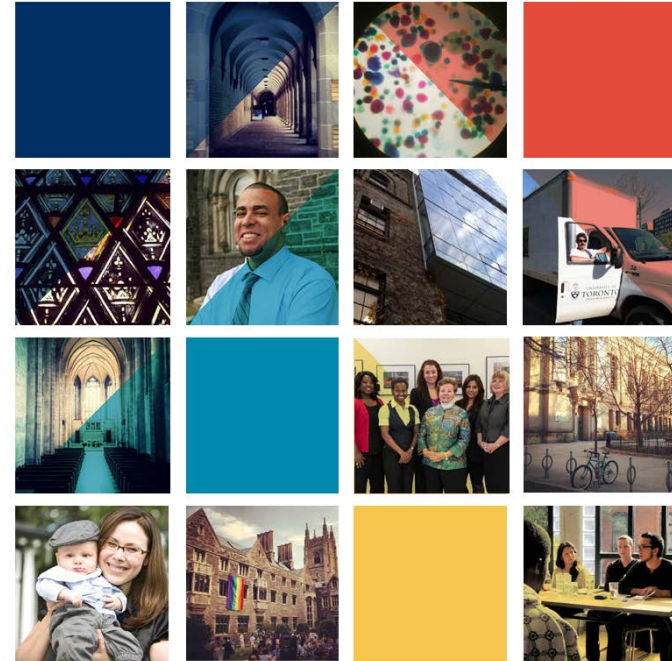


Presentation to Business Board May 6, 2013

Angela Hildyard
Vice-President,
Human Resources & Equity



Human Resources & Equity
ANNUAL REPORT 2012

Human Resources & Equity

Key Themes

- **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**
- **Improving client service**

Human Resources & Equity Priorities

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.
6. Focus on **leadership management** with a particular emphasis on strengthening the management skills for all managers.

Staffing Numbers

Employee Group	# of Employees (2012)
- Faculty & Librarians	3192
- Staff	6153
- Casual Staff	3386
- Sessional Lecturers	1252
- TA's	4487

Salary & Benefits Budget (2012 - 2013) (\$M's)

Salaries 1015.9

Benefits:

- Legislative	64.0
- Pension*	173.1
- Other Benefits	65.3

* Includes \$77.2 M pension Special Payments

Equity

- Equity & Diversity are broadly defined
- Raising Awareness
 - Workshops, Conferences
- Advocacy



Equity

- Support
 - Individuals & groups; Mediation
- Promoting dialogue and engagement
 - Pride at Toronto; Race, Racism, Anti-Racism



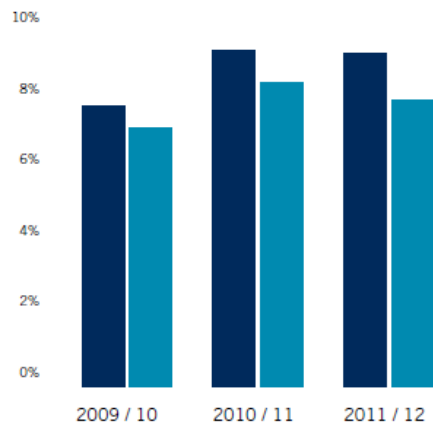
Health, Safety & Wellbeing

Return to work from LTD

47 faculty and staff members successfully returned to work

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
StatsCan Non-Union	6.1	7.3	7.5
U of T USW	6.7	8.3	8.0
U of T Other Union	11.0	12.3	11.4
StatsCan Union	11.3	12.9	13.2
U of T All Administrative Staff	7.3	8.6	8.1
StatsCan Education Services Sector	7.9	9.5	9.4

*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.

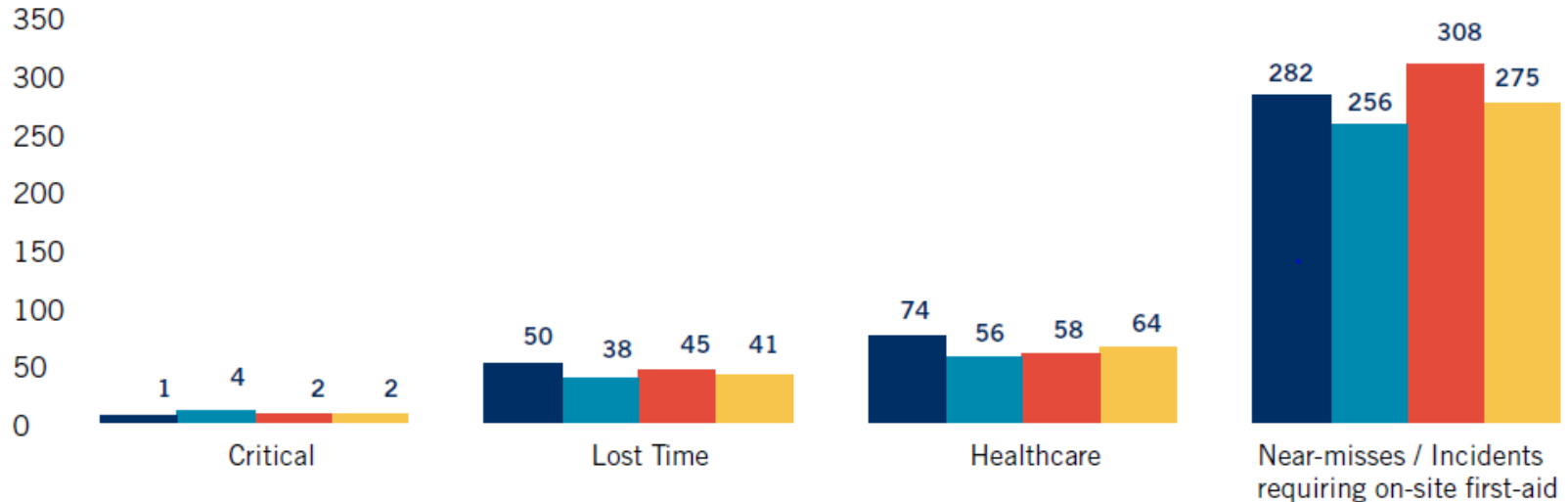
Health, Safety & Wellbeing

Workplace Incidents

Year-Over-Year Workplace Incident Comparison

2009 2010 2011 2012

of Incidents



Health, Safety & Wellbeing

Specialized Professional Development and Training

Radiation related	600 individuals
Biosafety	940 individuals
Chemicals	200 individuals
Return to Work	300 managers

“ 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.”

Labour Relations

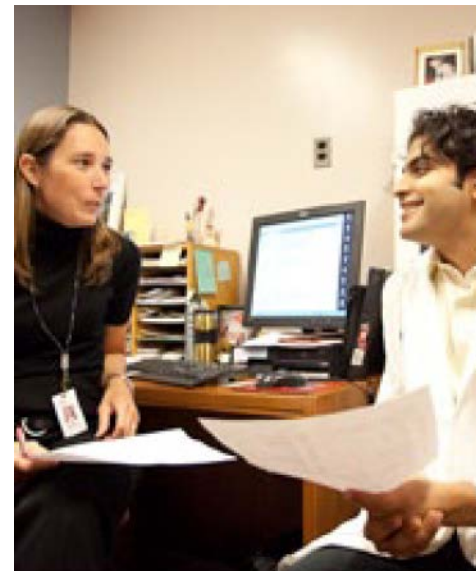
Collective Bargaining

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:

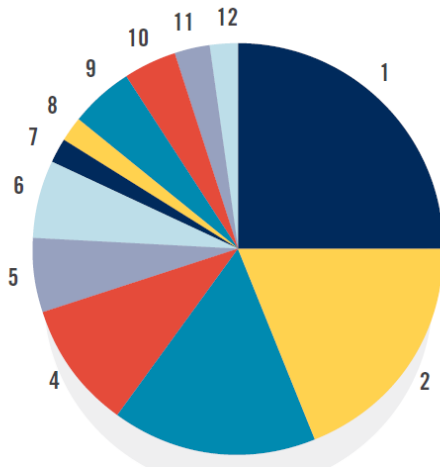
- Unite HERE
- Carpenters' Local 27
- OPSEU Local 519



Labour Relations

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

2012 Grievances by Type



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

Recruitment

Proactively responding to changing recruitment needs:

- Structure: Launch of the **Strategic Recruitment Centre Model**
- Broadening our reach: Sourcing and engaging candidates through **LinkedIn.**

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



Recruitment

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

	Oct 1, 2011 - Sep 30, 2012	
# Postings	747	
# Applicants	71,445	
Avg Applicants Per Posting	96	
# Postings Filled	743	
Filled By Internal ¹	445	60%
Filled by External ²	298	40%
Avg Time to Fill (days) ³	65	
Median Time to Fill (days) ³	57	

Communications

New Human Resources & Equity website

www.hrandequity.utoronto.ca

Visits increased by 167% (Dec 2011-2012)

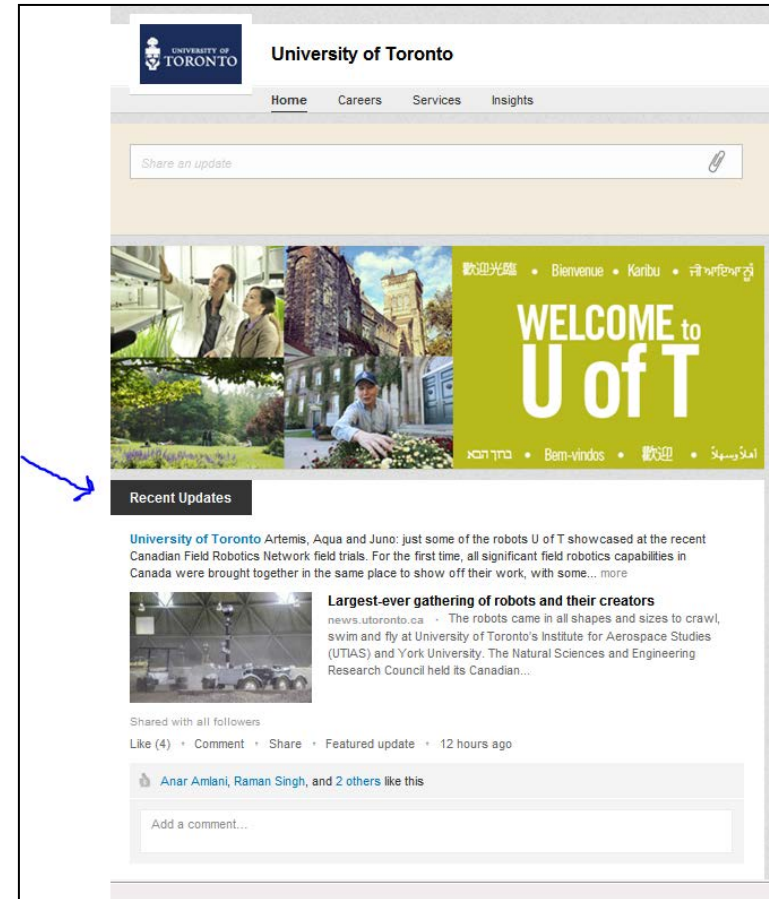
HR & Equity website: Homepage

BEFORE

AFTER

Communications

- **U of T's Official Company Page on LinkedIn** – engaging our community in new ways through Status Updates.
- **New email listservs** for Division and HR Divisional Offices.



Leadership Development

Focusing on leadership
and succession planning

- Mentoring
- Succession planning
- Career Development



Improving Client Service

- ‘HR Technology Optimization Plan’ (HR TOP)
 - Enhancing Employee Self-Service (ESS)
 - Improving accuracy of HR data
 - Streamlining workflow processes



Improving Client Service

Streamlining the employee onboarding process

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'.



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'.

Employment Equity Report 2012



UNIVERSITY OF
TORONTO

Employment Equity

- Return rate of survey continued to increase (92%).
- Many departments and divisions continue to undertake activities that contribute to the creation of a welcoming, inclusive and diverse university community for our employees.

Areas we continue to monitor:

- Faculty tenure stream; Non-union employees
 - Aboriginal community members
 - Persons with disabilities
- Officer and academic administrators level
 - Women, aboriginals, and persons with disabilities
- Unionized employees
 - Varies by specific occupation

Employment Equity in Action

Training

- Accessibility awareness and training for employment practices
- Workshops on respectful and safe environment
- 'Queer and Trans Family Planning' workshops
- Webinars on Accommodation, Return to Work and Mental Health

Celebrations and Networking

- Q-UTE employee resource group for LGBTQ employees
- First Nations House 20th anniversary celebration events
- U of T campaign for International Day for the Elimination of Racial Discrimination (IDERD)

Employment Equity in Action

Partnerships

- Toronto Region Immigrant Employment Council
- Council of Ontario Universities, University of Guelph and York University to develop AODA resource kit
- First Nations House and Aboriginal Program Committee
- Joint Employment Equity committees with union groups

For more information:

For information and copies of the Human Resources & Equity and the Employment Equity reports, please visit:

www.hrandequity.utoronto.ca

Questions?

hrandequity@utoronto.ca

And, don't forget to 'follow us'



Thank you.



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.