



FOR INFORMATION

PUBLIC

OPEN SESSION

TO: Business Board

SPONSOR: Kelly Hannah-Moffat, Vice-President, Human Resources and Equity
CONTACT INFO: 416-978-7156 hannah.moffat@utoronto.ca

PRESENTER: Kelly Hannah-Moffat, Vice-President, Human Resources and Equity
CONTACT INFO: 416-978-7156 hannah.moffat@utoronto.ca

DATE: June 4 for June 17, 2021

AGENDA ITEM: 6

ITEM IDENTIFICATION:

Human Resources & Equity Annual Report (January 1 – December 31, 2020)

JURISDICTIONAL INFORMATION:

This report is provided for information only. Business Board has jurisdiction over employee policies and terms and conditions of employment for administrative and unionized staff.

GOVERNANCE PATH:

- 1. Business Board [for information] (June 17, 2021)**

PREVIOUS ACTION TAKEN:

This is an annual report. Business Board received the 2019 Human Resources & Equity Report on November 25, 2020.

HIGHLIGHTS:

This report details the activities and accomplishments of the Division of HR & Equity between January 1 and December 31, 2020. When the COVID-19 pandemic emerged early in 2020, the University adopted a variety of measures to protect the health and safety of our community and the wider population, assist students in completing their courses, and support critical research focused on COVID-19. The Division of HR & Equity played an essential role in this response while maintaining focus on our mission, vision, and values.

Key Points from the Report:

- The Division of HR & Equity maintained its commitment to equity, excellence, innovation, and systemic change while responding successfully to the challenges presented by the COVID-19 pandemic.
- Developed a new way of working by collecting detailed employee feedback, introducing flexible and telecommuting work arrangements, offering virtual professional development opportunities, and leading the implementation of UCheck to make campus a safe working environment.
- Supported the employee lifecycle by continuing the transition the University Pension Plan, expanding mentorship opportunities, and using data analysis to improve recruitment equity and succession planning.
- Enhanced the employee experience and eased uncertainty caused by the pandemic through a cohesive, holistic approach to collective bargaining, financial and benefits support to mitigate temporary layoffs, paid wellness days, and new virtual wellness programming.
- Advanced an intentionally inclusive, diverse, and equitable culture by creating Anti-Racism Strategic Tables, introducing anti-racism and inclusivity workshops, creating new, trauma-informed training around sexual violence and emphasizing institutional accountability through the Office of Indigenous Initiatives' U of T Calls to Action.

FINANCIAL IMPLICATIONS:

N/A

RECOMMENDATION:

N/A

DOCUMENTATION PROVIDED:

- *University of Toronto 2020 Human Resources & Equity Report*



UNIVERSITY OF
TORONTO

HR & EQUITY ANNUAL REPORT 2020

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

HR & EQUITY ANNUAL REPORT 2020

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If you require an alternate format of this report for accessibility purposes, please contact hrandequity@utoronto.ca



Photo Credit: Lisa Sakulensky

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

STATEMENT OF ACKNOWLEDGEMENT OF TRADITIONAL LAND

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, the Mississaugas of the Credit. 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.



Photo Credit: Randy Landicho

MESSAGE FROM THE VICE-PRESIDENT

No one could have imagined the radical changes that 2020 brought to the world of work.

The COVID-19 pandemic profoundly affected the way work is performed, understood, and valued—not just in Canada, but around the globe. In the Division of Human Resources & Equity at the University of Toronto, we saw many of the innovations identified in our five-year strategic plan become realities almost overnight. An immense amount of creativity and determination was needed to retain what we understood as “business-as-usual” at U of T: consistent pay, access to the resources required to perform our jobs, and the ability to interact daily with colleagues and students.

Through interrupted Teams calls, many of us learned a great deal about our respective struggles to balance professional and personal responsibilities. Others working on campus grappled with unfamiliar processes and procedures designed to keep everyone safe. Barriers to access emerged with each transition, underscoring the need to address inequity within our community. Global calls for action against social injustice added urgency to our own efforts to lead systemic and sustainable change at the University.

These unexpected changes and challenges make our collective successes in 2020 all the more remarkable. This year’s HR & Equity Report, detailing HR & Equity’s activities from January to December 2020, highlights some of our division’s contributions to this success.

Many of these contributions remained invisible to the larger U of T community. We synthesized research to support the institution’s COVID-19 response and inform a range of employment-related conversations and decisions. Key issues included how to pay and retain employees who were under-used or could not work remotely, and how to remain compliant with rapidly changing immigration legislation and public health guidelines. Our Data Analytics team provided predictive analysis and statistical visuals to offer insight about the institution’s capacity to support leaves. Our Labour Relations team worked closely with employee groups and unions to respond to a shifting pandemic landscape and negotiated solutions to an increasing number of issues.

Two of our more visible contributions during 2020—the introduction of Pulse Surveys and launch of the UCheck Health Assessment—remain useful into 2021, as we adjust to new pandemic realities. The Pulse Surveys helped us understand how our community coped with the transition to a largely virtual world of work. Data gathered from Pulse Surveys guided the development of responsive employee resources such as the Wellness and Work From Home Toolkit. The UCheck Health Assessment and its attending guidelines provided an important tool to transition back to in-person

work. Our Strategic Initiatives team will lead enhancements to this tool in the crucial months ahead.

As we discuss in greater detail in the 2020 HR & Equity EDI Report, we also laid important groundwork this year for systemic change. The Anti-Racism & Cultural Diversity Office collaborated with Hill Studio to provide the Restore program for U of T’s Black, Indigenous, and Racialized communities. These well-attended sessions helped participants address the impacts of racism through restorative activities. Our Institutional Equity Portfolio led the development of an Anti-Black Racism Task Force and Anti-Semitism Working Group, and supported the ongoing work of the Anti-Islamophobia Working Group. U of T and the Executive Director, EDI facilitated consultations on a draft of the Scarborough Charter. This draft, an outcome of the National Dialogues and Action forum on anti-Black racism and Black inclusion, will undergo additional revisions at a national level. Taken together, these activities created opportunities to remove systemic barriers for students, faculty, librarians, and staff—opportunities now top of mind in our 2021-22 strategic plan.

Beyond this work, we made considerable progress on pre-pandemic initiatives. Featured in the section “Supporting employees from recruitment to retirement,” these initiatives include preparing our internal systems for the transition to the University Pension Plan in July 2021.

In a year of unwelcome surprises, we also learned some very exciting news: the University of Toronto earned recognition as a top Canadian employer. We cannot take this recognition lightly. Scored on eight criteria ranging from work atmosphere and communications to health & family-friendly benefits, Top Employers span industries and sectors. This is our 14th consecutive win.

Such accolades attest to all the tremendous work—visible and invisible—that the University’s staff, faculty, and librarians performed even during a difficult pandemic year. I feel immensely grateful to be part of this hard-working and service-oriented community. I also look forward to working with you as we apply the many lessons of 2020 to the years ahead.

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

BUILDING A NEW WAY OF WORKING: OUR COVID-19 RESPONSE

When the COVID-19 pandemic emerged early in 2020, the University adopted a variety of measures to protect the health and safety of our community and the wider population, assist students in completing their courses, and support critical research focused on COVID-19. HR & Equity played an essential role in this response while maintaining focus on our mission, vision, and values.

LLC GROUP MENTORSHIP PROGRAM



45 Mentees
8 Mentors

ROSE PATTEN MENTORSHIP PROGRAM



Leadership Partnerships:
15 Mentors
15 Mentees



Learning Partnerships:
24 Mentors
24 Mentees

CENTRE FOR LEARNING, LEADERSHIP & CULTURE (LLC)



46 Virtual Webinars
4,096 Participants



8 Self-Paced Online Courses
1,563 Completions

During the early days of the pandemic, the Office of Safety and High Risk (OSHR) coordinated the activation of the University's Crisis Plan. The High-Risk team led the Emergency Response Team and directly supported the Incident Management Executive Team as they established processes and a sustainable long-term crisis management framework. To support the University's early crisis response to COVID-19, the Office of Safety and High-Risk team led the development of a central, real-time, and customized information management system via SharePoint. The OSHR maintained, updated, and trained users on the COVID-19 SharePoint site, which in its first operational year supported 300,000 site visits and 7,000 documents. The OSHR team also supported the managerial transition of the COVID-19 SharePoint site to the Central COVID Team for the purposes of long-term crisis management and recovery operations.

Based on best practices and feedback from our community, the Division of HR & Equity rapidly developed a new way of working built around trust, responsiveness, and productivity. Listening to our employees' concerns and experiences became crucial to our approach. Beginning in March 2020, the HR & Equity COVID Working Group developed a series of strategic and equity-based COVID-19 responses for the University. [The COVID-19 Temporary Special Telecommuting Work Arrangements Guideline](#) provided an early and very crucial resource for managers and staff to assess how an individual's work could be performed remotely.

In turn, we supported senior administrators in making equitable decisions by producing guidelines and briefing notes on wide-ranging COVID-19 issues, such as how to support individuals struggling to balance caregiving responsibilities while working remotely. With HR & Equity guidance, the University continued paying staff who could not work remotely and provided work for Canadian citizens unable to return to Canada due to travel restrictions. Throughout this process, we helped monitor rapidly changing federal and provincial legislation to ensure the University maintained compliance with immigration and municipal public health guidance.

To be responsive to our community's needs, we introduced the Pulse Survey Program to collect data about how the pandemic impacted the lives of our faculty, librarians, and staff across the University. We asked how our community felt about working from home and the prospect of returning to campus. We also asked about our employees' well-being. HR & Equity used survey data to inform institutional and divisional planning and develop a series of online mental health and wellness supports, including the [Wellness and Work From Home Toolkit](#).

We introduced institution-wide flexible work arrangements to accommodate caregiving responsibilities, minimize stress on faculty, librarians, and staff, and support equitable access to remote work. As disruption became an ongoing reality during the pandemic, we also created alternative work opportunities for staff by developing a virtual "marketplace." This marketplace helped minimize layoffs and inspire conversations across the University about how to think creatively about our workforce.

We harnessed our team's data expertise, providing predictive analysis and statistical visuals to determine how to support our faculty, librarians, and staff through the pandemic. This work informed divisional decision-making around hiring, leaves of absence, and policy and regulation changes.

Recognizing that some members of the University community needed to visit—or return to—campus, HR & Equity led the implementation of the UCheck Health Assessment system for mandatory self-assessments. To encourage compliance, we collaboratively developed best practices for managers and Divisional offices. Our guidance focused on an educational approach supported by random audits applied consistently and equitably across the University.

In the wake of the pandemic and in the months that followed, the Centre for Learning, Leadership & Culture (LLC, formerly HR & Equity's Organizational Development & Learning Centre) provided crucial assistance to employees across the University.

THE CENTRE FOR LEARNING, LEADERSHIP & CULTURE (LLC)

In spring 2020, the LLC quickly responded to the new challenges of the digital workplace by developing tools, training, and resources for employees across the tri-campus.

The LLC team collaborated with external facilitators to convert more than 30 courses into engaging, live, virtual learning events. The LLC also partnered with the Tri-Campus Equity Offices to create a comprehensive guide to leading inclusively in a remote environment. This document empowered managers with the skills, tools, and language to lead effectively in a time of uncertainty and without in-person contact. It will inform future learning opportunities for faculty, librarians, and staff.

Recognizing the importance of professional development to employees across the University, the LLC developed the virtual toolkit Instructional Design in a Box. A supplement to LLC's own consulting services, this toolkit helps partners across the University identify training solutions that truly meet their needs. This year, Food Services, Student Life, the Leslie Dan Faculty of Pharmacy, and the Sexual Violence Prevention & Support Centre (SVPSC) used LLC's consulting and design services to create virtual learning events for their teams. These partnerships provided development opportunities for staff above and beyond the regular offerings of the LLC, focusing on specific skills required to improve performance and support new initiatives.

The virtual environment provided an unexpected opportunity to expand mentoring at the University as well. Introduced in Fall 2020, virtual Group Mentoring offers participants wide-ranging benefits: career guidance from a more senior staff member; expansion of internal networks; valuable insights on the University's governance, administration, and culture; and opportunities to identify areas of interest and strength. Feedback from our inaugural cohort of 45 mentees and nine group mentors will be invaluable in guiding how we expand mentoring into 2021 and beyond.

Finally, in a year in which COVID-19 radically altered our work and personal lives, the LLC recognized the importance of revolutionizing performance evaluations. We created and launched a series of five videos focusing on how to conduct a supportive and meaningful performance discussion. Complemented by a workbook to plan the conversations, the videos received very positive feedback from University leaders. Going forward, embedding similar conversations and values into daily interactions between supervisors and staff will lead to a genuine change in how faculty, librarians, and staff experience life at the University.

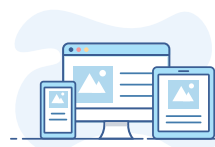
SUPPORTING EMPLOYEES FROM RECRUITMENT TO RETIREMENT

The University of Toronto has one of the most complex workforces in Canada. This complexity grows as we respond to an ever-changing labour market—and, as 2020 dramatically proved—a shifting global landscape. HR & Equity recognizes that supporting employees through the entire lifecycle from recruitment to retirement not only builds and retains a talented workforce. It also transforms a workforce into a community.

The Talent Management team participated in **7** EDI-focused job fairs and mentoring events.

The HR & Equity team created and evaluated **504** USW positions.

RECRUITMENT & JOB CREATION



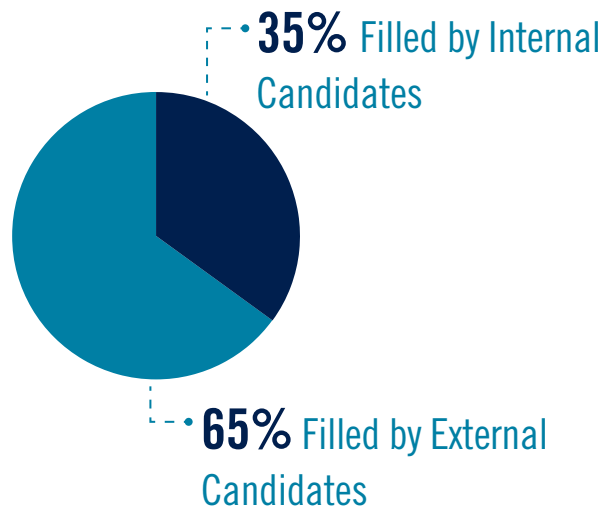
1,382
Advertised Jobs



1,064
Completed Hires



110,853
Received Applications



Using data to improve recruitment & succession planning

Gathering and analyzing data helps us better understand our workforce and improve our policies and processes. This year, HR & Equity used position and diversity analysis to shift the University's approach to managing and sharing talent across departments. We conducted external compensation scans and provided specialized guidance. What we learned will make our recruitment outcomes more equitable.

Our new online job posting and application system, SuccessFactors Recruitment, supported such innovation. This system enables divisions to move candidates through the recruitment process efficiently and confidentially. For the first time, it allows us to integrate candidate data from the University's HR Information System (HRIS). Both streamlining and enhancing HR practices across the tri-campus. This innovation streamlines and enhances our HR practices across the tri-campus. It also helps us determine how well our applicant pool reflects the diverse talent of the Greater Toronto Area, and, if needed, adjust our recruitment pathways.

In 2019-20, we recognized 342 faculty, librarians, and staff who reached continuous service milestones of 25, 35, and 40 years with Long Service Awards. We also celebrated 215 faculty, staff, and librarian retirees. Milestones such as these emphasize the need for solid succession planning. This year, we re-envisioned succession planning using three key sources: talent review meetings, turnover analytics, and diversity analytics. In addition to helping University leaders identify future staffing gaps, this process ensures that equity data will impact staffing decisions.

Valuing and creating mentorship opportunities

HR & Equity recognizes mentorship as a powerful tool to build our community's competencies, their confidence, and their sense of belonging. Mentors and mentees equally benefit from this unique relationship.

Shortly before the pandemic, we expanded a bi-annual mentorship program matching members of the public who identify as Indigenous with experienced professionals across the tri-campus. We invited other employers to participate in Indigenous Mentoring Day, evolving the growing initiative into a job fair for 2020. For mentees, the program provided a unique opportunity to experience working at U of T and gain first-hand insight from mentors. Mentors could establish strategic partnerships and access a wealth of talent.

Looking ahead to 2021, expanding mentorship opportunities, including those specifically for Black,

racialized, and Indigenous staff, will remain a priority for our division.

Named for Rose Patten, the 34th Chancellor of the University of Toronto, recipient of the Order of Canada, and a respected leader in the Canadian financial industry, the Rose Patten Mentorship Program matches employees with mentors at all levels of the University. Now in its 23rd year, the program has been instrumental in accelerating the careers of its mentees by opening doors to the vast opportunities and generous community at the University. Through self-discovery, robust networking, and the generosity, wisdom, and experience of our mentors, mentees have the opportunity to fulfill their career aspirations.

In 2019-20, a total of 39 mentors guided their mentees along a unique professional journey, sharing insights about the University's culture and divisional structure and discussing mentees' professional goals. Racialized staff comprised more than half of this year's mentees.

EMPLOYER AWARDS



Canada's
Top 100 Employers



Canada's Top
Family-Friendly Employers



Canada's Greenest
Employers



Canada's Best
Diversity Employers



Greater Toronto's
Top Employers



Fifth in Forbes magazine's
2020 list of Canada's Best
Employers

UNIVERSITY PENSION PLAN (UPP)

On July 1, 2021—following 12 years of intensive consultation and collaboration—the University of Toronto, together with Queen’s University and the University of Guelph, will transition to the University Pension Plan (UPP).

The UPP, a sector-wide program that any Ontario university can join, enhances the long-term sustainability of defined benefit pension plans that are currently vulnerable to funding shortfalls and climbing contribution rates. The UPP’s stable funding regime will provide predictability for both employees and employers. At the same time, the Jointly Sponsored Pension Plan (JSPP) model establishes shared governance between the employer and employee sponsors, giving members a voice in plan management.

Preparing for this transition required significant work in 2020. Angela Hildyard, Special Advisor to the President and the Provost, and Ian MacEachern, Director, Benefits and Pensions, played critical roles in managing our many stakeholders and spearheading plans to ensure a seamless experience for current employees and retirees alike. HR & Equity updated systems and made payroll changes to ensure the accuracy of retirement and termination calculations as well as pension contributions. Members’ retirement or termination packages at U of T, Queen’s University, and the University of Guelph now share consistent wording. In fall 2020 we updated the online pension calculator which members access to help them plan for retirement. This

calculator now projects benefit accrual after July 2021 under the new UPP provisions, improving the tool’s accuracy.

In July 2020, the Board of Trustees of the UPP announced the appointment of Barbara Zvan, a world leader in responsible and sustainable investment, as the pension plan’s inaugural President and CEO. The Board appointed Henry Kim, until recently the Chief Financial Officer and Chief Compliance Officer of CGOV Asset Management, Chief Financial Officer.

On November 12, 2020, the Financial Services Regulatory Authority of Ontario granted consent to the University’s application to convert the U of T Pension Plan to the UPP effective July 1, 2021. As of that day, members will begin to accrue benefits under the terms of the UPP. The Board of Trustees (with equal representation from plan members and employers) will take on the responsibility for plan administration and investment of plan assets. The transition to the UPP will not affect retiree benefits, life insurance programs, or supplementary pension arrangements.

ENHANCING EMPLOYEE EXPERIENCES

In 2020, the Division of HR & Equity supported and enhanced the U of T employee experience by strengthening employment relationships, minimizing the uncertainty caused by the pandemic, and prioritizing our community's health and well-being.



3,573
Faculty & Librarians



7,801
Appointed Staff



6,088
Teaching Assistants



1,200
Sessional Lecturers



3,194
Casual Staff



A total of
21,856 Employees



18,194
Unionized Employees



24
Bargaining Units



5 Unrepresented Staff
Groups **Successfully
Renewed**



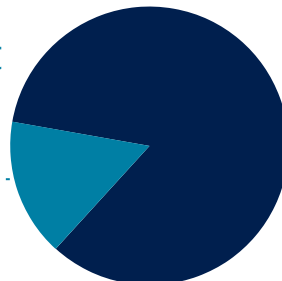
5 Collective
Agreements **Renewed**

183
Grievances
Filed

0
Required
Arbitration

16%
Resolved at
Mediation

84%
Internally
Resolved



Mitigating the impact of COVID-19 on our employees

Our Labour Relations team worked diligently to support the University's transition to a virtual work environment through frequent, ongoing discussions and negotiations with union leadership. This approach significantly improved operational flexibility throughout the pandemic. The team's strategic advice also helped human resources staff, managers, and academic administrators consistently interpret and apply policies, processes, practices, and collective agreements.

As well, through collaboration and consultation, our Labour Relations team designed and effectively implemented a cohesive collective bargaining strategy to help deal with the uncertainty of the pandemic. This strategy involved working with some of the University's largest union bargaining partners to extend collective agreements for a one-year period, in compliance with Bill 124. Collaboration and consultation also proved key in achieving a three-year renewal collective agreement with CUPE 3902 Unit 1, despite the considerable challenges of collective bargaining entirely online rather than in person.

Other challenges presented by COVID-19 included temporary layoffs in response to necessary closures. In these instances, the Division of HR & Equity developed and implemented criteria to inform decisions based on the financial and operational implications of the pandemic. For those workers temporarily laid off because of the pandemic, we introduced such measures as the continuation of healthcare benefits and income top-up. The federal government's evolving pandemic response resulted in the University of Toronto creating an "unregistered" financial supplement to complement The Canada Emergency Response Benefit (CERB), as well as creating an "official" Supplemental Unemployment Benefit (SUB) plan to supplement Employment Insurance (EI) after CERB ended. In addition, we made changes within HRIS, our human resources information management system, to facilitate the continuation of employee benefits coverage where staff were not required to make their regular contributions. These premiums were instead paid for by the University in addition to regular contributions.

Wellness and communications initiatives

The Division of HR & Equity helped the University provide a new range of benefits and support for employees facing new and complex work, health, and family care needs, such as providing all staff with three new paid "wellness days" and extending the Employee and Family Assistance Program (EFAP) to our entire community. In addition, we organized a number of well-attended virtual wellness sessions with expert external consultants focusing on issues such as coping with uncertainty and stress, and avoiding burnout.

We also recognized that the changing work environment impacted faculty, librarians, and staff with disabilities differently. We sourced ergonomists to perform virtual ergonomic assessments for individuals with disabilities in need of accommodations to work from home. Partnering with the Family Care Office, the Health and Well-being (HWB) team developed guidelines for employees and managers on a range of work-from-home and return-to-work topics. For faculty, librarians, and staff unable to work on-site for medical reasons, our HWB, Environmental Health and Safety, and Occupational Health teams also managed cases, moved all operations online, and facilitated an e-fax solution for use by physicians' offices to manage accommodation and sick leave files efficiently.

Launching a new HR & Equity website also improved employees' experiences. Mobile-friendly, accessible, and fast-loading, the new site allows search for memos and news using filters and categories. Its public-facing content promotes the University as an Employer of Choice. Internally, it serves as the primary access point to the [HR Service Centre](#) (launched in 2019), which provides faculty, librarians, and staff access to personalized HR information.

ADVANCING AN INTENTIONALLY INCLUSIVE, DIVERSE, AND EQUITABLE CULTURE

As an institution, as divisions, and as individuals, our shared responsibility is to foster inclusivity and embed the principles of equity, diversity, and inclusion (EDI) into our practices and policies. If nothing else, the lessons of 2020 taught us that focusing on representation and equity is not enough. Instead, we should co-create a culture of belonging.

ANTI-RACISM & CULTURAL DIVERSITY OFFICE



68 Virtual Training Sessions
4218 Participants



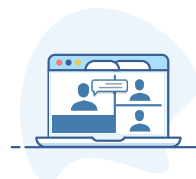
8 Self-Paced Online Courses
1,563 Completions

2020 RACE, EQUITY & ACTION SPEAKER SERIES



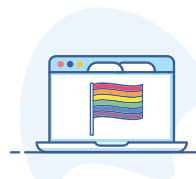
3 Virtual Events
797 Participants

RESTORE @ U OF T (BY ARCDO AND HILL STUDIO)



7 Virtual Events
259 Participants

SEXUAL & GENDER DIVERSITY OFFICE



5 Virtual Pride Events
135 Attendees



2 Trans Day of Remembrance Events
80 Attendees



2020 Lead with Pride Conference:
59 Attendees

Creating benchmarks to track change

Every year, the Division of HR & Equity prepares, coordinates, and analyzes responses to Speaking Out, a formal U of T employee experience survey. Results assist the University in mapping out initiatives and priorities to enhance the working environment for staff and help achieve the institution's goals. Our 2020 Speaking Out survey focused on four key pillars: engagement; inclusion, diversity, and equity; career support; and well-being and resilience. Released just before the COVID-19 pandemic, it provided a benchmark in these four key areas. Future results will illustrate the impact of burnout and other issues related to the difficult circumstances of the past year. With an equity-minded approach, we will link the Speaking Out data to our Employment Equity data to understand the pandemic's impact on the health and well-being of equity-deserving groups. Acknowledging the disproportionate effect of COVID-19 on various parts of our community will help guide the University's future response to the impact of the pandemic.

Building awareness and understanding through training

In 2020, the Division of HR & Equity introduced workshops on topics such as: advancing inclusion; addressing anti-Black racism; deconstructing institutional racism; and deepening understanding of attitudinal barriers to racial equity, diversity, and inclusion. Virtual programming included a tri-campus collaboration that explored the connections between ableism and racism. Each of the Division's Tri-Campus Equity Offices and the Office of Indigenous Initiatives championed continuous learning. These offices continued to provide training, events, and programming with divisional partners to educate our entire community on Indigenous cultural competency, disability and accessibility, and sexual and gender diversity.

To complement this training, the Division of HR & Equity's Workplace Investigations (WPI) unit continued to provide investigation support and consultation in areas of discrimination, civility, and workplace harassment. In partnership with our Tri-Campus Equity Offices, the WPI used formal evidence-based processes to move to an investigative approach based on workplace restoration. The WPI team developed new practices in the earlier stages of the investigation process to understand each employee's concerns and help them navigate the many supports the University of Toronto provides. Working closely with the University's Divisional HR Offices, the Tri-Campus institutional Equity Offices, and the Sexual Violence Prevention Centre, WPI managed complex complaints and build resolution channels and support based on principles of inclusion.

Like many on-campus services, the Sexual Violence Prevention & Support Centre (SVPSC)—which now reports directly to the Vice-Provost, Students, and the Executive Director, Central Administration HR Services and Workplace Investigations—shifted to remote service delivery in 2020. In addition to providing confidential support directly to

community members in need, SVPSC began delivering virtual employee training and workshops with a special focus on trauma-informed approaches and skills for responding to disclosures of sexual violence and identifying racial and sexual harassment in the workplace.

More information about the Sexual Violence Prevention and Support Centre, and their inaugural Overview and Activity Report for the Tri-Campus Advisory Committee on Sexual Violence Prevention and Support, can be found at www.svpcentre.utoronto.ca/.

Developing a framework for institutional accountability

The Office of Indigenous Initiatives (OII) emphasized the need for institutional accountability by developing the [U of T Calls to Action reference booklet](#). This resource will serve as a touchstone for the University community to create the changes needed to answer the calls and work towards Truth and Reconciliation. OII also led the tri-campus recognition of Orange Shirt Day 2020, marking the first year that the history and legacy of residential schools received institution-wide recognition.

Leading systemic and sustainable change

The Division of HR & Equity recognizes our collective responsibility to address systemic racism within our tri-campus community. In 2020, HR & Equity established Anti-Racism Strategic Tables to support the cultivation of a respectful learning and working environment for all. [The Institutional Anti-Black Racism Taskforce and the Anti-Semitism Working Group](#) began their review of programming, activities, processes, and practices at the institution to make recommendations to address racism and promote inclusive excellence at the University. These tables will deliver their findings and recommendations to the U of T community in 2021. Our Anti-Islamophobia Working Group also provided strategic recommendations to the University on initiatives that address systemic and attitudinal barriers faced by Muslim students, staff, librarians, and faculty.

As we move forward with our commitment to address anti-racism and foster an inclusive culture, we recognize that there has been an increase of anti-Asian racism, hate, and discrimination since the beginning of the COVID-19 pandemic. In the past year, our Equity Offices have created accessible, responsive, and culturally appropriate resources aimed at supporting the Asian community and educating the larger University community on the impact of anti-Asian racism and discrimination.

To support personal efforts to address systemic racism in their communities, the Division of HR & Equity offered virtual programming topics including Black Fatherhood, Talking about Racism at Home, and Talking with Children about Colonization. More information on our commitment to removing systemic barriers and advancing an intentionally inclusive community is available in the 2020 Equity, Diversity, and Inclusion Report on the HR & Equity website.

WHAT'S NEXT?

2021-22 STRATEGIC PLAN FOR HUMAN RESOURCES AND EQUITY

In the coming year, the following six objectives will guide our efforts to provide excellent service to the University's complex workforce and cultivate a culture of belonging among our internal communities:

- 1. Support and inform the University's successful transition to a post-pandemic workplace.**
 - We will prepare for a safe return to campus and apply crucial lessons learned in 2020-21. In this transition, we will rely on ongoing Pulse Surveys to evaluate how faculty, librarians, and staff are coping with changing conditions.
- 2. Collaborate with stakeholders to operationalize the recommendations of the Anti-Black Racism Task Force, Scarborough National Charter, Truth and Reconciliation report, and Working Groups on Islamophobia and Anti-Semitism.**
 - Working closely with stakeholders across and outside the University, we will assess the recommendations and assign timelines for implementation.

3. Collect and share data to support sustainable systemic change.

- We will implement data visualization and dashboard solutions to improve how data is communicated and shared, laying the groundwork for important discussions about how to integrate accountability within all levels of the University.

4. Build trust, strengthen relationships, and collaborate with union partners and employee groups.

- Collective bargaining will be a necessary priority as 21 of our 23 existing collective agreements are coming up for renewal over the next 18 months and at least three new or first collective agreements need to be negotiated during the same period. We will take an integrated strategy and holistic approach to negotiations to ensure consistent outcomes and fair and equitable treatment of all employee groups.

5. Identify opportunities to enhance the employee life cycle from recruitment to retirement.

- Our Integrated Talent Management team will build on current work to integrate equity data into our recruitment practices and develop onboarding guidelines to address the hybrid nature of work during and after the pandemic.
- In consultation with University-wide stakeholders, we will also develop an Institutional Engagement Strategy which reflects our dynamic workforce.

6. Identify educational pathways to ensure the safety and wellness of our workforce.

- Our Equity Offices will develop new resources to build anti-racism awareness and promote accountability among our internal communities.
- We will also collaboratively develop an integrated and culturally responsive framework for mental health supports.



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