



FOR INFORMATION

PUBLIC

OPEN SESSION

TO: Business Board

SPONSOR: Heather Boon, Acting Vice-President, People Strategy, Equity &
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PRESENTER: See above.
CONTACT INFO:

DATE: April 19, 2023 for April 26, 2023

AGENDA ITEM: 6

ITEM IDENTIFICATION:

People Strategy, Equity and Culture Annual Report 2022

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] (April 26, 2023)**

PREVIOUS ACTION TAKEN:

This is an annual report. Business Board received the 2021 Human Resources & Equity Report on April 26, 2022.

HIGHLIGHTS:

The People Strategy, Equity & Culture Report 2022 highlights how the Division of People Strategy, Equity & Culture preserved a flexible skillset— and perspective—as the University of Toronto and institutions around the globe began envisioning a post-pandemic workplace. The 2022 Report details the activities and accomplishments of the Division of People Strategy, Equity & Culture between January 1 and December 31, 2022.

Key Points from the Report:

- Within the Division and across the University, we supported our community through various stages of restart and recovery from the COVID-19 pandemic. At each stage we adapted, affirming the importance of in-person supports while developing new approaches and resources that met the changing circumstances. Our efforts remained focused on inclusion: ensuring our supports and services could be accessed by those who needed them.
- People Strategy, Equity & Culture remained committed to developing strategies to promote well-being, safety, workplace recognition, and a sense of community. We gathered insights from our employees through timely Pulse Surveys and the ‘Speaking Out!’ Employee Engagement Survey to deepen our understanding of our community’s concerns and experiences. We continued to seek opportunities to build capacity, enrich expertise, and develop relationships with community partners as well as improve workplace culture across our campuses.
- In 2022, we also collaborated with tri-campus partners to change systems, policies, and practices that pose barriers to members of our community. In addition to responding to recommendations from new and existing institutional reports, we supported the review of the Sexual Violence and Sexual Harassment Policy. Moreover, we launched the Institutional Equity Office and enhanced communication and support around complaints resolution for students, faculty, librarians, and staff.
- Our work in 2023 and beyond will remain resolutely focused on our tri-campus community. We will strive to be a Top Employer to our faculty, librarians, and staff and a source of connection and support to our students. We will maintain a tri-campus and pan-community perspective in all our work, keenly aware that our Division serves all academic and shared services, divisions, and all members of our tri-campus community.

FINANCIAL IMPLICATIONS:

N/A

RECOMMENDATION:

For information.

DOCUMENTATION PROVIDED:

- *People Strategy, Equity & Culture Annual Report 2022*



UNIVERSITY OF
TORONTO

PEOPLE STRATEGY, EQUITY & CULTURE REPORT 2022





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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, and 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.



Message from the Vice-President and Acting Vice-President

In another year of transition, our community demonstrated remarkable resolve and creativity. The People Strategy, Equity & Culture Report 2022 highlights how the Division of People Strategy, Equity & Culture preserved a flexible skillset—and perspective—as the University of Toronto and institutions around the globe began envisioning a post-pandemic workplace.

Our openness to doing things differently enabled us to push the boundaries of past practice and to keep improving on the progress we made.

For example, we released a new [Employment Equity Dashboard](#) while leading work to improve how we collect, analyze, and share employment equity data. We launched our [Institutional Equity Office](#) to streamline service delivery, build a community of practice for staff in EDI roles across our institution, and improve supports for deans, Faculties, divisions, and campuses. In collaboration with employee groups, we integrated provisions into collective agreements that we can now build on in years to come.

Meanwhile, tri-campus demand for our expertise in equity, safety, wellness, and workplace investigations grew exponentially. We responded by joining with the President and Provost to convene an [Anti-Asian Racism Working Group](#) and launched a new tri-campus safety leadership table to develop consistent approaches to community safety. We worked more closely than ever with managers and academic

leaders to facilitate accommodations, and improved complaints resolution pathways to foster a healthier culture across our campuses. These strategies (and many others) are detailed in this Report.

We also became more confident in our new identity as the Division of People Strategy, Equity & Culture, developing ways to model and communicate our values more clearly to the University community. Through ongoing work on this “identity project,” we hope to strengthen our collaborations with Faculties, divisions, and campuses in future. We will maintain a tri-campus and pan-community perspective in all our work, keenly aware that our Division serves all academic and shared services, divisions, and all members of our tri-campus community.

Thank you to everyone who has partnered with us this year, and thank you to everyone who has brought a responsive approach to change within your own Faculty, division, or campus. By being open to new ways of doing things—and by constantly refining how we do them—we engage in a process of learning, the very activity that imbues our institution with purpose and meaning.

We look forward to learning with you in the year ahead, giving form to our aspirations with strategies that affirm and support all members of our community.

Kelly Hannah-Moffat

Kelly Hannah-Moffat
Vice-President, People Strategy,
Equity & Culture



Heather Boon

Heather Boon
Acting Vice-President, People Strategy,
Equity & Culture





LEADING WITH INCLUSION

In 2022, the Division of People Strategy, Equity & Culture supported our community through various stages of restart and recovery from the COVID-19 pandemic. At each stage we adapted, affirming the importance of in-person supports while developing new approaches and resources that met the changing circumstances of our students, faculty, librarians, and staff. Our efforts remained focused on inclusion: ensuring our supports and services could be accessed by those who needed them.

Adapting and Enriching Our Supports and Services

Our Health and Well-Being Team (HWB) used a range of tools—including Alternative Work Arrangements and flexible scheduling arrangements—to manage growth in employee accommodation requests and sick leaves. As more and more employees transitioned to on-campus work, HWB offered workshops and developed tip sheets to help employees maintain mental and physical wellness.

HWB also recognized the need to offer inclusive and flexible supports through the University's Employee & Family Assistance Program. This thinking motivated U of T's transition to a new provider, LifeWorks,

which uses advanced technology to support employee well-being, has enhanced accessibility features (including content in a wide variety of languages), and offers a broad range of digital resources focused on equity and belonging.

In the EDI space itself, the Division undertook significant work to enhance its online presence with the tri-campus community and encourage participation in education, training, and events. The newly launched Institutional Equity Office (IEO)—which supports and guides the Anti-Racism & Cultural Diversity Office (ARCD), the Sexual & Gender Diversity Office (SGDO), and the Accessibility for Ontarians with Disabilities Act (AODA) Office, and works



in partnership with the Office of Indigenous Initiatives (OII)—developed a institutional [EDI Education Calendar](#) on its website.

This calendar provides easy access to wide-ranging EDI and Indigenous education workshops offered in-person and/or virtually. Workshops included sessions such as:

- Speaking our Truths: The Journey Towards Reconciliation
- Universal Design 101
- 2SLGBTQ+ Inclusion
- Understanding your responsibility to preventing racial discrimination and harassment in the work environment

The EDI Office at University of Toronto Scarborough (UTSC) also enhanced its online presence and reworked its [website](#) to ensure that it functioned as a resource for those who wanted to engage in EDI work but faced challenges attending in-person.

Equally, throughout 2022, the [EDI Office at University of Toronto Mississauga \(UTM\)](#) remained responsive and flexible, providing phone and virtual appointments and continuing to offer equity and Indigenous educational opportunities synchronously to support employee engagement,

community enhancement, and professional development.

As in-person presence on campus grew significantly in Fall 2022, the EDI Office at UTM provided educational opportunities in formats that met the preferences of employees and departments. This flexible approach successfully supported the employee experience, leveraging technology lessons learned during the pandemic and maximizing limited meeting spaces at UTM campus.

Similarly, the Sexual Violence Prevention & Support Centre experienced a cycle of adaptation, innovation, and enhancement. Amid pandemic restrictions, the Centre made further improvements to their virtual services, trainings, and other programming—meeting the needs of community members at home, and branching out to offer new, original sessions, including a virtual support group for survivors and a province-wide symposium. The Centre then met the transition to greater on-campus activity by providing in-person services on all three U of T campuses. They retained virtual options to ensure the broadest reach of their services and supports for the U of T community.

Community Consultations and The Future of Work

The PSEC team maintained an important role in both the University's pandemic response and our employees' transition to new ways of working. We participated in the [Resiliency Project Team](#)—a Provost-led initiative to shift the University from a critical incident response to a leadership approach that focuses increasingly on long-term adaptation and evolution.

Adapting and evolving successfully requires a deep understanding of our community's concerns and experiences. The University HR team engaged [Pulse Surveys](#)—a tool developed in 2020—to gather feedback from our employees about transitioning to a post-pandemic workplace. Pulse Survey data confirmed the desire for Alternative Work Arrangements (AWA) and accompanying resources. The University HR team consulted with deans, chief administrative officers, and Divisional Human Resources Offices across the University to initiate the AWA annual review for 2022, ensuring the [AWA Guideline](#) and resources met the needs of the community. Then, in collaboration with IT, they worked to align hybrid-work best practice resources with the guideline.

In addition to using Pulse Surveys to gather insight about our community, the the University HR team coordinated the distribution and analysis of the ['Speaking Out!' Employee Engagement Survey](#) in November 2022. Last undertaken pre-pandemic, the survey aims to enhance our understanding of employee experiences regarding engagement; equity, diversity, and

inclusion; career support; and well-being and resilience. The most recent data will be cross-referenced with the Employment Equity Survey, and the Division will share the results broadly on an aggregate level that does not identify individuals.

As well as responding to our community's current concerns, the Division of People Strategy, Equity & Culture is committed to supporting employee learning and development. In this way, we prepare our employees for the future.

The Centre for Learning, Leadership & Culture (LLC) is at the forefront of these efforts, creating and socializing various new programs as well as revamping existing training to adapt to the changing work environment. In 2022, the team developed a framework for a new [People Leadership Program](#) to help managers build trust with employees. This objective is particularly critical for hybrid workplaces, and it will inform and support future initiatives. The pilot of the People Leadership Program launches in 2023.

In Fall 2022, the Centre also launched Development Planning for Professional & Managerial and Confidential employees by building tools and learning solutions to support both managers and their reports. This initiative aims to encourage collaboration between managers and their direct reports on Individual Development Plans and generate productive conversations about current and future development goals.



Labour Relations: Supporting Consistent and Equitable Outcomes

As collective agreements have come up for renewal, our Labour Relations team has supported consistent outcomes and the equitable treatment of unionized employees by maintaining an integrated strategy and holistic approach across bargaining units.

They also continue to ensure that new and renewed collective agreements support institutional goals around equity, diversity, and inclusion and environmental sustainability by strengthening harassment, discrimination, employment equity, and sustainability provisions in various collective agreements.

For example, in 2022, working closely with chief administrative officers, academics, and HR professionals, Labour Relations successfully concluded a major round of negotiations with the United Steelworkers union that covers more than 5,000

University employees. This was the first renewal of a collective agreement reached with an administrative unit in the current bargaining cycle. The agreement includes new language that supports gender diversity and expression and the integration of lived experience into hiring criteria. Moreover, in addition to incorporating the U of T Land Acknowledgement, the agreement expresses a stronger commitment to employment equity and a renewed commitment to environmental sustainability efforts.

The agreement also includes new Alternative Work Arrangement (AWA) language to support flexible work while facilitating the University's return-to-campus strategy. Other revised language in the agreement supports efforts to identify and hire the most qualified candidates while advancing the University's objective of building a workforce that is more representative of its surrounding communities.



Enhancing Community Safety

In planning for an increase in on-campus activity, the Division prioritized strategies to enhance the safety of our community.

PSEC's Office of Safety and High Risk (OSHR) collaborated with U of T Communications (UTC) and Campus Safety partners to develop additional materials to support the activation of timely emergency alerts. In addition, the team consulted widely with tri-campus partners to tender a new emergency alert notification platform that incorporates the learning, best practices, and accessibility advancements from the last five years. OSHR also led training with UTC administrators and Simcoe Hall staff to enhance the institution's capacity to respond in an emergency.

Building on preliminary feedback at the divisional level, OSHR worked with tri-campus Campus Safety partners to develop a handbook for staff that provides general direction and guidance in emergency situations. OSHR is currently refining the handbook before distributing it widely across our three campuses.





BEING ACCOUNTABLE

In 2022, we worked collaboratively to change systems, policies, and practices that pose barriers to members of our community.

Progress on Institutional Reports and Commitments

We collaborated with University of Toronto Communications to recognize institution-wide progress on recommendations from the [Anti-Black Racism Task Force Report](#), which marked its first anniversary, and [Answering the Call: Wecheehetowin](#), which marked five years since its entrustment to the University.

We also continued our collaboration with the Office of the President, Office of the Provost, and Faculties, units, and campuses across the University to update the [Commitments dashboard](#). This dashboard—which will be significantly reimagined in 2023—tracks and reports progress on recommendations for existing reports (such as the Anti-Black Racism Task Force Report and the [Antisemitism Working Group Report](#)) and future reports (such as the Final Report of the Anti-Asian Racism Working Group).

To integrate accountability into our central HR processes, the Institutional Equity Office partnered with the Centre for Learning, Leadership & Culture and consulted with divisional equity directors to develop EDI competencies for staff. These competencies will be incorporated into the University's performance, goal setting, and review processes for Professional & Managerial employees.

UTSC and UTM affirmed their commitment to dismantling structural and systemic

barriers by advancing their strategic plan and strategic framework respectively. UTSC began implementing Strategic Priority 3 of the [UTSC Inclusive Excellence Strategic Plan](#), which involves various initiatives and strategies to promote intentional inclusion and relational accountability. One area of focus centres on using data to determine which groups are underrepresented in particular programs. Outcomes of this data analysis include a new admissions process for prospective management students and additional opportunities and resources for students from underrepresented groups to increase access to UTSC's programs, funding, and activities.

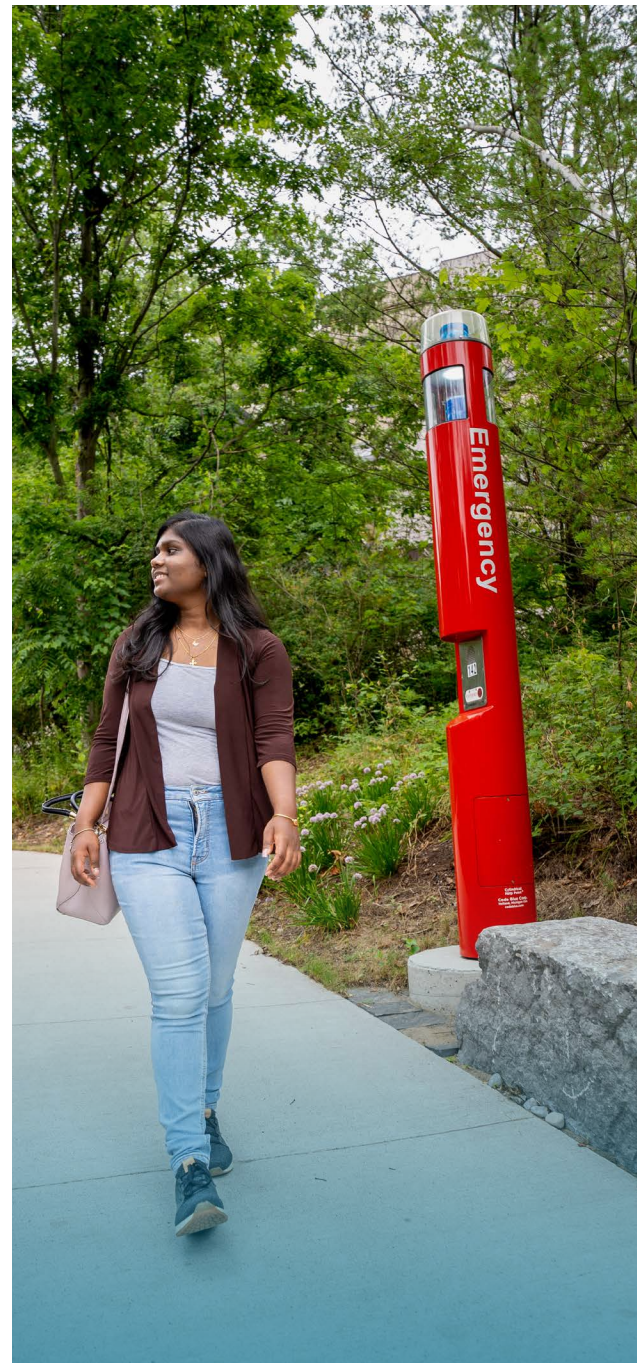
Meanwhile, UTM realized priorities central to its [Strategic Framework](#): to build spaces that enable everyone to flourish—and to share the knowledge and resources that advance equity as a collaborative responsibility. In cooperation with academic departments, the EDI Office launched a virtual [Equity Hub](#) to showcase equity resources from UTM's 18 academic departments and institutes (including details about anti-racism committees and pedagogies) and provide a central place for students, faculty, staff, and librarians to access information on key equity resources, information, initiatives, committees, and networks.

Final Report on the Role of Campus Safety (Special Constable Services) in Responding to Students in Mental Health Crises

The Vice-President, People Strategy, Equity & Culture and Vice-Provost, Students also affirmed their shared commitment to ensuring students experiencing mental health crises are met with an effective and compassionate institutional response.

Last Fall, the Vice-President and Vice-Provost released phase 1 of their Administrative Response to the [Final Report on the Role of Campus Safety \(Special Constable Services\) in Responding to Students in Mental Health Crises](#), promising to communicate more detailed strategies and timelines for implementation in Spring 2023.

The initial Administrative Response identified five key areas to focus efforts to address the Committee's recommendations. These included achieving tri-campus consistency in Campus Safety operations and enhancing training as well as recruitment, hiring, onboarding, and retention strategies for Campus Safety staff. Establishing a tri-campus safety leadership table—attended, where relevant, by subject matter experts in health & wellness; equity, diversity, and inclusion; and other areas of expertise—became the first major outcome of the Report.



Review of the *Policy on Sexual Violence and Sexual Harassment*

Another institutional commitment that guided our work in 2022 involved an [extensive review of the University's Policy on Sexual Violence and Sexual Harassment](#). Carried out every three years, the review looks for ways to improve the current *Policy on Sexual Violence and Sexual Harassment* and strengthen supports and services.

As part of the review, the co-chairs, Linda Johnston, Dean of the Lawrence S. Bloomberg Faculty of Nursing, and Allison Burgess, then Director of the Sexual & Gender Diversity Office (now Acting Executive Director, EDI), facilitated a total of 54 consultation sessions—including those specifically for students, faculty, librarians, and staff—across the three campuses. This consultation phase included additional sessions for Black, Indigenous, and racialized communities, 2SLGBTQ+ communities, and persons with lived experience of disability. Feedback gathered from all consultations, formal submissions from student groups, and

online submissions from the community provided a diverse range of experiences and perspectives on the *Policy on Sexual Violence and Sexual Harassment*, the *Student's Guide to the Policy on Sexual Violence & Sexual Harassment*, and the supports and services available, including the Sexual Violence Prevention & Support Centre.

The co-chairs submitted the Final Report to the President, Provost, and Vice-President, People Strategy, Equity & Culture in early July 2022. The University formally released the Report on July 15 alongside an Administrative Response which accepted all of the Review's recommendations. On December 15, 2022, Governing Council formally approved the updates to the *Policy*, and the University has already begun to implement them. For example, to increase institutional accountability, the University will provide more detailed annual reporting on sexual violence and sexual harassment beginning next year. The reporting will be readily accessible to the public but will still protect the privacy of all those involved.

Re-envisioning How We Collect and Share Equity Data

Last year, as part of the **Employment Equity Project** started in response to recommendations from the **Anti-Black Racism Task Force**, PSEC realized an important objective with the launch of an **Employment Equity Dashboard**.

The dashboard offers a visual and easily-digestible equity data framework, providing real-time information pertaining to equity at the University and strengthening accountability. The dashboard currently displays employment equity data from 2017 to 2021, can be filtered by year and campus, and allows users to explore the make-up of the U of T community by employee type and self-identified gender, orientation, or ethno-cultural identity. These options for self-identification will be revised

and expanded in 2023 to meet additional objectives of the Employment Equity Project: to devise an Employment Equity Survey that is more reflective of the U of T community and collects voluntary data that can better inform efforts to address gaps in representation across our employee community. Community consultations have played a central role in the development of this revised Survey.

Revisions to the Employment Equity Survey will also inform updates to the anonymous survey offered to individuals as part of their application to a U of T job posting. The Employment Equity Dashboard currently contains applicant data that helps us determine the effectiveness of programs designed to expand the diversity of our applicant pools.

Deepening Our Community's Understanding of Discrimination, Racism, and Unconscious Bias

The **Institutional Equity Office (IEO)**, **Office of Indigenous Initiatives**, and **EDI Offices at UTM and UTSC** work collaboratively across the University of Toronto's three campuses to build capacity, support communities, and provide leadership in Indigenous, equity, diversity, inclusion, and anti-racism efforts that lead to a greater sense of belonging for all community members.

The IEO and Indigenous Initiatives teams also provide opportunities for learning and capacity-building on inclusive Indigenous competencies, anti-racism and EDI principles, and tools and strategies to advance and strengthen efforts to make institutional change. Members of the U of T community may take any of the courses already available, or request consultation or training specific to their needs.

Likewise, in 2022 the EDI Office at UTM prepared and facilitated many educational programs for faculty, librarians, staff, and students. Programs included Celebrating Black Success Stories, a Black Table Talk gathering for community enhancement and connections, a Lunch and Learn series with the Indigenous Centre, and Indigenous cultural programming. The Office also tailored workshops and discussions to support inclusive learning, research, and work with the goal of advancing decolonization and supporting wellness and connection among campus community members.

Providing online training modules on unconscious bias is an important part of these efforts. Available to all faculty, librarians, and staff, the first two unconscious bias education modules introduce crucial concepts and provide examples of how unconscious biases can arise from stereotypes and result in discrimination. As well, on a regular basis, the IEO provides additional training on harassment and discrimination.

Last year, **Pulse Survey** responses highlighted a greater interest in building EDI capacity, so the EDI Office at UTSC worked with Community Partnerships & Engagement, the Dean of Student Experience & Wellbeing and Undergraduate Studies, and key faculty members to create additional training modules, supports, and processes to ensure that all departments recognize bias and barriers to access. This training was designed to move participants beyond lessons in Equity 101.





FACILITATING COMPLAINTS RESOLUTION

We improved communication and support around complaints resolution pathways in 2022.

Consultations between the Institutional Equity Office and the University HR team resulted in an updated [complaints resolution webpage](#) that clearly identified the supports provided by the IEO.

These supports include intake meetings with IEO staff, where students, faculty, librarians, or staff can relay or discuss concerns related to discrimination, harassment, or other issues. Should the community member wish to pursue a Formal Resolution process, the IEO can make an appropriate referral.

The IEO also provides Early Intervention Services, activities that provide the opportunity for involved parties to engage resolution in a collaborative and respectful manner. The IEO will tailor their services to reflect the unique context of the conflict and the parties' roles within the U of T community. These services may range from informing and consulting with the appropriate academic or administrative offices to delivering training to a specific team.



EXPANDING AVENUES OF SUPPORT: THE WORKPLACE INVESTIGATIONS OFFICE

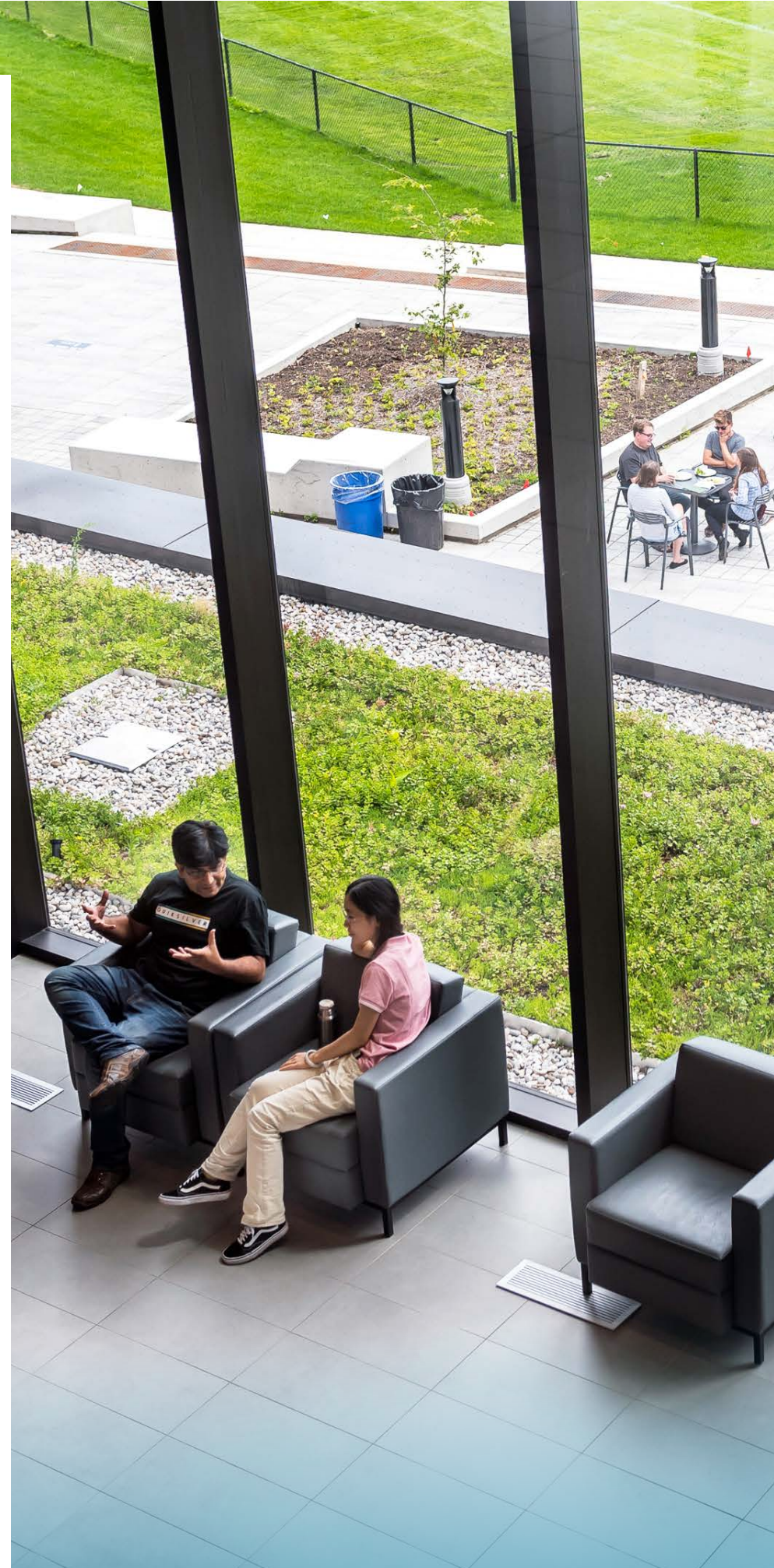
The Workplace Investigations (WPI) Office collaborates with other support portfolios to respond to and resolve employee concerns and complaints. WPI staff provide a full spectrum of services to divisional HR directors, managers, and consultants; equity offices; and senior academic and non-academic administrators across the University.

The services range from simple consultations and guidance to full intake, issue triage, and assessment; overseeing and conducting investigations and/or workplace culture and climate reviews; and post-investigation issues management and workplace restoration. They address highly complex cases involving incivility, workplace harassment, discriminatory harassment, sexual harassment, and/or human rights as well as more general cases involving individual and/or systemic workplace conflict and issues.

In 2022, WPI identified an increase in the number, complexity, and scope of cases, consultations, and workplace climate and culture reviews across the University. Total cases rose 37% over the previous year (from 117 in 2021 to 160 in 2022). Of these, 36 were discrimination or discriminatory harassment cases (compared to 21 in 2021), which is a 71% increase over 12 months. The number of cases involving general workplace incivility or bullying also increased by 116% (from 51 in 2021 to 110 in 2022).

These increases can, in part, be attributed to the changing nature of work during this period. As more employees moved from virtual workplaces to physical spaces, they may have experienced the return of longstanding conflicts. Other increases may reflect a positive shift: improved access to services and supports may be creating a greater willingness among employees to raise workplace issues.

The WPI Office also managed a twofold increase in requests for workplace culture and climate reviews in 2022. More than ever before, leaders on all three campuses are recognizing the importance of understanding dynamics in the workplace and identifying ways in which morale and culture can be enhanced. Workplace and



culture reviews provide an opportunity for staff to voice their concerns and perspectives, and learn about ways in which inclusion and respect can be strengthened. Participants are invited to share their insights about workplace collegiality and communications, leadership and collaboration, and opportunities for employee success and professional development. As the University continues to encourage proactive care of our working environments, WPI anticipates the number of requests will double again next year.

Another positive development supported by WPI in 2022 involved a letter of understanding in the collective agreement with USW Appointed Local 1998, the University's largest bargaining unit on the administrative side. This letter enshrines our ongoing and shared commitment to fostering an inclusive workplace where all members of the University community feel they belong, are respected, and can thrive; and where harassment and discrimination in any form are unacceptable and unwelcome.

The letter of understanding provides pathways to employees who do not want to file a formal complaint but wish to address an issue informally with their manager or department in a way that is protected, supported, and free from reprisal. Options available to these employees include facilitated discussions, exit interviews, and departmental reviews across University workplaces to ensure community members have access to safe spaces to bring forward concerns.

In 2022 WPI expanded its [web presence](#) to provide immediate access to their services and details about how to file a complaint. The site enables community members to better understand this complaints process and allows them to file a complaint easily and directly to the Workplace Investigations Office.

In 2023, the WPI Office expects to expand and formalize workplace restoration, workplace mediation, and facilitated resolution services as well as increase the number of proactive workplace culture and climate reviews. Digital employee and manager toolkits are also under development. The toolkits, as well as new training to be developed for Divisional HR Offices across U of T, will help community members to identify and resolve issues.

In all these ways, WPI makes vital contributions to employee well-being, supports institutional accountability, and ensures legislative compliance.



BUILDING IMPACT AND EXPERTISE

Across every portfolio, PSEC continues to seek opportunities to expand our capacity, enrich our expertise, and develop our relationships with community partners.

Last spring, as part of the University's participation in the Inter-Institutional Forum of the Scarborough Charter, the Vice-President, PSEC and Vice-President and Principal, UTSC participated in a symposium with representatives from Statistics Canada on the theme of Enabling Black Inclusion Through Data.

Topics of discussion included how data can support meaningful decision-making and how Statistics Canada can work as a partner to post-secondary institutions. Learnings from this discussion informed ongoing conversations about the collection and sharing of employment equity data.

In the year of its fifth anniversary, the Sexual Violence Prevention & Support Centre grew its capacity to accommodate the shifting needs of all faculty, librarians, staff, and students. The Centre welcomed four new roles, expanding the team of dedicated coordinators on every campus, and adding two Assistant Directors.

The Office of Safety & High Risk (OSHR) developed the new position of Senior Investigator and Alternative Resolutions Officer to strengthen internal supports

and expertise around investigations and alternative resolutions. The major areas of responsibility for this new position include sexual violence investigations; high risk investigations; non-adjudicative resolutions and mediation; and research on best practices in the areas of investigations and non-adjudicative resolutions and mediation.

The Office also developed the new position of Director and Special Advisor, High Risk and Divisional Support to work with designated Faculties on St. George campus. The Director supports divisional case management of critical incidents and issues of concern for the senior academic and administrative leadership in those Faculties, and acts as a liaison between these leaders and OSHR. The role is designed to build and maintain connections, assess front-line needs, make appropriate referrals for support, and make recommendations for case management for issues that require a coordinated response. In this way, designated Faculties can manage and respond to cases as outlined within the appropriate policies and procedures.

Two Special Project Officers joined the Office of Indigenous Initiatives (OII) to support each Advisor to the Provost on Indigenous curriculum and Indigenous



research. With these new additions to the team, OII will be better able to support faculty looking to increase Indigenous curriculum content or to do research in and with Indigenous communities.

UTM established an [Office of Indigenous Initiatives](#) in October 2022 to advance institutional commitments to [Answering the Call: Wecheehetowin](#) and to centre truth, openness, and reciprocity. A variety of Indigenous initiatives also took place across the campus, including Indigenous Placemaking through the UTM Indigenous Gathering space, new staff offices on the 6th floor of [Maanjiwe nendamowinan](#), the opening of the Mississaugas of the Credit First Nations Office, and Tipi-raising as part of Indigenous student orientation. With additional Indigenous spaces around campus and Indigenous plants embedded into Campus Master Planning projects, there are now more opportunities for land-based learning and programming.

For the Strategic Initiatives team, efforts to enrich community education included Human Resources Information Systems (HRIS) training, HR community building, and opportunities for student employees.

The team reached a major milestone by launching e-learning sessions for HR professionals. This project provides virtual classrooms on crucial topics, making HRIS learning accessible and enriching general understanding of HRIS. The team also implemented the annual Diversity Internship, hosted three work-study students, and created one student co-op position to support workplace learning and broaden the expertise of our student community.

The Centre for Learning, Leadership & Culture (LLC), meanwhile, delivered relationship intelligence workshops to multiple departments across the University to expand and enrich an understanding of how to foster effective team and individual interactions. The LLC developed new tools to support managers and employees in successful development planning. Moreover, they created an [Instructional Design Toolkit](#) to support partners across the tri-campus in building role- or department-specific training for their staff. Tailored training and development planning are widely considered to be best practices in attracting and retaining Millennial and Generation Z employees.

Addressing Accessibility in Post-Secondary Institutions and Beyond

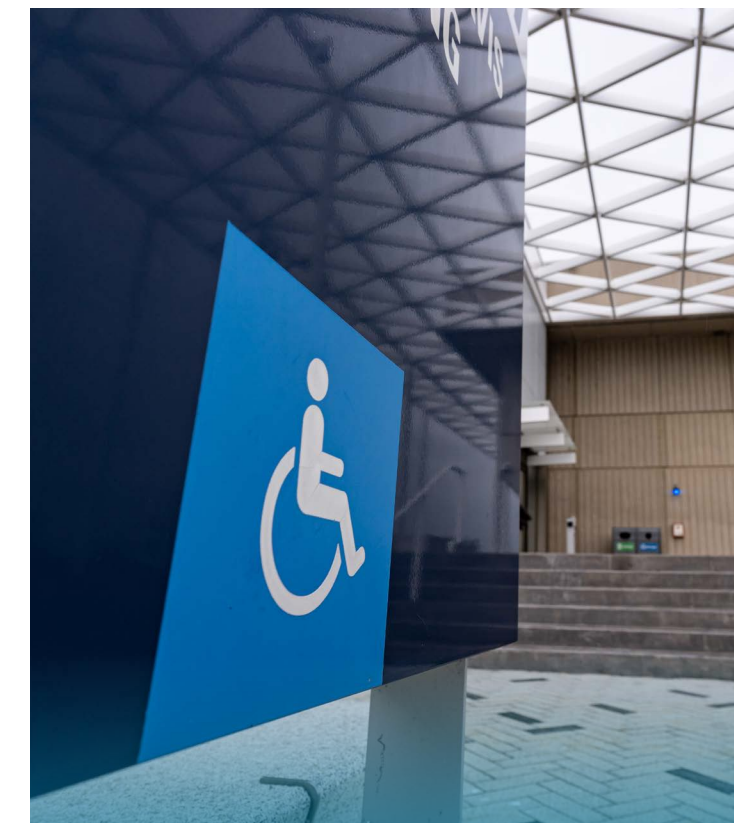
PSEC continued efforts to address ableism and support accessibility and inclusion for all members of our community. Two events in 2022 focused these efforts and invited external expertise, extending conversations beyond our institution.

To recognize National AccessAbility Week (NAAW) from May 29 to June 4, 2022, the Accessibility for Ontarians with Disabilities Act (AODA) Office held an engaging panel dialogue on race, gender, disability, and the impacts of COVID-19 that brought together experts from post-secondary institutions, healthcare, and long-term care settings.

Over many months, the AODA Office, Executive Director, Equity, Diversity & Inclusion, and Vice-President, PSEC also participated in the core planning group to formalize themes and speakers for the second National Dialogues and Action for Higher Education and Inclusive Communities, focused on the theme of Addressing Ableism, Disability and Accessibility Canadian Higher Education. The virtual event—a collaboration with UTSC—brought together nearly 1,000 participants from across Canadian higher education and experts from outside the sector. Participants explored barriers to learning and working in the post-secondary education sector for persons with disabilities. This ignited a series of discussions about how institutions across Canada can dismantle structural ableism and build inclusivity into everything they do, from teaching, research, and curriculum planning to infrastructure, communications, and design.

Ideas generated from these discussions will assist post-secondary institutions in creating learning and working environments where persons with disabilities feel a sense of belonging in a place where they can do their best work, be their most creative, and make their greatest contributions. A report will be published in 2023 detailing the conversations that took place during the event to help institutions chart a path forward in addressing ableism and inclusivity on their own campuses.

Across our three campuses, we have already started this work and are excited about the possibility of learning what more we can do. The University's [annual AODA Reports](#) provide more detail on the inclusive innovations happening across our three campuses.





Employee Lifecycle Learning Program

To ensure new managers at the University receive accessible training that builds competency in inclusive leadership, the Centre for Learning, Leadership & Culture (LLC) partnered with PSEC colleagues to re-imagine the Manager's Academy.

The program—now known as the Employee Lifecycle Learning Program—uses a hybrid delivery approach to support accessible learning. The program also includes information about the University's anti-bias e-modules to demonstrate how biases may interfere with decision-making in the recruitment process.

Fostering Relationships and Networks

The Institutional Equity Office established a Microsoft Teams channel to provide timely updates and resources directly to the growing network of divisional and Faculty EDI directors or assistant deans, EDI across our three campuses. This new communications tool facilitates information sharing and provides an opportunity to deepen a sense of community among the EDI leads.

Over the course of 2022, the Community Safety Office (CSO) engaged in a networking initiative to strengthen its ties with other services such as Accessibility Services, Divisional HR Offices, Labour Relations, and EDI Offices. In doing so, the CSO aimed to develop relationships, learn about each other's services, and share information that will enhance how the teams consult, collaborate, and support members of the community.

For instance, the CSO joined with the Centre for International Experience on the Culture Shock Campaign. This campaign focused on safety concerns that are specific to international students, such as certain

types of fraud and the impacts of culture shock on relationships. The two units collaborated on the development and launch of ["Unravelling," an informational video](#), along with social media and on promotional material encouraging international students to reach out to both offices.

Elsewhere, further collaboration took place between our Strategic Initiatives team, Enterprise Applications and Solutions Integration (EASI), and Finance. The resulting Business Officers Influence Council aims to reduce silos in departments, build a community of engagement across business officer roles in the University, and ultimately create a culture of belonging within this community.

Similarly, the Centre for Learning, Leadership & Culture (LLC) consulted with tri-campus chapters of the Connections and Conversations affinity group to generate action items that can improve access for underrepresented groups to the Rose Patten Mentorship Program and Group Mentoring. The LLC incorporated all enhancements in time for the recruitment of 2022-23 Rose Patten Mentors and Mentees this September.





SUPPORTING BELONGING

The Division of People Strategy, Equity & Culture is committed to developing strategies to promote well-being, safety, professional development, workplace recognition, and a sense of belonging for our community.

Supporting and Sustaining a Leadership Culture of Wellness and Resilience

Our efforts to support the well-being of employees on all three campuses took many forms. In September 2022, the Executive Director, EDI facilitated a dialogue session for the PSEC leadership team entitled “Journey to Belonging.” This session provided an opportunity for the PSEC team to explore the concept of belonging and its implication for leadership and organizational change.

Through the initiatives of the Anti-Racism & Cultural Diversity Office (ARCDO), the Institutional Equity Office continued to embed restorative practices into the resolution supports available to the U of T community. In 2022, ARCDO offered a total of 14 Reflect. Restore. Action. community

spaces. Themes for the gatherings included: Connection and Hope: Restoration for Jewish Community; Emotional Liberation Circle: Racialized and Sexualized Trauma with Tenniel Brown; Healing Through Art; and a Community Vigil held in collaboration with the Iranian Association at the University of Toronto (UTIRAN) and the Multi-Faith Centre.

The Sexual & Gender Diversity Office also offered a range of programming to foster and support a sense of belonging for the U of T community. Events included International Day Against Homophobia, Transphobia, and Biphobia; U of T Pride Pub 2022; Queer Orientation 2022; Trans Awareness Week; and Trans Day of Remembrance and Resilience.





Evolving our Employee & Family Assistance Program and Benefits

In May 2022, following a formal Request for Proposal process that began in 2020, we announced that LifeWorks would be the new provider for the University's Employee & Family Assistance Program (EFAP).

LifeWorks has been delivering EFAP services across Canada since 1966. They are known for their extensive experience providing support services to universities and colleges from a broad range of perspectives, including those of faculty, staff, librarians, and students.

In addition to the full range of health and wellness services offered through our former EFAP provider, LifeWorks services demonstrate an enhanced understanding of how employee well-being is impacted by the principles of equity, diversity, and inclusion. Services can accommodate

over 200 languages and can match an individual's preferred demographic profile with an available counsellor. Moreover, the LifeWorks innovative Total Well-being App takes a holistic view of wellness and supports employees at work and at home through interactive tools, programs, podcasts, habit trackers, and an instant chat feature.

In 2022 our Benefits, Pension & Payroll team also implemented several benefits coverage enhancements for a significant number of faculty, librarians, and staff at the University. Notable enhancements include increasing plan maximums for mental health services, paramedical practitioners, and vision care and expanding vision care to include laser eye surgery. USW, CUPE Local 3261 (Full-time, Part-time), OPSEU Local 519, and non-unionized employees also received the option of gender affirmation coverage.

GROUND-BREAKING GENDER-AFFIRMATION COVERAGE

In what is a momentous step for the health and well-being of the trans and nonbinary community at the University, U of T recently adopted gender affirmation care benefits coverage for a large number of staff. This development is thanks to an exceptional collaboration between our Sexual & Gender Diversity Office (SGDO), Queer U of T Employees (QUTE), our Benefits team, and our benefits provider, Green Shield Canada.

Through Green Shield, U of T now offers a \$10,000 lifetime gender affirmation benefit to certain employee groups. This additional coverage came two years after Green Shield worked with U of T's SGDO to coordinate community outreach and consultation on how best to provide gender affirming care to its plan members.

Gender-affirming care, as defined by the World Health Organization, includes a range of interventions—be they social, behavioural, psychological, or medical—that are designed to support or affirm an individual's gender identity when that may conflict or not align with the gender assigned at birth. These interventions can be expensive depending on what range of care is accessed.

While some elements, such as hormone care, have been covered by our benefits packages in the past, many other medical procedures, surgeries, or items have not been covered. The expansion of gender-affirming coverage means that employees have access to financial support for what is not covered by OHIP and, ultimately, this means that our employees and/or their eligible dependents can access care that they may not have been able to otherwise.

While we know there is always more to do, this is a truly significant change and step forward in terms of being able to affirm our trans and nonbinary staff. The SGDO is excited to hear feedback on this care, and to assess how it is meeting the needs of our community.





Engagement: Expanded Recognition

PSEC strives to create a culture of appreciation at the University of Toronto to ensure that all employees feel engaged in their daily work and recognized for the contributions they make. To further this aim, our Recognition & Engagement team introduced the Exemplary University of Toronto Ambassador (EUTA) Award.

This new, institution-wide program celebrates staff and librarians across our three campuses who have made a significant, positive impact upon their department, Faculty, or division. The EUTA Award raises awareness of the critical ways in which staff and librarians support the University's academic mission and, in turn, our students' success. It augments the suite of awards available to staff and librarians that includes the President's Excellence Award, established in 2021.

Throughout the year, the Division also continues to celebrate the exemplary work of our faculty, librarians, and staff, highlighting their contributions and service via the True Blue Monthly Award. Recipients of the award receive points redeemable for items in the True Blue Recognition Platform Store. Last year, the Communications and Recognition teams collaborated to begin a new campaign to promote the True Blue platform as a meaningful way to recognize and thank our colleagues who make the University of Toronto a great place to work.

Engagement on the True Blue Recognition Platform increased in 2022 from 2021:

Logins

➔ 3%

Recognition messages sent

✉ 4%

uoft.me/thanks





ENHANCING TECHNOLOGY

PSEC and partners across the University improved digital systems and platforms, making them easier to access, more intuitive to use, and richer in content.

Our recruitment depends heavily on using an Applicant Tracking System and an HR information system. In 2022, the Talent Management team enhanced these systems as well as the U of T Careers Page to provide a superior experience to employees and external candidates.

In partnership with the Centre for Learning, Leadership & Culture (LLC), the team also published [resources](#) to help managers and HR consultants onboard new hires.

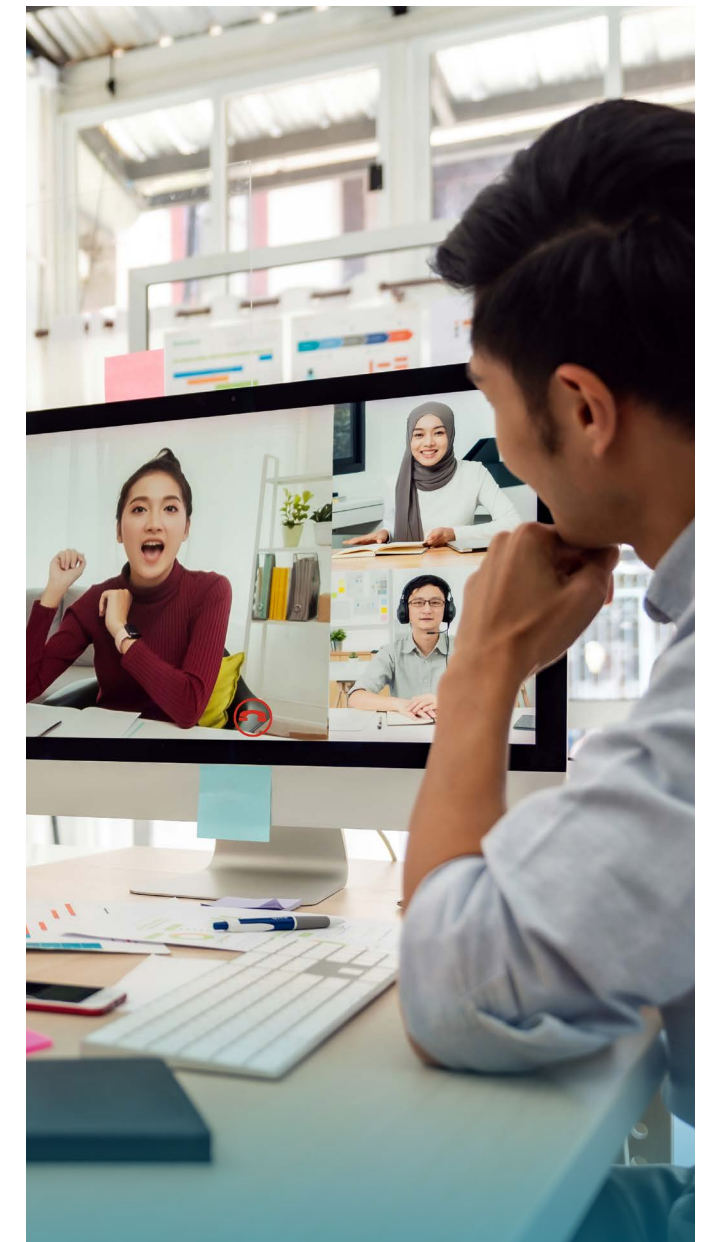
The University's new Employee & Family Assistance Program uses technology to make supports as accessible as possible. LifeWorks shares content in a variety of ways: via a 24/7 toll-free number, an app, and online. One new program includes self-directed online modules that draw from Cognitive Behavioural Therapy (CBT) to assist employees and their family members with a wide range of concerns and issues, from addictions to burnout. Employees and family members can also connect with counsellors as needed via chat.

In Fall 2022, as part of U of T's biggest back-to-school ever, PSEC and Operations and Real Estate Partnerships (OREP) collaborated with Metrolinx to offer our staff, faculty, and librarians the opportunity to benefit from the GO-Transit Return to Office Program. The program provided our community members with preferred transit rates for three months via an e-ticket platform.

To improve the employee experience of the HR Service Centre, the University's online repository of information for faculty, librarians, staff, and HR, the University HR team finalized consultation on the HR Service Centre Sustainment Initiative. The initiative enhanced access to articles and resources, provided new digital forms for

HR-related processes and confidentiality agreements, and will make aesthetic changes to improve the user experience.

While continuing to deliver in-person learning opportunities, the LLC expanded their range of virtual courses. This open approach to learning has generated solid attendance across the tri-campus and addressed accessibility and other barriers preventing some employees from participating in the LLC's full range of training opportunities.





2023 AND BEYOND

Our work in 2023 and beyond will remain resolutely focused on our tri-campus community. We will strive to be a Top Employer to our faculty, librarians, and staff and a source of connection and support to our students.

Our Priority: Our Community

Next year, we will expand our efforts to nurture a healthy, compassionate, and informed community at U of T.

We will begin work on an **institutional wellness strategy for our employees** that draws upon internal expertise as well as external benchmarks such as the [Okanagan Charter: An International Charter for Health Promoting University and Colleges](#) and [National Standard of Canada for Psychological Health and Safety in the Workplace](#). An important component of this work will involve assessing—both qualitatively and quantitatively—how policies and practices impact employee effectiveness and their ability to thrive at the University.

We will undertake a range of strategies to support our employees' growth and promote respectful working environments across our campuses. These include **providing opportunities**—such as our People Leadership Pilot—to **develop skilled and empathetic leaders** who can adapt to the rapidly changing world of work. Moreover, by **supporting the launch of new affinity groups**—one for Indigenous employees and one for employees with lived experience of disability—we can expand spaces for employees to find connection, share knowledge, and explore career development pathways.

In an ongoing effort to support positive and productive workplace culture across our campuses, we will promote ways that leaders can **assess the effectiveness of their team** and the potential **need for a workplace culture or climate review**. Negotiating collective agreement provisions that **help**

reduce the need for overtime and encourage employees to take their vacation will assist efforts to promote work-life balance among our employee community. Finally, continuing the **digital transformation of HR platforms and related processes and programs** will, among other benefits, create efficiencies that reduce workloads associated with transactional and processing-related tasks.

In 2023, we will build on and expand our efforts to dismantle structural and systemic barriers that negatively impact current and prospective students, faculty, librarians, and staff. Guided by recommendations of existing reports as well as new ones—such as the **Report of the Anti-Asian Racism Working Group**—we will partner with divisions, units, and campuses to implement changes that enable all members of our community to feel respected and the wealth of their contributions recognized and affirmed. This work will include **responding to recommendations from the Review of the Policy on Sexual Violence & Sexual Harassment** and **developing strategies to improve institutional responses to students experiencing mental health crises**. It will require intentional efforts across the full range of our activities, from changing how we recruit and retain employees to rethinking how we build mutual respect and understanding through education and training. Not least, it will involve collaborating with institutional partners to reimagine the **University of Toronto Commitments Dashboard**, which tracks and shares progress on tri-campus efforts to make positive and lasting change.

Next year, we will also enhance measures to protect our community. Among other

strategies, we will introduce a **new UT alerts system** to disseminate information quickly and accurately across our campuses in an emerging or ongoing crisis situation. We will also integrate feedback gathered on our draft Emergency Response Handbook to

develop **customized handbooks** that can be used by divisions, Faculties, and campuses in a range of emergency response scenarios, empowering our community to act in an informed and timely way.



Supporting & Empowering Our Academic Leaders

A cornerstone of our work in 2023 and beyond will be to provide strategic support to our academic community: the deans, chairs, and other academic administrators who play an essential role in maintaining the well-being of students, faculty, librarians, and staff.

Collecting and sharing data from the revised Employment Equity Survey (to be launched in early 2023 and reported in 2024), along with other key HR metrics, will allow us to support leaders in their decision-making. We will continue to assist leaders as they address urgent and sensitive issues. At the same time, we will **enhance strategies to build internal expertise** in issues management and change management, as

well as equity, diversity, and inclusion (EDI), by providing **ongoing training and facilitating communities of practice and supportive EDI networks across Faculties, units, and campuses**. We will also create resources for single-department Faculties—such as a customizable **Community Guidelines template**—to provide guidance in navigating institutional resources to address complex issues. Taken together, these efforts to **support and empower our academic community** will impact the extent to which students, faculty, librarians, and staff feel they can achieve their full potential within the learning and working environments the University provides.

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