



People and Culture Division – 2023 Annual Progress Report

Item 7

March 26, 2024

Governance, Communications and Human Resources Committee

Report: GCHRC:2024-08

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

From: Chief People and Culture Officer

Date: February 26, 2024

PURPOSE:

The purpose of this report is to provide the GCHRC with a People and Culture (“P&C”) divisional update, noting key achievements for 2023 and outlining 2024 divisional priorities.

Attachment 1 to this report provides details of the P&C division’s 2023 achievements.

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:

1. Driving key organizational priorities, enabling the organization to meet its strategic goals and objectives; and
2. Building and sustaining a culture of trust and confidence in P&C – the division, the programs, the policies and procedures.

We are doing so guided by TCHC’s key strategic priorities and our divisional P&C Strategic Plan, which identifies five specific goals:

1. Fostering a climate of inclusion, belonging, trust, and confidence;

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

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

The outcomes we strive to realize include:

- TCHC viewed as an employer of choice as a result of collaborative culture building initiatives that promote diversity and inclusion, progressive policies and programs, and an abundance of opportunities for learning and growth;
- Effective partnerships with business units and labour partners that enable the achievement of strategic and operational objectives;
- 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 to this report is our comprehensive 2023 Annual Report, outlining key achievements, by functional area, and identifying the strategic goals and outcomes they support.

The section that follows provides some select highlights of these achievements:

BUILDING AND SUSTAINING A HIGH-PERFORMING WORKFORCE

- Filled a total of 634 vacancies (including permanent, temporary, and seasonal jobs) in 2023, maintaining an average time to fill of approximately 10 weeks.

- 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:
 - creating a positive and engaging candidate and new hire experience;
 - being a strategic recruitment partner and trusted advisor for the business; and
 - continuous process improvement through enhanced use of technology.
- Focused on broadened outreach to candidates, employing a variety of approaches for sourcing and engaging diverse candidates
- 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.

ONGOING 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.
- In partnership with the Centre for Advancing the Interests of Black People (the "Centre"), our Executive Leadership Team ("ELT") was provided cultural competency assessments and will receive coaching to deepen their understanding.
- A Leadership Newsletter was launched as a communication and development tool for leaders, with a 93% open rate at the time of launch.
- Leading the Way digital library launched as a just-in-time development tool.
- Incorporated Equity, Diversity and Inclusion ("EDI") and Confronting Anti-Black Racism ("CABR") components into the Culture Model competencies to ensure we embed our commitment to a diverse and inclusive workforce.

INTEGRATING EQUITY, DIVERSITY, AND INCLUSION IN THE ORGANIZATION

- A Human Rights and Socio-Demographic Employee Data Collection Policy and Procedure were developed to facilitate TCHC's ability to analyze and evaluate the effectiveness of our equity strategies and activities to inform future actions.
- Reviewed nine corporate policies, including six P&C policies, through an EDI lens and updated as appropriate.
- Created an *Accessibility for Ontarians with Disabilities Act, 2005* ("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.
- Developing a secondary module for AODA fundamentals to enhance knowledge from the e-learning program into practical application.
- A toolkit on Hosting Inclusive Meetings was launched to all staff to understand more about how to be inclusive in meetings.

SUPPORTING OUR EMPLOYEES' WELLNESS AND PROMOTING A HEALTHY WORK-LIFE BALANCE

- Revitalized and launched the Attendance Support Program, including implementing system changes to support the updated program.
- People and Culture's leaders participated in the Human Resources Professionals Association's ("HRPA") Mental Health Skills Training: Certificate Program to enhance their support of the organization and employees to build a workplace where everyone's mental health can thrive.
- Developed and launched training on *Understanding Post-Traumatic Stress Disorder ("PTSD")* and *Preventing Workplace Violence and Harassment*.
- Relaunched an enhanced Employee and Family Assistance Program ("EFAP") to support staff in maintaining a healthy work-life balance for all their needs.
- Reviewed and updated 13 Health, Safety, and Wellness policies and programs as part of a multi-year review and modernization plan.
- Worked with our partners to develop a Request for Proposal ("RFP") to go to market to procure a benefit provider with a contract to be signed in 2024, ensuring the ongoing provision of a comprehensive benefits program in a most cost-effective manner.

- Rebranded from Human Resources to People and Culture to showcase our commitment to a modern, progressive, and people-centric approach to the delivery of human resources programs, policies, and services.
- Began a partnership with Indigenous Works to expand our knowledge and ability to support Indigenous employees.
- Implemented SharePoint technology to facilitate employee file management.
- Continued progression through the Global Diversity, Equity and Inclusion Benchmarks, demonstrating how we are embedding accountability for EDI and CABR strategies into the work we do in People & Culture.

2024 PRIORITIES

As a division, we are committed to ensuring the organization realizes its strategic and operational priorities, and People & Culture will serve as an enabler by providing sound policies, programs, and initiatives, along with advice and guidance. We want our employees to be engaged and empowered, and we want to advance an inclusive culture that values and respects our diverse workforce so that ultimately our employees will provide excellent service delivery to our tenants.

We continue to apply employee experience and equity lenses to our programs, policies, and services. We strive to provide thoughtful, effective solutions in a timely and proactive manner.

Among some of the key priorities for 2024 are the following:

- EDI census and engagement survey: Second survey to be launched in Q2, followed by development of corporate and divisional action plans.
- Leadership development program: Implementation of our multi-year, multi-level strategy.
- Culture model: Advancing and embedding the culture model and integrating culture model competency assessments.
- Talent Acquisition and Retention strategy: Ongoing implementation.
- Advancing strategic partnerships with client divisions to support key operational and organizational objectives.
- Employee Engagement Survey: Launching our next survey in late Q3/early Q4.

- Preparation for collective bargaining: Expiry of CUPE Local 416 and Local 79 collective agreements on December 31, 2024.

We are advancing the delivery of our People and Culture services in ensuring a focus on positive employee experiences, ensuring fairness and equity, and collaborating with our people leaders throughout the organization to support the accomplishment of TCHC's strategic and operational priorities.

SIGNATURE:

"Barbara Shulman"

Barbara Shulman
Chief People and Culture Officer

ATTACHMENT:

1. People and Culture Division's 2023 Annual Report

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**PEOPLE &
CULTURE**
at **TCHC**

Item 7 – People and Culture Division – 2023 Annual Progress Report
Public GCHRC Meeting – March 26, 2024
Report #: GCHRC:2024-08
Attachment 1

PEOPLE AND CULTURE 20 23 ANNUAL REPORT

Agenda

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Executive Summary



This presentation outlines the key achievements made by the People and Culture (P&C) division throughout 2023.

The P&C division has created a Strategic Plan setting out five (5) key goals:

- Enhancing the employee and candidate experience to position TCHC as employer of choice.
- Fostering a climate of inclusion, belonging, trust, and confidence.
- Deploying modern and effective talent acquisition, onboarding, and retention strategies.
- Driving P&C excellence and innovation.
- Investing in our employees' development and wellness.

We are committed to supporting the organization to realize its strategic and operational priorities. People & Culture will serve as an enabler, by providing sound policies, programs, initiatives, along with advice and guidance. Our goal is to inspire trust and confidence in all of our interactions. We strive to advance an inclusive culture that values and respects our diverse workforce, and for our employees to be engaged and empowered to provide excellent service delivery to our tenants.

Strategic Plan Key Outcomes

Goal 1: Enhancing the employee and candidate experience.

- Prioritized investment in benefits and wellness programs that meet the needs of a diverse workforce
- TCHC viewed as an employer of choice as result of collaborative culture building initiatives that promote diversity and inclusion, as well as opportunities for growth.
- Positive and engaging candidate experience resulting in increased candidate retention; strong reputation in the market.
- Effective onboarding experiences; meaningful engagement, developmental and recognition initiatives that strengthen employee retention.

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

- Effective partnerships with business units and labour partners to achieve strategic and operational objectives.
- Clear service standards that embodies transparency and integrity.
- Policies, programs and initiatives that are timely and promote inclusion, belonging and TCHC culture standards.
- Candid sharing of feedback from all stakeholders on People and Culture services to ensure continuous improvement
- P&C models TCHC culture standards in all our engagements and interactions.

Strategic Plan Key Outcomes

Goal 3: Deploying talent acquisition, onboarding and retention strategies.

- TCHC brand and employee value proposition strong and visible through enhanced social media presence
- Ability to source, attract and hire high performing, diverse candidates who reflect TCHC culture and values.
- Effective employee onboarding, development and recognition experiences that promote inclusive culture
- Expanded individual and organizational development opportunities to develop and retain our workforce.
- A competitive total rewards program built into a sustainable organization financial strategy

Goal 4: Driving People and Culture excellence and innovation.

- Optimal usage of HR systems and tools to support data driven decision making, anticipating future trends, and workforce management.
- 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.
- Trusted consultation and advice, subject matter expertise, and education.
- Bold and innovative ideas and solutions are encouraged while managing risk and change.

Strategic Plan Key Outcomes

Goal 5: Investing in our employees' development and wellness.

- Engaging and innovative learning and development programs that meet current business needs, encourages future growth and promote transformation as a learning organization.
- Leadership development strategies and programs that promote a healthy and performance driven culture, focused on engagement, coaching, effective management and strengthening talent pipeline.
- Formalized succession management program to invest in our workforce development and to ensure optimal service continuity for our tenants.
- Accessible and effective wellness programs and mental health supports to meet needs of our diverse workforce.

Notable Accomplishments

How we're driving progress in the P&C division.

Highlights

- 650 hires (permanent, temporary, seasonal) made in 2023, with an average ten (10) week time to hire.
- Implementation of 98 key training programs, including Accessibility for Ontarians with Disabilities Act, 2005 (AODA) training and Advancing the Culture Model Divisional Workshops.
- Enhanced and relaunched the Employee and Family Assistance Program (EFAP).
- TCHC named as one of Greater Toronto's Top Employer for 2024.
- Supported 95 staff in their professional development initiatives via investment in staff education reimbursement.
- Completed complex RFP process for Benefits services, ensuring cost-effectiveness
- Implemented an enhanced Attendance Support Program.
- Human Rights and Socio-Demographic Data Collection Policy and



Collaborative Efforts

Working together to provide the best service possible

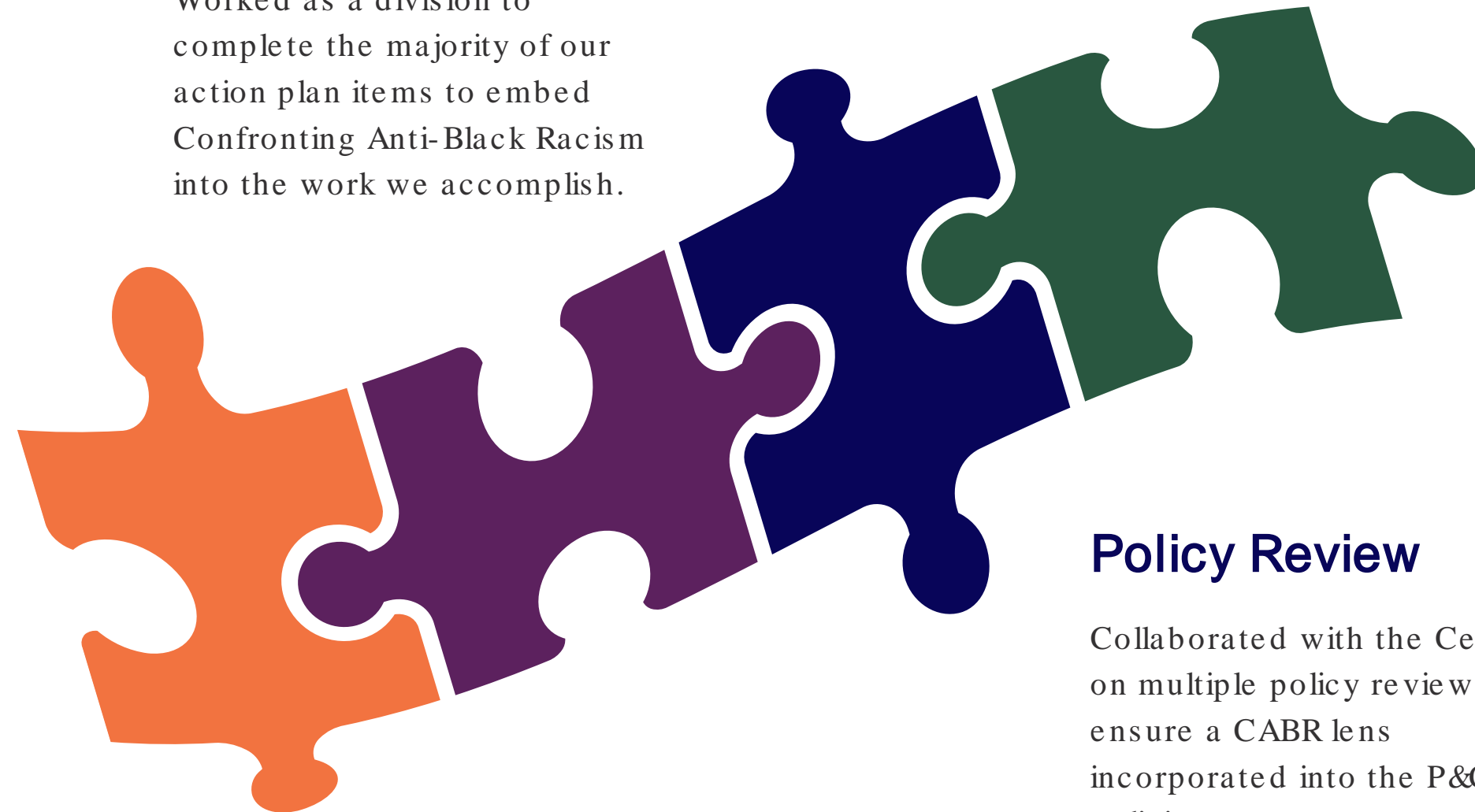
Confronting Anti-Black Racism Action Plans

Action Plans

Worked as a division to complete the majority of our action plan items to embed Confronting Anti-Black Racism into the work we accomplish.

Joint Ventures

Working with the Centre, our Executive Leadership Team (ELT) were provided cultural competency assessments and will receive coaching to deepen their understanding.



Policy Review

Collaborated with the Centre on multiple policy reviews to ensure a CABR lens incorporated into the P&C policies.

Communications

The Centre and EDI team collaborated on a joint statement of solidarity for Human Rights Day in December 2023.

Collaborative Efforts

Working together to provide the best service possible

Becoming Leaders in Mental Health



15

participants across People and Culture

3

weeks of learning invested

Leaders in People and Culture participated in the Human Resources Professionals Association's (HRPA's) Mental Health Skills Training: Certificate Program. This program is designed to educate HR Professionals who are looking to support their organization and employees to build a workplace where everyone's mental health can thrive.

People and Culture



We're Driving Progress

Project/Initiative	Status	Related Goal
Third party evaluation of Human Resources (HR) Technology and creation of a Digital HR Technology Strategy	Completed	<ul style="list-style-type: none"> • Goal 4: Driving People and Culture excellence and innovation.
Implemented the P&C Confronting Anti-Black Racism (CABR) Action Plan.	Ongoing	<ul style="list-style-type: none"> • Goal 1: Enhancing the employee and candidate experience to position TCHC as employer of choice. • Goal 2: Fostering a climate of inclusion, belonging, trust, and confidence. • Goal 3: Deploying modern and effective talent acquisition, onboarding, and retention strategies. • Goal 4: Driving People and Culture excellence and innovation. • Goal 5: Investing in our employees' development and wellness.
Rebranded from "Human Resources" to "People and Culture"	Completed and Ongoing	<ul style="list-style-type: none"> • Goal 1: Enhancing the employee and candidate experience to position TCHC as employer of choice. • Goal 2: Fostering a climate of inclusion, belonging, trust, and confidence. • Goal 3: Deploying modern and effective talent acquisition, onboarding, and retention strategies. • Goal 4: Driving People and Culture excellence and innovation. • Goal 5: Investing in our employees' development and wellness.

Payroll, Pension, and Benefits

Notable Achievements

Procuring Benefits for TCHC

Our team worked with our partners to develop an RFP to go out to market to procure a benefit provider for a term of 3+2+2 years. The goal was to get service provider who could best meet our needs at the most cost-effective price

Initial Preparation

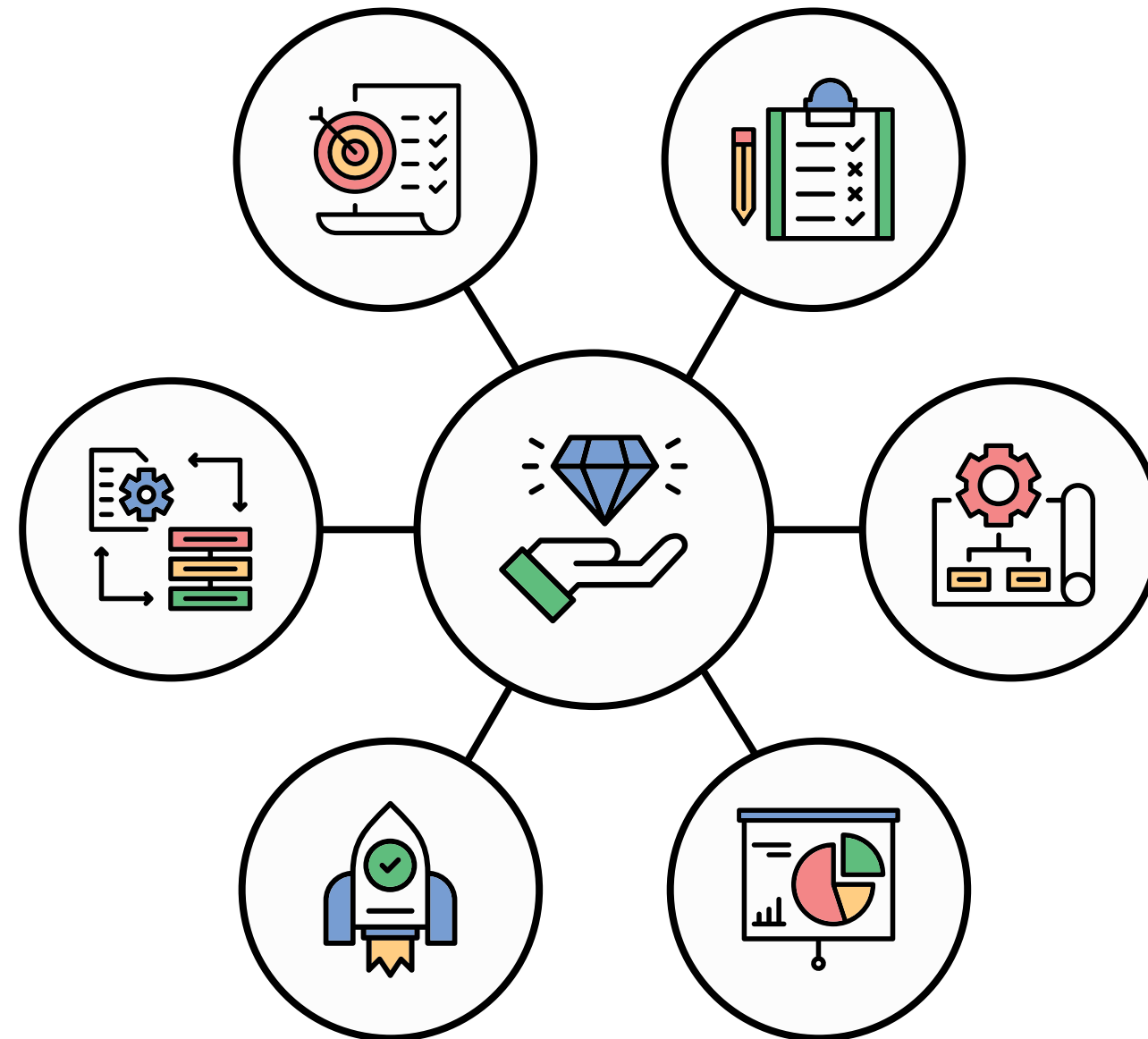
Created the standard of services we need and reviewed the benefits policies for accuracy and compatibility.

Evaluation Criteria

Developed the criteria to evaluate the vendors to ensure quality in procurement.

Financial Preparation

Planned out the specification data for the needs of TCHC from the vendor, including the financial aspects.



Pricing Tool

Developed a tool to outline schedules of payment and financial questionnaires for the vendor.

Questionnaire Development

Created an informative guide to respond to vendor inquiries to ensure the quality of the responses received.

Evaluating and Selecting

Evaluated all RFP responses according to evaluation criteria and selected a provider with a contract to be finalized in 2024.

Payroll, Pension, and Benefits

We're Driving Progress

Project/Initiative	Status	Related Goal
Benefits Request for Proposal (RFP) - Proposal Evaluation	Completed	<ul style="list-style-type: none">• Goal 1: Enhancing the employee and candidate experience to position TCHC as employer of choice.• Goal 5: Investing in our employees' development and wellness.
Electronic P&C File Room in SharePoint	In Progress	<ul style="list-style-type: none">• Goal 4: Driving People and Culture excellence and innovation.

Learning & Organizational Development

Notable Achievements

Employee Service Appreciation Event

250

employees recognized

99%

satisfaction rate



Learning & Organizational Development

We're Driving Progress

Project/Initiative	Status	Related Goal
<p>Developed a comprehensive Recognition Strategy aimed at:</p> <ul style="list-style-type: none"> • Appreciating employee service and commitment to TCHC as an employer; • Supporting team building activities that help shape a healthy and high-performing culture; • Recognizing and rewarding key achievements, and; • Developing leaders who encourage, recognize and reward high performance and positive behaviours. 	In Progress	<ul style="list-style-type: none"> • Goal 1: Enhancing the employee and candidate experience to position TCHC as employer of choice. • Goal 3: Deploying modern and effective talent acquisition, onboarding, and retention strategies.
<p>Designed and hosted a successful Employee Service Appreciation Event for over 250 employees recognized for achieving service milestones and commitment to TCHC's success with an overall satisfaction rating of 99%.</p>	Annual Event	<ul style="list-style-type: none"> • Goal 1: Enhancing the employee and candidate experience to position TCHC as employer of choice. • Goal 3: Deploying modern and effective talent acquisition, onboarding, and retention strategies.
<p>Multi-year leadership development strategy aimed at developing strong leaders at all levels of the organization to build and lead high performing teams prepared and approved by ELT.</p> <ul style="list-style-type: none"> • In-house modules developed as art of the leadership and culture series. • Currently developing content for the first phase of the program strategy: • Emerging Leaders Program • New Supervisor/Manager Program 	In Progress	<ul style="list-style-type: none"> • Goal 5: Investing in our employees' development and wellness.

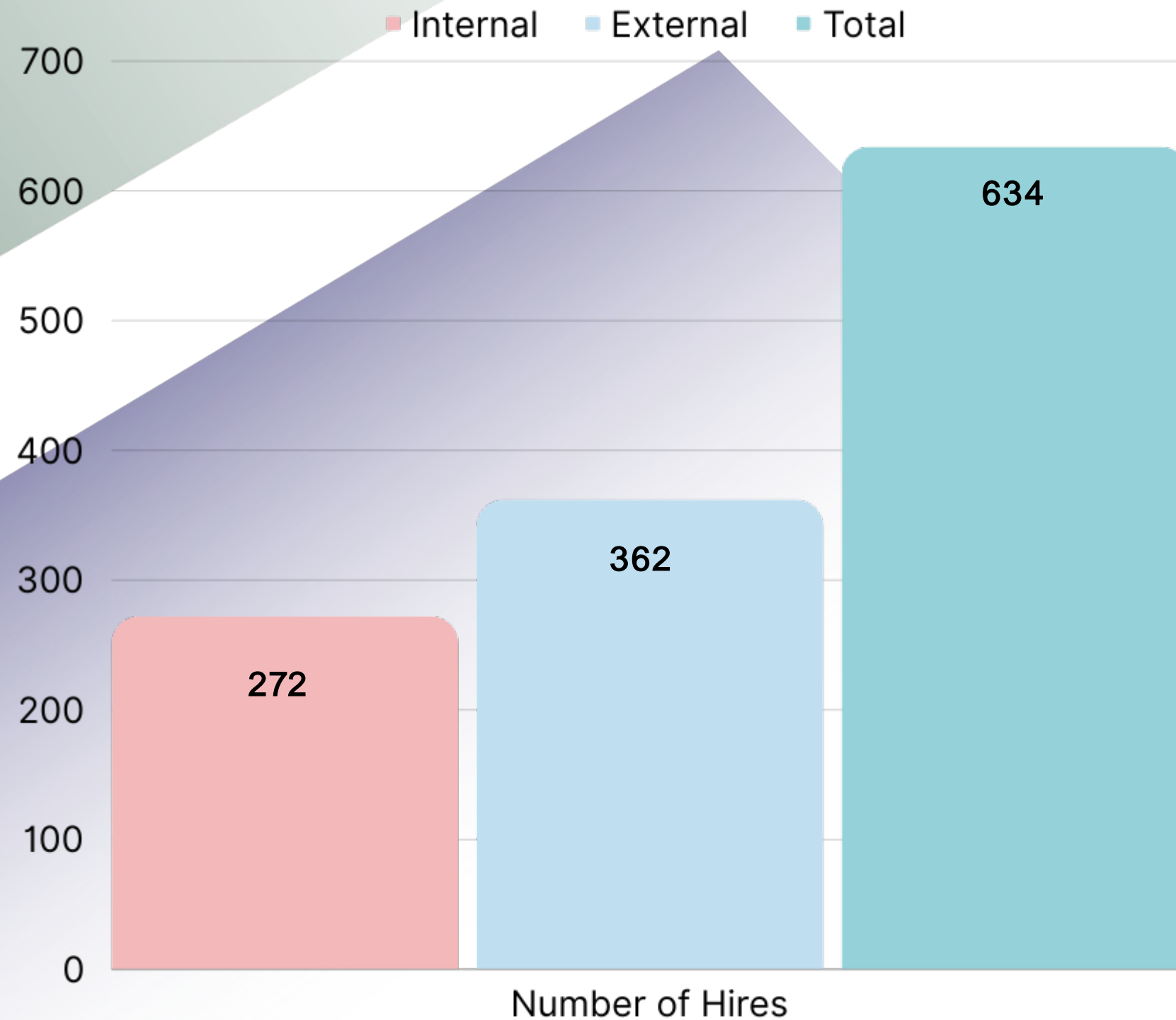
Learning & Organizational Development

We're Driving Progress

Project/Initiative	Status	Related Goal
<p>Developed culture model workshops for outstanding business units and delivery is expected to take place in Q1 2024 that highlights culture competencies and encourages business units to share success stories demonstrating how these competencies are reflected in the work being done across the organization.</p>	<p>In Progress</p>	<ul style="list-style-type: none"> • Goal 1: Enhancing the employee and candidate experience to position TCHC as employer of choice. • Goal 4: Driving People and Culture excellence and innovation.
<p>To support operations staff with the transition to Microsoft 365, a change management/adoption plan was created that focused on a series of demonstrations to introduce the new 365 features to corporate and front-line Operations staff. These demonstrations were customized in collaboration with an external vendor.</p>	<p>Completed</p>	<ul style="list-style-type: none"> • Goal 5: Investing in our employees' development and wellness.
<p>Cyber Security Awareness: In 2023 L&OD continued its partnership with ITS to drive cybersecurity objectives in TCHC. The Chief Information Security Officer of the City of Toronto had mandated TCHC to achieve an overall 75% compliance rate.</p>	<p>Completed</p>	<ul style="list-style-type: none"> • Goal 5: Investing in our employees' development and wellness.
<p>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:</p> <ul style="list-style-type: none"> • Annual Units Inspection • Managing Stipulations • Documentation Standards • Budget and Repayment Agreement • Computer Basics 	<p>Completed</p>	<ul style="list-style-type: none"> • Goal 5: Investing in our employees' development and wellness.

Talent Acquisition

Notable Achievements



634

total vacancies filled

19

Interns

10

weeks average time to fill

67

Program Leaders hired for the Rookie League Program

16

Special Constables for fall class

10 6

Youth Community Workers hired for the YouthWorx Program

Talent Acquisition

We're Driving Progress

Project/Initiative	Status	Related Goal
Developed, socialized and began implementation of a three year (3-year) Talent Acquisition Strategy.	Ongoing	<ul style="list-style-type: none"> • Goal 1: Enhancing the employee and candidate experience to position TCHC as employer of choice. • Goal 3: Deploying modern and effective talent acquisition, onboarding, and retention strategies.
Trained the Talent Acquisition (TA) team to ensure we employ a people-centered approach to recruiting.	Completed	<ul style="list-style-type: none"> • Goal 1: Enhancing the employee and candidate experience to position TCHC as employer of choice. • Goal 3: Deploying modern and effective talent acquisition, onboarding, and retention strategies.
Developed and implemented an “Employment Drivers” resource for TA team to assist with securing top talent.	Ongoing	<ul style="list-style-type: none"> • Goal 1: Enhancing the employee and candidate experience to position TCHC as employer of choice. • Goal 3: Deploying modern and effective talent acquisition, onboarding, and retention strategies.

Talent Acquisition

We're Driving Progress

Project/Initiative	Status	Related Goal
Recipient of Greater Toronto's Top Employer for 2024.	Completed	<ul style="list-style-type: none"> • Goal 3: Deploying modern and effective talent acquisition, onboarding, and retention strategies.
Developed "Digital Swag" in partnership with Strategic Communications to effectively promote TCHC as a top employer during outreach initiatives.	Completed	<ul style="list-style-type: none"> • Goal 3: Deploying modern and effective talent acquisition, onboarding, and retention strategies.
Developed online eLearning for a refresher on Interview Panel Member Training.	Completed	<ul style="list-style-type: none"> • Goal 4: Driving People and Culture excellence and innovation.
Optimizing "HR Connect" to support data driven decision making including: <ul style="list-style-type: none"> • Established and socialized Key Performance Indicators for recruitment. • Using data to inform and enhance recruitment strategies and internal processes. 	Completed and Ongoing	<ul style="list-style-type: none"> • Goal 1: Enhancing the employee and candidate experience to position TCHC as employer of choice. • Goal 2: Fostering a climate of inclusion, belonging, trust, and confidence. • Goal 4: Driving People and Culture excellence and innovation.

Compensation

Notable Achievements



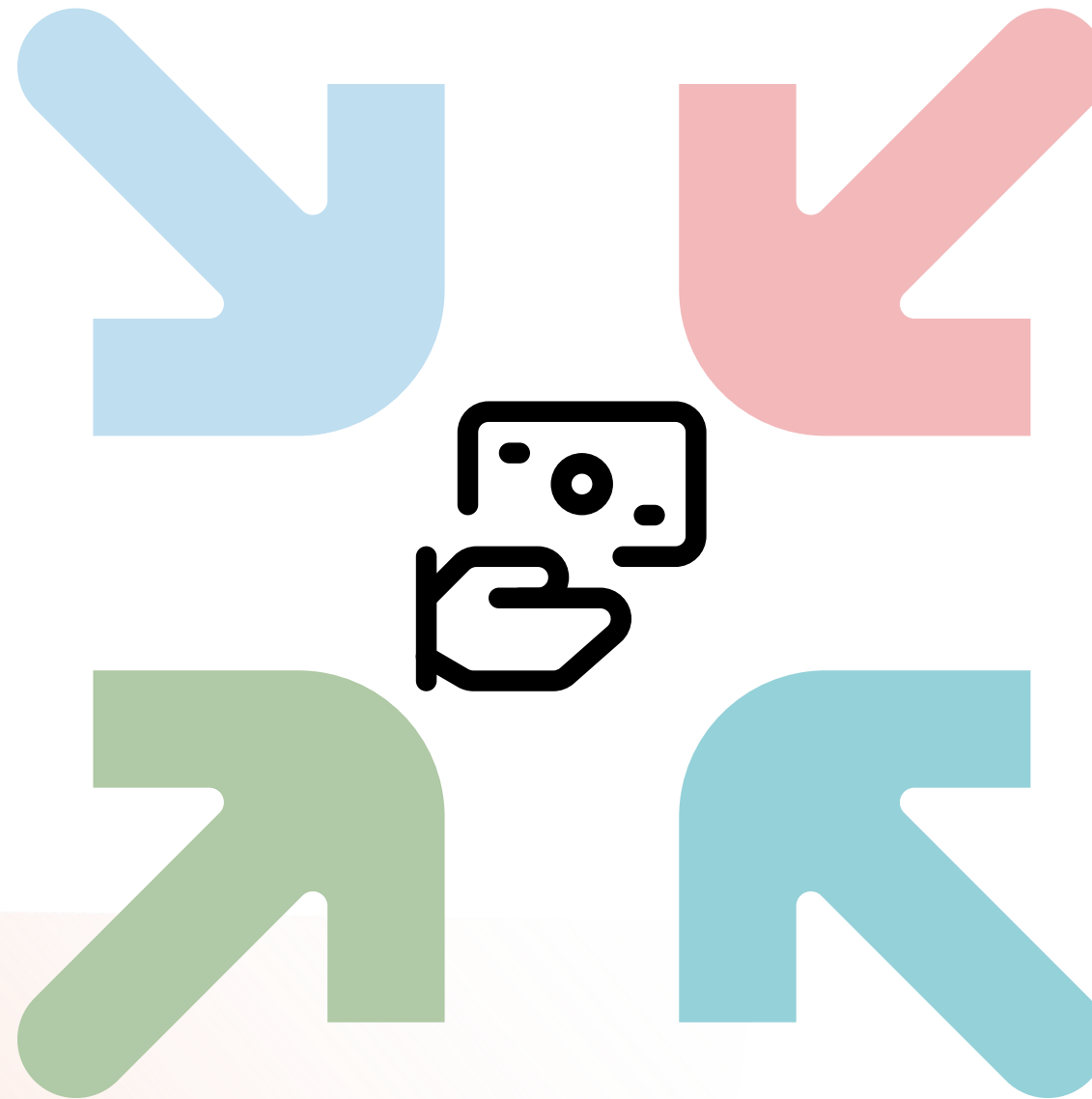
Salary Recommendations

Average time to complete a salary recommendation in Q4 2023 was 1.7 days; this is an improvement of a full business day from the same time in 2022 (2.7 days), and continues to exceed the service standard of 3 business days.



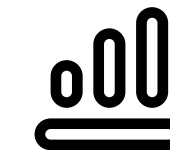
Supporting TCHC Divisions

Compensation supported multiple initiatives to support other units, with ITS/Operations to support development of a standardized job list to support improved and consistent reporting for the Operations team



Supporting P&C Units

Throughout 2023 Compensation supported multiple initiatives to support P&C units, such as developing and applying job rank assignment to support L&OD's deployment of timely and targeted learning and development.



Internal Equity

As a result of the 2023 salary range changes implemented, combined with intentional efforts to create internal equity & meaningful salary differences for staff, we reduced the number of staff at the range minimum from 70.9% in December 2022 to 51.7% in December 2023.

Compensation

We're Driving Progress

Project/Initiative	Status	Related Goal
Developed and implemented a 2023 Compensation Program.	Completed	<ul style="list-style-type: none"> • Goal 3: Deploying modern and effective talent acquisition, onboarding, and retention strategies.
Refreshed and implemented the Vacation Policy in partnership with Payroll.	Completed	<ul style="list-style-type: none"> • Goal 3: Deploying modern and effective 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	Completed	<ul style="list-style-type: none"> • Goal 1: Enhancing the employee and candidate experience to position TCHC as employer of choice. • 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	<ul style="list-style-type: none"> • Goal 1: Enhancing the employee and candidate experience to position TCHC as employer of choice. • Goal 2: Fostering a climate of inclusion, belonging, trust, and confidence.
Creating an inHouse Compensation Resources Page	In Progress	<ul style="list-style-type: none"> • Goal 1: Enhancing the employee and candidate experience to position TCHC as employer of choice. • Goal 4: Driving People and Culture excellence and innovation.
Refreshing the Additional Responsibility Premium Pay Policy	In Progress	<ul style="list-style-type: none"> • Goal 3: Deploying modern and effective talent acquisition, onboarding, and retention strategies. • Goal 5: Investing in our employees' development and wellness.

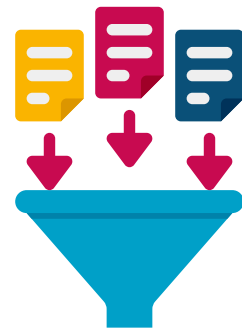
Equity, Diversity, and Inclusion

Notable Achievements

Document Review

Data Collection Policy and Procedure

Human Rights and Socio-Demographic Data Collection Policy and Procedure approved to have intentional methods of collecting and analyzing data.



Employee Network Documents

Revitalized Employee Network documents, including a guide to starting new Employee Networks, to further grassroots development of EDI at TCHC.



Toolkits and Guides

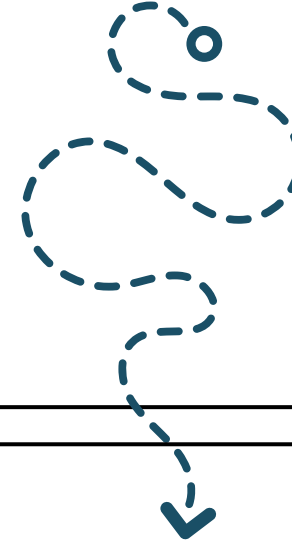
A toolkit on Hosting Inclusive Meetings was launched to all staff to understand more about how to be inclusive in meetings, whether internally or externally.



Learning Opportunities

eLearning Pathways

Multiple eLearning pathways related to EDI topics, including understanding diversity, anti-racism, and Indigenous cultural competency were created.



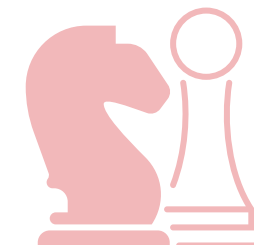
Intentional Learning

All staff were provided eLearning on the Accessibility for Ontarians Act, 2005 and Understanding Post-Traumatic Stress Disorder to increase knowledge around mental wellbeing.



Strategic Coaching

Our Executive Leadership Team (ELT) were provided cultural competency assessments and will receive coaching to deepen their understanding.



Maturity Model Updates

Level 3: Proactive

We progressed to Level 3: Proactive in the Global Diversity, Equity, and Inclusion Benchmarks (GDEIB) related to:

- Category #8: Assessment, Measurement, and Research.
- Category #10: EDI Learning and Development.
- Category #14: Marketing and Customer Service



Level 4: Progressive

We progressed to Level 4: Progressive in the GDEIB related to:

- Category #6: Job Design, Classification, and Compensation.
- Category #7: Work-Life Integration, Flexibility, and Benefits.
- Category #9: EDI Communications.

Equity, Diversity, and Inclusion

We're Driving Progress

Project/Initiative	Status	Related Goal
Deployment of Cultural Competency Assessments of our Executive Leadership Team (ELT) and strategic coaching as a joint venture with the Centre for Advancing the Interests of Black People (the Centre).	In Progress	<ul style="list-style-type: none"> • Goal 1: Enhancing the employee and candidate experience to position TCHC as employer of choice. • Goal 2: Fostering a climate of inclusion, belonging, trust, and confidence.
Developed and socialized Equity, Diversity, and Inclusion (EDI) related toolkits to assist with implementation of EDI related strategies into day-to-day work.	Completed	<ul style="list-style-type: none"> • Goal 2: Fostering a climate of inclusion, belonging, trust, and confidence. • Goal 5: Investing in our employees' development and wellness.
Developed and implemented a Human Rights and Socio-Demographic Data Collection Policy and Procedure.	Completed and Ongoing	<ul style="list-style-type: none"> • Goal 1: Enhancing the employee and candidate experience to position TCHC as employer of choice. • Goal 2: Fostering a climate of inclusion, belonging, trust, and confidence. • Goal 3: Deploying modern and effective talent acquisition, onboarding, and retention strategies.
Piloted inclusive recruitment practices related to EDI and CABR as part of implementing the EDI Strategy and CABR Strategy.	Ongoing	<ul style="list-style-type: none"> • Goal 1: Enhancing the employee and candidate experience to position TCHC as employer of choice. • Goal 2: Fostering a climate of inclusion, belonging, trust, and confidence. • Goal 3: Deploying modern and effective talent acquisition, onboarding, and retention strategies. • Goal 4: Driving People and Culture excellence and innovation.

Employee and Labour Relations

We're Driving Progress

Project/Initiative	Status	Related Goal
Policy and Standard Operating Procedure Review/Updates.	In Progress	<ul style="list-style-type: none">• Goal2: Fostering a climate of inclusion, belonging, trust, and confidence.• Goal4: Driving People and Culture excellence and innovation.
Implementation of changes to CUPE 79 Collective Agreement and CUPE 416 initiatives to support business units.	Completed	<ul style="list-style-type: none">• Goal2: Fostering a climate of inclusion, belonging, trust, and confidence.• Goal4: Driving People and Culture excellence and innovation.

Health, Safety, and Wellness

Notable Achievements

Policy and Program Review

Reviewed and updated 13 policies/programs as part of a multi-year review and modernization plan. Completed an internal audit reported to BIFAC and developed action plan.



Training Program Delivery

Trained 1066 staff in 65 training sessions in-person or by live webinar and additional 3653 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 with orientation sessions for staff on enhanced accessing counselling and other supports.



Employee Attendance Management

Implemented an Attendance Support Program (“ASP”) with training for supervisors to monitor and effectively support employees with attendance challenges. Entered 130 staff into the program to support employee well-being and attendance work.



Health, Safety, and Wellness

We're Driving Progress

Project/Initiative	Status	Related Goal
Attendance Support Program implementation and supervisor training.	Completed and Ongoing	<ul style="list-style-type: none"> • Goal 2: Fostering a climate of inclusion, belonging, trust, and confidence. • Goal 4: Driving People and Culture excellence and innovation.
Developed and launched training: <ul style="list-style-type: none"> • Understanding Post-Traumatic Stress Disorder (PTSD) • Preventing Workplace Violence and Harassment • Confined Space Awareness • Mental Health in the Workplace Training for People Leaders 	Completed	<ul style="list-style-type: none"> • Goal 2: Fostering a climate of inclusion, belonging, trust, and confidence. • Goal 4: Driving People and Culture excellence and innovation.
Operations Peer Support Pilot and Community Safety Unit (CSU) Peer Support Training	Completed and Ongoing	<ul style="list-style-type: none"> • Goal 5: Investing in our employees' development and wellness.
Employee and Family Assistance Program (EFAP) Re-implementation Project	Completed	<ul style="list-style-type: none"> • Goal 5: Investing in our employees' development and wellness.
Healthy Workplace Month Cardio Clinics	Completed	<ul style="list-style-type: none"> • Goal 5: Investing in our employees' development and wellness.
Internal Audit –review of HSW program	Completed	<ul style="list-style-type: none"> • Goal 4: Driving People and Culture excellence and innovation.
Policy and Program Review with Modernization Plan	Ongoing	<ul style="list-style-type: none"> • Goal 4: Driving People and Culture excellence and innovation.

Health, Safety, and Wellness

Annual Metrics

Metric	Data Collection Method	Target	Results																																																
Occupational Lost Time Injury Frequency (monthly trend)	Calculated based on paycode tracking/reporting in Dayforce.	<ul style="list-style-type: none"> Trending downwards (i.e. frequency of disabling employee injuries is decreasing) 	<ul style="list-style-type: none"> 2022: 7.3 2023: 4.1 ↓ 3.2 																																																
Occupational Lost Time Injury Severity (monthly trend)	Calculated based on paycode tracking/reporting in Dayforce.	<ul style="list-style-type: none"> Trending downwards, severity not increasing. Metric is proportional to operational impact of absences due to WSIB claims. 	<ul style="list-style-type: none"> 2022: 66.2 2023: 50.9 ↓ 15.3 																																																
Ill days per worker (quarterly trend)	Calculated based on paycode tracking/reporting in Dayforce and average employee count at beginning/end of quarter.	<ul style="list-style-type: none"> Trending downwards or stable and below average non-occupational absences for public sector (3.35/quarter 2023 Stats. Can.) 	<table border="1"> <thead> <tr> <th>Quarter</th> <th>2022</th> <th>2023</th> <th>Δ</th> </tr> </thead> <tbody> <tr> <td>Q1</td> <td>2.40</td> <td>2.16</td> <td>▼ 0.24</td> </tr> <tr> <td>Q2</td> <td>2.35</td> <td>2.01</td> <td>▼ 0.34</td> </tr> <tr> <td>Q3</td> <td>2.20</td> <td>2.09</td> <td>▼ 0.11</td> </tr> <tr> <td>Q4</td> <td>2.33</td> <td>2.37</td> <td>▲ 0.04</td> </tr> </tbody> </table>	Quarter	2022	2023	Δ	Q1	2.40	2.16	▼ 0.24	Q2	2.35	2.01	▼ 0.34	Q3	2.20	2.09	▼ 0.11	Q4	2.33	2.37	▲ 0.04																												
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Health, Safety, and Wellness (HSW) training seat completion (monthly trend)	Manual reporting based on Talent Connect.	<ul style="list-style-type: none"> Leading metric. Trending upwards or stable (average quarterly), indication of coordination capacity and tracking towards compliance. 	<table border="1"> <thead> <tr> <th colspan="4">Legislative Training</th> <th colspan="4">Other Training</th> </tr> <tr> <th>Quarter</th> <th>2022</th> <th>2023</th> <th>Δ</th> <th>Quarter</th> <th>2022</th> <th>2023</th> <th>Δ</th> </tr> </thead> <tbody> <tr> <td>Q1</td> <td>269</td> <td>545</td> <td>▲ 276</td> <td>Q1</td> <td>187</td> <td>392</td> <td>▲ 205</td> </tr> <tr> <td>Q2</td> <td>319</td> <td>634</td> <td>▲ 315</td> <td>Q2</td> <td>196</td> <td>440</td> <td>▲ 244</td> </tr> <tr> <td>Q3</td> <td>406</td> <td>383</td> <td>▼ -23</td> <td>Q3</td> <td>481</td> <td>428</td> <td>▼ -53</td> </tr> <tr> <td>Q4</td> <td>330</td> <td>869</td> <td>▲ 539</td> <td>Q4</td> <td>95</td> <td>1025</td> <td>▲ 930</td> </tr> </tbody> </table>	Legislative Training				Other Training				Quarter	2022	2023	Δ	Quarter	2022	2023	Δ	Q1	269	545	▲ 276	Q1	187	392	▲ 205	Q2	319	634	▲ 315	Q2	196	440	▲ 244	Q3	406	383	▼ -23	Q3	481	428	▼ -53	Q4	330	869	▲ 539	Q4	95	1025	▲ 930
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Joint Health and Safety meeting completion (monthly trend)	Manual tracking/reporting based on monthly co-chair reports.	<ul style="list-style-type: none"> Leading metric. 100% completion i.e. quorum at all local committee meetings, full engagement between management and Labour Partners. 	<table border="1"> <thead> <tr> <th>Quarter</th> <th>2022</th> <th>2023</th> <th>Δ</th> </tr> </thead> <tbody> <tr> <td>Q1</td> <td>100%</td> <td>100%</td> <td>-</td> </tr> <tr> <td>Q2</td> <td>94.4%</td> <td>100%</td> <td>▲ 5.6%</td> </tr> <tr> <td>Q3</td> <td>100%</td> <td>100%</td> <td>-</td> </tr> <tr> <td>Q4</td> <td>94.4%</td> <td>100%</td> <td>▲ 5.6%</td> </tr> </tbody> </table>	Quarter	2022	2023	Δ	Q1	100%	100%	-	Q2	94.4%	100%	▲ 5.6%	Q3	100%	100%	-	Q4	94.4%	100%	▲ 5.6%																												
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