

Annual Report

Human Resources and Equity 2005

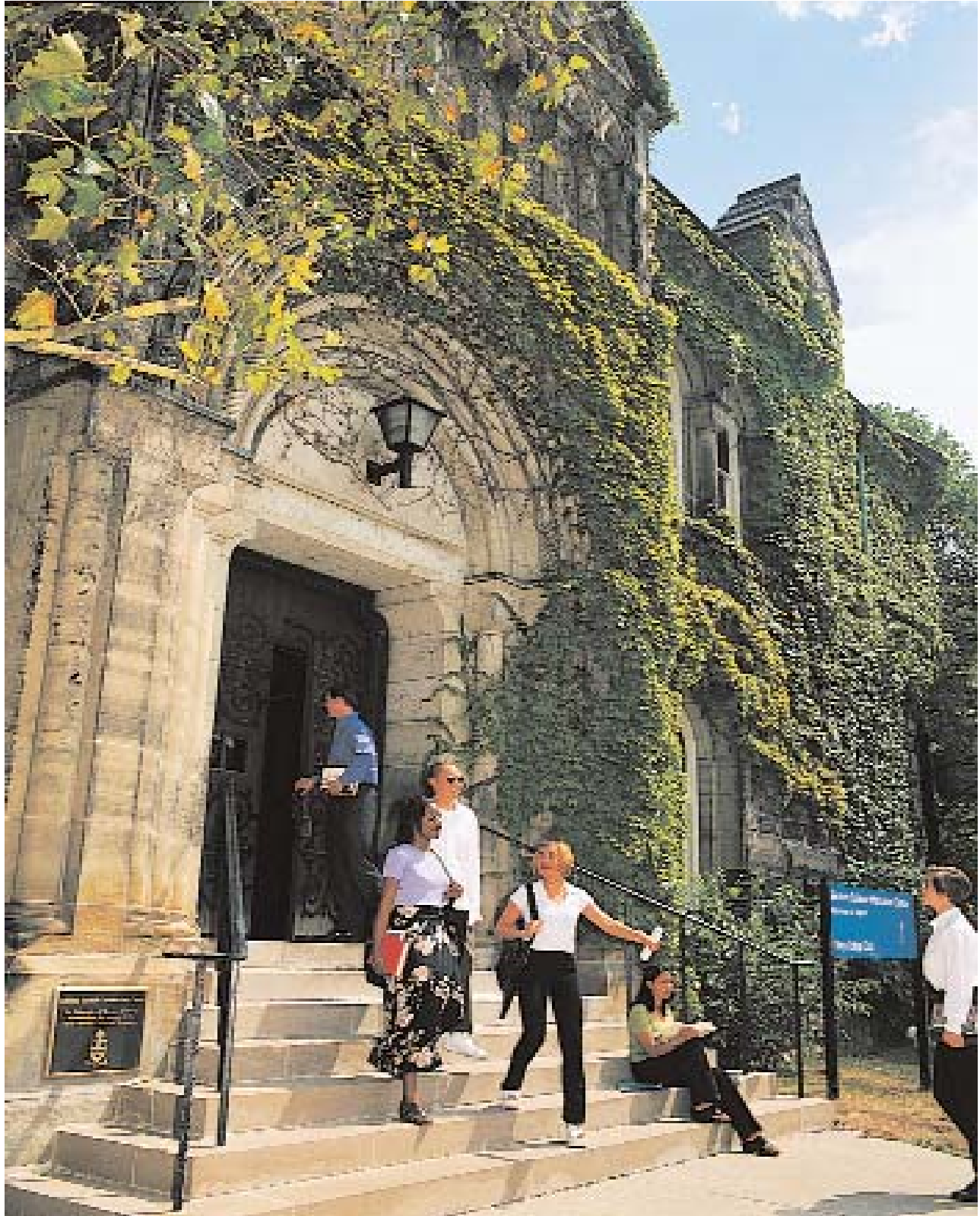


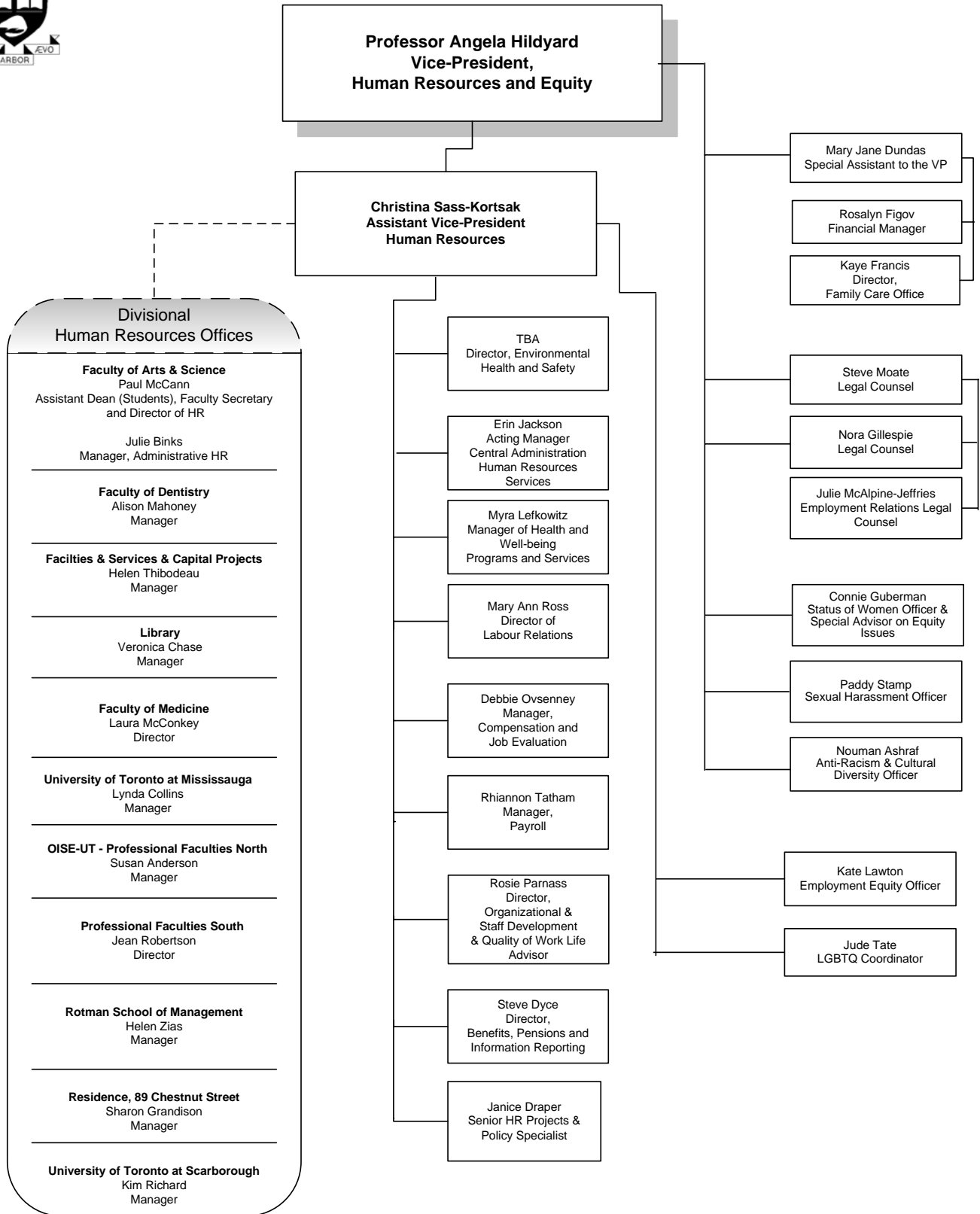


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Human Resources and Equity



1. Introduction

The Human Resources and Equity portfolio plays an important role in enabling the University to attain its vision to be a leader among the world's best public teaching and research universities. Our work supports the recruitment and retention of faculty and staff who are culturally and ethnically representative of the diverse community in which we live, work and study. We work with academic departments and administrative units to ensure that the University of Toronto is an employer of choice for both faculty and staff. To the extent that the University is able to attract and retain excellent faculty and staff and provide a work environment that is fulfilling and challenging, and to the extent that members of the University community interact with one another with respect and dignity, then as a community we will improve and enhance the student experience.

This year we were particularly proud to be selected as one of the top 100 employers in Canada (the first educational institution to appear on the list) and to be named as one of the top 10 family-friendly employers in Canada¹.



Angela Hildyard
Vice-President, Human Resources and Equity

2. Employment & Labour Relations

Faculty

Following many months of productive discussion in a Joint Working Group, this year the University achieved a significant milestone in reaching an agreement with the Faculty Association to eliminate mandatory retirement for faculty and

¹. Mediacorp's annual list of Canada's top 100 employers is based on performance in seven areas: physical workplace; work atmosphere and social; health, financial and family benefits; vacation and time off; employee communications; performance management; and training skills and development).

librarians. The agreement provides options for early retirement, phased retirement and postponed retirement as well as providing new ways for retired faculty to retain their connection with the University. The policies give faculty



and librarians more choices and will strengthen the University's ability to attract and retain senior scholars.

HR continues to work collaboratively with the Provost's office on a variety of fronts to continuously improve the working experience for faculty and librarians. Some additional areas of focus include:

- **Orientation for new Academic Administrators:** We continue to collaborate on the development and delivery of programs to assist newly appointed academic administrators as they assume leadership roles. This year a new session was delivered on managing infrastructure, with a focus on optimal use of technology and space and managing people through periods of significant change. Next spring, at the request of previous participants, we will add a session on managing conflict.
- **Faculty Relocation Service:** The Faculty Relocation Service (FRS) operates from within the Family Care Office, providing deans, chairs and search committees with assistance in meeting their goals in an intensely competitive recruiting environment. Program staff meet with prospective and recently appointed faculty to discuss their relocation concerns such as housing, moving arrangements, care for children and elderly family members, banking and referrals to ethnocultural and religious communities and lesbian and gay communities. Over 675 recruitment kits were requested by departments this past year. The Office was in contact with 236 prospective and newly appointed faculty compared to 178 last year. There were 37 more searches occurring and this was reflected by a 33% increase in appointments. This service is in its sixth year and it is quite apparent that it is an important component of the University's faculty recruitment program.
- **Dual Career Connection:** The successful relocation and employment of a spouse/partner is a critical issue for many candidates for faculty positions. The Dual Career Connection Service provides employment assistance and resources to help dual career spouses/partners in their search for employment

in the Greater Toronto area. The services include individual career counseling and employment search coaching; resume and interview strategies and feedback; networking assistance, career development workshops; access to job search resources and support throughout the relocation and transition period. This year saw a significant increase in the number of individuals served through this service with a total of 67 counseling appointments in comparison to 54 last year. E-mail counseling appointments increased by 62% from 139 in 2004 to 357 in 2005. This service is obviously a valuable one in our efforts to recruit and retain excellent faculty at the University.

- Faculty and Staff Experience Survey: The offices of the Vice President Human Resources and Equity and the Vice-Provost Academic are actively engaged in developing a work place survey for faculty and staff to measure the experience of employees and to gauge our progress as an employer of choice. The survey is planned to be administered in April, 2006 and will provide base line data for future benchmarking.

Labour Relations

The year 2005 has been a year of extremely intense collective bargaining activity at the University of Toronto, with several sets of negotiations that began in the 2004 bargaining schedule carrying forward into 2005. Bargaining also commenced for five collective agreements that expired in 2005. Of these, two have been successfully concluded so far.



The University negotiated a first collective agreement with CUPE 3902 Unit 3, representing stipendiary instructors, in the remarkably short time period of four months. Excellence in teaching, as well as mastery /currency with the subject matter were established as the criteria on which hiring and advancement decisions are to be made, principles that were critical to the University in reaching a settlement. Creativity at the bargaining table was a hallmark of these negotiations, and the University was able to establish and implement two entirely new benefits for this unique group, a health care spending account and a group RRSP.

In September a renewal collective agreement was reached with the United

Steelworkers Staff Appointed Bargaining unit, representing over 3000 administrative employees working in every division of the University, and bargaining continues with the USW Casual unit. The new collective agreement includes explicit commitments to career and professional development for USW staff members. The agreement also includes a commitment to continue to work on the job evaluation project with the Union. Despite regular meetings and considerable effort, energy and resources, little progress was made on the job evaluation project in 2005, due to some fundamental differences between the parties in their approach. The renewed commitment includes specific time lines and deliverables, including the completion of job descriptions for all members of the bargaining unit by December 21, 2005. This project will require significant effort and resources over the next two years as we work with the Union to finalize the job evaluation system and reach agreement on the evaluation of all USW jobs by the end of 2007. The financial implications of the implementation of the revised job evaluation system will be subsumed within the next round of bargaining with USW in 2008.

A summary of agreements completed in 2005 is presented in the table below.

Union	Number of Employees as of September 2005	Date of Settlement
CUPE 3907 (OISE Grad.Students & Grad. Ass'ts)	195	February 11, 2005
CUPE 3261, (Part-time & Casual Service Workers)	24	April 14, 2005
International Brotherhood of Electrical Workers—I.B.E.W	23	June 10, 2005
OPSEU, Local 519 Campus Police	49	July 12, 2005
Sheet Metal Workers, Local 30	3	July 13, 2005
Plumbers, Local 46	18	September 15, 2005
USW, Local 1998	3221	September 19, 2005
Painters, Local 557	0	October 17, 2005
CUPE 1230, (Full-time Library Workers)	176	November 11, 2005
Carpenters, Local 27	13	November 30, 2005
CUPE 3902, Unit 3 (Stipendiary Instructors)	546	December 01, 2005
CUPE 1230 (PT Library Workers)	275	December 20, 2005

Bargaining commenced in July of 2005 with CUPE 3902, Unit 1 representing some 3500 Teaching Assistants and Student Course Instructors at the University of Toronto. Bargaining has proved to be challenging with this group, and the parties have now jointly applied for assistance to the Minister of Labour who has appointed a Conciliation Officer to work with the parties. Dates for conciliation are set for January of 2006.

3. Organizational and Staff Development

In September of this year Rosie Parnass was appointed to the new role of Director, Organizational & Staff Development with a mandate to rethink the relationship between this office and the divisions. The Staff Development Centre has embarked down a path that will broaden its focus to include consultation to departments in areas such as: managing change, team building, organizational re-design and culture, career development, leadership development and succession planning. The intent is to create a department that supports the vision and values of the university by delivering programs and services that meet departmental and organizational development needs in addition to supporting the professional and career development needs of the individual employee. We will work in collaboration with departments to achieve these goals. We have already begun to see an increase in departments utilizing our staff for a variety of consulting projects and expect this activity to grow next year. Ms Parnass retained her role as Quality of Work Life Advisor and these activities and initiatives will be integrated into the mandate of Organizational and Staff Development.

Career Development

Supporting career development for administrative staff is one of the objectives contained in Stepping Up and is a key area of focus for Human Resources & Equity. Several of our newly negotiated collective agreements have language that supports the development of career plans for staff and encourages managers to promote training and career development for all staff who come under their supervision. The Staff Development Centre continues to offer workshops and individual services for all those interested in exploring their career options. A total of 308 counselling appointments were booked this year, an increase of 10% from the previous year. A new program was offered in partnership with the Status of Women Office entitled “Moving Beyond Entry Level”; a workshop geared to administrative staff at junior levels with an emphasis on strategizing how to advance one’s career at the university.

In the coming year we will be developing new on-line career planning tools for managers and staff. Workshops will also be developed to assist managers in creating career development plans with their staff. Managers are evaluated on how well they develop their staff and, on an annual basis, are required to provide documentation of development plans for themselves and their staff.

Career Transition Services is also available for those staff released due to

organizational change. These individuals have access to career counseling, the learning lab resources (including computers, photocopiers and fax machines) and computer courses to enhance their existing skills. This past year saw a fifty percent increase in the number of staff utilizing these services, a reflection of the perceived value of the program. Staff may also obtain a certificate in “Career Fitness” by attending six workshops on personality and skills assessment, navigational strategies to manage your career, identifying opportunities and marketing yourself, techniques for developing high impact resumes and cover letters and successful interview strategies.

Mentoring Program

The fourteen-month Mentoring Partnership Program is an important leadership development and succession planning mechanism, pairing senior leaders with leaders at more junior levels within the organization. Mentorees also broaden their perspective on how the University works. Participants receive training, reference tools on mentoring, professional development, networking forums and ongoing support during the program. We intend on further increasing the partnerships in our programs next year and will continue to encourage informal mentoring at all levels.

Learning Programs

We continue to provide a wide variety of programs to help administrative staff develop and enhance their knowledge and skills, holding more than 260 sessions with 4469 participants attending. Capitalizing on the expertise that already exists within the organization, we call upon 90 in-house instructors to deliver programs to support the development of leadership, professional, computer and technical, career and life management and environmental health and safety skills.

We are reviewing all of our Leadership Development programs and the Business Development program to ensure that the content and format continues to meet the University’s needs effectively and efficiently. While these reviews are under way we have reduced the number of sessions being offered but our number of participants continues to increase. We expect these numbers to rise further as we launch some of our new programs next year.

We are also committed to launching our E-learning program in 2006. We will begin by offering a large variety of computer based training especially in areas that are specific to staff pursuing technical and data management careers. As a

result of this initiative, we have begun to charge a nominal fee for our on-site computer training programs, so that they remain competitive when we introduce E-learning in 2006.

Performance Assessment

A new Performance Assessment Process for Confidential Staff was introduced in the spring of 2005. The process was modeled on the existing PM Performance Assessment Process, which was designed to improve objectivity and consistency, to facilitate meaningful dialogue and feedback on performance and to strengthen the link between performance and merit pay. The system was customized to meet the unique needs of the Confidential employee group. Employees and Managers received training on the new system and extensive feedback has been obtained on their experiences. This feedback will be used to make ongoing enhancements to the Performance Assessment Process.

Feedback on PM's experience with their Performance Assessment Process was obtained again this year. This feedback will also be used to make any ongoing enhancements to the PM Performance Assessment Process.

4. Health and Work Life

Health and Well-being Programs and Services

Health and Well-being Programs and Services functions as a centralized resource for all employees of the University of Toronto interested in proactive programs related to a healthy workplace or in need of information on workplace injury, long term disability, workplace accommodation and related issues.

The office continues to experience an increase in the number of employees – both faculty and staff – requiring accommodation in the workplace. Requests for accommodation have doubled from last year when we began to collect these figures.

Occupational Health staff continued medical surveillance programs for mercury, asbestos, tuberculosis and other potential health hazards within the workplace. The University offered influenza immunization clinics on both St. George and Scarborough campuses and provided hundreds of flu shots to U of T employees. Peel Public Health led the immunization clinic at UTM.

Health and Well-being in co-operation with Employment Legal Counsel provided leadership in the development of training materials and programs for all Human Resource staff on accommodation of employees and applicants with disabilities. This training will be adapted and expanded to managers and academic administrators during 2006.

Training and public awareness continue to be a priority of the office. This year Health and Well-being Programs and Services sponsored a one day event on each campus, “A Healthy U”, a series of workshops and activities that focused on the intersection between individual health and the workplace. As a member of the Achieving Work Life Balance Month committee, the office sponsored an oversubscribed lecture on Depression and the Workplace presented by Dr. Louise Hartley, Vice President of Clinical Services at Family Services Association. Yoga classes, in-office chair massage clinics and walking groups continue to be offered on the St George campus and this year a walking group has begun on the UTSC campus. One of the disability consultants from Health and Well-being works from the UTSC campus one day a week.

Accommodation Committee members from the Library Administration, CUPE 1230, Labour Relations and Health and Well-being Programs and Services worked jointly to develop and lead training on *Accommodation of Employees with Disabilities* to senior managers and CUPE 1230 union executives. This is the first of several training sessions that will be provided to all library staff from Central Libraries.

In addition, Health and Well-being began the installation and use of a new disability management system. Medgate will assist the University to better understand, identify, track and respond to trends in occupational health, sick leave, accommodation, long term disability and workplace injury. This comprehensive software package will enhance the University’s ability to analyze the data and customize our approach to workplace health.

Quality of Work Life

As mentioned in the introduction to this report, we were very proud to be chosen this year by Maclean’s Magazine and Mediacorp as one of the top 100 employers in Canada; the first university to be named to this list and the only post-secondary institution to appear on the list this year. In conjunction with this award we were also selected by Today’s Parent Magazine as one of the top 10 family friendly employers in Canada. Some of the reasons cited for our receipt of these awards included our four on-site day cares, access to emergency backup child care services, flexible work arrangements, tuition waivers, family and float days, a generous sick leave policy and top-up payments for maternity and adoption leave.

While we are delighted that the University has been recognized, we are mindful



that areas for improvement remain and will look to the findings from the Faculty and Staff Experience Survey to assist us in identifying ongoing and emerging needs.

The Quality of Work Life Advisor continues to monitor best practices in the area of work life balance with the objective of ensuring that the University continues to be an employer of choice. In addition to the emergency back-up child care program with Kids and Company and the access to their full-time childcare centres, the Quality

of Work Life Advisor worked jointly with other university departments to ensure the successful relocation of the Campus Co-op Child Care Centre.

Take Our Daughters and Sons to Work Day was offered again this year with Hart House and the Athletic Centre serving as significant partners in the event. Over 300 children registered, with a total of 475 children and parents attending throughout the day.

The very successful Achieving Work Life Balance month was organized again this year with even more sessions being offered on a variety of topics. Over 35 events were offered and sessions were held on all three campuses with over 600 individuals attending. The Centre for Health Promotion recognized the Achieving Work Life Balance Committee for their work by awarding them with their “Healthy U of T” award.

The Quality of Work Life Advisor was elected to the Board of CUWFA (College and University Work Family Association) for a three year term.

Family Care Office

The Family Care Office provides information and workshops for staff, faculty and students on a variety of topics. The primary areas of concern continue to be child care options, funding for child care, maternity and parental leaves, parenting, elder care, relocation issues and housing, requests for counseling and legal referrals related to separation and divorce and balancing work and family.

The Office also provides educational programming and offers a variety of workshops, discussions groups and events to address these family care issues. With the addition of another staff member, the office has been able to increase the number of workshops offered by 50% over the past two years with a significant increase in the number of participants. Some of the new workshops offered include: Queer Parenting: The Conversations We Rarely Have; Emotional Aspects of Separation and Divorce; Juggling Work, Home Life and Caring for an Aging Relative; and Anger Management for

Parents. They continue to offer various discussion groups including the popular Father's Group. The Resource Centre contains many books and videos on a variety of topics and was able to acquire over 55 new titles over the past year. The Director of the Family Care Office has worked on many university wide events including: Achieving Work Life Balance Month, Take Your Daughters and Sons to Work Day, and various other programs.

Employee Assistance Program (EAP)

EAP is a confidential counseling and referral service provided by the Family Service Association that can be accessed by all staff and their dependants at any time (24/7). Utilization of this program has increased by 3% over the previous year, resulting in 500 to 600 more counseling hours than anticipated. Our EAP works closely with our Family Care Office, Health and Well-being Services, Quality of Work Life Advisor, Organizational and Staff Development, Human Resource Managers and Generalists in providing on-site workshops especially in the areas of stress, depression and eldercare. The new legal and financial counseling programs that were introduced last year continue to be popular services and are accessed on a regular basis. At the University's request, EAP staff have also provided on site support and assistance to individuals and groups of employees who have experienced specific work place stresses or crises.

5. Equity and Diversity

One of the hallmarks of the University's approach to Equity and Diversity is its exceptional comprehensiveness and the inclusion of offices such as community safety, quality of worklife, family care, health and wellbeing within the network of more traditionally expected equity offices. Reports from each of the Equity Offices are presented on an annual basis to the November meeting of the University Affairs Board. At the November 2005 meeting, the Officers presented a number of cases that clearly demonstrated the intersectionality of equity issues, and the benefits of Officers working together in case management as well as in developing proactive programs. We plan to reconceptualize the Equity report for 2006, so as to better demonstrate the progressive and comprehensive approach taken by the University and to increase awareness within our community to the expertise of our diverse Officers. Excerpts from that report will then be incorporated in this annual report.

Highlights of the Equity initiatives for 2005 include the following:

Equity Infrastructure Review

The Equity Infrastructure Review, undertaken in collaboration with the Provost's Office, was completed in late 2004. The key recommendations implemented to date,

include the appointment of a Special Advisor on Equity, Connie Guberman, whose mandate includes the facilitation of collaboration across the diverse offices, and the establishment of a broadly based Equity Issues Advisory Board. We have initiated a process to identify and train members of our community who volunteer to engage in informal dispute resolution, and we are developing a training program on investigations so that the University is better able to provide proactive, timely, appropriate and skilled investigation on equity related matters.

Anti-Racism and Cultural Diversity

The Interim Race Relations and Anti-Racism Officer, Professor Charmaine Williams, completed her consultative review of that office. A key recommendation was to change the title of the Office to Anti-Racism and Cultural Diversity, to more accurately reflect the University's priorities and the needs of our community. Nouman Ashraf has been appointed as the permanent Officer and he has focused his initial attention on increasing the profile of the Office across all three campuses, and developing programs to facilitate awareness of diversity issues, especially with respect to faith and spirituality.

Ontarians with Disabilities

The University has continued its proactive approach with respect to requirements under the Ontarians with Disabilities legislation. A full report for 2004-05 as well as plans for 2005-06 were presented to University governance in September and October and unanimously endorsed. Indeed, we are proud to say that the ODA reports are routinely received with extremely positive endorsement. One of the key marks of the University's approach has been the active involvement of faculty, staff, students and alumni from across all three campuses, leading to increased awareness and understanding, as well as a greater commitment to change.

Employment Equity

The University appointed an Employment Equity Officer, Kate Lawton, whose key task has been the coordination of the resurvey of all faculty and staff to obtain a more accurate picture of the representation of the designated groups within the University. One notable feature of this census is the inclusion of sexual minorities, reflecting the University's broad commitment to Equity and Diversity. An interim report of the results of the census will be provided in the late Spring of 2006.

The Annual Employment Equity report for 2005 will be presented to Governance in the spring.

6. Divisional Human Resources Offices

Key accomplishments and objectives for the Divisional HR Offices include:

Faculty of Arts & Science:

- Implemented the CUPE Unit 3 contract, which included the vetting of all postings and appointments and the drafting and circulation of Faculty-specific Guidelines on the advancement process for sessional lecturers.
- Tracked all applicants for the Faculty's academic searches last year, the results of which enabled the Faculty to measure its progress in reaching out to designated group members. Will continue this exercise in 2005-06.
- Worked closely with the leadership of the Department of Botany and Zoology on the re-organization of the biological sciences on the St. George Campus into two new departments. Will continue to work with the leadership of the old and new departments to ensure a smooth transition from the old to the new on July 1, 2006.

CAHRS:

- Offered a series of HR management forums to communicate best practices for managers and to discuss HR related issues, trends and reporting.
- Continue to work with senior managers and Division Heads to achieve timely and proactive resolution to HR issues and to identify training needs.
- Continue to explore ways to communicate effectively with and meet the varying needs of a diverse and multi-departmental client group.
- Increase focus on educating managers on best practices with respect to accommodation issues; and, succession planning.
- Identify ways to further diversify administrative hiring.

Faculty of Dentistry:

- Continue to support a multi-party mediation process to enhance communication and interactions amongst staff and between staff and management; developing a workplace charter & code of conduct as part of this process.
- Initiated a program aimed at assisting employees in improving attendance at work.

- Initiated management training seminars for staff.
- Increased focus on succession planning.

Facilities and Services:

- Participated on bargaining teams, which successfully completed new collective agreements for OPSEU, Local 519 and four unions within the skilled trades area.
- Participated in a number of central initiatives including: revision of the attendance management program; a tri-campus initiative to revise several CUPE 3261 job classifications; development of a training tool for HR staff on LGBTQ issues; and, revision of current work accommodation practices.
- Will continue to support client groups to actively pursue initiatives that will address issues of succession planning, improved service delivery, increased productivity and emergency preparedness.

Library:

- Participated in negotiations, which successfully completed new collective agreements for CUPE 1230 full-time and CUPE 1230 part-time.
- Participated in the development of a new HR website for the library.
- Offered various HR related training sessions to managers and supervisors: played a key role in developing and delivering Customer Service training for student employees and will expand the Customer Service training to include public service employees: developing a new course on hiring/supervising CUPE 1230 casuals, to be offered next year.
- Played a lead role in organizing the library's first Workplace Health Fair.
- Worked with CUPE 1230 in resolving issues relating to the implementation of the new job evaluation plan (will continue into 2006).

Faculty of Medicine:

- Implemented Policy for Clinical Faculty, including drafting of academic position profiles and contract letters, development of database and overall communication.
- Continued to support the growth of the Structural Genomics Consortium, as well as the Terrence Donnelly Centre for Cellular and Biomolecular Research.

- Continued improvement to internal website and other communications to internal clients.

OISE/UT – Professional Faculties North:

- Ongoing provision of strategic HR advice and guidance to our diverse portfolio of Deans in addressing the organizational challenges to effectively balance their respective academic planning visions and employing best practice strategies to meet employee needs.
- Provided managers with strategic advice regarding the merging of departments and realigning of operational units to optimize efficiencies.
- Preparing for collective bargaining with OISE/UT specific unionized bargaining groups: Professional Research Officers (OPSEU 578) and Graduate Assistants (CUPE 3907).
- Developed OISE/UT HR website to enhance divisional Human Resources' visibility and promote user-friendly links to the University's central HR website.
- Facilitating the administrative processes to aid in OISE/UT's transitioning of the PTR year from an academic year to a calendar year.

Professional Faculties South:

- Provided support in various areas to improve communications and interactions amongst staff.
- Coordinated the development and implementation of an on-line faculty survey in the Faculty of Applied Science and Engineering.
- Revised the University's orientation guide for new staff and faculty.
- Provided project management support for the re-design of the HR & Equity website and introduction of a web-based recruitment system.

Rotman School of Management:

- Launched the Rotman InfoSource, a new online integrated storefront of information for all staff who work within the Rotman community.
- Developed comprehensive complement plans and organizational charts to support human resources management and planning for the Rotman School.

- Developing a Human Resources Operations Manual, documenting and reviewing procedures and guidelines to ensure the best human resources practices are implemented.
- Working closely with Managers on a variety of organizational design initiatives to support the continuing growth and success of the Rotman School of Management.

UTM:

- Continued to provide support to the Department Chairs within the relatively new Academic Administrative structure to assist with the successful achievement of their departmental goals as they relate to the functions required to be performed by administrative positions.
- Organized and participated in a variety of information/training sessions for staff and faculty.
- Advised on and facilitated the restructuring of Administrative Departments.

UTSC:

- Assisted departments during period of rapid growth and change with recruitment support, departmental reorganizations and organizational planning.
- Provided ongoing training and support to Chairs' assistants in the execution of searches, appointments, tenure, promotion and the new collective agreement for stipendiary instructors.
- Planned and equipped a dedicated training room to enhance the ongoing development of an onsite training program tailored to local needs.
- Develop more efficient methods for the management and tracking of HR related information and activities.

89 Chestnut Residence:

- Conducted an orientation session and Town Hall meeting for all employee groups to communicate the Residence's financial results, strategic direction, new policies and benefit updates.

- Preparing to negotiate the University's first collective agreement with UNITE HERE Local 75.

7. Human Resources Service Delivery

This year we have undertaken a number of initiatives to improve the delivery of Human Resource services to the University. These include:

- **On-line Recruitment:** The University recruits for approximately 750 administrative positions annually, receiving up to 25,000 applications. We are implementing an on-line recruitment system in order to make better use of technology to facilitate maximum outreach to jobseekers and introduce efficiencies and improvements to the currently very paper intensive recruitment process. A vendor for the new system has been selected and rollout for administrative staff postings is planned by May, 2006. The system selected is flexible and could also be adapted for faculty recruitment in the future.
- **Redesign of the Human Resources and Equity Website:** In early 2006 we will be launching a newly designed website. This initiative is intended to improve the effectiveness of the HR website as a communication vehicle for prospective staff, for new employees and for those already working at UofT. The new website will provide comprehensive, current and easily accessed information on all employment-related matters.
- **Redevelopment of an Orientation Guide:** Staff in the Professional Faculties South Human Resources Office played a leadership role in working with stakeholders across the University to revise and update the orientation guide for new employees. The guide is a resource to both new and prospective employees, providing information about the complex university structure and culture as well as information on how to navigate the first few months of employment at UofT. The guide will be adapted for on-line use early in 2006.
- **Data Integrity:** We continue to experience ongoing concerns with the accuracy of the data entered and stored on our Human Resources information system. This causes significant problems when such data is relied on for decision making and also results in staff – both in the central office as well as in the divisions - spending unproductive time in “data cleansing” activities. Using OTO funds we are hiring a project manager who will assist in the development and implementation of a data integrity strategy to ensure the data on the system is accurate and that the University is able to create the reports needed to support the planning process.
- **On-line Registration:** This year Environmental Health and Safety implemented on-

line registration through HRIS for all of their courses. Staff can now register and receive confirmation on-line. Health and Safety training data is now stored in HRIS making it easier to track and report on compliance with health and safety training requirements.

8. Environmental Health & Safety

The Office of Environmental Health and Safety (EHS) provides occupational health and safety support services to the University community. With its ongoing efforts to promote a health and safety culture across the University, the year 2005 has placed increasing demands on the services of our staff.

A comprehensive report on health and safety will be provided to Business Board in May 2006. A few areas have been highlighted below.

Asbestos Issues

The Office of Environmental Health and Safety, Facilities and Services (F&S), and Capital Projects have actively continued to communicate, implement and enforce the requirements of the University's Asbestos Control Program. To assist in ensuring compliance with the University's asbestos training requirements, F&S has also provided several asbestos awareness training sessions for external contractors who regularly work in areas where asbestos materials are present.

Joint Health and Safety Committees

The University has over 50 joint health and safety committees, established by faculty, department, building or employee group. EHS has continued to assist committees with meeting their requirements as mandated under the Occupational Health and Safety Act of Ontario, to meet regularly, inspect workplaces and make recommendations to improve workplace health and safety. Membership turnover and conflicts of time commitment present ongoing challenges.

Biosafety

In 2005, the Biosafety Committee struck a subcommittee to assist in updating the existing U of T Biosafety Policies and Procedures Manual to meet the new Health Canada Laboratory Biosafety Guidelines. A draft version will be ready for review by the overall committee in early 2006.

Radiation Protection Program

Radioactive materials and nuclear devices are used for academic research activities in over 1000 locations on all 4 campuses. The Radiation Protection Service (RPS) has an extensive training and monitoring program to ensure safe use of these materials. Awareness training for those with potential exposure to these materials (housekeeping, trades/facilities, campus police) is also offered on a regular basis.

We continue to respond to recommendations made in January 2005 by the Canadian Nuclear

Safety Commission (CNSC) as a result of a security audit. The Commission is satisfied with the University's response to date. In November, 2005 the CNSC conducted a compliance audit of the University's practices with respect to radioactive materials. A report is expected in January, 2006.

Radioactive Waste Management

In July 2005 the old radioactive waste compactor was removed from Radiation Storage Facility #2 and a new more powerful compactor was installed. It was commissioned in September 2005, resulting in a 25% decrease in the number of compacted drums required to be shipped, a significant cost saving.

Chemical Waste Handling

The chemical waste volumes in 2005 have been increasing. In part this is as a result of increased efforts to ensure regular and appropriate lab cleanouts when chemicals are no longer used or after labs have moved into new buildings. November 2004 saw the opening of the Waste Chemical Storage Area on the seventh floor of the Lash Miller building.

Awareness, Training and Education

EHS has continued to provide increasing numbers of health and safety courses to employees and graduate students, on a range of topics, including Asbestos, Biosafety, Chemical Safety and WHMIS, Office Ergonomics, Confined Spaces, Fall Protection, Health and Safety for Managers and Supervisors, Lockout, Manual Materials Handling, Mercury Awareness, Mould Awareness, Respiratory Protection, Noise, and Slips/Trips/Falls. The following table summarizes the level of training activity over the past four years:

	2002	2003	2004	2005
# of courses conducted:	60		155	125
# of attendees:	919	1638	2454	3175
* Note these figures do not include Radiation and Hazardous Waste course offered.				

In April 2005, EHS launched its web-based Express Registration system for its training courses, to facilitate efficient online registration, to better monitor training activities, and to improve tracking of employee training records.

EHS, in collaboration with the Organizational & Staff Development Centre, has begun to explore web-based training. EHS is working with Facilities and Services to put its existing employee orientation training in a web-based format.

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Appendix 1

DIVISIONAL HR OFFICES

ARTS AND SCIENCE	Assistant Dean, Faculty Secretary and Director, HR Manager, Administrative HR Client Group	Paul McCann Julie Binks Faculty of Arts and Science
CAHRS	Acting Manager, Human Resources Client Group	Erin Jackson Division of Vice-President and Provost Division of Vice-President Development and University Advancement Division of Vice-President Human Resources and Equity Division of Vice-President Research Governing Council Office Innis College Innovation Foundation New College Division of Vice-President Business Affairs <i>Financial Services</i> Office of the President School of Continuing Studies University College University of Toronto Hart House Woodsworth College
FACILITIES & SERVICES & CAPITAL PROJECTS	Manager, Human Resources Client Group	Helen Thibodeau Division of Vice-President Business Affairs <i>Administrative Management Systems</i> <i>Ancillary Services</i> <i>Capital Projects</i> <i>Facilities and Services</i>
DENTISTRY	Manager, Human Resources Client Group	Alison Mahoney Faculty of Dentistry
LIBRARY	Manager, Human Resources Client Group	Veronica Chase University of Toronto Library
MEDICINE	Director, Human Resources Client Group	Laura McConkey Faculty of Medicine
ROTMAN SCHOOL OF MANAGEMENT	Manager, Human Resources Client Group	Helen Zias Faculty of Management
OISE/UT-PROFESSIONAL FACULTIES NORTH	Manager, Human Resources Client Group	Susan Anderson Faculty of Information Studies Faculty of Law Faculty of Music Faculty of Social Work OISE/UT School of Graduate Studies
PROFESSIONAL FACULTIES SOUTH	Director, Human Resources Client Group	Jean Robertson Faculty of Applied Science and Engineering Faculty of Architecture, Landscape and Design Faculty of Forestry Faculty of Nursing Faculty of Pharmacy Faculty of Physical Education and Health University of Toronto Schools
RESIDENCE - 89 CHESTNUT STREET	Manager, Human Resources Client Group	Sharon Grandison 89 Chestnut Street
U of T at MISSISSAUGA	Manager, Human Resources Client Group	Lynda Collins University of Toronto at Mississauga
U of T at SCARBOROUGH	Manager, Human Resources Client Group	Kim Richard University of Toronto at Scarborough

Amended January 6, 2006.

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APPENDIX 2

Full-Time Faculty and Staff All Sources of Funding

Year	Sep-2000	Sep-2004	Sep-2005	% change 2000:2005	% change 2004:2005
Tenure/Tenure Stream	1,747	1,865	1,851	6	-1
Clinical ¹	404	359	339	-16	-6
CLTA/Other	180	149	161	-11	8
Total Clinical and CLTA/Other	584	508	500	-14	-2
Other Academics ²	239	284	286	20	1
Total All Academic Staff	2,570	2,657	2,637	3	-1
Librarians	129	138	138	7	0
Research Associates	127	234	240	89	3
ESL Instructors	n/a	28	27		-4
Non-Unionized Administrative Staff by Source of Funding:					
Operating Budget	612	722	733	20	2
Ancillary	9	20	18	100	-10
Grant	13	15	14	8	-7
Total	634	757	765	21	1
USW Administrative Staff by Source of Funding:					
Operating Budget	2,137	2,454	2,523	18	3
Ancillary	37	83	84	127	1
Grant	236	360	353	50	-2
Total	2,410	2,897	2,960	23	2
Other (non USW) Unionized Staff	855	1,059	1,063	24	0
Total Unionized Staff	3,265	3,956	4,023	23	2
TOTAL FULL-TIME STAFF MEMBERS	6,725	7,770	7,830	16	1

Note 1: Clinical Faculty includes only those Clinical Faculty who receive some or all of their remuneration through the University Payroll. There are an additional 1,196 full time clinical academic appointees (as defined by the policy for Clinical Faculty) who do not receive their remuneration through the University Payroll.

Note 2: Other Academics include Instructors, Lecturers and Tutors, excluding sessional lectures represented by CUPE 3902, Unit 3.

Note 3: Non-Appointed Staff are excluded from this table.

APPENDIX 2 (Continued)

Part-Time Faculty and Staff
All Sources of Funding

Year	Sep-2000	Sep-2004	Sep-2005	% change 2000:2005	% change 2004:2005
Tenure/Tenure Stream	10	13	15	50	15
Clinical ¹	122	96	93	-24	-3
CLTA/Other	88	88	92	5	5
Total Clinical and CLTA/Other	210	184	185	-12	1
Other Academics ²	48	196	105	119	-46
Total All Academic Staff	268	393	305	14	-22
Librarians	20	18	14	-30	-22
Research Associates	15	21	25	67	19
ESL Instructors	n/a	0	0		
Non-Unionized Administrative Staff by Source of Funding:					
Operating Budget	24	35	33	38	-6
Ancillary	0	0	0		
Grant	1	1	1	0	0
Total	25	36	34	36	-6
USW Administrative Staff by Source of Funding:					
Operating Budget	227	228	221	-3	-3
Ancillary	1	6	5	400	-17
Grant	38	32	35	-8	9
Total	266	266	261	-2	-2
Other Unionized Staff	53	50	54	2	8
Total Unionized Staff	319	316	315	-1	0
TOTAL PART-TIME STAFF MEMBERS	647	784	693	7	-12

Note 1: Clinical Faculty includes only those Clinical Faculty who receive some or all of their remuneration through the University Payroll.

Note 2: Other Academics include Instructors, Lecturers and Tutors, excluding sessional lectures represented by CUPE 3902, Unit 3. The decrease in number in 2005 is due to the transfer of some sessional lecturers to the new CUPE 3902, Unit 3 bargaining unit.

Note 3: Non-Appointed Staff are excluded from this table.

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APPENDIX 2 (Continued)

Year	Sep-2000	Sep-2004	Sep-2005	% change 2004:2005
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Teaching Assistants (No. of Appointments)	2,467	3,107	3,289	6
Graduate Assistants (No. of Appointments) (OISE/UT)	183	195	195	0

TOTAL EMPLOYEES AT THE UNIVERSITY	10,022	11,856	12,007	1
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	2000/01	2004/05	2005/06
Undergraduate Students (Full and Part-Time)	44,974	55,624	58,182
Graduate Students (Full and Part-Time)	10,130	12,068	11,961
FTE (All Students)	45,265	57,887	60,203

APPENDIX 3

**BREAKDOWN OF UNIONIZED STAFF
AS AT SEPTEMBER 2005**

	FULL-TIME	PART-TIME	TOTAL
Service Workers (CUPE 3261)	580	24	604
Research Associates and Officers (OISE/UT)	8	8	16
Operating Engineers (CAW)	83	0	83
Trades and Services (Multiple Unions)	64	0	64
Police (OPSEU)	47	0	47
Library (CUPE 1230)	171	17	188
Early Learning Centre (CUPE 2484)	30	5	35
89 Chestnut (H.E.R.E)	80	0	80
USW	2960	261	3221
TOTAL	4023	315	4338

NOTE:

Trades and Services includes Machinists, Carpenters, Electrical Workers, Sheet Metal Workers, Plumbers, Pipefitters, Painters and Stage Hands.

APPENDIX 4

**INSTRUCTORS, LECTURERS, SENIOR LECTURERS
AS AT SEPTEMBER 2005 ("Other Academics" from Appendix 2)
DISTRIBUTION BY RANK AND PORTION OF TIME
ALL SOURCES OF FUNDING**

	FULL-TIME	PART-TIME	TOTAL
INSTRUCTORS	28	6	34
LECTURERS	120	91	211
SENIOR LECTURERS	138	8	146
TOTAL	286	105	391

NOTES:

Excludes all Status-Only Appointments

Excludes sessional lecturers represented by CUPE 3902 Unit 3

Appointments less than 25% not included.

APPENDIX 5

**PROFESSORIAL STAFF AND LECTURERS
AS AT SEPTEMBER 2005**
DISTRIBUTION BY RANK AND TENURE STATUS
ALL SOURCES OF FUNDING

A) FULL-TIME

Faculty Rank	Tenured	Tenure Stream	Non-Tenure Stream			Total
			<i>CLTA/Other</i>	<i>Clinician</i>	<i>Total</i>	
Professor	815	0	28	126	154	969
Associate Professor	571	28	47	126	173	772
Assistant Professor	0	421	82	85	167	588
Assistant Professor (Cond)	0	16	4	2	6	22
TOTAL	1386	465	161	339	500	2351

B) PART-TIME

Faculty Rank	Tenured	Tenure Stream	Non-Tenure Stream			Total
			<i>CLTA/Other</i>	<i>Clinician</i>	<i>Total</i>	
Professor	10	0	8	30	38	48
Associate Professor	4	0	27	34	61	65
Assistant Professor	0	1	48	28	76	77
Assistant Professor (Cond)	0	0	9	1	10	10
TOTAL	14	1	92	93	185	200

NOTES:

Tenured staff includes some Clinicians.
Excludes all Status-Only appointments.
Appointments less than 25% not included.
Assistant Professor (Cond) replaced Lecturer in 1999.

APPENDIX 6

SALARY AND AGE PROFILE

FULL-TIME STAFF
ALL SOURCES OF FUNDING

	Sep-2000			Sep-2004			Sep-2005		
	Count	Age	Salary	Count	Age	Salary	Count	Age	Salary
TENURE/TENURE STREAM FACULTY:									
Professor	903	54	\$114,500	838	55	\$136,214	815	55	\$138,055
Associate Professor	534	48	\$91,000	594	48	\$106,802	599	48	\$109,525
Assistant Professor	310	36	\$75,500	433	37	\$92,128	437	37	\$93,318
All	1747	49	\$100,300	1865	48	\$116,611	1851	48	\$118,261
ADMINISTRATIVE STAFF:									
Non-Unionized	634	46	\$67,300	757	46	\$80,329	765	46	\$83,602
USW	2410	42	\$43,500	2897	42	\$49,715	2960	42	\$50,748
All	3044	43	\$48,450	3654	43	\$56,057	3725	43	\$57,495

NOTES:

"Salary" represents average annualized regular salary for paid staff.

"Age" represents average number of years for paid staff.

"Count" represents staff count for paid staff

Administrative staff excludes PVP.

Non-Unionized Staff include SMG (pre 2003), PM and Confidentials

APPENDIX 7

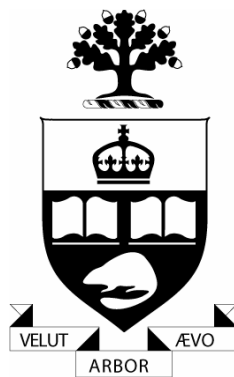
Turnover

(Full-Time Staff Only)

		Oct 1, 1999 - Sep 30, 2000		Oct 1, 2003 - Sep 30, 2004		Oct 1, 2004 - Sep 30, 2005	
Employee Group		Count	% Staff	Count	% Staff	Count	% Staff
Tenure/Tenure Stream	New Hires	94	5.5%	100	5.4%	91	4.9%
	Promotions	44	2.6%	53	2.8%	35	1.9%
	Terminations	66	3.9%	73	3.9%	53	2.8%
	Staff Count	1710		1863		1865	
Librarians	New Hires	12	9.3%	15	11.2%	8	5.8%
	Promotions	4	3.1%	14	10.4%	9	6.5%
	Terminations	11	8.5%	9	6.7%	5	3.6%
	Staff Count	129		134		138	
Admin, Non-Unionized	New Hires	47	7.3%	46	6.2%	58	7.7%
	Promotions	48	7.4%	36	4.9%	57	7.5%
	Terminations	83	12.9%	42	5.7%	79	10.4%
	Staff Count	645		739		757	
Admin, USW	New Hires	333	14.8%	310	11.1%	359	12.4%
	Promotions	81	3.6%	187	6.7%	191	6.6%
	Terminations	180	8.0%	192	6.9%	253	8.7%
	Staff Count	2250		2800		2897	
Admin, Unionized	New Hires	47	5.5%	102	11.3%	93	8.8%
	Promotions	33	3.9%	21	2.3%	23	2.2%
	Terminations	58	6.8%	44	4.9%	75	7.1%
	Staff Count	855		902		1059	

NOTES:

- Promotions for Tenure/Tenure Stream are to Full Professor only
- Promotions are in to each employee group (e.g. USW to Non-Union is counted in the non-union group)
- Promotions include position reclassifications
- New Hires are external to the university including previous casual staff
- Terminations include voluntary and involuntary leaves, terminations, as well as retirements
- Staff Count is as of the beginning of the period



University of Toronto