



FOR RECOMMENDATION

CONFIDENTIAL

CLOSED SESSION

TO: Business Board

SPONSOR: Professor Angela Hildyard, Division of Human Resources & Equity
CONTACT INFO: 416.978.4865, angela.hildyard@utoronto.ca

PRESENTER: As noted above.
CONTACT INFO:

DATE: March 24 for March 31, 2014

AGENDA ITEM: 1

ITEM IDENTIFICATION:

Human Resources & Equity Annual Report, 2013

JURISDICTIONAL INFORMATION:

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

GOVERNANCE PATH:

- 1. Business Board (March 31, 2014)**

PREVIOUS ACTION TAKEN:

This is an annual report.

HIGHLIGHTS:

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

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

This report provides an overview of 2013 initiatives and showcases the efforts of our Division in:

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

FINANCIAL IMPLICATIONS:

None.

RECOMMENDATION:

This report is for information.

DOCUMENTATION PROVIDED:

Division of Human Resource & Equity Annual Report

A Message from the Vice-President



I am pleased to present the 2013 Annual Report for Human Resources & Equity at the University of Toronto. 2013 was a year of unprecedented change for the Division of Human Resources & Equity. Our Division restructured its operations in order to better serve and support the University community. The restructuring has allowed us to focus on our work priorities while continuing to improve client service, and further our ongoing efforts to meet the standards of an employer of choice.

In the spirit of change and continual improvement, this year marks the first instance of the Human Resources & Equity Annual Report being published entirely online. We have also provided a print-friendly and accessible PDF for those in our community who prefer this format.

This report will provide you with a review of our activities in 2013, an overview of our operating structure, and will highlight the contributions of my colleagues in the HR & Equity portfolio to ongoing and new projects across the University.

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

A handwritten signature in black ink that reads "Angela Hildyard".

Angela Hildyard
Vice-President, Human Resources & Equity



About Us

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.



With its divisional partners (13 human resources offices as well as individuals and teams with equity responsibilities), the portfolio supports the University's staff, faculty and librarians.

Together they work 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.

The team works hard to ensure that the University of Toronto is an employer of choice for top talent and that it is a stimulating, supportive and engaging place in which to work and have a career.

In 2013, a number of changes were undertaken to ensure the organizational structure of the Human Resources & Equity portfolio was keeping up to date with the changing needs of the University. In the spring we took this opportunity to:

- Review the Human Resources & Equity portfolio; and,
- Ensure that it is structured in a way that optimally addresses the needs of our clients and the organization.

As a result of this review process, changes were made in the portfolio's Central Operations, as well as the Divisional Human Resources Offices.

To view organizational charts that reflect the Division of HR & Equity operating structure and functional areas, please see our Organizational Structure page on the HR & Equity Website.

About Us

Pursuing a shared services model in our Central Operations

This reorganization allowed us to pursue a shared services model in several areas. Along these lines, we 'grouped' teams where service delivery would benefit from greater alignment.

Effective July 1, 2013 the teams reporting to the Vice-President, Human Resources & Equity are as follows:

CAHRS & Integrated HR Service Delivery

This group oversees the existing Central Administration Human Resources Services (CAHRS) Office, the new Professional Faculties Divisional Office; as well as workplace assessments, projects and policies.

Communications

The Communications team is responsible for providing strategic vision and leadership on the development and implementation of the Division's overall internal communications strategy for staff and faculty, along with communications planning for significant HR & Equity-related issues, events and projects.

Equity Offices and Advisors

Those equity offices and advisors which report into the Division of Human Resources & Equity are: Sexual Harassment Office, Status of Women Advisor, Employment Equity, Accessibility for Ontarians with Disabilities (AODA) Office, High Risk Matters, Sexual & Gender Diversity Office, the Anti-Racism & Cultural Diversity Office and the Equity & Diversity Officer at the University of Toronto Mississauga.

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. These offices and advisors provide services to both students and employees, and all play important roles raising awareness of diversity and equity issues both internal and external to U of T.

About Us

Environmental Health & Safety

The Environmental Health & Safety team ensures that an environmentally-responsible, safe and healthy work, research and study environment exists at the University of Toronto. They do this by proactively identifying risks and emerging issues and by developing them and implementing innovative, practical and sustainable processes to manage them, including training and awareness, teaching provision of expert advice, emergency response and assurance.

Finance & Operations

This office provides support to the Vice-President, Human Resources & Equity, as well as coordination and direction to the portfolio with respect to financial, operational, policy and procedural issues.

Labour Relations

The Labour Relations team is responsible for managing the University's relationships with its unions. This team also develops and delivers labour relations training and advice to human resources professionals, managers and academics across the University.

Organizational Leadership Development & Work-Life Support

This group includes the Organizational Development & Learning Centre (ODLC), the Family Care Office, Early Learning Centre and the Health & Well-being Programs & Services teams.

Strategic Recruitment

This team works to direct and develop the University's recruitment strategies, and works together with specialists from each of the 13 Divisional HR Offices to share best practices and recruitment learning opportunities.

Total Rewards

This group brings together the various teams that oversee our employees' total compensation package (i.e. Pension, Benefits, Payroll, Compensation, and Recognition) and the business processes, reporting and technology needed to deliver it (i.e. HRIS Process Optimization and HR Reporting).

About Us

Changes to Divisional HR Offices

At the end of 2013, there were 13 Divisional HR Offices, the result of several changes including:

- The creation of a new Engineering Divisional HR Office established to provide HR services to the Faculty of Applied Science & Engineering;
- The OISE / Professional Faculties North Divisional HR Office was split to provide better service delivery to its clients. This resulted in the creation of the OISE Divisional HR Office and the Professional Faculties Divisional HR Office (which, in turn, merged with the Professional Faculties South Divisional HR Office);
- A new Kinesiology and Physical Education (KPE) Divisional HR Office was created to serve the Faculty of Kinesiology and Physical Education; and
- A merger between the Facilities & Services Divisional HR Office and Ancillary Services HR Office to create the University Operations Divisional HR Office.

2013 was a year of change, but we are confident that this realignment of our structure will improve our internal processes and therefore improve how we deliver services to our clients. We very much appreciate the support of our clients and the general U of T community throughout the transition.

For more information on the client groups that each Divisional HR Office serves, please see the listings below. To contact a Divisional HR Office, visit <http://staff.hrandequity.utoronto.ca/>.

“Every day is different; I enjoy meeting new staff as soon as they start, and working with managers, staff and unions to solve problems and address issues, often in a creative, win-win-win way.

- Human Resources & Equity Staff member

“I enjoy working in HR because it allows me to play an active role in promoting and encouraging a safe and equitable work environment. I also enjoy helping staff to grow and develop their career.

- Human Resources & Equity Staff member

About Us

Our HR Divisional Offices

Arts & Science - HR Divisional Office

This office provides HR services to the Faculty of Arts & Science.

Central Administration HR Services (CAHRS) - HR Divisional Office

This office provides HR services to the following areas:

- Office of the President;
- Office of the Vice-President & Provost;
- Division of Vice-President, Human Resources & Equity;
- Division of University Advancement (DUA);
- Vice-President, University Operations;
- Division of Vice-President, University Relations;
- School of Continuing Studies;
- Office of Governing Council;
- Office of the Vice-President, Research & Innovation;
- University Registrar & Enrolment Services;
- Office of the Vice-Provost, Students & First Entry Divisions;
- Division of Student Life;
- Centre of Teaching Support & Innovation (CTSI);
- Vice-Provost, Graduate Education & Dean of School of Graduate Studies;
- School of Graduate Studies;
- Transitional Year Programme; and,
- Telecommunications

Dentistry - HR Divisional Office

This office provides HR services to the Faculty of Dentistry.

Engineering - HR Divisional Office

This office provides HR services to the Faculty of Applied Science & Engineering.

Kinesiology & Physical Education (KPE) - HR Divisional Office

This HR office serves the Faculty of Kinesiology and Physical Education

Library - HR Divisional Office

This HR office serves the University of Toronto Libraries

Medicine - HR Divisional Office

About Us

Our HR Divisional Offices

OISE - HR Divisional Office

This office provides HR services to Ontario Institute for Studies in Education (OISE).

Professional Faculties - HR Divisional Office

This office provides HR services to Architecture, Forestry, Information, Law, Music, Nursing, Pharmacy and Social Work.

Rotman School of Management - HR Divisional Office

This office provides HR services to the Rotman School of Management.

University Operations - HR Divisional Office

As of January 2014, the Divisional Offices of Ancillary Services and Facilities & Services merged to create the University Operations HR Divisional Office. This office supports the following areas:

- Academic & Campus Events (ACE);
- Ancillary Services: Beverage Services, Charles Street Student Family Housing, Chestnut Residence and Conference Centre, Food Services, Graduate House, Office of Ancillary Services, Real Estate - Residential Housing Ancillary, Trademark and Licensing, Transportation Services;
- Campus and Facilities Planning;
- Facilities & Services: Building Services, Campus Moving and Recycling, Campus Police Services, Environmental Services, Finance, Systems & Payroll Grounds & Trades including Caretaking Services;
- Property Management, Fire Prevention & Elevator Services, Real Estate Operations;
- Sustainability Operations & Services, Mail Services & Campus Switchboard, Utilities and Building Operations: Central Steam Plant, Chiller Plant and Electrical System Operation; and
- University Planning, Design and Construction

University of Toronto Mississauga HR Divisional Office

This office provides HR services to University of Toronto Mississauga.

University of Toronto Scarborough HR Divisional Office

This office provides HR services to University of Toronto Scarborough.

About Us

Our Functional Areas



UNIVERSITY OF
TORONTO

Human Resources
& Equity

Office of the Vice-President,
Human Resources & Equity
vp.hre@utoronto.ca

Central Human Resources & Equity Offices

Total Rewards - Benefits & Pension - Compensation - Payroll - HRIS Process Optimization - HR Reporting	Organizational & Leadership Development & Work-Life Support - Early Learning Centre - Family Care Office - Family Programs & Services - Health & Well-being Programs & Services - Organizational Development & Learning Centre	Integrated HR Service Delivery - Strategic Recruitment Centre (SRC) - UTemp (U of T's Short-Term Staffing Service)	Environmental Health & Safety
			Finance & Operations
		Communications	Labour Relations
			High Risk & Crisis Matters

Divisional Human Resources Offices (report to respective Divisions)

Arts & Science	Central Administration HR Services (CAHRS)	Dentistry	Engineering	KPE**	Library	Medicine	OISE***
Professional Faculties ****	Rotman	University Operations*****	University of Toronto Mississauga (UTM)	University of Toronto Scarborough (UTSC)			

Equity Offices

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

* Denotes Equity Offices that report directly into the Vice-President, Human Resources & Equity

** This office serves the Faculty of Kinesiology & Physical Education

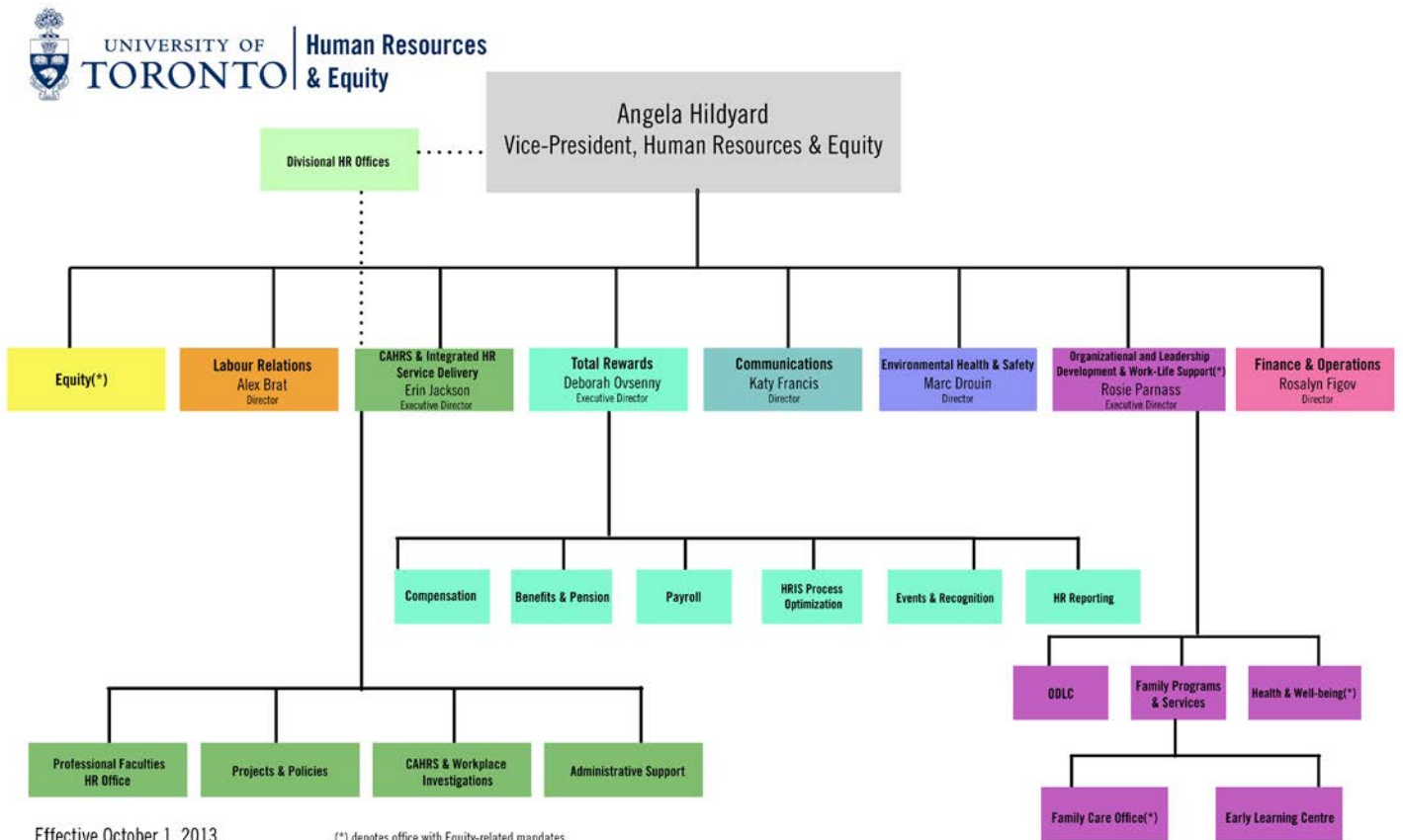
*** This office serves the Ontario Institute for Studies in Education

**** This office serves the Faculties of Architecture; Forestry; Information; Law; Music; Nursing; Pharmacy; and Social Work

***** This office serves the clients formerly represented by the Ancillary Services and Facilities & Services Divisional HR Offices

About Us

Our Reporting Structure



2013: Year at a Glance

January

- New Staff & Faculty Orientation Session
- Labour Relations Update: Agreement ratified between U of T and CUPE 3902, Unit 3
- 'Negotiation Updates' page launches on the HR & Equity website

February

- U of T named one of 'Canada's Best Diversity Employers' for 2013
- Launch of the 'Academy of Well-being: What You Need to Know about Living Well'
- Full-day leadership conference for employees in the Confidential and Professional & Managerial staff groups
- Family Care Office launches newsletter: 'Family Matters'
- U of T 's 2012 - 2013 Ontario Disability Act (ODA) Report is published
- Environmental Health & Safety (EHS) Day

March

- 'International Day for the Elimination of Racial Discrimination' (IDERD) event
- Chancellor's Award recipients announced
- Recipients of the Ludwik and Estelle Jus Memorial Human Rights Prize Award announced
- 'International Women's Day' event, 'Promoting Women's Rights in a Cyber World' co-hosted by Vice-President, Human Resources & Equity and Vice-Provost, Students & First-Entry Divisions.

April

- 'Take Our Daughters and Sons to Work Day'
- Inaugural reception of Simcoe Hall Vice-Presidents' Staff Awards - a program recognizing outstanding performance in the portfolios reporting into the Office of the President, Vice-President & Provost, the Simcoe Hall Vice-Presidents, and the Office of Governing Council at Simcoe Hall.
- U of T honoured as one of the 'Top Employers for Canadians Over 40' for 2013
- U of T's LinkedIn Company Page, which is managed by Human Resources & Equity, reaches 25,000 followers.

2013: Year at a Glance

May

- Recognition event for new retirees
- After a period of review, Staff Advisory Committees for non-unionized employee groups renewed and relaunched with joint committee meetings.
- '2012 Human Resources & Equity Annual Report' released
- Launch of the Faculty of Medicine's Staff 'IMPACT' Awards
- Recognition event for long-service employees
- New Staff & Faculty Orientation Session

June

- U of T participates in the 'Toronto Pride Parade'
- U of T participates in the 'Pride and Remembrance Run'
- Reorganization of Human Resources & Equity portfolio
- Sexual & Gender Diversity Office (SGDO) hosts Pride Pub at Hart House
- U of T hosts the annual College and University Work-Life Conference - the first time it has been held outside the U.S.A.

July

- 'Excellence Through Innovation Award' recipients announced
- Two new HR Offices are opened to support clients: Professional Faculties (the result of a merge between the former Professional Faculties North and Professional Faculties South Offices) and Engineering
- Labour Relations Update: Agreement ratified between U of T and CUPE Local 1230 Student Casual employee group.
- U of T's LinkedIn Company Page, reaches 30,000 followers.

2013: Year at a Glance

August

- The organizational charting software, called Nakisa, was rolled-out for Managers and HR administrators in mid-2013. It allows for quick views of employee records and consistent production of org charts using live HRIS data.
- Launch of online accessible annual pension statement for employees.

September

- Launch of U of T's United Way Campaign
- New Staff & Faculty Orientation Session
- CIBC Run for the Cure - Human Resources & Equity team raises \$8000.
- Launch of new Sexual & Gender Diversity Office (SGDO) website
- Sexual & Gender Diversity Office hosts 'Queer Orientation'
- Human Resources & Equity participates in 'National Payroll Week'

October

- U of T recognized as one of Canada's 'Top 100 Employers' for 2014
- 'Celebrate It' Healthy Workplace Month
- U of T in partnership with Council of Ontario Universities, launches accessibility website
- Early Learning Centre location celebrates 10 years of service
- Accessibility for Ontarians with Disabilities Act (AODA) resource site is updated and rolled out to U of T community.
- New Staff & Faculty Orientation Session
- Launch of new HR Systems Training & Support Centre website. This site will be the first point of reference for all support needs regarding HR systems.
- 'Excellence Through Innovation Award' reception
- New HR Office for Engineering officially opens its doors.

2013: Year at a Glance

November

- U of T receives 'Top 100 Greater Toronto Area Employer' honour for 2014.
- Successful one-year pilot with LinkedIn ends.
- Payroll team launches new program allowing employees to receive applicable off-cycle payments by direct deposit.
- Labour Relations Update: University of Toronto, CUPE Local 3261 Part-Time Agreement Ratified
- Rosie Parnass, Executive Director, Organizational & Leadership Development and Work-Life Support presents at Canada's Top Employer Summit on the topic: 'U of T: What Makes Us a Family-Friendly Work Environment'.
- New 'Where We Work' feature recognizing the interesting places faculty and staff work is launched in the University newsletter, the Bulletin
- Vice-President, Human Resources & Equity presents to Australasia Equity Professionals at the University of Western Australia
- Call for nominations for administrative staff for the 'Chancellor's Award'
- U of T's LinkedIn Company page surpasses 35,000 followers.
- Launch of the 'New Managers Academy' - a new program designed to provide new managers with the tools and ongoing resources they need to develop themselves and their teams.

December

- U of T partners with Province of Ontario's Gift of Life Network on Organ and Tissue Donor Consent registration campaign.
- Launch of 'Building Access Notices' online resource to notify users when elevators, escalators are out of order.
- Commemoration event held in support of 'National Day of Remembrance and Action on Violence Against Women'
- Staff announcement: Angela Hildyard re-appointed the third time, Vice-President, Human Resources & Equity. This third re-appointment makes her the longest-serving Vice-President at U of T.
- 20th Anniversary of the Family Care Office.
- U of T receives 'Top Family-Friendly Employer' award for 2014.

Client Service

Reviewing and improving our client service delivery models.



Working to better understand the client experience

Faculty and staff members are our clients. To provide them with quality service, it is essential that we understand their needs and experiences. Employee surveys are a primary way for us to gather this information.

Employee Engagement Survey

The staff experience will be assessed through a University-wide employee engagement survey (the 'Speaking Up' survey) to be conducted in the fall of 2014. This is the third time for the 'Speaking Up' survey, with previous editions held in 2006 and 2010. Planning for the latest survey began in late 2013.

Renewal of the Staff Advisory Committees

In 2013, The Office of the Vice-President HR & Equity engaged in a renewal of some of the Staff Advisory Committees. These Committees (which complement the committees for unionized staff), are for the following staff groups: Confidential & Professional & Managerial 1-2, Professional & Managerial 3-5, Professional & Managerial 6-9, and Research Associates (includes Senior Research Associates). The members bring forward the views and interests of their colleagues to the Vice-President, Human Resources & Equity on the development of work-related policies and programs. The Committees also serve as a forum for consultation on other issues of interest to non-unionized staff, including discussions of work/family issues or other workplace concerns.

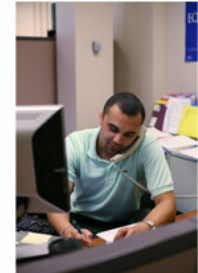
Adoption of a new Position and Roles Management tool

Throughout 2013, the team worked to configure and implement a new software tool that would allow for the accurate capture of reporting relationship in U of T's HR Information System (HRIS). The capturing of these reporting relationships is the fundamental building block necessary to enable a wide variety of automated, online processes that can be used for a variety of institutional purposes (e.g. grant approvals).

The software, called Nakisa, also allows for the visualization of these relationships into organizational charts, and was rolled-out for Managers and HR administrators in mid-2013. It allows for quick views of employee records and consistent production of organizational charts using live HRIS data.

Client Service

“ I’m impressed with how simple it will be to access answers to any questions that I may have in the future about the specifics of the Collective Agreement. Many thanks for developing this tool!



Update of ‘Your Benefit Resource’ website

In 2013, the team issued a Request for Proposal (RFP) that invited vendors to submit proposals for an online performance management tool. This RFP was completed, and the University of Toronto signed a contract with Halogen to purchase and configure an online performance assessment module which will assist Managers in assessing employee performance.

‘Halogen eAppraisal’ is an online tool to manage performance appraisals, allowing employees a real-time view of individual goals and development plans at any point during the performance assessment cycle.

Highlights of the Halogen eAppraisal tool include:

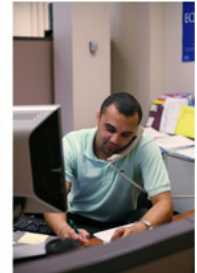
- Manager access to up-to-date reports, including the appraisal status and development plans of their employees;
- Automated workflows to support overall communication during the assessment cycle with automatic notifications at key milestones;
- The ability for employees to store documents online which support their performance appraisal; and,
- Year-long online access with the ability for employees to capture their accomplishments online.

Improved access to unionized employees’ collective agreements

Starting in January 2013, the Division’s Communications and Labour Relations teams began working on the process of developing accessible and searchable HTML collective agreements for each unionized employee group. The University of Toronto was one of the first to reproduce its collective agreements in an HTML format.

Client Service

“ I’m impressed with how simple it will be to access answers to any questions that I may have in the future about the specifics of the Collective Agreement. Many thanks for developing this tool!



The USW Local 1998 Collective Agreement was made available to the Divisional HR Offices in January 2013, and it was announced to the wider university community a month later. At the end of 2013, ten of the 20 unionized employee groups had an HTML version online. Remaining groups will see the HTML version uploaded when new collective agreements are ratified.

Over time, an accessible HTML Collective Agreement will be provided for each unionized group in addition to PDF versions of each agreement.

Update of ‘Your Benefit Resource’ website

In 2013, the Total Rewards team worked with Aon Hewitt to upgrade the University of Toronto ‘Your Benefit Resource (YBR)’ website. The transition to this new web offering came at no cost to the University, and vastly improves the online service for all eligible employees. Improvements include:

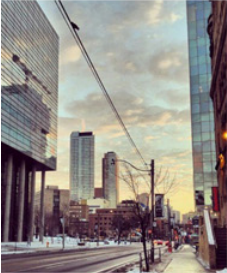
- More concise navigation, with a clear focus on each page and updated look and feel, which simplifies getting information about the Plan;
- Programming and designs changes that lead to full AODA compliance;
- A back-end that enables faster and more timely updates and changes to information on the site, and a lower cost for changes (previously, changes took up to one month just to get wording changed);
- A back-end that enables enhanced features to be implemented in 2014, including a more complex retirement modelling, and better education material;

Any estimates employees have completed online on the old YBR website are available in the new site, and there was no change in access for employees.

Online access to Annual Pension Statements

In July 2013, the Total Rewards team successfully made the 2012 Annual Pension Statement available through Employee Self-Service (ESS), for the convenience of employees.

Client Service



“ (We) were impressed by a number of people with whom we met expressing extremely positive comments about the Faculty’s HR support group...(it) is clearly doing an exemplary job.

- Faculty of Arts & Science External Review Report, December 2013

In December 2013, the team also made the 2013 Annual Pension Statement available through Employee Self-Service, in advance of paper copies. Paper copies of the 2013 Annual Pension Statement were also made available to employees, and were mailed out to their homes in December.

In addition to providing the Annual Pension Statement online, the statement was updated to include more information, specifically:

- A statement on the pension’s transfer ratio (now required); and
- An updated personal information section that includes the spouse-on-record as well as the employee’s beneficiary (previously, the statements only included ‘beneficiary’ with no indication of spouse)

In 2014, the Annual Pension Statement will be delivered by Employee Self-Service only for most employees.

Improving the way employees receive ‘off-cycle’ payments

Implementation of new automated tools for direct-deposits of off-cycle payments took place in 2013, as well as a streamlining of the business processes of administering off cycle requests. The new ‘Off-Cycle Workbench’ program allows employees to receive their off-cycle payment by direct deposit on a pre-scheduled pay day each week. In addition to consolidating the off-cycle payment process, this new program improves how the process is administered. Specifically, it:

- Removes manual off-cycle procedures, automating the pay process;
- Reengineers key aspects of HRIS transactions, improving the speed and efficiency of payroll functions;
- Encourages more operational discipline and more timely processing;
- Bolsters our governance (more checks and balances built in pre-review);
- Eliminates paper cheque distributions;
- Ensures we are in compliance with legislation and improves financial reporting results; and,
- Provides Employee Self-Service (ESS) users access to payment information online.

Client Service

Development of HRIS Quick Entry Tools

HRIS Quick Entry tools were developed to facilitate more central automation of HRIS records. In 2014 and beyond, these tools will be scaled to centrally automate several reoccurring processes, such as grid step progressions for those employees who are members of the USW 1998 union group, as well as annual salary increase processing.

Expansion of Casual Employee Self-Service (ESS)

More employees than ever are now able to access their information on Employee Self-Service (ESS). In 2013, access to ESS was expanded to include all casual employees in the CUPE 3902 Unit 3 group. This project will continue into 2014, and access to Casual ESS will be expanded to include all Casual employees.

Relaunch of the HRIS Training and Support Website

In 2013, the Division of Human Resources & Equity assumed responsibility for training and support of the Human Resource Information System (HRIS).

The official launch of the redesigned HR Systems Training & Support Centre website took place in October 2013, and included:

- Procedure documentation and tips for using HRIS;
- Resources on how to troubleshoot data errors;
- Redesigned and revamped HRIS related forms;
- Information about HRIS training programs as well as training schedules;
- An annual calendar for quick reference to all HRIS dates; and
- The redesign of the HR Systems Training & Support Centre website improved upon the look and feel of all aspects of the HRIS training materials, and revised the materials to ensure that all information could be found quickly and efficiently.

Communications

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



Providing clear, easily accessible, and timely communications to both the Division and to non-HR employees is one of the main priorities for the Division of Human Resources & Equity at the University of Toronto.

In 2013, the Division of Human Resources & Equity launched several projects that aimed to improve communications to and amongst employees, and continued to improve upon prior initiatives and platforms. Some highlighted projects include:

Labour Negotiations Updates - A New Resource

On January 14, 2013, a new 'Labour Negotiations Information' page was launched on the Human Resources & Equity website.

Launched as a way to proactively communicate with the University community about our ongoing labour negotiations, this page contains all the current information pertaining to labour relations at the University of Toronto. Over the course of 2013, the Labour Relations and HR Communications teams dedicated themselves to ensuring this page contained current information and was intuitive and easy to find.

In addition to providing up-to-date labour negotiations information, this page also provides:

- Links to relevant Collective Agreements;
- Easily located FAQs and information on the Collective Bargaining process; and
- Highlighted news articles relevant to unionized staff at the University.

Moving forward into 2014 - a heavy bargaining year - Labour Relations and the HR Communications team will continue to maintain and make improvements to this page.

Communications

Human Resources & Equity Communications 2.0

The Division's use of social media to communicate with faculty, staff and students expanded in 2013. Among the initiatives:

- The Anti-Racism & Cultural Diversity Office (ARCDO) developed a monthly newsletter that is distributed to faculty, staff and students and launched a Facebook page in November. Both offerings feature 'What's New' sections on each campus, including events, talks and informal get-togethers. <https://www.facebook.com/ARCDOutoronto>
- The University of Toronto Mississauga (UTM) Equity & Diversity Office launched a Facebook page, and uses it as a space to share events and information with the UTM community. It can be found at <https://www.facebook.com/UTMEDO>.
- The Sexual & Gender Diversity Office (SGDO) relaunched their website in 2013, and adopted Twitter to help promote events and conversation with faculty, staff and students. (<http://sgdo.utoronto.ca/> and <https://twitter.com/UofTSGDO>)
- As touched on in the Recruitment section of this report, the strategic use of LinkedIn at U of T began in November 2012, after a working group determined that LinkedIn was the ideal channel for the Division of Human Resources & Equity to enter into the social media landscape. Since that time, LinkedIn has been used to help promote the University of Toronto's "employer brand" and thus share news and information about what it is like to work at U of T. To further promote LinkedIn as information channel, it was important to engage faculty and staff, encourage them to develop a profile, follow the U of T LinkedIn Company Page and share job postings and other U of T news through their networks. As a result, in April 2013 a marketing campaign was launched to U of T employees. Resources from this successful campaign can be viewed at <http://uoft.me/linkedin>.

Throughout 2013, the Division's Communications team, in partnership with colleagues from across the portfolio, continued to investigate other social media platforms to see which would add the most value without dramatically impacting existing resourcing structures. At the close of 2013, the development of a strategic plan was underway that would assist the Division in identifying opportunities and related cost benefit analysis.

Communications



“ The old scanned version of the Collective Agreements was not searchable for keywords. This new format makes the information much more accessible and transparent. Thank you!

Redesigning HR Communications: Improvements to the HR & Equity website

In direct response to requests from employees (both within and outside of the Division), a few key updates were either launched or close to launch by the end of the 2013. They include:

- The launch of newly-formatted Collective Agreements;
- The rollout of newly-designed total compensation page (aka as ‘Your Total Rewards’ pages); and
- Redesigned Careers at U of T (page)

A major project undertaken in 2013 was the introduction of easier-to-access **HTML Collective Agreements**. Please refer to the ‘Client Service’ section of this report for more information on this initiative.

Your Total Rewards Homepage(s) were created following requests by employees for more comprehensive information on benefits offerings being available online. As a result, the HR Communications team reworked the information pages for each employee group, and brought together comprehensive and accessibly designed homepages for each group. Information available in this convenient homepage for each employee group includes: Getting Paid, Health, Dental & Travel Benefits, Group Life Insurance, Educational Assistance, Pension, Child Care Benefit, Vacation & Leaves, and other available benefits.

While the designs for the Total Rewards Homepage(s) were completed in 2013, roll-out to each employee group is expected in early 2014.

In partnership with the University’s Recruitment Network and the Enterprise Applications & Solutions Integration (EASI) team, the Communications team worked to redesign the Careers at U of T pages in the latter half of 2013. This involved co-branding the Careers at U of T pages with the University of Toronto LinkedIn Company page, reviewing and updating the Application FAQs, updating the Application Instructions and technical requirements, and aiding with the Taleo redesign and update implementation.

For more information on the Taleo redesign and update implementation, please see the ‘Recruitment’ section of this report.

Communications

Updating our approach to face-to-face consultation

Renewal of the Staff Advisory Committees

The Office of the Vice-President HR & Equity engaged in a renewal of the Staff Advisory Committees. The Committees are composed of staff as follows: Confidential & Professional & Managerial 1-2, Professional & Managerial 3-5, Professional & Managerial 6-9, and Research Associates (includes Senior Research Associates). The members bring forward the views and interests of their colleagues to the Vice-President, Human Resources & Equity on the development of work-related policies and programs. The Committees also serve as a forum for consultation on other issues of interest to non-unionized staff, including discussions of work/family issues or other workplace concerns.

Revisiting our Division's meetings

As it reorganized its structure in 2013, the Division of Human Resources & Equity took the opportunity to review its meetings structure to see that they were still addressing the needs of staff across the portfolio.

HR Resource Meetings

There was significant discussion about the structure of the monthly meetings for HR Generalists and in particular, the type of forum that would best serve the needs of our HR professionals on a go-forward basis. Based on feedback, it had become apparent that the traditional model of the HR Resource Meeting had evolved into an information update meeting and left little to no time for professional development.

As a result of the review, the focus of these meetings shifted from general updates and discussions to a focus on professional development for HR professionals in the key functional areas of their role. Sessions would now focus on matters of interest to the group as well as 'ad-hoc' meetings arranged, as necessary, on relevant "hot" topics. The launch of this new format occurred in November.

Communications

'Coffee with Angela' sessions

In our existing organizational structure - where people are spread out in various offices across the three campuses - we are heavily reliant on listservs and monthly meetings to share information. In 2013, the Vice-President, Human Resources & Equity, Angela Hildyard, asked for more opportunities to meet and connect with small groups from across the Division and in the HR Divisional Offices.

As a result a series of informal meetings was developed, where participants were invited to come and ask questions of Angela on any topic - whether it is about U of T, their work over a cup of coffee (or tea!). To emphasize the informal tone of these meetings, the one-hour sessions were dubbed, 'Coffee with Angela'. Over the course of 2013, five 'Coffee' sessions were held.

Fillable Forms & Accessibility Review

With a commitment to ongoing process improvement, it became apparent that the Division needed to undergo a review of the forms "owned" by Human Resources & Equity. A great deal of time was previously spent creating and maintaining forms that were not necessarily accessible or easy to update, and the HR Communications team identified a need to optimize how forms were being built by the Division.

With the implementation of the Information and Communications Standard of the Accessibility for Ontarians with Disabilities Act (AODA) on January 1, 2014, the Division took this opportunity to:

- Review the number of forms that were 'owned' by the Division;
- Identify ways that forms could be standardized;
- Streamline the form-creation process using Adobe 11; and
- Review and implement accessibility requirements on a go-forward basis.

In response to this review, the HR Communications team produced a 'Forms Style Guide & Tip Sheet' that was distributed to all Human Resources & Equity employees. An action plan was put into place to meet the AODA requirements when new forms are created, and updates to older forms were undertaken. Looking forward to 2014, the Division plans to build on the work of 2013 and move all Human Resources & Equity forms to either a fillable format or online offering.

Community Outreach

Helping our communities to become a great place to work, learn and thrive.



The Division of Human Resources & Equity is committed to helping the University of Toronto build a strong internal community, and to positively contribute to the surrounding communities in which we live and work.

In 2013, the Human Resources & Equity supported many programs to service our internal community, and supported community-based initiatives both here at home and around the world.

Community Job Fairs

The Division of Human Resources & Equity participated in several community job fairs throughout 2013, including:

- **U of T Career Information Days**
Career Information Days (CID) is the largest annual career fair at the University of Toronto. The event provides a great opportunity to meet and network with representatives from more than 100 top organizations. CID is jointly organized by AIESEC Toronto, Engineering Career Centre and the University of Toronto Career Centre.
- **Scarborough Centre for Employment Accessibility (SCEA) Information Event**
Representatives from the Division attended the SCEA Information Event in May 2013. The Scarborough Centre for Employment Accessibility (SCEA) is a drop-in Employment Resource Centre to assist Persons with Disabilities (PWD) who are job ready to prepare for employment.

United Way Campaign

This year, the campaign was run across all three campuses from September 16 - December 31, 2013. With the Vice-President, Human Resources & Equity as the Executive Sponsor for the campaign, all funds raised support a number of people in need in our community.

Overall, over \$650,000 was raised for the United Way by the U of T Campaign, with over \$75,000 being raised through creative initiatives and projects by the University of Toronto Mississauga.

Community Outreach



“ I really like being able to facilitate positive change in the personal lives of the university community members I work with, while also being able to participate in opportunities to address broader social issues.

U of T Gift of Life Campaign

In late 2012, the University of Toronto was approached by the Trillium Gift of Life Foundation about participating in an awareness drive to increase the number of organ donors registered in Toronto. Throughout 2013, with the full support of the Dean of Medicine, the Division of Human Resources & Equity worked closely with teams from the Faculty of Medicine and the Office of the Vice-Provost, Students & First-Entry Divisions, in partnership with the Foundation to build a campaign designed for launch on January 2014.

AIDS Walk for Life

As part of the Queer Orientation programming, the University of Toronto (led by the Sexual & Gender Diversity Office) participated in the Scotiabank AIDS Walk for Life, a national awareness and fundraising event for HIV/AIDS.

CIBC Run for the Cure

CIBC Run for the Cure is Canada's largest single day, volunteer-led fundraising event dedicated to raising funds for breast cancer research, education, awareness, advocacy, and health promotion initiatives. On October 6 a team of 30 HR & Equity portfolio staff, as well as friends and family members joined in and raised \$8250.00 for the event.

“What CIBC Run for the Cure allows us to do is put into action some of the things that we try and embody as an institution: meaningful community, constant learning and growth and a healthy work-life balance,” said staff member and team co-chair, Sean Kieft.

Community Outreach



'Off the Clock' and 'Where We Work'

The University of Toronto offers employees a workplace that is challenging, diverse and fulfilling. At U of T, we are a community -- of scholars, teachers and staff. No matter what our job, we all have the capacity to learn, teach and grow. This community is reflected in everything we do, and can be found in all the unique spaces that we work together, as well as in all of our activities both on and 'off the clock'.

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

The 'Off the Clock' series was launched in 2012, and proved to be one of the most popular offerings on the HR & Equity website. This weekly offering spawned a spin-off series in 2013, titled 'Where We Work', a series that features the interesting and eclectic workspaces unique to the U of T community.

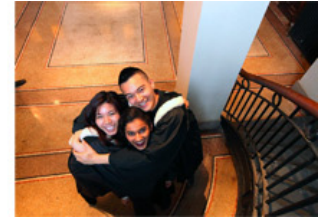
Community Food, Clothing Drives for Disadvantaged families

The Family Care Office was involved with three community drives in 2013 to help disadvantaged families. Individuals and teams across the U of T community were asked to:

- Donate a winter coat to the U of T Food & Clothing Bank,
- Donate baby food and / or toys for the 10th Annual Food & Toy Drive, or
- Donate new or gently-used maternity clothes to the Maternity Clothes Drive.

Equity & Diversity

Elevating and cementing U of T's role as a leader in Equity



Supporting the world-class teaching, learning, and working community that flourishes at the University while providing an inclusive space for all, takes commitment and dedication from all U of T community members. By providing the resources, training, advocacy, and support needed to create this community at the University of Toronto, Equity Offices and those with equity responsibilities, play a pivotal role across all three campuses.

The University's Equity Offices are responsible for ensuring that the University of Toronto is an equitable, fair, and safe place for all members of its community. They are responsible for reporting and responding to complaints, policy questions, and for providing training and resources to ensure everyone at U of T understands their rights and responsibilities towards building an equitable workplace. The range of Equity Offices provide services to both students and employees, and all play important roles raising awareness of diversity & equity issues both internal and external to the University.

In 2013, the University's Equity Offices and partners undertook a variety of projects and programs to support and educate our evolving community. The following lists a few of the initiatives undertaken in 2013. For more information about equity initiatives and programming at U of T, visit <http://www.equity.utoronto.ca/>.

New Faces

To support our growing community, Equity Offices across all three campuses welcomed new members to their teams in 2013. Among them:



Nythalah Baker

Nythalah Baker was appointed Equity & Diversity Officer at University of Toronto Mississauga



Nataleah Hunter-Young

Nataleah Hunter-Young was appointed Program Coordinator with the Anti-Racism & Cultural Diversity Office (ARCD O)

Equity & Diversity

Engaging with Equity & Diversity

In 2013 a number of initiatives were in play that would serve to build on the work done on equity issues over the past decade.

For example:

- UTSC Executive adopted a set of recommendations Toward Building an Inclusive Community. These feature the hiring of an Equity and Diversity Officer for UTSC (recruit is underway; expected completion January 2014) and the formation of a broad-based Advisory Committee on Equity.

In 2013, many outreach events, workshops and conferences were organized by the Equity Offices and partners to educate and engage University of Toronto faculty, staff and students about equity and diversity issues. A sample of this long list includes:

Living Race, Living Faith Dialogue Series (January 2013)

- Anti-Racism & Cultural Diversity Office (ARCDO) launched a tri-campus peer-facilitated dialogue series entitled, “Living Race, Living Faith” to engage U of T students in dialogue about how their race and faith identities, including their intersection with other social identities impact their experience inside and outside of the classroom. Facilitated by student peers, the first dialogue session, held on the St. George Campus was convened as part of the annual Student Faith Leaders Dinner, hosted by the Multi-Faith Centre for Spiritual Study & Practice.
- Subsequent sessions on both the Scarborough and Mississauga campuses were held with support from the respective Student Affairs Departments and student unions. The dialogue discussions have been well-received by students and the ARCDO plans to continue the sessions in the next academic year.

Lead with Pride (February 1-2, 2013) and Lead with Pride RETURNS (March 1, 2013)

- ‘Lead with Pride’ is an annual two-day LGBTQ student leadership conference organized by the Sexual & Gender Diversity Office (SGDO), VicPride! and a student committee. The conference brings LGBTQ students together to learn about leadership and community building on campus and beyond. This 4th annual conference was followed up by a new initiative called ‘Lead with Pride RETURNS’, a one-day post-conference retreat for Lead with Pride attendees to continue to reflect, learn and apply their learning to their organizations and communities.

Equity & Diversity

Black History Month events at Faculty of Kinesiology & Physical Education (February 2013)

- The Faculty hosted a number of events during February including: Socacize Your Heart (in partnership with Caribbean Studies Students Union and Equity Studies Student Union) (February 10); Movie Night Screening of 'Africa United' (February 11); and a panel discussion on 'Race, Space and Sport' in partnership with Hart House Good Ideas Fund and the Student Initiatives Fund. (February 12)

Faith & Sexuality Event (February 25, 2013)

- Sexual & Gender Diversity Office (SGDO) collaborated with Que(e)rying Religion and other campus partners to deliver this event exploring the intersection of faith and sexuality at UTSC.

International Day for the Elimination of Racial Discrimination Campaign IDERD (March 2013)

- In recognition of IDERD 2013, the Anti-Racism & Cultural Diversity Office (ARDDO) in partnership with Hart House, U of T Students' Union, Centre for Integrative Antiracism Students at OISE, Religious Diversity Youth Leadership and Citizenship and Immigration Canada, held a panel discussion, 'Are You All Talk? Moving from dialogue to action'. The panel was held at the Scarborough Campus March 19, Mississauga Campus March 20 and St. George Campus March 21.

OUTShine 2013 (May 17-20, 2013)

- The Sexual & Gender Diversity Office (SGDO) organized this campus-community partnership with the Toronto District School Board to support "OUTshine," the Canada's first national Gay-Straight Alliance Conference (May 17-20, 2013) by coordinating a group of U of T students and teacher candidates to volunteer and mentor high-school students throughout the conference.

Pride 2013 at U of T

- The 2013 Pride season was kicked off with U of T's annual Pride Pub (June 20, 2013), co-hosted by the Sexual & Gender Diversity Office (SGDO) and Hart House. This year's Pub attracted 1000+ guests and included the new addition of a Community Fair which brought 12 campus and community organizations to share information about their work.
- The SGDO-led team for the Pride & Remembrance Run raised \$6100, landing U of T in 3rd place for the Top Fundraising team at the event (as well as a great team photo with Ontario Premier Kathleen Wynne).
- The SGDO collaborated with staff and students to represent the University of Toronto in the 2013 Toronto Pride Parade.

Equity & Diversity

Queer Orientation (September 19 - 30, 2013)

- In collaboration with a student committee and over 25 participating campus groups, organizations and departments, the SGDO facilitated Queer Orientation, a tri-campus series of events that provides opportunities for new and returning students to make connections and engage in activities and discussions related to LGBTQ communities. Q21: A Conversation Café (January-April 2013; October-December 2013; ongoing in 2014)
- The successful 'Q21 Conversation Café' continued through 2013 (and into 2014). This SGDO program is offered weekly throughout the academic year in the Sussex Clubhouse. Each week, there is a new conversation topic and each session is moderated by a different guest facilitator. There is always coffee, tea, and snacks. This program addresses a need identified by students and serves as a regular drop-in and social space in which to engage and build connections around experiences, identities, and complex equity issues particularly as they relate to the lives and identities of LGBTQ students.

Queer Women on Campus (September 26, 2013)

- Sexual & Gender Diversity Office (SGDO) hosted very successful and highly-attended 'Queer Women on Campus' which is an opportunity for LGBTQ women to meet, share experiences, find resources and network. New and returning students, staff and faculty come together to meet and connect.

Glitter & Glue (May-July 2013)

- SGDO supported a student to organize and co-host (with LGBTQOUT, a student organization) a drop-in crafting social on Wednesday afternoons throughout the summer. Each week, students could come together, craft and socialize. SGDO provided materials and light snacks.

Queer Students of Colour Discussion Group

- The Anti-Racism & Cultural Diversity Office, in partnership with the Sexual & Gender Diversity Office launched a discussion circle and social for students to talk about how sexuality and race affects our lives and communities. This discussion group focused on finding community as queer students of colour and served as a means to engage in discussions about our lives that challenge racism, homophobia and transphobia.
- This group evolved out of a similar collaborative effort between the offices during Queer Orientation Week 2013. Participants were very interested in seeing these conversations continue and thus the two offices have since jointly led one session at the St. George Campus and supported another at UTM during UTMSU Pride Week 2014.

Equity & Diversity

HIV Positive Student Discussion Group

- The Sexual & Gender Diversity Office and community organization, AIDS Committee of Toronto Positive Youth Outreach, partnered to co-host this new discussion group. Its first meeting was held in the fall of 2013. Meetings to continue throughout winter of 2014.

Unfiltered: Truth Talks (November 1, 2013)

- The Anti-Racism & Cultural Diversity Office launched this peer-facilitated drop-in session for students to engage in conversations around race, racism, ethnicity, culture, creed and the intersections among them, inside and outside of the classroom. Three sessions were facilitated between November 2013 and February 2014 with hopes to continue at a higher frequency through the 2014-2015 academic year. The Office has had several requests to offer the programs in different parts of the University.

Colleges and Universities Work - Life / Family Associations Annual Conference (June 2013)

- The Office of the Vice-Provost, Faculty and Academic Life, in conjunction with the Vice-President, Human Resources & Equity, hosted the 'Colleges and Universities Work / Life / Family Association's Annual Conference in 2013'. With over 70 attendees, a range of presenters, and keynote papers provided by Linda Duxbury and Lisa Wolf Wendel, the conference focused on building bridges and sharing pathways and experience to advance the work-life agenda.

U of T Men Against Violence (MAV)

- In 2013, in collaboration with students from the Centre for Community Partnerships, the Community Safety Office (CSO) coordinated an educational outreach event to raise awareness about issues of violence and masculinity as part of the CSO's 'U of T Men Against Violence' initiative. The CSO is looking forward to bringing more of this programming to individual colleges/residences, as well as numerous varsity sports teams, in 2014.

BAC: Build. Act. Change. - Preventing violence together

- In 2012, the Community Safety Office (CSO) 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)'. Participation in the initiative continued throughout 2013.

Equity & Diversity

Camp-US Project to End Violence Against Women at University of Toronto Mississauga (UTM)

- The Community Safety Office (CSO) continued to provide advisory committee representation to UTM's 'Camp-US Project to End Violence Against Women'. The CSO will continue to act as a key partner in the project next year as a number of report recommendations are implemented.

Queer & Trans Family Planning Workshop

- Organized by the Family Care Office (FCO), this workshop addressed questions about family planning, including fertility, home and clinic insemination, sperm banks, adoption, co-parenting, single parenting, non-biological and social (non-biological) parenting, surrogacy, family configurations and family recognition. This workshop was open to all community members, including University of Toronto students, staff, faculty, and postdoctoral fellows.

Maternity / Parental / Adoption / Primary Caregiver Leave Planning Seminar

- Organized by the Family Care Office (FCO), this seminar recognized that combining a career and family life presents special challenges. This workshop adopted a highly practical approach to preparing faculty, staff and librarians for maternity / parental / and adoption leave, and for a successful return to work.

'Coping with a Loved One who may have Alzheimer's Disease' Seminar

- The Family Care Office (FCO) arranged for a highly-trained counsellor from the Alzheimer Society of Toronto to be available for a free 45-minute confidential appointment. Suggested discussion topics included questions or personal concerns individuals had about dementia, such as getting a diagnosis, immediate and future care, family matters, ethical issues, stress and coping techniques. All University of Toronto community members, including retired employees, were welcome.

Equity & Diversity

Accessibility for Ontarians with Disabilities Act (AODA)

On January 1, 2014, the Information and Communications Standard of the Accessibility for Ontarians with Disabilities Act (AODA) came into effect. This Standard focuses on accessible formats and communication supports, and applies to all new web content or print materials created. All web content created prior to this date will be made compliant as updates occur.

To support the changes necessitated by the implementation of the Information and Communications Standard, the AODA Office at the University of Toronto provided resources and training to employees on all aspects of the Act. This includes:

- Redesigned the AODA Office website to include clear sections for Faculty, Staff, and Students;
- Provided instructions for Faculty to help them create educational resources for their classes, and how to integrate accessible teaching into their classrooms;
- Produced tip sheets for staff, including “Accessibility Language for Procurement Agreements”, ‘Web Accessibility Tip Sheet’, ‘Alternative Formats Tip Sheet’, and ‘Adaptive Technology Tip Sheet’;
- Linked to web accessibility resources, including WCAG 2.0 Guidelines, accessibility barrier checkers like AChecker, and Contrast Ratio Checkers to aid with graphic design for the web; and
- Webinars on the Information and Communications Standard and ‘Accessibility 101’

The University of Toronto has partnerships with two Massively Open Online Course (MOOC) platform providers, Coursera and edX. To address the W3C and AODA requirements, the AODA office worked closely with our MOOC instructors and content creators to ensure that the University met Level A success criteria for Web Content Accessibility Guidelines (WCAG) 2.0. In the unique MOOC environment, tens of thousands of students from around the world have access to video lectures, images, text resources, online quizzes and discussion boards to support their learning.

Since 2010, the AODA office continues to offer training and information sessions on making experiences at the University as accessible as possible. Training was attended in 2013 by over 250 staff and faculty, with a special focus on students who complete practicum placements and how to deliver accessible service.

Equity & Diversity



Since 2010, the AODA office continues to offer training and information sessions on making experiences at the University as accessible as possible. Training was attended in 2013 by over 250 staff and faculty, with a special focus on students who complete practicum placements and how to deliver accessible service.

The University of Toronto, partnered with the Council of Ontario Universities, the University of Guelph, York University, and the Government of Ontario through the EnAbling Change Partnership Program to assemble and develop resources that support the accessible delivery and instruction of programs and courses. These resources, are designed to help Ontario universities meet their obligations under Section 16 of the Integrated Accessibility Standards Regulation (IASR) of the Accessibility for Ontarians with Disabilities Act (AODA).

For more information on the University of Toronto's work to comply with the Accessibility for Ontarians with Disabilities Act (AODA), please see the 2013 - 2014 Ontario Disability Act (ODA) Report.

Equity Recognition at U of T

Based on our 2012 application, the University of Toronto was named one of Canada's Best Diversity Employers for 2013. This award recognizes employers across Canada that have exceptional workplace diversity and inclusiveness programs. The Canada's Best Diversity Employers program has been running for seven years, and the University of Toronto has been named a Best Diversity Employer for all seven years consecutively.

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

Canada's Best Diversity Employers is an annual competition run by Mediacorp Canada Inc. in partnership with the Globe and Mail. U of T was also named as one of Canada's Top 100 Employers, one of Greater Toronto's Top Employers for 2013, and one of Canada's Top Family-Friendly Employers for 2013.

Equity & Diversity

Education & Training Initiatives

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

- Workshops were provided for Provostial and Decanal assessors on search committees, and promotion and tenure committees focusing on issues of equity and unconscious bias.
- On November 5, 2013, members of the Professional & Managerial Staff employee group were invited to participate in an interactive workshop: 'Practicing Diversity, Equity and Inclusion in the Workplace'. Participants learned about key concepts and terminologies, how they can help create and promote a working environment that is equitable, inclusive and free of discrimination and harassment; and what strategies and resources exist for them to support a diverse, equitable and inclusive workplace;
- Training for University of Toronto Mississauga employees on harassment, homophobia and violence in the workplace;
- Annual collaboration among equity offices to deliver the equity training for the Central Dons and the Joint Orientation Leaders Training (JOLT);
- Transition programming was provided, through continued Ministry support to 797 first-year students who are the first in their family to attend post-secondary education. Training included one-to-one peer mentoring; study groups and social activities. An additional 1,592 other first generation students also participated in programming.
- Accessibility Services on St. George Campus provided enhanced services to 465 students with a learning disability;
- Knox College Residence Training;
- USTC Peer Health Staff Training;
- Centre for International Experience orientation program for first year students; and others.
- Training for Camp U of T (summer camp) staff on sex and gender issues.
- In partnership with the St Michael's College Campus Ministry, the Sexual Harassment Office (SHO) participated in a seminar on empowerment.
- Workshops to graduate students on managing conflict in relations with supervisors.
- Ongoing training to new academic administrators, residence dons, managers and supervisors, Teaching Assistants, orientation leaders, and on request to departments.

Equity & Diversity

Education & Training Initiatives

Offices hosted a number of public education fora addressing various equity-related themes such as:

- “Wounds to Wisdom” program which explored notions of forgiveness and injustices (both interpersonal and structural). Collaborating partners included Hart House, MFC and Hillel)
- “Holocaust Education Week” (led by Hillel at U of T).
- Sponsorship for a number of student-led engagements and initiatives including:
 - » the Annual Black Students Association High School Conference held in May of each year; and
 - » the “1993-2013: 20 Years of Philadelphia” - Still Here: A Symposium on Living and Aging with HIV/AIDS in Canada - December 1, 2013, among others.

Education & Training Initiatives

The Sexual Harassment Office (SHO) handled 17 formal complaints and provided advice and information in 81 informal complaints under the Sexual Harassment Policy. Two of the formal complaints were withdrawn; two were dismissed; two were suspended during other proceedings; ten were resolved in mediation. One is ongoing. The Office provided information and referrals in 55 cases where the matter raised did not fall within the jurisdiction of the Sexual Harassment Policy. Complaint statistics are available at <http://www.utoronto.ca/sho/reports/index.html>.

Health, Safety & Well-being

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



New Faces



Marc Drouin took on the role of Director of Environmental Health & Safety (EHS) on September 23, 2013. Marc was previously the Director of the Environmental Health and Safety division-Facilities for the Université de Sherbrooke and its three campuses, where he was responsible for the strategic development and successful implementation of Sherbrooke's health and safety program.

Marc came to his new position with a commitment to the development of a culture of safety within the academic environment and an in-depth understanding of safety issues in science and research performance requirements for universities.

Work-Life Support

At U of T, we believe that a healthy work-life balance leads to a stronger community as a whole. To support this, every year teams in the Division organize a variety of work-life workshops, events, and seminars. Some of the highlights of 2013 include:

- The Family Care Office (FCO) increased its capability of providing webinars using U of T's Blackboard Collaborate and started to offer online parenting workshops;
- A new 'Parent Exchange' section was added to the Family Care Office's Facebook page allowing U of T students, staff and faculty the opportunity to buy, sell, or donate children and maternity items. At the end of 2013 there were over 260 members.
- The 'Celebrate It' program which coincided with October's Canada's Healthy Workplace Month. Through this initiative, 14 different sessions were offered across all three U of T campuses, which focused on everything from mindfulness to nutritional advice and chair massages. Over 500 staff members attended these sessions. Some sessions offered during this month included: 'Treat Yourself to Restorative Sleep', 'Brain works: Tap into your best 'brain-ability' to manage overwhelm and experience more ease in times of crazy busy' and 'Healthy Minds at Work: Building Psychological Capital'

Health, Safety & Well-being

- University of Toronto hosted the annual CUWFA (College and University Work/Life/Family Association) conference in June 2013. This was the first time that the annual conference was hosted outside of the U.S.
- The Academy of Well-Being: What You Need to Know about Living Well was a new series delivered by U of T experts who are conducting leading edge research into the most important factors that contribute to your well-being, and that are also gifted communicators and presenters. Our staff was given the opportunity to participate in these sessions over the lunch hour, which covered topics including: Managing Well-Being in the Workplace; Changing Perspectives of Stress; and Happiness and the Good Life. It was a wonderful opportunity for our own faculty to provide meaningful personal and professional development to our staff.

Long-Term Disability (LTD)

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

In 2013, there were:

- 97 new LTD claims by U of T employees, an increase from 79 new claims in 2012.
-
- 35 employees successfully returned to work from long-term disability. Most of these employees returned on a graduated return-to-work place of four to twelve weeks in duration. The remainder of the cases are ongoing.

Accommodation

In 2013, there were 61 accommodations for employees who required accommodation in their workplace. These employees were provided with ergonomic and / or occupational therapy assessments, adapted furniture or work stations, assistive technologies, job coaching, and technology training to assist them in remaining at work.

Health, Safety & Well-being

“ Thank you for your support and help in getting me through this very difficult time. I very much appreciate your support, and the University's, in this difficult situation. Without your support, I don't know what I would have done.

- Client, Health & Well-being Programs & Services



In addition to those individuals, 20 employees returning from Long Term Disability (LTD) were provided with a plan of graduated return-to-work hours and / or modified duties.

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

High Risk & Critical Incidents

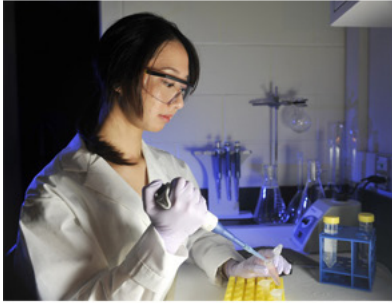
It has been two years since the University created a comprehensive case management approach to high risk and critical incidents. Situated in the portfolios of the Vice-Provost Students & First Entry Divisions and the Vice-President, Human Resources & Equity, this office assists with cases and incidents where institutional oversight is required and where the matter involves such complexity that a senior team with various areas of specialization are required.

Over the past few years, many university and college campuses are seeing an increase in crisis cases, often related to mental health needs. The significant increase in the acute nature of the mental health disorders and the complexities of critical incidents, more frequently requires us to manage extreme and distressing behaviours in an urgent manner and with ongoing case management.

Cases involving staff and faculty require an attention to institutional impact and the context of the employment environment.

With an undergraduate student population of over 66,000 and 15,000 graduate students and close to 18,000 employees, there are inevitably a number of students or employees at any given time who fall into the category of what we would define as “high risk.” This year, the number of case matters has increased as have our commitments to ensuring that faculty and staff are aware of the supports available for students, staff and faculty. Information sessions for Chairs and faculty regarding the institutional process to comprehensive case management were held starting in late 2013 and will continue into 2014.

Health, Safety & Well-being



“ The Office of EHS is a dynamic and multi-faceted workplace with a myriad of different technical expertise, which allows us to engage in challenging, collaborative, & meaningful work. We look at health and safety comprehensively and enjoy supporting staff, faculty and students.

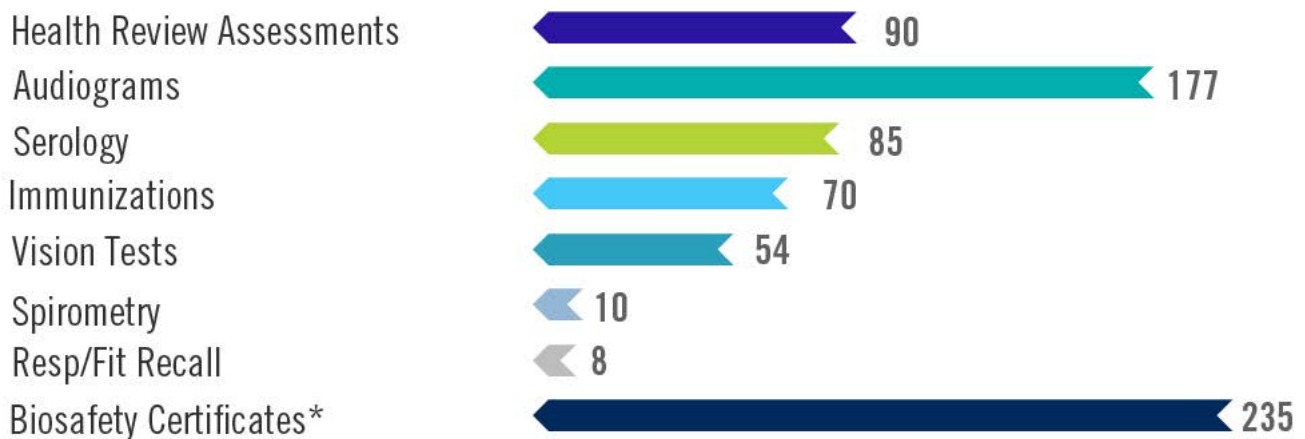
- Staff member at Environmental Health & Safety (EHS)

Health & Safety Assessments, Education and Training

- In 2013, 536 University of Toronto community members received training in radiation, x-ray, ultraviolet (UV) and laser safety.
- In 2013, 1053 University of Toronto community members were trained in a biosafety program (includes BBP & TGD) designed to protect lab personnel and the public from potential exposure to infectious agents.
- 2032 university staff and students completed at least one of our Occupational Health & Safety courses in 2013.
- 152 university staff and students completed Chemical Safety Training and almost 4000 students & staff completed Online WHMIS in 2013.
- Two webinars were held to provide employees - particularly managers - with information on mental health issues in the workplace. In April, 88 individuals participated in the ‘Strategies for Managing Workplace Mental Health Issues’ webinar; while in June, 78 individuals logged into ‘Mental Health Continuum Model’.
- New informational brochure for Environmental Health & Safety was produced.

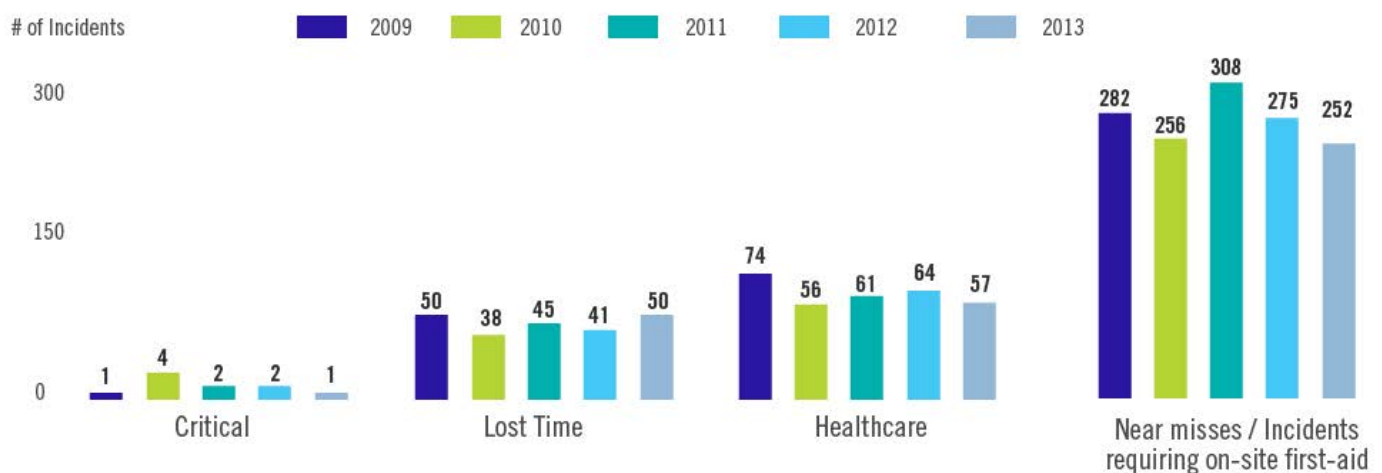
Health, Safety & Well-being

Facts & Figures



*235 biosafety certificates were reviewed. 1000 personnel were notified re: medical implications of identified hazards, and follow-up appointments & consultations as indicated were completed.

Year-Over-Year Workplace Incident Comparison



Health, Safety & Well-being

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 2013.

‘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’

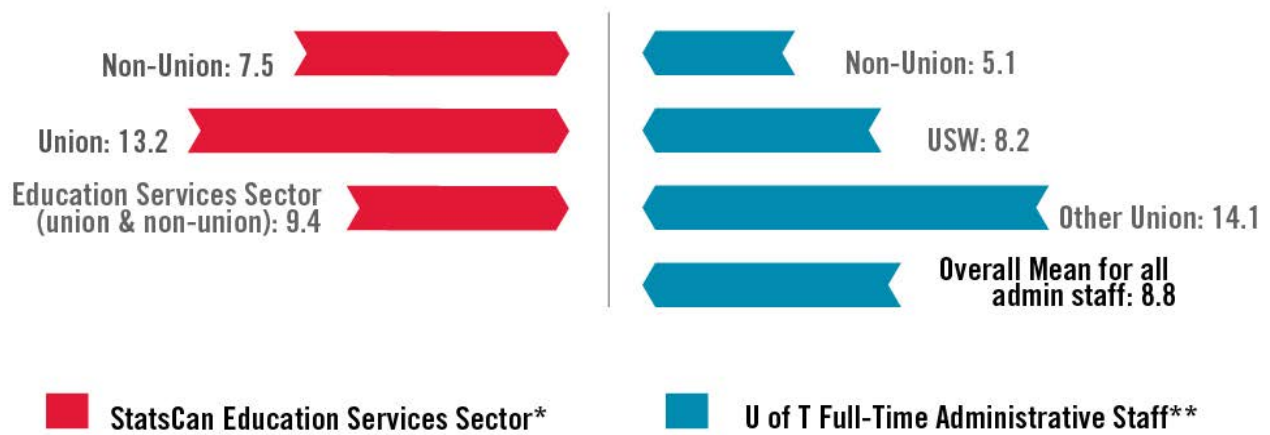
- These are accidents which result in workdays lost.

‘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.

Health, Safety & Well-being

Sick Days Lost per Worker in Year



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

** Data period = Oct. 1, 2012 to Sept. 30, 2013

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

Labour Relations

Managing the University's relationship with its unions.



Collective Bargaining

In 2013, the University successfully completed collective bargaining with the following bargaining units:

- CUPE 3902, Unit 3 (Sessional Lecturers)
- CUPE 1230, Student Casual (Library workers)
- CUPE 3261, Casual (Service workers)

All of these collective agreements were compliant with the provincial government's directive in respect of compensation restraint.

Communications

The year also saw an increased emphasis on proactively communicating labour relations updates.

- In January a new resource was launched on the Human Resources & Equity site that lists current information pertaining to labour negotiations at the University. One of the first of its kind in Canada, the page entitled, 'Labour Negotiations Information' also lists the expiration dates for collective agreements.
- In the spring, a team undertook a large project to make collective agreements easier-to-access. Traditionally, the collective agreements were scanned and posted as PDF files. These newly-formatted agreements were rolled out throughout the spring and provide employees with an alternative.

Grievances

In 2013, there were:

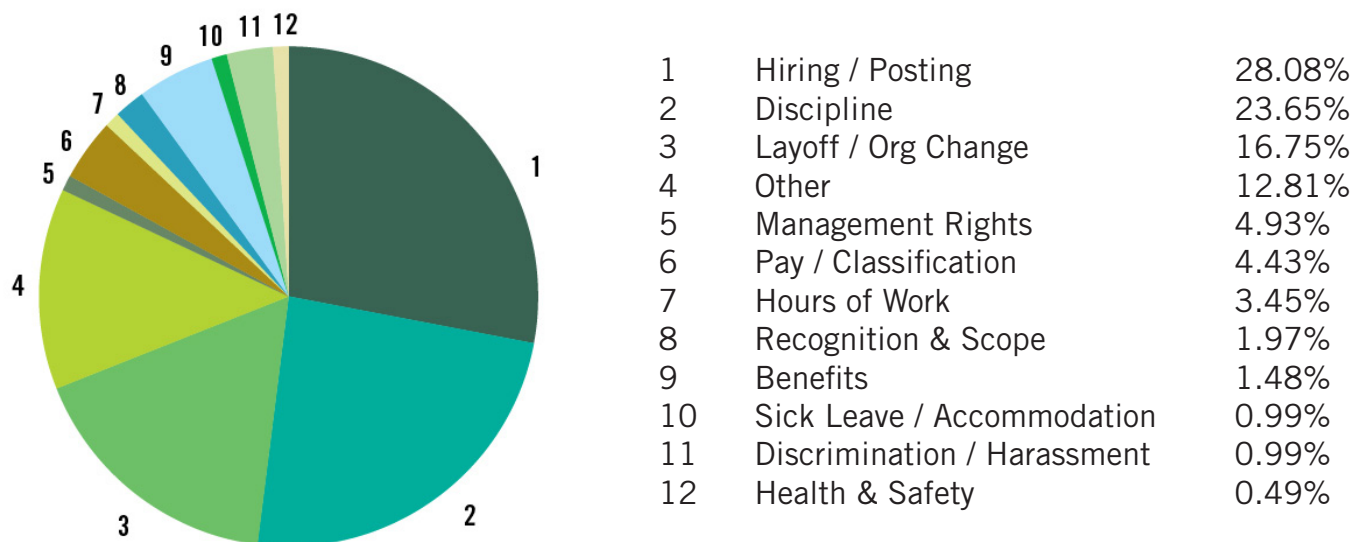
- 204 grievances filed at the University

Labour Relations

- 224 grievances resolved in 2013. This includes 150 grievances settled in 2013 that were filed in previous years and 74 of those filed in 2013.

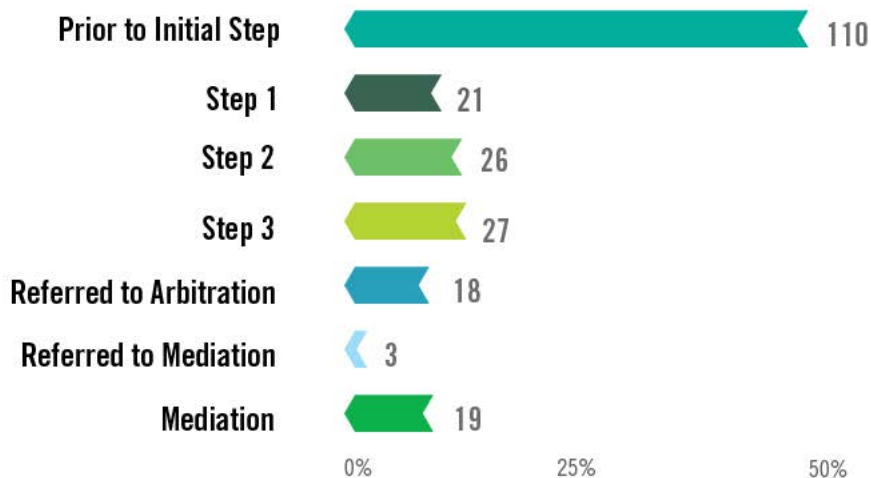
As illustrated by the 2013 Grievances and Resolution Steps graph (below), the vast majority were resolved prior to Step 3 of the grievance process with the single largest category being resolved at the informal stage. We had no grievance arbitration awards this year.

2013 Grievances by Type



2013 Grievances and Resolution Steps

In 2013, there were 224 grievances resolved. 82.14% were settled internally.



Leadership Development

Focusing on leadership and succession planning



Staff Leadership Conference

A full-day conference for staff in the Confidential and Professional & Managerial 1-5 employee groups was held on February 8, 2013. The night before the conference, a massive snowstorm struck southern Ontario. Despite the conditions, 220 of the 280 registrants made their way to the conference.

The conference theme was, 'You and the University: Moving Forward Together', and provided an important professional development and networking opportunity for staff members in these groups.

Launch of the 'New Managers Academy'

Successful organizations, whether they are profit, public, or not-for-profit, must be staffed with good managers in order to flourish.

The University of Toronto knows that to build on its success, it is essential that members of its Professional & Managerial employee group are skilled and engaged managers.

In 2013, U of T reinforced this commitment with the rollout of a new program that will provide new managers with the tools and ongoing resources they need to develop themselves and their teams. Launched in the fall, this new initiative focused on developing new managers who have been in their current role for two years or less.

Program participants were recommended by the Divisional HR Managers and Generalists and will be run on a cohort model with 26 participants in the first cohort.

Leadership Development

The Academy offers new managers:

- A unique opportunity to connect with colleagues across all campuses in a variety of roles.
- Participants will receive unlimited access to an exclusive award winning online learning resource for managers;
- An annual subscription to 'Skillsoft', an e-learning platform that will enable participants to access various courses, articles and presentations to further our goal of providing a blended learning format;
- The program uses a blended-learning model which offers a series of core and supplementary courses, involving online work as well as face-to-face sessions.
- Relevant topics are evident throughout the program including: Managing Up, Equity & Diversity and Effective Communication.

This group will continue to meet throughout 2014 and more details will be available in next year's report.

Business Management Leadership Program

Over the course of 18 months (July 2012 - December 2013), 11 staff members participated in this program which provided high-potential employees in this stream with the opportunity to further develop the competencies necessary to advance their careers.

In the program, participants:

- Defined goals;
- Experienced a 360-degree feedback process; and
- Received coaching and training in the areas of human resource management, financial management, space management, research services and information technology.

The program was very well received and meetings were held once per month and focused on a variety of leadership topics including: conflict management; the art of leadership; creative problem-solving; communication; managing people; creating great teams and utilizing your strengths.

Leadership Development



“ I was extremely fortunate to participate in the Business Management Leadership Program over the last 18 months. The BLMP increased my confidence and exposed me to leaders at U of T that I may not have had the opportunity to meet.

The 2013 Rose Patten Mentorship Program

In 2013, there were 36 partnerships for a total of 36 mentees and 36 mentors.

The program, named in honour of a past Chair of U of T's Governing Council, includes two mentoring programs each year.

TRIEC Mentoring Partnership Program

The HR team worked with the Toronto Region Immigrant Employment Council (TRIEC) to launch a Mentoring Partnership Program. Individuals from areas across the University, including finance, audit, business management and procurement, served as mentors to help integrate skilled immigrants in the Toronto area labour market.

We launched the program in May 2013 and had 15 mentoring partnerships. Following a post-program review with mentors, it was decided that the partnership would continue in 2014.

Lunch & Learn Sessions

The HR team at Rotman host Lunch & Learn sessions. In June 2013 the group participated in an interactive session on Communication for Collaboration skills presented by Professor Geoffrey Leonardelli.

Recognition

Promoting a culture of recognition across the University



Faculty and staff work hard to enhance the university experience of their peers, students and the greater community. Each year, through their efforts, there are a number of individuals who go 'above and beyond' to advance the University, provide exceptional service and have made a significant impact.

The following list provides a snapshot of the employee recognition initiatives that the Division of Human Resources & Equity was involved with in 2013. More information about awards and recognition programs, including those of other Divisions, is available here.

Chancellor's Award

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

Financially-sponsored by the University of Toronto Alumni Association, the awards are administered by the Division of Human Resources & Equity.

The Chancellor's Award (Influential) Leader 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. In 2013, two recipients received this honour: Sally Garner, Planning and Budget; and, Louis Charpentier, Office of the Governing Council.

The Chancellor's Award (Emerging Leader) honour recognizes staff members who demonstrate significant potential to assume more senior leadership in the organization - The Emerging Leader. In 2013, the honour went to César Mejia, Office of the Registrar, University of Toronto Mississauga.



Influential Leader: Louis Charpentier



Influential Leader: Sally Garner



Emerging Leader: César Mejia

Recognition

Ludwik and Estelle Jus Memorial Human Rights Prize



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

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.

The 2013 recipient was Professor Brenda Cossman, Faculty of Law.

Excellence Through Innovation Award

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

In 2013, 104 administrative staff members across U of T were recognized for such initiatives as: the Degree Explorer Project, the Lab Glass and Plastic Recycling Program, the Staff IMPACT Awards Program Recognition Event, the Job Shadow Program, and MoveU: Active Healthy Living at U of T project. A full list of recipients can be found at <http://uoft.me/etia>.

On October 28rd, recipients of the Excellence Through Innovation Award were honoured at an afternoon reception at the President's home.

Recognition

“ Thank you for sharing such a big part of your lives here, and for dedicating your careers to advancing the academic mission of one of the world’s greatest universities. Each and every one of you has played an important part in making the University what it is today.

- Angela Hildyard, in her welcome to retiring employees



Long-Service Recognition Program

In 2013, 356 faculty and staff members celebrated long-service milestones at the University of Toronto. On May 14th, long-service award recipients were recognized at a ceremony held at the Great Hall in Hart House. Among the honourees:

- 202 employees reached 25 years of service;
- 91 employees reached 35 years of service; and,
- 63 employees reached, or exceeded, 40 years of service.

Together, the 2013 long-service award recipients dedicated a total of 10,755 years of service to the University. A list of the 2012 - 2013 award recipients is available [here](#).

Retirement Reception

On May 28th, the University bid farewell to 156 retiring employees. Of those retiring, 51 individuals worked at the University for more than 30 years, and 25 individuals worked at U of T for more than 40 years. A list of 2012 - 2013 retirees is available [here](#).

Angela Hildyard, Vice-President, Human Resources & Equity welcomed the honourees, as well as their family members and colleagues.

Recognition

Simcoe Hall Vice-Presidents' (SHVP) Staff Award

Recognizing that there was a gap in divisional awards for those individuals who support the senior team at U of T, a working committee was formed to look at building a program that would address this gap. The Simcoe Hall Vice-Presidents' Staff Award program was announced with the first call for nominations due in February 2013.

This award celebrates outstanding staff members who are Confidential, Professional & Managerial Staff (PM 1-7 and 1AP) or unionized and work in the service of either the Division of the President's Office, the Division of the Vice-President & Provost, a Vice-Presidential Division (where the Vice-President is a member of SVP), or the Office of Governing Council.

This award recognizes staff members who have made contributions to their Division or to the broader University 'above and beyond' their job description in one or more of the following ways:

- Nominees will have made significant impact on or contributions to the quality of 'University Life' for citizens of the University community either within their division or more broadly and will be highly regarded by their colleagues for their professionalism, service orientation, team work and contribution to morale.
- Nominees are viewed as an emerging leader by other staff or management, demonstrating significant potential to assume a more senior leadership role in the University and / or contribute to a positive and inclusive working environment.

In 2013, the inaugural recipients of the Simcoe Hall Vice-Presidents' (SHVP) Staff Award included two members from the Division of Human Resources & Equity: **Jean Radley**, Senior HR Assistant, Central Administration Human Resources Services (CAHRS), Division of Human Resources & Equity; and **Sean Suleman**, HR Generalist, Central Administration Human Resources Services (CAHRS), Division of Human Resources & Equity.

Recruitment

Proactively responding to the changing recruitment needs of the University



The average number of applications received for each job posting at the University of Toronto continues to grow each year. For more detailed statistics, please see the Facts & Figures below.

The Evolution of the Strategic Recruitment Centre

In November 2012, a model for a Strategic Recruitment Centre was developed and rolled out to the HR community. Throughout 2013, the Strategic Recruitment Centre worked to:

- Develop recruitment strategies;
- Identify and share best practices;
- Consult on “hard-to-fill” positions;
- Establish and lead a ‘U of T Recruitment Network’;
- Develop and monitor recruitment metrics; and,
- Evaluate and recommend the role and use of technology and social media.

Monthly meetings were held with the U of T Recruitment Network, which brought together specialists from each of the 13 Divisional HR Offices to share their best practices, contribute new ideas, and to share resources & learning opportunities.

Use of LinkedIn for Recruitment

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

Over the course of 2013, followers of the LinkedIn Company page increased organically by over 16,000 individuals, ending the year with over 37,000 followers. U of T’s presence now ranks the highest among our Canadian university peers, and the number of users connecting and engaging with the site increases daily.

Recruitment



“ It has been a wonderful experience to be a part of the UTemp team. They have been and continue to be so encouraging to myself and our temporary staff in our professional growth.

- former UTemp employee

The pilot year of LinkedIn ended in October 2013, and the team assessed the value of the purchase in terms of the following objectives:

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

The results of the LinkedIn pilot were overwhelmingly positive.

Based on this feedback, the HR team chose to renew its contract with LinkedIn for another year, and increased the number of recruiter seats and job slots available to be utilized by the HR community as a tool in its overall recruitment initiatives.

Recruitment Partnerships

The U of T Recruitment Network worked with several organizations throughout 2013 to expand the reach of recruiters, and educate U of T recruiters of the resources available to them. Some highlights of these partnerships included:

- Representatives from 'Jobs in Education', an online job board, attended a Recruitment Network meeting to share information on the service, and supported several hard-to-fill recruitments;
- A representative from 'Charity Village' attended a Recruitment Network meeting, and offered additional discounts and linked recruitment accounts for each Divisional HR Office;
- 'UTemp' representatives shared short-term staffing solutions with the network, and highlighted the benefits of using the UTemp service;
- The 'Enterprise Applications & Solutions Integration (EASI) Web Services team' (responsible for overseeing the technical aspects of Taleo, U of T's applicant tracking system) regularly attended the monthly meetings of the Recruitment Network, and provided mini-training sessions for using Taleo to recruit; and
- Following the 'Social HR Camp' conference, Social Media Expert Salima Nathoo shared her expertise in using social media for human resources activities with the Recruitment Network.

Recruitment

U of T's Applicant Tracking System Enhancements

In addition to attending the monthly Recruitment Network meetings and developing various recruitment solutions for the Division, the Enterprise Applications & Solutions (EASI) Web Services team worked throughout 2013 to update the Taleo (U of T's applicant tracking system) documentation and training, including:

- Training on how to conduct advanced searches using Taleo;
 - Training on sharing candidate folders among Divisional HR Offices;
 - Organizing volunteers for testing the Taleo Support Fix; and
 - Providing advanced statistics for recruiters reviewing their recruitment history.
- The improvements to the Taleo training and documentation will continue to be developed into 2014.

Overall, changes implemented to Taleo materials and training in 2013 have shown to improve the efficiency of recruitments from a technical perspective.

Resources & Tools

2013 saw the creation of several new resources and tools to aid recruiters in their day-to-day activities. These include:

- A general email response template was created to ensure a standard of communication for all interested job applicants at U of T;
- An Interview Question Library was created in the HR Portal, which includes folders for interview questions and templates organized by position type; and
- A Recruitment Advertising Resource Database was created that provides a master list of all publications and web resources used to advertising open positions at the University of Toronto.

Recruitment

Marketing and Communications

Consistent employer branding is an important aspect of unifying the applicant experience at the University of Toronto. In 2013, work on this front included:

- More widespread adoption of the marketing tagline 'Work where the world comes to: think, discover, and learn' across a number of vehicles including the University of Toronto's LinkedIn Company page, specifically on both the Home and Careers sections;
- The employee branding was extended to the 'Applying to U of T' pages on the HR & Equity website;
- Working with the U of T Recruitment Network, the communications team updated the Applicant FAQs webpage to ensure that potential applicants could better find the technical requirements for the Taleo Applicant Tracking System; and
- A template for unsolicited job applications and for job application inquiries (both technical and speculative) was developed and distributed to all members of the Recruitment Network to ensure consistency of email responses to all applicants.

Looking forward into 2014, the Division will work to more deeply integrate this employer branding into the HR & Equity website along with further updating the look and feel of the Careers section.

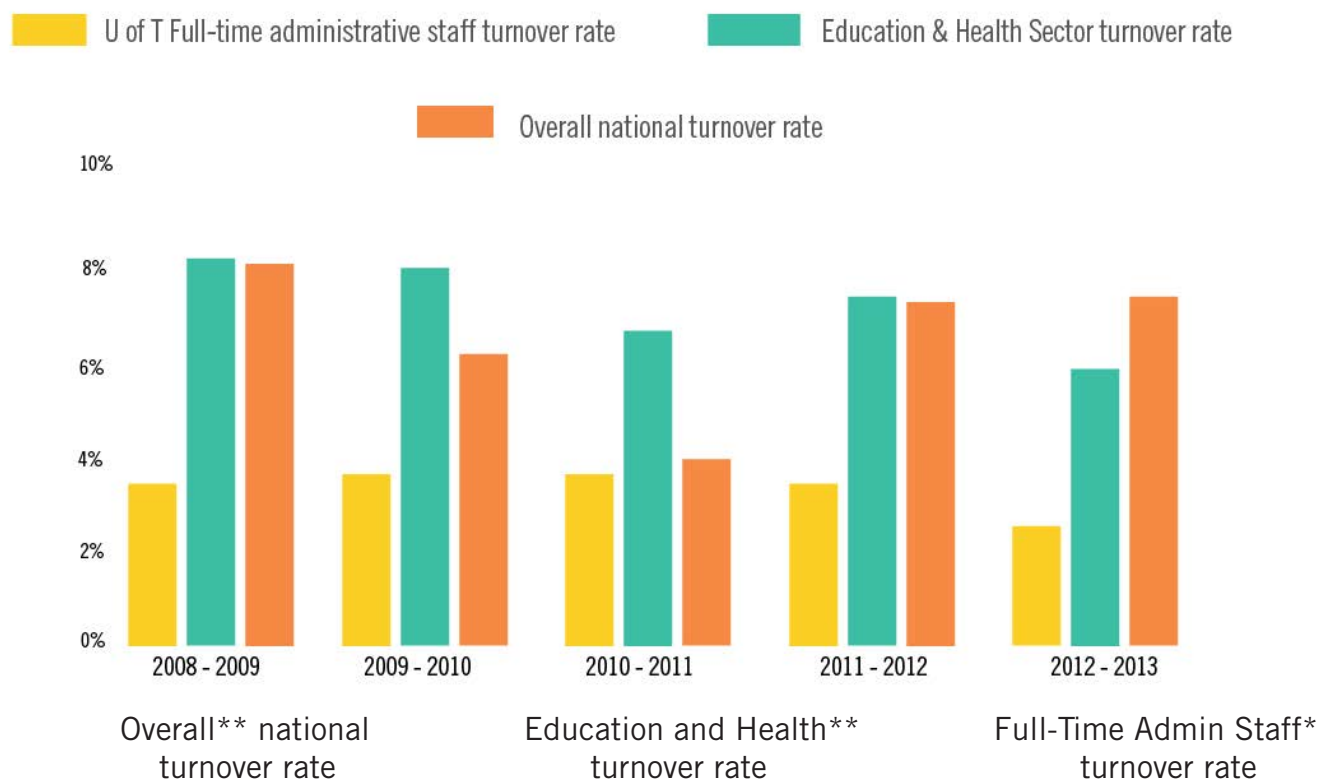
Use of UTemp - University of Toronto's Short-Term Staffing Service

	Resumes received	New UTemp employees added to our roster
2013	5,866	89
2012	4,829	88
2011	3,501	135
2010	3,824	99
2009	5,709	54

Recruitment

Voluntary Turnover Rate (Full-Time Administrative Staff)*

External voluntary turnover rates**



	Overall** national turnover rate	Education and Health** turnover rate	Full-Time Admin Staff* turnover rate
2012 - 2013	7.30%	5.80%	2.50%
2011 - 2012	7.20%	7.30%	3.40%
2010 - 2011	6.90%	6.60%	3.60%
2009 - 2010	6.10%	7.90%	3.60%
2008 - 2009	8.00%	8.10%	3.40%

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

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

Recruitment

University of Toronto Recruitment Summary

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

	Oct 1, 2008 - Sept 30, 2009	Oct 1, 2009 - Sept 30, 2010	Oct 1, 2010 - Sept 30, 2011	Oct 1, 2011 - Sept 30, 2012	Oct 1, 2012 - Sept 30, 2013
# Postings	735	844	871	747	742
# Applicants	52,381	60,883	66,263	71,445	67,062
Average # of Applicants Per Posting	71	72	76	96	90
# of Postings Filled	643	677	692	743	699
# of Postings Filled By Internals*	352 (55%)	395 (58%)	380 (55%)	445 (60%)	376 (54%)
# of Postings Filled by Externals**	291 (45%)	282 (42%)	312 (45%)	298 (40%)	323 (46%)
Average Time to Fill (days)***	61	61	62	65	85
Median Time to Fill (days)***	55	56	56	57	64

Note: Data as of February 5, 2014

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

*internals include all those self-identified as University of Toronto appointed staff

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

***time to fill is based on the lesser of time when posting is marked as filled or candidate start date in TALEO (the University of Toronto Applicant Tracking System)

About this Report

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

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