



FOR INFORMATION

PUBLIC

OPEN SESSION

TO: Business Board

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PRESENTER: As noted above.
CONTACT INFO:

DATE: March 22 for April 6, 2017

AGENDA ITEM: 2

ITEM IDENTIFICATION:

Human Resources & Equity Annual Report, 2016

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 [for information] (April 6, 2017)

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 main areas of my portfolio:

- Human Resources
- Environmental Health & Safety (as of October 1, 2016 reporting to VPRI)
- Equity & Diversity

This report provides an overview of 2016 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.

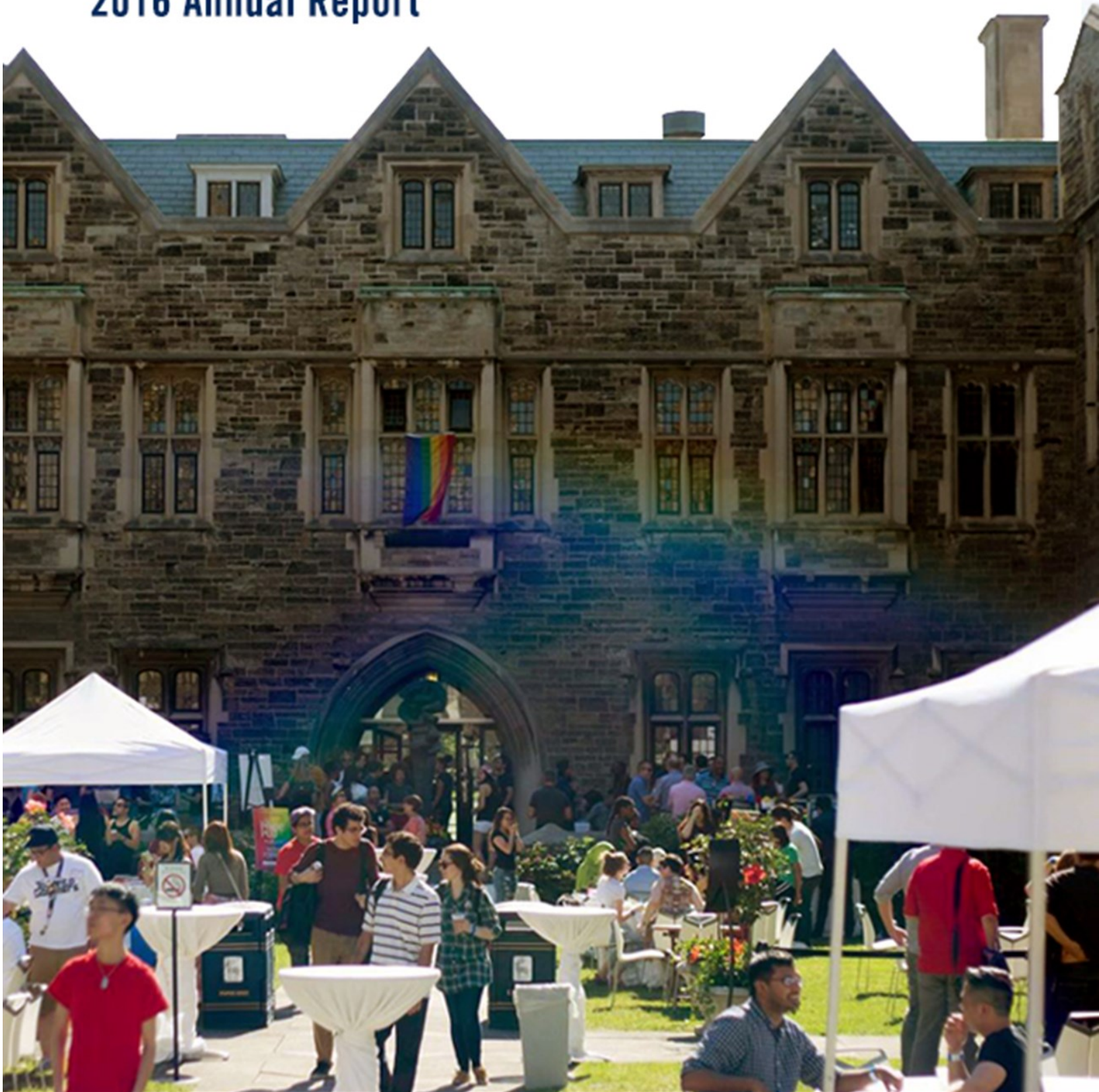
RECOMMENDATION:

This report is for information.

DOCUMENTATION PROVIDED:

Division of Human Resource & Equity Annual Report, 2016

Human Resources & Equity
2016 Annual Report



UNIVERSITY OF
TORONTO

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A message from Kelly Hannah-Moffat

I am pleased to present **The 2016 Annual Report** for the University of Toronto's Division of Human Resources & Equity, my first since I started this role in October 2016. Our office is actively engaged in initiatives that are responsive to the needs of our staff, enable career development and ultimately contribute to our excellence. We have and continue to actively promote and develop initiatives that promote safe and healthy work environments, enhance efficiency and produce an equitable and inclusive environment. In my tenure as Vice-President, I am committed to developing partnerships that will improve service delivery to divisions and campuses, foster equity and diversity across the University, cultivate new opportunities for staff leadership development and nurture work-life balances.

This past year the portfolio began several **significant equity initiatives** including enhancements to the University's Employment Equity survey, the adoption of anonymous recruitment protocols, anti-bias training and with the Provost, the development of a new policy on sexual violence and sexual harassment, the hiring and appointment of new staff in sexual violence, high risk and community safety and the opening of tri-campus sexual violence centres. **Changes in the national and international context** precipitated a greater focus on immigration advice and support. Additionally, Environmental Health & Safety moved into the Vice-President Research & Innovation portfolio on October 1.

It has also been a year of accomplishments with U of T named as one of **Canada's Top 100 Employers**, one of Canada's Best Diversity Employers, one of Canada's Top Family-Friendly Employers and one of Canada's Top Employers for Canadians Over 40.

In 2016, the portfolio continued to 'give back' to the community on a number of fronts, contributing funds, time and awareness to large programs such as the annual United Way Campaign as well as to smaller organizations such as the Toronto Region Immigrant Employment Council and the Barbara Schlifer Commemorative Clinic.

I would like to express my thanks and gratitude to **Professor Angela Hildyard** for her guidance in my transition to the role, her ongoing work on pensions and her 15 years of leadership in the Division. I am impressed with the knowledge, commitment and passion of the Human Resources & Equity team and look forward to the work ahead.

Please read our 2016 report and send along any comments or suggestions to us at vp.hre@utoronto.ca. In addition, should you require an alternate format for accessibility purposes, please let us know.



April 2017



Kelly Hannah-Moffat
Vice-President Human Resources & Equity

In 2016, Human Resources & Equity introduced a number of initiatives to enhance their client service to HR Offices, Divisions, and more broadly to faculty and staff.

ENHANCING CLIENT SERVICE

Streamlining data collection / tracking and people analytics

To better understand, anticipate and respond to client needs, our HR Offices and business officers require current and accurate information about our employees. In 2016 several projects were launched with the aim of improving the Division's data integrity, streamline reporting, promote efficiency, as well as providing more robust analytics and business intelligence.

Specifically, enhancements made to the HR Information System (HRIS) have improved our ability to accurately capture the employment status, benefits, vacation balances and leave patterns of employees.

Process work conducted in partnership with our benefits provider (Greenshield) has laid the groundwork for ensuring that information changes (e.g. address or name changes) recorded in HRIS will be shared weekly with the provider starting in spring 2017. This work will save employees the time and inconvenience of having to contact their HR Office and Greenshield separately to update their information.

The University adopted a new time and attendance system for casual and hourly staff. This change responded to the Divisions' request for a software solution that minimizes data entry time for Business Officers inputting casual employee pay. The new system efficiently and accurately streamlines the collection of hours from employees, and the processing of the hours by Business Officers through to the payroll HRIS system. Hart House, UTM and UTSC are currently in the process of migrating from the existing system (TimeLink) into the new system (Kronos), with broader roll outs continuing in 2017

Adding a third gender identifier in the HR Information System

To align with student initiatives currently underway, the Division is working to implement a third-gender identifier in the human resources information system (i.e. male, female and 'an other'). This development responds to the needs of our transgender and gender non-conforming employees and it aligns with similar student initiatives currently underway.

The addition of a third identifier will enable employees to self-identify as male, female, or 'an other' and have it recorded in our HRIS system, and requires coordination with benefit and pension providers. Consultations are underway with implementation anticipated for mid-2017.

Improving employee services

In March 2016 the Division launched a campaign to provide employees with options to receive their T4 tax slip exclusively online via Employee Self-Service (ESS) or through the new hire process. By the end of 2016 over 12,700 employees had provided consent to receive **paperless T4 slips**, which significantly reduced the use of paper and ensures that the confidential information is not misplaced, if employees change their residence address, etc. This initiative is part of HR & Equity's commitment to **supporting a sustainable and greener workplace**.

Commencing in December 2016, U of T began providing **bi-annual pension statements** to 3,000 deferred members and 5,500 retired members, in addition to the annual pension statement for 9,500 active members.

EQUITY AND DIVERSITY

New policy on sexual violence and sexual harassment

In December 2016, Governing Council approved U of T's new policy on sexual violence and sexual harassment that establishes a consistent system for responding to incidents and getting support. The new policy came into effect on January 1, 2017. Provincial law required that all universities and colleges in the province have a policy on sexual violence in place by January 2017. The policy applies to all members of the U of T community and provides the same services to everyone – students, faculty and staff. All incidents between members of the community, whether they take place on or off campus or online, are covered by the new policy.

The policy is part of U of T's action plan to prevent and respond to sexual violence. As part of that plan, two expert panels are continuing to work into 2017. These panels will focus on education and prevention activities and a campus climate survey respectively.

Establishment of personal safety, high risk and sexual violence prevention and support team



Terry McQuaid—Executive Director, Personal Safety, High risk and Sexual Violence Prevention and Support

In 2016 Terry McQuaid joined U of T in the newly-created role of executive director, personal safety, high risk and sexual violence prevention and support. Her new role will oversee sexual violence prevention and response initiatives, and take the lead on community safety and high-risk matters. It is the latest in a series of actions taken by the university to address sexual violence.

The university's new policy on sexual violence includes a centralized system to access support and for reporting and investigating all complaints. Reporting to

Terry is Laura Bradbury as the new director of the Office of Safety & High Risk under a one-year secondment and [Angela Treglia announced in late 2016 as the new Director, Sexual Violence Prevention & Support Centre.](#)



The University of Toronto is situated in one of the most diverse cities in the world and its staff and faculty reflect this diversity.

To support this community, Equity Offices and those with equity responsibilities, provide resources, training and support across all three campuses. Together they work to ensure that the University of Toronto is an inclusive, equitable and safe space for all members of the community and that its faculty and staff continue to accurately reflect the diversity of Toronto. The following highlights a snapshot of 2016 initiatives.

For more information, visit www.equity.utoronto.ca.





Recognition for Equity at U of T

The University of Toronto was also again recognized as one of **Canada's Top Family-Friendly Employers for 2016** as well as one of **Canada's Top Employers for Canadians Over 40 for 2016**.

U of T was also named as one of **Canada's Top 100 Employers for 2016**, and one of **Greater Toronto's Top Employers for 2016**. More information about these awards is available on the Awards & Recognition section of the Human Resources & Equity website.

Creation of Tri-Campus Sexual Violence Prevention & Support Centre

Central to the new policy is the creation of a Sexual Violence Prevention & Support Centre, which now has **presence on all three campuses**. The Centre's mandate is to assist in the triage of disclosures and / or reports; the coordination of supports for students, faculty or staff impacted by sexual violence. The Centre will manage the process for reporting sexual violence and sexual harassment and will offer support for those who disclose an incident, whether or not they choose to report an incident and is the first point of contact for those who want accommodations.

In addition, the Director of the Centre will collaborate with key stakeholders in developing and enhancing campus programs, policies, and procedures regarding response to sexual violence and allegations of sexual harassment consistent with the University's new Policy on Sexual Violence and Sexual Harassment.



Connections and Conversations Group Members

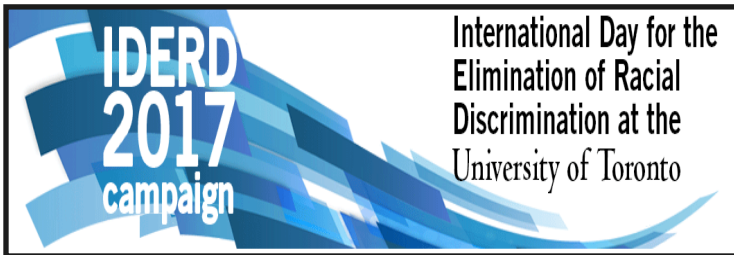
Connections & Conversations: an affinity group for racialized staff at the University

In **May 2016**, local chapters of the Connections & Conversations Affinity Group were created **on each of the University's three campuses**.

The **Anti-Racism & Cultural Diversity Office** is a **founding member** and provides facilitative support to the group and its operations. The official launch of Connections & Conversations took place in October at a gathering that was held at OISE with approximately 100 attendees in attendance.

We are proud that the University of Toronto was named one of Canada's Best Diversity Employers for 2016. This award recognizes employers across Canada that have exceptional workplace diversity and inclusiveness programs.

Employment Equity Survey Re-launch



The University's Employment Equity Survey is a **voluntary, confidential questionnaire open to all employees at U of T**. The survey allows the University to analyze its workforce composition relative to the Canadian workforce, using the principles outlined in the Federal Contractors Program (FCP). Following its creation in 1986, the survey remained unchanged, with the exception of a question regarding "sexual minorities" added in 2006. The questions as they existed did not capture sufficient information to allow identification of groups which require additional outreach and engagement; further the terminology used in the survey was also out of date.

Following extensive environmental scans and consultations with equity officers and their respective advisory committees, faculty members with subject matter expertise, legal counsel, and the privacy office, the Employment Equity Survey questions were revised in 2016 to provide sufficient information for recruitment outreach, with a view to improving representation rates of designated groups amongst faculty and staff. The survey is completed in Employee Self-Service (ESS), and respondents can no longer skip questions. The declaration by respondents has changed from "I am" to "I identify as". The intent of the survey is to permit greater fluidity around changing self-identification. Employees continue to be able to update their survey as changes in self-identity occur. We also updated references as follows:

- "**Indigenous/Aboriginal people**" from "Aboriginal people"
- "**Racialized Persons/Persons of Colour**" from "visible minorities"
- "**LGBTQ**" from "sexual minorities"

The survey allows for clearer delineation between gender, gender identity, and sexual orientation and it expands categories under gender/gender identity (includes trans, two-spirit). Finally, the survey includes additional questions about sexual orientation, visible vs. non-visible (or invisible) disability, racial and ethnic origins.

Annual U of T IDERD Campaign & Recognition Award

To mark the 2016 International Day for the Elimination of Racial Discrimination (IDERD), the Anti-Racism & Cultural Diversity Office (ARCD) partnered with First Nations House (FNH) and Rotman School of Management to host the fifth annual campaign.

Drawing on the then recently-released report of the Truth & Reconciliation Commission, the 2016 Campaign was themed 'History, Legacy, and Reconciliation: Indigenous education and the role of the University of Toronto'. A moderated panel discussion was convened to address the 2016 IDERD theme. The panel was moderated by Jonathan Hamilton-Diabo, Director, FNH and the panel members were Megan Bertasson, PhD candidate at OISE, Lee Maracle, Author and Instructor, Aboriginal Studies Program, at U of T, Faye Mishna, Dean of the Factor-Inwentash, Faculty of Social Work and Eve Tuck, Associate Professor at OISE.

IDERD Awards were presented to five individuals and groups for their inspiring work to advance antiracism both within the U of T community and broader Canadian society. Information about the IDERD Campaign and past award recipients [is available on the Anti-Racism & Cultural Diversity Office website](#).

Making our online spaces accessible is another important aspect of ensuring our information and communications reaches as many members of the University community as possible.

Accessible Communications

This year the AODA Office, as well as communicators across our campuses, has worked to address barriers to web accessibility. This has included the AODA Officer assisting in **incorporating a session on accessible communications at TechKnowFile**, a free technology conference offered to all faculty and staff, the AODA Office delivering regular accessible communications workshops on all three campuses, the AODA Office providing more resources on its website related to accessible communications updating the Bulletin for better keyboard accessibility, and the University's accessibility offices deploying a site license for Kurweill 3000 **on all three campuses**

AODA Office Accessible Communications webpage

This year the University's AODA Office continually updated the [Accessible Communications page of its website](#) to provide up-to-date resources and information. These include resources on how to switch on the accessibility checker in Word, PowerPoint and Excel for Windows and Mac, how to create and verify PDF accessibility, and additional resources on how to check to web accessibility, including keyboard accessibility.

The Anonymized Recruitment Project

In 2016, the Strategic Recruitment Centre and UTemp teams started to explore what concrete actions the Division could take to support diversifying the University of Toronto applicant pool. One of the initiatives born from this work is the Anonymized Recruitment Project.

'Anonymized recruitment' is the process of conducting recruitment activities (screening) using application materials that have had certain identifying information removed. The goal of anonymized recruitment is to neutralize the reviewer's source(s) of implicit bias. Sources of bias can include name, address, educational institution, hobbies, gaps in employment, address.



Message and forms template

In looking to share consistent, engaging and accessible communications, the Division has worked to develop templates for new materials that are shared internally and published on the Human Resources & Equity website. The roll-out of new formats will continue into 2017.

Messages sent by the Division underwent a redesign process and have begun featuring a standardized format that is intended to provide a user-friendly, accessible platform. A number of new forms, published on the Human Resources & equity website, also underwent a redesign to better incorporate *Accessibility for Ontarians with Disabilities Act* (AODA) standards and a consistent format. New forms incorporating the format include the [Self-Funded Research Grant Program Application](#) and the [Research Associate / Senior Research Form](#). The Division continues work to more fully imbed accessibility and consistency in all communications.

Equity Awareness & Education

In 2016, the Equity Offices at the University of Toronto organized and participated in a range of activities to engage and educate University of Toronto faculty and staff.

This year the **Minding Our Minds Conference** on Mental Health in University was hosted at Victoria University in the University of Toronto. Open to staff, students, faculty at the University of Toronto, this conference allowed participants to consider the challenges and opportunities for universities and colleges in the area of mental health. Taking place in October, the day-long conference began with a keynote address from Sandy Welsh (Vice-Provost, Students). Sessions throughout the day included topics such as the intersections of mental health for students, student reflections, and the social determinants of mental wellness.

The University's three Positive Space Committees (St. George, UTM & UTSC) hosted the first [Display Your Pride Contest](#) across all three campuses. Faculty, staff and students were invited to show their creative flair by decorating their offices and spaces in support of Pride. The event was a huge success, all photos were shared on Twitter using hashtag #DisplayYourPride. [The event coincided with 2016](#) marking the [20th anniversary of the launch of Positive Space](#) at U of T.



Display Your Pride, HR&E Group

We also actively worked to enhance our communities awareness of transgender issues and needs through a teach-in and [the NBD Campaign](#), which is a positive and affirming response to the current conflict around gender-neutral pronouns like singular they / them and ze / hir (instead of she/her or he/him). The NBD Campaign was created by Dr. Lee Airton. The Sexual & Gender Diversity Office is an official sponsor and supporter of the campaign. In response to community needs we have created **several gender inclusive bathrooms**.



Family-Friendly policies

The Family Care Office created a new family-friendly URL based on the U of T Map — **St. George Campus Map of Family-Friendly Locations**. The map features child care centres, breastfeeding locations, baby change stations, Student Family Housing, and family resource centres. This map was made available online in September 2016.

Each year we host a range of community building events. This year our faculty, staff and their children participated in **Bring Our Children to Work Day** across U of T's three campuses. Over 400 children participated in a variety of scheduled activities throughout the day and job-shadowed their parents.

The 'Washroom Inclusivity Project'

An ongoing collaboration, between University of Toronto staff, Equity Offices and students, which aims to provide clear and updated information about the current washroom facilities.



This project has been the result of a strong partnership among a number of Offices including: Sexual & Gender Diversity Office, Multi-Faith Centre, Accessibility Services, Family Care Office, UTM and UTSC Equity & Diversity Offices, and AODA Office; and in collaboration with Facilities & Services and Property Management.

The 'Washroom Inclusivity Project' has four main areas of interest: Physical accessibility; Single-user washrooms for broader gender inclusivity; Baby-changing stations; and Footbaths for students who wash before prayer. In the past year, the University of Toronto Mississauga campus installed three sets of multi-user all-gender washrooms on campus (these are the first multi-user all-gender washrooms at U of T): More information [is available on UTM's Washrooms on Campus webpage](#).

COMMUNICATIONS

Evolution of HR & Equity's online presence

The [Human Resources & Equity \(HR&E\) website](#) successfully transitioned to a new content management system (WordPress), to provide users with increased flexibility, enhanced accessibility, and additional client service features. Our website is the key platform for information for current and prospective U of T employees, so it needs to meet the needs of our diverse users. Analytics and user feedback is being gathered in order to inform ongoing enhancements to content, design and navigation that will take place in 2017.

In July 2016, a **HR Newsletter** was launched to enhance communications within the Division of HR & Equity and the HR Divisional Offices. One objective was to consolidate email messages (e.g. staff announcements, project updates, information for clients), while simultaneously creating a place where HR-only messages could be tagged and stored for future reading. Messages are compiled and sent in a weekly digest email of information to all HR staff at the University. A newsletter naming contest was held in HR resulting in the name, **'Up Close & Personnel'**.

To give U of T employees, prospective employees and recruitment partners a means to connect with the Division through **social media**, the Human Resources & Equity Communications team officially launched the Division's Twitter account in February 2016. Throughout the year, this channel was used to share a variety of stories, from the announcements of U of T's employer awards, to career opportunities for faculty and staff. The team also used this tool to share information about community outreach initiatives taking place within Human Resources & Equity, such as our involvement in U of T's second annual [Display Your Pride celebration](#) and the [Day of Community](#) among others.

The University's **LinkedIn presence** underwent significant change in 2016. LinkedIn made major strides to improve their company page offerings, which resulted in the merging of two online accounts - the University of Toronto Company Page and the University of Toronto Alumni Page. As a result, the 75,000 followers that the University gained organically suddenly grew to over 320,000 overnight! In addition to its use as a key recruitment tool, the page's 'featured news' section provides another way to communicate key messages about U of T to prospective and existing employees

Communications initiatives undertaken in 2016 were inspired by the results from the **'Speaking Up' Faculty & Staff Engagement Survey** results, which identified internal communications at the University as an **'Area of Focus'**.

The Division of Human Resources & Equity engaged in activities on multiple communications platforms to strengthen, expand and enhance our communication networks with our diverse audiences, both internal and external to the Division.



 @workingatuoft

The University of Toronto is committed to providing a healthy and safe teaching, learning and working environment for faculty, staff and students.

HEALTH, SAFETY & WELL-BEING

Health & Safety Assessments, Education & Training

In 2016, the Environmental Health & Safety team provided multi-disciplinary client support across our three campuses facilitating a safe work and study environment for employees and students. Efforts focussed on health and safety training, incident and accident investigations and reviews, worksite and occupational health assessments.

Most U of T employees are entitled to up to 15 weeks of paid **sick leave** when they provide appropriate medical documentation to the Health & Well-being Programs & Services (HWB) Office. This Office manages all sick leave cases that last longer than ten working days. Most sick leaves at U of T cover a variety of issues including brain injury, cancers and musculoskeletal conditions. Sick leave cases are on the rise at U of T. In 2016, HWB managed 404 new cases — up from 386 in 2015 and 353 in 2014.

Accommodations

In 2016, the University handled approximately 118 requests for workplace accommodations, up from 103 the previous year. These numbers do not include the many employees who, when returning from sick leave or long-term disability, require short-term accommodations during their transition back to work. Examples of accommodations the University has provided in 2016 include: modified duties, modified work schedules, flex-time arrangements, assistive technologies, specialized software, and custom furniture and workstations. As part of the accommodation process, Health & Well-being organized many ergonomic assessments, occupational therapy assessments, job coaching sessions and one-on-one technology training.

The Health & Well-being team managed over 70 additional cases in 2016. These cases include HWB support to HR and managers when attendance and performance issues may be health-related. Some of the cases will convert to sick leave or accommodation cases in 2017.

Long-Term Disability (LTD)

The University's LTD plan provides income protection when an employee's health problems prevent them from working longer than 15 weeks. Most LTD cases were due to psychological problems and cancers. In 2016, there were 67 new LTD claims by U of T employees and 35 employees successfully returned to work from long-term disability.





Workplace Injuries and Incidents: Facts & Figures

The Division's Health & Well-being Programs & Services and Environmental Health & Safety teams monitor workplace injuries and incidents to identify ways to prevent future injuries. Health & Well-being Programs & Services manage all aspects of Workplace Safety Insurance Board (WSIB) claims management, including coordinating and assisting both employees and their managers in returning to their regular or accommodated work following a workplace injury.

Critical Injuries

In 2016 there were two critical injuries which resulted in time lost from work. The employee has successfully returned to work. This is up one from the previous year.

'Critical injury' has a specific definition under the *Occupational Health & 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, arms, 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 days lost from work as a result of the injury, but do not include the day of injury. In 2016 there were 62 such accidents; 20 more than the previous year.

Health Care Claims

A health care accident is one that requires the services of a health care professional but involves no time lost from work past the day of injury. In 2016 there were 92 health care claims, an increase of 33 from the previous year.

Sick Days Lost per Worker in Year

Sick days lost per worker* at U of T last year continues to fall below the public sector with U of T's days coming in at 7.2 sick days lost per worker in year (mean) less than the public sector with 12.7 sick days lost per worker in year** (mean).

(*full-time administrative staff at U of T)

*Data period = October 1, 2015 to September 30, 2016 **Data period = 2016 calendar year;*

Source: Statistics Canada Work Absence Rates 2016

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

Benefit enhancements

The new CUPE 3902-Unit 1 top-up benefit plan was implemented in the fall of 2015, with monitoring, communications and tracking of utilization through the remainder of the first plan year which ended August 31, 2016. This plan provides enhanced benefits as a top-up to student plans for more than 5,500 CUPE 3902 - Unit 1 members.

A new top-up benefit plan for members of CUPE 3907 was launched in the fall of 2016. The plan provisions mirror the provisions of the CUPE 3902-Unit 1 plan and provides enhancement to graduate student benefits for 300 members of CUPE 3907 Graduate Assistants at OISE.

Work-Life Programming

Our institutional philosophy is that an environment that supports a healthy work-life integration leads to a stronger and more successful community as a whole. To support this, teams in the Division organize various work-life workshops, events and seminars. In 2016, programming focused on: physical health [e.g. ParticipACTION's 'Sneak It In' Week (April 4-8) Healthy Workplace Month]; financial well-being; family care support (e.g. raising multiple children, seniors and safety at home).

LABOUR RELATIONS

Collective Bargaining

In 2016, the University successfully completed collective bargaining with the units representing:

CUPE Local 1230, Full-time & Part-time (Library Workers)

OPSEU Local 578 (Research Officers and Associates at OISE)

CUPE Local 3907 (Graduate Assistants at OISE)

USW Local 1998, Casual (Casual Administrative and Technical Employees)

CUPE Local 1230, Student Casual (Student Casual Library Workers)

The renewed collective agreements were compliant with the Provincial Government's directive in respect to compensation restraint and consistent with the pattern of recent collective agreement renewals between the University and its union partners. In negotiations with CUPE 3907, the University and the Union agreed to a new top-up Health Care Plan for employees in CUPE 3907 modeled on the existing CUPE 3902 Unit 1 Health Care top-up plan. The University and CUPE 3907 also agreed to make the language of the collective agreement gender neutral.

The LR team developed and delivered a number of training programs and presentations including: specialized training in support of all collective agreement renewals and management

In 2016, there were **162 grievances resolved**, including 56 of those filed in 2016. Of these, 94% were settled internally. There was only one grievance that was decided at arbitration in 2016.

The Labour Relations team's core functions are: collective bargaining, education and training for academic and administrative units, client support and grievance management.

Employees in 23 bargaining units (11 unions) make up the majority of the University's workforce, in areas ranging from administrative to academic, student services to laboratories to skilled trades.

Top 5

2016 Number of Grievances by Type

Discipline	51
Hiring / Posting	36
Management Rights	16
Layoff / Org. Change	13
Recognition and Scope	9

LEADERSHIP DEVELOPMENT

In 2016 the Division's work focused on developing the middle management and supervisory functions at the University.

Professional development for HR staff, managers and Registrarial staff

To continue to deliver a high quality HR service we have invested in training and professional development of the HR staff. Our HR Academy provides ongoing learning opportunities. Our sessions on a range of topical and technical issues and seek to offer evidence based best practices. Some of the sessions offered at the Academy include: 'HR Tips & Tricks for HRIS'; 'Hiring Best Practices'; 'Going Beyond Diversity Statements'; 'Unconscious Bias' and 'Anti-bias and Anti-Discrimination' training. Training was by and for HR professionals through regular HR meetings, as well as a wide range of stand-alone courses.

This **Managers Academy** program is aimed at both new and experienced managers with the hope that their cross-learning will occur with both seasoned and new managers in the same room. The program runs on a cohort based model with 30-35 participants.

Two cohorts completed the program in 2016. The focus of this program is provide participants with an overview of managerial topics that are important to the managerial philosophy of the University. The other main objective of the program is to create networks of new managers across the University and provide participants with the opportunity to "buddy" with like-minded individuals and create communities of interest.

ODLC works with a variety of departments from across the University to provide customized team and leadership sessions. In 2016, 28 of these types of sessions were offered including a session for **Faculty of Arts & Science Registrarial Staff**. In this example over 35 supervisors participated in a two-day pilot program that covered supervision skills; emotional intelligence, communication skills, dealing with difficult people and working with different personality styles.

Career Community

The Career Community continued to cultivate a culture of career development among staff members. This year strategies included engaging leaders, ensuring accessibility, enhancing events and strengthening marketing and promotional initiatives.

The 'Career Spotlight' series of events offered an opportunity for leaders in IT, Communications, Student Life and Registrarial services to showcase their divisions and their leadership to staff with an interest in those areas by creating an open house-type event. Leaders willingly planned and presented the events and encouraged staff within their networks to attend.

The 'Career Lounge' series offered leaders an opportunity to reflect on their own careers and to share their experiences, insights and advice with staff at all levels and from a wide range of areas. Networking among staff is a key feature of all Career Community events and continues to be one of the aspects staff greatly appreciate. At the end of 2016 there were over 600 staff who have joined the Career Community and many more who reference it on a weekly basis. Career / employment tips are sent out weekly.

Mentoring and Succession Development Programs

Through the Organizational Development & Learning Centre (ODLC), the Division continues to offer mentoring programs under the banner of the Rose Patten Leadership Programs. These structured mentoring programs pair evolving leaders with those at more senior levels for a year of informal meetings, networking opportunities, workshops and coaching.

The Business Management Leadership Program has engaged participants from previous programs to serve as mentor buddies, which has enhanced the learning experience for current participants. 40% of participants have advanced in their careers in the past two years. A major focus of this program has been the 360-feedback exercise and coaching that accompanies the survey. ODLC has received requests from individual departments to conduct this type of leadership development for their staff and we now have specific U of T benchmark data that is included in every 360-feedback report.

This year ODLC also offered a series of more informal mentoring / networking events that were aimed at giving our staff the opportunity to network and learn more about different areas at the University. To this end, three main events were offered at all three campuses: 'Lunch with 16', 'Work the Room' and 'Speed 'Ment'working'. A committee comprised of previous mentees assisted with the design and planning of each event and overall feedback from participants was very positive.

This year ODLC also engaged in a series of focus groups in the summer and fall with staff who are in the first ten years of their career that pointed to two very distinct needs: mentoring and networking programs and career 'pathing' types of programs. In addition, ODLC offered 193 learning programs in the areas of leadership, management, career, communications and work-life with over 4,556 participants attending as well as 80 computer training sessions with a total of 717 participants.

Consultations with Professional & Managerial 8-9 employees

Senior administration at the University of Toronto is cognizant of the role that the University's senior non-academic leaders play in the success of the University of Toronto. University's 'executives' possess significant institutional knowledge, contribute regularly and meaningfully to the strategic business decisions of the institution, and have often dedicated the bulk of their professional lives to the University. PM 8-9's are viewed as a unique group within the larger non-union administrative cadre and one with distinct needs as employees.

Throughout 2016, consultations took place with the PM 8 – 9 group to ensure that the University is doing what it can to fully engage this group of staff through recognition and support while providing them with stimulating careers.

The Integrated HR team met one-on-one with 35 leaders in the PM 8-9 group, and asked for their candid feedback on a variety of topics. While the individuals in this group are very often experts in their own field, they are also very often the only individuals at the University who hold a certain role, and can be the most senior non-academic staff leader within a division, there are common themes running through their employee experience.

RECOGNITION

The University of Toronto is committed to a culture of recognition for faculty and staff and demonstrates this through a variety of recognition programs. These honours [recognize achievement](#) (for example the Excellence Through Innovation Award, the Chancellor's Award, the Simcoe Hall Vice-Presidential Staff Award [as well as celebrate service milestones](#) (such as the Long Service and Retirement programs).

For more information, please visit the 'Awards & Recognition' section of the Human Resources & Equity website.

True Blue Award



While the University and the Division of Human Resources & Equity supports a number of formal recognition programs, it was clear that there was a gap in terms of more informal recognition programs.

To address this, the True Blue Award was launched in 2016 in an effort to recognize staff and faculty who make invaluable contributions to the University every day; they accomplish personal and institutional goals, mentor their colleagues, and keep this institution working. The response from the U of T community has been impressive, with 22 individuals celebrated within a couple of months of launch.

Long Service Recognition Program

On May 24, 2016, 345 members of the University of Toronto community received a Long Service Award which honours appointed staff, faculty, and librarians for their commitment to the university through 25, 35, and 40 years of continuous service.

In the group being honoured, 178 individuals celebrated 25 years of service; 112 celebrated 35 years of service; while 55 individuals celebrated 40 years of service.



Recipients at the Long Service Award Ceremony

RECRUITMENT, ONBOARDING & RETENTION

Growing our recruitment team

In 2016 there were a number of changes made to the administrative recruitment efforts at U of T. Specifically, the Division's Strategic Recruitment Centre grew to include two Recruitment & Sourcing Coordinators, one Recruitment Assistant, and one Talent Sourcing Specialist.

In addition to developing recruitment strategies and best practices, the focus of these new staff members is to diversify the applicant pool by linking with diversity resources and partners, develop talent pipelines and consult on 'hard-to-fill' positions and to evaluate and recommend the role and use of technology and social media (such as LinkedIn).

Building recruitment partnerships

The Strategic Recruitment Centre and the U of T Recruitment Network (a group of HR colleagues in recruitment roles), collaborated with several U of T departments and external organizations to expand the reach and sourcing capabilities of recruiters, educate U of T recruiters on the resources available to them and to promote U of T as an employer of choice to prospective employees.

Some highlights of these partnerships included:

- ⇒ Hosting an Indigenous recruitment fair in partnership with First Nations House that showcased current job opportunities for internal and external applicants.
- ⇒ Attending several Houselink Community Homes' Meet & Greets to meet and network with job candidates
- ⇒ Participating in 'Disabilities Mentoring Day' and hosting two mentees on the University of Toronto St. George campus.

Re-designing the onboarding experience for new hires

Based on feedback from colleagues in the Divisional HR Offices, as well as those newly-hired to the University, the Division knew that the onboarding experience could be improved. The existing system took too long to get a new employee established up on the necessary systems (e.g. email setup) so in 2016 a project was started that sought to automate the experience.

Rather than the standard manual paper process, the new process generates an 'eOffer' (i.e. electronic, online letters of offer) using the University's existing applicant tracking system for external hires into the Professional & Managerial staff, Confidential and USW 1998 employee groups, as well as the ability to generate a new hire's UTORid and provision system access prior to their first day of work, decreasing a new hire's time to productivity. This process allows new hires to sign back their offers almost immediately which streamlines hiring processes and reducing manual data entry input for business officers. Broad implementation of the system is expected for early 2017.



Enhancements to the Applicant Tracking System (Taleo)

In addition to programming the new eOffer and Pre-hire functionality, many enhancements were made to the University's Applicant Tracking System (Taleo).

As of November 1 2016, all applications to CUPE 3261 positions must go through the online applicant tracking system, after extensive consultations with Divisional HR Offices and CUPE 3261's Union Executive, and will significantly streamline the recruitment process for these positions. With this change, Divisional HR Offices only have to screen resumes from a single source (unless applications are submitted via an alternative method for accessibility purposes).

Effective June 1, 2016, all Research Associates and Senior Research Associate job postings moved onto the applicant tracking system, addressing the request from departments seeking to broaden their applicant pool, and who wished to open their candidate pool to include foreign nationals. Taleo satisfies one of the national posting board criteria used to hire foreign national workers.

Immigration

The Division's Integrated Human Resources team now serves as the University's hub for immigration inquiries and forms processing for staff. In a short time the team has emerged as an informal Community of Excellence, managing processes regarding immigration for staff, faculty and students and providing guidance and advice to all other immigration partners at the University.

In 2016, the team standardized processes and communications to address complex immigration cases such as updating the HR information system (HRIS) to allow HR to capture study and work permit data to improve compliance with the Temporary Foreign Worker Program (TFWP) effective July 1, 2016.

Since 2015, the team successfully responded to over 4,000 inquiries to the Immigration email inbox, supported staff recruitment of foreign nationals, and over 400 work permit applications in 2016 alone via the Citizenship & Immigration Canada (CIC) Portal.

In 2016, the Division launched the Diversity Internship Program to support its efforts in recruiting individuals who self-identify as Indigenous / Aboriginal Persons (North America), Racialized Persons, and / or Persons with a Disability. The internships are one-year in duration and open to external candidates. Employees in internship positions are paid no less than the Hiring Rate on the appropriate salary range for a similar human resources position.

The first round of recruitment for the Diversity Internship Program was incredibly popular, with more than 850 applicants to the program. After an intensive selection process, the successful candidate was hired in July 2016 and placed as an HR Assistant with the Integrated HR (iHR) team. Moving forward, the Division is working to ensure the longevity of the program through permanent funding sources, and hopes to open applications for the second Diversity Internship Program in early 2017.



First recipient of the Diversity Internship Program, Wuuworitsetan Ugbeye

Enhanced Careers webpage

The HR & Equity website was updated to create a new look and feel for the Careers webpage. The new design makes it simpler for applicants to locate external and internally available positions, and makes better use of the web real estate to ensure instructions on how to apply to jobs are clear and easy to understand.

Work will continue throughout 2017 to further enhance the Careers webpage, with particular attention to recruitment resources available to internal staff and administrators at the University.



Recruitment numbers

The average number of applications received for each job posting at the University of Toronto continues to grow each year. In 2016*, 97,106 applications were received for 1,391 posted positions an average of 71 applications per posting. Of the filled positions, 54% were filled by internal (those self-identified as U of T appointed staff) staff.

Volunteer Turnover Rate (which excludes retirements and involuntary departures) continues to be much lower than the Education and Health Sectors. In 2015-2016, U of T had a rate of 3.40% while Education and Health reported a 6.25% turnover rate*.

**Source: Compensation Planning Outlook 2017, Conference Board of Canada, Table 19*

Faculty Relocation Service

The Family Care Office coordinates the [Faculty Relocation Service](#) (FRS). This highly-successful initiative provides deans, chairs and search committees with assistance in meeting their goals in an intensely-competitive recruiting environment. The program helps newly-appointed faculty and their families to relocate and transition smoothly to life within the University and Greater Toronto Area. Staff provide appointments to prospective faculty, maintain a relocation website and distribute faculty recruitment booklets.

In 2016, the Office met with 262 prospective and newly-appointed faculty which is over 100 more appointments than 2015, and over 40 more compared to 2014.



COMMUNITY, OUTREACH & ENGAGEMENT



The Division of Human Resources & Equity is committed to maintaining a vibrant internal community at the University of Toronto while also contributing to the surrounding communities where faculty and staff live, work and learn. This work aligns [with President Gertler's priority](#) of "(Leveraging) our urban location(s) more fully, for the mutual benefit of University and City". In 2016, the Division supported a number of local organizations, programs and events.

In November, representatives from the Division participated in the **Workplace Essential Skills Partnership**, which focused on preparing professionals with disabilities for the workplace. The program was developed by the **Canadian Council on Rehabilitation and Work** to facilitate meaningful and efficient connection between Greater Toronto Area employers and pre-screened, qualified, and job-ready candidates. It has helped job-seekers find meaningful employment in the areas of accounting, finance, IT support, office administration, customer service, research, healthcare, bookkeeping, and law.

The University of Toronto community finished a successful **United Way Campaign** by raising over \$600,000, the Human Resources & Equity-led project team attributed this year's success to the generosity of faculty, staff and students and their participation in a number of initiatives such as St. George's *Swap Shop* sale, run by Facilities & Services, OISE's *Lasagna Lunch* and the Office of the Registrar's *Indian Lunch Buffet*, and new events, such as the 'Yogathon' at the University of Toronto Mississauga.





HR & Equity team members gathered together to decorate and fill 150 care bags for the local Ronald McDonald House.

Human Resources & Equity participated in [Giving Tuesday](#) and collaborated with the [Barbara Schlifer Commemorative Clinic](#) to support women residing in Toronto shelters. Colleagues brought in new toiletries to donate to the shelters and monies were raised through a pizza sale at lunch. At the University of Toronto Mississauga campus, the Office of the Registrar hosted *Photos with 'Santa'* (the Interim Vice-President & Principal).

Inspired by the [University of Toronto \(U of T\) United Way Campaign](#) and the spirit of the holidays, the HR & Equity team came together for its inaugural [Day of Community](#) on Tuesday, November 22. For its first charitable initiative, the team decorated and stuffed 150 breakfast care bags for families at Toronto's [Ronald McDonald House](#). Human Resources & Equity's team, the HRE Pirates of the 'Cure'ibbean, joined thousands of Canadians across the country in raising funds in support of the **CIBC Run for the Cure** last October. It was a fun and memorable event that occurred on U of T's own front campus. The team, made up of a dedicated group of staff, family & friends, and furry companions, contributed to the cause by successfully raising \$5,862!

About This Report

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