

PEOPLE, EQUITY & HUMAN RIGHTS

Omo Akintan – Executive Director

General Government and Licensing Committee

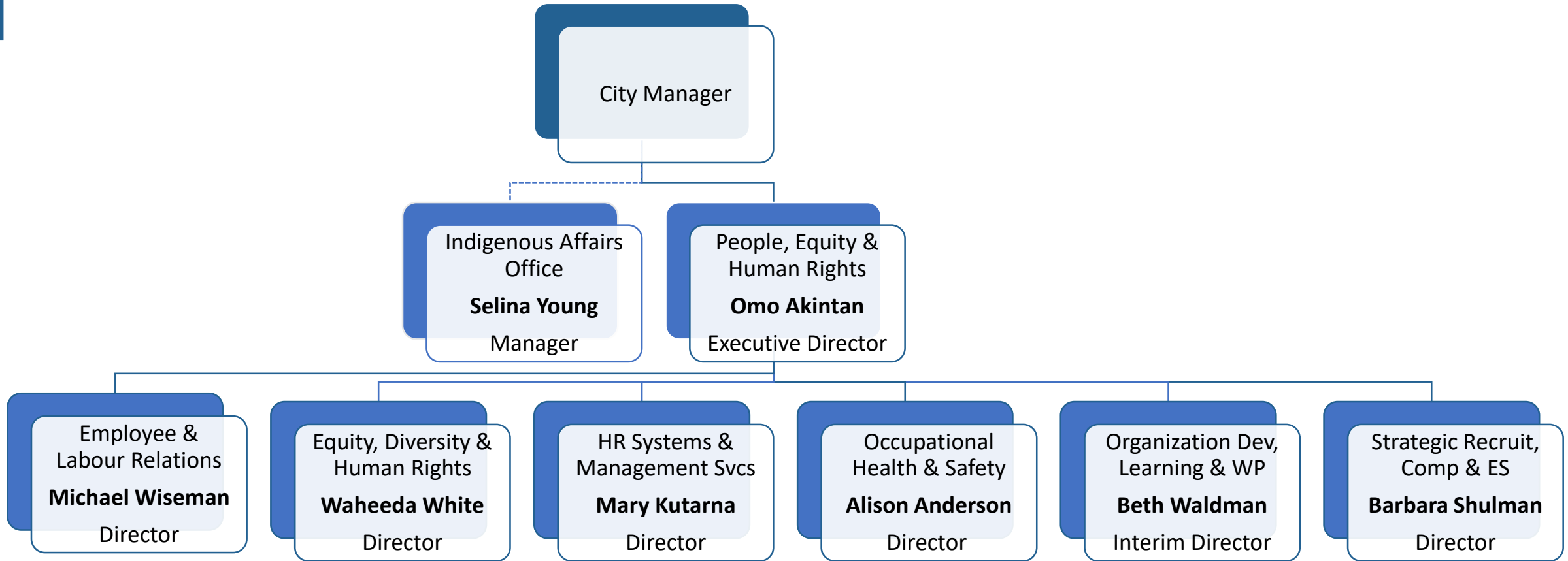
April 23, 2019



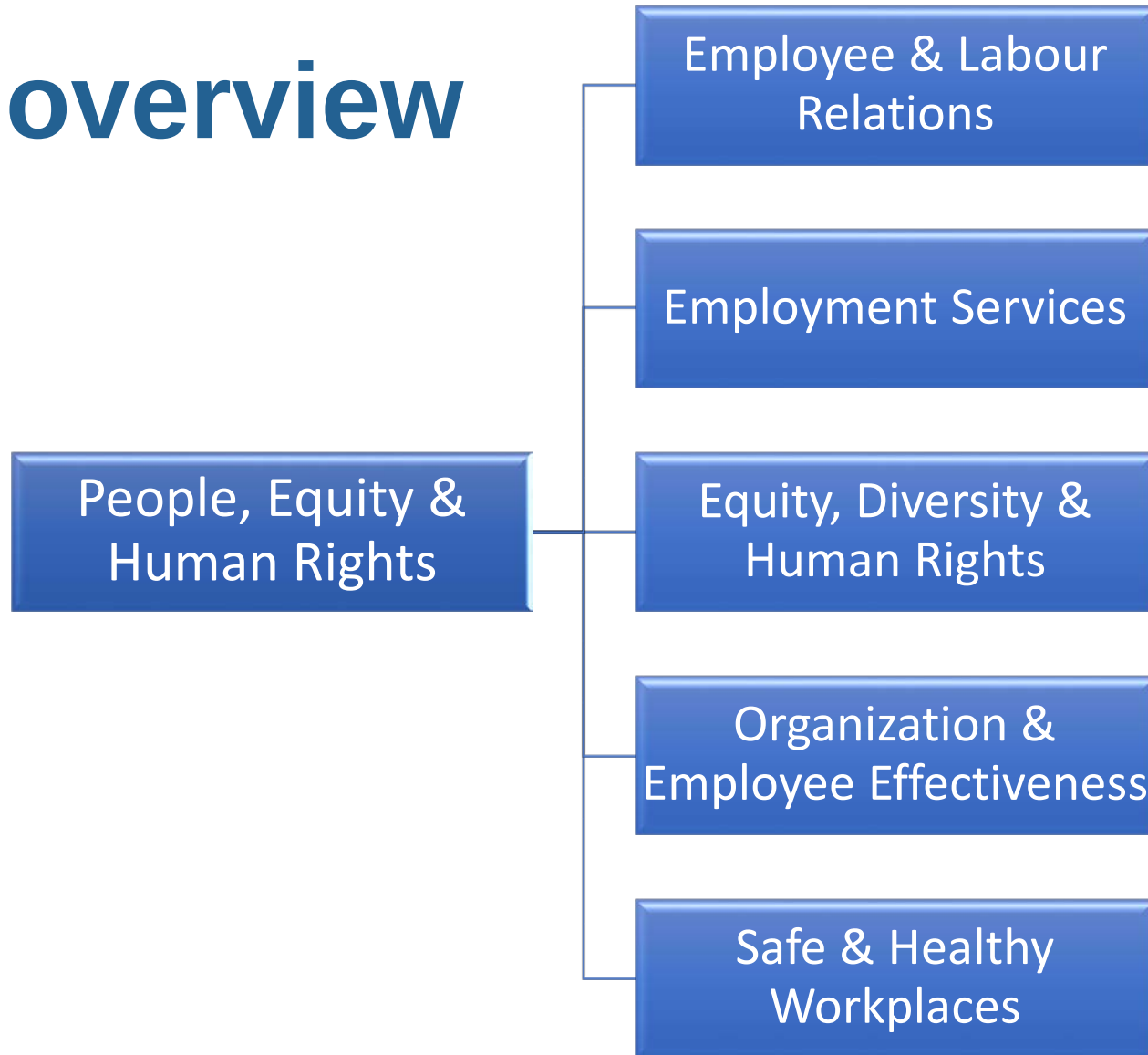
Mission and vision

We provide best in class, innovative, strategic and practical approaches and advice to our clients and model excellent human resources, equity and human rights practices.

Administration



Service overview



Employee & Labour Relations

Developing and maintaining harmonious and productive working relationships among managers, employees, unions and staff associations.

This is achieved by:

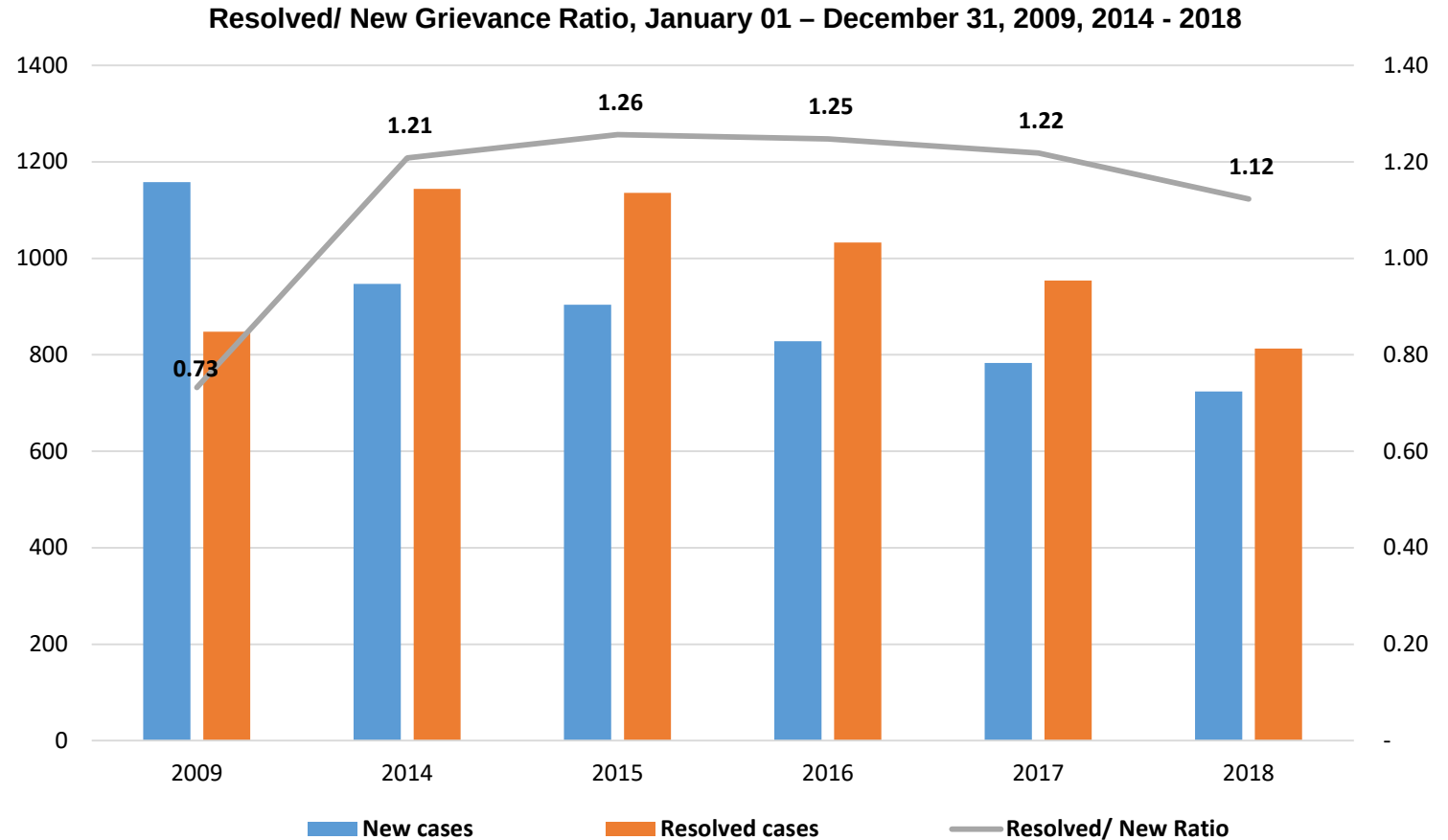
- administering the requirements of the collective agreements;
- managing the collective bargaining process; and
- providing expertise in issues management and conflict resolution.



Employee & Labour Relations

Key Service Measure & Modernization

- Strategic grievance management effective in maintaining higher ratio of resolved grievances to new grievances each year.
- **Modernizing** the grievance management process through Capital Project: Labour Relations Information System



Employment Services

Attracting and retaining a skilled, high-performing and diverse workforce.

This is achieved by:

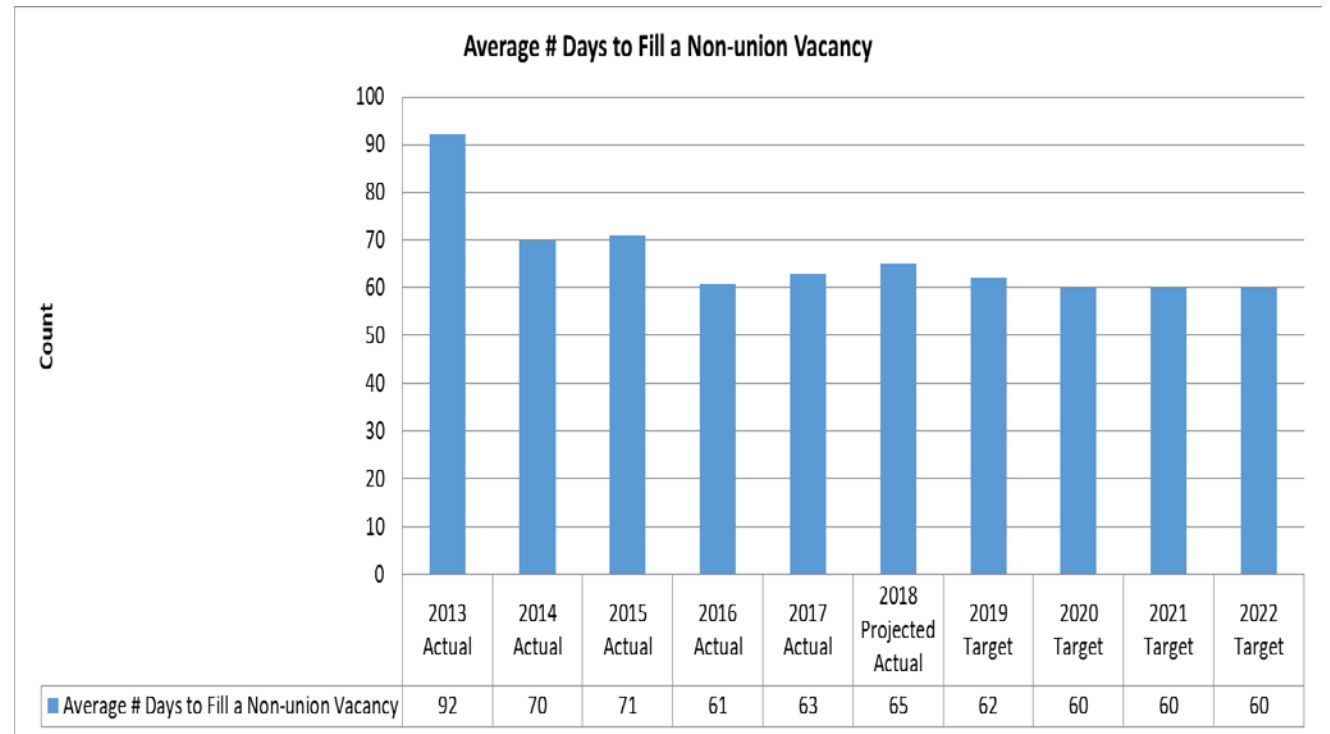
- managing all aspects of the hiring process – outreach, recruitment and selection;
- supporting the City's commitment to diversity and inclusion; and
- developing compensation programs and policies, ensuring compliance with legislation.



Employment Services

Key Service Measure & Modernization

- Improved service efficiency resulting from the implementation of integrated solutions for recruiting and selecting talent for critical and/or vulnerable jobs, using on-line and traditional approaches, e.g. social media, job fairs, campus recruitment initiatives, online events, behaviour targeting, and gateway employment initiatives.
- Modernizing:** recruitment process through implementation of SAP SuccessFactors eRecruitment module.

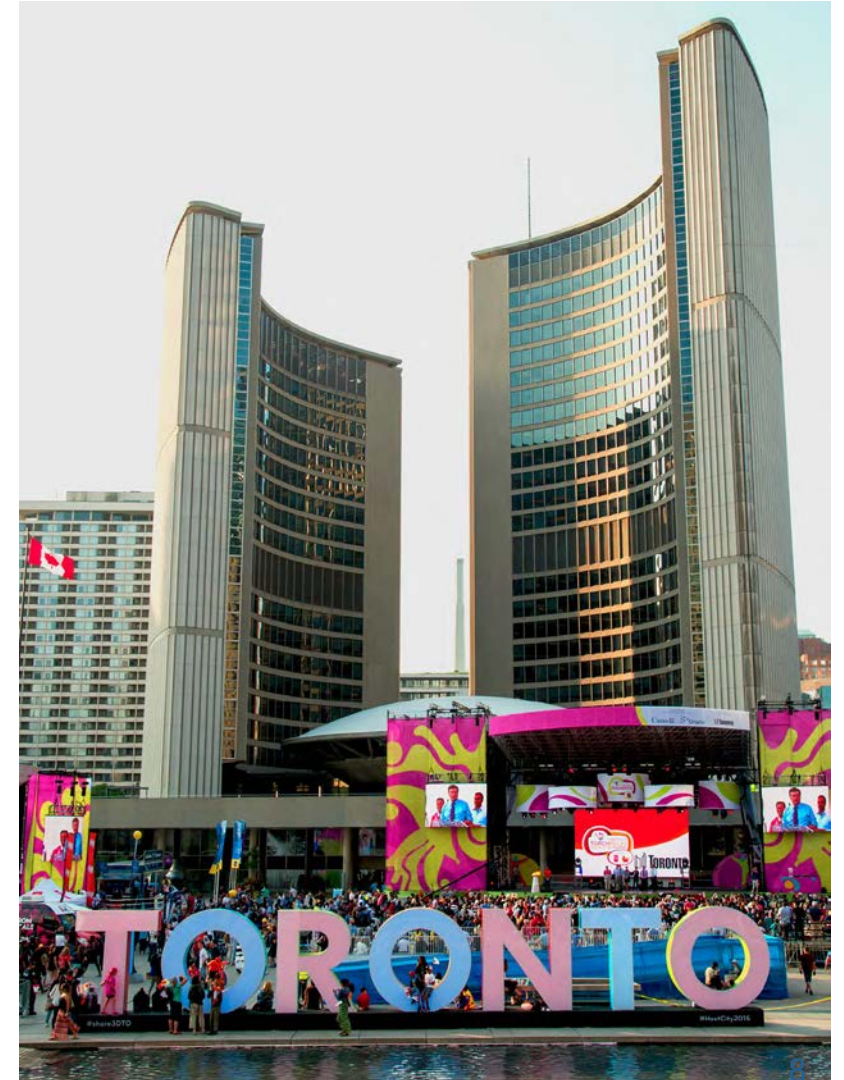


Equity, Diversity & Human Rights

Provides leadership, expert advice, and services to ensure the City of Toronto meets its commitments and strategic goals related to equity, diversity, human rights and inclusion.

This is achieved by:

- providing expert advice on creating an accessible, equitable and inclusive workplace;
- developing programs, tools and resources to support external service delivery to equity seeking groups
- building the capacity of TPS employees to provide accessible and inclusive services;
- administering the human rights complaints process, and providing advice to ensure the City meets its legislative and policy obligations related to human rights and workplace harassment.



Equity, Diversity & Human Rights

Key Service Measures

Human Rights Office (HRO)

- All internal and external human rights Anti-Harassment/Discrimination Policy complaints receive a response from the HRO within 48 hours

Equity & Diversity

- All external and internal inquiries related to equity and diversity receive a response within 24 hours

Accessibility

- Responds to Accessibility related requests within 24 hours
- Provides accessibility-related advice/support to divisional client needs within divisional deadlines

Organization & Employee Effectiveness

Building a skilled, knowledgeable and productive workforce.

This is achieved by:

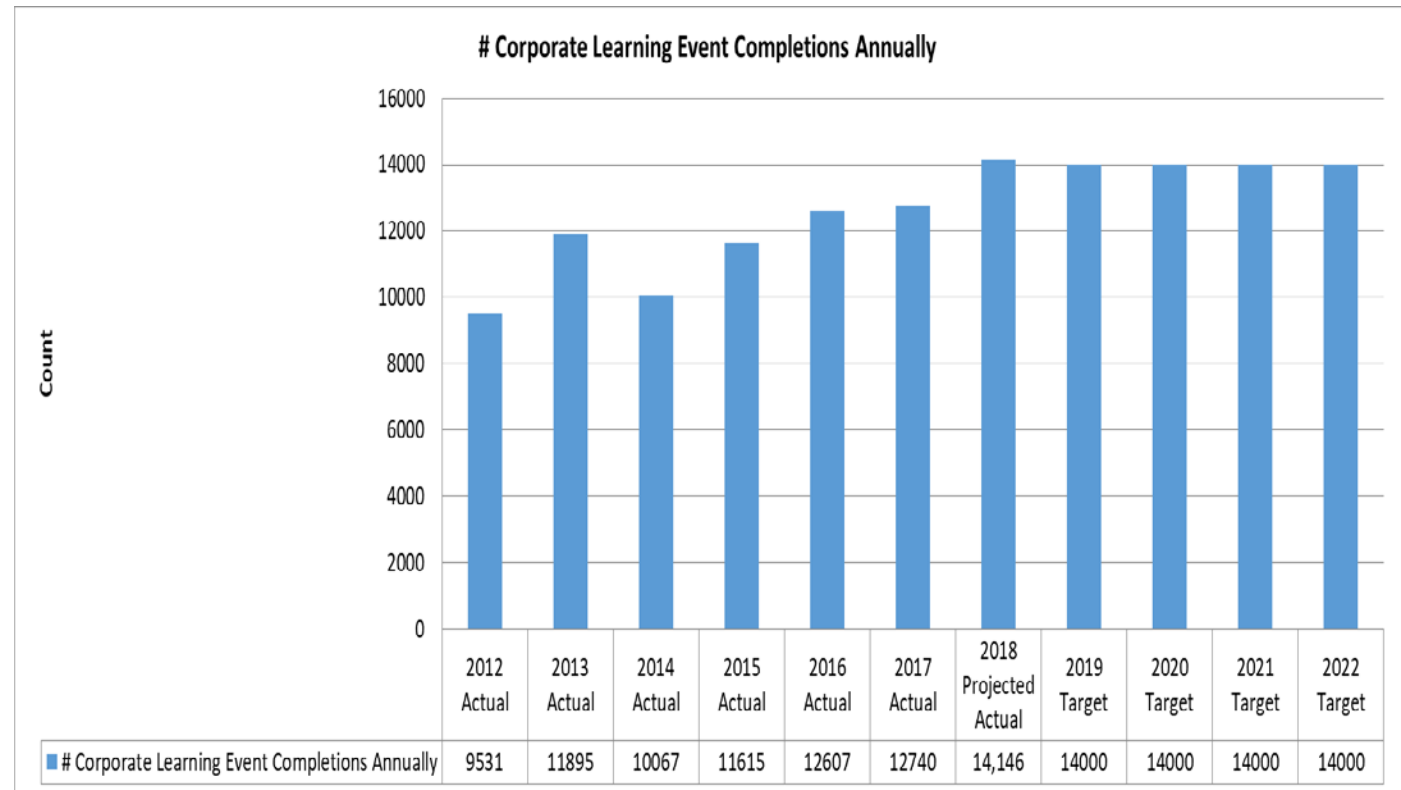
- leading corporate learning initiatives;
- cultivating talented managers and senior professionals;
- engaging in strategic workforce planning and reporting;
- implementing technology solutions to modernize service delivery; and
- supporting corporate emergency planning, response and business continuity.



Organization & Employee Effectiveness

Key Service Measure & Modernization

- Improved service effectiveness by establishing the Learning Centre of Excellence, building corporate and divisional capacity through the use of technology for learning and development (ELI)
- **Modernizing** through implementation of learning management system divisionally for division-specific online learning



Safe & Healthy Workplaces

Fostering a safe and healthy work environment for City of Toronto employees.

This is achieved by:

- providing leadership and advice in support of injury and illness prevention;
- promoting effective disability management and return to work programs;
- developing, implementing and monitoring health and safety programs; and
- partnering with City divisions to achieve legislative compliance.

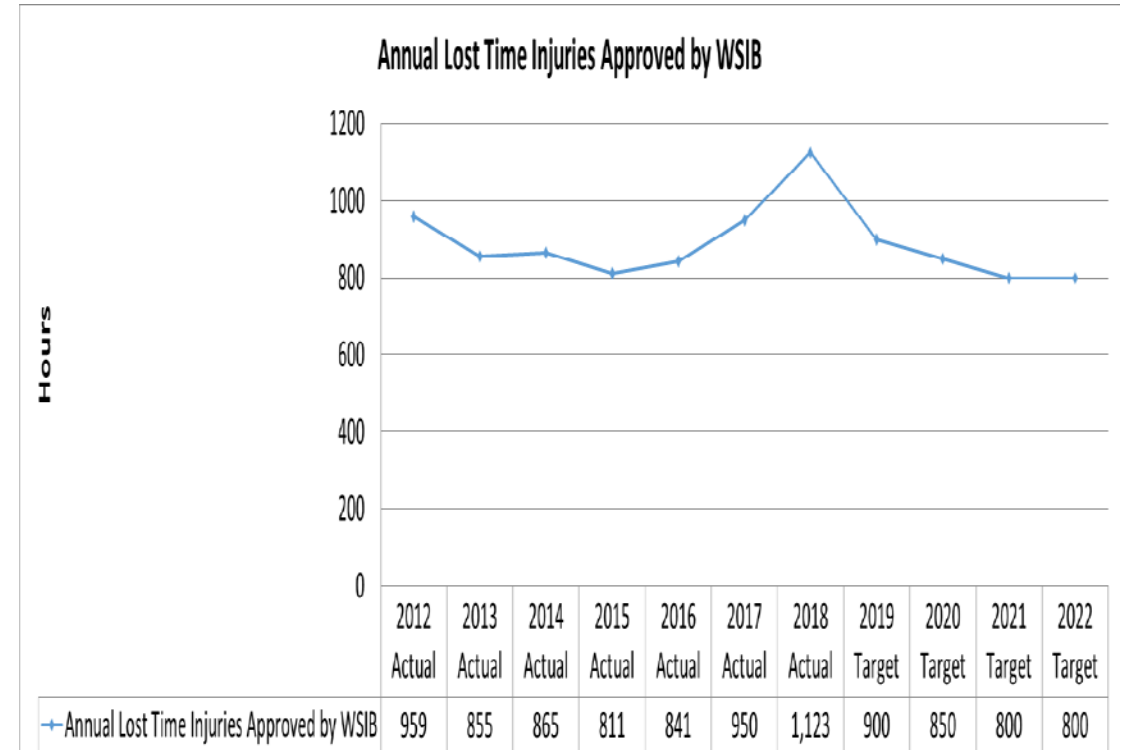


Safe & Healthy Workplaces

Key Service Measure & Modernization

- Two significant amendments to the Workplace Safety and Insurance Act, (WSIA) have had a significant impact on the number of lost time incidents approved by the WSIB and on the corresponding costs:
 - in 2016 created a presumption that a PTSD diagnosis in first responders is work related;
 - in 2018 enables claims to be filed for chronic mental stress.

Modernizing through implementation of QuatroSafety integrated disability management system to include non-occupational illnesses and injuries



Customer feedback

2017 HR CLIENT SATISFACTION SURVEY



Participation Rate:

34%



Surveyed:

2,668



Responses:

900

Overall Satisfaction:

90%

Key Challenges and Priority Actions



Collective Bargaining

- Seek to achieve a negotiated settlement with CUPE Local 79 and TCEU Local 416, with contracts expiring December 31, 2019

Corporate Labour Disruption (CLD) Planning

- Coordinate to have a plan in place by December 2018

TIMELINES

September 2019 - present mandate for approval at Executive Committee

December 2019 - contracts expire, CLD Plan in place

Key Challenges and Priority Actions



2019 Employee Engagement Survey

- Increase participation from 43% in 2015 (14,000 did not respond)
- Improve on 2015 results of average engagement level of 84% (4.2/5)

TIMELINES:

April 17- May 15, 2019 – survey is launched

August, 2019 – results shared and action planning initiated

Key Challenges and Priority Actions



Human Rights Office

- Modernizing the complaints management process to an electronic case management system that will enable the HRO to meet its immediate and long term business, privacy and security requirements

Equity and Diversity

- Accelerating progress towards achieving the City's goal of building a more reflective workforce through a multi year diversity plan
- To enhance and increase the adoption of the Equity Lens Tool to support equitable service delivery by the City of Toronto

Accessibility

- Completing the multi year accessibility plan in alignment with AODA requirements
- Centralizing accessibility compliance monitoring and reporting

TIMELINE – Q3 and Q4 2019

Key Challenges and Priority Actions

SAP SuccessFactors Implementation

Employee Central, Recruitment and Onboarding

SAP SuccessFactors 

Modernizing and streamlining recruitment, onboarding and organization management processes through cloud-based software.

Multiple divisional sponsors including PEHR, PPEB and I&T

TIMELINES:

July 2019 – implementation

Key Challenges and Priority Actions



Mental Health Strategy

- Continued implementation of Mental Health Strategy to respond to high level of referrals for service, support for Post-Traumatic Stress Disorder prevention action plans and response to WSIB's policy changes for chronic stress

TIMELINES:

- December 2019 – implementation of Organizational Wellness (Psychosocial Risk) Assessment to address the workplace factors that impact employee mental health

Key Challenges and Priority Actions

Workforce Transition Support

- Compensation, Strategic Recruitment and Organization Design support for an increasing number of reorganizations, resulting from corporate-wide efforts to modernize and transform operations services.

TIMELINES:

Implementation of SuccessFactors (July 2019)
along with hiring of Organization Design staff

Key Challenges and Priority Actions

PEHR Division Review

Position PEHR to respond to the future challenges including:

- Wave of retirements
- Generational shift in workforce
- Operational and financial pressures
- Workplace changes

TIMELINES:

March–June 2019 – review

July 2019 – forward - implementation





Questions?