



Toronto Community Housing Corporation  
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## **Briefing Note:** For Information

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**To:** Governance, Communications and Human Resources Committee  
("GCHRC")

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**From:** Barbara Shulman, Vice President, Human Resources (Interim)

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**Date:** June 28, 2021

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**Re: Public Action Item #5:** Human Resources Data

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Management was asked to report back to GCHRC with follow-up information to the HR Division Update report (GCHRC:2021-18) provided at the May 25, 2021 GCHRC meeting.

### **1. Years of Service for Management & Non-Union Employees as of March 2021**

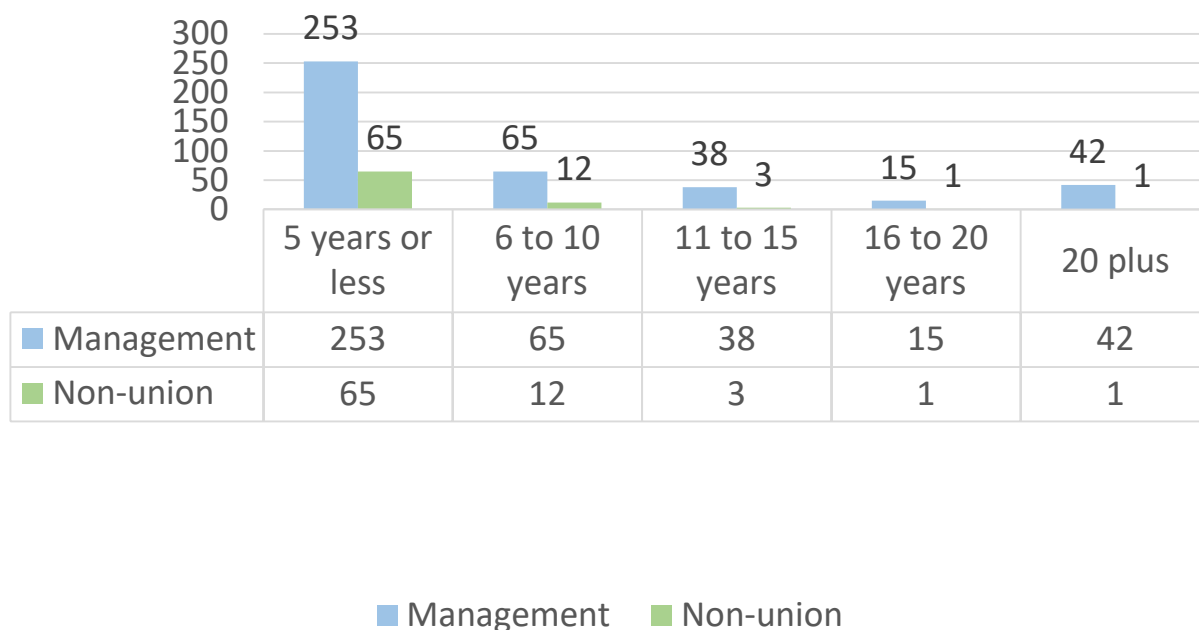
The total number of management and non-union staff, as at March 2021 was 495.

The 495 employees are comprised of:

- 235 managers – People leaders (responsible for supervising staff);
- 160 management – Individual contributors (do not supervise other staff); and
- 100 non-union – Exempt staff

The tenure of the total 495 employees is reflected in Table 1 below.

*Table 1: Tenure of Management and Exempt Employees*



Further analysis of the 253 management staff with service of 5 years or less identified the following information:

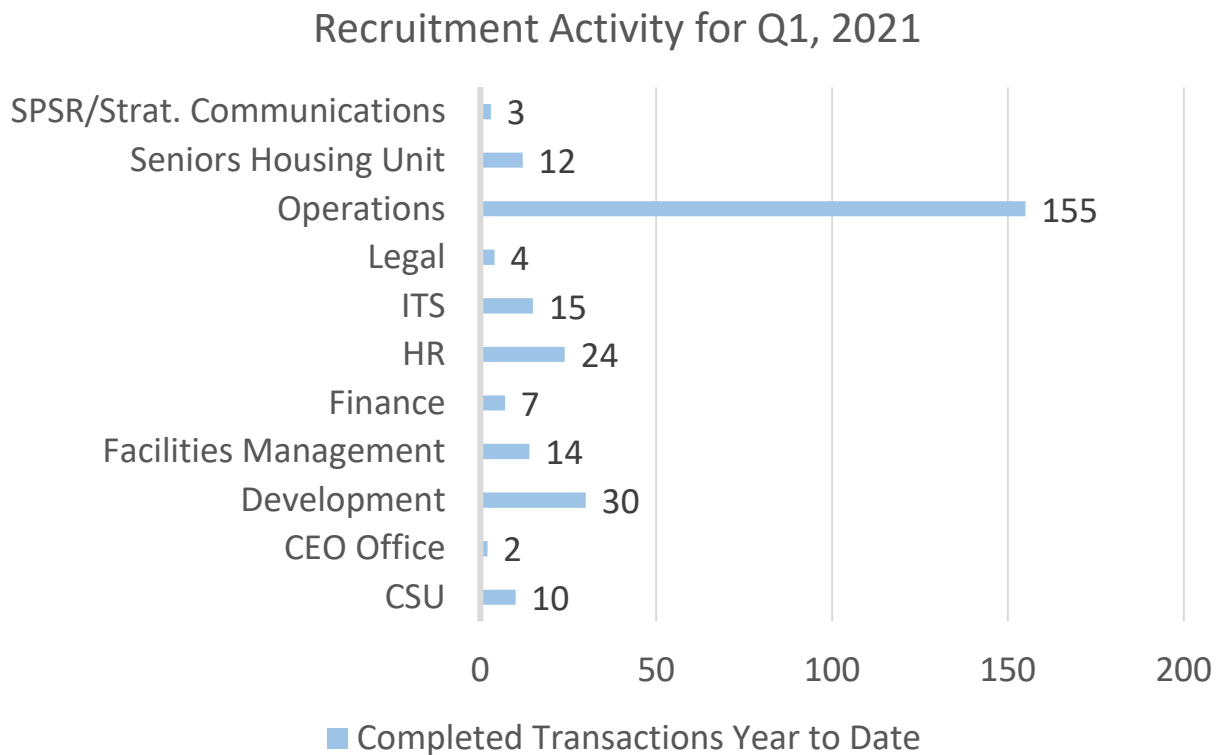
- 164 were new hires to TCHC
- 89 were existing employees who had been promoted into new management roles

Of the 164 employees who were new to TCHC, 37 were hired into brand new management positions that had been created in various divisions, including Operations, CSU, ITS and other areas. The remaining management employees with less than 5 years of service were hired to fill positions vacated through attrition – exits due largely to retirements, resignations, as well as to terminations.

## 2. Recruitment Data for Development Division

Table 2 was included in the Q1 HR Divisional Update to GCHRC at the May 25<sup>th</sup> meeting. The recruitment activity presents a summary of the various types of activity supported by the Recruitment team, including filling of temporary and permanent vacancies, as well as the processing of acting assignment extensions and employee transfers.

Table 2: TCHC Recruitment Activity for Q1 2021



**Note:** Completed transactions includes, but is not limited to Acting Assignments, Acting Assignment Extensions, Contract Extensions, Conversions, Lateral Transfers and Vacancy for Competition

GCHRC requested additional information be provided to explain the volume of activity in Development division in particular, as the number of transactions (30) seemed disproportionately high, relative to the total number of positions on the Development division.

Further analysis of the activity identified an error which directly impacted the data being reflected for Development division. In fact, the correct number of recruitment transactions in Q1 for the Development division was **12 not 30**. The error arises due to the extensions of 18 temporary assignments into the Senior Program Leader, Capital Engagement and Conservation Program being attributed to Development instead of to Facilities Management division.

This error results in a need to adjust the data reflected for Facilities Management for Q1. The correct number of recruitment transactions for Facilities Management in Q1 is 32 (not 14), with 18 of those transactions being the extensions of the Senior Program Leaders, a casual position in the division.

Future HR Divisional updates to GCHRC will provide a more detailed breakdown of the recruitment activity, in order to provide more meaningful information to the Committee on the specific nature of the recruitment activity – differentiating between temporary versus permanent hires, and whether the positions are filled internally or externally.