UNIVERSITY OF TORONTO MISSISSAUGA CAMPUS COUNCIL
REPORT NUMBER 28 OF THE CAMPUS AFFAIRS COMMITTEE

MARCH 29, 2018

To the Campus Council,
University of Toronto Mississauga

Your Committee reports that it held a meeting on March 29, 2018 at 4:10 p.m. in the Council Chambers, William G. Davis Building, at which the following were present:

Joseph Leydon, Chair
Steven Short, Vice-Chair
Ulrich Krull, Vice-President & Principal
Lee Bailey
Arjan Banerjee
Arthur Birkenbergs
David Boshra
Elspeth Brown
Gary Crawford
Dario Di Censo
Nykolaj Kuryluk
Hans van Monsjou
Shelley Hawrychuk
James Parker
Andy Semine
Susan Senese, Interim Chief Administrative
 Officer
Gerhard Trippen
Anthony Wensley

Dale Mullings, Assistant Dean, Students and
 International Initiatives

Regrets:
Atif Abdullah
Amrita Daniere, Vice-Principal Academic and
 Dean
Mark Overton, Dean of Student Affairs
Judith Poë
Sue Prior
Noor Rahmeh
Chester Scoville
Amber Shoebridge
Jumi Shin
Joanna Szurmak
Mariana Villada Rivera

Non-Voting Assessors:
Andrea Carter, Assistant Dean, Student
 Wellness, Support & Success
Christine Capewell, Director, Business
 Services
Stepanka Elias, Director, Operations, Design
 & Construction

In Attendance:
Erin Jackson, Chief Human Resources Officer
Vicky Jezierski, Director, Hospitality & Retail Operations
Lorretta Neebar, Registrar & Director, Enrolment Management

Secretariat:
Cindy Ferencz Hammond, Director of Governance, Assistant Secretary of the Governing Council
Mariam Ali, Governance Coordinator, UTM

1. Chair's Remarks

The Chair welcomed members to the meeting.

2. Human Resources at UTM - New Initiatives

The Chair remarked that this past fall, a major review of UTM's Human Resource services was undertaken and that a number of new initiatives had resulted from this review. He invited Susan Senese, Interim Chief Administrative Officer & Erin Jackson, Chief Human Resources Officer to present[1] an overview of these HR initiatives at UTM. Ms Senese informed members that there were many important HR technology initiatives planned for the University under Cathy Eberts, Director of Enterprise Applications and Solutions Integration (EASI) and that her team would be holding smaller sessions at UTM to engage with stakeholders about these technologies. Ms Senese provided an overview of the key initiatives, noting that they would allow for the streamlining of many manual processes. In addition, many of the initiatives were focused on improving professional development and learning, including a staff learning module and True Blue, a recognition program application. Ms Senese went on to provide an update on the search for a UTM Director of Human Resources, noting that Erin Jackson had provided interim support for this role since January, and that she was leading the search for a replacement. Ms Jackson had engaged in two consultations with focus groups at the UTM campus regarding competencies for a new Director of HR, and hoped to have the new Director in place for September, 2018. Ms Senese thanked Ms Jackson for her support and valuable contributions.

Ms Jackson provided highlights to members regarding the Review of UTM's divisional HR unit. The presentation included the following points:

- The purpose of the review was to assess the satisfaction of clients with services received from the UTM HR team in light of a new vision statement; advise the Vice-President, HR & Equity and the interim CAO on strengths and challenges with the existing structure, and to provide insight into the competencies of the HR team.
- The process for the review included a variety of mechanisms to obtain information from stakeholders, as well as a review of job descriptions for each position within UTM HR, and comparisons of the UTM HR structure to that of other divisional HR offices.
- The consultations led to the identification of concerns and successes that were then grouped into recommendations in six key areas:
  - *Compensation*: Concerns surrounding job evaluations had come up consistently throughout the review, and it had been flagged as an area that required further investigation. Currently HR was in the process of reviewing other divisions with high volume of job evaluations and their practices.
  - *Recruitment*: This was an area of high need for managers and had heavy HR Consultant involvement throughout the process. Managers felt that candidate pools may be a poor reflection of the diversity of Mississauga and Ms Jackson noted that it is a priority for Human Resources staff, across all three campuses, to ensure that the University is attracting, recruiting and maintaining diverse staff.

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[1] A copy of this Presentation is attached as Attachment A.

- o *Partnerships/Client Relations*: There were a number of stressors identified in this area, including an insufficient understanding of the client's business and related complex processes.
- o *Labour Relations*: The review pointed to a lack of labour relations expertise and Ms Jackson noted that training was about to begin across the team in this area.
- o *Training & Development*: Managers expressed a high need for more proactive offerings. Several initiatives were in place to develop relevant programming.
- o *HR Structure & Culture*: There had been an imbalance of workload leading to role confusion within the team which was currently being corrected.

A member commented on technology investments in HR, and that this work was critical. They noted that it would be helpful for members to see an outline of what a high functioning human resources office would look like at the end of this journey.

A member asked how faculty leadership was selected and whether there were initiatives being used to identify future leaders. Ms Jackson clarified that the UTM HR Review had been focussed on administrative HR, and that issues related to academic HR were handled through the Office of the Dean, the Vice-President & Principal and centrally within the Office of the Vice-Provost, Faculty & Academic Life.

A member commented on the importance of ensuring that staff were aware of the policies in place and that the University valued their staff, which was a message that could be lost during union contract negotiations. The member noted that it was important for unions to continue to defend unionized staff's interests, but that there was also a need for open dialogue.

In response to a member's comment regarding the need for employee services versus HR services for managers, Ms Jackson noted that among other supports, the HR&E Division was working towards improving the onboarding process for new employees as well as enhancing services for existing employees through online modules for easier access to information.

Ms Jackson continued her presentation to provide a brief update on the review of the Organizational Development and Learning Centre (ODLC). The Review Committee consulted fully across the University including affinity and equity groups, and reviewed a significant amount of material beyond the University by looking to peer institutions, consulting, banking and public sector industries. The review found that there was an operational need to create annual and multi-year programming and increased consultation on courses many of which were underutilized. For programming, there was a need to improve career pathways and senior leadership development, accessibility of programming and to modernize technology. The Review Committee had compiled a list of short and long term recommendations, which included diversifying learning delivery methods, the development of an organizational staff competency model, development of a career development program and an emerging leaders program, and the implementation of an enterprise-wide learning management system. Ms Jackson noted that the VP, HR & Equity, Professor Kelly Hannah-Moffatt had established a senior advisory council that would provide guidance over the next several years on these initiatives and that a Consultant had been engaged to search for a new ODLC Director. The search firm would be at UTM the following week to consult with stakeholders.

3.   Level 1 Capital Project Update

The Chair reminded members that this Committee considered both the Strategic Investment Fund (SIF) and the Greenhouse Gas Retrofits Program (GGRP), both of which consisted of many smaller capital projects. He invited Stepanka Elias, Director, Operations, Design & Construction, Facilities, Management & Planning (FMP) Office to present[2] on the progress of these initiatives. Ms Elias stated that there were a total of 52 projects with a total project cost under $5 million, which fell into three different categories: Strategic Investment Fund (SIF), Greenhouse Gas Retrofit Program (GGRP) and Space Planning and Management Committee (SPMC) & Other UTM. A significant portion of projects in the last year were infrastructure related, including scheduled or deferred maintenance, fire prevention, and projects to support IT. Many of these fell under the SIF projects category, which totalled $17.1 million within the requirements by the Province to have them completed by April, 2018. UTM had delivered on 99% of these projects, one of the few universities to complete within the aggressive timeframe. Ms Elias thanked all occupants of those spaces for their cooperation during this time. Ms Elias added that GGRP projects would constitute one-third of the projects executed in the following year.

A member inquired into the space available for parking around the Annex building, and whether the new modular buildings to house Police Services would expand parking options. Ms Elias responded that the surrounding area would be paved to accommodate three parking spaces for campus police vehicles and that a court yard would be added between the two modular buildings.

In response to a member's question about GGRP projects, Ms Elias clarified that single-year projects had to allocate funds within the one year, and multi-year projects were allotted three years to complete projects.

A member inquired into UTM's asset management plan, and Ms Elias advised that UTM participated in a university-wide asset management group and the budget allocation was carefully managed, particularly as UTM had a large number of assets to maintain. The member then inquired into how green space was managed on campus, and Ms Elias informed the member that the campus follows principles laid out in its Master Plan. The FMP office worked with the central University Operations division and liaised with the Credit Valley Conservation authority as well as the Grounds Monitoring Committee to manage green space. She added that arborists and faculty were often consulted on species identification, and the Chair added that an extensive tree inventory was maintained and used for course work.

A member commended the classroom renovations that had been completed. The Chair thanked Ms Elias and their team for the work they do in this area.

4. Assessor's Report

   a) **Update on Major Capital Projects – North Building Phase B and Meeting Place Revitalization**

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[2] A copy of this Presentation is attached as Attachment B.

The Chair invited Ms Senese to provide an update. Ms Senese advised members that the North Building Phase B would have partial occupancy at the end of May as planned and that the move plan was currently being drafted. Full occupancy was still anticipated for August. She added that a Committee had been struck to review the naming of the building and their work was ongoing.

Ms Senese added that the meeting place demolition work was complete and that weather permitting, work outside of the building would begin shortly. She also noted that the Science Building had finalized their architect, Kieran Timberlake.

CONSENT AGENDA

On motion duly moved, seconded, and carried

YOUR COMMITTEE APPROVED

> THAT the consent agenda be adopted and that Item 6 - Report of the Previous Meeting, be approved.

5.   Report on Capital Projects – as at February 28, 2018

6.   Report of the Previous Meeting: Report 27 – February 13, 2018

Report number 27, dated February 13, 2018 was approved.

7.   Business Arising from the Report of the Previous Meeting

8.   Date of Next Meeting – Thursday, May 3, 2018, 4:10 p.m.

9.   Other Business

A member informed members that there were paid and unpaid opportunities available at the local foodbank, Compass, for students interested in social services. The Chair advised that this information would be forwarded to the Career Centre, where a project with food banks was currently in development.

The meeting adjourned at 5:18 p.m.

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Secretary   Chair
April 5, 2018

Human Resources at UTM
March 2018 Update

Susan Senese, Interim Chief Administrative Officer

Agenda:

1. HR Technology Initiatives

2. Update - UTM Director of Human Resources

3. UTM HR Review

4. ODLC Review

HR Technology Initiatives

HR Technology Plan for the University
- HR Reporting and Analytics Centre of Excellence
- Launch new Document Management Sites for HR Division
- Launch AskHR Service Desk (ServiceNow for HR)
- ESS/ MSS Leave Requests
- ESS/MSS On-line Benefits Enrolment
- Roll-out Kronos Time and Attendance Software
- Incident Management and Workplace Safety Software
- Consistent Job Description and Posting
- Recognition Program Application – True Blue
- Academic Administrative Appointment Process
- Research and Study Leave Calculator
- Staff Learning Module

UTM - HR Update

- **UTM Director of Human Resources**

  - Lynda Collins Retirement January 2018
  - Interim Support - Erin Jackson, Chief Human Resources Officer, Division of HR & Equity
  - New HR Director Search
    - Focus Groups
    - September 2018 start

HR Review

Erin Jackson, Chief HR Officer

UTM HR Review - Purpose

- Assess the satisfaction of clients with the services received from the UTM Human Resource Services team, in the light of the new UTM Vision Statement

- Advise the Vice-President, HR & Equity and the Chief Administrative Officer, UTM on the strengths and challenges existing within the current HR structure

- Provide insight as to the competencies across the HR team - areas of strength as well as development - as well as any adjustments required in order to support a strategic and service-first HR function for UTM

Process Overview

○ A variety of mechanisms to obtain information from stakeholders were used for this review:

 ○ 32 hours of **in-person interviews** (with cross-section of **administrative** and **academic** clients)
 ○ **Electronic survey** to sample population of faculty and staff (response rate: **80%**)

○ The review included an analysis of the job descriptions for each position within UTM HR, as well as the structure and general activities of the office in comparison to other DHROs

Highlights & Themes

○ Consultations with faculty and staff at UTM identified both concerns and successes:

 ○ A perception that the availability of HR resources has not kept pace with UTM's growth

 ○ HR is generally **accessible, and responsive**, though a heavy emphasis on frustrating, paper-based documentation was perceived as slowing processes

 ○ Both central and divisional HR staff are seen as **barriers** to accomplishing business objectives

 ○ HR is not viewed as functioning at a strategic level as a full business partner

 ○ Interest in having a dedicated **Labour Relations presence on-site**

 ○ Improvements are required in HR's **understanding of equity and diversity issues**

 ○ Need for local and University-wide programs and systems to **support existing and emerging managers**, with a particular emphasis on new academic managers

Recommendations: Compensation

1. Where there is a perception of inequity between job ratings at UTM and elsewhere, the development of a list by UTM HR and an independent analysis of comparators across tri-campus roles would help to inform an appropriate action plan and central response to these concerns.

2. Initiate a discussion with UTM HR and Compensation regarding efficiencies that could be implemented within the existing HR structure to speed up the SESU and PM job evaluation processes.

3. Provide training to managers on the processes that support job evaluation, so that the various steps and timelines are transparent and roles and responsibilities are clearly articulated

4. Provide training to managers on job design and confirm expectations that the suite of services provided by HR includes support to their clients in this regard

5. As part of job rating meetings, in order to ensure that their clients are well-served and that the operational needs of UTM are met, HR staff at UTM must develop a compelling narrative as part of an ongoing commitment to who UTM is as the western campus of our tri-campus University.

Recommendations: Recruitment

1. Review recruitment processes and protocols with HR staff and how this fits in the context of interviewing (and hiring) the most qualified candidate.

2. Consult Integrated Recruitment on strategies to market UTM as an employer of choice and to better leverage existing channels used by other HR Divisional Offices.

3. Structure additional outreach efforts (e.g., job fairs) and targeted outreach during the recruitment process to improve representation rates of applicants from designated groups.

4. Provide proactive and customized support to clients, including obtaining a clearer understanding of duties and required qualifications for positions and anticipating next steps (e.g., developing rationales for declined internal USW candidates)

5. Provide training to managers on recruitment best practices, empowering them to lead recruitments independently, thereby also increasing capacity for HR staff to focus on more strategic HR services for their clients.

Recommendations: Partnerships / Client Relations

1. Discuss business needs with clients and work creatively and collaboratively to find solutions that are consistent with University policies and collective agreements (e.g., reorganizing, eliminating or creating roles).

2. Provide context and information when providing explanations to clients where the client's desired outcome is not possible, instead of just saying "no". HR staff need to explore all reasonable alternatives.

3. Provide training, as required, for HR staff on best practices with respect to reorganizations and change management and with respect to organizational change (USW) specifically.

Recommendations: Labour Relations

1. Clarify the delineation of duties between HR and LR – where it is appropriate for HR to handle LR issues independently and when to involve Central LR (note that there may be some training required for HR in this regard).

2. Further to in-depth training of HR staff on roles and responsibilities related to LR, monitor LR issues and their resolution over a period of 6 months to 1 year, in order to decide if further support may be needed (e.g., dedicated LR presence on campus).

Recommendations: Training & Development

1. Develop 'bread and butter' suite of training sessions for managers, to be piloted at UTM, including regularly offered training focussed on job design, attendance management, equitable recruitment, managing within a unionized environment, etc.

2. Led by Central HR, develop a training plan and development program for HR staff, including job evaluation, coaching/discipline, and org/job design. This may also include a more formal development program, including 360 Reviews and coaching.

Recommendations: HR Structure & Culture

1. Analyze workload to determine whether sufficient resources exist within the unit, and whether those resources are allocated appropriately between teams.

2. Develop in-depth training programs for UTM HR staff to bring their overall skill set closer to those found in other Divisional HR offices.

3. Ensure that HR staff at UTM understand where it is appropriate for them to handle requests independently, and where they should be consulting more broadly.

Questions & Discussion….

ODLC Review

Erin Jackson, Chief HR Officer

ODLC Review mandate

○ The mandate of the Organizational Development and Learning Centre Review Committee is to gather input on employee satisfaction with the current services delivered, to conduct a needs assessment and to document the approaches being taken by peer institutions. The Committee will provide a report with recommendations to the VP, HR & Equity.

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Findings: Operational & Programming

Operational
○ Need for annual or multi-year Strategic/Operational planning
○ Need to develop established Key Performance Indicators (KPI's)
○ Course capacity is underutilized - participation at 25% of target groups (C/PM/USW)
○ Need for increased consultation in ODLC Curriculum planning
○ Extensive reliance on external consultants for course delivery

Programming
○ Career Development – lack career pathways and training for senior leadership
○ Accessiblity & Support – programming needs to be more accessible, tri-campus
○ Technology – Modern, personalized and measurable

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Recommendations

Short Term:
- Ensure continuous learning and staff development is identified as a top priority for the University
- Offer diverse learning delivery methods

Long Term:
- Develop an organizational staff competency-model that is aligned with the University's strategic vision and business/operational requirements.
- Develop a career development program that supports all employee groups in their career growth
- Implement an enterprise-wide learning management system
- Broaden senior leadership development.
- Develop an emerging leaders program.

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First steps….

- Project Framework
  - Senior Advisory Council

- Recruit for new Director
  - Consultation on Competencies

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UNIVERSITY OF
TORONTO
MISSISSAUGA

CAC report on Capital Projects Level 1 (under $5Million)
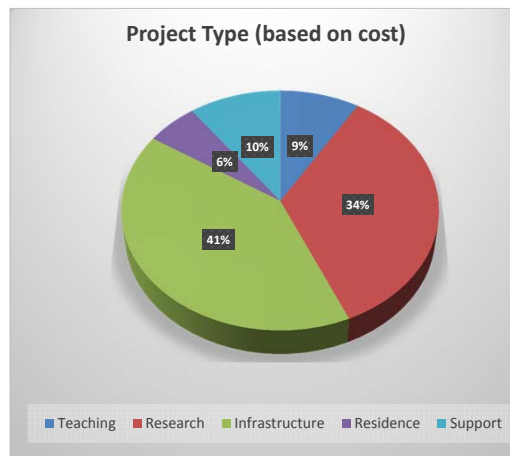
Report to CAC

March 29, 2018

Overview

Project Value under $5M
- ❑ SPMC & Other UTM
- ❑ SIF
- ❑ GGRP

This report includes projects approved or in progress in the past 12 months.

Project Type (based on cost)

9% | 10% | 6% | 34% | 41%

■ Teaching ■ Research ■ Infrastructure ■ Residence ■ Support

Project Umbrella	Project Count
SIF	9
GGRP	15
SPMC & Other UTM	28
TOTAL	52

SPMC Projects

Main SPMC Categories
- ❑ UTM centrally funded projects
- ❑ Self funded renovations over $50k
- ❑ New space allocations
- ❑ Use of public space

Annual SPMC Cycle
- ❑ Call for Departmental Utilization Charts (December)
- ❑ Call for proposals (December)
- ❑ New space allocation (Spring)
- ❑ Majority of approvals (Spring)

Classroom Renovations

| Project Name	Approved TPC $	Project Status
DV2080/2 Classrooms Reno	$2,931,902	complete
KN137 Classroom Reno	$2,993,029	complete

Summer 2017
- ❑ Three large classrooms
- ❑ Full renovation
  - ▪ Furniture replacement (continuous seating)
  - ▪ Ceilings, flooring, acoustical panels
  - ▪ Modernization of IT and AV
  - ▪ HVAC retrofit

Next steps
- ❑ CCT classroom update
- ❑ Furniture and technology upkeep in newer classrooms

Auditorium Kaneff Building KN137

before
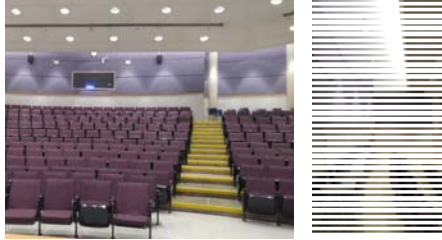
after

Renovations Davis Building 2080 & 2082

before

after

Student Study Space

before

GOAL: expand work and interaction space
- [ ] 3rd floor completed
- [ ] 2nd, 4th and 5th scheduled for 2018
- [ ] Replace flooring
- [ ] Improve lighting
- [ ] Provide seating
- [ ] Update data
- [ ] Install lockers
- [ ] Add white boards

after

Student Lockers

- [ ] W.G. Davis building 2nd & 3rd floor
- [ ] Response to Student Requests (funded by UTM operated by UTMSU)

Renovations of Research Labs

| Project Name	Approved TPC $	Project Status
(SIF) 3rd Floor Medicinal & Molecular Lab Reno (4 PIs)	$2,996,378	complete
(SIF) Davis 4026 Biology Lab	$155,271	complete
(SIF) 1st Floor Biology & Fish Lab Reno (5 PIs)	$3,358,317	complete
(SIF) Vivarium Surgery Room	$69,374	complete
(SIF) Fly Kitchen	$138,804	complete
(SIF) DV A Wing Fume Hood Renewal	$6,964,927	complete
(SIF) DV A Wing HVAC Renewal	$2,994,594	complete
(SIF) Back-up Power Remediation DV	$3,503,083	complete
(SIF) Research Labo Retrofit Normal Power	$2,873,356	complete
Bio Herbarium Storage	$64,295	in progress
CCT 4th floor Res Lab Reno	$199,261	complete
DV3020D CPS Computer Lab Refresh	$49,398	complete
DV5023B CPS Computer Lab Refresh	$45,092	complete

(SIF) 3rd Floor Medicinal & Molecular Lab

- ❑ Completed in three phases (occupied floor)
- ❑ Designed for 4 Principal Investigators
    - ▪ Organic CHM complete and occupied
    - ▪ Two BIO complete and occupied
    - ▪ One BIO in progress (April completion)

before

after
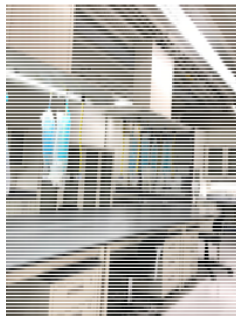
(SIF) 1st FLOOR BIOLOGY & FISH LAB

❑ Large laboratory over 460nasm
❑ Designed to support three functions
  ▪ Specialized fish research facility
  ▪ Molecular Biology – four new hires
  ▪ Expansion of Cell Culture & Microscopy Suites

before

after

JL1

Other Laboratories

ANTHROPOLOGY
❑ Small changes make a lot of difference – lab for new hires

CPS
❑ Furniture change to create theoretical/computing based lab

Other spaces

Project Name	Approved TPC $	Status of the Project
Blackwood Gallery Lighting	$81,128	Complete
Faculty Club Retrofit	$303,496	Complete
HMALC 3rd Floor Alterations	$140,401	In progress
Subway Relocation	$39,774	In progress

Project Name	Approved TPC $	Status of the Project
CC3140 IT Office Reno	$747,202	Complete
DV3208 & Dean's Office Expansion	$48,396	Complete
HSC 304 Anthropology Office Modifications	$45,384	Complete
IC1252/78 Registrar Office Modification	$83,842	Complete
UTM Modular Buildings	$4,600,000	In progress

Infrastructure Projects

- ❑ Maintenance (scheduled or deferred)
- ❑ Fire Prevention Requirements
- ❑ Large scale residence improvements
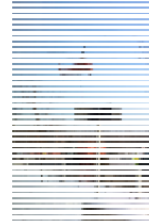- ❑ Asbestos abatement
- ❑ Projects in support IT

JL3

SIF Laboratories & Lab Infrastructure   JL4

- ❑ Original submission $17.1M
- ❑ Grant amount 50%
- ❑ 1 Year to implement
- ❑ Status: 99% complete

- ❑ SIF A Wing Fume Hood renewal
- ❑ SIF Electrical Remediation
- ❑ SIF DV A Wing HVAC
- ❑ SIF Backup power
- ❑ Research lab reno

GGRP Greenhouse Gas Reduction Plan

- ❑ Program submission $24M
  - ▪ Single Year Innovation
  - ▪ Multi Year Innovation
  - ▪ Retrofit Grant
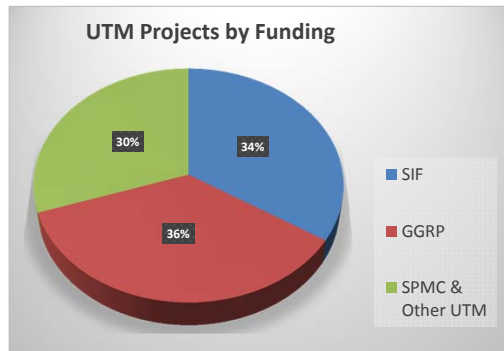 - ▪ Loan Fund
  - ▪ UTM Operating

Project examples:
- ❑ HVAC improvements (campus wide)
- ❑ Hot water (Student Center, DV, OPH)
- ❑ Solar parking (CCT garage)
- ❑ Window replacement (DV)

Summary

Project Value under $5M

- ❑ SPMC & Other UTM
    - ▪ 2016/17 mostly done
    - ▪ 2017/18 awaiting approvals
- ❑ SIF - 99% complete
- ❑ GGRP - just started (feasibilities and design)

UTM Projects by Funding

■	SIF
■	GGRP
■	SPMC & Other UTM

Note: government programs such as SIF and GGRP include significant portion of UTM funding.