



## Bi-annual Human Resources Division Update

Item 2G

June 15, 2021

Board of Directors

**Report:** TCHC:2021-32

**To:** Board of Directors (the “Board”)

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

**Date:** May 17, 2021

### PURPOSE

The purpose of this report is to provide the Board 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 Board receive this report for information.

### GCHRC:

This report was received by the GCHRC on May 25, 2021.

### BACKGROUND

The GCHRC requested that the next semi-annual Human Resources Update report 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; and
- 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

**STAFF CONTACT:**

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