



Human Resources Division Update

Item 5

November 30, 2021

Governance, Communications and Human Resources Committee

Report: GCHRC:2021-43

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

From: Vice President, Human Resources

Date: October 25, 2021

PURPOSE

The purpose of this report is to provide the GCHRC with a Human Resources Division update.

RECOMMENDATION

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

REASONS FOR RECOMMENDATIONS

The HR division is focusing its efforts on:

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

I. Key Achievements Supporting Organization Priorities

The HR division has made noted contributions towards achieving goals and objectives in support of TCHC’s 2020-2021 Strategic Priorities, in particular,

Goal 2: *Build high performing teams that bring to life a culture of tenant service* and Goal 5: *Transform the way we work through the implementation of effective and efficient tenant service processes, systems and tools*

Among some of the key outcomes achieved to date in support of these goals include:

Leadership development: Tenant-focused leadership development training for all TCHC people leaders, to enhance ability to lead, engage and inspire teams to deliver on service commitments to tenants.

- 232 people leaders participated in the first cohort in 2019/2020
- 49 leaders (new hires and/or those recently promoted) are part of the 2nd cohort, which has just launched in October, 2021

Better Together Program: delivery of training program to support the implementation of the new operating model, using the culture model as anchor.

- Over 800 staff trained to date

Feedback highlights indicate program has significantly increased staff knowledge and confidence in applying new skills to their new day to day roles, working in service Hubs, supporting decision-making, problem solving and teamwork, all with a focus on enhancing tenant service delivery and satisfaction.

Equity Diversity & Inclusion: Development of a broad Equity, Diversity & Inclusion framework to demonstrate TCHC's commitment to embracing diversity and building an inclusive culture where all employees feel respected, engaged and included, and where there is diverse representation at all levels in the organization.

- Steering Committee comprised of key stakeholders and union partners formed
- Advisory group with broad membership from staff in equity-deserving groups from across the company. has been launched
- Workforce Survey is being implemented
- Diversity & Inclusion training module developed

Analysis of information gathered from the workforce survey will provide critical information against which specific strategies will be developed, and future progress measured. Equity principles and an equity lens will be applied in all aspects of the employee life cycle, and in the delivery of all programs and services.

Employee Engagement Survey: Using information gathered from employee engagement survey, and subsequent employee focus groups, divisional and corporate action plans are being finalized that respond to feedback obtained and provide opportunities for improving employee's experiences in a number of key work dimensions.

Translating information gathered through the survey to tangible action plans is the critical step in demonstrating the value of the employee engagement survey- listening to the feedback and taking specific actions in order to advance employee engagement experience.

Performance Management: Program re-vamp with recommended options for changes that will: apply an anti-Black racism lens, support the upcoming succession management program, strengthen alignment with culture model and strategic priorities, and leverage technology in a more effective way.

Future of Work policy – the HR division, together with other corporate stakeholders, is updating existing Flexible Workplace Arrangements Policy, and will finalize a Future of Work policy to implement modern and progressive workplace approaches, in alignment with the City's ModernTO initiative, and which will leverage what we have learned through the past 20 months since working through COVID-19.

II. Building and Sustaining a Culture of Trust and Confidence

A modern, progressive and high-functioning HR operation should:

- be an 'enabler' and true business partner, to help the organization realize its strategic and business priorities
- promote and foster trust, safety, fairness, and equity
- be dynamic and proactively provide thoughtful, effective solutions in a timely and effective manner

The HR division is on a journey towards re-building **what** we do and **how** we do it, in order to earn the trust of our employees and other stakeholders, and to achieve the desired culture and reputation and to create the employee experiences that we want TCHC to be known for.

We are assessing what's working well and what's not. We are identifying a clear vision and mandate, to allow for common understanding of expectations across the entire team. We are engaging and empowering our staff to carry out their work in a manner that inspires trust and confidence in all the interactions that they have with our employees and stakeholders.

Some key achievements to date include:

- Implementation of critical recommendations, identified in the Rubin Thomlinson report and adopted by the Board, supporting procedural fairness. Embedding oversight and accountability into the investigations process
- Development of an HR action plan in support of advancing key priorities identified in the CABR strategy
- COVID-19 – Fostering a healthy and safe workplace via emergency support to business units on infection prevention and control measures to protect staff and tenants. Business recovery support for safe resumption of tenant services and engagement, and implementation of mandatory workplace vaccination policy to support the health and safety of our staff and our tenants
- Established procedures and tools for violence risk assessment and emergencies to provide safe new workspaces and direction to staff and supervisors
- Streamlined recruitment process, including proactive measures to allow vacancies to be filled faster, and leveraging technology to realize process efficiencies; creating great candidate experiences.

Implications and Risks

Realizing the vision of being an organization enabler, and a true strategic business partner, creating positive employee experiences and fostering service excellence, will require a sustained effort, strong leadership, relentless commitment to continuous improvement and ensuring that the work of the team is guided by core values and principles. There is a strong desire, aspiration and passion to ensure the vision becomes reality.

SIGNATURE:

“Barbara Shulman”

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