Human Resources & Equity

2015 Annual Report

UNIVERSITY OF TORONTO

2015 Human Resources & Equity Annual Report

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I am pleased to present the **2015 Annual Report** for the University of Toronto's Division of Human Resources & Equity.

Over my fifteen years as the Vice-President of Human Resources & Equity, the staff in the Human Resources & Equity portfolio and I have collectively worked on a host of areas important to employment and diversity. I am extremely proud of the way we have changed the way we look at employee relations, and the supports which are now provided to every employee in their efforts to make this one of the best higher education institutions in the world. The creative and dedicated staff members in my portfolio have made outstanding and impactful contributions in a number of areas such as equity, health and well-being and recognition.

2015 was a particularly busy time for the Division on a number of fronts. One of our larger undertakings was overseeing the rollout of the *'Speaking Up' Faculty & Staff Engagement Survey* results.

Together with my colleague and project co-sponsor, Sioban Nelson, Vice-Provost, Faculty & Academic Life, we spent the final months of the year meeting face-to-face with leadership teams from across U of T. In these discussions we were impressed by the breadth of the initiatives being undertaken by the divisions, and we look forward to seeing them launch and take shape. These meetings were insightful and encouraging and highlighted a divisional commitment to make their work environments the best they can be for faculty and staff.

I was pleased that such commitment was recognized on a national level in 2015 as University of Toronto was once again honoured as one of *Canada's Top 100 Employers*, one of *Canada's Top Diversity Employers*, one of the *Canada's Family-Friendly Employers*, one of *Canada's Top Employers for Canadians Over 40* and one of *Canada's Greenest Employers*.

On a personal note, as I near the end of my tenure as Vice-President, while I know there is always work to do, I'm pleased with our accomplishments and thankful for the dedication and work of those in the Division and our HR partners across the University. It has been an honour to lead this group and I look forward to watching this team grow under the next Vice-President.

I invite you to read through this overview of our 2015 activities and encourage you to send us any feedback to vp.hre@utoronto.ca.

Angela Hildyard
Vice-President, Human Resources & Equity
March 2016

Year-at-a-Glance

January 2015

- Online pay statements available through Employee Self-Service (ESS)
- Labour Relations Update: Collective agreement ratified by Postdoctoral Fellows represented by CUPE Local 3902, Unit 5

February 2015

- Labour Relations Update: Agreement ratified between University of Toronto and CUPE Local 3261 (Full-time and Part-time)
- 2014-2015 accessibility report released
- U of T community announces that the HR & Equity-led United Way Campaign raised $650,000 for its 2014 campaign

March 2015

- Labour Relations Update: Agreement ratified between University of Toronto and CUPE Local 3902 Unit 3
- University of Toronto honoured as one of ‘Canada’s Best Diversity Employers’ for 2015
- Recipients announced for the 2015 Chancellor’s Award and Ludwik and Estelle Jus Memorial Human Rights Prize
- U of T commemorates International Women’s Day 2015
- U of T observes the International Day for the Elimination of Racial Discrimination (IDERD)
- Labour Relations Update: Strike of Teaching Assistants in the bargaining unit CUPE 3902, Unit 1

April 2015

- Labour Relations Update: Agreement ratified between University of Toronto and CUPE Local 3261 Casual Bargaining Unit
- U of T recognized as one of 'Canada's Top Employers for Canadians Over 40' for 2015
- U of T honours its 2014 – 2015 retirees
- Over 400 children of faculty and staff participate in 'Bring Our Children to Work Day'
- U of T recognized as one of Canada's Greenest Employers for 2015
- U of T observes the National Day of Mourning for Workers Killed or Injured on the Job

May 2015

- Labour Relations Update: Agreement ratified between University of Toronto and Unifor Local 2003
- High-level results released from 'Speaking Up' Faculty and Staff Engagement Survey
- U of T launches its Annual Performance Assessment Process for 2015
- 2015 Long-Service Award recognition event for employees celebrating 25, 35 and 40 years of services to U of T
- 2014 Annual Report for the Division of Human Resources & Equity released
- 2014 Annual Report for Employment Equity released

June 2015

- Labour Relations Update: Agreement ratified between University of Toronto and UNITE HERE Local 75
- U of T launches www.safety.utoronto.ca, a new site that brings together U of T safety programs and resources
- U of T identifies five areas of focus from the 'Speaking Up' Faculty and Staff Engagement Survey results

July 2015

- U of T and CUPE 3902, Unit 1 Arbitration Decision Announced

August 2015

- U of T's Company Page on LinkedIn, which is managed by Human Resources & Equity, reaches milestone of 60,000 followers

September 2015

- Labour Relations Update: Agreement ratified between University of Toronto and IBEW, Local 353 (Electricians)
- Family Care Office launches a new website
- U of T announces next steps for 'Speaking Up' Faculty and Staff Engagement Survey results
- U of T celebrates National Payroll Week: September 14 – 18, 2015

October 2015

- Labour Relations Update: Agreement ratified between University of Toronto and I.A.T.S.E. Local 58
- Labour Relations Update: Agreement ratified between University of Toronto and UA Local 46
- 'Celebrate It' Healthy Workplace Month
- Launch of an online goal setting tool for Professional & Managerial and Confidential Staff
- U of T launches a new employee self-service for appointed employees
- Appointment of Professor Kelly Hannah-Moffat as Advisor to the Provost and Vice-President, Human Resources & Equity, on Sexual Violence and Crisis Services
- Human Resources & Equity team participates in 2015 CIBC Run for the Cure
- U of T launches its 2015 United Way Campaign

November 2015

- U of T introduces a new online goal setting tool for SRA and RA (Limited Term) Staff
- U of T recognized as one of Canada's Top 100 Employers for 2016
- Division of Human Resources & Equity receives three 'Gold' awards in 2015 MarCom competition for communications efforts http://marcomawards.com/
- U of T participates in professional networking event for persons with disabilities, Workplace Essential Skills Partnership (WESP)

- U of T introduces a new format for the New Faculty & Staff Orientation event, based on feedback from attendees of past sessions and in consultation with Centre for Teaching Support & Innovation
- U of T Equity bookmarks launched
- Appreciation Event held to thank the temporary administrative staff members who have worked over the past year with UTemp, the University's short-term staffing service
- Division participates in Accessibil-UT event showcases accessibility technology from the University of Toronto

December 2015

- Labour Relations Update: Agreement ratified between University of Toronto and IBEW Local 353 – Locksmiths Unit
- The Provost and Vice-President, Human Resources & Equity make a statement on the National Day of Remembrance & Action on Violence Against Women
- U of T recognized as one of Greater Toronto's Top Employers for 2016
- UTemp team leads effort to gather items for Syrian Refugees settling in the Greater Toronto Area. Over 300 items of clothing and a car full of essential household items were collected.
- Division's Strategic Recruitment team announces changes to simplify the recruitment process for current University of Toronto employees applying to internal positions.
- U of T's United Way Campaign ends December 31, 2015

Client Service

The Division of Human Resources & Equity's clients are the HR Divisional Offices and ultimately the faculty and staff members they serve.

In 2015, Human Resources & Equity introduced a number of client service initiatives.

Featured Initiatives

- The growth of Integrated Human Resources (iHR)
- Launch of an enhanced Employee Self-Service (ESS)
- Improvements to Job Evaluation process
- New Faculty & Staff Orientation Redesign

The growth of Integrated Human Resources (iHR)

In 2015 the Division's Integrated Human Resources Service Delivery group was redefined and rebranded as **Integrated Human Resources**, or **iHR**. iHR provides innovative, collaborative, and strategic Human Resources consultation, advice, and support, within a service-first culture empowering the University community to leverage the talent of our people and advance the overall mission of the University.

Onboarding

Work is ongoing to revamp the University's process for onboarding appointed staff, including the acquisition of onboarding software and refinements to existing processes. The following initiatives were completed in 2015:

- Updates to processes and related forms, checklists and letters of offer
- New Employee Orientation has been redesigned to provide greater networking opportunities and increase interactivity.

People Analytics

- To better understand, anticipate and respond to client needs, it is essential to better understand the client experience. In 2015 iHR started producing quarterly recruitment and staffing reports for each HR Divisional Office.
- Staff are attending conferences and building capacity towards establishment of a predictive analytics unit in iHR.

Immigration support

iHR now serves as the University's hub for immigration inquiries and forms processing for staff. In 2015, the team:

- Developed standardized processes and communications to address complex immigration cases;
- Maintained consistent processes regarding immigration for staff, faculty, and students;
- Created an http://www.immigration.utoronto.ca, a web resource to cover all aspects of immigration at U of T (from both administrative and employee perspective);
- Hired a Certified Immigration Consultant to provide both information and advice regarding employment issues to the University community.

Recruitment Tools

The *Recruitment Tool Kit* was launched in 2015. The Kit included an interview question bank, interview guides, pre-screening guides, reference checking guide, phone screen, candidate assessment matrix, and a recruitment planning guide.

Training and Development for HR Professionals

- Launched the HR Academy – an internal continuous professional development program for HR & Equity staff. Sessions in 2015 included 'Difficult Conversations', 'Mental Health Awareness', and 'SafeTalk', with more planned for 2016.
- Increased communication and collaboration between HR professionals through HR Exchange meetings.

Launch of an enhanced Employee Self-Service (ESS)

In the fall of 2015, the Division's Total Rewards team launched an enhanced Employee Self-Service (ESS).

The goal of the new ESS is to provide employees with a unified point of access for employees, academics and managers to access their personal and job-related information.

Benefits of the new service includes:

- Single sign-on using a single set of credentials already used by employees (i.e UTORid and password)
- A more accessible experience (increased browser compatibility, AODA compliance)
- A more secure experience (introducing question-based authentication, FIPPA compliance)
- Scalability to allow for future functionality enhancements
- Access to information including:
    - Pay and pension statements online
    - Online tax slips
    - Option to generate a standard Employee Confirmation letter for appointed employees

In addition to providing faculty and staff with an accessible and secure way to access their pay and pension information, this initiative saves the university time (reduced processing), and increases productivity. It also reduces the need for paper copies for various services which contributes to making U of T a greener work environment.

Improvements to Job Evaluation Process

Significant strides were made in 2015 to streamline and expedite the process for creating and evaluating job descriptions for the approximate 4,000 staff in the USW-appointed bargaining unit.

In late August, the University reached an agreement with the Union on a new *Job Evaluation / Pay Equity Maintenance Protocol* that includes changes aimed at addressing delays in the classification and re-classification of USW positions. The agreement also incorporates a more collaborative dispute resolution process that provides greater opportunity for the parties to discuss and resolve issues at an early stage.

Work also commenced on a major new initiative designed to significantly reduce the effort and time required of managers and HR staff to develop and evaluate job descriptions.

Phase 1 of the project involves the creation of a library of evaluated, consistent statements and “parent” job descriptions (job class masters) that will be stored in a new software system and used to create and reclassify positions on a go-forward basis.

Phase 2 will convert existing job descriptions to use consistent statements for all populated positions.

New Faculty & Staff Orientation Redesign

In 2015, feedback on the **New Faculty & Staff Orientation** event from attendees, event organizers, and HR Divisional Offices was used to revamp the event format to better achieve the goals of a smooth onboarding and orientation experience for new U of T employees.

The New Faculty & Staff Orientation event was redesigned to be a hybrid of online and in-person orientation solutions. The new format utilizes the HR & Equity website and a shorter in-person event with networking breakout sessions at the Faculty Club to provide a more welcoming and enjoyable orientation experience.

In 2016, more online content to support the revamped format will be developed, retooled and utilized for the Taleo Onboarding Portal (in development).

Communications

The *'Speaking Up' Faculty & Staff Survey* results identified that internal communication at the University is an area needing attention.

The results showed that, institutionally, we could improve when it comes to how we share important information needed to make decisions on-the-job, the strategic priorities of the University's leadership team, and updates about various programs and policies relevant to our work.

With this in mind, the Division of Human Resources & Equity continued its efforts to improve how it communicates both outside and inside the division.

Featured Initiatives

- Upgrade to HR & Equity's online presence
- Weekly Update for HR staff
- Social media
- Speaking Up Faculty & Staff Survey
- Staff Advisory Committees
- Awards & Recognition
- Quick Facts

Upgrade to HR & Equity's online presence

After four years in its current form, the Human Resources & Equity website (http://www.hrandequity.utoronto.ca) was feeling its age. The site's content was in excess of 2000 pages and the site's content management system was being decommissioned: A change was necessary.

The project began in the summer of 2015 with planning and infrastructure with the content moving to the new system in the winter 2016.

Site enhancements will include improved navigation and, for those individuals managing the site, an easier-to-use tool to edit and upload content.

Weekly Update for HR staff

Every week, employees in the Division of Human Resources & Equity produce, send and receive a number of messages via email listservs for HR staff. While the numbers of emails speak to the dedication of HR colleagues to share information, the volume has made it difficult for HR staff to find information later.

In 2015, a project was struck to look at ways to reduce the number of 'one-off' email messages, while at the same time create a place where messages could be tagged and stored for future reading. The end result was to create a secure site for HR staff to access information. The headlines will then be compiled and sent in a weekly digest email of information.

The weekly update to HR staff will begin in the winter of 2016 and will feature the following:

- Staffing announcements;
- HR-related news and announcements;
- HR memos;
- Project updates, launches, and information;
- Upcoming deadlines; and,
- Information on upcoming events and / or initiatives.

Social media

2015 closes with more than 66,000 people following University of Toronto on LinkedIn

By the end of 2015, the University of Toronto reached a significant milestone of welcoming over 66,000 individuals to sign up as followers of its Company Page on LinkedIn.

Since the site's launch in November 2012, there has been incredible growth in usage from employees and non-employees. Gauging from the engagement statistics, both groups appreciate the site's career development tips and the featured job postings each week. In addition to using LinkedIn as a platform for recruiting prospective employees,

the University of Toronto company page has provided another way to share all of the unique things that make U of T an award-winning place to work.

“We’re coming up to the third anniversary since the launch, and we’re thrilled about how people from all over the world are engaging with the site. This channel has been a great way for us to share with the world what U of T is about and why it’s great to work here.” -Anar Amlani, Manager of Strategic Recruitment, Human Resources & Equity

Ground work set for new communication channel: @workingatuoft

In order to provide U of T employees – as well as prospective employees – with another way to connect with the information they need, the communications team proposed the creation of a Twitter account for the Division. The handle @workingatuoft was secured and after months of planning and consultation, the plan for @workingatuoft account was approved in the fall of 2015. The Division expects to issue its first Tweet in the winter of 2016.

The Division will use this platform to communicate with current faculty & staff, share information about HR initiatives and projects, and promote our employer brand with prospective applicants.

Speaking Up Faculty & Staff Survey

A joint initiative of the Offices of the Vice-President & Provost and the Vice-President, Human Resources & Equity, the *Speaking Up Faculty & Staff Experience Survey* included a number of questions designed to give a ‘big picture’ view of the staff and faculty work experience at U of T.

The inaugural survey was conducted in 2006, with a second edition administered in 2010. The third edition of the survey ran October 20 – November 19, 2014. Questions covered a range of topics including, but not limited to, leadership and management, work design, performance and recognition, safety, tools and resources, communications, diversity.

Results were shared with each Division’s senior management team and were also communicated through a webpage (http://uoft.me/speakingup); the University’s Faculty & Staff Newsletter *the Bulletin*; and a series of face-to-face meetings – the largest of which was a town hall where over 300 attended online and in person.

Staff Advisory Committees

A new meeting structure was introduced for the **2015-16 meeting cycle** for the advisory committees representing the Confidential and Professional & Managerial Staff groups.

This new approach aims to enhance the structure by: diversifying the range of topics discussed; providing an engaging forum for collaboration; facilitating the transfer of knowledge and information; and more effectively disseminating key points to the Advisory Committees as well as the broader community. Specific changes include:

- Frequency of meetings: Advisory Committees now meet twice annually (spring and autumn), and ad hoc as needed.
- Introduction of theme-based meeting agendas. This change is intended to provide committee members with the opportunity to explore and discuss a specific topic in-depth.

Awards & Recognition

In 2015, the Division of Human Resources & Equity received several prestigious awards or award nominations. These included:

- **Multiple top employer awards** from Canada's Top 100 Employers (Mediacorp Canada Inc.), including: 2015 Canada's Top 100 Employers 2015 Canada's Best Diversity Employers 2015 Greater Toronto's Top Employers 2015 Canada's Top Family-Friendly Employers 2015 Top Employers for Canadians Over 40; 2015 Canada's Greenest Employers
- **Five 'MarCom Awards** (3 gold and 2 honourable mentions)
    - **'Gold'** Honours for the following:
        - **The 2014 HR & Equity Annual Report** (category: E-Annual Report) http://www.hrandequity.utoronto.ca/about-hr-equity/reports/annualreport/annualreport2014.htm
        - **University of Toronto LinkedIn Company Page** https://www.linkedin.com/company/university-of-toronto/
        - '**Equity' Marketing materials** (specifically Bookmarks and Brochure) http://recognition.hrandequity.utoronto.ca/#MarCom
    - '**Honourable Mention'** Honours for the following item:
        - **Total Rewards web page design** (category: Benefits)
        - **Program for the 2015 Long Service Award** (category: Program Guide)

Quick Facts

- In 2015 the Communications team managed over 5,000 email inquiries sent through the HR & Equity general inquiries box.
- 2,617,332 unique page views (number of individuals who have looked at the HR & Equity website) in 2015.

Community Outreach

The Division of Human Resources & Equity is committed to maintaining a vibrant internal community at the University of Toronto while also contributing to the surrounding communities where we live, work and learn. This work aligns with President Gertler's priority of taking better advantage of our location in one of the world's most vibrant, culturally diverse and economically dynamic regions, for the benefit of both the University and the residents of the Greater Toronto Area.

In 2015, the Division supported a number of local organizations, programs and events, including: the *2015 CIBC Run for the Cure*; U of T's *Bring Our Children to Work Day*; U of T's United Way campaign; and at the *Workplace Essential Skills Partnership*, where HR & Equity participated in a professional networking event for persons with disabilities.

Featured Initiatives

- U of T Bring Our Children to Work Day
- Run for the Cure
- United Way Campaign
- Workplace Essential Skills Partnership

U of T Bring Our Children to Work Day

On April 23, 2015, the University of Toronto hosted its *Bring Our Children to Work Day* program on all three campuses. Children of University of Toronto employees in grades 4-7 participated in a variety of events including presentations, departmental tours, lunch, and job shadowing.

"U of T Bring Our Children to Work Day provides an opportunity for their children to gain an understanding of what that work is and why it is so important to the University. These

enthusiastic and inquisitive young folks can also experience the depth and breadth of our programs and the diversity of our community, and hopefully be encouraged to come here to study one day." Angela Hildyard, Vice-President, Human Resources & Equity

Run for the Cure

On October 4, 2015, the Division's team joined 115,000 volunteers, walkers, and runners as part of the 24th annual *CIBC Run for the Cure*. This event is the largest single-day volunteer-led initiative in Canada that supports the breast cancer cause. We are proud that the Team from HR & Equity successfully raised $6,700.

United Way Campaign

On December 31, 2015, the University of Toronto community finished a successful United Way Campaign by raising $664,846 to surpass last year's donation total of $650,000.

The Human Resources & Equity-led Project Team attributed this year's success to the generosity of faculty, staff and students and their participation in a number of initiatives such as St. George's *Swap Shop* sale, run by Facilities & Services, and OISE's *Lasagna Lunch*. At University of Toronto Mississauga, popular events included the annual Office of the Registrar's *Indian Lunch Buffet*, and new events, such as the 'Yogathon'.

Workplace Essential Skills Partnership

On October 15, 2015, representatives from the Division participated in the *Workplace Essential Skills Partnership*, which focused on preparing professionals with disabilities for the workplace. The event was attended by over 150 individuals and included an employment panel, speed networking, and one-on-one conversations with job seekers. Many attendees expressed an interest in a career with the University of Toronto.

The program was developed by the **Canadian Council on Rehabilitation and Work** to save Greater Toronto Area employers time, money, and energy by connecting them with pre-screened, qualified, and job-ready candidates. It has helped job-seekers find meaningful employment in the areas of accounting, finance, IT support, office administration, customer service, research, healthcare, bookkeeping, and law.

Equity & Diversity

Elevating and cementing University of Toronto's role as a leader in equity.

Featured Initiatives

- Equity Recognition at U of T
- Communications
- Education & Training Initiatives
- Issue Resolution
- Community Engagement

Contributing to U of T's commitment to excellence and inclusion requires continued engagement from all members of our teaching, learning, and working communities. To facilitate the evolution of this community, Equity Offices and those with equity responsibilities, provide resources, training, advocacy, and support across all three campuses.

The Equity Offices have important roles to play in highlighting diversity and equity issues, both internal and external to the University. They work to ensure that the University of Toronto is an inclusive, equitable and safe space for all members of the community. In particular, they are responsible for:

- Addressing policy and resource questions;
- Providing training and resources to the U of T community; and,
- Reporting and responding to complaints.

In 2015, the University's Equity Offices and partners continued to expand their range of projects and programs that support and educate university members. The following highlights a small sampling of the initiatives undertaken in 2015.

For more information about equity initiatives and programming at U of T, visit www.equity.utoronto.ca.

Equity Recognition at U of T

We are proud that the University of Toronto was named one of Canada's Best Diversity Employers for 2015, based on our 2014 application. This award recognizes employers across Canada that have exceptional workplace diversity and inclusiveness programs.

The University of Toronto was also again recognized as one *of Canada's Top Family-Friendly Employers for 2015* as well as one of *Canada's Top Employers for Canadians Over 40 for 2015*.

Canada's Best Diversity Employers and Canada's Top Family-Friendly Employers are annual competitions run by Mediacorp Canada Inc. in partnership with the Globe and Mail. U of T was also named as one of Canada's Top 100 Employers for 2015, and one of Greater Toronto's Top Employers for 2015.

Annual U of T IDERD Campaign & Recognition Award

To mark the 2015 International Day for the Elimination of Racial Discrimination (IDERD), the ARCDO launched the fourth annual campaign with the theme of *'Learning from Historical Tragedies to Combat Racial Discrimination Today'*. The 2015 U of T IDERD Campaign & Award Recognition maintained the following objectives:

- To increase awareness about IDERD and its importance to the University community;
- To recognize the range of teaching, scholarship and other initiatives that U of T employees or students have applied towards the eliminate of racial discrimination and the advancement of anti-racism;
- To provide an opportunity to collectively share and recognize promising practices in the ongoing challenge to eliminate racism in all its forms as part of the Campaign;

Four IDERD Awards were presented to the following student and staff for their work in advancing antiracism:

- Liza Arnason, Director, Department of Student Life, University of Toronto Scarborough (UTSC)
- La Toya Dennie, Outreach Coordinator, Office of Health Professions, Student Affairs, Faculty of Medicine
- Susan Lee, Assistant Manager, Co-Curricular Diversity & Equity, Faculty of Kinesiology & Physical Education

- Kathy Vi Mac, Student, MA Candidate – Social Justice Education, Ontario Institute for Studies in Education (OISE), and Student-Staff, Sexual & Gender Diversity Office.

Communications

To further promote and educate employees and students about Equity at the University, in 2015 the HR & Equity Division in partnership with the Equity Offices engaged in a variety of communication initiatives including:

- The launch of a series of award-winning equity materials, which include three Bookmarks and an informational brochure. The first two bookmarks introduced in 2015 were *'Inclusivity'*, a braille design released at the Accessibil-UT event; and *'Intersectionality'*, a colouring tool to provide a creative outlet for exploring Equity. The third and final bookmark will be released in 2016.
- The **Anti-Racism & Cultural Diversity Office (ARCDO)** produced a short video, *'I Am U of T'* that spotlights the voices of racialized minority students at U of T and the ways in which they find community on campus. Produced by the student staff working in the ARCDO, the 'I Am U of T' video was inspired by the 'I Too am Harvard' Campaign. The ten minute video, featuring seven students representing all three campuses of the University can be viewed on the ARCDO's website.
- To complement the new materials, the *Equity @ U of T page* was re-designed to enhance the experience of those who want to learn more about Equity resources, policies and initiatives at the University.
- The website supporting **Accessibility for Ontarians with Disabilities Act (AODA) Office** was re-organized to provide a clearer path for accessing available materials and new resources on accessible web design were added.
- New promotional materials were created by the **Sexual Harassment Office (SHO)** and **Sexual & Gender Diversity Office (SGDO)** in collaboration with **Community Safety Office (CSO)**.

Education & Training Initiatives

- The **Anti-Racism & Cultural Diversity Office (ARCDO)** and **High Risk** and **AODA Office** co-facilitated *'Diversity & Equity in Practice'* workshops, delivered through the **Organizational Development Learning Centre (ODLC)**, for Professional & Managerial Staff group from across the University community.
- A session entitled *'Let's Talk About Gender: A Discussion Panel on Gender Independent Children'* was jointly offered by the **Sexual & Gender Diversity Office (SGDO)** and the **Family Care Office**. Participants had the opportunity to hear first-hand how parents are supporting their own gender non-conforming children; learned about available resources on campus and in the community; and gain tools for how to work with their children's schools.

- At the *'New Faculty Day'* the **UTM Equity & Diversity Office** provided an overview of equity-related services and programs available at U of T as well as assistance available when students request academic accommodations due to disabilities and / or religious observances.
- The **Sexual Harassment Office (SHO)** provided training, on a regular basis, to new academic administrators, residence dons, managers and supervisors, Teaching Assistants, orientation leaders, and on request to departments and units. Also worked with the **Community Safety Office**, the **UTM Equity and Diversity Officer** and student groups to develop and deliver a workshop series for students on sexual harassment and sexual assault.
- A discussion for staff and students entitled *'What Makes a Man'* was hosted by the **UTM** and **UTSC Equity & Diversity Offices**. The session aimed to address issues of violence against women and gender stereotypes that negatively affect both women and men.
- The **UTSC Equity & Diversity Office** expanded its *'Women's Writing Circle'* for students that identify as women to faculty and staff on campus. This initiative seeks to assist those that are struggling with varied issues to use expressive writing to explore and work through these issues. This initiative is in partnership with the **Writing Centre**, **Women & Gender Studies**, the **Community Safety Office** and **Campus Police**.
- The **ARCDO**, **Hart House**, **Faculty of Kinesiology & Physical Education** and the **Multi-Faith Centre** co-hosted the visit of Dr. John Carlos, athlete activist and social justice innovator to U of T. In a scheduled talk and screening of the film, 'Salute, The Story Behind the Image', Dr. Carlos recounted his journey to the Black power salute at the 1968 Olympics and beyond. The ARCDO also partnered with the **Hart House Social Justice Committee** (a student-led group) to co-host a student luncheon / conversation with Dr. Carlos. The turnout at both events was at capacity.

Issue Resolution

The **Sexual Harassment Office (SHO)** handled 22 formal complaints and provided advice and information in 80 informal complaints under the **Sexual Harassment Policy**. Twelve of the formal complaints were resolved in mediation; three were dismissed as frivolous and vexatious, and three were dismissed as outside the scope of the Policy. Three were re-routed through other proceedings and one is in progress. The Office provided information and referrals in 60 cases where the matter raised did not fall within the jurisdiction of the Sexual Harassment Policy.

Community Engagement

In 2015, the Equity Offices at the University of Toronto organized and participated in a range of activities to engage and educate University of Toronto faculty and staff.

Below, we have highlighted four significant events that demonstrate the work of the Equity Offices and partners who strive to make all three campuses more inclusive and equitable.

CAPDHHE 2015 National Conference

Members of the **Sexual & Gender Diversity Office (SGDO)** and **UTM and UTSC Equity & Diversity Offices** were members of the organizing committee for the **Canadian Association for the Prevention of Discrimination and Harassment in Higher Education (CAPDHHE)** 2015 National Conference, hosted in Toronto. The theme for 2015 was *'Human Rights & Equity: Who's In? Who's Out?'* and the University of Toronto was a conference sponsor.

This conference is an important professional development and networking opportunity for practitioners in human rights and equity work in higher education across Canada. The **UTSC Equity & Diversity Office** also delivered a seminal session on Navigating Difficult Discussions.

Display Your Pride!

The University's three **Positive Space Committees** (St. George, UTM & UTSC) hosted the first *Display Your Pride Contest* across all three campuses. Faculty, staff and students were invited to show their creative flair by decorating their offices and spaces in support of Pride. The event was a huge success and had offices and departments, including the Office of the Vice-President, Human Resources & Equity, competing for the most colourful and creative interpretations of the contest. All photos were tweeted on Twitter at #DisplayYourPride.

This event grew out of an initiative that began at Ryerson and U of T joined in to build awareness and help create more inclusive LGBTQ communities across the three campuses.

Washroom Inclusivity Project

The *'Washroom Inclusivity Project'* is an ongoing collaboration, between University of Toronto staff, Equity Offices and students, which aims to provide clear and updated information about the current washroom facilities. In 2015, the project expanded successfully to the **University of Toronto Scarborough** and **Mississauga** campuses.

This project has been the result of a strong partnership among a number of Offices including the: **Sexual & Gender Diversity Office**, **Multi-Faith Centre**, **Accessibility Services**, **Family Care Office**, **UTM** and **UTSC Equity & Diversity Offices**, and **AODA Office**; and in collaboration with **Facilities & Services** and **Property Management**.

The *'Washroom Inclusivity Project'* has four main areas of interest:

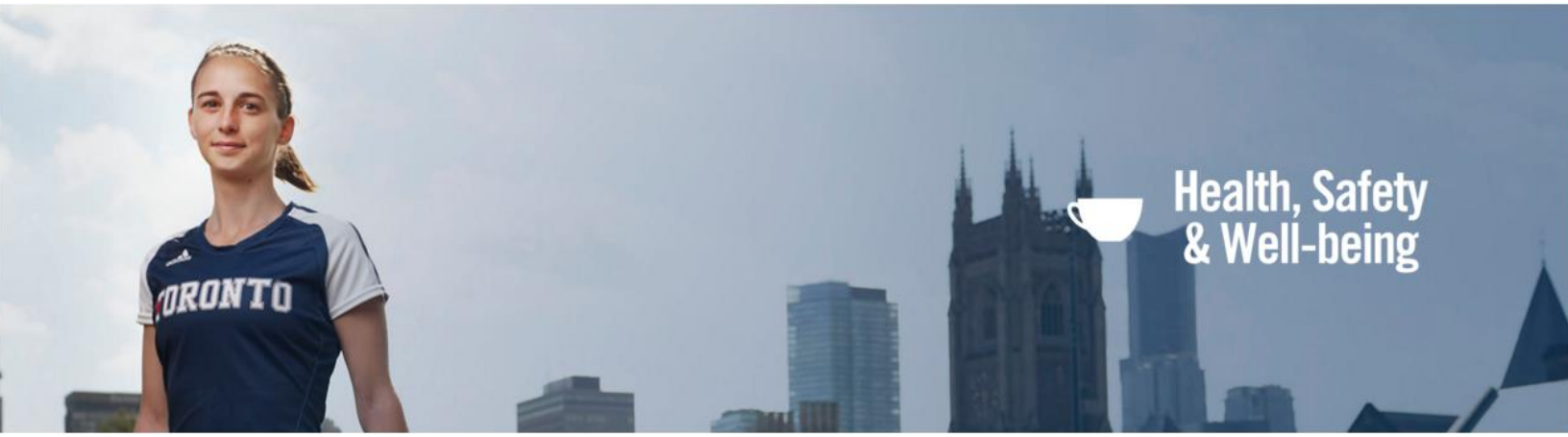
1. Physical accessibility
2. Single-user washrooms for broader gender inclusivity
3. Baby-changing stations; and
4. Footbaths for students who wash before prayer

Pan Am / Parapan Am Games

In July and August, the University of Toronto successfully welcomed the world and hosted a number of Pan Am and Parapan Am events at the St. George and Scarborough campuses. The Games lead to a number of impressive infrastructure additions, including the **Pan Am Sports Centre** at UTSC, which will continue to invite community members to experience sport.

In recognition of Canada's declaration that 2015 is the *'Year of Sport'*, the **Sexual & Gender Diversity Office (SGDO)** presented a special pre-event, '*Transforming Sport: LGBTQ Athletes in Conversation*', which featured LGBTQ athletes, Kye Allums and Rosie Cossar. The event was sponsored by the **Faculty of Kinesiology & Physical Education**, **Move with Pride**, **OutSport Toronto**, **Ignite** and **Hart House**, **Mark S. Bonham Centre for Sexual Diversity Studies**, **Office of the Vice President & Principal UTSC**, **St. George Positive Space**, **UTM Positive Space**, **University College**, **Equity Studies**, **Factor-Inwentash Faculty of Social Work** and the **UTSC Equity & Diversity Office**.

At UTSC, the **UTSC Equity & Diversity Office**, in partnership with the **Positive Space Committee**, created PRIDE HOUSE UTSC for the Pan Am / Parapan Games, to unite athletes and allies in a positive space during the games.



Health, Safety & Well-being

Providing a healthy and safe teaching, learning and working environment for faculty, staff and students.

Featured Initiatives

- Health & Safety Assessments, Education & Training
- Accommodations
- Long-Term Disability (LTD)
- Workplace Injuries and Incidents: Facts & Figures
- Work-Life Programming

Health & Safety Assessments, Education & Training

In 2015, U of T launched several initiatives which focused on training and supporting community members on health and safety issues.

For example, to better support faculty, staff and students, a new Training Matrix was developed which outlines required training courses based on types of activities and work environments.

In 2015:

- 655 investigations to reduce risk were conducted across all three campuses which included education and guidance on appropriate safety measures in the workplace.
- 211 worksite assessments were also conducted including indoor air quality (IAQ), ergonomics, asbestos and mould.

- Approximately 1000 laboratory safety inspections were conducted to ensure overall institutional compliance with regulatory requirements related to biological, chemical and radiological agents (including X-rays and lasers).
- As a part of our medical surveillance programs, over 800 occupational health assessments were conducted in 2015 to evaluate employee health in applicable work environments. The assessments included health reviews, audiograms, serology, immunizations, TB / vision / respiratory tests, spirometry and Biosafety certificates.

Accommodations

In 2015, the University addressed the needs of 100 employees who required accommodation in their workplace. These employees were provided with ergonomic and / or occupational therapy assessments, adapted furniture or work stations, assistive technologies, job coaching and technology training to assist them in remaining at work. These accommodations are provided for both faculty and staff within multiple divisions across the University.

Accommodation examples include: modified duties, modified work schedules, specialized equipment, software and furniture as well as occupational therapy, coaching and training.

The **Health & Well-being Programs & Services** team also reported that in 2015 there were 386 sick leave cases (up from 353 in 2014).

Long-Term Disability (LTD)

In 2015, there were:

- 88 new LTD claims by U of T employees, an increase from 86 new claims in 2014; while
- 42 employees successfully returned to work from long-term disability.

Workplace Injuries and Incidents: Facts & Figures

The Division's **Health & Well-being Programs & Services** and **Environmental Health & Safety** teams monitor workplace injuries and incidents to identify ways to prevent future injuries.

Health & Well-being Programs & Services manage all aspects of **Workplace Safety Insurance Board (WSIB)** claims management, including coordinating and assisting

both employees and their managers in returning to their regular or accommodated work following a workplace injury.

Definitions

In terms of safety-related workplace incidents, the term “incident” refers to all reported adverse events, ranging from the most severe (critical injuries) to those with minimal injury requiring only on-site first aid; or, those classified as “near misses”. Please refer to the chart above for a breakdown of incidents between 2011 and 2015 .

Critical Injuries

In 2015 there was one critical injury which resulted in time lost from work. The employee has successfully returned to work.

‘Critical injury’ has a specific definition under the *Occupational Health & Safety Act*. A critical injury is one that is of a serious nature because it:

- Places life in jeopardy;
- Produces unconsciousness;
- Results in substantial loss of blood;
- Involves the fracture of a leg or arm, but not a finger or toe;
- Involves the amputation of a leg, arms, hand or foot, but not a finger or toe;
- Consists of burns to a major portion of the body; or,
- Causes the loss of sign in an eye.

Lost-Time Accidents

These are accidents which result in days lost from work as a result of the injury, but do not include the day of injury. In 2015 there were 42 such accidents; a decrease of 22 lost-time claims from the previous year.

Health Care Claims

A health care accident is one that requires the services of a health care professional but involves no time lost from work past the day of injury. In 2015 there was a decrease of 23 health care claims as compared with the previous year.

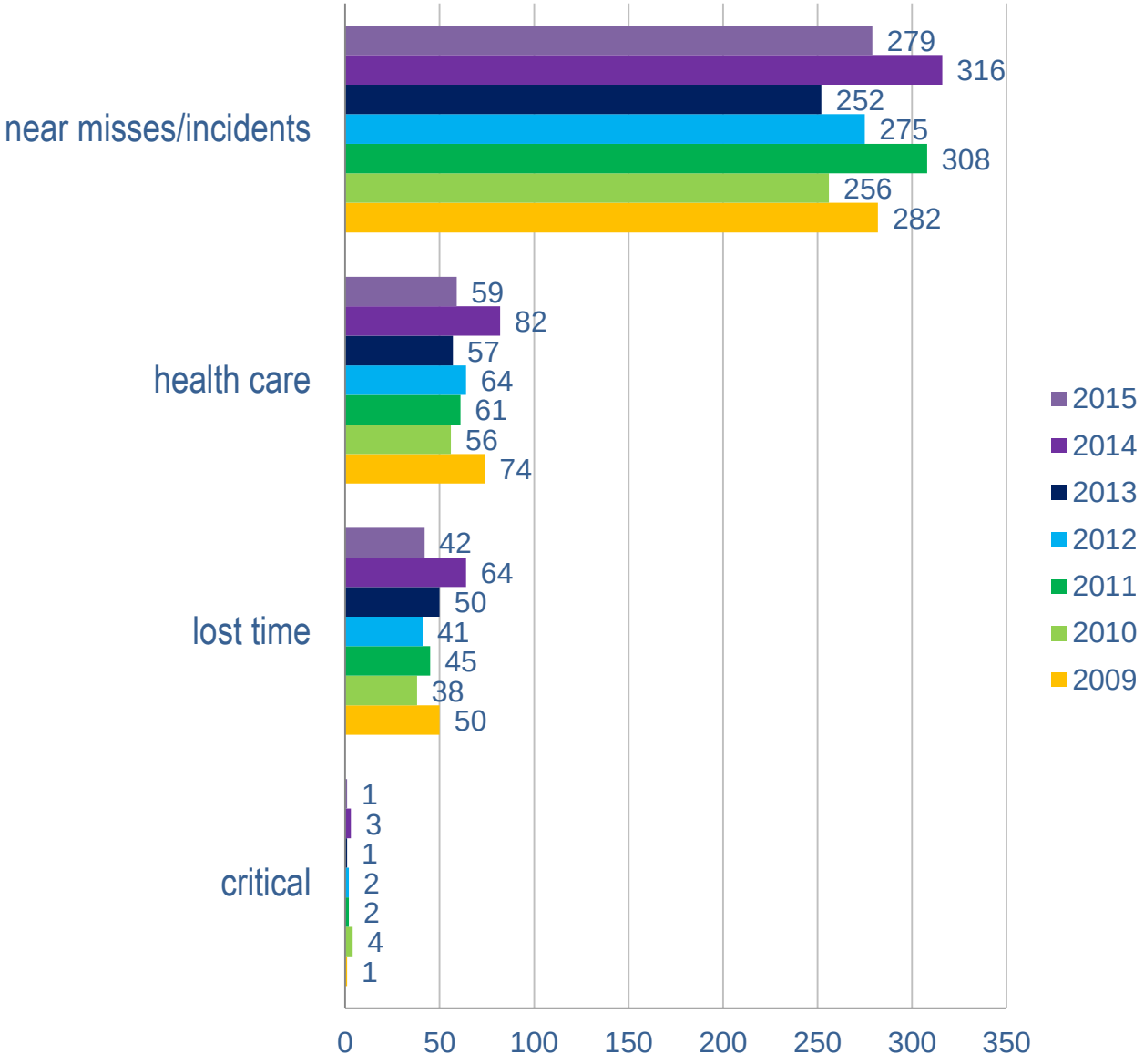
Near Misses

In 2015, there were 279 near misses / incidents reported – a decrease from the previous year total of 316.

Additional Information

In addition to the number of allowed claims in 2015, there are a number of claims that are denied, abandoned and withdrawn each year. These claims are still managed by **Health & Well-Being Programs & Services**. In 2015 there were an additional 37 claims that were denied, abandoned or withdrawn.

Year-Over-Year Workplace Incident Comparison (2009-2015)



	2009	2010	2011	2012	2013	2014	2015
critical	1	4	2	2	1	3	1
lost time	50	38	45	41	50	64	42
health care	74	56	61	64	57	82	59
near misses / incidents	282	256	308	275	252	316	279
TOTAL	407	354	416	382	360	465	381

Sick Days Lost per Worker in Year

Full-Time Administrative Staff at U of T*		**Statistics Canada Data****	
Group	Days Lost per Worker in Year (mean)	Full-Time	Days Lost per Worker in Year (mean)
Non-Union	4.9	Non-Union	7
USW	5.2	Union	13.1
Other Union	15.1	Public Sector	12.7
Overall Mean for all admin staff	9.6		

**Data period = October 1, 2014 to September 30, 2015*

***Data period = 2015 calendar year; Source: Statistics Canada Work Absence Rates 2015*

Note: Absences include paid and unpaid sick days, extended sick days and other unpaid leave

Work-Life Programming

Our institutional philosophy is that an environment that supports a healthy work-life integration leads to a stronger and more successful community as a whole. To support this, teams in the Division organize various work-life workshops, events and seminars.

Assisted Faculty Research

- Working with Professor Catherine Sabiston, Canada Research Chair in Physical Activity and Mental Health, Faculty of Kinesiology & Physical Education to promote her research in advanced exercise psychology and encourage staff to take advantage of working with her graduate and undergraduate students to make changes in their health behaviours. 20 U of T staff accepted her invitation to be part of this program.
- Assisting Professor Julie McCarthy and her doctoral student Ravit Heskiau on Work Family Enrichment Training and how this could assist our staff in dealing with some of their work/life issues and challenges.

Healthy Workplace Vision and Strategy

Initiated work on a **Healthy Workplace Vision** for the University and in the Fall of 2015 brought together a small committee of employees from across all three campuses to work with a consultant to formulate a healthy workplace vision. A draft vision, mission and values have now been created and will shortly be more widely shared. It will of course require more input from various stakeholders, but the aim is to have this completed by June 2016.

'Sneak It In' Week (April 6-10)

ParticipACTION'S *'Sneak it in Week'* was introduced at U of T in 2015. The program's mission: to help Canadians become more physically active throughout their workdays, was a success with lots of activities, participation and competition.

A number of activities were held including a *10,000 Steps Challenge*. Details about the week are available here: http://www.odlc.utoronto.ca/events/sneak_week .

Retirement Roadmap Series

The Division offered a retirement series to employees who are within ten years of their normal retirement date. The series focussed on retirement and the impact on the individual and included sessions such as:

- *The Emotional Effects of Retirement and Retirement Planning: Taking the Guesswork out of Your Golden Years (webinar)*

Over 300 staff members attended these sessions.

‘Celebrate It’

ODLC offered a series of sessions in October to coincide with *Canada’s Healthy Workplace Month*. For a complete list, please visit http://www.odlc.utoronto.ca/celebrateit

For the 2015 event, the keynote speaker was Professor Michael Apollo, Director of the University of Toronto’s Mindfulness program which was videoconferenced to UTM and UTSC. His talk was entitled: *Resiliency in Mind: Mindfulness and Well-Being at Work*. 461 staff attended the 16 sessions and evaluations were very positive

Academy of Well-Being

This series of talks are delivered by U of T faculty on research that they are conducting on a variety of topics related to health and well-being.

The topics in 2015 were:

- January 30 – Prof. Ahmed El-Sohemy – Nutrition
- March 20 – Prof Jeff Graham – Meditation
- April 30 – Dr. Greg Wells – High Level Fitness and Health
- June 18, 19 – Dr. Sean Boyle – CBT for Depression/Anxiety

Labour Relations

Employees in 23 bargaining units make up the majority of the University's workforce, in areas ranging from administrative to academic, student services to laboratories to skilled trades.

The Labour Relations team is responsible for:

- Negotiating Collective Agreements with all of the University's unions;
- Managing the University's relationships with its unions;
- Developing and delivering labour relations training and advice to human resources professionals, and managers across the University; and,
- Ensuring that Labour Relations policies and processes, as well as Collective Agreements, are interpreted and applied fairly and consistently throughout the University.

Featured Initiatives

- Collective Bargaining
- Centralized Job Posting System for CUPE Local 3902 Unit 1
- Presentations and Training for Academic and Administrative Units
- Grievance Management

Collective Bargaining

In 2015, the University successfully completed collective bargaining with the following units representing:

- **CUPE Local 3261, Full-time and Part-time** (full-time and regular part-time service Service Workers)

- **CUPE Local 3902 Unit 3** (Employees engaged in teaching, demonstrating, tutoring or marking / grading on contracts of less than one year)
- **CUPE Local 3261, Casual** (Casual Workers)
- **Unifor Local 2003** (Stationary Engineers; Building Management Systems Technicians; and, Building Engineers)
- **UNITE HERE Local 75** (Hospitality Workers at the 89 Chestnut Residence)
- **CUPE Local 3902 Unit 1** (University of Toronto students, mainly graduate students, working as Teaching Assistants, Teaching Laboratory Assistants, markers, graders and instructors)
- **CUPE Local 2484** (Day Care workers and Support staff)
- **IBEW, Local 353** (Electricians)
- **I.A.T.S.E. Local 58** (Stage Employees at the University of Toronto Hart House Theatre)
- **UA Local 46** (Plumbers)
- **Sheet Metal Workers' International Association, Local 30**
- **IBEW Local 353** (Locksmiths Unit)

These agreements contained a number of significant changes including the following:

- Splitting of across-the-board (ATB) increases within years to create cash-flow savings for the University and also enable us to provide one-time-only payments to employees (CUPE Local 3261 Full-time & Part-time, CUPE 3902 Unit 3, CUPE 3902 Unit 1)
- Letters of Intent in respect of exploring the possibility of a **Jointly Sponsored Pension Plan (JSPP)**, as well as employee pension contribution increases (CUPE Local 3261 Full-time & Part-time, Unifor Local 2003, CUPE Local 2484, IBEW Electricians, IBEW Locksmiths)

There was one labour disruption in 2015, which was the strike by teaching assistants represented by CUPE Local 3902. The University and CUPE Local 3902 initially reached a tentative agreement on February 27, 2015, but it was rejected later that day by union members.

The University continued to operate during the strike and to bargain with the Union, concluding a second tentative agreement on March 18, 2015. This agreement was approved by Union's negotiating committee and sent to a bargaining-unit wide secret ballot vote where it too was rejected.

Four weeks into the strike, the Union accepted a University proposal to refer all outstanding matters to binding arbitration. Sole Arbitrator William Kaplan held a hearing and imposed an award comprised of the March 18th tentative agreement.

All other renewal collective agreements were reached without a labour dispute and in positive discussions with the University's labour partners.

All of these renewed collective agreements were compliant with the Provincial Government's directive in respect of compensation restraint.

At the end of 2015, the University was engaged in – or about to engage in – collective bargaining with the following units:

- **CUPE Local 1230, Full-time & Part-time** (Library Workers)
- **CUPE Local 1230, Student Casual** (Student Casual Library Workers)
- **USW Local 1998, Casual** (Casual Administrative and Technical Employees)
- **IBEW Local 353** (Machinists Unit)
- **OPSEU Local 578** (Research Officers and Associates at the OISE)
- **CUPE Local 3907** (Graduate Assistants at OISE)

Centralized Job Posting System for CUPE Local 3902 Unit 1

A centralized job posting system was launched in 2015 for CUPE Local 3902 Unit 1. Positions posted through this system are open to Graduate Students in the School of Graduate Studies, Postdoctoral Fellows and Undergraduate Students at the University of Toronto. The University intends to use this system as a basis for job postings for CUPE Local 3902 Unit 3 starting in 2016.

For more information, please visit the CUPE Local 3902 Unit 1 Job Posting System at http://unit1.hrandequity.utoronto.ca/

Presentations and Training for Academic and Administrative Units

In 2015, the Labour Relations team delivered a number of presentations including:

- Specialized training in support of all collective agreement renewals;
- Labour Relations introduction for new academic administrators;
- Supervisory training for the *New Managers Academy*;
- Training on Supervision and Management for both included and excluded supervisors / managers; and
- Specialized training in respect of grievance handling for HR Divisional Offices.

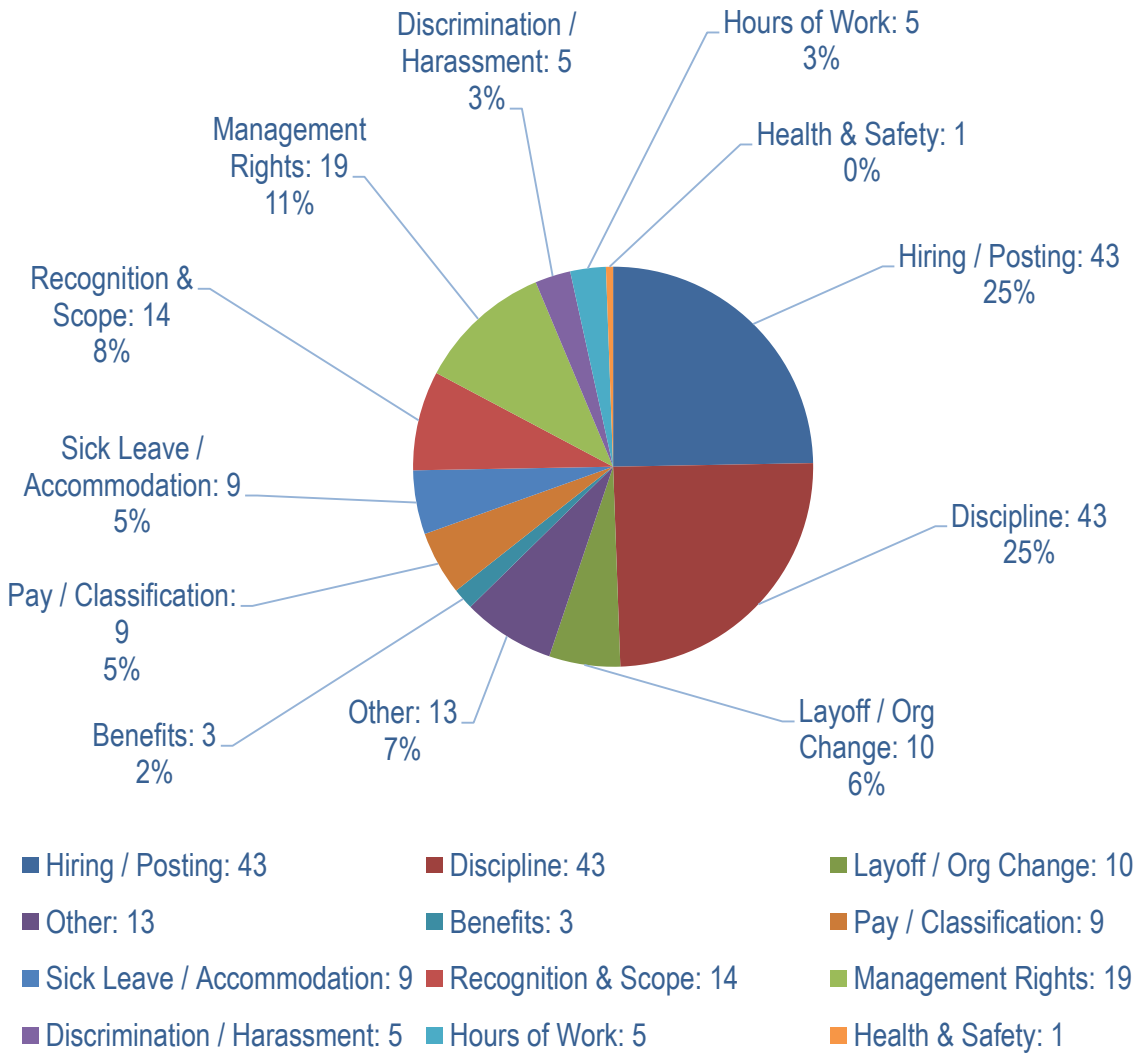
Grievance Management

In 2015 there were:

- **169 grievances filed** at the University; and
- **174 grievances resolved**. This includes 115 grievances settled in 2015 that were filed in previous years and 59 filed in 2015.

There were only two grievances resolved at arbitration in 2015.

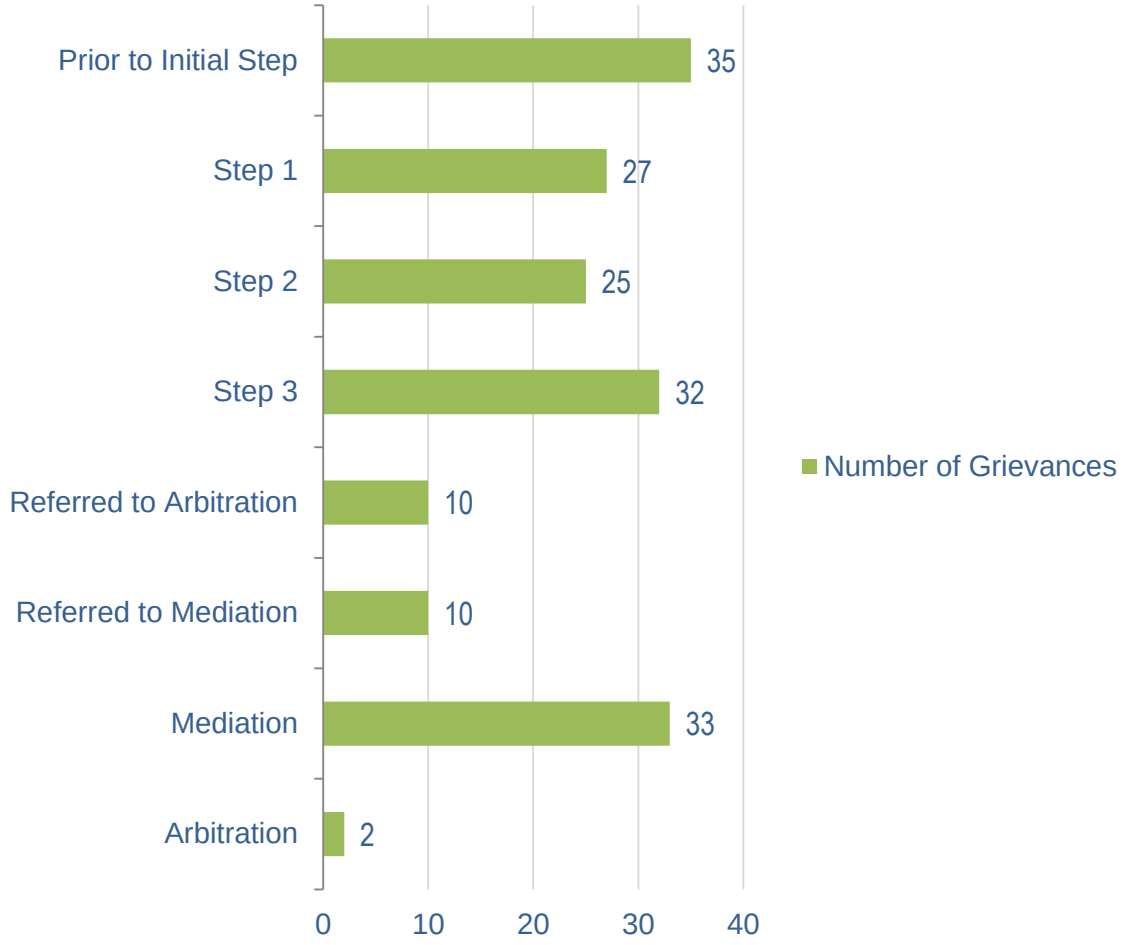
2015 Grievances Resolved by Type



Grievance Type	Number of Grievances
Hiring / Posting:	43
Discipline:	43
Layoff / Org Change:	10
Other:	13
Benefits:	3
Pay / Classification:	9
Sick Leave / Accommodation:	9
Recognition & Scope:	14
Management Rights:	19
Discrimination / Harassment:	5
Hours of Work:	5
Health & Safety:	1

2015 Grievances & Resolution Steps

In 2015, there were 174 grievances resolved, including 59 of those filed in 2015. Of these, 80% were settled internally. As noted above, two grievances were decided at arbitration in 2015.



Leadership Development

Focusing on leadership and succession planning.

Featured Initiatives

- Career Development Services
- Advisory Committees identify initiatives to enhance leadership development and training
- Mentoring and Succession Development Programs
- New Managers Academy
- Departmental Team and Leadership Sessions

Career Development Services

A major initiative spearheaded by the Division's **Organizational Development & Leadership Centre (ODLC)** in 2015 was the creation of the *Career Community*, an online career resource for staff that includes:

- A networking database featuring over 120 staff at U of T, who are willing to meet and talk with staff members about their roles and careers.
- A series of *Career Clips* featuring a broad range of staff explaining their roles, challenges, skills, and qualifications.
- Podcasts and webinars providing up-to-date and specific information on job applications tailored for the U of T environment. This includes sample resumes, cover letters, interview resources, and the 20 job groupings at U of T.
- An interactive Community Forum where staff share success stories and strategies that have supported their career development at U of T.
- Career Community 'lounges' which are hosted by members of the community on a variety of topics at all three campuses.

Staff also have the added benefit of being able to meet individually, in person or over the phone, with ODLC career consultants to discuss their career options and to improve their skills related to job search (internal and external) and employment.

Advisory Committees identify initiatives to enhance leadership development and training

In October 2015 the *Confidential and Professional & Managerial Advisory Committees* reviewed the results of the **'Speaking Up'** survey that related to the Faculty & Staff Development, and identified a number of sub-committees and initiatives they would like to work on related to leadership development and training.

The Committees will focus on areas such as:

- Secondment / sabbaticals for senior staff in the Professional & Managerial Staff group;
- An external leadership program for the Professional & Managerial Staff group;
- A manager's toolkit and network;
- A repository of professional development programs housed on the Organizational Development & Leadership Centre (ODLC) website; and,
- Informal mentoring / secondment opportunities for our Professional & Managerial Staff (1-2) and Confidential Staff groups.

The committees will continue work on these initiatives in 2016.

Mentoring and Succession Development Programs

In 2015 the **Organizational Development & Leadership Centre (ODLC)** continued offering its *Rose Patten Leadership Programs*: the *Learning Partnership* and the *Leadership Partnership*, which both accept participants from across the University to enrich the experiences of mentees and mentors. For mentors, a new feature of the mentoring program was a 'mentor boot camp', where they receive coaching training, and quarterly coaching meetings.

The ODLC also joined colleagues from the Division's **Strategic Recruitment Centre** to participate in a mentoring program with **Toronto Regional Immigrant Employment Council (TRIEC)**. In 2015, over 30 staff members were successfully matched with mentees.

New Managers Academy

Two cohorts of the *New Managers Academy* were completed in 2015. A program that is designed for new managers who have been in their role for two years and less. It provides participants with an overview of topics related to the University's managerial philosophy as well as creating networks of new managers across the University and communities of interest.

Currently, these new managers are communicating regularly and meeting informally as a result of this program.

Departmental Team and Leadership Sessions

The **Organizational Development & Leadership Centre (ODLC)** continued working with a variety of departments from across the University to provide customized sessions for their teams and in 2015, 36 of these sessions were offered.

Recognition

Faculty and staff are committed to enhancing the university experience of their peers, students, and the greater community. Each year, through their efforts, there are a number of individuals who go 'above and beyond' to advance the University's mission, provide exceptional service, and make a significant impact.

The following provides a snapshot of the employee recognition initiatives that the Division was involved with in 2015. For more information, please visit the 'Awards and Recognition' webpage.

Featured Initiatives

- The Chancellor's Award
- Ludwik & Estelle Jus Memorial Human Rights Prize
- Retirement Reception
- Long-Service Recognition Program
- Simcoe Hall Vice-Presidents' (SHVP) Staff Award
- Recognizing Our Unsung Heroes

The Chancellor's Award

Administrative staff members are critical contributors to the University's operation. In recognition of their important role, the *Chancellor's Award* – in the categories of *Influential Leader* and *Emerging Leader* – is presented at the *Awards of Excellence* ceremony each spring.

The *Chancellor's Award (Influential Leader)* recognizes staff members who have continually demonstrate innovative leadership to achieve outstanding contributions to the University by motivating and empowering others.

In 2015, a recipient of this award is **Judith Chadwick**, Assistant Vice-President, Research Services and Chief Administrative Officer of the Vice-President Research and Innovation portfolio.

The *Chancellor's Award (Emerging Leader)* recognizes staff members who demonstrate significant potential to assume more senior leadership in the organization.

In 2015, the honour went to two recipients:

Melinda Scott, Dean of Students at University College and **Andrea Carter**, Director, High Risk & AODA.

Ludwik & Estelle Jus Memorial Human Rights Prize

The *Ludwik and Estelle (Stella) Jus Memorial Human Rights Prize* was established in 1995 in memory of two Polish educators who risked their lives during the Holocaust to rescue others.

The award is presented to a faculty, staff, or student member of the University who has made a positive and lasting contribution in one or more of these areas:

- Education and action against discrimination;
- Supporting the University's mission to realize an exemplary degree of equity and diversity; and,
- Extending our knowledge as a consequence of our diversity.

In 2015 there were two recipients:

Lisa Forman from the **Dalla Lana School of Public Health** and the **International Human Rights Program at the Faculty of Law**.

Retirement Reception

On April 14, 2015, we celebrated the careers of **141** members of the University of Toronto community. Held at Hart House, this annual reception celebrates the faculty & staff of the University as they move towards their next adventure: retirement. Of this year's group, **53** individuals have worked at the University for more than 30 years and 17 have been here more than 40 years! A list of 2014 – 2015 retirees is available here.

Angela Hildyard, Vice-President, Human Resources & Equity and U of T Chancellor, The Honourable Michael H. Wilson, welcomed the honorees, as well as their family members and colleagues.

Long-Service Recognition Program

On May 26, 2015, **366** members of the University of Toronto community received a **Long Service Award**, celebrating appointed staff, faculty, and librarians for their commitment to the university through 25, 35, and 40 years of continuous service.

In the group being honoured:

- **215** individuals who had given **25** years of continuous service;
- **110** individuals who had given **35** years of continuous service; and,
- **41** individuals who had given **40** years of continuous service.

This year's awards ceremony was held in the Great Hall at Hart House. Photos and more information about the 2015 Long Service Award recipients are available here.

Simcoe Hall Vice-Presidents' (SHVP) Staff Award

Recognizing that there was a gap in divisional awards for those individuals who support the senior administrative team at U of T, a working committee was formed to build a program that would address this gap. As a result, the **Simcoe Hall Vice-Presidents' Staff Award** program was created in 2013.

This award recognizes staff members who have made contributions to their Division or to the broader University 'above and beyond' their job description – in much the same way that the Academic divisions recognize their staff.

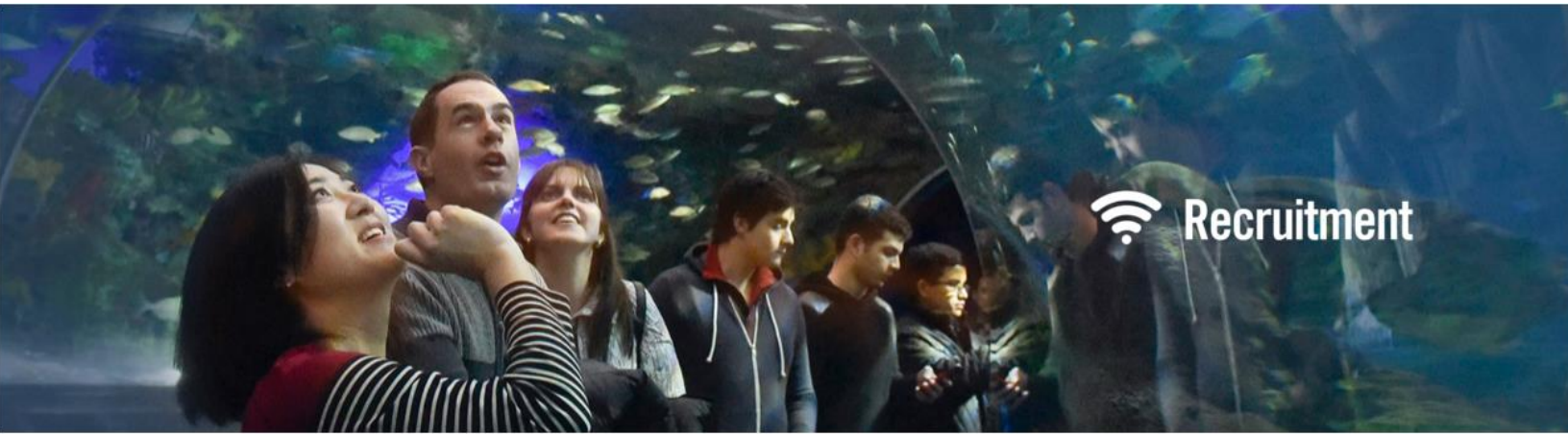
This award celebrates outstanding staff members in the Confidential, Professional & Managerial Staff (PM 1-7 and 1AP) or unionized employee groups and work in the service of either the Division of the President's Office, the Division of the Vice-President & Provost, a Vice-Presidential Division (Vice-President, Advancement; Vice-President, Human Resources & Equity; Vice-President, University Operations; Vice-President, Research & Innovation; Vice-President, International, Government, and Institutional Relations), or the Office of the Governing Council.

Recipients of the 2015 **Simcoe Hall Vice-Presidents' (SHVP)** award can be viewed here.

Recognizing Our Unsung Heroes

Each day, countless U of T staff and faculty make invaluable contributions to the University; they accomplish personal and institutional goals, mentor their colleagues, and keep this institution working. However, they can sometimes go unrecognized for this important work.

To address this, a recognition program was developed in the latter half of 2015. Supported by the Office of the Vice-President, Human Resources & Equity and the Vice-Provost, Faculty & Academic Life, the program will launch in 2016.



Recruitment

The average number of applications received for each job posting at the University of Toronto continues to grow each year. For more detailed statistics, please see the Facts & Figures below.

Featured Initiatives

- Strategic Recruitment Centre
- LinkedIn for Recruitment
- The Development of a University of Toronto Diversity Internship Program
- Recruitment Partnerships
- Enhancements made to U of T's Recruitment and Onboarding
- Marketing & Communications
- Recruitment: Facts & Figures

Strategic Recruitment Centre

In its third year, the **Strategic Recruitment Centre (SRC)** continues to provide value and support for the administrative recruitment efforts at U of T.

Throughout 2015, the SRC supported the university's administrative recruitment function by continuing to:

- Develop recruitment strategies;
- Identify and share best practices;
- Consult on "hard-to-fill" positions;
- Develop and distribute recruitment tools and resources
- Lead the **'U of T Recruitment Network'**;

- Develop and monitor recruitment metrics; and,
- Evaluate and recommend the role and use of technology and social media.

LinkedIn for Recruitment

Launched in November 2012, the **U of T LinkedIn Company Page** is primarily used as a recruitment tool to engage prospective job applicants, and to share information about U of T and why it's a great place to work.

In 2015, followers of the LinkedIn Company page increased organically by over 14,000 individuals. At the end of the year, the page had over 66,000 followers, engaged over 135,000 members per month, and had a reach of over 2.3 million LinkedIn members . U of T's presence continues to rank the highest among our Canadian university peers, and the number of users connecting and engaging with the site increases daily.

The results and feedback on the University's LinkedIn Recruitment initiative continues to be overwhelmingly positive. Based on this feedback, the Division chose to renew its contract with LinkedIn for another year. The team now has two certified LinkedIn Recruiters: Mallory Meyers in the HR Divisional Office at the Faculty of Medicine and Anar Amlani in Strategic Recruitment and UTemp.

In 2015, 97 LinkedIn job postings were requested by HR Divisional Offices and a total of 134 U of T jobs were posted on LinkedIn.

The Development of a University of Toronto Diversity Internship Program

In 2015 in an effort to address our diversity goals, the Division set to work on the development of the **University of Toronto Diversity Internship Program**. Set to launch in 2016, the Diversity Internship Program is designed as a one-year program for the recruitment of external candidates who self-identify as Indigenous / Aboriginal Persons (North America), Racialized Persons, and / or Persons with a Disability.

Employees in internship positions will be paid no less than the Hiring Rate on the appropriate salary range for a similar human resources position.

Recruitment Partnerships

The **U of T Recruitment Network** collaborated with several U of T departments and organizations to expand the reach and sourcing capabilities of recruiters, educate U of T

recruiters on the resources available to them and to promote U of T as an employer of choice to active and passive candidates.

Some highlights of these partnerships included:

- Staff from HR Divisional Offices partnered with the **Student Career Centre** to conduct mock interviews and participate in job fairs, such as the **Toronto District School Board Job Fair** and **Scarborough Centre for Employment Accessibility** and **Career Information Days**, the **Canadian Council for Rehabilitation & Work**;
- **'Jobs in Education'**, an online job board, provided recruitment support to the Strategic Recruitment Centre and assisted with the sourcing of several hard-to-fill positions;
- **'UTemp'** representatives shared short-term staffing solutions with the network and highlighted the benefits of using the UTemp service;
- Guest presenters to the Recruitment Network meetings included the **UTSC Equity Officer** (Toni De Mello), the Director of **Health & Well-Being Programs & Services** (Kim Burbine Richard), the **Senior Accessibility for Ontarians with Disabilities Act (AODA) Coordinator** (Ben Poynton) and representatives from **Charity Village**, **NPower Canada**, and **LinkedIn**.
- The **Strategic Recruitment Centre (SRC)** team delivered *'Best Practices in Recruitment'* workshops to the **New Managers Academy**.

Enhancements made to U of T's Recruitment and Onboarding

Strategic Recruitment Resources

In 2015, the iHR team launched its **Recruitment Tool Kit**, a resource made available to all Divisional HR Offices to help establish consistent recruitment practices across the University.

The tool kit included an interview question bank, interview guides, pre-screening guides, reference checking guide, phone screen, candidate assessment matrix, and recruitment planning guide.

Applicant Tracking System

Throughout 2015, technology upgrades were made to the University's online application system (Taleo) to allow internal applicants to apply to jobs using their UTORid and password – improving the user experience for both candidates and HR Divisional Offices.

The automatic validation of internal candidate information enables recruiters to more easily confirm internal status, screen applications more effectively, and reduce our time to hire. Concurrent with these changes, the *U of T Careers website* and job boards were revamped and redesigned to improve the candidate experience. As a result, the number of job boards available to applicants was streamlined from five separate boards to three, consisting of:

- External career opportunities;
- Internal career opportunities; and,
- USW (appointed only) career opportunities.

In addition to streamlining the job boards, the U of T Careers website was given a new look and feel, with updated application instructions and frequently asked questions.

Onboarding

Work began in 2015 to revamp the University's process for onboarding appointed staff, including the acquisition of onboarding software and refinements to existing processes.

The following initiatives were completed in 2015:

- Updates to processes and related forms, checklists and letters of offer;
- The University's *New Faculty & Staff Orientation* (delivered quarterly) was redesigned to provide greater networking opportunities and increase interactivity.

Work will continue throughout 2016 to develop an online, easily accessible onboarding experience for University of Toronto staff.

Marketing & Communications

The HR & Equity website was updated to include information regarding the hiring of foreign nationals at the University. A new *'Immigration at the University of Toronto'* web page was created to outline the different immigration pathways available to join the University's international community.

This resource provides a central repository of U of T related practical information to international faculty, staff, students, and visitors who wish to come to the University, and is maintained through a partnership between **Integrated HR (iHR)**, the **Office of the Vice-Provost, Faculty & Academic Life**, the **Office of the Vice-Provost, Students**, the **Faculty of Medicine (Postgraduate Medical Education)**, and the **School of Graduate Studies**.

Recruitment: Facts & Figures

		Oct 1, 2008 - Sep 30, 2009	Oct 1, 2009 - Sep 30, 2010	Oct 1, 2010 - Sep 30, 2011	Oct 1, 2011 - Sep 30, 2012	Oct 1, 2012 - Sep 30, 2013	Oct 1, 2013 - Sep 30, 2014	Oct 1, 2014 - Sep 30, 2015
Postings	#	735	844	871	747	742	1,009	1,036
Applicants	#	52,381	60,883	66,263	71,445	67,062	67,210	87,606
Avg Applicants Per Posting	#	71	72	76	96	90	67	85
Postings Filled	#	643	677	692	743	699	758	710
Filled by Internal*	#	352	395	380	445	376	452	415
	%	55%	58%	55%	60%	54%	60%	58%
Filled by External**	#	291	282	312	298	323	306	295
	%	45%	42%	45%	40%	46%	40%	42%
Avg Time to Fill (days)***	#	61	61	62	65	85	72	85
Median Time to Fill (days)******	#	55	56	56	57	64	68	66

- '# of applicants' includes all posted positions (open, cancelled, filled)
- '# of postings' includes those postings subsequently cancelled, and includes multiple postings for the same positions
- Average Applicants per Posting excludes CUPE 3261 Postings (applicants cannot apply online)
- Data includes candidates rehired in the same position (i.e. term rehires)

**'Internals' include all those self-identified as U of T appointed staff*

***'Externals' include those self-identified as "Not employed by University of Toronto", "Other employment status with University of Toronto", "USW Casual", and those who did not reply.*

****'Time-to-fill' based on the lesser of time when posting is marked as filled or candidate start date in TALEO*

Voluntary Turnover Rate (Full-time Administrative Staff)*

External voluntary turnover rates **

	Overall	Education and Health	Full-Time Admin Staff
2010 - 2011	6.90%	6.60%	3.60%
2011 - 2012	7.20%	7.30%	3.40%
2012 - 2013	7.30%	5.80%	2.50%
2013 - 2014	7.00%	5.05%	3.30%
2014 - 2015	7.60%	6.50%	2.90%

**Voluntary turnover excludes retirements and involuntary departures. Source: HR Annual Report Data*

***Source: "Compensation Planning Outlook 2014", Conference Board of Canada, Table 19*

About This Report

For more information about this report, please contact hrandequity@utoronto.ca.

For copies of previous reports, please visit http://www.hrandequity.utoronto.ca.

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