Toronto Community Housing

Bi-annual Human Resources Division Update
Item 7
May 25 2021
Governance, Communications and Human Resources Committee

Report:	GCHRC:2021-18

To: Governance, Communications and Human Resources Committee ("GCHRC")

From: Vice President, Human Resources (Interim)

Date: May 17, 2021

PURPOSE
The purpose of this report is to provide the GCHRC with an update on human resources matters of significance and to provide follow-up information as requested by the GCHRC at previous meetings.

RECOMMENDATION
It is recommended that the GCHRC receive this report for information.

BACKGROUND
The GCHRC has requested that the next semi-annual Human Resources Update report to include:
- The total number of management/exempt staff, their duration of tenure, and their turnover rate, as well as the breakdown of racial identity by position level
- Information regarding what a policy would look like to ensure extensive searches are conducted to hire a diverse group of senior management

TCHC'S HUMAN RESOURCES 2021 PRIORITIES
The Human Resources Division continues to deliver an array of services, programs and activities to facilitate TCHC's ongoing efforts to achieve its Strategic Priorities. These activities ensure that TCHC's day-to-day business needs throughout the organization in serving its tenants, are being met. Attachment 1 provides an overview of the key 2021 priorities by each functional area within the Human Resources Division, and highlights some of the key activities and achievements to-date.

In addition to the key activities outlined in the Attachment, there are some critical overarching priorities that the Human Resources Division is focusing on in 2021 as it works to build trust and confidence in Human Resources – the function, the division, and the team. Priorities include:

- Implementation of recommendations contained in the Rubin Thomlinson Report;
- Holding people leaders accountable for effective management of their staff;
- Implementing a comprehensive equity, diversity and inclusion strategy and framework – applying an equity lens to every stage of the employee life-cycle; and
- Supporting the implementation of the Confronting Anti-Black Racism ("CABR") Strategy approved by the Board at its February 26, 2021 meeting.

These priorities are being addressed as part of a broad Human Resources Plan with a phased implementation that is currently underway, and that will continue throughout 2021, and beyond. Additional details regarding the implementation of the Human Resources Plan are provided in Report GCHRC:C2021-24, which forms part of the in-camera materials for this meeting.

Equity, Diversity & Inclusion
At its meeting of November 27, 2020, the GCHRC requested management's advice regarding a policy that would be required in order to ensure that Executive recruitment searches are conducted in a manner that would better enable TCHC to hire candidates from diverse cultural and demographic backgrounds to senior management roles.

TCHC's Human Resources team is in the process of developing and implementing a comprehensive Equity, Diversity & Inclusion ("EDI") Strategy and framework in support of this objective.

This priority initiative requires support from both TCHC'S Human Resources Division, as well as the organization as a whole. In order to succeed in achieving this goal, TCHC will be required to integrate an equity, diversity and inclusion lens to every stage of the employee life-cycle:

- attraction and recruitment;
- assessment and selection;
- onboarding, training and development;
- performance management;
- leadership development and succession; and
- retention and engagement.

With the goal of creating and sustaining an inclusive, engaging and safe culture, the EDI Strategy will:

- improve policy to proactively advance diversity and inclusion;
- align human resource processes with diversity and inclusion principles; and
- establish meaningful metrics to advance diversity and inclusion initiatives.

While a key objective/desired outcome of any EDI Strategy is to ensure that there is diverse representation at all levels in the organization, aligning with the representation in the community, such a goal should not be pursued in isolation. That is, the organization must ensure that its programs, policies and processes serve to facilitate an inclusive culture. In the absence of such a corporate culture, TCHC will be challenged in its efforts to retain those diverse employees that it succeeds in recruiting. Engaging in the collection of employee diversity data may be a tool that TCHC can employ to support this effort.

Up until now, TCHC has not collected data on the diversity representation of its workforce and as a result it is not possible to provide information requested on racial identity. Through TCHC's applicant tracking system

("ATS"), information is being collected, on a voluntary basis, from all applicants during the recruitment process. While there would be an ability to report on diversity of applicant pools, this information does not inform the diversity representation of the current workforce.

As part of the roll-out of the EDI Strategy, one of the priority initiatives for 2021 will be the implementation of TCHC's first Workforce Survey. This survey will be the mechanism to determine the current representation of individuals who are members of equity seeking groups throughout the organization. The Workforce Survey will invite employees to voluntarily disclose how they self- identify. The outcome of this initial Workforce Survey will provide an important baseline against which to measure the effectiveness of the various initiatives that TCHC will implement as we strive to build a more equitable, diverse and inclusive workforce in all divisions and at all levels of the organization. The information will also help direct the development of targeted strategies, to increase representation of specific under-represented and equity-seeking group and/or to target efforts to specific areas in the organization, as appropriate.

It will take time to realize meaningful outcomes from implementation of our fulsome EDI Strategy, however the strategy is being implemented with short and long-term action plans to realize change as quickly as possible. In particular, the following changes to the recruitment process are being implemented now, to accelerate our progress towards increasing diversity at the more senior levels of the organization:

- Recruitment Coordinators and hiring managers discuss outreach strategies to increase diversity of any applicant pool;
- Consideration is given to engaging external search firms to ensure broad outreach, particularly when filling senior leadership positions;
- Job postings are viewed through an equity lens to ensure they do not pose systemic barriers to applicants;
- Interview tools are assessed to ensure inclusivity and eliminate systemic barriers;
- Ensure that hiring panels reflect diversity; and
- Behavioural competencies that align with TCHC's culture model and embrace diversity are incorporated into interviews and evaluations.

SIGNATURE:

"Barbara Shulman"

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Barbara Shulman
Vice President, Human Resources (Interim)

ATTACHMENTS:
1. HR Update 2021
2. HR Data

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Attachment 1: HR Update 2021

Functional Area	2021 Priorities and Q1 Key Activities & Accomplishments
Labour Relations	**2021 Priorities:** • 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 **Q1 Achievements:** • 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

Functional Area	2021 Priorities and Q1 Key Activities & Accomplishments
	• 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
Talent Management and Equity, Diversity & Inclusion **Talent Management and Equity, Diversity & Inclusion**	**2021 Priorities:** • 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 **Q1 Achievements:** • 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

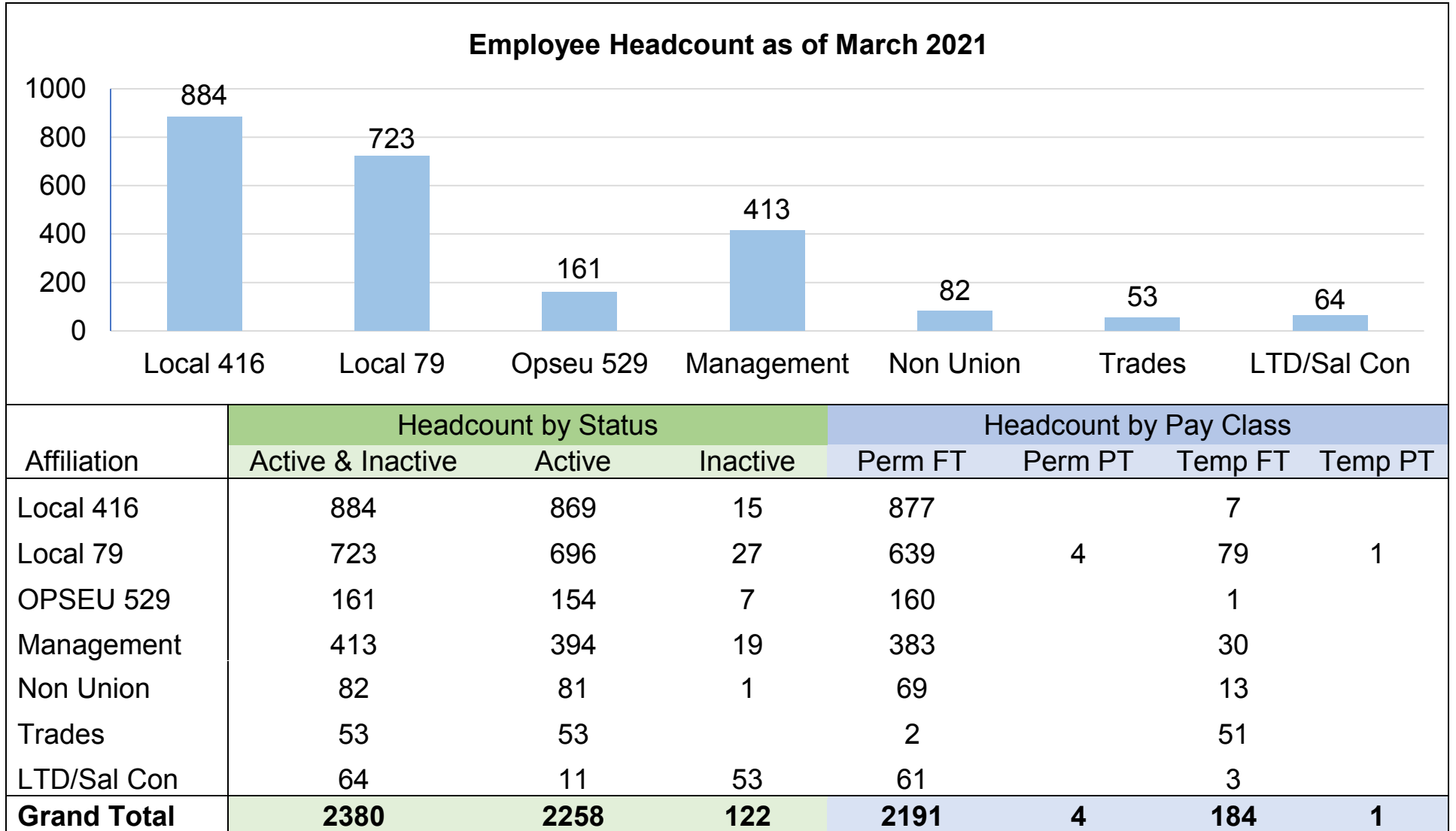| Functional Area	2021 Priorities and Q1 Key Activities & Accomplishments
Health & Safety	**2021 Priorities:** • COVID response: EOC Support: supporting all policy development and communications, tracking employee screening, contact tracing, investigations with TPH and MLTSD COVID-19 Business Recovery: 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 **Other Priorities:** • 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

Functional Area	2021 Priorities and Q1 Key Activities & Accomplishments
	Q1 Achievements: • 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
Payroll & Benefits	**2021 Priorities:** • Advance use of technology to allow for efficiencies, streamlining, access to information to enable informed decision making • Work towards finalizing 3 key corporate initiatives: **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 **Achievements To-date:** • T4 preparation and issuance • Advancement and on-track for WFC dashboard, WFC onboarding and Mobile App launch

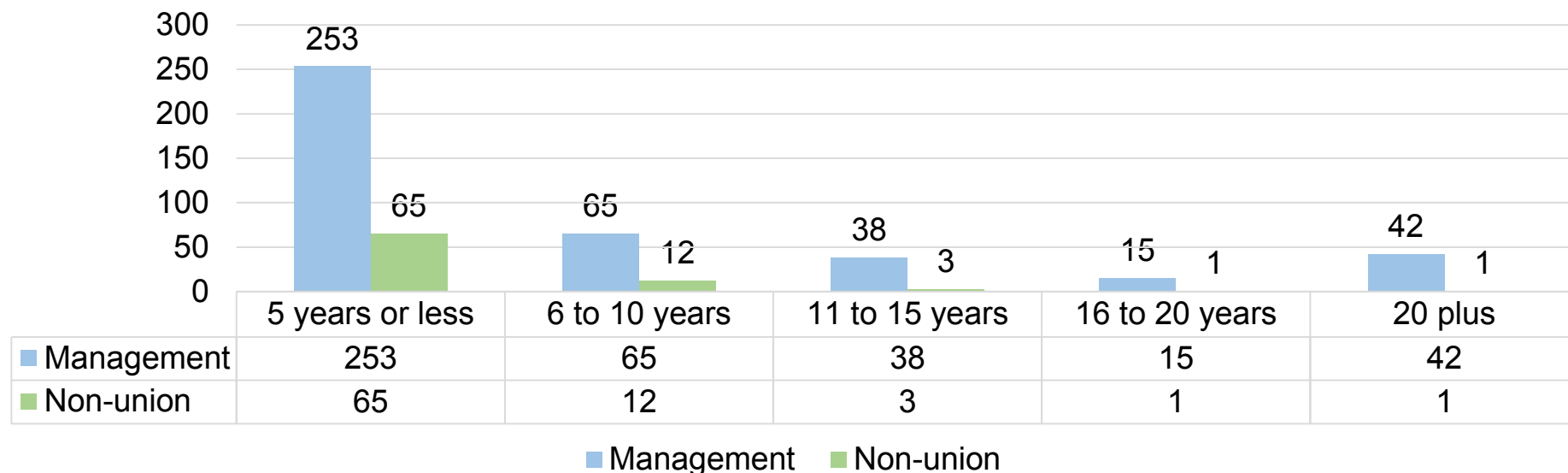| Functional Area	2021 Priorities and Q1 Key Activities & Accomplishments
Learning & Development	**2021 Priorities:** • Employee Engagement Survey – implement and facilitation of action planning once survey analysis complete • HoMES integrated enterprise core system transformation training implementation • 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 o 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

Functional Area	2021 Priorities and Q1 Key Activities & Accomplishments
	Q1 Achievements: • 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

Attachment 2: HR Data

EMPLOYEE HEADCOUNT AND EMPLOYEE TURNOVER:

Employee Headcount as of March 2021

Affiliation	Headcount by Status			Headcount by Pay Class			
	Active & Inactive	Active	Inactive	Perm FT	Perm PT	Temp FT	Temp PT
Local 416	884	869	15	877		7	
Local 79	723	696	27	639	4	79	1
OPSEU 529	161	154	7	160		1	
Management	413	394	19	383		30	
Non Union	82	81	1	69		13	
Trades	53	53		2		51	
LTD/Sal Con	64	11	53	61		3	
Grand Total	**2380**	**2258**	**122**	**2191**	**4**	**184**	**1**

Years of Service for Management & Non-Union Employees as of March 2021

	5 years or less	6 to 10 years	11 to 15 years	16 to 20 years	20 plus
Management	253	65	38	15	42
Non-union	65	12	3	1	1

Legend: ■ Management ■ Non-union

Employees Turnover by Affiliation for 2018, 2019, 2020

	416	79	Management	Non union	OPSEU
2018	6.2%	4.0%	12.3%	15.9%	22.2%
2019	7.1%	3.2%	11.1%	16.7%	20.7%
2020	4.5%	3.4%	8.3%	7.1%	16.6%

Legend: ■ 2018 ■ 2019 ■ 2020
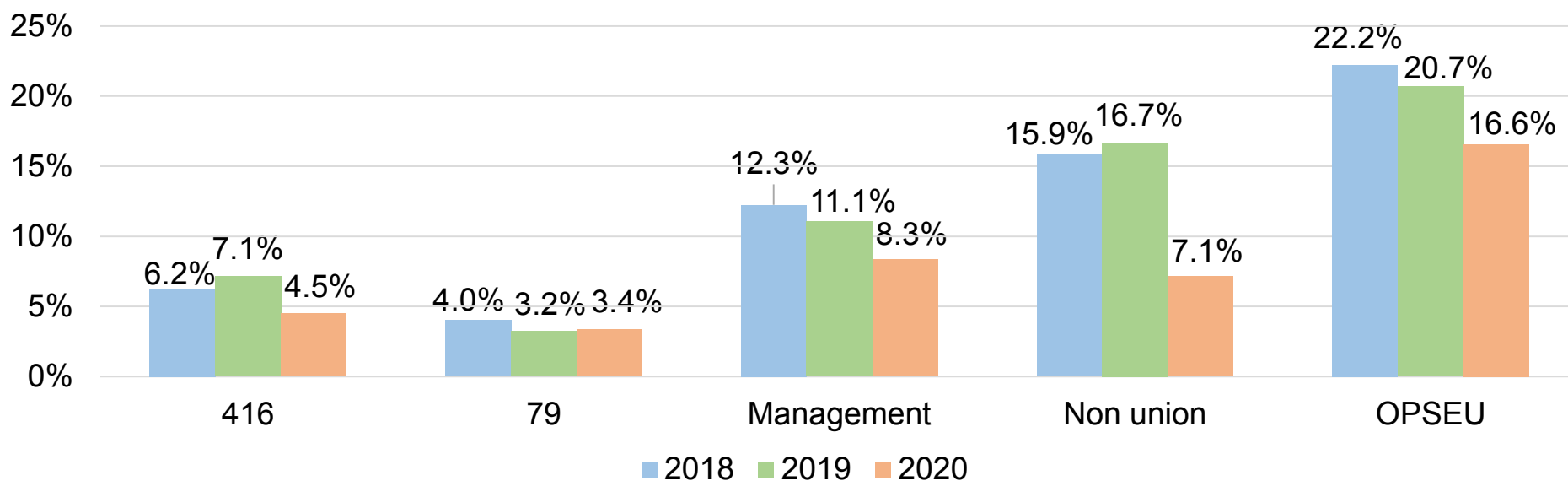
GRIEVANCES – 2021 YEAR TO DATE:

Grievances Filed

Legend: ■ Local 416 ■ Local 79 ■ Local 529 ■ Local 353 ■ Local 27 ■ Local 46
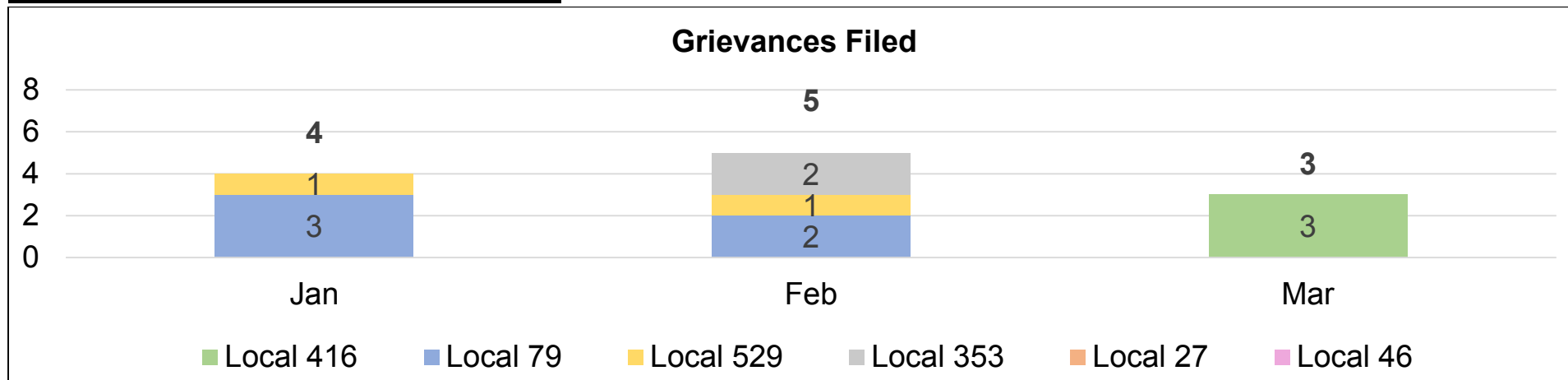
OCCUPATIONAL INCIDENTS:

Lost Time Injury (LTI) frequency:
Lost time claims approved or pending WSIB adjudication per 100 employee-years

Severity rate:
Lost time days experienced per 100 employee-years
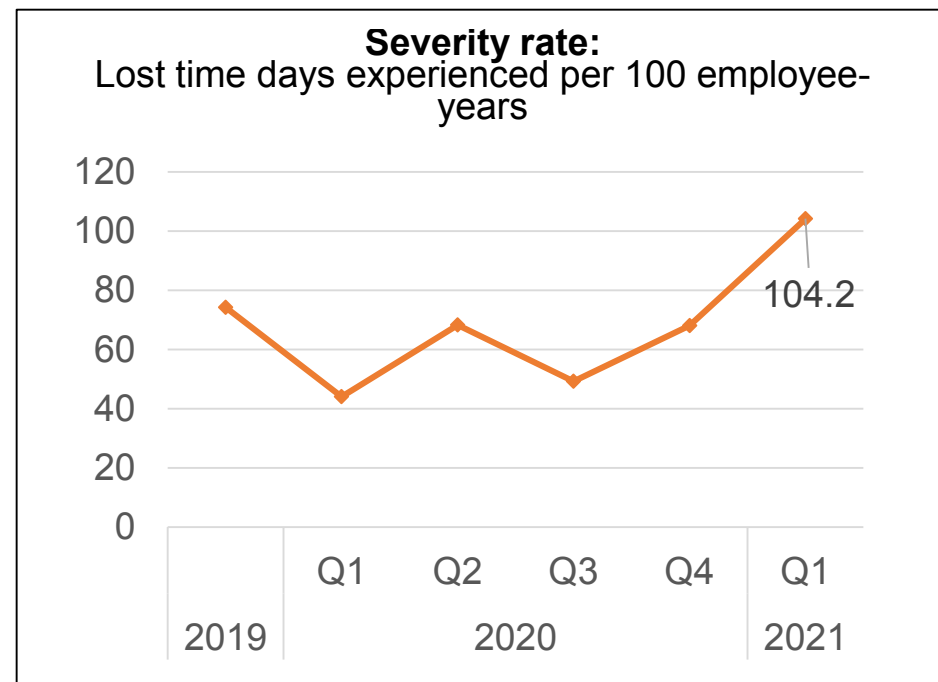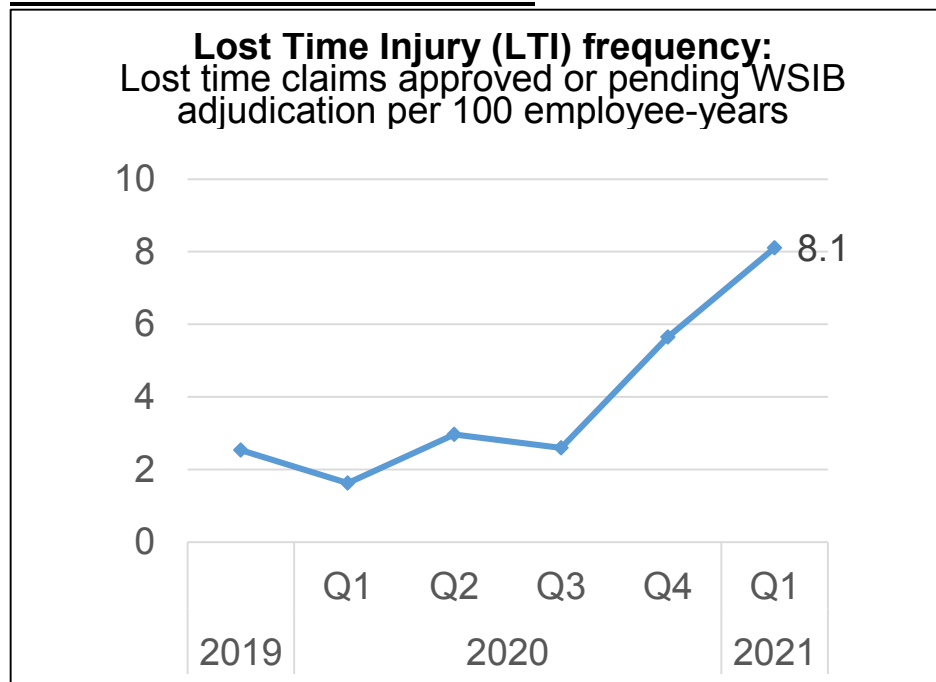
Note: The trend in lost time incident frequency and severity has been driven in 2020-2021 by COVID-19 occupational illness claims, for which TCHC has WSIB cost relief.

HIRING ACTIVITY:
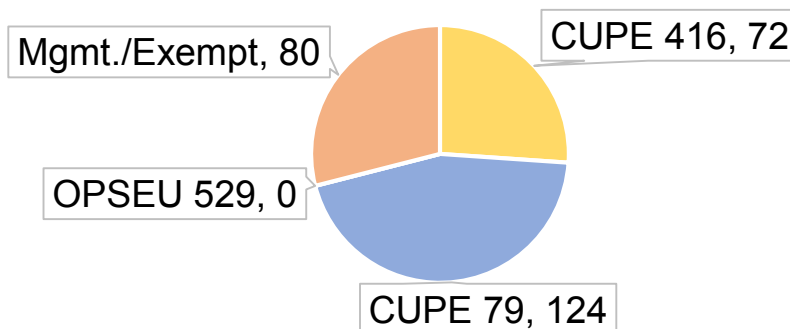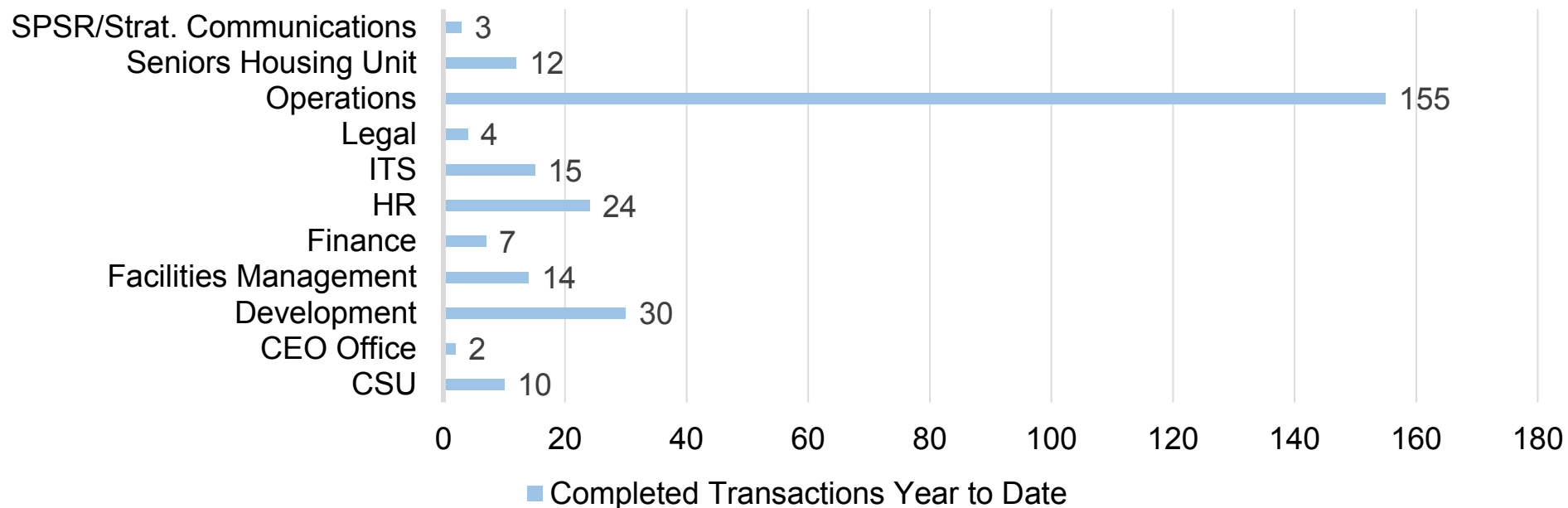
Completed Recruitment Activity by Affiliation as of March 31, 2021

Mgmt./Exempt, 80

CUPE 416, 72

OPSEU 529, 0

CUPE 79, 124

Recruitment Activity for Q1, 2021

Department	Completed Transactions Year to Date
SPSR/Strat. Communications	3
Seniors Housing Unit	12
Operations	155
Legal	4
ITS	15
HR	24
Finance	7
Facilities Management	14
Development	30
CEO Office	2
CSU	10

■ Completed Transactions Year to Date

Note: Completed transactions includes, but is not limited to Acting Assignments, Acting Assignment Extensions, Contract Extensions, Conversions, Lateral Transfers and Vacancy for Competition

LEARNING AND DEVELOPMENT:

Training Delivered

	Jan	Feb	Mar
Elearning			
Virtual Insturctor Led		12	12
Training Sessions	3	80	85

Jan: 3, 3, 1, 2

Program Type
- 33.33% Enabling Skills
- 66.67% Technical Skills

Program Category
- 25% Business Unit Specific
- 15% General Foundations
- 45% Org Priority
- 15% Legislative

Training Hours Invested

Onboarding Training

Culture Model Impact

Program Delivery Per Division