



UNIVERSITY OF
TORONTO

HUMAN RESOURCES & EQUITY

Annual Report

Human Resources & Equity | 2017 - 2018

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VICE PRESIDENT, HUMAN RESOURCES & EQUITY

NOVEMBER 2018

Vision, Mission & Values

Vision	Mission	Values
<p>The Division of Human Resources & Equity will:</p> <ul style="list-style-type: none"> ■ Be an innovative leader ■ Enhance employee experiences ■ Advance an intentionally inclusive, diverse, and equitable culture 	<p>Through our commitment to inclusion, equity, diversity, and excellence, we:</p> <ul style="list-style-type: none"> ■ Empower the University community ■ Create and deliver strategic, innovative, and equitable outcomes ■ Lead systemic and sustainable change 	<ul style="list-style-type: none"> ■ Accountability ■ Client Focus ■ Equity ■ Excellence ■ Inclusion ■ Innovation ■ Integrity ■ Knowledge-Driven

Employees

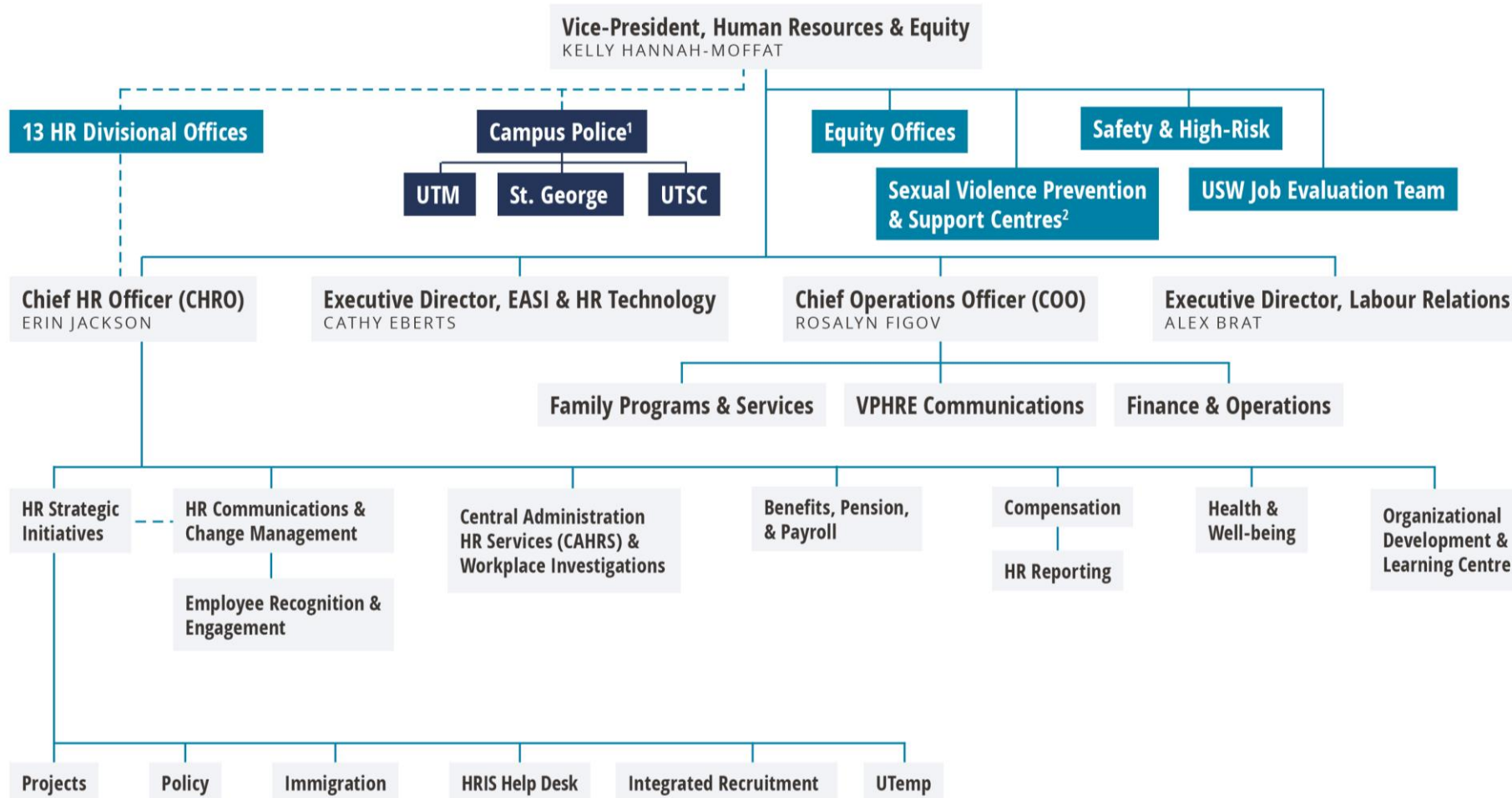
3,516	1,102	7,218
Faculty & Librarians*	Sessional Lecturers	Appointed Staff
3,343	5,607	20,000+
Casual Staff	Teaching Assistants	Total Employees

*Excludes non-appointed clinical faculty members in the Faculty of Medicine

Salaries & Benefits

\$1.4B Salaries	\$79.3M Legislated Benefits Canada Pension Plan, Employment Insurance, Workplace Safety & Insurance Board (WSIB) and Employer Health Tax contributions
\$83.5M Employee Benefits Including health, dental and educational assistance benefits	\$223.3M Employer Pension Contributions Including \$108.5M pension special funding

Our Strategic Approach to HR & Equity



1. Functional report only
2. Dual report to the Office of the Vice-President & Provost

Employment Relations

Key Items

\$15 / hr

Raising U of T's
minimum wage

Fitness for Work

HR guideline reminds
employees about impairment
in the workplace

\$

Updating our compensation
framework for non-unionized
staff

1,900+

Staff-related immigration
cases

850+

U of T employees
recognized on True Blue
Recognition Platform

251

Long-Service Award
recipients in the 25, 35, &
40-year categories

304

Retirees

Labour Relations

197
Grievances
resolved

86%
Resolved
internally

2%
Arbitration

29
U of T
Employee
Groups

23
Bargaining
Units

5
Non
unionized
Staff
Groups

1
Faculty &
Librarians
(UTFA)

Top five grievances by type:



14
Collective
agreements
renewed

18.4K+
Employees
covered by
renewed
agreements

Integrated Equity, Diversity & Inclusion

We continue to support equity, diversity and affinity programs

Angela Hildyard Leadership & Equity Symposium

- Fostering conversation among senior administrators about leadership in equity, diversity and inclusion at U of T
- >200 attendees

Connections & Conversations

- Support for three affinity groups at all campuses
- Second annual workshop on "Critical Friends"

Family Care Office

- Six child care centres across three campuses—303 spaces total
- Opening of Family Study Space at Robarts

Inclusion Starts With 'I' Campaign

- Inspiring UTSC with personal pledges to create an inclusive and welcoming campus
- 2,000+ social media views

International Day for the Elimination of Racial Discrimination (IDERD) Conference

- More than 160 attendees
- Five recognition award recipients

Senior Women Academic Administrators of Canada (SWAAC)

- Promote and support female leadership in Canadian post-secondary institutions
- 200+ members

Integrated Equity, Diversity & Inclusion

Advancing U of T's Leadership in Employment Equity Practices

- Anonymized Recruitment Project
- Diversity training workshops
- Gender Inclusivity Project

Guidelines to Support Indigenous Recruitment

- U of T's \$2.5 million to support Indigenous hiring
- 20 faculty and 20 staff
- HR guidelines to support Indigenous staff recruitment

AODA Online Training

- 30-minute web-based module
- 6,600+ employees completed training

Learning & Leadership Development

Organizational Development & Learning Centre (ODLC) Review

Key recommendations:

Develop a formal mandate, mission and strategic plan that is aligned with the training and development needs of U of T's employee groups

Develop an organizational staff-competency model that is aligned with U of T's strategic vision, and its business and operational requirements

Broaden senior leadership development and develop an emerging leaders program

Initial Steps

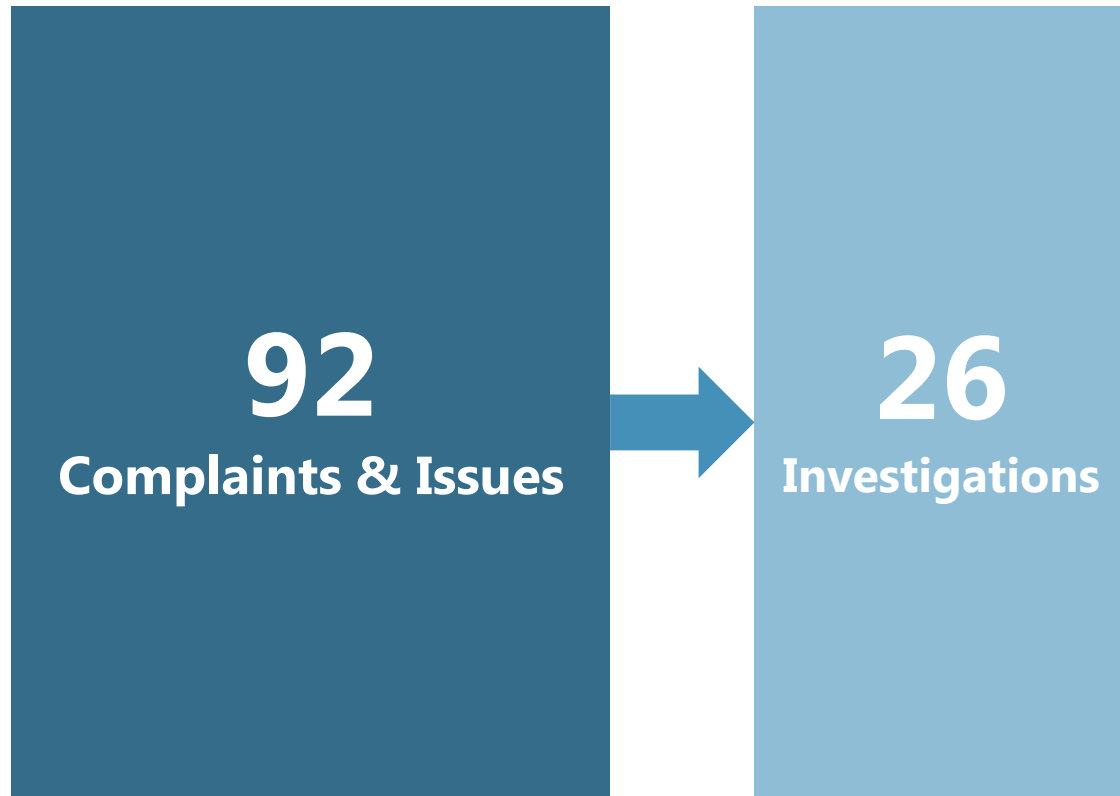
Managers' Academy
Providing skills and training to managers

Rose Patten Leadership & Learning Program
Review & Expansion

Linda Hills
Director, Learning & Leadership Development

Health, Safety & Well-being

Workplace Investigations



- Civility
- Discrimination
- Sexual harassment
- Violence Occurrences
- Workplace Harassment

Civility & Respect in the Workplace training sessions

Civility training initiative for principal investigators

Health, Safety & Well-being

Health & Well-being

641

Sick Leave Cases

177

Workplace
Accommodations

67

New Long Term Disability
(LTD) claims

41

Successful returns to work
after LTD claim

Safety & High-Risk

High Risk
Incidents

Sexual
Violence
Investigations

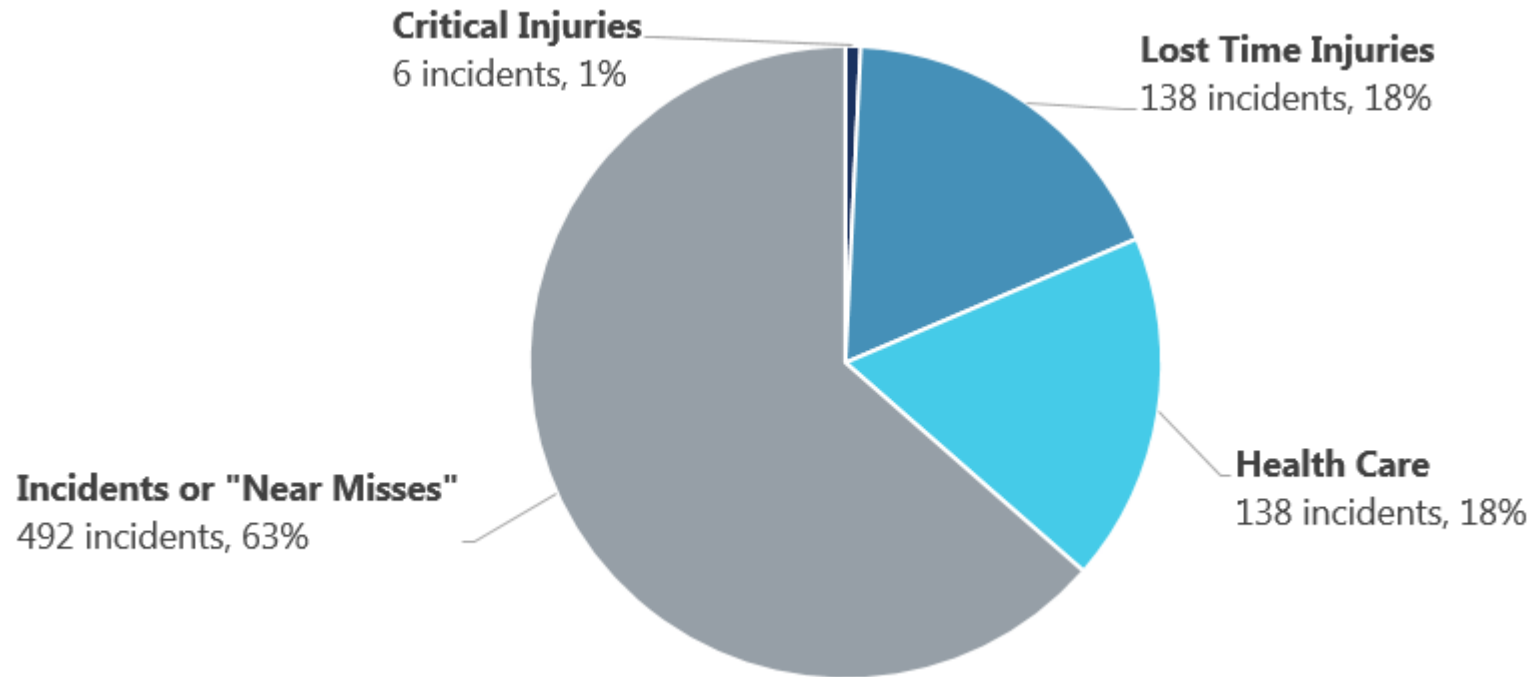
Community
Safety Office

Crisis &
Emergency
Preparedness

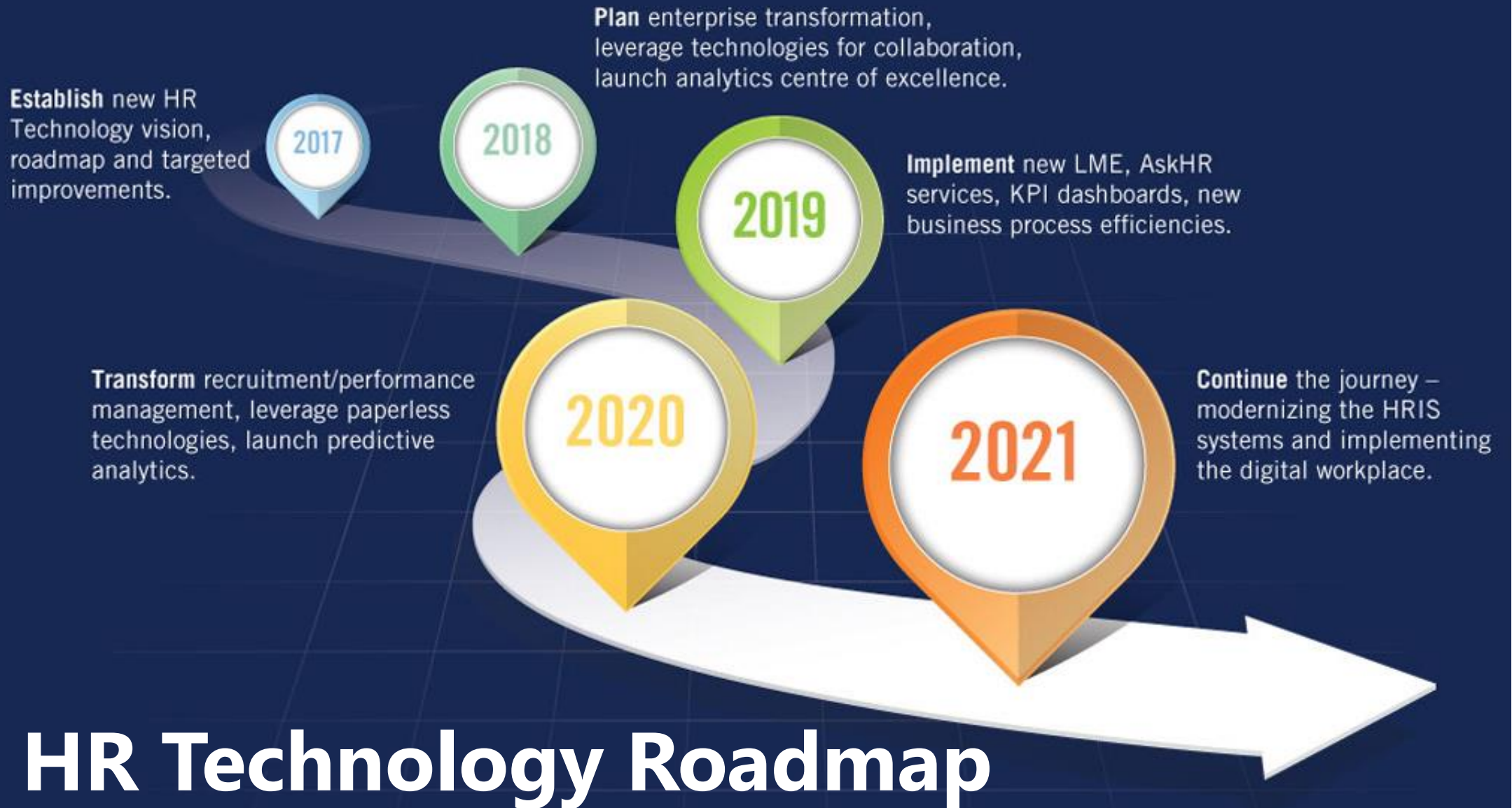
Special
Projects

Health, Safety & Well-being

Environmental Health & Safety—Workplace Incidents Reporting



**774
Incidents**



HR Technology & Innovation

Key Items

Kronos

Digital Attendance System

16 departments | 2,300+ employees

10

HR data dashboards on Tableau

Illustrative HR insights to help make workforce strategic decisions

HR Document Hub

>1,700 files streamlined into 372 standardized HR documents and made available on SharePoint

Manager Self-Service

Vacation data / absences / supervisory relationships / training info

HR & the City

**Take Your
Children to
Work Day**

370 participants

**U of T United
Way Campaign**

\$522K+ raised

**CIBC Run for
the Cure**

\$5,000+ raised

Employer Awards 2018



11th Year



6th Year



Top Employers *for*
Canadians **Over 40**

8th Year



5th Year



12th Year



CANADA'S BEST
DIVERSITY EMPLOYERS

11th Year

Priorities

Employment & Labour Relations

- Talent Management
- Preparations for next bargaining cycle

Learning & Leadership Development

- Continue implementing ODLC review recommendations
- Rebrand and launch of new centre

Priorities

Technology & Innovation

- Process improvements and reducing administrative overhead
- Enhancements to systems and desktop technologies

Integrated Equity, Diversity & Inclusion

- Enhance our comprehensive equity strategy
- Collection of workplace inclusivity and diversity data

Personal Safety, Sexual Violence & Well-being

- Enhance support to community members experiencing critical incidents
- Tri-campus framework for Responding to a Crisis or Routine Emergency Roll Out