the teaching provided to our MBAs and have provided training on a variety of topics for staff.

The Rotman Human Resources' team also hosted **HR Lunch & Learn** sessions delivered by non-Rotman faculty. In March 2012, one such event was 'Maximizing your Professional Brand: Dressing for Success'.

#### **Business Manager Leadership Program (BMLP)**

In 2012, planning got underway for a new succession development program aimed at preparing mid-level Business Officers (those in the Professional & Managerial 3-5 group). An Advisory Committee was struck early in

March and the new Business Management Leadership program (BMLP) was launched in July 2012 with 12 participants.

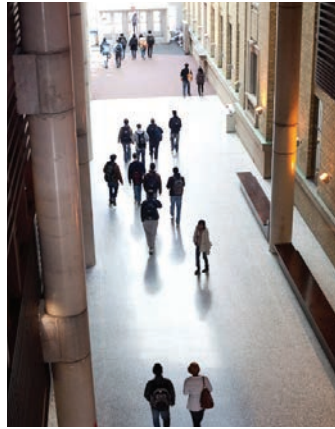
These participants were selected after an intensive application and interview process. Those who applied, and then were selected, represent a variety of divisions and campuses.

Participants have been through a 360-degree feedback process, have received coaching and are in the process of defining their goals. They are also receiving training in some of the soft skills related to leadership, as well as more content specific training in the areas of human resource management, financial management, space management, research services, and information technology.

The program will run through 2013 and an evaluation will be conducted at the end of the program. Participants will receive mentoring from some of the previous staff who participated

## Did you know?

In 2012, there were 18 mentoring program partnerships, for a total of 36 mentees and 36 mentors.



in our Human Resources and Chief Administrative Officer (CAO) Succession Development programs, creating an excellent opportunity for these more senior individuals to enhance their skills and share their expertise.

### Rose Patten Mentorship Program

Named in honour of the past Chair of U of T's Governing Council and sponsored by the Vice-President of Human Resources & Equity, **The Rose Patten Leadership Program** includes two mentoring programs each year. Participants, selected through a rigorous application process, are partnered with a more senior staff leader to broaden their skills, university experience and contacts. Mentees initiate goals and plan the topics for their individual meetings with their partners every few weeks. The partners are assisted from time-to-time by a coach. In addition, there are 4-5 group sessions that offer training and networking opportunities.

In 2012, there were 18 partnerships, for a total of 36 mentees and 36 mentors.

### Career Success Series

Through a three-part series, the Organizational Development & Learning Centre (ODLC) provided opportunities for employees to build their career success on a solid foundation of current information, strong connections, and a powerful career presence.

The specific sessions were:

**1. Using the Social Media Advantage in Your Career** where presenters shared specific examples and tips / advice on:

- How to build and maintain your network;

- How to create greater visibility and profile in your career; and,
- How to strategically exchange information to boost your career.

### 2. Create and Enhance Your Career Presence: Become Aware of Your Personal Brand.

This highly-interactive workshop examined the importance and impact of 'personal branding' and what you can do to leave a positive and lasting impression whether in a meeting, at a conference, an interview or participating in a committee.

### 3. The NEW career groupings: How it can help you plan your career at U of T.

This session provided staff with an opportunity to learn more about U of T's job classification system, and how staff can use this information to proactively map out their own career and skill development.

### Career Connections Fair

The second annual Career Connections Fair for staff was held on May 24. Staff had an opportunity to meet with individuals from across the University in fields such as Information Technology, Research & Teaching Support, Human Resources & Equity, Advancement and Business Administration.

Attendees were encouraged to come prepared to ask questions regarding the skills, experience, education and personal qualities you need to either change your career, or progress within their own area at the University. Human Resources Generalists were also available to answer questions about the hiring process.



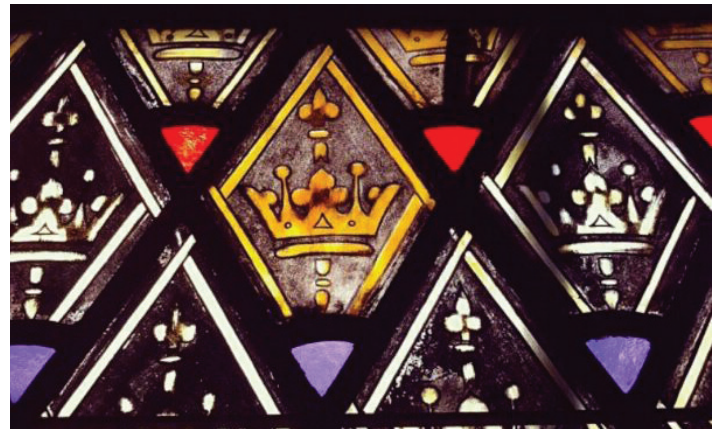
# WORK / LIFE BALANCE

## *A great place to work, learn and thrive*

### COMMITTED TO SUPPORTING FACULTY & STAFF

At U of T, ensuring our employees are equipped to strike the right balance between work and life is essential. To support this, every year the Organizational Learning & Development Centre (ODLC) organizes a variety of work / life workshops, webinars, events, and seminars. Some of the highlights of 2012 include:

- **Celebrate It.** Held throughout October during Canada's Healthy Workplace Month, over 18 different sessions were offered across all three campuses, which focused on everything from mindfulness to nutritional advice and chair massages. Over 160 staff attended these sessions.
- A three-part workshop series with our Poet in Community, Ronna Bloom, entitled **Life is So Short, We Should All Move More Slowly**, focussed on work/life balance.
- The very popular **UnDiscovered Campus Series** returned in 2012, and highlighted some of the more unusual spaces and places at the University, including the Steam Plant; the Thomas Fisher Rare Book Library; the Soldiers' Tower; and, a stained glass tour of the campus.
- Organized with the Work-Life Advisory Committee, the **Benefits of Working at U of T Fair** was held, where internal departments (including Pensions, Benefits, School of Continuing Studies, and Food & Beverage Services) and external service providers (including Greenshield, Workperks, Bell Mobility, and Dell) were invited to highlight what U of T has to offer to its employees. More than 350 staff members attended this event.
- The Organizational Development & Learning Centre (ODLC) hosted a **Boost your Refund! 2011 Tax Preparation Strategies** webinar to help employees learn how to describe their personal circumstances – such as planning for retirement, raising or educating children, donating to charity, and paying for unreimbursed medical treatments – to the Canada



Revenue Agency (CRA) and reclaim withheld taxes.

- In 2012, the Organizational Development & Learning Centre (ODLC) saw a significant increase in **Individual Career Counselling** with an over 20% increase in visits between 2011 and 2012. A total of 290 staff accessed the individual career services, with 793 total counselling sessions occurring.

## COMMITTED TO FAMILY CARE

U of T is committed to supporting students, faculty, staff and post-doctoral fellows with family responsibilities by assisting in removing barriers to their academic and work success. The **Family Care Office (FCO)** provides information, guidance, referrals, and advocacy for all U of T community members.

During 2012, the Family Care Office delivered workshops, programs, and support groups for our community. Some of the highlights include:

- The **Pink is for Girls and Blue is for Boys? Panel Discussion on Gender Neutral Parenting** workshop provided a space for a conversation on gender socialization and gender neutral parenting.
- **Let's Talk about Fertility** offered a panel discussion with three U of T staff members who shared their experiences trying to conceive and have a baby.

- A new **Parenting Toddlers Discussion Group** was started in the fall of 2012, where various aspects of toddler parenting including nutrition, sleep, language development, behaviour and discipline were discussed.
- The Family Care Office also coordinates the **Faculty Relocation Service (FRS)**, a program which helps newly-appointed faculty and their families to relocate and transition smoothly into life within the University of Toronto communities. In 2012, the Office met with 123 prospective and newly-appointed faculty members.
- The successful relocation and employment of a spouse / partner is a critical issue for many candidates for faculty positions. The Organizational Development & Learning Centre oversees the **Dual Career Connection (DCC)** program, which provides employment coaching and resources to assist dual career spouses / partners in their search for non-academic employment in the Greater Toronto area. In 2012, DCC assisted 23 individuals.

## TRAINING & DEVELOPMENT

Departments and Offices throughout the Division of Human Resources & Equity dedicated time in 2012 to training in new software, and enhancing and developing the skills that help support the University of Toronto. Some training highlights include:

- Staff in Compensation & HRIS Process Optimization



attended a variety of conferences and training sessions this year, including the **SAP Conference – Reporting and Analytics 2012**, the **World at Work Canadian Conference – 2012 Canadian Total Rewards**, and the **Association of Ontario University Human Resource Professionals (AOUHRP) Conference**.

- In November and December 2012, ‘Privacy Basics’ training seminars were provided to all staff in the Division of HR & Equity along with the Divisional Offices. This training included information on professional recordkeeping, disclosure and use of personal information, and security of personal information.
- Participation in the Organizational Learning & Development (ODLC) **learning programs** has increased from 2011 to 2012 by 9%. In 2012, 5054 participants attended 244 learning programs, including:
  - Live a Life that Plays to your Strengths;
  - Effective Letters, Emails and Memos; and,
  - Building Better Work Relationships

## “EXTRA-CURRICULARS”

Individuals at the University of Toronto are involved with a wide variety of interesting activities and initiatives outside of work hours.

To promote these activities and stories, and to foster sense of community with their colleagues, a new feature

for the employee newsletter, ‘the Bulletin’ was launched in 2012. Entitled ‘**Off the Clock**’, this ongoing series of short Q & A’s with U of T employees focuses on their lives outside of work. ‘Off the Clock’ was conceived as a way to foster employee engagement, networking, and visibility across U of T’s three campuses.

This weekly feature was well-received by faculty & staff, and will be continued throughout 2013.

One of the many benefits of working at the University of Toronto is access to **educational assistance programs**. Employees at U of T are financially supported and encouraged to enhance their education by applying to a degree program, continuing education program / certificate, or taking courses that interest them. Tuition waivers are available to employees and their families.

- In the 2012-2013 academic year, 285 staff took advantage of the U of T Tuition Waiver, through part-time enrolment in more than 60 degree and non-degree credit programs at U of T, with a total value of \$568,000.

## COMMUNITY RELATIONS & OUTREACH

### ASKme

From September 4 to 14, faculty and staff participated in the **ASKme program** on St. George campus. Individuals wore buttons or badges to make themselves visible as a guide for those new to campus.



## *CIBC Run for the Cure*

The Human Resources & Equity team (which included friends and family members), joined thousands of walkers and runners, and succeeded in raising \$10,927 for breast cancer research.

“Personal interaction is one way we can help make students feel at home on campus,” said Christina Sass-Kortsak, Assistant Vice-President, Human Resources. “By wearing an ASKme button, you send a signal to new students that U of T is a warm, welcoming place.”

### **CIBC Run for the Cure**

The ‘Road Trotters’ the Human Resources & Equity team (which included friends and family members), joined thousands of walkers and runners, and succeeded in raising \$10,927 for breast cancer research as part of the CIBC Run for the Cure. This exceeded the previous year’s result by more than \$4,000, and made a strong contribution to U of T’s overall fundraising efforts.

### **United Way**

In 2012, U of T once again showed its commitment to the communities in which it works by giving back to the **United Way Campaign**.

Participation rates with faculty, staff and retirees were on par with the previous year’s campaign, and altogether this group raised over \$710,000 during the University’s three-month campaign.

The big success story from this year was found in the results from University of Toronto Mississauga (UTM). Combining

generous individual contributions by staff, students & faculty with fantastic events both on-and-off campus, an impressive \$70,180 was raised towards the United Way Peel Region campaign.



### **National Day of Remembrance and Action on Violence Against Women**

On December 6, the Division of Human Resources & Equity and university partners hosted events commemorating the Montreal Massacre including a ‘Working

for Change Lunch’ at St. George; formal remarks and a exhibition at UTSC’s The Meeting Place, while at UTM a Montreal Massacre Memorial was held in the Presentation Room of the Student Centre.

For more information about Human Resources & Equity at U of T, please visit [www.hrandequity.utoronto.ca](http://www.hrandequity.utoronto.ca).

For comments, questions or suggestions regarding this report, please contact [hrandequity@utoronto.ca](mailto:hrandequity@utoronto.ca).



## HUMAN RESOURCES & EQUITY

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