Toronto Community Housing

People and Culture Division Update
Item 6
November 16, 2023
Governance, Communications and Human Resources Committee

Report:	GCHRC:2023-36

To:	Governance, Communications and Human Resources Committee ("GCHRC")
From:	Chief People and Culture Officer
Date:	November 7, 2023

PURPOSE:
The purpose of this report is to provide the GCHRC with a People and Culture ("P&C") division update.

Attachment 1 to this report provides more specific details of the P&C division's achievements in 2023.

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

REASONS FOR RECOMMENDATIONS:
The P&C 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 P&C – the division, the programs, the policies and procedures.

We are doing so as we are guided by TCHC's key strategic priorities and our divisional People & Culture Strategic Plan. This plan identifies five specific goals:
  • Fostering a climate of inclusion, belonging, trust and confidence;

- Deploying effective and strategic talent acquisition, onboarding and retention strategies;
- Positioning TCHC as an employer of choice by enhancing the employee and candidate experience;
- Driving People & Culture excellence and innovation; and
- Investing in our employees' development and wellness.

In carrying out our work, we aim to empower and support frontline leadership and employees in resolving issues and challenges locally and in support of tenant needs.

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.

Attachment 1 provides an overview of the key achievements to date this year, by functional area, while identifying the strategic goals they support. Highlights of these achievements include:

1. **Diverse and inclusive organization**

   ➢ Education focus with regular communications on significant dates, understanding current events and promoting of micro-learning opportunities through multiple internal channels (e.g. P&C Pulse monthly newsletter and inHouse EDI page), embedding education, training and awareness as a regular course of practice.
   ➢ Continued progression through the Global Diversity, Equity and Inclusion Benchmarks, demonstrating how we are embedding accountability for Equity, Diversity and Inclusion ("EDI") and Confronting Anti-Black Racism ("CABR") strategies into the work we do in People & Culture.
   ➢ Reviewed HR policies through an EDI lens and updated as appropriate.

➢ Created an *Accessibility for Ontarians with Disabilities Act* ("AODA") fundamentals e-learning program, reflecting updated legislative requirements, as part of our continued commitment to accommodating and ensuring accessibility for our tenants and staff. Module launched mid-August and completion rate is 41% so far.

➢ Human Rights and Socio-Demographic Employee Data Collection Policy and Procedure developed to facilitate TCHC's ability to analyze and evaluate the effectiveness of our equity strategies and activities to inform future actions.

➢ Continued implementation of HR-focused commitments outlined in the CABR action plan.

2. Leadership Development

➢ Developed a multi-year leadership development program aimed at developing strong leaders at all levels of the organization to build and lead high performing teams.

➢ In-house modules developed and 11 sessions facilitated for 66 Community Safety Unit ("CSU") participants to pilot content.

➢ Leadership Newsletter launched as a communication and development tool for leaders, with a 93% open rate at time of launch.

➢ Leading the Way digital library launched as a just-in-time development tool.

3. Culture model: advancing and embedding

➢ Ongoing delivery of 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.

➢ Implementation of culture model campaigns, developed in collaboration with Strategic Communications, to highlight culture competencies and to profile and share success stories demonstrating how these competencies are reflected in the work being done across the organization.

4. **Agile service-oriented organization supporting all aspects of TCHC's business**

  ➢ Designed, developed and implemented, in consultation and working closely with Operations leadership, a number of key training programs to support timely, effective and efficient service delivery to tenants. Such programs include semi-skilled training, Annual Units Inspection ("AUI"), Managing Stipulations, and Documentation Standards Training.
  ➢ Custom reporting for Operations to support informed analysis, evaluation and planning.
  ➢ Implemented SharePoint technology to facilitate employee file management.
  ➢ Implemented system changes to support the updated Attendance Support Program.

5. **Building and sustaining a high-performing workforce**

  ➢ Developed and began implementing a Talent Acquisition strategy, a three-year roadmap to drive talent acquisition excellence and innovation – recognizing our goal to source, attract and hire high-performing, diverse talent who reflect TCHC's culture and values. Areas of focus include:
      o creating a positive and engaging candidate and new hire experience;
      o being a strategic recruitment partner and trusted advisor for the business; and
      o continuous process improvement through enhanced use of technology.
  ➢ Filled a total of 574 vacancies year to date, maintaining an average time to fill of approximately 10 weeks.

6. **Building and sustaining a culture of trust and confidence**

Underlying everything we do in the People & Culture 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, as well as 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"

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Barbara Shulman
Chief People and Culture Officer

ATTACHMENT:
   1. People and Culture Division Update

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People and Culture
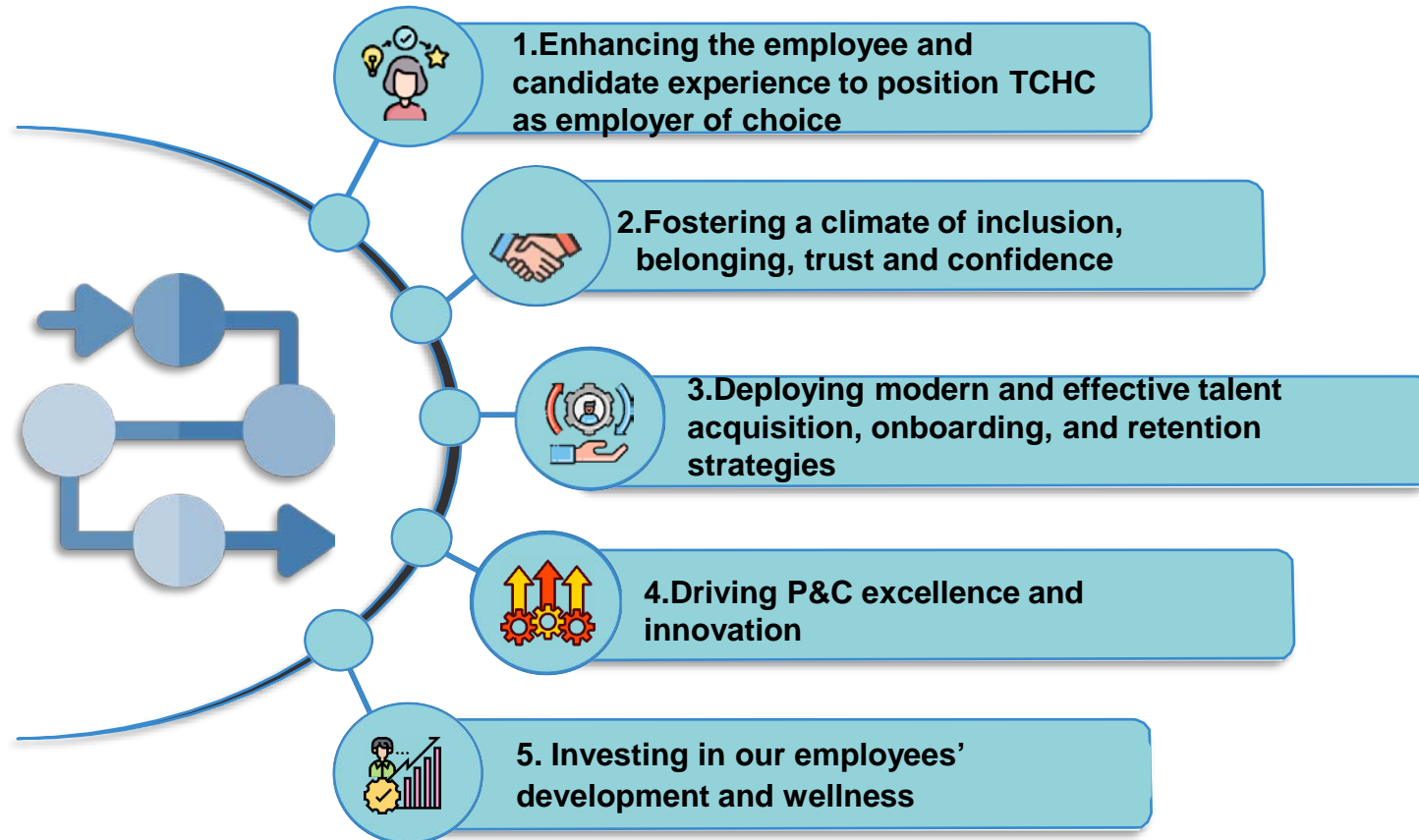## Divisional Update

November 2023

Toronto Community Housing

People and Culture Strategic Plan Priorities

Toronto Community Housing

Our 5 key goals are:

1. Enhancing the employee and candidate experience to position TCHC as employer of choice

2. Fostering a climate of inclusion, belonging, trust and confidence

3. Deploying modern and effective talent acquisition, onboarding, and retention strategies

4. Driving P&C excellence and innovation

5. Investing in our employees' development and wellness

People and Culture Strategic Plan

Toronto Community Housing

We identified key outcomes tied to the 5 goals:

Enhancing the employee and candidate experience

1

- **Maximize resources in benefits and wellness programs** through focused communication and the use of technology
- Position TCHC as an **employer of choice** through collaborative culture building and initiatives that promote diversity and inclusion, as well as opportunities for growth
- Utilize candidate feedback to enhance processes to improve the candidate experience.
- Promote an **exceptional employee experience** through onboarding, engagement, and recognition efforts; attention to wellness; diversity and inclusion initiatives and employee resource/affinity groups

Fostering a climate of inclusion, belonging, trust and confidence

2

- **Build effective partnerships** with business units and labour partners through assessment of strategic and operational objectives
- **Develop and communicate clear service standards** that embodies transparency and integrity
- Review and develop **policies, programs and initiatives** that are timely and promote inclusion, belonging and TCHC culture standards
- Gather **meaningful feedback from stakeholders on People and Culture services** to effectively evolve as needed to optimize experience
- Continue to model **TCHC culture standards** in all our engagements and interactions

People and Culture Strategic Plan

We identified key outcomes tied to the 5 goals:

Deploying talent acquisition, onboarding and retention strategies

3

- **Expand TCHC branding** through enhanced social media presence and Employee Value Proposition development
- **Source, attract and hire** high performing, diverse candidates who reflect TCHC culture and values.
- Employ a people-centered mindset when recruiting.
- Remodel employee **onboarding, and recognition** experience to promote an inclusive culture and organizational mission
- Solicit employee feedback to collaboratively develop timely **engagement solutions**
- Expand individual and organizational **development efforts** to develop and retain our workforce
- Implement a **competitive total rewards** program

**Driving People and Culture excellence and innovation**

4

- **Optimize usage of HR systems and tools** to support data driven decision making, anticipating future trends, and workforce management
- Focus on **continuous improvement of services** through analysis of emerging needs of our TCHC communities, industry trends, and stakeholder engagement, and focusing on streamlining and financial stewardship
- Provide **trusted consultation and advice, subject matter expertise**, and education
- Encourage **bold and innovative ideas** and solutions while managing risk and change

People and Culture Strategic Plan

Toronto Community Housing

We identified key outcomes tied to the 5 goals:

Investing in our employees' development and wellness

5
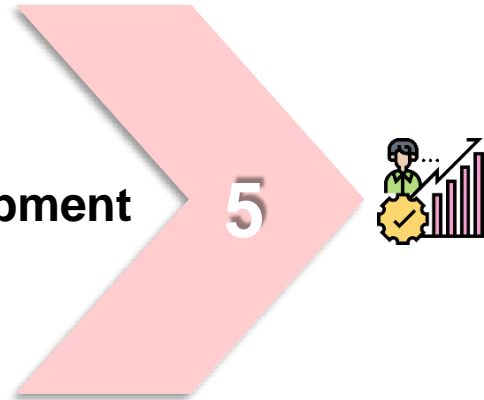
- Offer **engaging and innovative learning and development** programs that meet current business needs, encourages future growth and promote transformation as a **learning organization**
- **Implement leadership development strategies and programs** that promote a healthy and performance driven culture, focused on engagement, coaching, effective management and strengthening talent pipeline
- Expand current policies and processes to **formalize succession management**
- Provide **wellness programs** and **mental health** supports

P&C Strategic Plan Progress Report

Toronto
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We're making progress on our key initiatives driving the People and Culture Strategic Plan goals and outcomes.

We're Driving Progress

Toronto Community Housing

How are we progressing towards our Strategic Plan goals & outcomes

PEOPLE & CULTURE at TCHC

Divisional Wide Project/Initiative	Status	Goal Progress
Third party evaluation of HR Technology and creation of a Digitial HR Technology Strategy	**Completed**, Q3 2023	Goal 4: Driving People and Culture excellence and innovation
CABR Action Plans	**Completed many items, Some are ongoing**	Goal 1: Enhancing the employee experience Goal 2: Fostering a climate of inclusion, belonging, trust, and confidence Goal 3: Deploying talent acquisition, onboarding, and retention strategies Goal 4: Driving People and Culture excellence and innovation

We're Driving Progress

Payroll, Pension and Benefits

PEOPLE & CULTURE at TCHC

Project/Initiative	Status	Goal Progress
SharePoint – Electronic HR file room	**In Progress**, target completion in 6 months	Goal 4: Driving People and Culture excellence and innovation
Benefits RFP (proposal evaluation)	**In Progress**, target completion Q4 2023	Goal 5: Investing in our employees' development and wellness, & Goal 1: Enhancing the employee experience

Key Performance Indicators

	KPI	Data Collection Methods	Rating	Q1	Q2	Q3	Q3
1	Payroll Accuracy and Controls	• Process and deliver the exact payments and prevent penalties for late remittances • Follow established auditing processes to ensure the elimination of payroll errors and overpayments	97%-100% Accuracy	**(98% Achieved)** 8 biweekly payrolls and 16 weekly run on time and accurate	**(97% Achieved)** 7 biweekly payrolls and 14 weekly payroll run on time	**(97% Achieved)** 7 biweekly payrolls and 13 weekly payroll run on time	
2	Overtime Tracking	• Track overtime usage by reviewing and identifying for excess or trends in timesheet entries • Summarize and relay information to manager or other stakeholders for review	90%-95% Employee Satisfaction	**(95% Achieved)** All overtime hours has been reported and paid on time	**(95% Achieved)** All overtime hours has been reported and paid on time	**(95% Achieved)** All overtime hours has been reported and paid on time	
3	Benefits and Pension Administration	• Apply policies from Collective Bargaining Agreements, Employment Standards Act, and internal standards from TCHC to ensure benefits are accurately administrated • Follow established auditing processes and to ensure compliance and fraud prevention	90-100% Employee Satisfaction	**(100% Achieved)** 3 monthly payments paid on time and reconciled against payroll data with no complaints from employees	**(100% Achieved)** 3 monthly payments paid on time and reconciled against payroll data with no complaints from employees	**(100% Achieved)** 3 monthly payments paid on time and reconciled against payroll data with no complaints from employees	

We're Driving Progress

Toronto Community Housing

Talent Acquisition

PEOPLE & CULTURE at TCHC

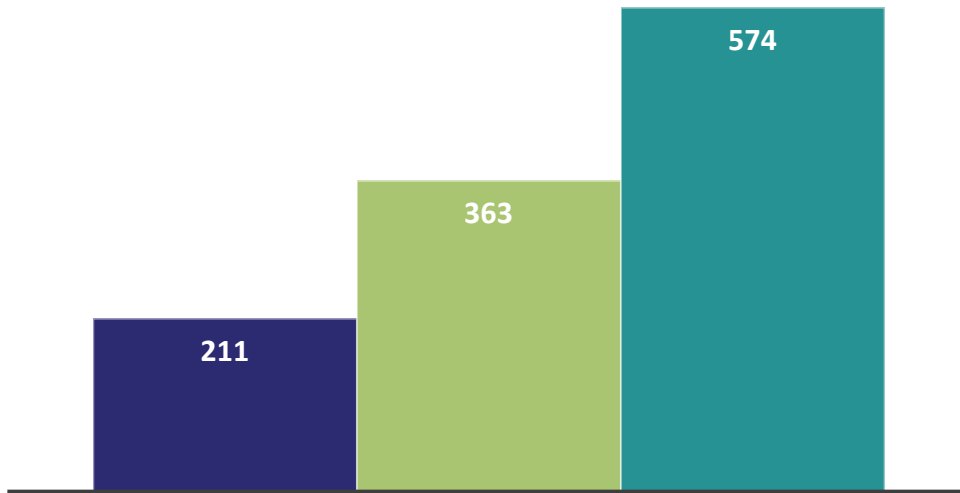| Project/Initiative	Status	Goal Progress
Developed and socialized a 3-year Talent Acquisition Strategy	**Completed**	Goal 1: Enhancing the employee/candidate experience, & Goal 3: Deploying TA strategies
Trained the TA team to ensure we are employing a people-centered approach to recruiting. Created "Employment Drivers" resource	**Completed** training in February, **Ongoing** application	Goal 1: Enhancing the employee/candidate experience & Goal 3: Deploying TA strategies
Recipient of Greater Toronto's Top Employer and Canada's Greenest Employer for 2024 (confidential to P&C at this time).	**Completed** in September 2023	Goal 3: Deploying TA strategies
Online access to Interview Panel Member Training	**In Progress**. Target Q4 2023,	Goal 4: Driving People and Culture excellence and innovation
Optimizing HR Connect to support data driven decision making: • Established and socialized Key Performance Indicators for recruitment • Using data to inform and enhance recruitment strategies and internal processes.	**Completed and Ongoing**	Goal 1: Enhancing the employee experience Goal 2: Fostering a climate of inclusion, belonging, trust, and confidence Goal 4: Driving People and Culture excellence and innovation

2023 People & Culture

+ Notable Achievements in 2023

Talent Acquisition

574

Total vacancies filled from Jan. through Sept.

10

weeks average time to fill

Highlight of staff hired for programs:

106 Youth Community Workers hired for the YouthWorx Program

13 Spring Interns

67 Program Leaders hired for the Rookie League Program

16 Special Constables for fall class

574

363

211

■ Internal Hires ■ External Hires ■ Total Hired

We're Driving Progress

Project/Initiative	Status	Goal Progress
2023 Compensation Program development and implementation	**Completed**, in May 2023	Goal 3: Deploying talent acquisition onboarding and retention strategies
Updated and implemented Vacation Policy in partnership with Payroll	**Completed**, in July 2023	Goal 3: Deploying talent acquisition onboarding and retention strategies & Goal 5: Investing in our employees' development and wellness
Implementation of Compensation scheduled audit program to support timely actions and data integrity	**In Progress**	Goal 1: Enhancing the employee experience; Goal 2: Fostering a climate of inclusion, belonging, trust and confidence; & Goal 4: Driving People and Culture excellence and innovation
Completion of all pending CUPE job evaluations, including "new' unrated jobs and jobs in the bargaining unit following exclusion grievance	**In Progress**	Goal 1: Enhancing the employee experience, & Goal 2: Fostering a climate of inclusion, belonging, trust and confidence

We're Driving Progress

EQUITY, DIVERSITY AND INCLUSION

Project/Initiative	Status	Goal Progress
Cultural Competency Assessments of our ELT; Joint venture with the Centre (**EDI Strategy**)	**In Progress** Q1 2024 Completion Date	Goal 1: Enhancing the employee experience Goal 2: Fostering a climate of inclusion, belonging, trust, and confidence
EDI Related Toolkits (**EDI Strategy**)	**In Progress** Q4 2023 Completion Date	Goal 2: Fostering a climate of inclusion, belonging, trust, and confidence Goal 5: Investing in our employee's development and wellness
Human Rights and Socio-Demographic Data Collection Policy and Procedure (**EDI Strategy**)	**Completed/ Ongoing**	Goal 2: Fostering a climate of inclusion, belonging, trust, and confidence
Inclusive recruitment practices related to EDI/CABR (**EDI Strategy/CABR Strategy**) • Inclusive Open Houses to attract equity-deserving demographics of candidates; • Inclusive sources curated with the Centre and Employee Networks, and; • Inclusionary statements have been updated to encourage equity-deserving groups to apply.	**Ongoing**	Goal 1: Enhancing the employee experience Goal 2: Fostering a climate of inclusion, belonging, trust, and confidence Goal 3: Deploying talent acquisition, onboarding, and retention strategies Goal 4: Driving People and Culture excellence and innovation
Foundational activities related to the Indigenous Reconciliation Action Plan (**Indigenous Reconciliation Action Plan**)	**In Progress** 2024-2025	Goal 2: Fostering a climate of inclusion, belonging, trust, and confidence Goal 5: Investing in our employee's development and wellness

We're Driving Progress

Toronto Community Housing

📅 **Learning & Organizational Development**

Project/Initiative	Status	Goal Progress
Leadership Development Strategy & Programming	**Completed Q3** Implementation ongoing	Goal 5: Investing in our employees' development and wellness Goal 1: Enhancing the employee and candidate experience
Recognition Strategy and Service Appreciation Awards & Event	**In Progress** Target Completion – Q4	Goal 1: Enhancing the employee and candidate experience Goal 3: Deploying talent acq, onboarding and retention strat.
Succession Strategy	**In Progress** Target Completion – Q4	Goal 5: Investing in our employees' development and wellness Goal 3: Deploying talent acq, onboarding and retention strat.
Change Management Centre of Excellence Strategy	**In Progress** Target Completion – Q4	Goal 4: Driving People and Culture excellence and innovation Goal 5: Investing in our employees' development and wellness
Performance Management Program (PMP)	**Ongoing**	Goals 1,2,3,4,and 5
Advancing the Culture Model: Divisional Workshops and Corporate Campaign	**In Progress** Targeted completion: Q1 2024	Goal 1: Enhancing the employee and candidate experience Goal 2: Fostering a climate of inclusion, belonging, trust and
Tenancy Management Programs: Stipulation Repayment and Documentation Standards	**Completed and In Progress**	Goal 1: Enhancing the employee and candidate experience Goal 5: Investing in our employees' development and wellness
Building Maintenance Programs: Basic Computers and Semi-Skilled	**Completed and In Progress**	Goal 1: Enhancing the employee and candidate experience Goal 5: Investing in our employees' development and wellness
Staff Mandatory Programs: AODA (I and II) and Rights and Obligations of a Landlord	**Completed and In Progress**	Goal 1: Enhancing the employee and candidate experience Goal 5: Investing in our employees' development and wellness

Employee Training & Development

2023 People & Culture
+ Notable Achievements in 2023

2023 to date

- Delivered **98** key training programs to **4776** staff participants

- Supported **95** staff in their professional development initiatives via investment in staff education reimbursement

We're Driving Progress

Toronto Community Housing

Employee and Labour Relations

PEOPLE & CULTURE at TCHC

Project/Initiative	Status	Goal Progress
Implementation of changes to CUPE 79 Collective Agreement and CUPE 416 initiatives to support business units	**In Progress**	Goal 2: Fostering a climate of inclusion, belonging, trust and confidence Goal 4: Driving People and Culture excellence and innovation
Policy and Standard Operating Procedure Review/Updates	**In Progress** 2023-2025	Goal 2: Fostering a climate of inclusion, belonging, trust and confidence Goal 4: Driving People and Culture excellence and innovation

We're Driving Progress

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HEALTH, SAFETY AND WELLNESS

Project/Initiative	Status	Goal Progress
Enhanced EFAP (Employee and Family Assistance Program) Re-launch	**Completed/ In Progress** January 2023	Goal 1: Enhancing the employee experience Goal 5 – Investing in our employee's development and wellness
Developed and launched training: 1. Understanding PTSD 2. Preventing Workplace Violence and Harassment 3. Mental Health in the Workplace Training for People Leaders Launch	**Completed** March 2023, October 2023	Goal 1: Enhancing the employee experience Goal 2: Fostering a climate of inclusion, belonging, trust and confidence Goal 5 – Investing in our employee's development and wellness
Healthy Workplace Month, Cardio Clinics	**In Progress**	Goal 5 – Investing in our employee's development and wellness

2022 Human Resources

Health, Safety and Wellness

2023 People & Culture

+ Notable Achievements in 2023

Policy and Program Review/Modernization

Reviewed and updated **6** policies/programs and **7** standard operating procedures as part of a scheduled review and modernization plan. Provided supporting information for an **Internal Audit.**

Health Safety Wellness Training Delivery

Trained **288** staff in **35** training sessions in-person or by live webinar and additional **1336** eLearning training seats.

Disability Management and Wellness Programs

Provided disability claims management, return to work, and COVID-19 absence/risk management services to TCHC and TSHC. Re-launched an **Employee and Family Assistance Program** with TelusHealth, orienting staff to new tools for accessing counselling supports. Launched **Mental Health in the Workplace Training for People Leaders.**

Employee Attendance Management

Supported implementation of an enhanced **Attendance Support Program** with training for supervisors to monitor and support Entered **36 staff** into the program to support employee well-being and regular attendance at work with outcomes to be evaluated in Q4.

	KPIs	Data Collection Methods	Target	Results
1	**Occupational Lost Time Injury Frequency (monthly trend)** LTI frequency = Lost time claims approved or pending WSIB adjudication per 100 employee-years	Calculated based on paycode tracking/reporting in Dayforce.	Trending downwards, frequency not increasing (i.e. frequency of disabling employee injuries is decreasing).	**2022** / **2023YTD** / **Δ** — 7.3 / 5.5 / ▼1.8
2	**Occupational Lost Time Injury Severity (monthly trend)** Severity rate = Lost time days experienced per 100 employee-years	Calculated based on paycode tracking/reporting in Dayforce.	Trending downwards, severity not increasing. Metric is proportional to operational impact of absences due to WSIB claims.	**2022** / **2023YTD** / **Δ** — 66.2 / 50.6 / ▼15.6
3	**Ill days/worker (quarterly trend)**	• Calculated based on paycode tracking/reporting in Dayforce and average employee count at beginning/end of quarter.	Trending downwards or stable and below average non-occupational absences for public sector (Stats. Can.)	**Quarter** / **2022** / **2023** / **Δ** — Q2: 2.35 / 2.01 / ▼0.34 — Q3: 2.20 / 2.09 / ▼0.11 *2022 Public Sector Average= 3.53/quarter*

	KPIs	Data Collection Methods	Target	Results			
4	**HSW training seat completion (monthly trend)**	Manual reporting based on Talent Connect.	Leading metric. Trending upwards or stable (average quarterly), indication of coordination capacity and tracking towards compliance.	**Quarter**	**2022**	**2023**	**Δ**
				Q1	329	829	▲ 500
				Q2	365	930	▲ 565
				Q3	690	700	▲ 10
				Q4	287		
5	**Joint Health and Safety meeting completion (monthly trend)**	Manual tracking/reporting based on monthly co-chair reports.	Leading metric. 100% completion i.e. quorum at all local committee meetings, full engagement between management and Labour Partners.	**Quarter**	**2022**	**2023**	**Δ**
				Q1	100%	100%	▲ 0.0%
				Q2	94.4%	100%	▲ 2.8%
				Q3	100%	100%	▲ 0.0%
				Q4	94.4%	-	-

Toronto Community Housing

PEOPLE & CULTURE at TCHC