

Attachment 1: HR Update 2021

Functional Area 2021 Priorities and Q1 Key Activities & Accomplishments	
<p>Labour Relations</p>	<p>2021 Priorities:</p> <ul style="list-style-type: none"> • Collective bargaining with CUPE Local 79 to negotiate new collective agreement (agreement expired December 31, 2019) • Business continuity planning in the event of a labour disruption with Local 79 • Emergency Operations Committee – to support the planning and address COVID-19 related activities and issues • Supporting the Seniors Housing Restructuring and the implementation of the new integrative Service Model • Support Operations Restructuring –implementing new extended hours schedule for building staff • Manage investigations of Harassment and Policy violations, ensuring adherence to recommendations arising from Rubin Thomlinson report • Facilitate and manage the grievance management process <p>Q1 Achievements:</p> <ul style="list-style-type: none"> • Implemented CUPE L416 schedule changes to support Operations restructuring; facilitated the transition of 75+ CUPE L79 and L416 employees into different regions • Transitioned approx. 50 employees from LiUNA183 to CUPE L416 as part of contracting in Del managed buildings • Comprehensive business continuity plan finalized in order to ensure delivery of essential services in the event of labour disruption

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	<ul style="list-style-type: none"> • Supported the implementation of the ISM in the Seniors Housing Unit • Facilitated the portfolio selection process for Community Services Coordinators to align to new Regional organization structure
<p>Talent Management and Equity, Diversity & Inclusion</p> <p>Talent Management and Equity, Diversity & Inclusion</p>	<p>2021 Priorities:</p> <ul style="list-style-type: none"> • Implement leading equity, diversity and inclusion practices into all talent-related processes and policies • Implement recommendations arising from 2020 Internal Audit of recruitment files, to ensure all recruitment activity is carried out meeting high standards • Modernization of practices and implementation of enabling technologies to realize efficiencies and service enhancements (in accomplishments speak to Interview Scheduling, Onboarding Module to integrate HR connect with WFC, and Dashboard Module) • Proactive recruitment strategies to ensure vacancies can be filled expeditiously <p>Q1 Achievements:</p> <ul style="list-style-type: none"> • Equity, Diversity & Inclusion strategy and framework, with critical path developed, and implementation beginning • Creation of 'residual' pool of Cleaner candidates, to draw on for future vacancies • Successful launch of "Olivia" software to automate and streamline the scheduling of assessments/interviews and enhance the candidate experience • Successful transition of contract management LiUNA staff to CUPE L416, effective Feb. 1

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Health & Safety	<p>2021 Priorities:</p> <ul style="list-style-type: none"> • COVID response: EOC Support: supporting all policy development and communications, tracking employee screening, contact tracing, investigations with TPH and MLTSD COVID-19 Business Recovery: support service re-starts and site assessments; sustainable programs for employee screening follow-up and infection prevention and control at all workplaces. Support of business process modification and implementation of public health directives COVID-19 Case Management: Screening follow-up, disability/illness claims, WSIB cases, attendance <p>Other Priorities:</p> <ul style="list-style-type: none"> • Supporting operational change: restructuring, new Seniors service delivery model, including office/Hub violence risk assessments, JHSC Terms of Reference, change management and new employee training • RFP for EFAP service provider, current agreement extended to December 2021 due to COVID-19 • Attendance Support Program Implementation – provide enhanced tools and training to support resuming employee attendance management and reduce absenteeism post-COVID • Quatro Safety Replacement – replacement of unsupported legacy software system for incident reporting and case management • Maintenance of critical compliance programs – JHSC support, Working at Heights, Violence and Harassment, Hazardous Materials, Contractor Safety and others

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	<p>Q1 Achievements:</p> <ul style="list-style-type: none"> • Incident control, contact tracing and investigation support to management and prevention of COVID-19 outbreaks • Facilitation of virtual/online wellness initiatives to support employee mental health • Disability Management Provider transition – transitioned all 3rd party case management to new provider Workplace Medical Corporation
<p>Payroll & Benefits</p>	<p>2021 Priorities:</p> <ul style="list-style-type: none"> • Advance use of technology to allow for efficiencies, streamlining, access to information to enable informed decision making • Work towards finalizing 3 key corporate initiatives: <ul style="list-style-type: none"> Mobile App – to streamline and provide self-service automation for employees and managers to request and approve time off WFC Dashboard – development of an analytics tool to provide dashboard views with greater insights and enhanced visibility into all human capital information (expected completion March) WFC Onboarding – to streamline and provide self-service automation for new hires to complete onboarding forms by utilizing the Workforce Connect (WFC) Onboarding functionality (expected completion May) • Support collective bargaining through provision of costing and analysis • Implement recommendations arising from 2021 Payroll audit <p>Achievements To-date:</p> <ul style="list-style-type: none"> • T4 preparation and issuance • Advancement and on-track for WFC dashboard, WFC onboarding and Mobile App launch

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Learning & Development	<p>2021 Priorities:</p> <ul style="list-style-type: none"> • Employee Engagement Survey – implement and facilitation of action planning once survey analysis complete • HoMES integrated enterprise core system transformation training implementation • Performance Management Program re-vamp • Leadership Development Program (LDP) • Succession Planning program • Lead the development and implementation of a wide-array of core learning and training initiatives to support the operations and delivery of services to tenants; to support the ongoing implementation of the culture model • Ongoing training support for Seniors Housing Unit to implement the Integrated Service Model <ul style="list-style-type: none"> ○ Mental Health Awareness elearning module for frontline staff immediate priority • Equity, Diversity & Inclusion related training • CABR training • Mental Health Awareness for Seniors Housing Staff –elearning module to be developed • VoIP Transition Training Program • General Orientation – all new hires, New Managers Orientation • Privacy Policy Module –Module to support staff understanding around the collection, uses and disclosure of personal information, to ensure compliance with relevant legislation and ability to identify privacy breach. • TCHC Internship Program - deliver intern professional development training modules

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	<p>Q1 Achievements:</p> <ul style="list-style-type: none"> • implemented Engagement Survey and achieved a 78% response rate • implemented Better Together Training (Module 1 & 2) for over 700 Operations Hub staff. This program is a key tool in fully implementing the new operating model, using Culture model as anchor, to develop/strengthen new behaviours in front-line staff teams. • Developed and delivered onboarding programs for new roles within Seniors Housing Unit • Delivered HoMES Track 1N training program to 206 staff • Track 2A/2B – revised training strategy, drafted training needs assessment, developed draft curriculum for TSCs and Client Care, and Training development tracker created • coordinated delivery of CABR training for all remaining people leaders not previously trained • delivered 2-module training on Arrears Collection Process to 109 staff • PMP revamp process underway • Vaccine education program roll-out