



Human Resources Division Update

Item 8C

June 27, 2023

Board of Directors

Report: TCHC:2023-30

To: Board of Directors (the “Board”)

From: Governance, Communications and Human Resources Committee (“GCHRC”)

Date: May 17, 2023

PURPOSE:

The purpose of this report is to provide the Board of Directors (the “Board”) with a Human Resources (“HR”) division update.

Attachment 1 to this report provides more specific details of the HR division’s achievements from Q4 2022 to Q1 2023.

RECOMMENDATIONS:

It is recommended that the Board receive this report for information.

GCHRC:

This report was received by the GCHRC on May 17, 2023.

REASONS FOR RECOMMENDATIONS:

The HR division continues to focus its efforts on:

- I. Driving key organizational priorities, enabling the organization to meet its strategic goals and objectives; and
- II. Building and sustaining a culture of trust and confidence in HR – the division, the programs, the policies and procedures.

We are doing so as we are guided by TCHC’s key strategic priorities:

- Building high performing teams that bring to life a culture of tenant service;
- Empowering and supporting frontline leadership and employees in resolving issues and challenges locally and in support of tenant needs; and
- Transforming the way we work through the implementation of effective and efficient tenant services, processes, systems and tools.

The outcomes we strive to realize include:

- TCHC being a diverse and inclusive organization where employees feel safe, valued, empowered and inspired to deliver high quality service;
- TCHC's culture model embedded in the way every employee works to support tenants; frontline leadership and employees who are engaged, and equipped to support a tenant-focused culture; and
- An agile, service-oriented organization that provides a flexible work environment for staff.

Among achievements realized in Q4 2022 to Q1 2023 are:

1. Diverse and inclusive organization

- Implemented further actions under the Equity, Diversity and Inclusion ("EDI") Strategy;
- Reviewed HR policies through an EDI lens;
- Applied an EDI lens to TCHC Leadership Development Strategy;
- Provided an EDI Strategy annual report to staff and the GCHRC in Q1 2023;
- Drafted a Human Rights and Socio-Demographic Data Collection Policy and Procedure for TCHC, which is currently under internal review; and
- Continued implementation of HR-focused commitments outlined in the Confronting Anti-Black Racism ("CABR") action plan.

2. Culture model: advancing and embedding

- Launched Culture Model workshops to increase staff awareness of the Culture Model competencies and understanding of how they come to life through the work we do;

- Embedded the Culture Competency Framework into the year-end performance evaluation process to ensure TCHC employees understand how competencies align to their performance goals;
- Collaborated with the Corporate Employee Engagement Action Planning Committee to develop a comprehensive plan that addresses top engagement priorities based on staff feedback, and supported divisional employee engagement action plan development and implementation; and
- Continued to support leadership development, including a launch of a culture and leadership series, with the Managing for a Healthy and High-Performing Culture workshop as the first program. 91 people leaders participated in the workshop.

3. Agile service-oriented organization that provides a flexible work environment for staff

- Delivered certified Non-violent Crisis Intervention program to build staff capacity in deescalating pressure situations and resolving issues;
- Supported continued implementation of the hub-model, bringing service delivery closer to our tenants; and
- Monitored the implementation of the hybrid work model for eligible jobs, to support a modern and progressive workplace.

4. Supporting all aspects of TCHC's business

- Shared services for Toronto Seniors Housing Corporate ("TSHC");
- ModernTO transition – preparing for move to Metro Hall in 2024;
- Talent attraction and retention;
- Labour management – collaboration, collective bargaining;
- Employee training and development; and
- Employee health, safety and wellness.

5. Building and sustaining a culture of trust and confidence

Underlying everything we do in the HR division, is a continued and focused effort on our vision to:

- Enable the organization, and be a trusted business partner and advisor;

- Promote and foster trust, safety, fairness and equity;
- Apply an employee experience lens; and
- Be proactive and dynamic.

As a division, we are committed to playing our role in ensuring the organization realizes its strategic and business priorities. We want our employees to be engaged and empowered, and held accountable for carrying out their work in a manner that inspires trust and confidence in all of their interactions. We continue to apply an employee experience lens and an equity lens to our programs, policies and services, and we strive to provide thoughtful, effective solutions in a timely and proactive manner.

IMPLICATIONS AND RISKS:

We are making progress in transforming how we deliver HR services, in ensuring a focus on positive employee experiences, fairness and equity, and partnering with our people leaders across the organization to support the achievement of TCHC's strategic and business priorities.

SIGNATURE:

"Barbara Shulman"

Barbara Shulman
Chief People and Culture Officer

ATTACHMENT:

1. HR Division Update

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Human Resources Divisional Update

May 2023





Overview

The Human Resources (HR) division continues to focus its efforts on:

1

Driving key organizational priorities, enabling the organization to meet its strategic goals and objectives.

2

Building and sustaining a culture of trust and confidence in us - the HR division, the programs, the policies and procedures.



Driving Organizational Priorities

+ Goals & Outcomes

HR continues to implement strategies, programs and actions that support the achievement of TCHC's strategic priorities and achieve desired outcomes.

Goals

BUILD

high performing teams that bring to life a culture of tenant service.

EMPOWER & SUPPORT

frontline leadership and employees in resolving issues and challenges locally in support of tenants needs.

TRANSFORM

the way we work through the implementation of effective and efficient tenant service processes, systems and tools.

Outcomes

TCHC being a diverse and inclusive organization where employees feel safe, valued, empowered and inspired to deliver high quality service.

TCHC's Culture Model embedded in the way every employee works to support tenants; to inspire trust and support tenant-focused decision making.

Frontline leadership and employees are engaged and equipped with tools and resources to enable tenant-focused service delivery and decision-making;

An agile, service-oriented organization that provides a flexible work environment for staff.

Driving Organizational Priorities

+ Key Achievements: Q4 2022 & Q1 2023

Outcome Driven

TCHC is a diverse and inclusive organization where employees feel safe, valued, empowered and inspired to deliver high quality service.

EDI Strategy

- Implemented further actions under the Equity Diversity & Inclusion Strategy.
- Reviewed HR policies through an EDI lens.
- Applied EDI lens to the Leadership Development Strategy.
- Provided annual report to staff and the GCHRC in Q1 2023.
- Renewed partnership with Pride at Work Canada.

Data Collection

- Promoted the results of the Diversity Census and Inclusion Survey through a variety of channels.
- Collaborated with internal stakeholders to understand concerns around data collection related to EDI.
- Drafted a Human Rights and Socio-Demographic Data Collection Policy and Procedure for TCHC, that is currently under internal review and will be finalized in Q2

EDI Communication & Education

- Provided updates on the EDI Strategy, including an annual report.
- Regularly updated the EDI page on inHouse to host regular announcements on key initiatives.
- Utilized the EDI section to the HR Weekly Newsletter sent to all staff to share general information and educate staff on many EDI events and topics.

EDI & CABR

- The EDI unit and the Centre continued to partner and collaborate to further the CABR and EDI strategies.
- Continued implementation of HR-focused commitments outlined in CABR action plan, including:
 - Embedding a CABR lens in revamped PMP process.
 - Reviewing HR policies and training with the Centre applying an ABR lens.

Driving Organizational Priorities

+ Key Achievements: Q4 2022 & Q1 2023

Outcome Driven

TCHC's Culture Model embedded in the way employees work to support tenants; our culture will inspire employee trust in the organization and support employees to make tenant-focused decisions

Performance Management Program

- Embedded the Culture Competency Framework as part of the year-end performance evaluation process.
- Supported over 400 Mgmt & Exempt staff to complete year-end reviews.
- Continued adoption of the Culture Competency Framework in the PMP program through training and support to ensure staff understand expectations and how competencies align to their 2023 performance goals.
- Established standard performance goals and measures regarding performance management, CABR, and employee engagement to drive a healthy and performance-oriented culture.

Employee Engagement

- In collaboration with the Corporate Employee Engagement Action Planning Committee, developed a comprehensive plan that addresses top engagement priorities based on staff feedback. Plan is currently in the implementation phase.
- Continued to support divisional employee engagement action plan development and implementation to address local engagement priorities.

Leadership Development

- Completed all stakeholder consultations, including a leadership competency survey, to gather critical data that will support creation of the TCHC Leadership Development Strategy and programs.
- Launched the culture and leadership series, with the Managing for a Healthy and High-Performing Culture workshop as first program.
- **91** people leaders participated in the workshop and shared positive feedback.

Culture Model Initiatives

- Launched the Culture Model workshop for TCHC corporate divisions to increase awareness of the Culture Model competencies and understanding of how they come to life through the work we do. **215** staff participated in the workshop so far.
- **83%** of staff stated they have a greater understanding of how the culture competencies guide their work.
- In partnership with the Executive Leadership Team, created culture model promotional videos to help staff establish a stronger connection to the competencies.

Driving Organizational Priorities

+ Key Achievements: Q4 2022 & Q1 2023

Outcome Driven

Frontline leadership and employees are engaged and equipped with the necessary tools, resources and supports to provide tenant-focused services and resolve issues effectively and expeditiously.

Learning Program

- In collaboration with organizational stakeholders, continued developing the 'Rights and Obligations of a Landlord' learning program for front-line staff. This program will provide staff with foundational knowledge pertaining to expectations that we must fulfill as a landlord.
 - Expected to launch program for all front-line staff in Q2 2023 and will be part of staff onboarding.
- Delivered certified Non-violent Crisis Intervention program to build staff capacity in deescalating pressure situations and resolving issues.
- Focused on modernizing the TCHC AODA program to strengthen staff knowledge of principles and their application to day-to-day services.
- Continued to prepare to launch Basic Computer training for building services staff that will support the adoption of technology and software applications.



Driving Organizational Priorities

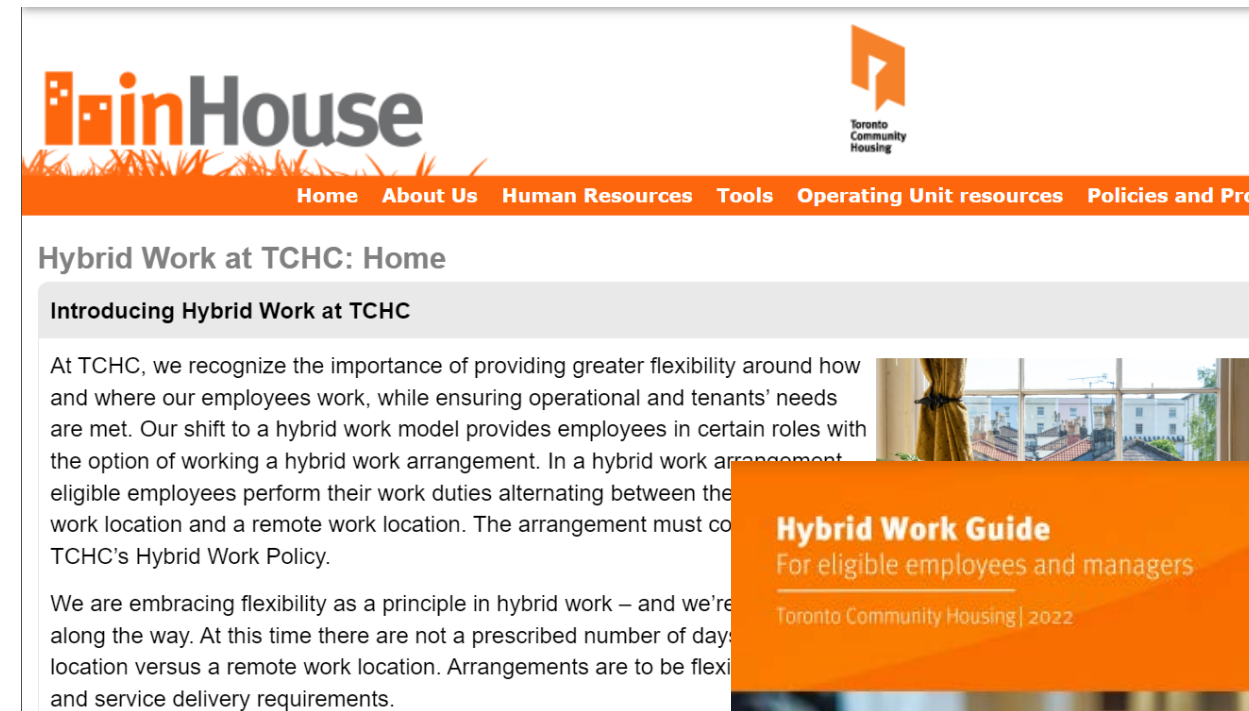
+ Key Achievements: Q4 2022 & Q1 2023

Outcome Driven

An agile service-oriented organization that provides a flexible work environment for staff.

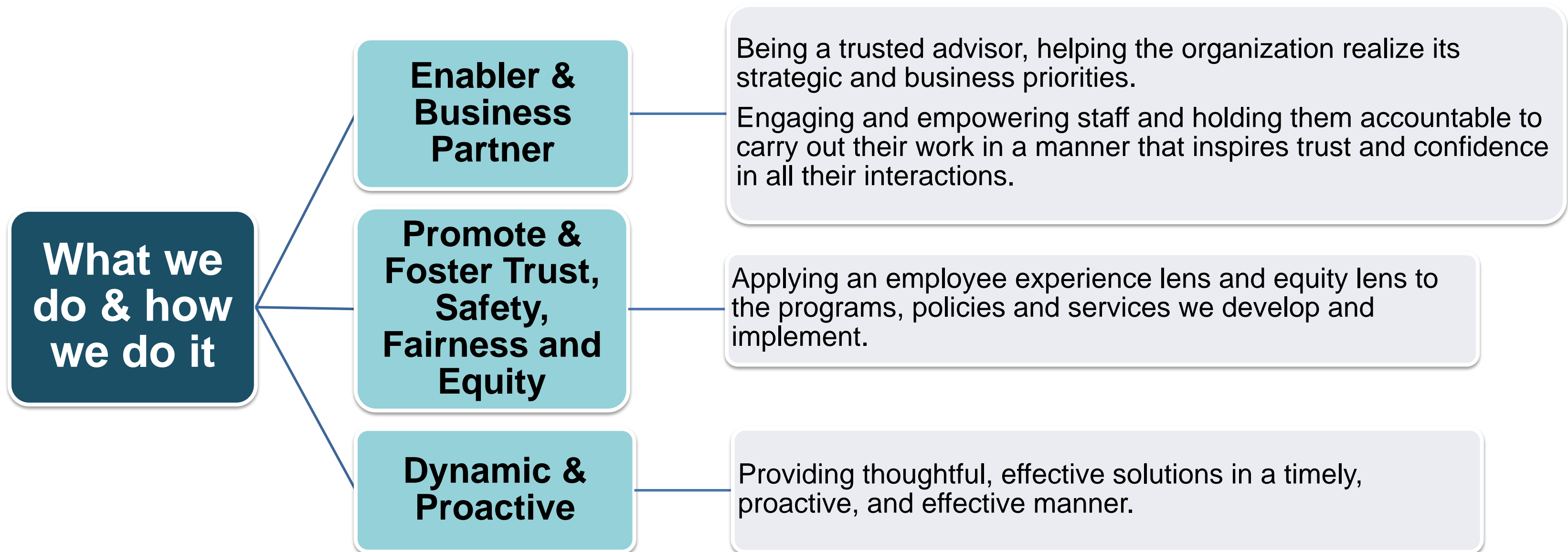
Maintaining Hybrid Work at TCHC

- Continued to monitor the implementation of the Hybrid Work Policy for eligible jobs, to support a modern and progressive workplace.
- Ensured office space utilization and efficiencies that align with and support the City's ModernTo strategy.
- Made considerations for 931 Yonge Street staff move to MetroHall, as part of the City's ModernTO strategy.



Building & Sustaining a Culture of Trust and Confidence

Human Resources Vision



2022/2023 Human Resources

+ Notable Achievements in Q4 2022 & Q1 2023

The Human Resources division supports all aspects of TCHC's business



**Shared Services for
Seniors Housing
Corporation**



**ModernTO
transition**



**Talent Management
&
Employee/Labour
Relations**



**Employee Training
&
Development**



**Employee Health,
Safety and Wellness**

2022/2023 Human Resources

+ Notable Achievements in Q4 2022 & Q1 2023

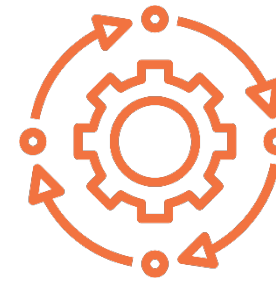
Shared Services for Seniors Housing Corporation (TSHC)



People

Collaborated with key stakeholders at TSHC: Provided direct consultation and services to employees, supervisors, and leaders of TSHC.

Regularly engaged with TSHC leadership team to ensure prompt reconciliation of transition issues and alignment to policy direction, where applicable.



Process

Executed shared services agreement: Continued to provide HR services to TSHC, as per the Service Delivery Agreement.

Services include: payroll, benefits and pension administration, compensation advisory, labour relations advisory, recruitment advisory, training and learning management, disability and WSIB claims management, health and safety consulting and training, and COVID-19 absence management.



Systems

Applicant tracking system: Continued to administer the expanded use of TCHC's applicant tracking system to support TSHC's recruitment processes.

Learning Management System (LMS): Continued administration of reconfigured and expanded TCHC LMS to support TSHC's staff training needs, data management, and education reimbursement.

Incident reporting (QuatroSafety), JHSC safety inspections: Maintained essential services and access to legacy systems.

Payroll system: Maintained updates to payroll system for TSHC needs.

2022/2023 Human Resources

+ Notable Achievements in Q4 2022 & Q1 2023

ModernTO transition

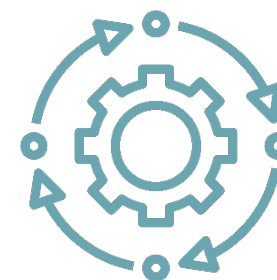
The HR Division embarked on supporting the ModernTO direction to move TCHC staff from 931 Yonge Street to MetroHall for Q1 – Q2 2024. The TCHC ModernTO Committee Kick-Off meeting occurred in April 2023.



People

Health and Safety: collaborated with ModernTO team to ensure workstation ergonomics and maintaining standards for staff moves and relocations.

Labour Partners: engaged with labour partners in key stages of the ModernTO transition.



Process & Policy

Functional Requirements Survey: Completed the ModernTO functional survey.

File Management: Engaged with Iron Mountain and initiated a plan to digitize files located at 931 Yonge Street.



Change Management

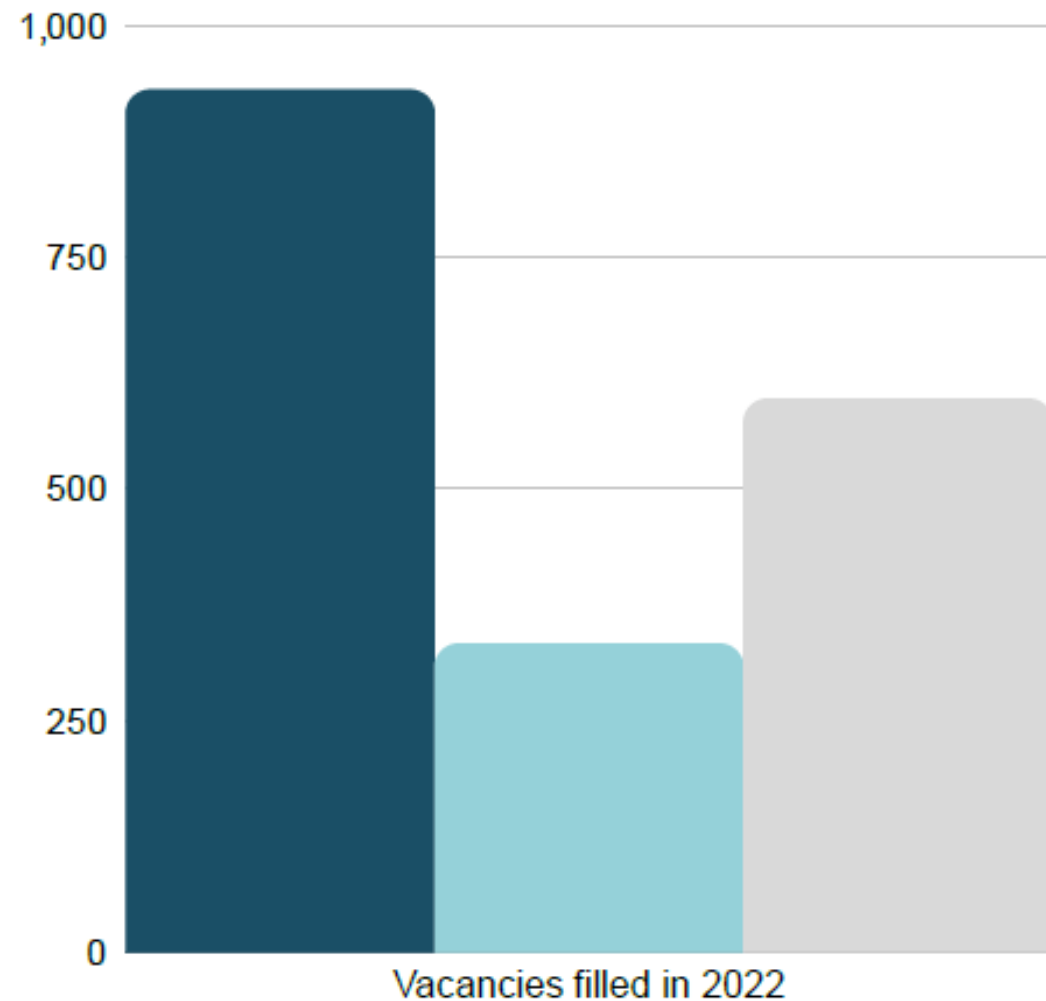
Managing Change: Began to prepare, support and help staff and TCHC make the move to Metro Hall and acclimate to a new modernized “activity-based” way of working at this new location.

2022/2023 Human Resources

+ Notable Achievements in 2022 & Q1 2023

Talent Acquisition

2022 RECRUITMENT SUMMARY



Vacancies filled in 2022

930 total vacancies filled in 2022

333 internal hires

597 external hires

106 Youth Community Workers hired for the YouthWorx Program.

89 Program Leaders hired for the Rookie League Program.



Maintained an average time to fill of 10 weeks

Q1 2023 RECRUITMENT SUMMARY

107 total vacancies filled in Q1 2023

44 internal hires

63 external hires




Maintained an average time to fill of 10 weeks




2022/2023 Human Resources

+ Notable Achievements in Q4 2022 & Q1 2023


Total Rewards



SALARY ADJUSTMENT PROGRAM
Developed and implemented a salary adjustment program for non-union & management staff, which included, in 2023, an Across the Board increase and performance pay.



SALARY RANGE ADJUSTMENT
Developed and implemented adjustments to the 2022 salary ranges to enhance market competitiveness and move towards closer alignment with comparable City of Toronto salary ranges.



BENEFITS PROGRAM ENHANCEMENTS
Implemented enhancements to the non-union & management benefits program (vision and dental care) to align with entitlements provided to CUPE Local 79 and Local 416 members.

2022/2023 Human Resources

+ Notable Achievements in Q4 2022 & Q1 2023

Employee & Labour Relations

- Successfully negotiated **new 4 year Collective Agreement with OPSEU Local 529** and completed related retro-payments.
- Facilitated schedule changes for over **400 employees** to support an updated service model in the Operations Division
- Developed and implemented a **Policy to support the Right to Disconnect from Work**



2022/2023 Human Resources

+ Notable Achievements in Q4 2022 & Q1 2023

Employee Training & Development

Q4
2022

Delivered **75** key training programs to **1,214** staff participants.

Supported **43** staff in their professional development initiatives.

Processed **\$46,853.52** for staff education reimbursement.

Q1
2023

Delivered **41** key training programs to **1,713** staff participants.

Supported **52** staff in their professional development initiatives.

Processed **\$6,576.55** for staff education reimbursement.



2022/2023 Human Resources

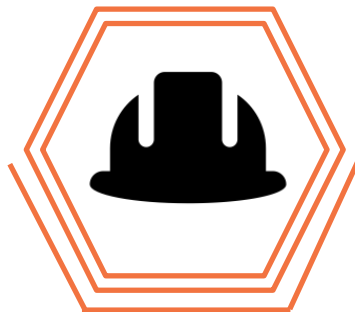
Health, Safety and Wellness



Normalized Business Operations, COVID-19

154

Monitored 154 **staff COVID-19 cases** and provided individual direction on hazard control and absence management to prevent hazards to workers and tenants. Managed related workplace occupational illness investigations and WSIB claims.



Health and Safety Program Delivery

34

Facilitated **34 live compliance training sessions** and launched new eLearning modules in strategic areas of Preventing Workplace Violence and Harassment and Understanding PTSD.



Disability Management and Wellness Programs

Provided disability claims management and return to work services. Achieved a favorable WSIAT award (+\$202k). Finalized **new contract for EFAP program services** including anti-Black racism counselling services. Delivered wellness programming to staff on topics such as fitness, nutrition and mental health.



Employee Attendance Management

Resumed attendance management suspended during pandemic response. Enhanced *Attendance Support Program* launching in Q2 with new tools and training for supervisors to monitor and support employee well-being and regular attendance at work.



Key Areas of Focus

+ Priorities for 2023

Strategic Initiatives

Internal Initiatives

Equity, Diversity & Inclusion Strategy action plans

Advancing CABR action plans

Leadership Development Strategy

Employee Engagement action plans

ModernTO: transition to Metro Hall

Employee & Family Assistance Program re-launch

Attendance Management

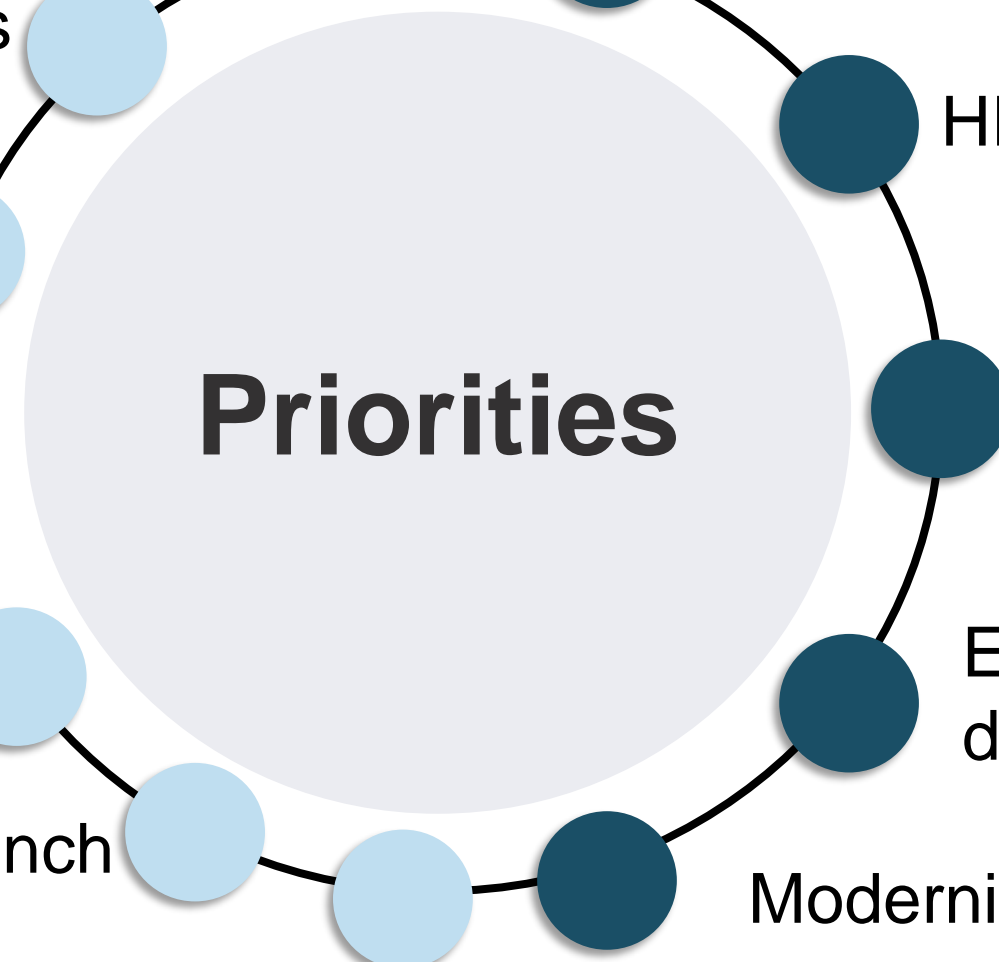
Talent Strategy: initiatives to attract, engage, develop and retain diverse talent

HR Technology Strategy and data analytics

KPIs: effective measures to evaluate outcomes and identify opportunities for continuous improvement

Employee participation in learning and development programs

Modernized and effective systems and policies



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Thank you!

Any questions?

Human Resources
2022/2023 Divisional Update

