



UNIVERSITY OF
TORONTO

ANNUAL REPORT 2019

**OFFICE OF THE VICE-PRESIDENT,
HUMAN RESOURCES & EQUITY**

**REPORTING PERIOD:
JANUARY 2019 TO DECEMBER 2019**

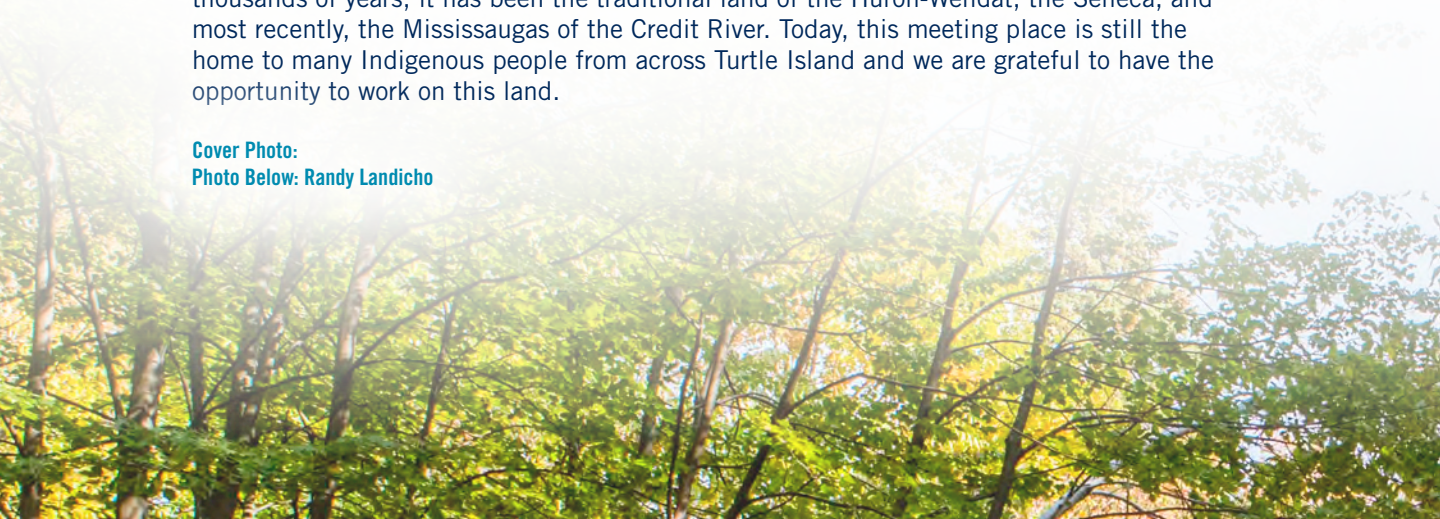
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IF YOU REQUIRE AN ALTERNATE FORMAT OF THIS REPORT FOR ACCESSIBILITY PURPOSES, PLEASE CONTACT HRANDEQUITY@UTORONTO.CA.

We wish to acknowledge this land on which the University of Toronto operates. For thousands of years, it has been the traditional land of the Huron-Wendat, the Seneca, and most recently, the Mississaugas of the Credit River. Today, this meeting place is still the home to many Indigenous people from across Turtle Island and we are grateful to have the opportunity to work on this land.

Cover Photo:
Photo Below: Randy Landicho



OUR MISSION, VISION & VALUES

OUR MISSION

Through our commitment to inclusion, equity, diversity, and excellence, we:

1. Empower the University community
2. Create and deliver strategic, innovative, and equitable outcomes
3. Lead systemic and sustainable change

OUR VISION

HR & Equity strives to achieve and maintain the following practices at the University of Toronto:

1. Be an innovative leader
2. Enhance employee experiences
3. Advance an intentionally inclusive, diverse, and equitable culture

OUR VALUES

The following values drive HR & Equity's vision and mission:

Accountability
Client Focus
Equity
Excellence
Inclusion
Innovation
Integrity
Knowledge-driven



MESSAGE FROM THE VICE-PRESIDENT

The University of Toronto's HR & Equity Annual Report for 2019 covers our activities from January to December 2019. This report highlights some of our most impactful initiatives and offers some insight into how we support the University of Toronto's diverse and talented workforce.

This year, we used advanced data analytics to create a digital work space that modernized our service delivery and employee experiences.

To improve our ability to recruit diverse candidates, create detailed succession plans, and anticipate future institutional staffing needs, we launched the Integrated Talent Management Unit. This unit is creating a consistent institutional approach to onboarding, talent acquisition, and succession planning.

Following the 2018 Organizational Development & Learning Centre review, we rebranded the Centre and launched the newly

conceived Centre for Learning, Leadership & Culture (LLC). The LLC focuses on employee growth, leadership development, mentorship, and institutional culture.

We are committed to improving employee wellness. Our new Integrated Wellness Initiative will examine, strengthen, coordinate and promote wellness programs for our faculty, librarians, and staff on all three campuses.

Diversity is integral to U of T's excellence and status as a world class university. We remain committed to creating and maintaining equitable and inclusive work environments. To facilitate and expand our initiatives we hired our inaugural Executive Director, Equity, Diversity & Inclusion, who has worked with me to design an institutional equity strategy, coordinate the activities of Equity Offices, develop metrics, and foster a culture of belonging. The 2019 Equity, Diversity, & Inclusion Report provides more information about our pan-University equity initiatives.

Our Labour Relations team continued to focus on strengthening our relationship and partnerships with our community and unions. They worked collaboratively with unions to renegotiated three collective agreements and with our divisions and unions to prevent and resolve grievances.

Early in 2020, our HR & Equity team pivoted to respond to the unprecedented and challenging circumstances created by the COVID-19 pandemic. We attended to the immediate needs of our community, while simultaneously responding to the multifaceted needs of our stakeholders. The ongoing effects of the pandemic are still impacting our work.

The expertise and leadership of those who work in HR & Equity contribute, in myriad ways, to the excellence that defines U of T. It is a pleasure to work alongside such a talented team in the HR & Equity portfolio. I would like to thank our institutional HR & Equity team and the broader HR & Equity

community for their dedication, creativity, and commitment to service excellence.

Professor Kelly Hannah-Moffat
Vice-President, Human Resources & Equity
vp.hre@utoronto.ca



Photo Credit: Lisa Sakulensky
Background Photo Credit: Johnny Guatto

ABOUT OUR COMMUNITY

EMPLOYER AWARDS



EMPLOYEE DATA AND LABOUR RELATIONS

22,830

Employees

3594

Faculty & Librarians

7416

Appointed Staff

6100

Teaching Assistants

1190

Sessional Lecturers

4530

Casual Staff

40,000+

Employee Enquiries

18,194

Unionized Employees

24

Bargaining Units

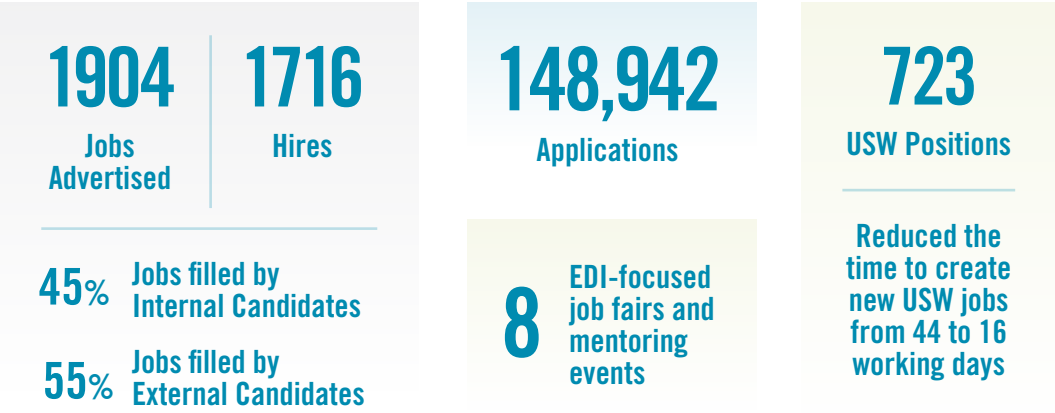
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Unrepresented Staff Groups

EMPLOYEE DATA AND LABOUR RELATIONS (CONT)



RECRUITMENT & JOB CREATION



CELEBRATING EMPLOYEE DIVERSITY

We are building knowledge and competencies on Anti-Black and Anti-Indigenous racism and racial equity and inclusion

3rd

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

30

Years of Pride

100+

EDI Training Sessions

24th

Annual Pride Pub and Community Fair in partnership with Hart House

6 Equity training sessions exclusively for HR professionals to ensure responsiveness to race-based complaints and to improve HR processes

2

Anti-Racism & Cultural Diversity Office (ARCDO) Race & Equity in Action Speaker Series Events

35

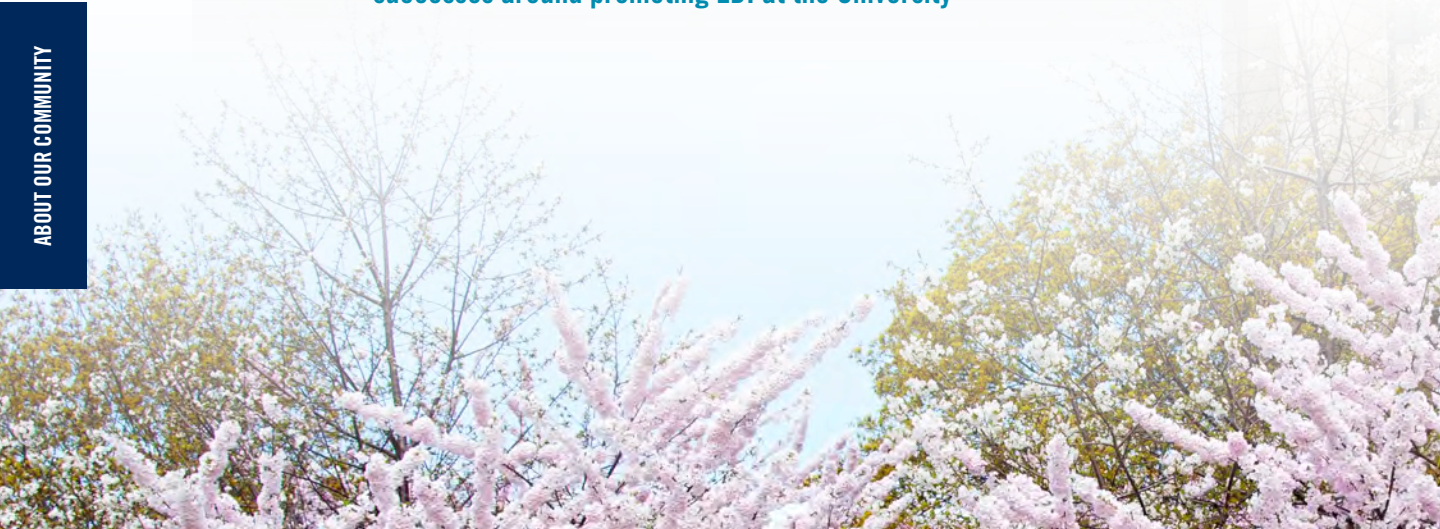
Events hosted by the Sexual & Gender Diversity Office as part of the 2019 Queer Orientation

89 Guests attended the first event

94 Guests attended the second event

200+

Senior administrators attended the annual Angela Hildyard Leadership & Equity Symposium to discuss the challenges, opportunities, and successes around promoting EDI at the University



LEARNING, LEADERSHIP & CULTURE

3012

Participants

90

Sessions conducted by the Centre for Learning, Leadership and Culture (LLC, formerly the Organizational Development & Learning Centre)

24

Rose Patten Learning Partnerships

24

Mentors

24

Mentees

18

Rose Patten Leadership Partnerships

18

Mentors

18

Mentees

TECHNOLOGY AND STRATEGIC INNOVATION

Modernizing HR and enhancing digital workplace effectiveness was a key priority in 2019. We are leveraging HR technology to offer a best-in-class employee and administrator experience.

The new tools we launched are creating a more cohesive and efficient digital workplace that offers more collaborative and cost-efficient strategic support to the University community. Our HR systems modernization improved our reporting and dashboard capabilities by providing data to monitor our service delivery progress, making continuous improvements, and closely aligning our service delivery models with divisional and unit expectations.

We made significant progress in our workplace analytics reporting and dashboard capabilities over the past year. We developed ten custom tables within the University's data warehouse, setting a foundation for rapid dashboard development and new analysis capabilities. For example, our Absence Dashboard provides a graphic view of absence rates by demographic

variables (e.g., campus, division, employee group, etc.), which allows University leaders to make data-driven, strategic decisions around absence rates and trends. The development of workplace analytics reporting enabled us to support the University in implementing more effective management strategies.

In addition to workplace analytics, HR & Equity worked on 13 new initiatives in 2019 to initiate our digital modernization program. This included the launch of software to support the new True Blue recognition program and the roll-out of Kronos Time and Attendance timecard software for hourly-paid employees. We also implemented new SharePoint document management sites, which provided HR professionals with high-quality, interactive knowledge bases that they could use to support the needs of their clients.

We prioritized our talent development and learning initiatives in 2019, including launching a new Learning Management System (LMS). The LMS is critical to the

talent development process and has enabled us to develop and offer a broad range of learning opportunities and to ensure we are providing employees and people-leaders with the training and development they need to excel in their roles. The LMS also facilitates our requirement to report on compliance with legislated training (such as AODA). These LMS records are fed automatically into our new Performance & Goals module which facilitates the annual performance assessment process. The launch of the Performance & Goals module enhanced the tools used by managers to establish and monitor annual performance goals for our non-unionized employees. Overall, this new approach has empowered our employees and leaders to take a more active role in their career development, progression, and succession planning.

Another cornerstone of the digital workplace program introduced in 2019 was the HR Service Centre. This new online portal makes it easier for employees to access HR information. Information on our HR & Equity services and policies is now

easily searchable and customized to an individual's employee group. The HR Service Centre has also streamlined several key payroll, pension, and benefits processes administered by HR & Equity, enabling the submission of online forms to the correct team for faster processing. In future years, we will continue to simplify and modernize additional transactional HR processes (e.g., for Immigration issues).

After several years of hard work, we launched new job description software, JDXpert, which minimizes the time needed to create new USW staff positions through the use of pre-rated language. JDXpert has significantly streamlined the processing times for the creation of new USW positions., reducing the time for such requests from 44 to 16 working days. This means HR & Equity can now help the University community create new jobs to support their areas 64% faster than before. With the help of JDXpert, the HR & Equity team evaluated 723 USW positions in 2019.

TALENT MANAGEMENT & LEADERSHIP DEVELOPMENT

A key goal of HR & Equity is to support the University community by attracting and retaining talent, investing in people, and developing leaders.

In response to an identified gap in institutional succession management, we launched an Integrated Talent Management Unit in 2019. This unit streamlined our onboarding, talent acquisition, and succession planning programs and has helped us recruit, retain, and mentor employees. Each year, HR & Equity produces an **Employment Equity Report** that outlines the diversity of our workforce

and identifies under-represented groups. This information also informs our annual strategic recruitment planning. This year, the Talent Management Unit supported the University's equity commitments by identifying and developing talent in under-represented groups and by increasing the recruitment of staff who identify as a member of under-represented groups. In 2020, this unit will begin developing institutional succession plans and preparing leaders with the skills they need to plan for future staffing needs, especially in critical roles.



In 2019, HR & Equity's Organizational Development & Learning Centre rebranded and relaunched as the Centre for Learning, Leadership & Culture (LLC), with an enhanced focus on fostering a culture of employee development. The LLC led the creation of new organizational competencies that reflect the University's values and were used to inform our professional development programs. The LLC developed and offered significantly more courses for faculty, librarians, and staff than in previous years. These training sessions were offered mostly in person on all three campuses. We also increased our "just in time" online or hybrid sessions as required by our community.

The Anti-Racism & Cultural Diversity Office (ARCDO) added to its educational programming for 2019 and facilitated various customized training sessions in partnership with the LLC. Some of the thematic foci of this training included:

- *Understanding your responsibility of preventing racial discrimination & harassment in the work environment;*
- *What is Harassment? Tools to identifying and addressing racial and sexual harassment in the work environment;*
- *Addressing Racial Micro-aggressions: Tools, Strategies and Discussions; and*
- *Understanding the Duty to Accommodate Religious Observances.*

The Office of Safety & High Risk (OSHR) also partnered with the LLC to provide workshops on a range of topics. The De-escalating Potentially Violent Situations Workshop was a popular offering taken by many employees across the University, as well as by all UTM and UTSC Campus Police members. In 2020, the OSHR will work closely with the LLC to provide an expanded opportunities for employees who want to build their skills, knowledge, awareness, and confidence in managing high risk and safety-related issues/interactions.

Photo Credit: Ken Jones



PERSONAL SAFETY & WELL-BEING

The University of Toronto works to provide a safe and healthy teaching, learning, and working environment. In HR & Equity, we remain committed to ensuring the highest level of support to our community on a range of safety and well-being issues. Our policies, programs, and offices support our community and their families in various ways.

Over this past year, the Office of Safety and High Risk (OSHR) supported the University on Crisis and Emergency Preparedness planning and on the implementation of the *Policy on Crisis and Routine Emergency Preparedness and Response*. The operationalization of this Policy included the co-development of divisional Preparedness Plans, designed to enhance the University's capacity to respond to critical incidents at the local level, within an institution-wide framework.

The Community Safety Office (CSO), a branch of the OSHR, provides short-term counselling support to members of the University community who are experiencing complex safety issues, both on and off-campus. In the 2019-2020 Academic year, the CSO underwent a service revitalization that included deployment of a new and more sustainable front desk service provision model, and a revision of existing office guidelines and protocols. This

rebranding included the launch of a new website, marketing materials and client meeting spaces. The CSO also provided a weekly on-campus presence with safety partners at UTM and UTSC to support those communities.

In keeping with our commitment to a healthy workplace, HR & Equity launched the Integrated Wellness Initiative to address various staff wellness needs and enhance the coordination, collaboration, and communication of wellness programs across U of T services and systems. One key wellness initiative involved the development of a virtual Wellness Hub for our faculty, librarians, and staff, which offers a range of tri-campus resources to address employees' physical, emotional, social, and financial well-being. This initiative is focused on the inclusion and expansion of wellness supports that reflect the diversity of our staff.

In response to the COVID-19 pandemic, HR & Equity initiated regular consultations with key stakeholder groups, and provided targeted programming on resilience, burn-out and remote work to support our community. We will continue to support our community on a host of wellness-related issues stemming from COVID-19 for quite some time.

SMOKING POLICY

The University of Toronto's Smoke-Free Policy went into effect in January 2019. This new Policy demonstrates the University's commitment to providing a safe and healthy environment by making U of T a smoke-free campus. The smoking ban is exempted for Indigenous ceremonial activities and medical accommodations.

To support this change, coincident with the launch of the new Policy, the University offered various resources for faculty, librarians, staff, and students to help facilitate the transition to being smoke-free on all three of our campuses.

BUILDING & SUPPORTING AN INCLUSIVE UNIVERSITY COMMUNITY



Integrating the University's vision for equity, diversity, and inclusion (EDI) into the institution's culture is a priority for HR & Equity. Our goal is to purposefully create, support and reinforce an equitable environment at U of T that leads to a strong sense of community and belonging. This is a shared responsibility, institutionally and divisionally, that requires each of us to foster inclusivity, invest in our people, and embed EDI principles into University culture.

In 2019, we enhanced HR & Equity's leadership capacity and expertise in EDI by creating a new role of Executive Director, Equity, Diversity & Inclusion (EDI), reporting to the Vice-President, HR & Equity. This year, the inaugural Executive Director began work on the design of an institutional equity strategy, coordinated the activities of the staff in institutional equity offices, and developed metrics and competencies across the EDI portfolio. The Executive Director collaborated with the tri-campus University Equity Offices, academic units, and senior administrators to develop new initiatives while simultaneously enhancing and supporting the EDI work underway in our community. The Executive Director worked in partnership with Deans and divisional leaders to enhance divisional capacity in EDI, including supporting the development and recruitment of EDI professionals that are embedded in divisions.

With guidance and advice from the Executive Director, EDI, our HR & Equity professionals reviewed HR practices with respect to the recruitment, hiring, retention, training, and promotion of faculty, staff, and librarians. Together, we developed programs that support and engage under-represented faculty, staff, and librarians across all three of our campuses and introduced initiatives that build employees' knowledge and cultural capacity.

In 2019, HR & Equity began publishing Inclusive Employer Guides for major religious observances including holidays such as Ramadan, the Jewish High Holy Days, and Diwali. The guides familiarize our community with the meaning of religious celebrations, commemorations and days of observance. The annual **Equity, Diversity & Inclusion Report** highlights the initiatives undertaken by HR & Equity and our tri-campus partners. The **2019 Indigenous Initiatives Progress Report** documents how the University is responding to **our Calls to Action**, such as providing Provostial funding for Indigenous faculty and staff recruitment or hosting **HR & Equity's bi-annual Indigenous Mentoring Day**. The **2019-2020 Accessibility for Ontarians with Disabilities Act (AODA) Report** details the initiatives completed to further our commitment to building an accessible institution. Finally, our **annual Employment Equity Report** highlights the University's progress in closing employment gaps to ensure we achieve and maintain a workforce representative of the broader Canadian workforce.

Photo Credit - Previous Page: Diana Tyszko
Photo Credit - This Page: Scott Norsworthy



STRENGTHENING OUR EMPLOYMENT RELATIONSHIPS



Photo Credit: Ken Jones

In 2019, our Labour Relations team continued to focus on building and strengthening the working relationships with our employees and 23 unions on an ongoing basis. Labour Relations provided strategic advice and support to HR & Equity staff, line management, faculty members, and academic administrators across the University. LR professionals worked with Divisions to ensure that University policies, processes, and collective agreements were interpreted and applied consistently across U of T.

Labour Relations renegotiated three collective agreements with three different unions representing 875 employees at the University in 2019. These negotiations concluded within the established mandate and without labour disruptions or disputes. The agreements were fiscally responsible and enhanced operating effectiveness and flexibility while improving the working relationships with the unions and employees involved.

Notably, the collective agreement reached with CUPE 3902, Unit 5, representing Postdoctoral Fellows, marked the start of a new bargaining cycle for the University. It was the first collective agreement negotiated under the provincial government's compensation restraint legislation 'Protecting a Sustainable Public Sector for Future Generations Act, 2019'. Over the next two years, collective agreements with the University's remaining twenty-three bargaining units will be up for renewal.

Labour Relations also successfully negotiated separate mid-term agreements with each of the bargaining units in the University's Pension Plan regarding the conversion to a jointly sponsored, multi-employer pension plan scheduled to take effect July 1, 2021.



WORKPLACE INVESTIGATIONS, ACCOMMODATIONS, AND SAFETY

HR & Equity uses a client-centred and restorative approach to conflict resolution and in its investigative process. It is critical for participants in an investigative process to feel supported, heard and respected, and to ensure due process. We have streamlined and aligned our processes in accordance with these principles. For example, this year the Workplace Investigations Office (WPI) developed an alternative and informal dispute resolution process for clients who indicated a preference for this form of resolution.

In 2019, **19** employees returned to work from LTD and there were **459** new sick leaves, **145** new accommodations, and **41** new Long-Term Disability (LTD) cases. Reporting of accidents and occupational illnesses involving death, critical injury, lost time, or health care (by a medical practitioner) is required for employees under both the Occupational Health and Safety Act (OSHA) and the Workplace Safety and Insurance Act (WSIA). Of the **770** OSHA and WSIA incidents reported in 2019, **163** involved required medical attention and **146** resulted in absences.

UNIVERSITY PENSION PLAN

The University Pension Plan (UPP) is a new, jointly sponsored pension plan (JSPP) for Ontario's university sector. The UPP is designed to enhance the long-term sustainability of defined benefit pension plans in the university sector for generations to come, joining other world-recognized Ontario pension plans that have adopted the JSPP model. Its stable funding regime will provide predictability for both employees and employers. The JSPP model means shared governance between the employer and employee sponsors, giving members a new level of involvement and control over their pension plan's governance.

Over the past year, the University of Toronto, along with Queens University and the University of Guelph, made significant progress concerning the establishment of the University Pension Plan. The three Universities met the employee consent criteria as of June 2019. Approval for the UPP transition was taken through the University of Toronto Governance during November and December of 2019 and received strong support. In December 2019, the three universities officially submitted their applications to the Financial Services Regulatory Authority of Ontario (FSRA) for approval to transfer the assets and liabilities of their existing pension plans to the UPP.

As a result, the UPP was established on January 1, 2020, with the appointment of a 14-person Board of Trustees as the legal administrator of the new plan that will serve pension plan members and retirees at Queen's University, University of Guelph and University of Toronto. The

Trustees represent a diverse group of qualified individuals, bringing essential skills, attributes, and competencies to their new role. The Trustees are collectively responsible for making decisions about the administration of the UPP, including the preparation of actuarial valuations, ensuring compliance with all applicable laws, investment of the UPP assets, and payment of pension benefits to members. Joint sponsorship and governance will ensure a high degree of accountability and transparency while putting the interests of plan members at the Centre of every decision the Board of Trustees makes. Following a comprehensive national search, the UPP Joint Sponsors – comprising the Employee Sponsor (Faculty Associations, United Steel Workers locals, and CUPE locals) and the Employer Sponsor (the University of Toronto, University of Guelph and Queen's University) – announced the selection of **Gale Rubenstein** as the inaugural Chair of the UPP Board of Trustees.

As one of their priorities, the UPP Board of Trustees selected **Barbara Zvan** as the inaugural President and CEO of the UPP. She is responsible for launching the UPP on July 1, 2021. At this time, it will be responsible for the new plan's administration and the investment of its assets, marking a watershed in the history of pensions in Ontario's university sector. Until that date, members of the University of Toronto pension plan will continue to earn pension benefits and contribute to their existing university-sponsored pension plans.

GIVING BACK TO OUR COMMUNITY





HR & Equity has a longstanding commitment to volunteerism and active citizenship in the larger Greater Toronto Area community. Every year HR & Equity demonstrates this value by facilitating University involvement in various initiatives supporting our local communities.

UNITED WAY CAMPAIGN

With three campuses across this dynamic and diverse city region, U of T and the surrounding community share both opportunities and challenges. Issues of mental health, poverty, employment instability, and the rising cost of necessities such as food, housing, and transport impact our community. The U of T community has participated in the United Way Campaign for more than 20 years to support programs that address these issues. Every fall, HR & Equity leads the fundraising campaign that has helped fund programs to raise healthy children and deliver education and

job training for newcomers to the region. In 2019, the U of T community donated more than \$548,000 to support the organization and its work.

TAKE OUR CHILDREN TO WORK DAY

In May 2019, the Family Care Office led the annual Take Our Children to Work Day across all three campuses. Children of U of T employees from Grades 4 to 7 had the opportunity to attend the exciting day of activities and learn more about our employees' work. Altogether, more than 400 children attended the event on the St. George, Scarborough, and Mississauga campuses. This is one of the many initiatives that has contributed to the University of Toronto being recognized as one of Canada's Top Family-Friendly Employers for nine consecutive years.

Photo Credit - Previous Page: Ken Jones

Photo Credit - This Page Bottom: Jon Horvatin

A woman with dark hair tied back, wearing a blue face mask with "UNIVERSITY OF TORONTO" printed on it, is looking out a window. She is wearing a light-colored sweater. The background is a bright window with vertical blinds.

LOOKING AHEAD: STRATEGIC PLAN FOR HR & EQUITY

In the coming year, HR & Equity will continue to provide integrated human resources and equity services to our stakeholders while responding and adjusting to the circumstances created by the COVID-19 pandemic. The ongoing effects of the pandemic will have an impact on our planned initiatives throughout 2020-2021. HR & Equity will be focusing on achieving progress in the following areas.

COVID-19 RESPONSE AND PLANNING

Provide strategic advice and recommendations on managing the U of T workforce through different pandemic stages.

Develop and adjust employment guidelines and resources supporting the U of T workforce while overseeing ongoing enhancements to new and existing solutions strengthening the digital workplace.

Implement phase two of a two-year crisis management plan, with the primary objectives centering on building capacity within the University and leveraging our location to build partnerships within the sector.

EMPLOYMENT RELATIONS

Design resources to support a workforce that will continue to fluctuate between in-person and remote work arrangements while continuing to deliver best-in-class HR support to our clients and community.

Launch the University Pension Plan (UPP) on July 1, 2021.

TALENT MANAGEMENT

- Adopt best-practices for onboarding that address the community's hybrid, remote/in-person working needs.
- Develop institutional succession plans and prepare leaders with the skills they need to plan for future staffing needs, especially in critical roles.
- Address the gaps in underrepresented groups in our community by developing relationships with community partners, especially in the areas of race, ability, and Indigeneity.

LEARNING AND LEADERSHIP DEVELOPMENT

- Offer training to enhance our leaders' management skills in managing a remote workforce and upskill or reskill the current workforce to support the sudden shift to a digital workplace.
- Convert or build courses and training pieces to be run both virtually and in-person for maximum flexibility.

NEGOTIATIONS & LABOUR RELATIONS

- Implement an integrated strategy and holistic approach to negotiations to ensure consistent outcomes and fair, equitable treatment of all employee groups.
- Negotiate 20 of 23 existing collective agreements slated for renewal over the next 12 – 18 months.

PERSONAL SAFETY

- Continue branding and customizing the University's first tri-campus safety app, AppArmor, to U of T specifications with the full roll-out planned for Fall 2020.

SEXUAL VIOLENCE SUPPORT AND PREVENTION

- Continue to raise awareness on campus of the Sexual Violence Prevention and Support Centre and the services it offers the University community.

WORKPLACE INVESTIGATIONS

- Focus on workplace respect issues in an era of increased remote working and reduced in-person communications
- Build capacity within Divisional HR Offices and at the Divisional level to recognize and proactively deal with issues of workplace harassment and civility.

WELLNESS

- Develop a support structure for employees to address mental health concerns during COVID-19
- Develop strategies to mitigate fears related to workplace re-start and recovery and returning to campus.

Photo Credit - This Page and Next Page:
Daria Perevezentsev



INTEGRATED EQUITY, DIVERSITY & INCLUSION

Ensure HR & Equity's employees, policies, and procedures reflect the values of equity, diversity, and inclusion (EDI).

Improve recruitment, hiring, promotions, succession planning, and mentoring to increase the representation of Black, Indigenous, and other racialized individuals.

Engage in consultations to develop an institution-wide equity strategic plan to address and eliminate issues related to anti-Semitism, anti-Black, anti-Indigenous, and other forms of racism.

TECHNOLOGY, INNOVATION & ANALYTICS

Launch the new HR & Equity website.

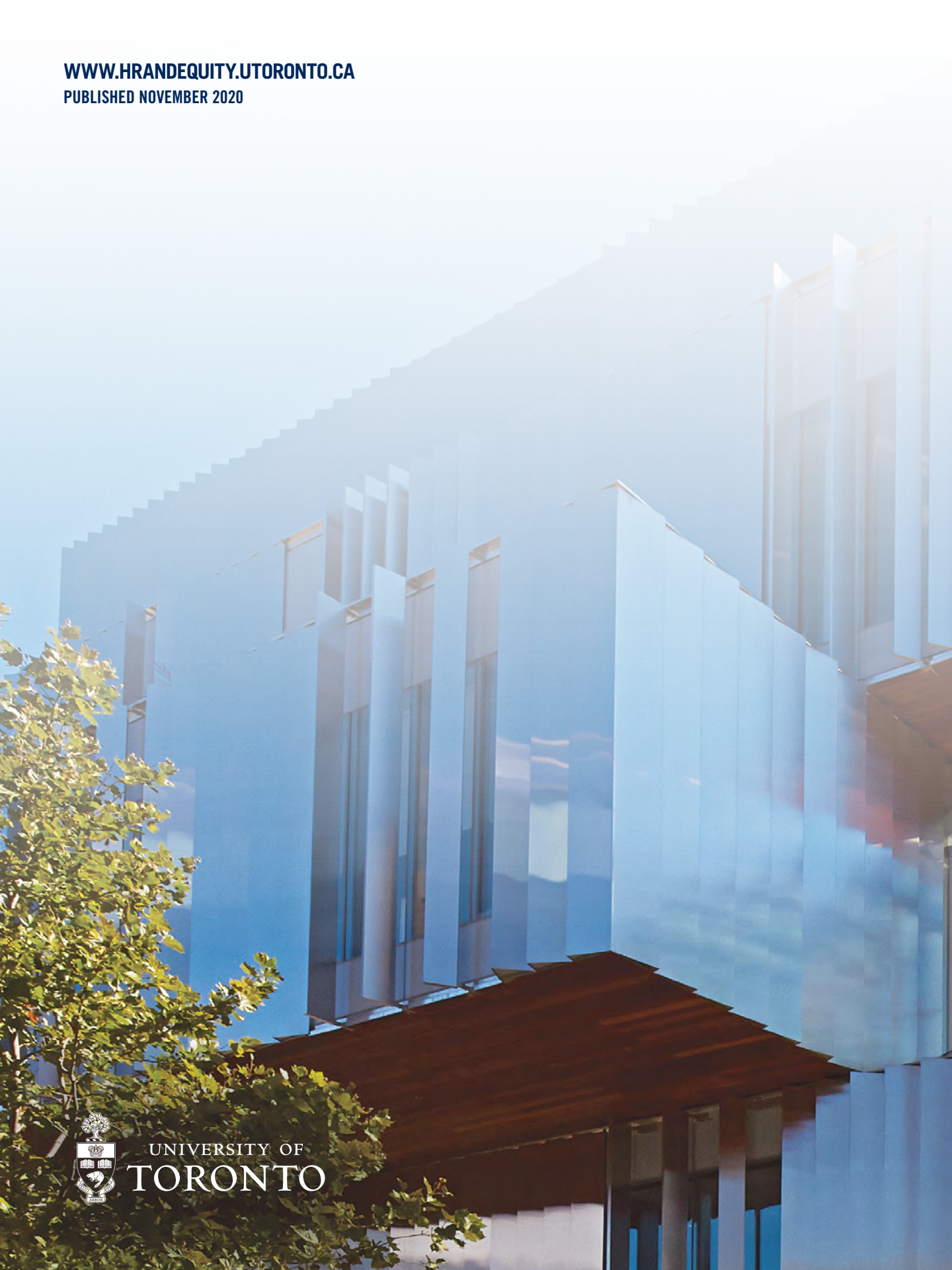
Launch the University's new job posting and application system, SuccessFactors: Recruiting, which integrates with our other professional development tools within SuccessFactors to support our U of T community from hire to retire.

Launch non-union Performance Assessments.

Support the ongoing distribution of UniForum Year 1 data to divisions.

WWW.HRANDEQUITY.UTORONTO.CA

PUBLISHED NOVEMBER 2020



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