



Human Resources Division Update

Item 6

September 14, 2022

Governance, Communications and Human Resources Committee

Report: GCHRC:2022-17

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

From: Vice President, Human Resources (interim)

Date: August 29, 2022

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 continues to focus 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

We are doing so as we are guided by TCHC’s key strategic priorities:

- building high performing teams that bring to life a culture of tenant service
- empowering and supporting frontline leadership and employees in resolving issues and challenges locally and in support of tenant needs

- transforming the way we work through the implementation of effective and efficient tenant services, processes, systems and tools

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
- An agile, service-oriented organization that provides a flexible work environment for staff

Among achievements realized to date in 2022:

1. Diverse and inclusive organization

- Implementation of a corporate-wide diversity engagement survey
- Development of a comprehensive Equity, Diversity & Inclusion Strategy
- Review of HR policies through an EDI lens
- Applying EDI lens to TCHC Leadership Development Strategy
- Implemented HR-focused commitments outlined in our divisional CABR action plan

2. Culture-model: Advancing and embedding

- Culture Model Strategy, including creation of divisional influencers/champions, tools and resources to reinforce the competencies of the culture model across the organization
- Culture competency framework embedded into the Performance Management Program to ensure TCHC staff understand how competencies align to their performance goals
- Leadership tool kit to support leaders in evaluating team culture model proficiency and developing actions to address gaps

3. Agile service-oriented organization that provides a flexible work environment for staff

- Supporting continued implementation of hub-model bringing service-delivery closer to our tenants
- Transitioning from emergency remote-work to hybrid work model, through development and implementation of a hybrid work policy for eligible jobs

4. Supporting all aspects of TCHC's business

- Talent attraction and retention
- Transition to Seniors Housing Corporation
- Transition from contract to direct management
- COVID emergency response
- Swansea emergency response
- Employee training & development
- Labour management – collaboration, collective bargaining

5. Building & Sustaining a Culture of Trust & Confidence

Underlying everything we do in HR, 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
- 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, and held accountable to 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.

Attachment 1 is appended to this report and provides more specific details on 2022 achievements to date.

SIGNATURE:

"Barbara Shulman"

Barbara Shulman
Vice President, Human Resources (Interim)

ATTACHMENT:

1. Human Resources 2022 Divisional Update

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Human Resources

2022 Divisional Update

September 2022





Overview

The HR division continues to focus its efforts on:

1

Driving key organizational priorities, enabling the organization to meet its strategic goals and objectives.

2

Building and sustaining a culture of trust and confidence in HR - the division, the programs, the policies and procedures.



Driving Organizational Priorities

+ Goals & Outcomes

The HR Division continues to implement strategies, programs and actions that support the achievement of TCHC’s strategic priorities and achieve desired outcomes.

Goals

BUILD

high performing teams that bring to life a culture of tenant service.

EMPOWER & SUPPORT

frontline leadership and employees in resolving issues and challenges locally in support of tenants needs.

TRANSFORM

the way we work through the implementation of effective and efficient tenant service processes, systems and tools.

Outcomes

TCHC will be a diverse and inclusive organization where employees feel safe, valued, empowered and inspired to deliver high quality service.

TCHC’s Culture Model will be embedded in the way every employee works to support tenants; to inspire trust and support tenant-focused decision making.

Frontline leadership and employees will be engaged and equipped with tools and resources to enable tenant-focused service delivery and decision-making;

We will be an agile, service-oriented organization that provides a flexible work environment for staff.

Driving Organizational Priorities

+ Key Achievements

Outcome Driven

TCHC will be a diverse and inclusive organization where employees feel safe, valued, empowered and inspired to deliver high quality service.

Diversity Engagement Survey

- Implemented corporate-wide diversity engagement survey, and analyzed feedback to inform Equity, Diversity and Inclusion strategy.

EDI Strategy

- Developed and received approval of Equity Diversity & Inclusion Strategy.
- Reviewed HR policies through an EDI lens
- Applied EDI lens to the Leadership Development Strategy.
- TCHC became a “Proud Partner” with Pride at Work Canada.

EDI Communication & Education

- Announced to all staff that TCHC’s EDI Strategy was approved.
- Created an EDI page on inHouse to host regular updates of information on general EDI topics and on key initiatives.
- Added EDI section to the HR Weekly Newsletter to share general information and educate staff on a host of EDI events and topics.

EDI & CABR

- Implemented HR-focused commitments outlined in CABR action plan:
- Embedded CABR lens in revamped PMP.
 - Assigned CABR-related performance goals to all senior leaders and cascaded to management and non-union staff.
 - Expanded Culture model with additional expectations related to CABR.

Driving Organizational Priorities

+ Key Achievements

Outcome Driven

The Culture Model will be embedded in the way employees work to support tenants; our culture will inspire employee trust in the organization and support employees to make tenant-focused decisions

Performance Management Program

- Developed Culture Competency Framework through stakeholder consultation.
- Embedded Culture Competency Framework in PMP to ensure staff understand expectations and how competencies align to their performance goals.
- Drove adoption of PMP through training and support for goal setting, resulting in a 70% compliance rate for Q2.

Employee Engagement

- Equity Diversity & Inclusion Strategy developed and approved.
- Reviewed HR policies through an EDI lens
- Applied EDI lens to the Leadership Development Strategy.
- TCHC became a “Proud Partner” with Pride at Work Canada.

Leadership Development

- Developed a Leadership Toolkit to support leaders in evaluating team Culture Model proficiency and developing actions to address any identified gaps.
- 48 new TCHC people leaders Completed Cycle 2 of the Leadership Development Program (LDP) in 2022. 232 people leaders participated in the first cohort in 2019/2020.

Culture Model Training

- Developed and received approval for a Culture Model strategy, which includes creation of divisional influencers/champions, promotional videos and program sustainment, to reinforce the competencies of the Culture Model with staff across the organization.

Driving Organizational Priorities

+ Key Achievements

Outcome Driven

Frontline leadership and employees will be engaged and equipped with the necessary tools, resources and supports to provide tenant-focused services and resolve issues effectively and expeditiously.

Learning Program

- Created a 'Rights and Obligations of a Landlord learning program working group to help guide the design and development of the eLearning module for front line staff. This learning program is expected to be delivered to all front line staff in Q4 2022.



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Driving Organizational Priorities

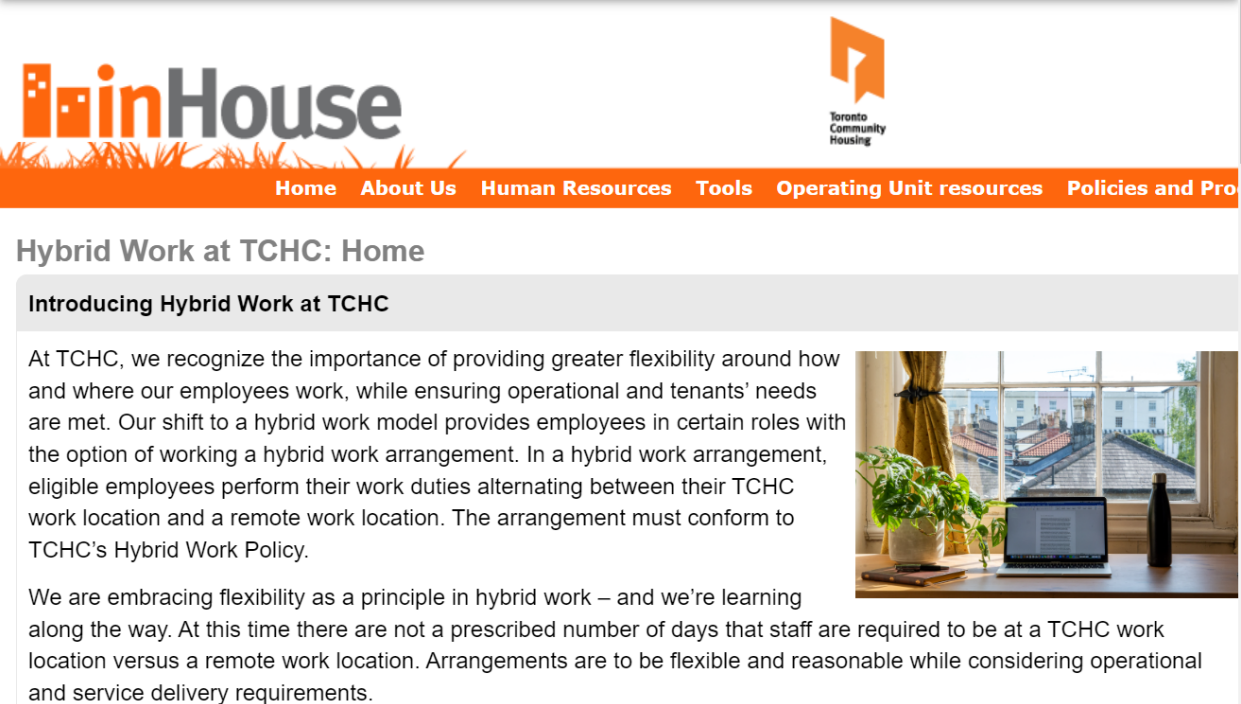
+ Key Achievements

Outcome Driven

We will be an agile service-oriented organization that provides a flexible work environment for staff.

Hybrid Work Policy

- Developed and implemented a Hybrid Work Policy for eligible jobs, to support a modern and progressive workplace, and to contribute to office space utilization and efficiencies that will align with and support the City’s ModernTo strategy.
- Created a Hybrid Work Guide and page on inHouse for employees and managers.



Hybrid Work Policy

Policy Owner: Human Resources
Approval: Executive Leadership Team
First Approved: New
Effective Date: July 18, 2022

Policy Statement

Toronto Community Housing (TCHC) is committed to creating a modern and flexible workplace for employees. TCHC recognizes the importance of providing greater flexibility around how and where employees work, while ensuring operational and tenants’ needs are met. A Hybrid Work model aligns with the City



Building & Sustaining a Culture of Trust and Confidence

HR Vision

What we do & How we do it

Enabler & Business Partner

Being a trusted advisor, helping the organization realize its strategic and business priorities.
Engaging and empowering staff and holding them accountable to carry out their work in a manner that inspires trust and confidence in all their interactions.

Promote & Foster Trust, Safety, Fairness and Equity

Applying an employee experience lens and equity lens to the programs, policies and services we develop and implement.

Dynamic & Proactive

Providing thoughtful, effective solutions in a timely, proactive, and effective manner.

2022 Human Resources

+ Key Achievements

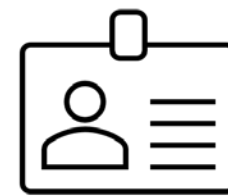
HR supports all aspects of TCHC's business



**Transition to
Seniors Housing
Corporation**



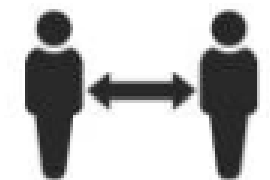
**Transition from
Contract to Direct
Management**



**Talent Attraction
&
Retention**



**Employee Training
&
Development**



**Covid-19
Emergency
Response**

2022 Human Resources

+ Key Achievements

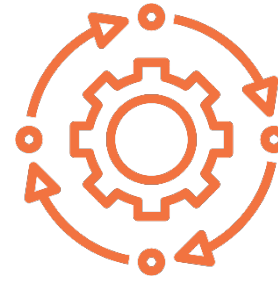
Transition to Seniors Housing Corporation (TSHC)



People

Transfer of TCHC employees to TSHC: Negotiated and implemented memorandum of agreements with CUPE Local 416 and Local 79 to transfer 230 staff to TSHC with minimal displacement or disruption to both corporations.

Talent acquisition: Through shared services agreement supported the hiring of 10 TSHC corporate positions.



Process

Shared services agreement: Developed and implemented a shared services agreement for the provision of an array of HR services to TSHC.



Systems

Applicant tracking system: Collaborated with TSHC to expand the use of TCHC's applicant tracking system to support TSHC hiring.

Payroll and benefits system: Implemented changes to the payroll and benefits systems in order to administer full payroll and benefits services for TSHC.

2022 Human Resources

+ Key Achievements

Transition from Contract to Direct Management

Human Resources supported the transition of staff from contract managed buildings to TCHC.

Labour relations



Negotiated a memorandum to resolve conflict in bargaining rights between unions.

Implemented the terms of the memorandum to ensure a smooth transition of impacted employees.

Recruitment



Filled 53 vacancies in support of the contract managed buildings in the East and Central regions that transition back to TCHC.

Onboarding and Training



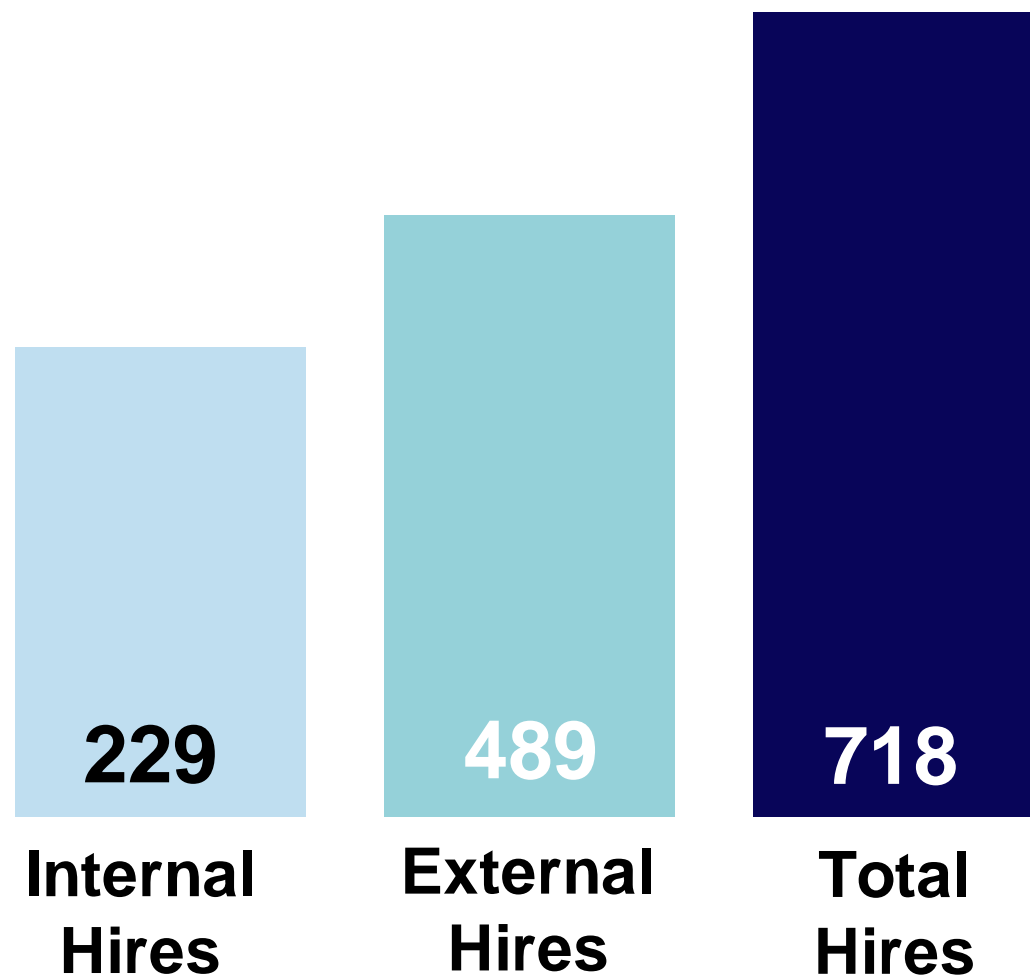
Completed all onboarding and training for 73 Local 416 and contract managed staff.

2022 Human Resources

+ Key Achievements

Talent Acquisition & Retention

718* Vacancies filled from January to July



*Average of 102 hires per month

Hired staff for our summer programs:

106

Youth Community Workers hired for the YouthWorx Program.

89

Program Leaders hired for the Rookie League Program.

Maintained an average time to fill of 9 weeks

Received approval from the Board:

- To develop a comprehensive total rewards strategy for non-union & management staff to align TCHC's compensation and benefits with the City of Toronto, to better support retention and attraction of talent
- And implemented a **2.5% salary adjustment** for management & exempt staff.

2022 Human Resources

+ Key Achievements

Employee Training & Development

Q1

Delivered **8** key training programs to **268** staff.

Supported **30** staff in their professional development initiatives.

Processed **\$39,147** for staff tuition reimbursement.

Q2

Delivered **18** key training programs to **725** staff.

Supported **19** staff in their professional development initiatives.

Processed **\$39,147** for staff tuition reimbursement.



2022 Human Resources

+ Key Achievements

COVID-19 Emergency Response



Supported TCHC's Covid-19 emergency operations

Developed, implemented and monitor policies and guidelines for infection prevention and control.

649

Maintained active screening, providing individual direction and absence management for 649 employees required to self-isolate due to COVID-19.



Implemented Covid-19 Vaccination Policy

Implemented and ensure compliance to COVID-19 mandatory vaccination policy. Actively manage litigation claims and grievances resulting from policy implementation.



Delivered virtual wellness programs

Delivered virtual wellness programming to staff on topics such as nutrition, hearty health, resiliency and mental health.



Awarded RFP for critical e-learning

Awarded RFP for critical e-learning development in the areas of workplace violence and harassment, PTSD Mental Health Awareness, and confined spaces.

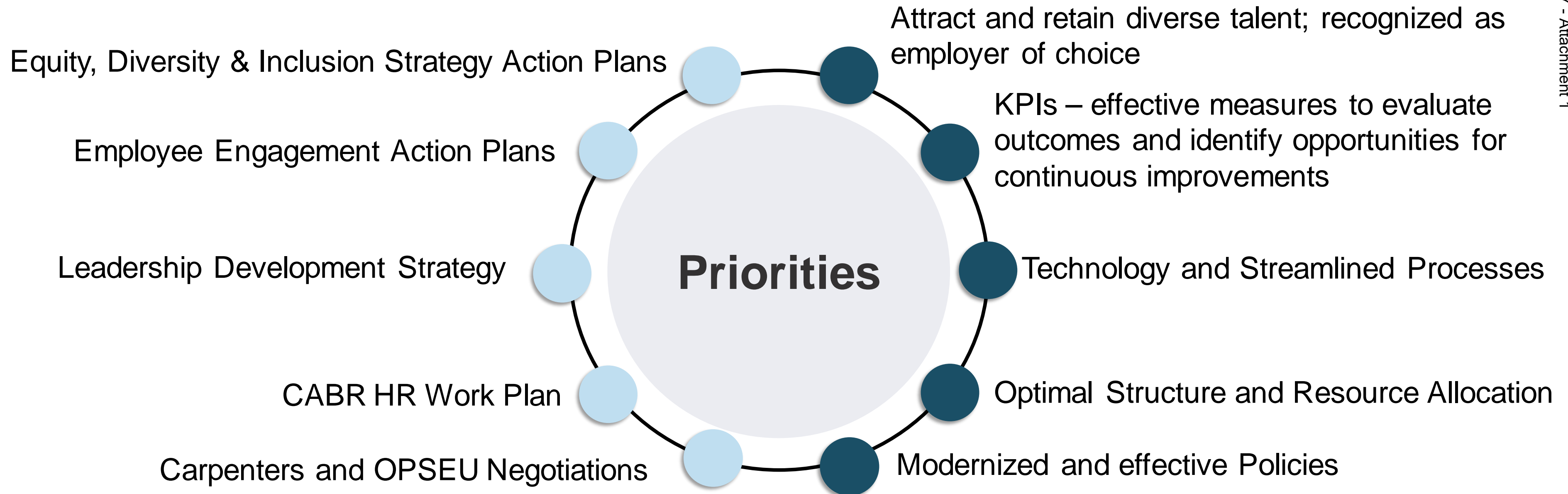


Key Areas of Focus

+ Priorities for the balance of 2022

Strategic Initiatives

Internal Initiatives





Thank you!

Any questions?

Human Resources
2022 Divisional Update

