



UNIVERSITY OF  
**TORONTO**

# **2020 HR & Equity Annual Report**

OFFICE OF THE VICE-PRESIDENT,  
HUMAN RESOURCES & EQUITY



A photograph of a modern concrete building with large windows and a tree with vibrant autumn foliage in the foreground. The building has a light-colored concrete facade and several large, multi-paned windows. The tree in the foreground has bright orange and red leaves, indicating it is autumn. A dark blue banner with white text is overlaid on the image.

January - December 2020

# Building a New Way of Working: Our COVID-19 Response

Key accomplishments include:

- Coordinating U of T's Crisis Plan (Office of Safety & High Risk)
- Developing Telecommuting Work Arrangements Guideline, Pulse Surveys, Wellness and Work From Home Toolkit
- Introducing flexible work arrangements
- Leading implementation of UCheck Health Assessment
- Offering virtual professional development (Centre for Learning, Leadership and Culture)



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# Supporting Employees From Recruitment to Retirement

Advertised **1382** jobs  
Completed **1064** hires  
Received **110,853**  
applications

**35%** filled by internal  
candidates  
**65%** filled by external  
candidates

Key initiatives include:

- Continuing transition to the University Pension Plan (UPP)
- Using data to improve recruitment & succession planning
- Adopting SuccessFactors Recruitment
- Expanding Indigenous Mentoring Day, introducing Group Mentoring, increasing diversity of Rose Patten mentees



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# Enhancing Employee Experiences

**21,856** employees

**24** bargaining units

**5** collective agreements renewed

Key accomplishments:

- Developing a collective bargaining strategy to mitigate uncertainty caused by the pandemic
- Ensuring continuation of healthcare benefits and income top-up for those temporarily laid off
- Creating new, paid wellness days and extending Employee & Family Assistance
- Offering virtual wellness programming



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# Advancing an intentionally inclusive, diverse, and equitable culture

Key accomplishments:

- Implementing 2020 Speaking Out survey
- Creating Anti-racism Strategic Tables
- Developing Anti-Asian racism resources
- Moving to an investigative approach based on workplace restoration (Workplace Investigations and Equity Offices)
- Delivering virtual employee training and workshops (Sexual Violence Prevention & Support Centre)
- Developing U of T Calls to Action booklet (Office of Indigenous Initiatives)



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A photograph of three people sitting around a small, round, metal table outdoors. On the left, a woman with long dark hair, wearing a red sleeveless top and black pants, is looking towards the man in the center. The man in the center has short dark hair, wears glasses, a white button-down shirt, and brown pants, and is looking towards the woman on the right. The woman on the right is wearing a light pink hijab and a white long-sleeved top, and is looking towards the man. They appear to be in a casual conversation. The background shows a modern building with large concrete pillars and a concrete overhang. There are green plants and trees to the left of the building.

# What's Next?

## 2021-22 Strategic Plan for Human Resources & Equity

- Support and inform the University's successful transition to a post-pandemic workplace.
- Operationalize the recommendations of the Anti-Black Racism Task Force, Scarborough National Charter, Truth and Reconciliation report, and Working Groups to eliminate Islamophobia and Anti-Semitism.
- Collect and share data to support sustainable systemic change.
- Build trust, strengthen relationships, and collaborate with union partners and employee groups.
- Identify opportunities to enhance the employee life cycle from recruitment to retirement.
- Identify educational pathways to ensure the safety and wellness of our workforce.

The background features a soft-focus image of autumn leaves in shades of yellow and orange, with a blurred architectural structure of a building with windows visible in the background.

# Download the 2020 Human Resources & Equity Annual Report:

[hrandequity.utoronto.ca/about/reports](https://hrandequity.utoronto.ca/about/reports)