



**University of Toronto**

# **Human Resources**

***Annual Report 2001-2002***

Human Resources Department  
University of Toronto  
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Cover: The Greenhouse

## Table of Contents

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<b>Introduction</b>	5
<b>1. Organizational Changes</b>	
Senior Employment Legal Counsel	6
Quality of Worklife Advisor and Special Assistant to the Vice-President	7
Manager of Health and Wellbeing	7
Employment Equity and Ontario Disability Act Advisor	7
Financial Manager	8
<b>2. Employment Relations</b>	
Communications and Service	9
Retirees	9
Faculty	10
Family Care Office	10
Employee Assistance Program (EAP)	11
Quality of Worklife Programs	11
Job Evaluation	12
Staff Development	13
<b>3. Equity and Diversity</b>	
Demonstration Projects	14
<b>4. Labour Relations</b>	
Grievances	17
<b>5. Environmental Health and Safety</b>	
Asbestos Issues	18
Hazardous Waste Disposal	19
Chemical Waste	19
Radioactive Waste	20
Radiation Protection	20
<b>Appendices</b>	
<b>Employment Statistics</b>	
Appendix 1: Full-Time Faculty and Staff	24
Appendix 2: Part-Time Faculty and Staff	25
Appendix 3: Unionized Staff	26
Appendix 4: Instructors, Tutors, Senior Tutors	26



## Introduction

I am pleased to submit the HR Annual Report. This report, which will cover the period from July 1, 2001 to December 31, 2002, will include not only the usual statistics pertaining to the Human Resources portfolio, but will also identify some key issues which have emerged over the past 18 months.

The first section will include a brief outline of organizational changes. The second section will outline a number of key initiatives relating to employment relations; the third outlines initiatives relating to equity and diversity; the fourth describes our challenges/accomplishments within labour relations; the fifth section includes commentary on environmental health and safety issues; and the final section includes relevant statistical information.

It is important to note that we have embarked upon a significant number of initiatives over the past 18 months. All of these initiatives have as their goal the enhancement of the relationship between the University and its employees. This enhancement includes three key components: weaving equity and diversity into all aspects of decision making within human resources; improving communication and services to clients; and working more collaboratively with employee groups, especially on issues of mutual concern such as health and safety.

I look forward to receiving your comments.

# 1. ORGANIZATIONAL CHANGES

As of July 1, 2001, the portfolio of the former Vice President, Administration and Human Resources was divided into two - Human Resources and Business Administration. The Human Resource portfolio retained the traditional HR functions of employment relations and labour relations, as well as environmental health and safety. One of my first priorities as VP was to initiate a review of the new portfolio to identify ways of enhancing service to clients. I subsequently asked Rona Abramovitch and Jack Dimond to assist me in developing a new organizational structure. This process, along with a joint initiative between my office and the Provost's office regarding legal issues and employment, have resulted in the following reorganization:

## Senior Employment Legal Counsel

In May 2002, the Provost's Office and the HR office jointly appointed an internal legal counsel, Steve Moate, with specific responsibility for all matters pertaining to employment at the University. While external counsel are still used for specific issues, such as arbitration hearings and faculty negotiations, the incumbent of this new position, provides advice to the two offices, as well as to Deans and Chairs, on employment law, human rights issues and code of student conduct matters. Having an internal legal counsel has proved to be extremely helpful and is leading to a decrease in use of external counsel.

## Quality of Worklife Advisor and Special Assistant to the Vice-President

The former Executive Assistant to the Vice President, Gayle Murray, retired from the University in September 2002, after ## years of outstanding service to the University community. This provided an opportunity to restructure the position to include an increased focus on quality of worklife issues for all employee groups at the University. Rosie Parnass started in this position in August 2002.

## Manager of Health and Wellbeing

As of January 2003, three formerly separate units - Occupational Health Services and the Workers Compensation unit, (both of which were housed in Environmental Health and Safety), and Disability and Accommodation Services, (housed in Central HR) are being combined into a new Health and Wellbeing Unit. The Manager, Myra Lefkovitz, will report to the Director of HR. The intent is to provide seamless service to faculty and staff members who experience long term illness and/or the need for accommodation in the work place.

## Employment Equity and Ontario Disability Act Advisor

The introduction of the Ontario Disabilities Act in 2002 provided an opportunity for the University to reassess how issues pertaining to employment equity, including meeting the requirements of the ODA legislation, might be best be managed. The decision was made to combine Employment Equity and ODA compliance into one position, which will hopefully be filled early in 2003.

## Financial Manager

As of January 2003, the financial management of the Vice-President's office, the central HR office and Environmental Health and Safety will be coordinated by the Office of the VP.

The final stages of the reorganization will be fully implemented by the end of January, at which time I plan to look at how central HR might best meet the diverse needs of the Divisions.



## 2. EMPLOYMENT RELATIONS

### Communications and Service

The overall general thrust within employment relations has been on increased communication with and service to all staff groups. At the urging of the Faculty Association we offered a number of **pension forums**.. While initially planned for faculty and librarians, we eventually presented 13 forums so that all employee groups were given an opportunity to learn more about this critical benefit. We plan to hold similar forums on a regular basis and have also improved the quality and quantity of relevant information that can be obtained through our website. We have initiated a **Breakfast Seminar Series** for Professional/Managerial women staff members. We have held **informational/consultative meetings with the Professional/Managerial and Confidential** staff.

The Payroll Division has successfully instituted a **payroll deduction arrangement for the Canada Payroll and Savings Program** that is available to all appointed staff of the University. Payroll has also hosted a number of training events for business officers and introduced a “voice response system” which has resulted in improved customer service assistance.

### Retirees

I have established a **Retiree Advisory Committee** - a small group of retired members of the University Community to provide advice on how we might best continue a relationship between the University and retired staff members. We have so

implemented and coordinated the first **Joint Membership Plan** for retirees.

## Faculty

With respect to faculty, HR has been involved in **developing and delivering training programs for newly appointed academic administrators**; we are **also developing and delivering training programs for decentralized HR offices** with respect to faculty issues. The HR office coordinated the selection and implementation of a **tax consulting process to support faculty recruitment**. With the Provost, I have co-hosted a number of **lunches for newly appointed women faculty members**, providing them with an opportunity to talk about the issues they face as new faculty members at the U of T.

## Family Care Office

The Family Care Office provides information and workshops for staff, faculty and students on a variety of topics including childcare and eldercare. **In May 2002 the Office was restructured and as a result reports both to the Director of Student Services and to the Quality of Worklife Advisor** in the Office of the Vice-President, Human Resources. Kaye Francis, the new coordinator was hired in September 2002. The Family Care Office is very active in promoting family care issues on campus and provides a variety of resources and services to support this. A number of **workshops** that have been offered in the past year include: **Maternity Leave Planning, Grandparents Raising Grandchildren, Father's Group, Alzheimer Support Group, Coping After Separation and Divorce, and Choosing**

### **Childcare that Works for Your Family.**

Individual appointments are also available to staff and faculty on a regular basis.

## **Employee Assistance Program (EAP)**

The University of Toronto is in its third year of its contract with Family Service Association, who provide EAP services to all employee groups. EAP is a confidential counseling and referral service that can be accessed at any time (24/7) They also work closely with our Family Care Office, Human Resource Managers and Generalists in providing **on-site workshops especially in the areas of stress and eldercare**. In addition, they provide the University with **critical incident services in the form of counseling and trauma debriefings**. This past year, the EAP program expanded to include **Lawline** services, which have been very well received. The Quality of Worklife Advisor is currently working with Family Services on two new initiatives. The first is a workshop for managers and supervisors that will deal with "Supporting Employees in Times of Crisis". The second involves adapting their Take 10 program which is a telephone service that is available to help employees deal with their feelings of anger, fear or anxiety at work.

## **Quality of Worklife Programs**

The Quality of Worklife Advisor has begun to meet with various groups on campus and will arrange for a series of focus groups to occur in 2003. She is working closely with the Director of Student Affairs on developing a **new day care policy** and the day care amalgamation plans as a result of the Early Learning Centre. In addition, she and her

committee have finalized the **Dependent Care Survey**, which is to be distributed in January 2003. In addition, the advisor is working with the Status of Women Office to coordinate our first **Take Your Daughters and Sons to Work Day**

## Job Evaluation

Following on the implementation of revised employment policies for members of the Professional/Managerial staff (P/M group), the HR Office has embarked on a major revision to the job evaluation of positions held by the 500 or so members of this staff group. We have engaged and are working with the Winter Consulting Group to develop a **new job evaluation system for all Professional and Managerial staff**. To date we have met with all members of the P/M group to explain the process. Over two hundred of the approximately five hundred employees in the P/M group have been involved in the development of “job profiles” that will be used to describe the jobs of all members of the P/M group.

We have also embarked upon the development of a **job evaluation program that will cover the jobs of approximately three thousand appointed staff represented by the USWA**. The job evaluation system known as the Simple Effective System/University (SES/U) is based on a job evaluation system developed by the USWA but modified to reflect the University’s culture and values. We will shortly commence gather job data in order to develop job descriptions that will be rated by the SES/U job evaluation program.

## Staff Development

We have continued to offer a very wide range of highly successful professional development programs, with over 7500 participants attending over 550 seminars (see table below). More specifically, the Staff development Office has:

- Developed and launched **Express Registration** with AMS to permit employees to register for courses on line, receive immediate confirmation and review their training record;
- Based on training needs survey, introduced **new Certificate Programs in Professional Effectiveness, Communications Excellence, Conflict Resolution, Career Fitness and Office and Web Publishing**;
- Initiated a pilot project with Student Services, U of T Mississauga to assess development needs and develop **programs to enhance the ability of front line staff to deliver inclusive services to a diverse student population**.

Finally, the Staff development Office has audited all training and career development programs for diversity and work life awareness and introduced new components in two programs. Plans are under way to weave diversity and work life awareness into other programs for 2003.

In addition to attendance at seminars as noted above, Career Services provided 398 counselling appointments, coordinated over 500 appointments in the Learning Lab and Library and coordinated 29 appointments for testing services.

<b>Staff Development Training Activity Report January 1, 2002 to December 31, 2002</b>		
<b>Course Grouping</b>	<b># Seminars</b>	<b># Participants</b>
Leadership	60	1442
Professional Skills	29	450
Computer Technical	116	1135
Career + Life Planning*	55	922
Administrative Mgmt Systems	217	2479
Student Information System	20	171
Environmental Health + Safety	60	919
<b>Total</b>	<b>557</b>	<b>7518</b>

### 3. EQUITY AND DIVERSITY

A key priority over the past 18 months has been **the settlement with the retired women faculty members**. I am pleased to say that as of the end of December, we finalised agreements with all those former faculty members who we believe are eligible to participate in the settlement.

Plans for the **Excellence Through Equity Conference** are proceeding well. This conference will be one of the last events of the University's 175<sup>th</sup> Anniversary and will be held on March 21-23 to coincide the International day for the Elimination of Racism. The Conference Co-Chair, Rona Abramovitch, has worked with a fully representative committee to build a diverse and interesting program, which will involve some 30 presentations and key note addresses.

#### Demonstration Projects

The Diversity Demonstration projects which began in 2002, focus on identifying those **skills and experiences which staff need in order to successfully meet the needs of an ever increasing diverse student body**. In addition, the projects focus **on identifying ways to make front line positions accessible and more rewarding to a more diverse pool of potential applicants**. There were three pilot projects in total and they were developed at UTM, UTSC and Hart House. At UTM, the project's objective was to provide student services staff with a series of training programs that would address the practical skills and intercultural competencies that would assist them in successfully delivering inclusive student services to our diverse student body. At UTSC, a

group of front line student services staff developed a self assessment questionnaire that underlined the importance of diversity and the value it adds to the work environment. At Hart House, tools and techniques were developed that would assist senior managers in fostering inclusive hiring practices. The project at UTM is ongoing and it is hoped that it will provide a framework for subsequent training initiatives.

Finally - please note that the formal Employment Equity Report will be submitted to Governance later this Spring.

### 3. LABOUR RELATIONS

With the certification of the majority of the administrative staff by the United Steelworkers of America (USWA) in 1998, the university has become a highly unionized environment - only the faculty and approximately 650 professional/managerials and confidential employees are not represented by a trade union. At the end of December, the University received notice that two new unions would be representing university employees: the Canadian Auto Workers will now represent our Operating Engineers and the Ontario Secondary School Teachers Federation will represent teachers at the University of Toronto School.

Over the past 18 months we have have **successfully concluded thirteen renewal collective agreements with ten unions representing approximately 8,500 employees**. The collective agreements are for three years (ie to various months in 2005) with the exception of CUPE Local 3261, covering service staff, which is a two year agreement.

With respect to **Faculty, we received Arbitrator Teplitsky's one-year award for July 1 2002 to June 30, 2003**, on December 30. We are commencing negotiations with the Faculty Association immediately with respect to salary and benefits, effective July 1, 2003.

Human Resources is responsible for responding to all non-faculty grievances. The distribution of grievances across Unions is shown below:



## Grievances:

### Grievance Breakdown (By Union)

Union	# of Employees	# of Grievances (July 1, 00 - June 30, 01)	# of Grievances (July 1, 01 - June 30, 02)	% increase over previous period
Campus Police	39	2	3	50%
Carpenters	9	0	7	NA
CUPE 1230 (FT, PT & Casual)	447	9	3	-67%
CUPE 3261 (FT, PT & Casual)	945	46	20	-57%
CUPE 3902	2400	21	3	-86%
CUPE 3907	190	9	9	0%
Electricians	24	2	4	100%
Machinists	11	0	0	NA
Operating Engineers	74	8	9	13%
Plumbers	16	1	1	0%
USWA (Appointed & Casual)	4687	80	173	116%
<b>TOTAL</b>	<b>8842</b>	<b>178</b>	<b>232</b>	<b>30%</b>

Given that the USWA have dramatically increased it is important to be aware of the issues that have generated the greatest activity. The five most frequently occurring grievances within the USWA are as follows:

1. Exclusion from the bargaining unit - 13%
2. Improper pay - 12%
3. Job posting - 10%
4. Discharge - 9%
5. Improper job award - 7%

For the most part these grievances are simply a reflection of the fact that both parties were working with a new agreement and there are bound to be differences of opinion with respect to interpretation. The renewal agreement has addressed several of the issues.

## 5. ENVIRONMENTAL HEALTH AND SAFETY

While the comprehensive Environmental Health and Safety report will be forwarded to Business Board at the March meeting, I would like to offer a few summary points.

### Asbestos Issues

In the past one and a half years a number of asbestos-related incidents have resulted in potential exposures to students and staff. In response to these incidents, and at the request of a number of our unions, the University established a joint union-management **Asbestos Task Force** which is presently reviewing the University's existing asbestos control program. In addition, the Task Force is investigating best practice in comparable institutions and in the private sector, reviewing current training programs, and recommending procedures and processes for ensuring compliance with the asbestos control program by University staff and external contractors. The Task Force expects to complete its work by February 2003.

In recent months, testing has identified the presence of asbestos in the dust in many mechanical rooms and in the dust on the floor of the underground "steam" tunnels. Presently, any activity in the approximately 1100 mechanical rooms or the 2 and ½ miles of tunnel that might disturb the "accumulated, asbestos-containing dust/debris" has to be handled under Type 2 or Type 3 asbestos conditions. This means that special precautionary measures are required, which can be

cumbersome and which are costly.. All mechanical rooms will now be inspected and Facilities and services will hire a team of on-site asbestos removal workers to clean-up each contaminated room over an indefinite period of time. With respect to the “steam” tunnels, F&S is pilot testing a cleaning process for a ½ mile section of the tunnel. Once success is determined, funding will be required for a complete tunnel clean-up on the most expeditious basis possible.

In addition to these very extensive clean up requirements, the University is also complying with a number of work orders issued by the Ministry of Labour, who were called in by union representatives to investigate alleged non-compliance with our Asbestos control program. As a result of the orders, the University has contracted with a number of external consultants to inspect the condition of asbestos-containing materials in all buildings on campus and to update our surveys and records. Further information on the Work Orders will be provided in the detailed EHS Report.

Into 2003 we will continue to address the many issues related to asbestos and its presence at the University of Toronto.

## Hazardous Waste Disposal

### Chemical Waste

**In November 1999, our central chemical waste processing was eliminated; a result of the construction of the Bahen Centre. We now require an external contractor to “pick up”**

**chemical waste from each building which has increased the chemical waste disposal costs from an average monthly rate of \$8000 to \$20,000 per month. This has resulted in an increase of \$145,000 per year spent on chemical waste disposal in research.**

## Radioactive Waste

The costs for disposal of radioactive wastes have significantly escalated due to regulatory and operational changes at the only disposal site in Canada run by Atomic Energy of Canada Limited. In 2002, the cost of disposal has increased from \$1,170 per m<sup>3</sup> to \$10,266 per m<sup>3</sup>. This represents a total increase in radioactive waste disposal costs of about \$155,000. These charges are permanent and irreversible and likely to increase in the future. The amount of radioactive waste output has stabilized, however, we are still investigating the purchase of more efficient compacting equipment to reduce the existing volume prior to shipment; this may have a significant impact on disposal costs. We will conduct trials to determine the efficacy of a new compaction system.

## Radiation Protection

In February 2001, the Radiation and Environmental Protection Division of the Canadian Nuclear Safety Commission (CNSC) conducted an evaluation of the Radiation Protection Program at the University of Toronto. Five action notices (written notification for a non-compliance that is not a direct contravention of governing regulations) were issued; four notices were relatively minor and the University took corrective action quickly. The fifth action notice involved the provision of a

radiation testing laboratory and a “dedicated” training facility for the Radiation Protection Service. We were able to obtain space for the radiation testing laboratory, as well as funding of \$42,500 for minor renovations and the cost of some equipment. “Dedicated” training space has also been allocated.



## **Appendices**

## EMPLOYMENT STATISTICS

Full-Time Faculty and Staff - Appendix 1					
All Sources of Funding					
				% change	% change
Year	Mar-91	Sep-01	Sep-02	1991:2002	2001:2002
Tenure/Tenure Stream	1,874	1,775	1,841	-2	+4
Clinical	n/a	407	393		-3
CLTA/Other	855	163	138		-15
Total Clinical and CLTA/Other	855	570	531	-38	-7
Other Academics	250	267	293	17	+10
Total All Academic Staff	2,979	2,612	2,665	-11	+2
Librarians	146	129	133	-9	+3
Research Associates	187	138	168	-10	+22
ESL Instructors	n/a	n/a	31		
Non-Unionized Administrative Staff by Source of Funding:					
Operating Budget	2,969	655	664		+1
Ancillary	47	8	8		0
Grant	479	17	13		-24
Total	3,495	680	685		+1
USWA Administrative Staff by Source of Funding:					
Operating Budget		2,217	2,334		+5
Ancillary		38	43		+13
Grant		275	309		+12
Total		2,530	2,686		+6
Combined: USWA and Non-Unionized Administrative Staff:					
Operating Budget	2,969	2,872	2,998	1	+4
Ancillary	47	46	51	9	+11
Grant	479	292	322	-33	+10
Total	3,495	3,210	3,371	-4	+5
Other (non USWA) Unionized Staff	1,186	859	882	-26	+3
Total Unionized Staff	1,186	3,389	3,568		+5
TOTAL FULL-TIME STAFF MEMBERS	7,993	6,948	7,250	-9	+4
Note: 1991 figures include OISE/UT, and exclude U.of T. Press.					
1991 figures show USWA as Non-Unionized Administrative Staff.					
Other Academics include all Instructors, all Lecturers and all Tutors.					



**Part-Time Faculty and Staff - Appendix 2**  
**All Sources of Funding**

Year	Mar-91	Sep-01	Sep-02	% change 1991:2002	% change 2001:2002
Tenure/Tenure Stream	n/a	16	18		+13
Clinical	n/a	108	104		-4
CLTA/Other	n/a	81	90		+11
Total Clinical and CLTA/Other	n/a	189	194		+3
Other Academics	n/a	116	167		+44
Total All Academic Staff	n/a	321	379		+18
Librarians	19	22	21	+11	-5
Research Associates	39	17	19	-51	+12
ESL Instructors	n/a	n/a	5		
Non-Unionized Administrative Staff by Source of Funding:					
Operating Budget	233	31	38		+23
Ancillary	3	0	1		
Grant	80	1	2		+100
Total	316	32	41		+28
USWA Administrative Staff by Source of Funding:					
Operating Budget	229	223			-3
Ancillary	1	3			+200
Grant	43	45			+5
Total	273	271			+1
Combined: USWA and Non-Unionized Administrative Staff:					
Operating Budget	233	260	261	+12	+0
Ancillary	3	1	4	33	+300
Grant	80	44	47	-41	+7
Total	316	305	312	-1	+2
Other Unionized Staff	63	53	48	-24	-9
Total Unionized Staff	63	326	319		-2
TOTAL PART-TIME STAFF MEMBERS	n/a	718	784		+9

Note: 1991 figures include OISE/UT, and exclude U. of T. Press.  
1991 figures show USWA as Non-Unionized Administrative Staff.  
Other Academics include all Instructors, all Lecturers and all Tutors.  
Increase in Other Academic dues to policy change re. Casual Academics  
Appointments less than 25% excluded.

Year	Mar-91	Sep-01	Sep-02	% change 2001:2002
Teaching Assistants (No. of Appointments)	2,518	2,642	2,738	+4
Graduate Assistants (No. of Appointments) (OISE/UT )	n/a	183	188	+3
TOTAL EMPLOYEES AT THE UNIVERSITY				
	n/a	10,491	10,960	+4
Undergraduate Students (Full and Part-Time)				
	44,623	47,275	50,403	
Graduate Students (Full and Part-Time)	9,811	10,774	11,597	
FTE (All Students)	42,550	46,860	50,380	

**UNIONIZED STAFF - Appendix 3**  
**AS AT SEPTEMBER 2002**  
DISTRIBUTION BY PORTION OF TIME

	FULL-TIME	PART-TIME	TOTAL
Service Workers	518	16	534
Research Associates and Officers (OISE/UT)	11	9	20
Operating Engineers	72		72
Trades and Services	61		61
Police	40		40
Library	180	23	203
USWA	2686	271	2957
TOTAL	3568	319	3887

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

**INSTRUCTORS, TUTORS, SENIOR TUTORS Appendix 4**  
**AS AT SEPTEMBER 2002**  
DISTRIBUTION BY RANK AND PORTION OF TIME  
ALL SOURCES OF FUNDING

	FULL-TIME	PART-TIME	TOTAL
INSTRUCTORS/LECTURERS	46	18	64
TUTORS/LECTURERS	92	135	227
SENIOR TUTORS/LECTURERS	155	14	169
TOTAL	293	167	460

NOTES:  
Excludes all Status-Only appointments.  
Appointments less than 25% not included.



**Human Resources Department**  
Office of the Vice-President