TO: Business Board

SPONSOR: Angela Hildyard

CONTACT INFO: 416-978-7156
angela.hildyard@utoronto.ca

DATE: April 25 for May 6, 2013

AGENDA ITEM: 2

ITEM IDENTIFICATION:
Employment Equity Report 2012

JURISDICTIONAL INFORMATION:
This report is provided for information only. Business Board has jurisdiction over Personnel Policies and Terms and Conditions of Employment for administrative and unionized staff.

PREVIOUS ACTION TAKEN:
This is an annual report

HIGHLIGHTS:
The University prepares an Employment Equity report annually in compliance with our obligations under the Federal Contractors Program (FCP).

Key points from the report include:

- Employment Equity data is tracked primarily through the completion by employees of a voluntary on-line Employment Equity Survey. The survey return rate in 2012 was 92.21%, a slight increase over the previous year. The completion rate (those who chose to complete the survey) was remained unchanged from the previous year at 86%.

- Requirements under the FCP require the University to provide numerical data on gaps in terms of representation and such data is included in the relevant tables in this report.

- In addition to tracking representation of designated groups among faculty and staff in comparison to external availability data, the report tracks representation rates at various phases of the hiring process, promotions and exits for various employee groups.

- There was a slight increase in the proportion of both academic and staff employees who identified as visible minorities from 25% in 2011 to 27% in 2012. While there has been an overall increase in the representation of women from 53% to 54% across the whole of the University's workforce, there has been a decrease of 6% in the representation of women among non-union staff in comparison to last year. The percentage of employees who have identified as Aboriginal, persons with disabilities or as sexual minorities remains the same.

- The number of women faculty at the University continues to exceed the external availability data for this designated group. Similarly, the proportion of faculty who self-identify as visible minorities continues to exceed the external availability data. The percentages for persons with disabilities and those who identify as Aboriginal remain below external availability. It should be noted that the external availability data is based on the numbers in the external (Canadian) workforce with the minimum qualifications to be a candidate for a particular occupational group. The University hires faculty from broad international candidate pools and frequently attracts candidates with exceptional qualifications.

- Programs and initiatives which support the employment equity plan are outlined in the report.

ACTION SOUGHT: The report is presented for information only.

University of Toronto
2012 Employment Equity Report

Prepared in Accordance with the Federal Contractor's Program
and the Employment Equity Act

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Foreword from the Vice-President Human Resources & Equity

This report demonstrates the University of Toronto's commitment to the principles and requirements of the Employment Equity Act (S.C 1995) and the Federal Contractor's Program.

The University of Toronto engages in "equity work" through several equity offices tasked with this as their mandate, however, as an institution we view the principles of equity, inclusion and diversity as a core practice of every department, faculty, and division's work. Equity is central to our mission. A concentrated effort focuses on positive policies and practices to remove systemic barriers, to address concerns in our work environment, and to support our community. The profile, efforts and resources dedicated to equity programs and initiatives is indicative of our commitment. Every one of us plays an important role in the continued achievement of employment equity.

While there remains much work to be done to ensure a teaching, learning and working environment that is equitable, welcoming, inclusive and free from discrimination, I am proud of the accomplishments of our community. I am particularly proud that for the 6th consecutive year U of T was selected as one of Canada's Best Diversity Employer's by Mediacorp. We have also been recognized as one of Canada's Top 100 Employers for 2013, a Top Employer for Canadians over 40 for 2012, one of Canada's Top Family Friendly Employers for 2013, one of Canada's Greenest Employers for 2012, and a Greater Toronto Top Employer for 2013.

I invite you to review the report, as well as our Human Resources & Equity website, and to contact us if you have any questions or suggestions.

Sincerely,

Professor Angela Hildyard

Vice-President, Human Resources & Equity

Workforce Analysis Overview

Collection of Workforce Data (2011-2012)

The University of Toronto is committed to employment equity and to achieving and maintaining a workforce representative of talent pools of qualified individuals available for hire by the University[1]. Under the Federal Contractor's Program (FCP), the University is required to collect census data from employees regarding membership in the four (4) designated groups prescribed by the federal Employment Equity Act - women, Aboriginal persons, visible minorities, and persons with disabilities. While not required by the legislation, the University also collects workforce data on sexual minorities. The University collects this data by administering the on-line Employment Equity Survey. Participation in the survey is voluntary. Those who participate have the option of answering all or a portion of the survey questions. Employees may update their information at any time through the online system or their local human resources office.

The data gathered is confidential and used only for the purpose of assessing the University's progress with respect to employment equity. Data is suppressed where the number of individuals in a group is fewer than six.

The information contained in this report is a compilation and analysis of the data gathered in the Employment Equity Survey. The data regarding the external labour pool is drawn from the 2006 Canadian census and the Participation Activity Level Survey (PALS) 2001. Positions at the University are categorized by Employment Equity Occupational Groups (EEOGs) as established by Human Resources and Skills Development Canada (HRSDC).

This report documents longer term trends and year-over-year achievements, as well as areas where more work is required to further the University's commitment to equity.

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[1] Employment Equity Policy, University of Toronto

Figure 1: **Trend Analysis for Percentage of Surveys Returned and Percentage of Surveys Completed (Full-Time Employees)**

	2005	2006	2007	2008	2009	2010	2011	2012
■ % Returned	83.2	91.31	91.04	90.89	88.58	88.87	90.58	92.21
■ % Completed	79.32	89.33	90.22	88.37	86.24	86.4	85.73	86
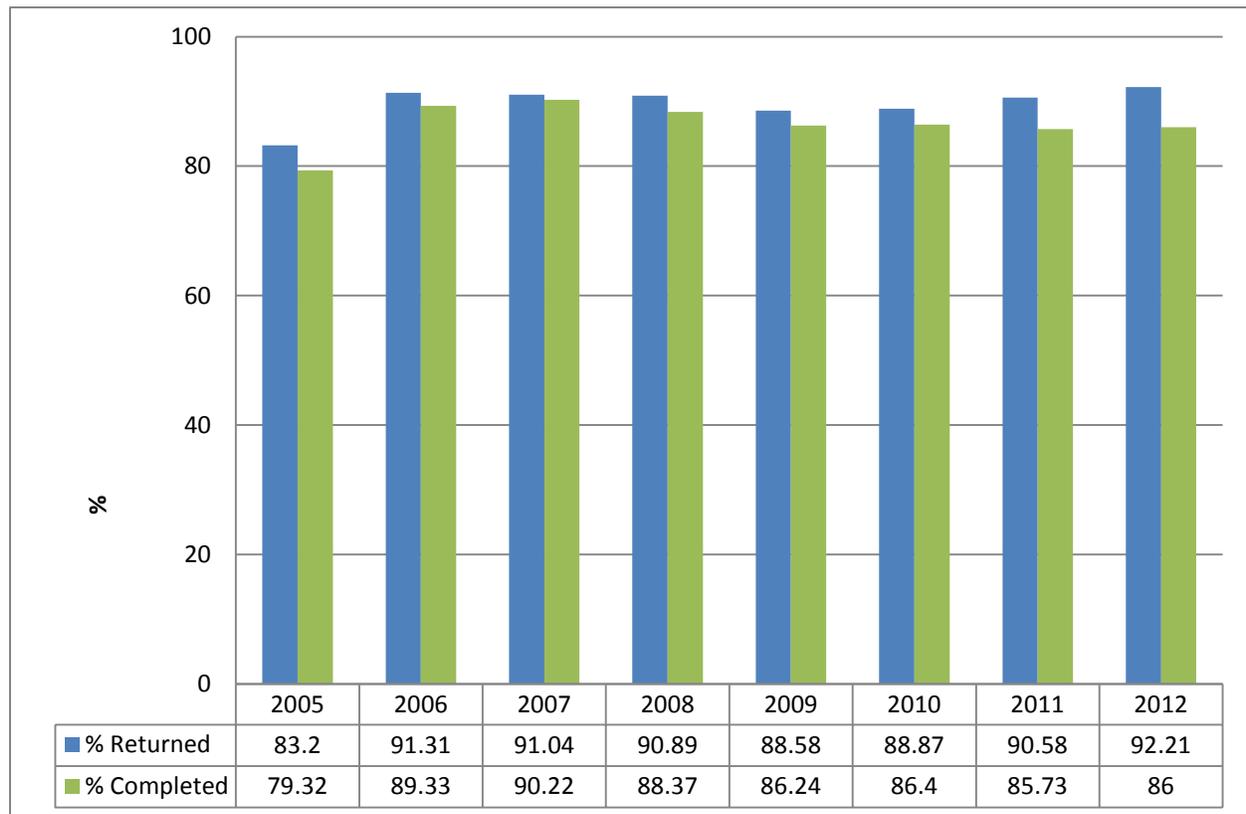
We measure both returned and completed surveys. Figure 1 shows the return rate at 92.21%, a slight increase over the previous year. The completion rate (those who choose to complete, rather than decline the survey) remains unchanged at 86%.

In 2009 we attempted to increase ease of access to the Employment Equity Survey through the Employee Self-Service system (ESS). Initially we saw a slight decrease in returned and completed rates. Extended outreach, including a "pop up" reminder window when employees first log on to ESS, was introduced in 2010. Since this time we have begun to see a slight increase in return rates while completed rates remain consistent.

Representation rates act as important markers for analysis when evaluating efforts and programs for employment equity. Table 1 below provides a summary of the representation rates for the designated groups. Table 2 shows the summary representation rates for 2011 for comparison purposes.

Table 1: Summary of Representation Rates for Designated Groups (Full-Time and Part-Time Employees), 2012

Staff Category	Total	Women		Total Completed Surveys	Aboriginal		Visible Minorities		Persons with Disabilities		Sexual Minorities	
		#	%		#	%	#	%	#	%	#	%
Total Academic	**3197**	1284	40%	82%	12	0.5%	429	16%	47	2%	129	5%
Faculty**	3041	1169	38%	82%	12	0.5%	409	16%	46	2%	116	5%
Librarians	156	115	74%	89%	*	*	20	14%	*	*	13	9%
All Staff	**6158**	3734	61%	86%	48	1%	1709	32%	148	3%	264	5%
Staff (non-union)	1321	745	56%	85%	*	*	304	27%	32	3%	61	5%
Staff (union)***	4837	2989	62%	86%	43	1%	1405	34%	116	3%	203	5%
All Employees (ft/pt combined)	**9355**	5018	54%	85%	60	1%	2138	27%	195	2%	393	5%

*Indicates fewer than 6
 **Includes those Clinical Faculty who are employees of the University
***Excludes CUPE 3902, Unit 1

There was a slight increase in the proportion of both academic and staff employees who identified as visible minorities from 25% in 2011 to 27% in 2012. While, there has been an overall increase in the representation of women from 53% to 54% across the whole of the University's workforce, there has been a decrease of 6% in the representation of women among non-union staff in comparison to last year. The percentage of employees who have identified as Aboriginal, persons with disabilities or as sexual minorities remains the same.

Table 2: Summary of Representation Rates for Designated Groups (Full-Time and Part-Time Employees), 2011

Staff Category	Total	Women		Total Completed Surveys	Aboriginal		Visible Minorities		Persons with Disabilities		Sexual Minorities	
		#	%		#	%	#	%	#	%	#	%
All Employees (ft/pt combined)	**9354**	4989	53%	89%	62	1%	2095	25%	206	2%	379	5%

Examples of Programs to Achieve Employment Equity Goals

There have been a variety of programs and initiatives for employees over the past year to further promote equity and inclusion at the University.

Women

- The Vice-President Human Resources & Equity and the Vice-Provost, Faculty and Academic Life continue to host an annual gathering for newly hired women faculty to build networks for mentoring. These new employees are provided with the opportunity to connect with both new and more "seasoned" women faculty and engage in conversation about academic work and opportunities at the University.

- The Family Care Office (FCO) continued to host seminars for staff and faculty around maternity, parental, adoption and primary caregiver leave planning, and provide information on various child care services and supports. This year, the FCO expanded their family planning programming by offering a staff panel discussion entitled, "Let's Talk about Fertility".

Aboriginal

- Celebrating 20 years, First Nation's House held three events where over 450 people joined in on the celebration.

- There has been an increase in Indigenous programming at UTSC. Organized monthly learning circles are open to staff, faculty and students, led by Elders.

Visible Minorities

- The Anti-Racism & Cultural Diversity office (ARCDO) in partnership with the Organizational Development & Learning Centre (ODLC), presented "Culture, Conflict and Inclusion" which provided employees with information on creating a respectful, equitable and inclusive environment.

- In commemoration of the International Day for the Elimination of Racial Discrimination (IDERD), the ARCDO launched the U of T IDERD Campaign, under the theme, "Race, Racism, Anti-Racism: Let's talk about it". The communication Campaign is a tri-campus initiative aimed at increasing awareness about the IDERD and to highlight the diverse ways in which the University and its staff, faculty and students across all three campuses, are engaged in work that contributes to the elimination of racial discrimination and racism and that advances anti-racism.

- The ARCDO website was redesigned to make their resources, programs and policies clearer to all members of the University community.

Persons with Disabilities

- In 2012, Health and Well-being Programs and Services (HWB) facilitated 82 workplace accommodations for employees. In addition to those individuals, over 150 other employees were accommodated on a temporary or permanent basis in order to return to work from sick leave or long term disability. Examples of workplace accommodation include modified duties and/or work schedules, specialized equipment, software and/or furniture, occupational therapy, coaching and training.

- The University's online faculty and staff recruitment system, UTORecruit, underwent an upgrade this past year to improve accessibility. The online recruitment system is now more accessible for candidates with the introduction of assisted software. Accessible print versions of postings are available to applicants upon request.

- The 3rd annual seminar series "Convergence on Mental Health in the Workplace" was held in 2012. The seminar provided managers with an opportunity to learn how to better respond to mental health issues and accommodation matters in the workplace.

Sexual Minorities

- The FCO offered a "Queer and Trans Family Planning 101" workshop where U of T community members were able to interact with facilitators of Toronto-based queer and trans family planning courses. Participants enjoyed a productive dialogue regarding the practical emotional, social, and legal issues involved with becoming an LGBTQ parent.

- In 2012, many Equity Offices began adopting social media to connect with students and employees, with the Sexual & Gender Diversity Office (SGDO) leading the way on their active SGDO Facebook page. The SGDO also launched a new listserv, used for weekly email updates about SGDO-specific programming and events.

Consultations, Committees and Communication

- A new Equity listserv was launched in order to facilitate information sharing and discussion between the Equity Offices and partners at the University. The listserv is also used to promote and collaborate on projects, resources, and conferences/events that take place throughout the year.

- In 2012, a working group was formed to begin work on a new Equity website that will meet the needs of staff, faculty, and students alike. While a long-term solution is being developed, the Human Resources & Equity Communications team launched an interim solution to provide our community with access to the Equity Offices[2].

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[2] http://uoft.me/equity

Faculty & Librarians

Workforce Analysis

The University of Toronto has 3,197 full and part-time academic staff (including faculty, professional librarians and appointed clinical staff members). Women represent 38% of faculty and 74% of professional librarians, similar to the figures for 2011. There has been a minimal increase in the representation rates for visible minorities and sexual minorities since last year. Representation rates for Aboriginal faculty have remained unchanged.

Figure 2 illustrates that the number of women faculty at the University continues to exceed the external availability data for this designated group. Similarly, the proportion of faculty who self-identify as visible minorities continues to exceed the external availability data. The percentages for persons with disabilities and those who identify as Aboriginal remain below external availability.

When reviewing the analysis it should be noted that the external availability data is based on the numbers in the external (Canadian) workforce with the minimum qualifications to be a candidate for a particular occupational group. The University hires faculty from broad international candidate pools and frequently attracts candidates with exceptional qualifications.

Figure 2: External Availability Data Compared to Internal Data for all Faculty Groups (Full-Time and Part-Time), 2012
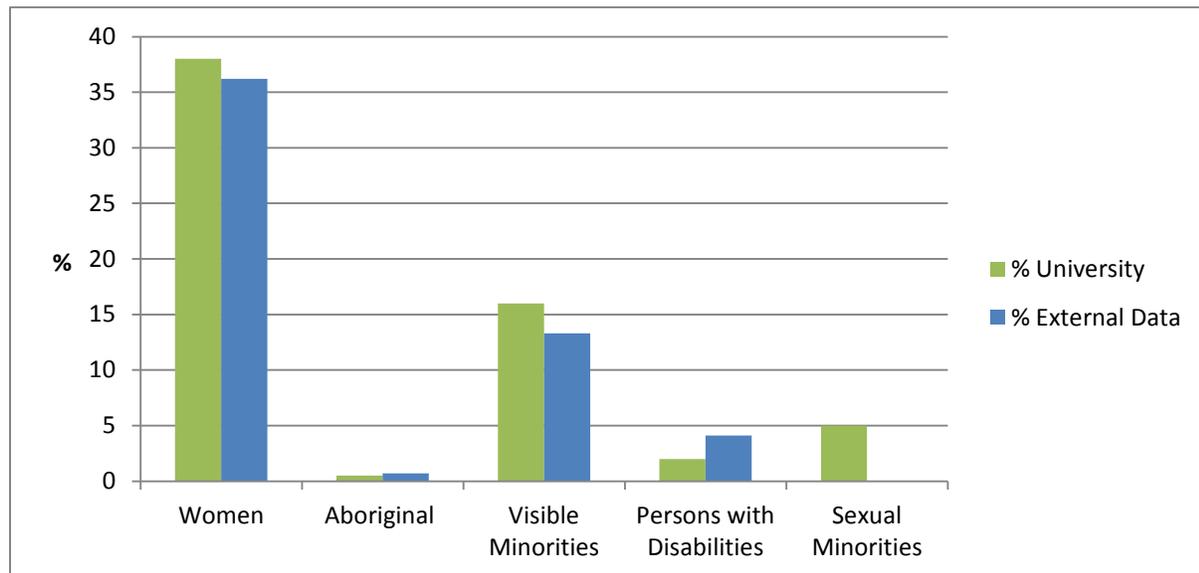
Under the federal guidelines, one aspect of employment equity is met when internal representation rates meet external labour pools within Ontario (and the GTA). The workforce analysis reviews "gaps" or the number of each designated group which would

have to be added to the current employee numbers to achieve balanced representation. Gap numbers and percentages illustrate the difference between University's internal workforce and individuals within the external workforce with the <u>minimum qualifications</u> to be a candidate for a particular occupational group. Under-representation exists when there is a gap number of -3 or more <u>and</u> a gap percentage of 80% or less. Many employment system reviews use gaps to determine priorities for coming years. Generally attention is paid to situations where there is a gap a gap -10 or greater and at least three of the designated groups have a gap in the same Employment Equity Occupational Group.

Gap Analysis

As illustrated below, gaps have occurred among tenure stream faculty and non-tenure stream/CLTA faculty, however there is only one designated group identified with gaps in each of these EEOGS. We have included the third column in our gap analysis to illustrate the actual under representation rate in our workforce.

Table 3: **Gap Analysis for Faculty who Identify as Aboriginal**

Occupational Group	Gap #	Gap %	% of under representation in our workforce
Professor Tenure Stream	-7	51%	29%

Table 4: **Gap Analysis for Faculty who Identify as Visible Minorities**

Occupational Group	Gap #	Gap %	% of under representation in our workforce
Non-Tenure Stream/CLTA	-6	63%	17%

Table 5: **Gap Analysis for Faculty who Identify as Persons with Disabilities**

Occupational Group	Gap #	Gap %	% of under representation in our workforce
Professor Tenure Stream	-49	39%	41%
Clinical	-6	41%	39%
Non-Tenure Stream/CLTA	-4	20%	60%
Teaching Stream (Tutors and Instructors)	-9	35%	45%

Figure 3 illustrates a gradual increase since 2006 in the representation of both women and visible minorities among tenure stream faculty. The representation of Aboriginals, persons with disabilities and sexual minorities among tenure stream faculty has remained relatively constant over this period.

Figure 3: **Trend Analysis Tenure Stream Faculty (Full-Time Employees), 2012**
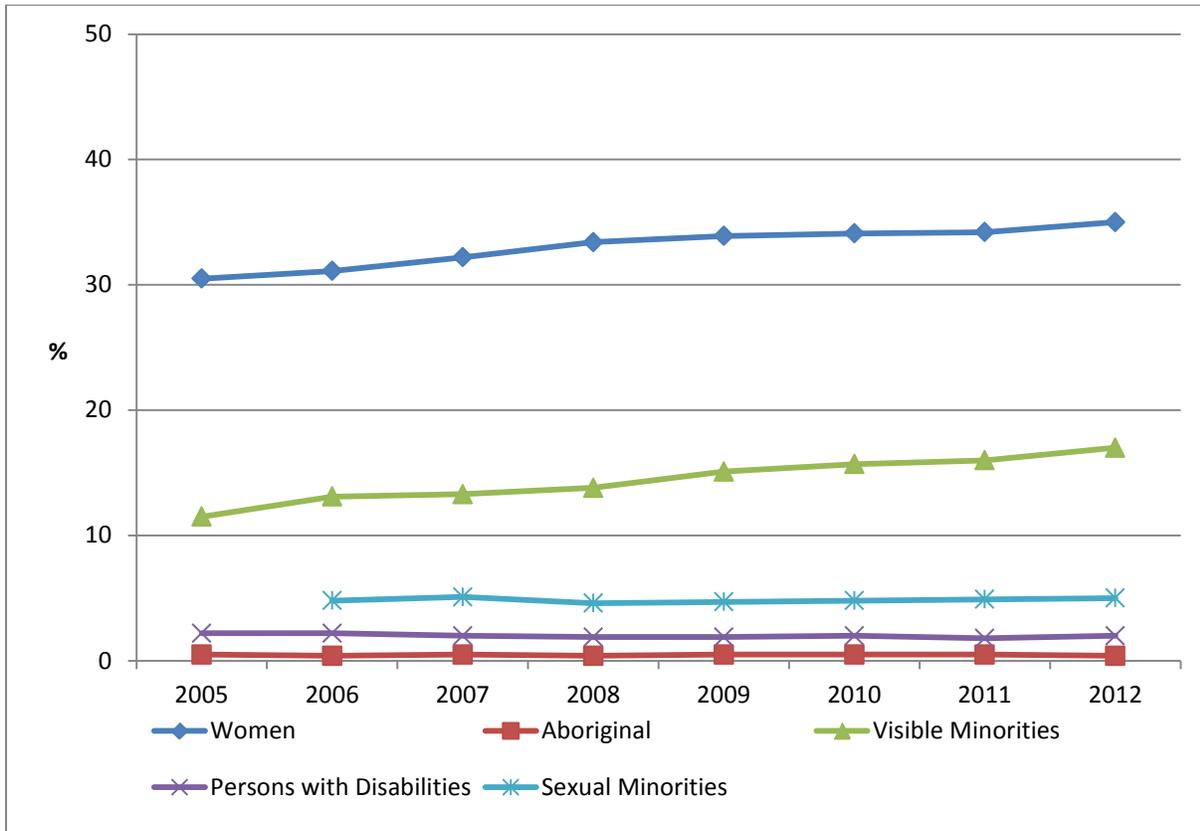
Figure 4 shows the representation of designated groups among full-time faculty by SGS division at the University. There has been a slight increase in the representation of women in the physical and life sciences and visible minority faculty in the humanities, social sciences and physical sciences in comparison to last year. The percentage of faculty who identified as persons with disabilities and sexual minorities in each SGS division remains relatively the same.

Figure 4: Representation of Designated Groups Among Faculty by SGS Division (Full-Time Employees), 2012
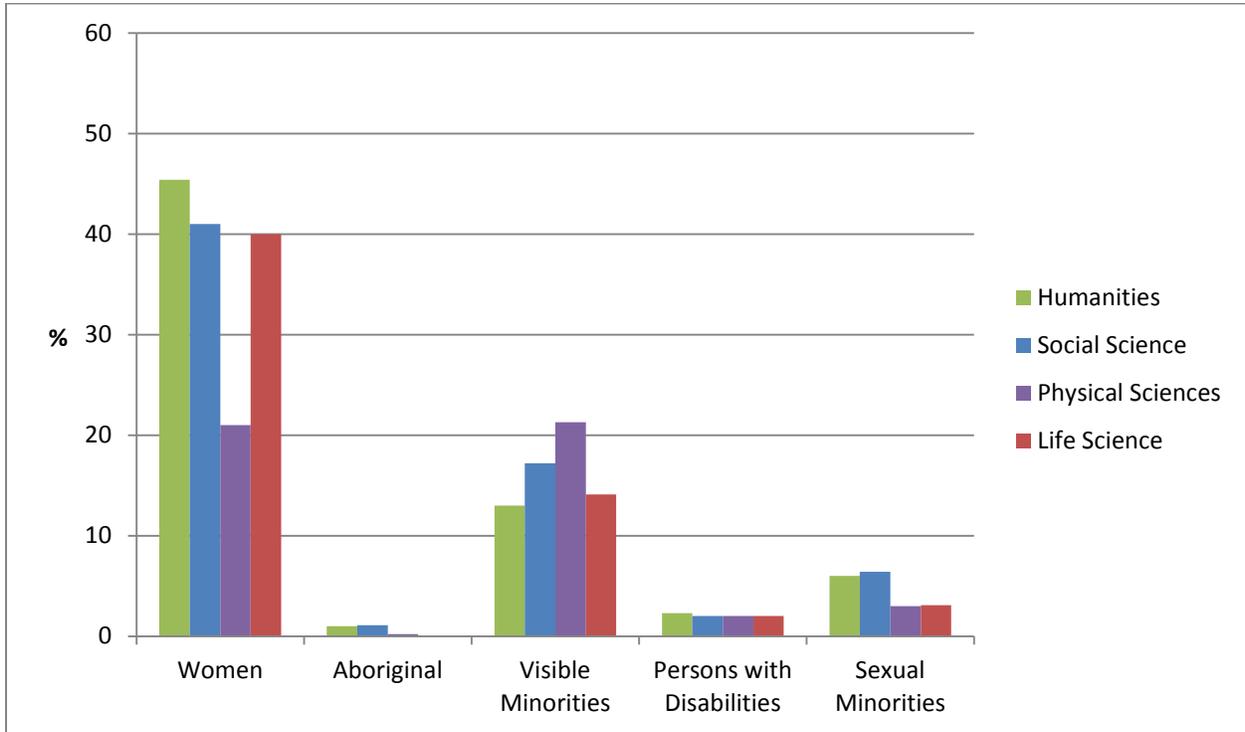
Faculty Recruitment

Origin and Citizenship of New Hires

The origin of new hires is determined in two ways. For assistant and associate professors it is the location of the institution that granted their PhD. For full professors it is determined by the institution where they were previously employed. This, of course, may not necessarily represent the nationality or citizenship of the individual hired.

Table 6: **Origin of New Tenure-Stream Hires 2011/2012 (n=62)**

	2010/2011	2011/2012
New faculty originating from US Institutions	58%	50%
New faculty originating from international institutions	16%	10%
New faculty originating from Canadian institutions (other than U of T)	11%	24%
New faculty originating from U of T	16%	15%

Table 6 shows that half of our new hires came from US institutions, a decrease of 8 percentage points or a decline in the proportion by 14% from the year previous. In 2011/2012 there was a larger proportion of new hires from Canadian institutions, up from 11% to 24%, while the proportion from U of T remains roughly the same.

As illustrated in Table 7, the number of Canadian and US citizens increased while the proportion of appointments from other countries declined by 33%.

Table 7: **Citizenship of New Tenure-Stream Hires 2011/2012 (n=62)**

|	2010/2011	2011/2012
New faculty holding Canadian citizenship	50%	55%
New faculty holding US citizenship	26%	29%
New faculty holding other citizenship	24%	16%

Examining the proportion of women hires by SGS division (Figure 5) shows an increase in all areas except Social Sciences where the proportion of women hires declined by 10%. In both Humanities and Life Sciences women represent over 60% of appointments, the highest proportion in the last five academic years.

Figure 5: **Women Tenure-Stream Hires (%) by SGS Division**
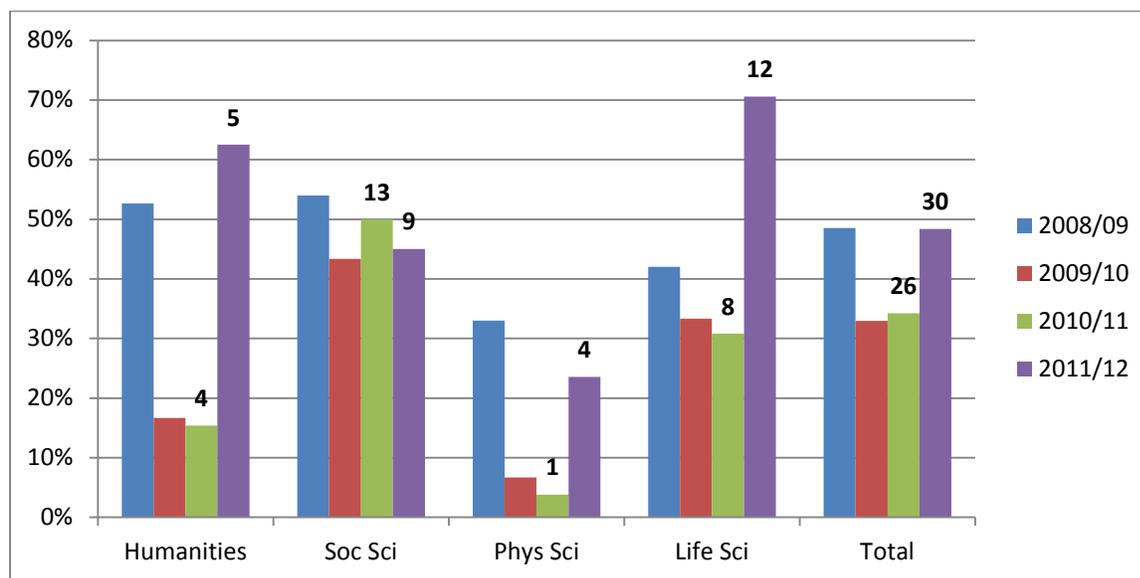
Appointments of all faculty are predominantly at the rank of assistant professor (n=50). Figure 6 shows the distribution of women and men hires by rank. In 2011/2012 the overall proportion of senior hires has declined from 19 appointments in 2010/2011 to 12 appointments. While only one woman was hired at the rank of professor, overall, men and women are equally distributed at the rank of assistant.

Figure 6: **Comparison of Women and Men New Hires by Rank**
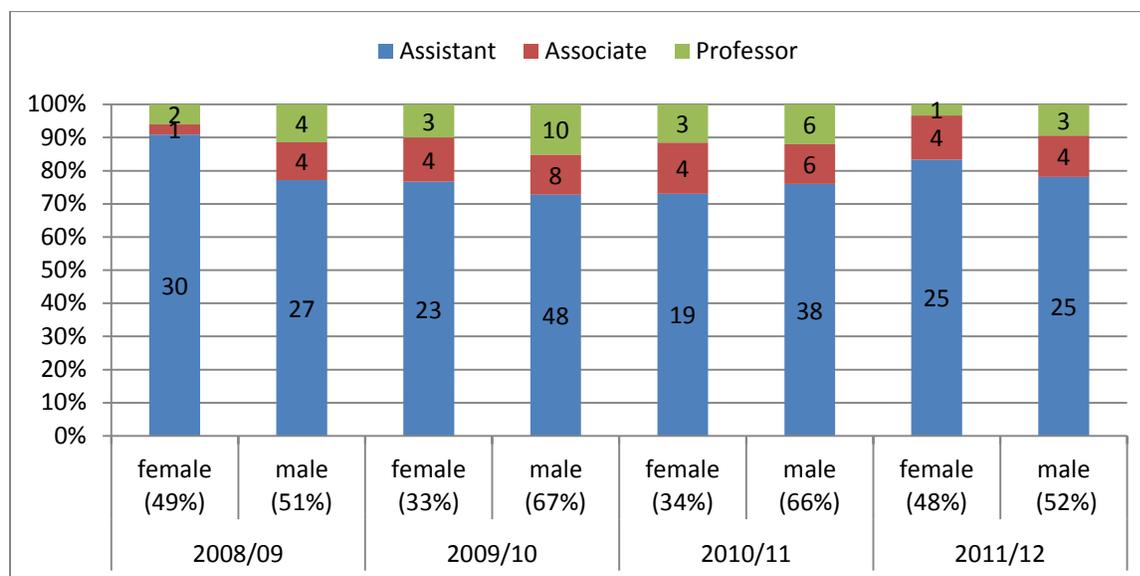
An examination of the applicant pool provides some further information about the gender distribution of appointments at the university. Search data provided by hiring departments with offers submitted to the Office of the Vice Provost were examined. Included in the charts below are statistics for 56 positions, including those for which multiple offers were made. In 2011/2012 only 5 searches had pools with fewer than 10 applicants; these were excluded.

Figure 7: **Applicant Pool (mean per search)**
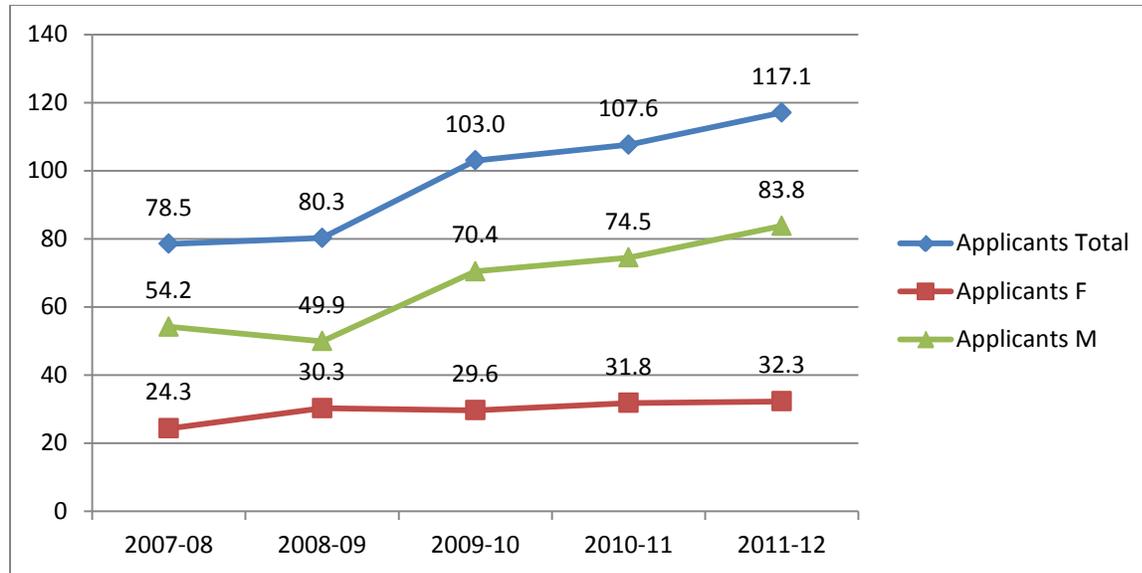
Figure 7 shows that the average number of applicants has risen again in the 2011/2012 academic year to 117 applicants per search. The range of applicant pools spans from 11 to 532 with a median of 87 applications. In total 6555 applications were received for 56 searches. Women are under-represented in the applicant pools representing only 27.5% of the total (n=1808). Women were 50% or more of the applicant pool in only 8 of the 56 searches (range 3% to 81%).

Figure 8 and 9 below chart trends in shortlisting and offers for faculty searches since 2007/08.

Figure 8: **Shortlisted Candidates (mean per search)**
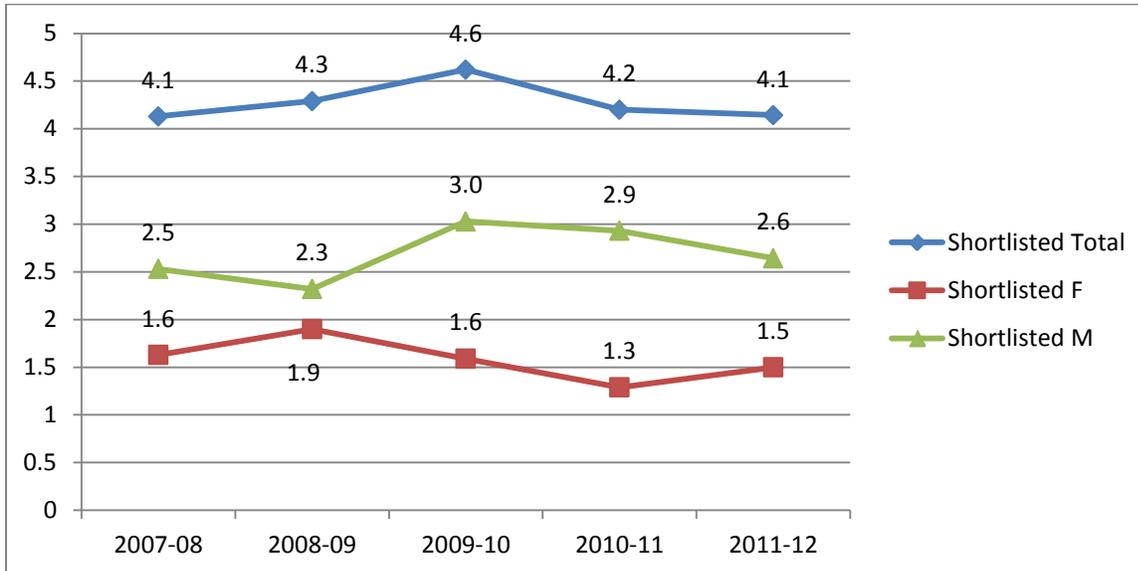
While the mean number of shortlisted/interviewed candidates per search remains consistent at 4.2, there was an increase in the mean number of women shortlisted compared to men (Figure 8). Interestingly, women's success rate at being offered an interview as a proportion of their applicant pool is much greater than men. Overall, 3.5% of applicants are shortlisted, of these 3.2% of male applicants are shortlisted compared to 4.6% of female applicants.

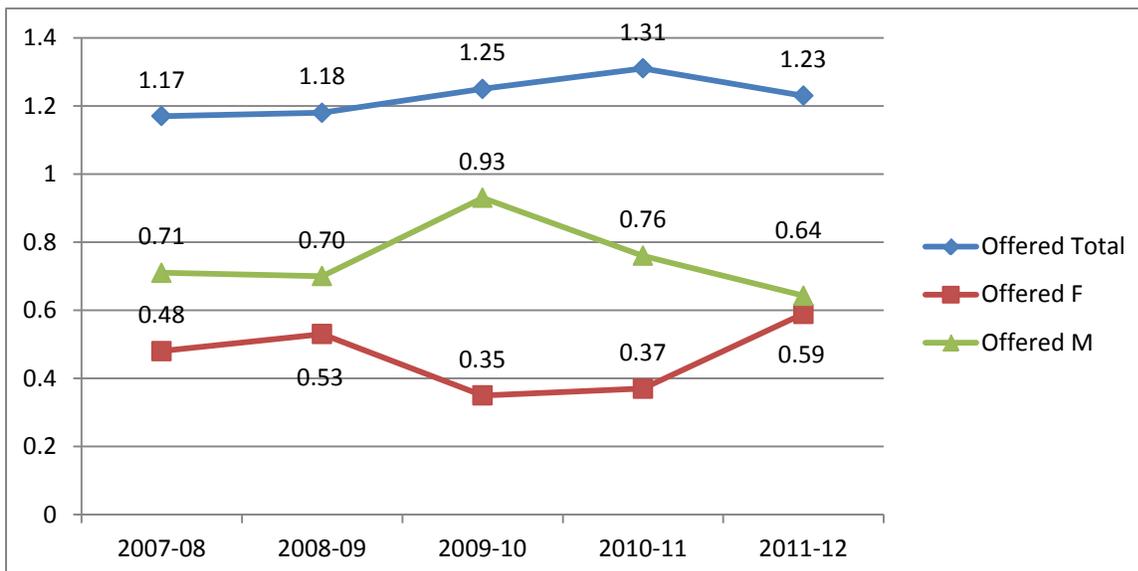**Figure 9:** **Mean Number of Offers Made (per search)**

Figure 9 provides details on the mean number of offers made for each search—because it is not uncommon for there to be more than one offer made in a search, the mean number is slightly larger than 1. The mean number of offers made to men declined by 15.8% while there was a large, 59.4% increase in the mean number of offers made to women. Within their gender pools, women were more likely to receive offers than men at 39% compared to 24%. Overall, 29.7% of candidates interviewed received offers.

Once offers were made, women and men were almost equal in their acceptance rates (79% for women, 81% for men). In this pool of searches only 19% of offers were declined (18% women, 19% men) and overall 90% of the positions were filled.

New Hires

Where possible, data is collected during the search process on the representation of visible minorities. The UTORecruit application system asks all applicants to complete the voluntary Employment Equity Survey and aggregate data on the composition of the applicant pool is sent to the hiring department after the closing date of the search. In the majority of searches a large number of applicants choose not to answer the question about visible minority status; though most will answer the other questions.

The chair of the search committee also provides statistics about the candidates interviewed and would be asked to try to determine the employment equity related status of these applicants for the search report. The chair's search report data is used for the chart in Figure 10 which shows the number of visible minority hires by SGS division. In 2011/2012, 12 visible minority faculty were hired. This represents 19.4% of all hires, a decline of 8.2% points or 31% proportional drop from 2010/2011.
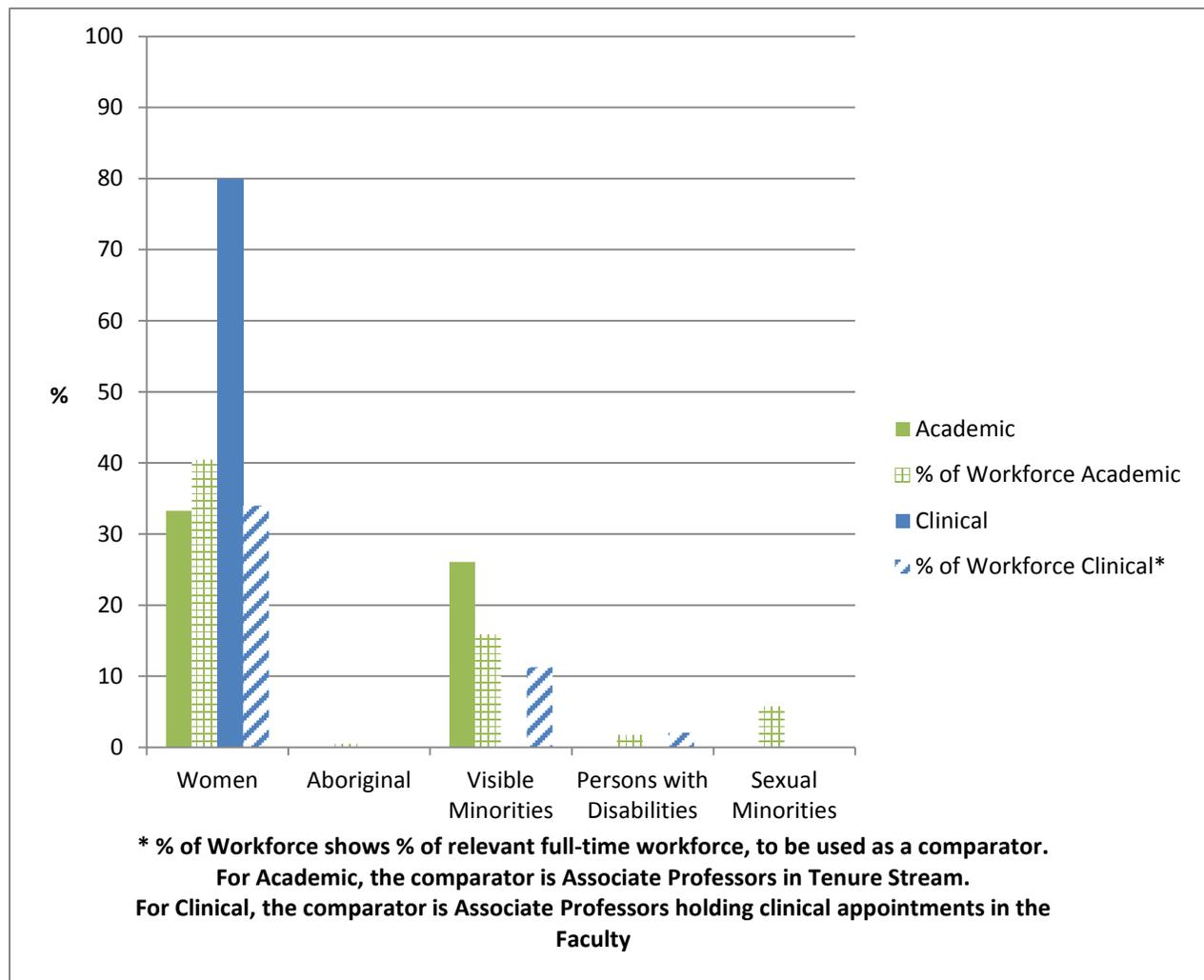
Figure 10: **Visible Minority Hires by SGS Division (n=12)**
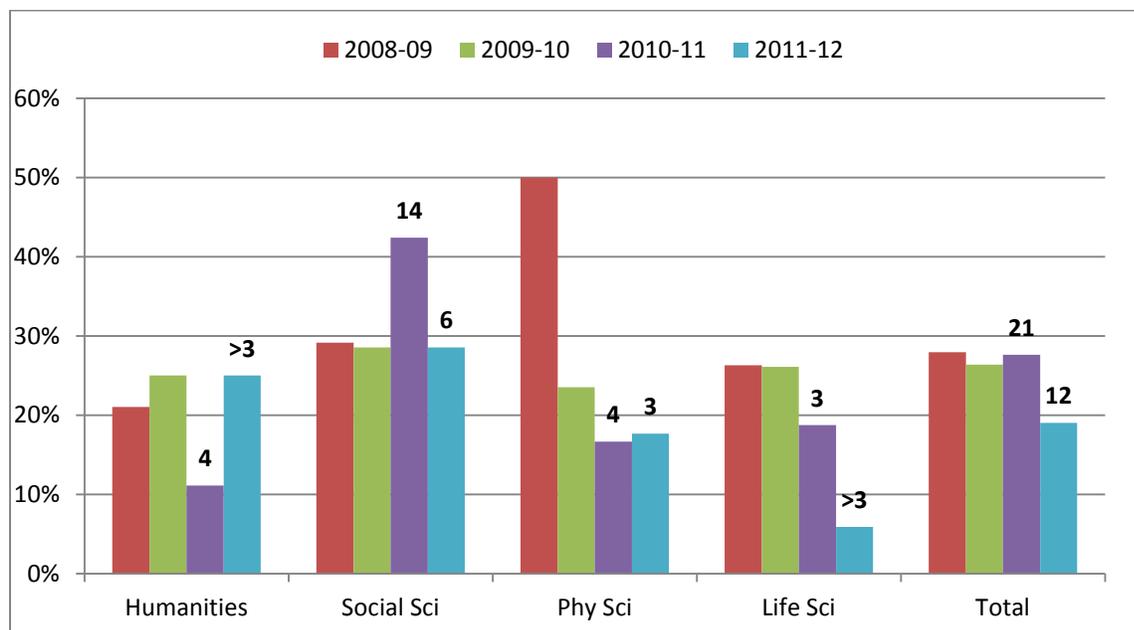
Faculty Promotion

Figure 11 illustrates promotions for those in the designated groups among academic and clinical faculty in 2012. There has been an increase in promotions for women in both the academic and clinical streams since last year. The percentage of promotions awarded to women among clinical faculty in 2012 was significantly higher than the proportion of women in this employee group overall. There has also been an increase in the percentage of promotions among academic employees who identify as visible minorities but a decrease for the same designated group in the clinical stream. In addition, there were no promotions for those who identified as Aboriginals, persons with disabilities and/or sexual minorities in the Employment Equity Survey in the academic and clinical streams.

Figure 11: **Promotions for Academics by Designated Group to Full Professor, 2012**

* % of Workforce shows % of relevant full-time workforce, to be used as a comparator.
For Academic, the comparator is Associate Professors in Tenure Stream.
For Clinical, the comparator is Associate Professors holding clinical appointments in the Faculty

Academic Administration

We continue to see members of designated groups taking on leadership positions at the University.

Figure 12: **Officers and Academic Administrators by Designated Group (Full-Time and Part-Time Employees), 2012**

Legend:
- External Availability
- Academic Directors & Chairs, Associate Deans
- Principals & Deans
- President, VP, Deputy/Vice Provost
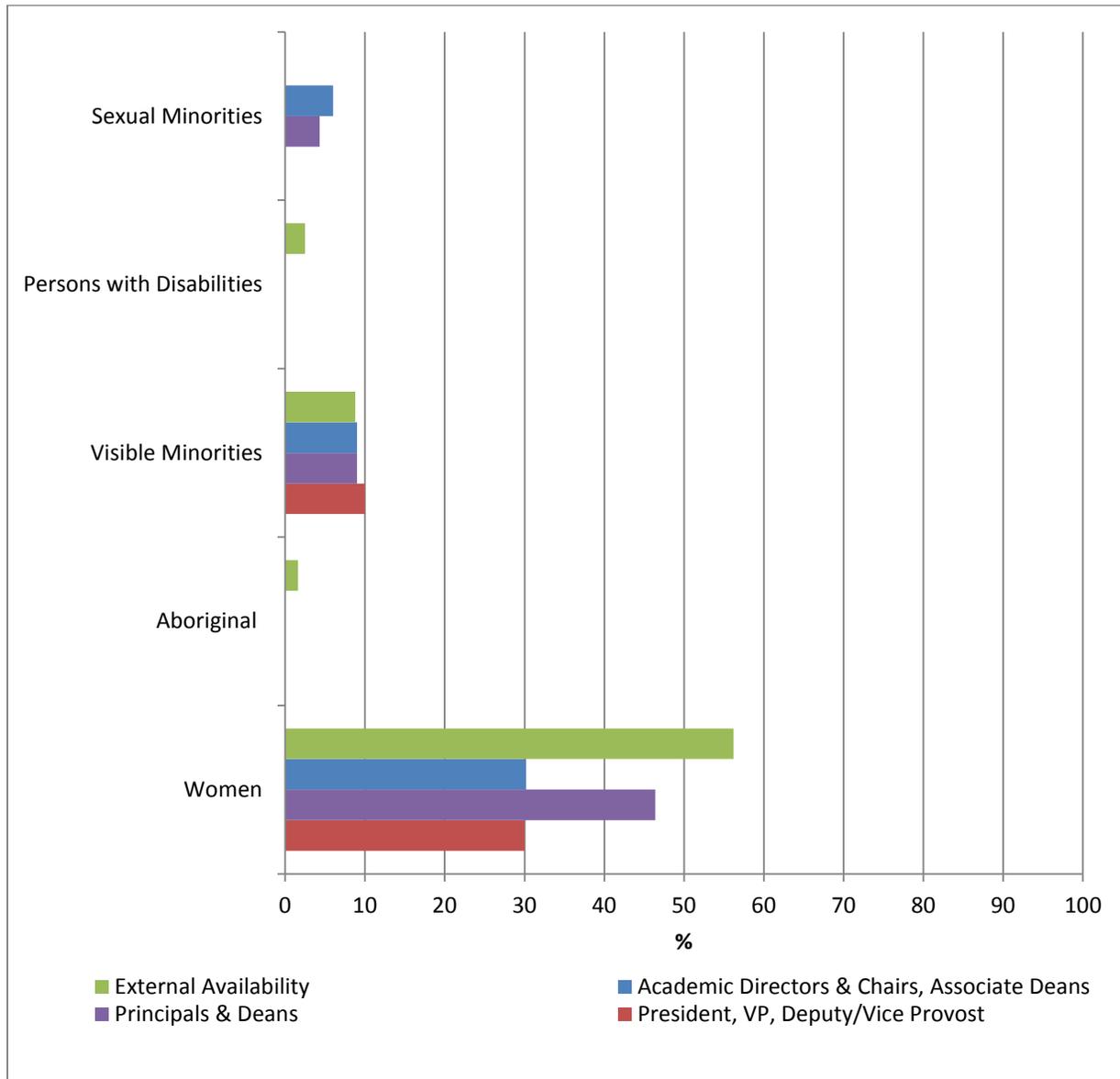
Although women continue to take on leadership roles, there is under-representation in the President/VP/Deputy/Vice-Provost and Academic/Directors/Chairs/Associate Deans occupational groups compared to external availability data. However again, it should be noted that the external availability data is based on the numbers in the external (Canadian) workforce with the minimum qualifications to be a candidate for a particular occupational group. The individuals in these roles would substantially exceed minimum qualifications.

Tables 9 and 10 show gaps for Aboriginals and persons with disabilities in the Academic/Directors/Chairs and Associate Deans grouping when compared to external availability data. However, it is important to note when looking at the "gap numbers" in some cases it would take hiring as few as 1 individual to render the gap insignificant.

Visible minorities exceed external availability data in all 3 leadership employee groups and therefore have no significant gaps.

Table 8: **Gap Analysis for Women**

Occupational Group	Gap #	Gap %	% of under representation in our workforce
President, Vice-President, Deputy, Vice Provost	-3	53%	27%
Academic, Directors, Chairs, Associate Deans	-41	54%	26%

Table 9: **Gap Analysis Aboriginal**

Occupational Group	Gap #	Gap %	% of under representation in our workforce
Academic, Directors, Chairs, Associate Deans	-3	0%	80%

Table 10: **Gap Analysis Persons with Disabilities**

Occupational Group	Gap #	Gap %	% of under representation in our workforce
Academic, Directors, Chairs, Associate Deans	-4	0%	80%

Librarians

In comparison to last year, there has been an increase in the proportion of women (from 72% to 74%) in the professional librarian occupational group. Almost three quarters of librarians are women and the new hire rates for women exceed external data by 7.5%. As illustrated in Figure 13, the number of librarians who identify as visible minorities surpasses the external data. The new hire and exit data remains the same for Aboriginals, visible minorities, persons with disabilities and sexual minority groups, compared to last year.

Figure 13: **Professional Librarians Workforce Data, New Hires and Exits by Designated Group (Full-Time Employees), 2012**

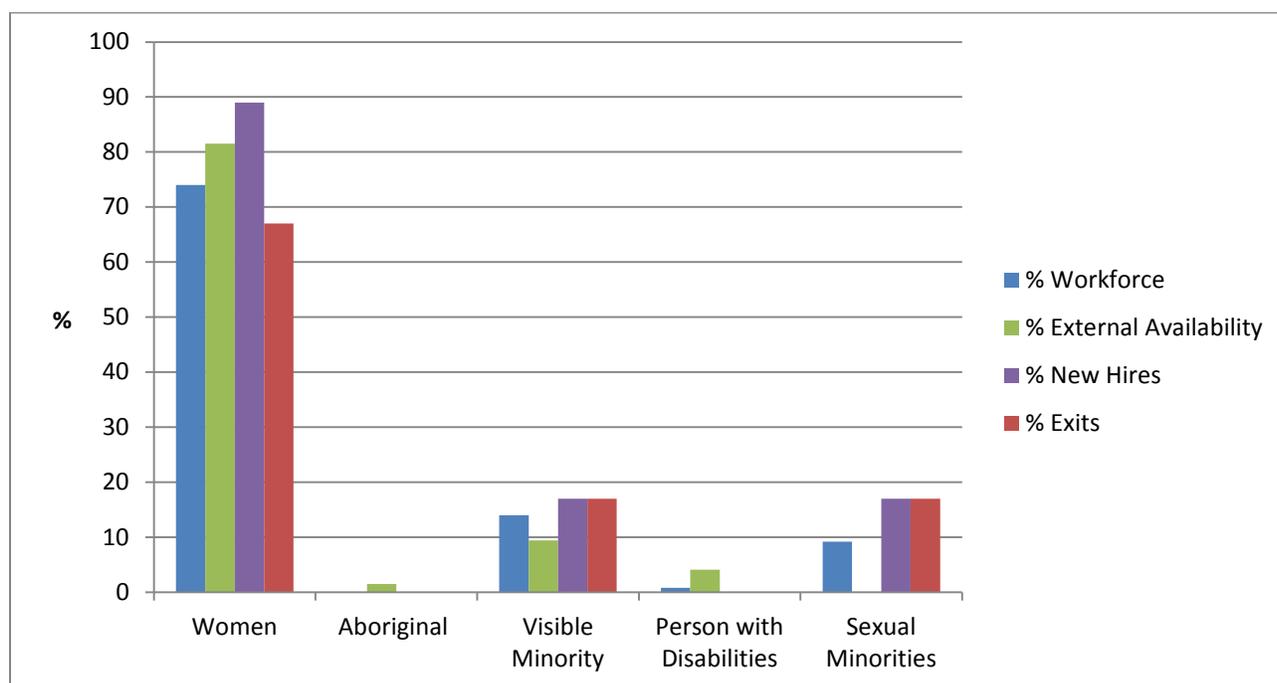**Table 11:** **Gap Analysis Persons with Disabilities**

Occupational Group	Gap #	Gap %	% of under representation in our workforce
Professional Librarians	-5	16%	64%

The above table shows persons with disabilities are under-represented in the professional librarian group by 64% in comparison to external availability data. Hiring 2 candidates within this designated group would make the gap non-significant.
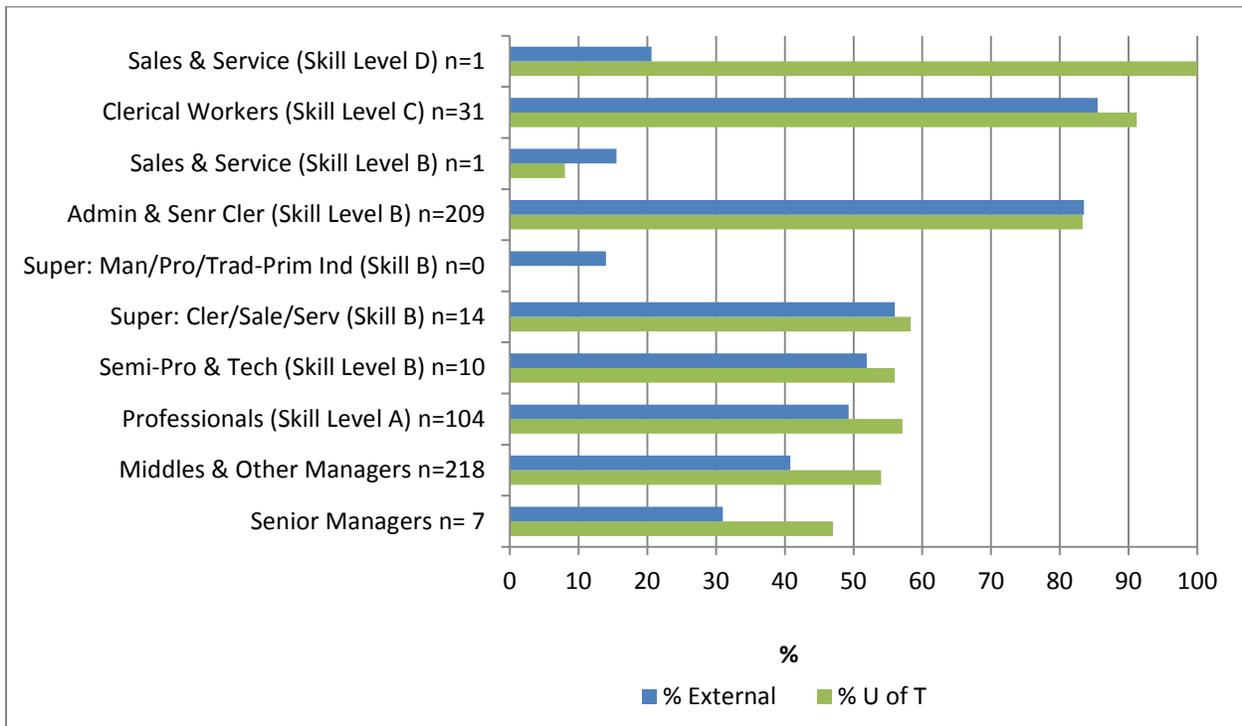
Staff (Non-Unionized and Unionized)

Workforce Analysis

The University of Toronto is comprised of 6,158 non-unionized and unionized staff, including full-time and part-time employees. Women represent 61%, a slight decline of 1% in comparison to last year's data. As with faculty and librarians, there was an increase in the number of employees who identify as visible minorities among staff. Representation of Aboriginal employees and sexual minorities remained the same.

Non-Unionized Staff

Non-unionized women staff members represent 56% of our non-unionized workforce, a decline of 6% from 2011. Figure 14 below shows internal and external data by Employment Equity Occupational Group (EEOG) for non-unionized women staff. There is a non-significant gap in comparison to external data in the percentage of women in positions in the Sales & Service, Administrative & Senior Clerical, and Supervisor: Man/Pro/Trades – Primary Industry EEOGs.

Figure 14: Non-Unionized Administrative Staff (Women): Internal & External Availability Data by EEOG (Full-Time Employees), 2012

Occupational Group	Gap #	Gap %	% of under representation in our workforce
Middle & Other Managers	-6	0%	80%

Aboriginals are under-represented among non-unionized staff in the Middle and other Managers EEOG.

Last year there were significant gaps among Supervisors: Cler/Sale/Serv (Skill B) for visible minorities and among Admin and Senior Clerical for persons with disabilities. However, in 2012 those gaps are no longer significant.

Recruitment & Retention

The University of Toronto includes an optional confidential diversity survey available for candidates to complete when they apply to positions through our online system, UTORecruit. The survey is used for employment equity purposes. The table below shows the proportion of designated groups among applicants, those interviewed and those hired based on those who responded to the applicant survey.

Table 13: **Recruitment Response Summary (Non-Union)**

Non-Union						
	Applicants		Interviewed		Hired	
	Count	%	Count	%	Count	%
Women	7,228	62.93%	297	64.71%	75	68.81%
Aboriginal	108	0.96%	4	0.88%	1	0.93%
Visible Minorities	4,113	44.95%	114	34.55%	24	30.00%
Persons with Disabilities	370	3.30%	12	2.69%	5	4.67%
Sexual Minorities	574	5.18%	33	7.52%	7	6.67%

Note: Counts and Percentages are based only on those who responded
(i.e. Total does not include those who did not respond to the survey questions)
Approximately 5% did not respond to one or more questions
Approximately 25% did not respond to the visible minority question
Data from Oct 1, 2011 – Sept 20, 2012

The Organizational Development & Learning Centre (ODLC) provides learning opportunities in the areas of leadership development, management, communication, professional and computer skills. Several career-related workshops are also offered on an ongoing basis to help employees fulfill their career potential.

Table 14 shows training rates by percentage of training days used by members of the designated groups compared to their representation within the University workforce (non-unionized staff).

Table 14: **Training Participation Rates for Non-Unionized Staff (Full-Time)**

Designated Group	% Days Training	% University Workforce
Women	72.69	67.8
Aboriginal	0.12	0.90
Visible Minorities	33.72	34.60
Persons with Disabilities	2.31	2.40
Sexual Minorities	5.73	5.50

Figure 15: **Training by Major Topic for Non-Unionized Staff (Full-Time)**
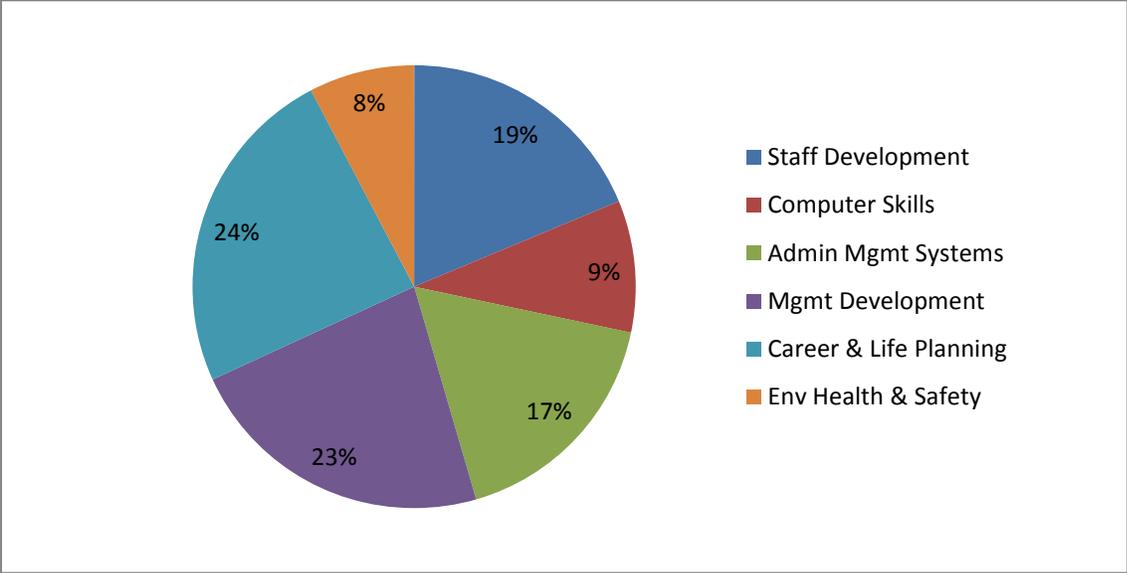
This year, non-unionized employees focused their training objectives on staff development, career and life planning, and management development as seen in Figure 15 above.

Promotion

Table 15 shows a decrease in the percentage of women and visible minorities promoted in relation to their representation in the non-union workforce in comparison to last year's data. However, there was an increase in promotions at the University for those identified as Aboriginal, persons with disabilities and sexual minorities.

Table 15: **Promotional Data for Non-Unionized Staff by Designated Group (Full-Time Employees), 2011 and 2012**

Designated Group	2011		2012	
	% Promotion	% University Workforce	% Promotion	% University Workforce
Women	67.0	55.8	57.7	63.1
Aboriginal	0	0.4	1.2	0.4
Visible Minorities	35.3	25.0	33.3	21.7
Persons with Disabilities	0	5.3	3.7	2.9
Sexual Minorities	0	5.3	8.6	5.4

Exit Data

Exit data is comprised of retirements, expired appointments, terminations with cause, layoffs, resignations and those who are deceased. As illustrated in Figure 16, the rates of exit are higher for Aboriginals, persons with disabilities and sexual minorities in comparison to their representation in the workforce and rate of new hires. This is important as those in the workforce are decreasing (represented by exit numbers) and not being replaced (represented by new hires). Such activity will continue to produce under representation in the workforce representation rates. Ideally, we would like greater numbers of new hires in comparison to the exit rates of individuals in designated groups. This analysis however, is dependent on new hires disclosing on the voluntary survey. Exit data remains unchanged from last year at 1.9% for Aboriginals. There was a slight increase for persons with disabilities. However, the percentage of women, visible minorities and sexual minorities among those leaving the University has declined. There was an increase in 2012 in the percentage of women and sexual minorities among new hires in the non-unionized employee group.

Figure 16: **Exit and New Hire Rates for Non-Unionized Staff (Full-Time Employees), 2012**
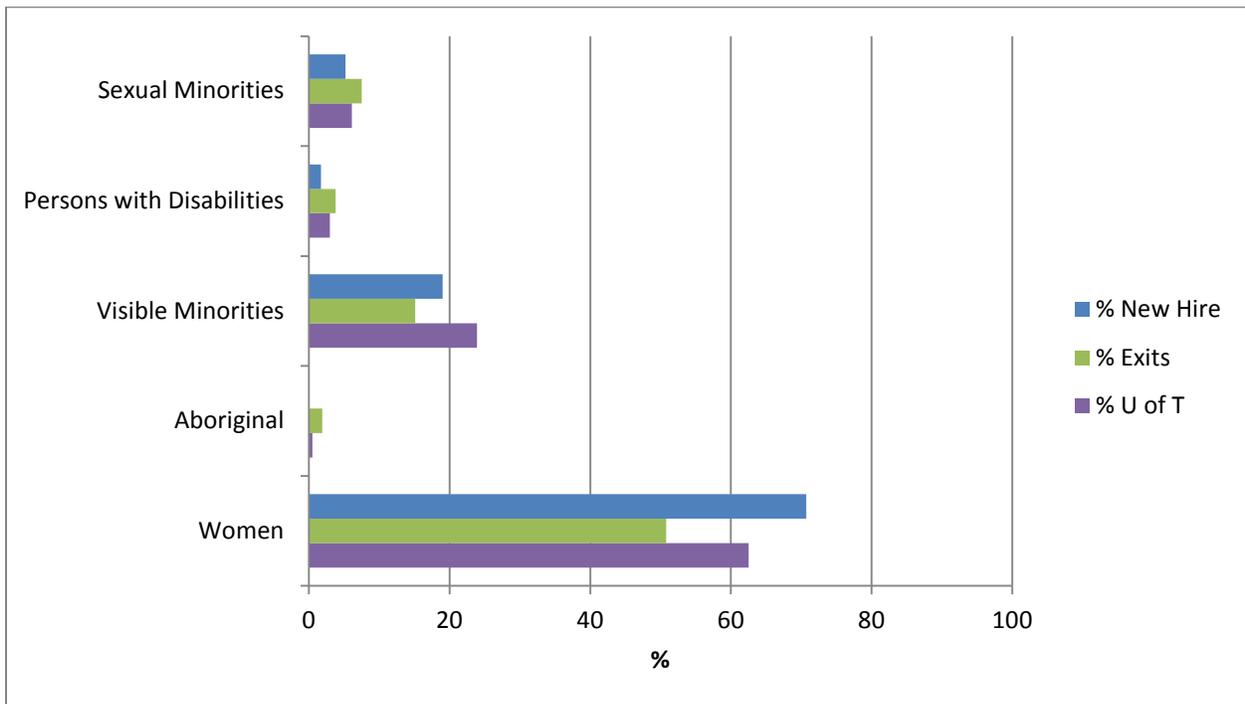
Table 16: **Exits by Designated Group for Non-Unionized Staff (Full-Time Employees), 2012**

Designated Group	% U of T	% Exits	% New Hire
Women	62.5	50.8	70.7
Aboriginal	0.5	1.9	0
Visible Minorities	23.9	15.1	19
Persons with Disabilities	3	3.8	1.7
Sexual Minorities	6.1	7.5	5.2

Unionized Staff

There are 4,837 full-time and part-time unionized staff at the University, accounting for 52% of our total workforce. The percentage of women among unionized staff remains at 62%. The representation among unionized staff of those who identify as Aboriginals, persons with disabilities and sexual minorities also remains unchanged from last year. The proportion of unionized employees who identify as visible minorities has slightly increased 32% to 34%.

Tables 17 through 20 provide gap analyses for unionized staff at the University. In each of the designated groups there continues to be under-representation among unionized staff in our workforce in particular EEOG's, however none of the EEOGs has three (3) designated groups showing a gap.

Table 17: Gap Analysis for Women (Unionized Staff)

Occupational Group	Gap #	Gap %	% of under representation in our workforce
Skills Crafts & Trades	-7	35%	45%

Table 18: Gap Analysis Aboriginal (Unionized Staff)

Occupational Group	Gap #	Gap %	% of under representation in our workforce
Professionals (Skill Level A)	-9	18%	62%

Table 19: Gap Analysis Visible Minorities (Unionized Staff)

Occupational Group	Gap #	Gap %	% of under representation in our workforce
Sales & Service (Skill Level B)	-7	70%	10%
Skills Crafts & Trades (Skill Level B)	-15	73%	7%
Semi-skilled Manual Workers (Skill Level C)	-7	38%	42%
Sales & Service (Skill Level D)	-70	64%	16%

Table 20: Gap Analysis Persons with Disabilities (Unionized Staff)

Occupational Group	Gap #	Gap %	% of under representation in our workforce
Professionals (Skill Level A)	-16	43%	37%
Semi-Professionals & Technical Staff (Skill Level B)	-14	57%	23%
Admin & Senior Clerical (Skill Level B)	-21	49%	31%
Clerical Workers (Skill Level C)	-17	61%	19%
Sales & Service (Skill Level D)	-14	42%	38%

Recruitment & Retention

The following table illustrates the numbers and percentages of each designated group among the candidates who have applied for, been interviewed and hired for unionized positions at the University. The data is drawn from the responses of those candidates who chose to self-disclose during the recruitment process.

Table 21: Recruitment Response Summary (Union)

USW						
	Applicants		Interviewed		Hired	
	Count	%	Count	%	Count	%
Women	28,435	67.24%	1,263	71.52%	392	68.17%
Aboriginal	324	0.78%	8	0.46%	4	0.70%
Visible Minorities	14,726	46.08%	472	36.85%	143	34.38%
Persons with Disabilities	1,532	3.71%	67	3.97%	14	2.50%
Sexual Minorities	2,181	5.35%	131	10.04%	45	8.23%

Note: Counts and Percentages are based only on those who responded
(i.e. Total does not include those who did not respond to the survey questions)
Approximately 5% did not respond to one or more questions
Approximately 25% did not respond to the visible minority question
Data from Oct 1, 2011 – Sept 20, 2012

The Organizational Development and Learning Centre (ODLC) offers all employees the opportunity to participate in training and development to support their career goals. Several skills-oriented and career-related workshops are offered on an ongoing basis to help employees fulfill their career potential.

Table 22 shows the percentage of training days used by members of the designated groups compared to their representation within the University workforce.

Table 22: Training Participation Rates for Unionized Staff (Full-Time Employees), 2012

Designated Group	% Days Training	% University Workforce
Women	72.70%	62%
Aboriginal	0.36%	1.08%
Visible Minorities	40%	33.90%
Persons with Disabilities	3.16%	2.66%
Sexual Minorities	5.61%	4.73%

Among unionized staff the most common training topics this year were career and life planning, staff development, and computer skills.

Figure 17: Training by Major Topic Unionized Staff (Full-Time Employees), 2012
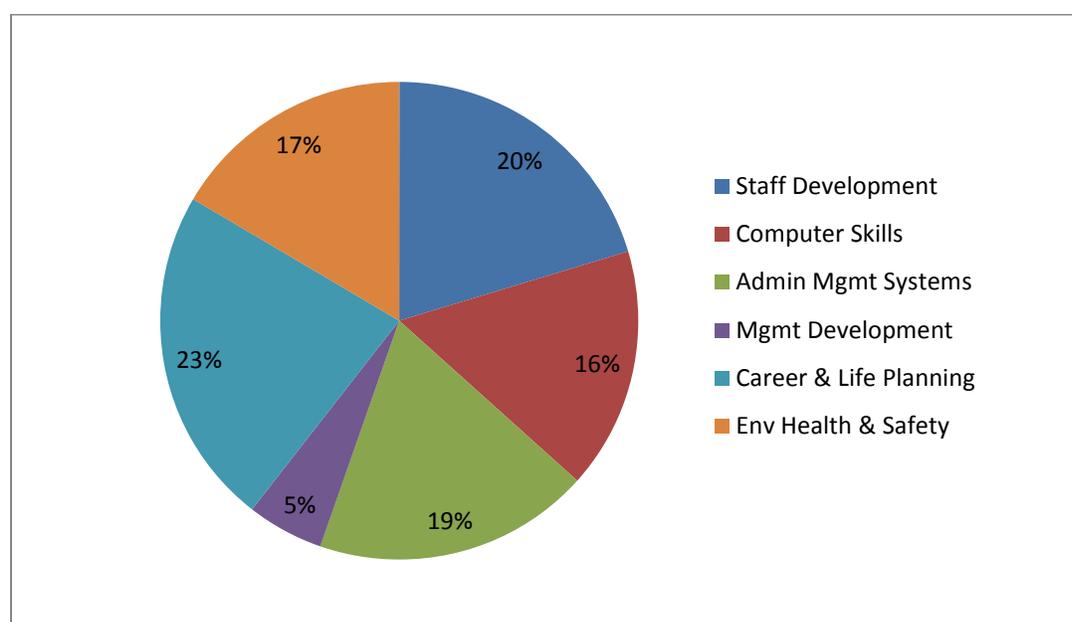
Full-time women account for 59% of promotions in this employee group, a slight decrease from last year. As illustrated in Table 23, visible minorities account for 38% of promotions. This is the only designated group that has higher promotional rates than their representation in the University workforce.

Table 23: Promotional Data for Unionized Staff by Designated Group (Full-Time Employees), 2012

Designated Group	% Promotion	% University Workforce
Women	58.75	68.3
Aboriginal	0	0.8
Visible Minorities	37.9	34.2
Persons with Disabilities	2.3	2.6
Sexual Minorities	5.4	5.6

Exit Data

As illustrated in Figure 18, the rate of exit among visible minorities is lower than the rate of new hires, an indication that the representation rate is increasing. Conversely, the rate of exits exceeds new hires among women, persons with disabilities and sexual minorities. It would be desirable to see greater numbers of new hires in comparison to the exit rates of individuals in designated groups in order to increase representation.

Figure 18: **Exit and New Hire Rates for Unionized Staff (Full-Time Employees), 2012**
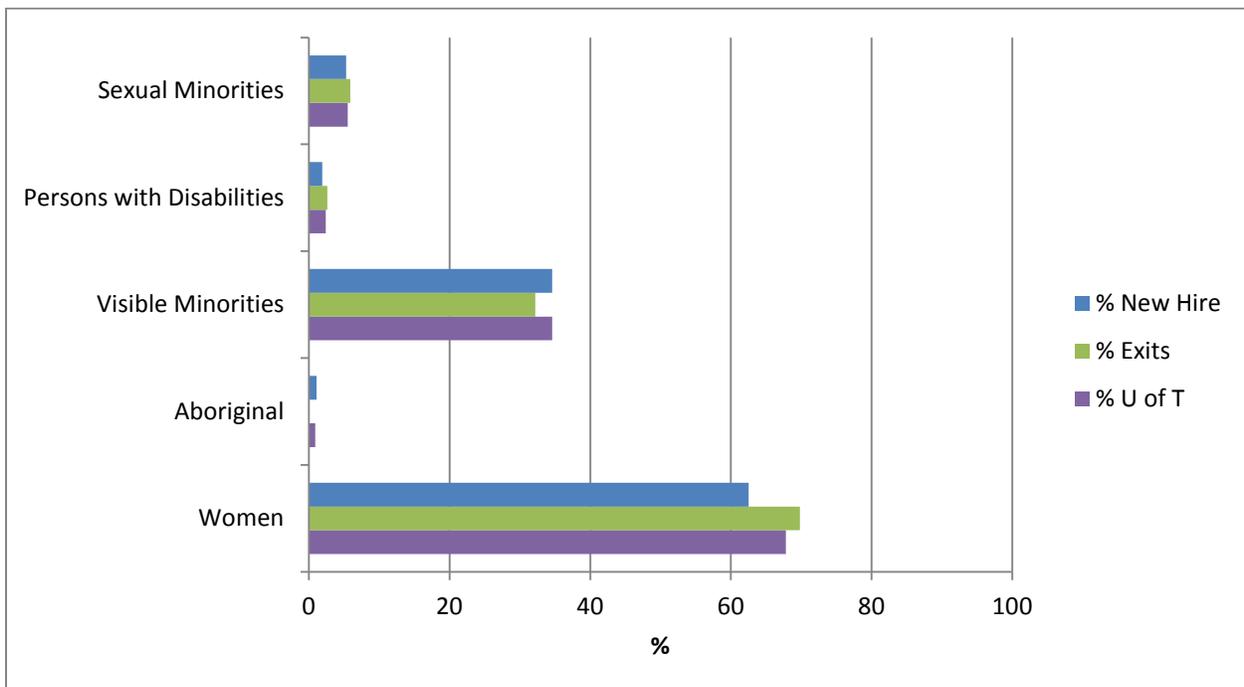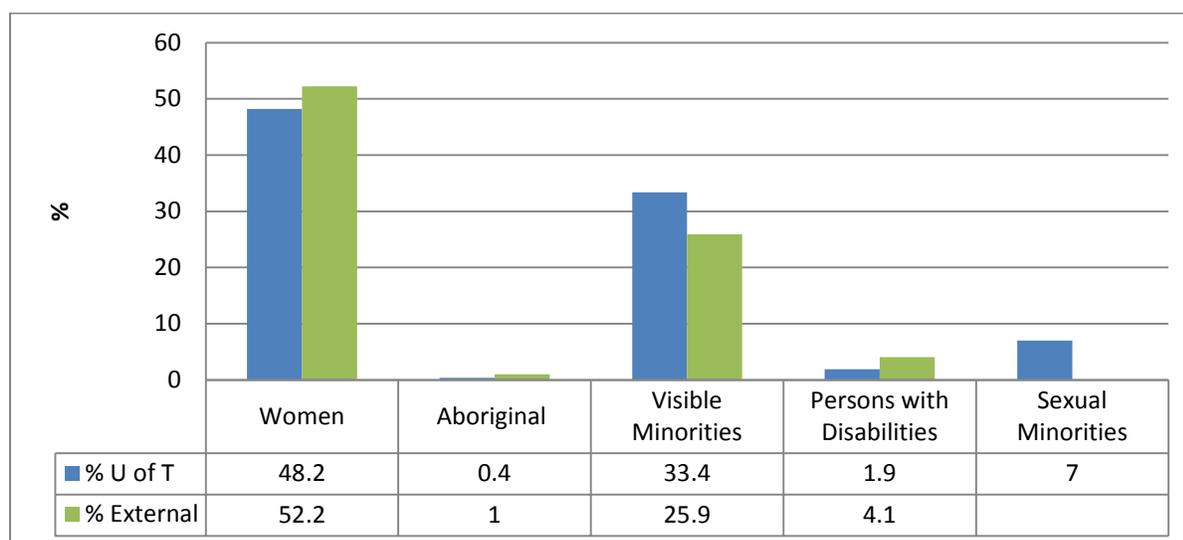
Teaching Assistants

In 2010 we began collecting employment equity data with respect to Teach Assistants. There are 5,968 teaching assistants[3] (TA's) at the University in the CUPE 3902 Unit 1 employee group. The return rate for this year was 52.4%, a significant increase over last year at 38.17%. Completion rates also improved with 32% of respondents completing the survey this year, compared to 22.55% last year. Women comprise 48.2% of teaching assistants, a slight increase from last year. The number of employees identifying as sexual minorities has also increased. The percentage of teaching assistants who identify as Aboriginal remains unchanged. The number of employees identifying as visible minorities or persons with disabilities has increased, however their representation as a percentage of employees in this group remains relatively unchanged.

Figure 19 provides a comparison of internal and external availability data for teaching assistants for each designated group. While the University exceeds external availability rates for visible minorities by 8%, we lag behind external availability data for the other designated groups. It is important to keep in mind however, that Teaching Assistants are our students, the vast majority being graduate students. Not all graduate students are awarded Teaching Assistantships because they receive funding from other sources. The applicant pool for this category of staff is very different from other candidate pools given that it is dependent upon the diversity of the graduate programs of study at the University and upon the availability of internal and external scholarship funding.

Figure 19: **External Availability Data Compared to Internal Data for Teaching Assistants (Sep 2011 – Aug 2012)**

	Women	Aboriginal	Visible Minorities	Persons with Disabilities	Sexual Minorities
% U of T	48.2	0.4	33.4	1.9	7
% External	52.2	1	25.9	4.1	

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[3] The term "teaching assistants" is used to capture all employees in this bargaining unit. This figure also includes Course Instructors, Invigilators, Lab Demonstrators, and other employees covered by the terms of this collective agreement.

Summary

In selecting U of T as one of Canada's Best Diversity Employers for 2013, Mediacorp cited, among other factors, our 13 equity offices dedicated to addressing and promoting issues of equity and diversity. Our institution is a unique place to learn, work and grow. Initiatives are put in place to support equity and diversity throughout our campuses. We believe that this is what makes us a strong employer. When we complete the employment equity report, it is an opportunity for us to reflect on where we can continue to do better. The numbers presented throughout the report may show areas of strength but also illustrate to us where work needs to continue. Over the past year we have seen an increase in the return rate for the Employment Equity Survey. We also see that there has been an increase in the proportion of employees (both academic and staff) who identify as visible minorities. We do however, note that fewer applicants choose to respond to the question regarding visible minority status on the UTORecruit Employment Equity survey. More work would need to be done to determine why this might be occurring.

There continues to be under-representation among Aboriginals and persons with disabilities within various Employment Equity Occupational Groups (EEOGs).

As with any survey we recognize the challenges with engagement and participation. Our commitment to the confidentiality of the Employment Equity Survey is critical to maintain the trust of our employees who disclose this personal information. We are aware that there may be barriers to disclosing on the survey. The figure below may illustrate the challenges associated with relying solely on the "numbers" generated from disclosure as a guide to equity and diversity successes and challenges in the workforce.

Figure 20 shows the percentage of employees who have either returned to work this past year following long term disability (LTD) or received an accommodation in the workplace due to a disability in comparison with those employees who self-identified on the survey as having a disability. We believe it is likely that those employees returning from LTD or being accommodated in the workplace may not have updated their Employment Equity Survey to reflect a change in their life circumstances. If we combine all of this data the percentage of persons with disabilities in our workforce could be as high as 6%.

Comparision of Employees who return from LTD to Employees who disclose on survey
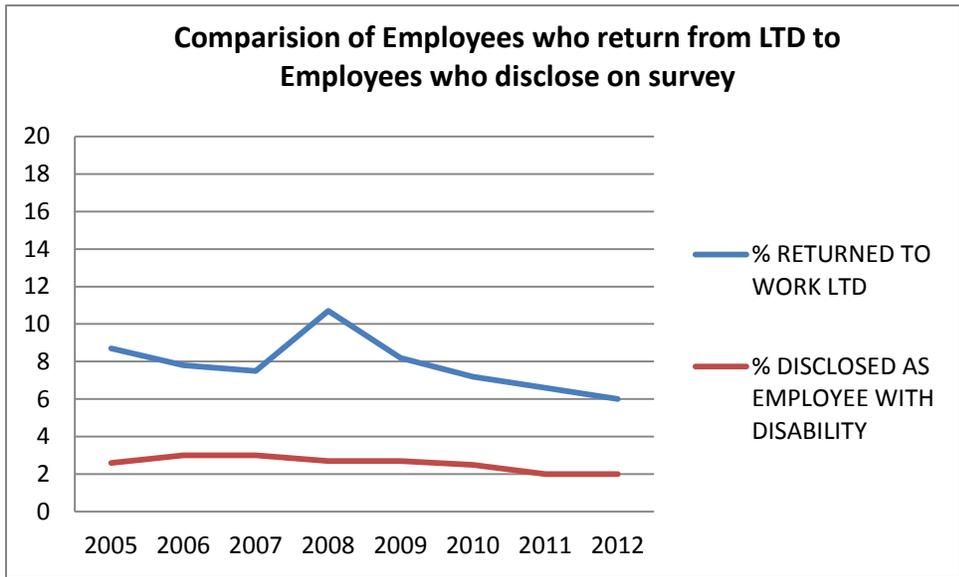
Equity work is not complete just because a number is higher one year than it was the year before. It is important that we continue to strengthen our outreach to members of Aboriginal communities and persons with disabilities to communicate that U of T is a welcoming and inclusive place to work. It is also important that we continue to make adjustments to our work environment to build inclusivity and diversity throughout.

Appendix

Table 1(A)

September 30, 2012 Data

EMPLOYEE GROUPS IN THE WORKPLACE	ALL EMPLOYEES				SURVEY RESPONDENTS									
	# IN EMPLOYEE GROUP[1]	% OF WORKFORCE REPRESENTED	# RETURNED	% OF SURVEYS RETURNED	ANY QUESTION COMPLETED		ABORIGINAL PEOPLES		VISIBLE MINORITIES		PERSONS WITH DISABILITIES		SEXUAL MINORITY	
					COMPLETED		COMPLETED		COMPLETED		COMPLETED		COMPLETED	
FACULTY[2]	2428	28.11%	2231	91.89%	2056	84.68%	2009	82.74%	2015	82.99%	2034	83.77%	1686	69.44%
CLINICAL FACULTY[3]	237	2.74%	181	76.37%	168	70.89%	163	68.78%	163	68.78%	168	70.89%	14	5.91%
LIBRARIANS	146	1.69%	138	94.52%	130	89.04%	129	88.36%	128	87.67%	127	86.99%	123	84.25%
RESEARCH ASSOCIATES	308	3.57%	253	82.14%	209	67.86%	209	67.86%	207	67.21%	206	66.88%	166	53.90%
NON-UNIONIZED ADMINISTRATIVE STAFF	952	11.02%	922	96.85%	869	91.28%	856	89.92%	862	90.55%	863	90.65%	830	87.18%
USW	3515	40.69%	3318	94.40%	3063	87.14%	3023	86.00%	3024	86.03%	3022	85.97%	2719	77.35%
LIBRARY WORKERS (CUPE 1230)	129	1.49%	126	97.67%	122	94.57%	116	89.92%	116	89.92%	122	94.57%	111	86.05%
SERVICE WORKERS (CUPE 3261)	597	6.91%	517	86.60%	503	84.25%	497	83.25%	496	83.08%	500	83.75%	375	62.81%
OPERATING ENGINEERS (U. OF T. WORKERS, Local 2001)	88	1.02%	84	95.45%	82	93.18%	79	89.77%	79	89.77%	81	92.05%	63	71.59%
POLICE (OPSEU, Local 519)	49	0.57%	42	85.71%	39	79.59%	39	79.59%	38	77.55%	38	77.55%	31	63.27%
TRADES & SERVICES[4]	80	0.93%	59	73.75%	56	70.00%	56	70.00%	55	68.75%	56	70.00%	53	66.25%
RESEARCH ASSOCIATES & OFFICERS (OPSEU, L. 578)	*	*	*	*	*	*	*	*	*	*	*	*	*	*
EARLY LEARNING CENTRE CUPE L2484	30	0.35%	26	86.67%	23	76.67%	23	76.67%	22	73.33%	23	76.67%	20	66.67%
89 CHESTNUT HERE L75	79	0.91%	68	86.08%	67	84.81%	67	84.81%	66	83.54%	67	84.81%	64	81.01%
TOTALS:	**8638**	**100.00%**	**7965**	**92.21%**	**7387**	**85.52%**	**7266**	**84.12%**	**7271**	**84.17%**	**7307**	**84.59%**	**6255**	**72.41%**

[1]Total Population is based on the number of employees as of September 30, 2011.

[2]Faculty are defined as all faculty (tenure-stream and non-tenure stream) except for clinical faculty.

[3]"Clinical Faculty" are defined as non-tenure stream academic staff in the Faculty of Medicine who are health professionals actively involved in the provision of health care in the course of discharging their academic responsibilities; they are not in the tenure stream.

[4]Includes Electricians (IBEW, Local 353), Plumbers (UA 46), Sheet Metal Workers (SMWIA, Local 30), Carpenters (CAW, Local 27), Machinists (IBEW, LOCAL 353), Locksmiths (IBEW, Local 353), and Painters (District Council 46, Local 557).

Table 1 (B)

RETURN RATES AND COMPLETION RATES FOR PART-TIME EMPLOYEES
(Excludes casual employees and appointed staff with less than 25% F.T.E.)

September 30, 2012 Data

EMPLOYEE GROUPS IN THE WORKPLACE	ALL EMPLOYEES				SURVEY RESPONDENTS										
	# IN EMPLOYEE GROUP[1]	% OF WORKFORCE REPRESENTED	# RETURNED	% OF SURVEYS RETURNED	ANY QUESTION COMPLETED		ABORIGINAL PEOPLES		VISIBLE MINORITIES		PERSONS WITH DISABILITIES		SEXUAL MINORITY	
					COMPLETED		COMPLETED		COMPLETED		COMPLETED		COMPLETED	
FACULTY[2]	318	44.35%	257	80.82%	229	72.01%	225	70.75%	224	70.44%	228	71.70%	194	61.01%
CLINICAL FACULTY[3]	58	8.09%	40	68.97%	33	56.90%	33	56.90%	33	56.90%	33	56.90%	5	8.62%
LIBRARIANS	10	1.39%	10	100.00%	9	90.00%	9	90.00%	9	90.00%	9	90.00%	9	90.00%
RESEARCH ASSOCIATES	36	5.02%	27	75.00%	25	69.44%	25	69.44%	25	69.44%	25	69.44%	21	58.33%
NON-UNIONIZED ADMINISTRATIVE STAFF	25	3.49%	25	100.00%	24	96.00%	24	96.00%	24	96.00%	23	92.00%	22	88.00%
USW	219	30.54%	202	92.24%	187	85.39%	186	84.93%	186	84.93%	187	85.39%	158	72.15%
LIBRARY WORKERS (CUPE 1230)	16	2.23%	16	100.00%	15	93.75%	14	87.50%	14	87.50%	14	87.50%	12	75.00%
SERVICE WORKERS (CUPE 3261)	29	4.04%	15	51.72%	15	51.72%	15	51.72%	15	51.72%	15	51.72%	12	41.38%
RESEARCH ASSOCIATES & OFFICERS (OPSEU, L. 578)	*	*	*	*	*	*	*	*	*	*	*	*	*	*
EARLY LEARNING CENTRE CUPE L2484	6	0.84%	*	*	*	*	*	*	*	*	*	*	*	*
TOTALS:	**717**	**100.00%**	**592**	**82.57%**	**537**	**74.90%**	**531**	**74.06%**	**530**	**73.92%**	**534**	**74.48%**	**433**	**60.39%**

[1]Total Population is based on the number of employees as of September 30, 2011.

[2]Faculty are defined as all appointed faculty (tenure-stream and non-tenure stream) except for clinical faculty.

[3]"Clinical Faculty" are defined as non-tenure stream academic staff in the Faculty of Medicine who are health professionals actively involved in the provision of health care in the course of discharging their academic responsibilities; they are not in the tenure stream.