



FOR INFORMATION

PUBLIC

OPEN SESSION

TO: Business Board

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PRESENTER: Same as above.
CONTACT INFO:

DATE: June 7 for June 18, 2019

AGENDA ITEM: 4

ITEM IDENTIFICATION:

Human Resources & Equity Interim Annual Report & Interim Employment Equity Annual Report (July 1 – December 31, 2018)

JURISDICTIONAL INFORMATION:

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

GOVERNANCE PATH:

1. Business Board [for information] (June 18, 2019)

PREVIOUS ACTION TAKEN:

The *Human Resources & Equity Annual Report, 2017-18* and the *Report on Employment Equity, 2017-2018* were presented to the Business Board on November 26, 2018. These reports were for the period January 1, 2017 to June 30, 2018 (18 months).

HIGHLIGHTS:

From July to December 2018, the Division of Human Resources & Equity continued to build on planned initiatives that help U of T keep pace with local and global changes, while accommodating legislative reform, technological advances, demographic changes in our community and shifting ideas about work itself.

Key Updates for Employment Equity

- This information is for internal use and informs: recruitment practices designed to improve representation rates from underrepresented groups, retention programs designed to support and respond to the diverse needs of all employees, and inclusivity initiatives designed to enhance the employee experience.
- There are no key updates from the Employment Equity Annual Report published in September 2018.
- The next Employment Equity Annual Report will cover the period of January 1 – December 31, 2019.

Key Points from the Interim Human Resources & Equity Report

- The Division made considerable progress on our key priorities while maintaining a high level of service to our clients and the divisions
- Key accomplishments include:
 - o Employment Relations: developed an institutional approach to talent management and succession planning (establishment of a Talent Management unit), conducted a pilot of the JDXpert consistent job description project (which saw a 40% reduction in USW JD creation times), and made significant progress with respect to the development of the JSPP.
 - o Negotiations and Labour Relations: engaged in off-cycle bargaining with UTFA (in particular, with a resolution of one aspect of the gender pay anomaly grievance resulting in a 1.3% increase to every woman faculty member who is tenured or tenure stream), and the successfully negotiated four collective agreements (IBEW 353, SMWIA 30, CAW 27, and OPSEU 519 – Campus Police)
 - o Integrated Equity, Diversity & Inclusion: continued support for important EDI initiatives such as the Indigenous Mentorship Program, Connections & Conversations, Black Faculty Working Group, IDERD, Queer & Trans Students of Colour (QTSOC), and the creation of more accessible learning spaces in partnership with the ACE team for the Transforming the Instructional Landscape (TIL) project.
 - o Personal Safety, Sexual Violence, and Wellbeing: successfully moved the *Smoke Free Policy* through governance, launch of a the new Sexual Violence Prevention & Support Centre website and tri-campus resources, new structures established for the Office of Safety and High Risk, and created a broader plan to modernize the University's approach to crisis and routine emergency management (including revising the now titled *Policy on Crisis and Routine Emergency Preparedness and Response*).

- Technology and Innovation: continued work on our transformation to the digital workplace, including the launch of the ServiceNow and SuccessFactors programs (including a new Staff Learning Module for the institution), new HR SharePoint document management sites, a new Business Intelligence Centre of Excellence for HR. Began large process improvements designed to reduce administrative overhead in the divisions, including the continued roll-out of electronic timesheets for hourly employees, new ESS and MSS applications for online approval of staff leave requests, and new automated tools to streamline the academic administrative appointment processes.

FINANCIAL IMPLICATIONS:

N/A

RECOMMENDATION:

For information.

DOCUMENTATION PROVIDED:

- *Infographic: 2018 Human Resources and Equity Interim Annual Report*
- *2018 Human Resources and Equity Interim Annual Report (July 1 – December 31, 2018)*

HUMAN RESOURCES & EQUITY INTERIM REPORT 2018



Employees

3.5K

Faculty & Librarians*

1.0K

Sessional Lecturers

7.5K

Appointed Staff

3.6K

Casual Staff

5.5K

Teaching Assistants

20K+

Total Employees

*Excludes clinical appointees in the Faculty of Medicine

Top Employer Awards



Top Employers for
Canadians Over 40



CANADA'S BEST
DIVERSITY EMPLOYERS



CANADA'S TOP
FAMILY-FRIENDLY
EMPLOYERS
2019



2019
CANADA'S
GREENEST
EMPLOYERS

Labour Relations

7	Collective agreements renewed between July to December 2018	400+	Unionized employees covered by the renewed collective agreements
74	Grievances resolved	67%	Resolved internally
			0 Arbitration

Policy & Employment Relations



Smoking banned across all campuses at U of T

800+

Staff-related immigration cases

200+

Labour Market Impact Assessment (LMIA) work permits and LMIA-exempt work permits

237

Long-Service Award recipients in the 25, 35 & 40-year categories

94

Retirees

Learning & Leadership Development

100+

Unique leadership training sessions and professional development courses offered by the Organizational Development & Learning Centre (ODLC)

1,600+

Staff who took part in one or more of the ODLC sessions

3,700+

Employees who have completed the Accessibility for Ontarians with a Disability Act (AODA) Office's new online training module

Staff Recruitment

66K+

Applications

990

Job postings

847

Postings filled

40%

Filled internally

60%

Filled externally

77

Average applicants per posting

HR Technology

The HR Technology Roadmap is a multi-year plan designed to modernize HR systems and launch new tools that create a more cohesive and efficient digital workplace.

This program is projected to save \$1.5 million annually once fully implemented.

Established technical team to launch **HR Service Centre** (ServiceNow) in late 2019. This web-based platform will consolidate all human resources services, support and information at U of T under one digital roof.

Finalized licence agreement with SAP to implement **SuccessFactors** at U of T. This set of digital tools will provide an integrated career experience for faculty and staff, from hire to retire. It includes modules for learning management, performance and goals, recruitment, onboarding, and succession planning.

The **Kronos digital attendance system** continues to be implemented across U of T. This cloud-based solution streamlines tracking of hourly paid staff in 16 units across U of T and is expected to be fully deployed in six additional areas in 2019.

A pilot of **leave requests functionality** was successfully introduced in three units at U of T. This new feature allows staff to request leaves through Employee Self-Service (ESS). Supervisors can then review and approve them through Manager Self-Service (MSS). This resource eliminates the need for manual absences reporting and offline tracking.

Health & Well-Being

219

Sick Leave Cases

88

Workplace Accommodations

9

Successful returns to work after LTD claim

47

New Long-Term Disability (LTD) Claims

Workplace Incidents

1

Critical Injuries

37

Lost Time Injuries

14

Health Care

144

Incident only or "near misses"

Equity

170+

Attendees at the 2nd Annual Angela Hildyard Leadership Symposium

200+

Attendees at this year's U of T International Day for the Elimination of Racial Discrimination (IDERD) Conference

INTERIM HUMAN RESOURCES & EQUITY ANNUAL REPORT

JULY 1 – DECEMBER 31, 2018

Division of Human Resources & Equity

Interim Human Resources & Equity Report (July 1 – December 31, 2018)

This was another busy and productive period for the Division of Human Resources & Equity (HRE). Over the course of this document’s reporting period (July to December 2018), we made considerable progress on key priorities while maintaining a high level of service to our clients and divisions across all three campuses. We also continued to focus on addressing an increasingly wide range of complex and sensitive issues and challenges, particularly in the area of racism, equity, and diversity, and contributed to positive changes in several areas of the portfolio.

In 2018, the University once again received several top employer awards for 2019, including Canada’s Top 100 Employers, Top Employers for Canadians Over 40, Greater Toronto’s Top Employers, Canada’s Best Diversity Employers, Canada’s Top Family-Friendly Employers, and Canada’s Greenest Employers.

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HR Technology

Work on the HR Technology Roadmap for the University, with a targeted goal of modernizing human resources systems and launching new tools that create a more cohesive and efficient digital workplace for faculty and staff, is now well underway.

An important and distinguishing feature of this plan is our stated vision to implement new tools and processes that consider the needs of our employees and administrators holistically across technology domains. Resulting projects target improvements within both large enterprise systems (such as HRIS) and desktop technology domains, allowing for more seamless collaboration between teams and workplace efficiencies—the foundation for a strategic HR function.

With the assistance of our HR Technology Advisory Committee, priorities have been set and budget approved to implement a new Staff Learning Module for the institution, new HR SharePoint document management sites, a new Business Intelligence Centre of Excellence for HR, and a new HR Service Centre portal to effectively streamline the more than 50,000 inquiries received annually by the division to the appropriate HR unit for resolution. Large process improvements designed to significantly reduce the administrative overhead in divisions have also started, including: the roll-out of electronic timesheets for hourly paid employees, new manager and employee self-serve applications for online approval of staff leave requests (e.g. vacation, sick, personal) and new automated processes to streamline academic administrative appointment processes. A new HR Technology Roadmap website has been established and a communication plan is now underway to ensure divisions are aware, and can take full advantage of all future HR technology solutions as they become available.

The Division continued its partnership with Enterprise Applications & Solutions Integration (EASI) to carry out the implementation of two major HR systems that will transform the way faculty and staff access human resources services.

ESTABLISHING LICENCE AGREEMENTS AND BUILDING TEAMS FOR MAJOR HR SYSTEMS LAUNCHES

During the second half of 2018, Human Resources & Equity and EASI established a new technical team to implement the *HR Service Centre*—a centrally supported web-based hub that consolidates all human resources services, support and information under one digital roof. This platform, provided by *ServiceNow* and customized for U of T, will allow faculty and staff to easily access HR information based on each individual's unique UTORid login and their respective employment group. This solution will also allow for seamless collaboration and provide real-time data to make evidence-based decisions. This project will also serve as a model for implementation within other areas at the University.

IMPLEMENTATION OF A NEW TALENT MANAGEMENT SUITE

The Division and EASI finalized a new license agreement with SAP to fully modernize all HR Talent Management applications with a new software known as *SuccessFactors*. This solution includes modules for learning management, performance and goals, recruitment, onboarding, and succession planning. It will also provide an integrated employee experience from hire to retire, and is designed to attract, retain and develop each employee. A funding model and a three to five-year plan to roll out the above HR systems and additional Administrative Management Systems at U of T was developed and approved by Governing Council in the fall of 2018.

The Division and EASI also continued to work towards the roll out of Kronos, the University's time and attendance system, in divisions across the University. The cloud-based platform eliminates the use of paper timesheets and the need to forecast casual employees' work hours through convenient, online approval processes. Kronos is currently used in 16 units across U of T and is expected to be fully deployed in six more areas in 2019.

PILOTING LEAVE REQUESTS FUNCTIONALITY ON EMPLOYEE SELF-SERVICE / MANAGER SELF-SERVICE

Staff in three units at the University were introduced to a new feature that allows employees to submit leave requests online for subsequent approval by managers. This new functionality, piloted in Information Technology Services, HR & Equity and the Financial Services Department, allows staff to request sickness, family, bereavement, training and vacation leaves through Employee Self-Service (ESS). Supervisors can then review and authorize requests through Manager Self-Service (MSS). This function provides a more convenient method than the previous email and paper-based process, and allows for more accurate tracking.

New features in MSS also allow managers to view vacation entitlements and balances as of the previous completed month, and view an estimate of scheduled vacation time and projected vacation time (by month) at a future point in time for an individual employee or an entire organizational unit. In addition to enhancing absences scheduling and tracking, these functionalities help to improve managers and the University's ability to address any large vacation balances and associated financial liabilities.

Personal Safety, Sexual Violence Prevention & Well-Being

The safety and well-being of faculty, librarians, staff and students across all three campuses continue to be an important area of focus for the Division of HR & Equity.

Over the past year, the Office of Safety & High Risk continued to focus on building expertise and capacity within the office as well as amongst the greater University community, with formalized and regular case conferencing and team building among front-line teams across tri-campus portfolios. This office also developed a “De-escalating Potentially Violent Situations” training module that is now available to all employees. This is a train-the-trainer model that is designed to be responsive to the University's unique community as well as minimize delivery cost. This training has been well received, with most workshops at capacity or with waiting lists.

The Community Safety Office (CSO) also continued to work collaboratively with the University community and Office of Safety & High Risk to manage complex cases regarding safety issues. In 2018-2019, a new managerial structure was rolled out to identify a team lead to better coordinate service provision and to lead new safety initiatives. This provided an opportunity to embark on a realignment exercise in the office to ensure that it was meeting its mandate of not just supporting individual members of the University's community who have personal safety concerns, but also to provide broader opportunities to enhance safety on the three campuses. In particular, the CSO revitalized the Safety Talk training offered in partnership with Campus Police, expanded the Wend-Do self-defense programming into a signature Tri-Campus service offered by the Office, and produced Tri-Campus Safety Wallet Cards for faculty and staff based upon the long-standing successful model for students.

Revisions to the Policy on Crisis and Preparedness and Response, now formally renamed the *Policy on Crisis and Routine Emergency Preparedness and Response*, are part of a broader plan to modernize the University's approach to crisis and routine emergency management. The Office of Safety and High Risk took responsibility for socializing the Framework across various divisions and campuses and has made great progress in the first months of actions

laid out in a 24-month roll-out plan. Over the past year, the Office developed and deployed Crisis or Routine Emergency Plans for identified planned events across all campuses; formalized Cooperation Agreements outlining with the Toronto Transit Commission (TTC) and the Ontario Legislative Protective Service (at Queen's Park), with additional Cooperation Agreements among our hospital partners and other precinct partners underway; and created educational materials that inform individuals how to respond to an active threat scenario, which will be rolled out in 2019.

The Division also continued its focus on best practices in relation to workplace investigations and associated legislated requirements. With the aim of undertaking interventions expeditiously and ensuring that workplace investigations occur in a procedurally fair manner, the Workplace Investigations unit was involved in approximately 109 complaints and/or issues in which staff, faculty, departments or HR offices sought support and/or consultation. Issues addressed via consultation involved largely incivility, workplace harassment, sexual harassment/violence and discrimination. Within the past year, Workplace Investigations undertook 27 staff and Faculty related workplace investigations.

UPDATING U OF T'S SMOKING POLICY

The Division of Human Resources & Equity led the University's efforts to update the institutional *Smoking Policy (1995)*, with an aim to prohibit smoking across all three campuses (including the vaping of tobacco and cannabis). Consultations and preparations to implement the new *Smoke-Free Policy (2018)* included ensuring exceptions for Indigenous ceremonial activities and medical accommodation, and provisions for each of the three campuses to decide whether to bring in outdoor designated smoking areas during a transitional period.

The Division also worked to ensure that members of the U of T community who want to quit smoking would receive necessary support. Faculty and staff received information on how to access Green Shield's smoking-cessation program and an e-course was made available through the university's Employee & Family Assistance Program. For students, smoking-cessation programs include those offered through the Health and Wellness Centres at the downtown Toronto campus and U of T Scarborough, and the Health and Counselling Centre at U of T Mississauga.

SEXUAL VIOLENCE INVESTIGATIONS: FOCUSING ON STREAMLINING PROCESSES AND COLLECTING DATA FOR PROVINCIAL REPORTING REQUIREMENTS

Since the opening of the Sexual Violence Prevention & Support Centre (SVPSC) in 2017, the tri-campus locations have grown in size and scope and are continuing their work to raise awareness in our community with workshops and training. In 2018, the Centre continued to work with the Office of Safety & High Risk, which oversees the investigative process for reports of sexual violence that move to investigation, with a focus on streamlining processes and ensuring a trauma informed approach for all parties involved. The Office of Safety & High Risk also began focusing on provincial data reporting requirements and supporting the pending review of our Sexual Violence policy. This information will help the University comply with governmental reporting requirements. Additionally, the Office has procured and retained a roster of highly skilled and experienced external investigators who have experience working with post-secondary institutions and are trained and aware of the importance of a trauma informed approach.

Last year, the SVPSC also launched a new website to provide an accessible overview of the resources and support avenues that our community can refer to, such as the options and process of disclosing and reporting sexual violence incidents, and how to access the right to get legal advice. The Centre also published a reporting document in early 2019 that provides a snapshot of the Centre's work over the last two years, including facts and figures that highlight the resources and services it has provided to the University community. In the last year, the Centre has delivered 190 workshops delivered to 7,920 participants, received 506 requests for support, and took steps to address 56 reports of sexual violence under the University's Policy on Sexual Violence and Sexual Harassment.

MAKING PROGRESS ON HEALTH & WELL-BEING CASE MANAGEMENT SOFTWARE UPGRADE

In partnership with Environmental Health & Safety, Health & Well-Being continued its work on updating its 12-year-old case management software. Working closely with Enterprise Applications & Solutions Integration (EASI), the teams confirmed requirements and have implemented the first phase of the new safety incident reporting application, known internally as Medgate / Cority. Upon completion in Fall 2019, the new system will allow for efficiencies such as the reduced use of paper files and improved report-generating capabilities. It will also enable electronic filing of accident reports to the Workplace Safety & Insurance Board (WSIB).

Employment Relations

Last year, the Division continued to build an integrated human resources and stakeholder approach at the University.

This approach is linked closely with our transformation to a digital workplace, which include the roll out of the *HR Service Centre (ServiceNow)* and *SuccessFactors* platforms. The implementation of these modern tools and resources are underway, and are critical to support our overall talent management strategy at U of T.

TALENT MANAGEMENT AND SUCCESSION PLANNING AMPLIFIED AT U OF T WITH NEW UNIT

In November 2018, the Division unveiled a new Talent Management unit designed to support all aspects of talent acquisition, talent management and succession planning for administrative staff—the first unit of its kind at the University. The new team subsumes the existing UTemp and Integrated Recruitment areas from the HR & Equity Strategic Initiatives portfolio, and advances these offerings to take the lead in providing strategic sourcing services, recruitment training and resources to the University.

This new unit is also a part of HR & Equity's comprehensive talent management strategy to proactively leverage the University's excellence for strategic recruitment, provide professional development tools and training, create pipelines for hard-to-fill-positions, and build talent pools of diverse and qualified candidates. The Talent Management team will work in close partnership with staff in the rebranded Centre for Learning, Leadership & Culture to support the career growth of existing staff.

CONSISTENT JOB DESCRIPTIONS PROJECT PILOTED AT THREE DIVISIONS ACROSS U OF T

The Consistent Job Descriptions Project reached a major milestone during the second half of the 2018 calendar year. The project, designed to help streamline and improve the job evaluation and position creation processes for more than 4,000 USW Local 1998 appointed employees at U of T, was successfully piloted in three divisions at the University. Compared

to the same time-period from 2017, processing times for new positions at Enterprise Applications & Solutions Integration (EASI), U of T Mississauga, and the Division of the Vice-President, Research & Innovation, decreased collectively by 40 per cent (23 working days). Staggered implementation for the rest of the University began early 2019.

WORK ON THE UNIVERSITY PENSION PLAN

Significant progress has been made with respect to the development of a jointly sponsored pension plan (JSPP) between U of T, Queen's University and the University of Guelph, known as the University Pension Plan (UPP). Over the past year, the U of T Faculty Association (UTFA), USW and several of our smaller union groups, including CUPE, have ratified the transition to the UPP. The combination of these groups represents 79 per cent of active members of the U of T Pension Plan. Therefore, U of T has exceeded the 67 per cent legislated approval threshold. Moving forward, the Division will actively support the consent process for the University's 1,700 non-unionized employees, with an aim to drive the same level of support as U of T's unionized staff and faculty members.

As part of the consent process, negotiations have been successful in acquiring pension contribution increases for all employee groups, to be effective July 1, 2019, which will bring contributions to a 50:50 shared status. This has been accompanied by salary offsets for each group, in accordance with past practice at U of T. In addition, we have negotiated with UTFA a new Supplemental Notional Account for compensation that is above the Revenue Canada Pensionable Salary Maximum (approximately \$169,000) to a maximum of \$250,000. This benefit (which will be applied to all employees whose salary is above the CRA maximum), will only come into effect when the UPP is fully established, which is expected to be July 2021.

With the UPP consent process moving forward, the Division and the University is now looking to the work that will be needed to actually establish the UPP, including the governance processes that we will need to follow in order to transfer fiduciary responsibility for the U of T Pension Plan from the Governing Council to the new UPP. In addition, discussions with Queen's University and the University of Guelph have started regarding the employer representatives who will sit on the new governance structure (the Sponsor Board and the Board of Trustees). Discussions are also ongoing with respect to how the investment so the UPP assets will be managed, both in the short and the long term.

Equity, Diversity, and Inclusion

The Division of Human Resources & Equity continued to build capacity and an understanding of how to integrate equity, diversity and inclusion (EDI) into the culture of our institution.

Over the past year, the Division commissioned a review of the University's current equity structure and held a series of consultations with members of our community, including senior administrators, staff, faculty and groups that represent EDI initiatives on campus. The information collected will produce a series of recommendations that will inform a new strategic plan. This includes the creation of a new anti-racism and broader equity strategy, and exploring ways to address representation of designated groups. The Employment Equity Report, released in the fall of 2018, is providing valuable information on the composition of our community and helping us identify gaps that require strategic recruitment, retention and promotion strategies.

In collaboration with members of our community across all three campuses, the Division continues to support important EDI initiatives, such as the International Day for the Elimination of Racial Discrimination (IDERD) Conference, and the further embedding of EDI within human resources at U of T Scarborough (UTSC) through training in staff orientation and the creation of a data bank of EDI interview questions. A three-year EDI plan that focuses on culture, people and community is also being rolled out at UTSC, with an aim to foster an inclusive campus, invest in people, and to position UTSC as a leader in inclusive excellence. Metrics will be collected as part of this plan and the Division will support, analyse and seek to expand this work using the data collected at UTSC to implement similar initiatives across all three campuses.

As part of the response and call to action to implement the recommendations stemming from the University of Toronto's Truth and Reconciliation Commission Steering Committee's report, our Strategic Recruitment unit implemented the Indigenous Mentorship Program, to provide experiential learning opportunities to Indigenous job seekers across the three campuses.

In 2018, the Division worked with senior leaders across the University to address ongoing issues of racism. The equity table continues its work in the development of client service and web-based training modules. We have also completed collecting information to create an inventory of the equity resources throughout U of T. This data will contribute to a new Inclusion Report that will be published in the fall of 2019, which will feature contributions from the entire university community.

A recruitment process was also conducted for a new Director of the Anti-Racism and Cultural Diversity Office. In addition, a new Executive Director of Equity, Diversity, and Inclusion was created and socialized among the community in late 2018. This role will advance and coordinate equity initiatives across the University, and recruitment for the position should be completed by mid-2019.

In addition to its ongoing programming serving Queer and Trans Students of Colour (QTSOC), the Sexual & Gender Diversity Office (SGDO) developed and facilitated a workshop series on practicing solidarity with queer and trans communities of colour, including the queer and Two-spirit Indigenous community. These workshops preceded a sold-out event titled A History of Ongoing Resistance: 2Spirit & Indigenous LGBTQ Histories. 2018-19 also extended important service improvements to queer and trans staff and faculty at the University of Toronto. Staff and faculty can submit a chosen or known as name to replace their legal first name. This means that communication from the university will accurately reflect an employee's identity, including coordination with academic units and student-facing platforms, such as ROSI.

The Accessibility for Ontarians with Disabilities Act (AODA) Office launched a major project to creating accessible learning space by upgrading a significant number of classrooms to become more accessible, innovative and effective for teaching and learning. Led by the University's Academic+ Campus Events (ACE) team, the Transforming the Instructional Landscape (TIL) initiative will improve 174 classrooms in 23 buildings across the St. George Campus, and impact almost 6,000 courses when complete.

Negotiations & Labour Relations

During 2018-19, Labour Relations, in collaboration with the Organizational Development & Learning Centre (ODLC) and the Office of the Vice-Provost, Faculty & Academic Life, developed and delivered a range of training on a variety of HR/LR topics.

Some of these sessions include Managing in a Unionized Environment, Basic Principles of Effective Supervision, Training for New Academic Administrators, and other training on specific aspects of labour/union relations and collective agreements.

U OF T FACULTY ASSOCIATION (UTFA)

The Office of the Vice-Provost, Faculty & Academic Life and the Office of the Vice-President, Human Resources & Equity were engaged in off-cycle bargaining with UTFA in 2018 / 2019. Issues on the table for discussion included PTR, workload, gender-based salary anomaly grievances, sexual violence, asbestos, and participation on joint health and safety committees. Recently, the University was able to successfully negotiate the resolution of one aspect of the gender pay anomaly. Effective July 1, 2019, every woman faculty member who is tenured or in the tenure stream at the University will receive a 1.3% increase to her June 30, 2019 base salary.

UNION NEGOTIATIONS

In 2018-19, the Labour Relations (LR) unit successfully negotiated renewal collective agreements with eight bargaining units, which effectively concluded the current collective bargaining cycle that started in 2017. All agreements were within mandate and met or exceeded all institutional, strategic and operational requirements. A significant outcome of this bargaining cycle has been a marked improvement in the level of trust and overall working relationship with all of our union bargaining partners and, in particular, CUPE 3902.

The LR team continues to work diligently on a day-to-day basis following collective bargaining to maintain and improve trust and working relationships. This work, along with

thorough preparation and planning, will position the University positively for the start of the new bargaining cycle in Fall 2019.

No grievances or disputes were subject to binding arbitration in 2018-19. This is a clear indicator of successful early resolution and collaboration, not only with our union bargaining partners, but also with our HR clients, academic administrators and line management.

The following seven collective agreements, covering approximately 400 University employees, were renewed between July and December 2018:

1. International Brotherhood of Electrical Workers Local 353 (Locksmiths)
2. International Brotherhood of Electrical Workers Local 353 (Machinists)
3. International Brotherhood of Electrical Workers Local 353 (Electricians)
4. Sheet Metal Workers' International Association, Local 30
5. Carpenters and Allied Workers, Local 27
6. OPSEU Local 519 (Campus Police)
7. CUPE Local 3907 (Graduate Assistants at OISE)

Learning & Leadership Development

The Division continued its focus on implementing the tactical recommendations made by the Organizational Development & Learning Centre (ODLC) review committee.

Highlighted below are some of the steps taken to advance an integrated and enhanced staff leadership and learning centre that meets the needs of employees, and leverages internal talent and networks.

ADVANCING A NEW STRATEGIC DIRECTION FOR LEARNING & LEADERSHIP DEVELOPMENT AT U OF T

Over the past year, the Division completed a recruitment process for a new Director of Learning & Leadership Development and worked to establish a renewed mission and strategic plan for the Organizational Development & Learning Centre (ODLC). This plan aims to foster an inclusive workplace culture anchored in employee development, cultivate the University's leaders of the future, and architect the development resources to support all employees in reaching their career potential. The implementation of a new learning management system, known as *SuccessFactors: Learning*, is also underway. This staff development platform is part of our HR Technology Plan and will provide users with a much-improved user experience, a system of record for compliance training, and will integrate with all other talent applications that are being rolled out as part of our technology plan. A strategic rebrand of the ODLC into the Centre for Learning, Leadership & Culture is also proceeding to reflect this unit's expanded mission and staff development services across all three campuses.

LAUNCH OF THE HRIS CERTIFICATE PROGRAM

The Division launched a new training program for Human Resources Information System (HRIS) users across the University. This new initiative serves as part of HR & Equity's commitment to provide the best learning experience for staff, including the 500 HRIS users at U of T.

The HRIS Standard Curriculum comprises of nine courses (and an additional three additional mandatory training courses for HR Professionals) that provide an in-depth understanding of the HRIS system at the University as well as fundamentals on maintaining organizational management data, processing HR employment, payment and benefits data for various staff groups, and reporting. Attendees must successfully complete all applicable courses within a two-year period to receive the HRIS Standard Curriculum Certificate.

Community involvement and recognition

Human Resources & Equity at U of T takes pride in being an integral part of the top-ranked university in Canada and its vital place in its largest urban centre.

In 2018, the Division continued to lead U of T's United Way Campaign and was recognized as one of Canada's Top 100 Employers for the 12th consecutive year.

SUPPORTING OUR COMMUNITY—LEADING THE U OF T UNITED WAY CAMPAIGN 2018

The Division continued to lead the University of Toronto's United Way Campaign in 2018. Through coordinating thoughtful and heartfelt messages from many of our senior leadership team members, the University encouraged our community members to raise more than \$600,000 in support of programs that address emerging issues in the fight against poverty and address barriers to education for families and individuals.

U OF T CONTINUES TO BE RECOGNIZED AS A TOP EMPLOYER IN CANADA

The University of Toronto was recognized again as a top employer in Canada and among the best in the Toronto area. The 2019 competition results for Canada's Top 100 Employers, Canada's Best Diversity Employers, Greater Toronto's Top Employers, Canada's Top Family-Friendly Employers and Top Employers for Canadians Over 40 acknowledge U of T's continued leadership in a number of employment practices.

This is the 12th consecutive year that the University has received the award in the national category.