

# Employment Equity Report

October 1, 2006 –  
September 30, 2007



UNIVERSITY *of* TORONTO

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## 1.0 Introduction

The University of Toronto has a long-standing commitment to equity and diversity: “*We will proactively seek to increase diversity among our community members, and it is our aim to have a student body and teaching and administrative staffs that mirror the diversity of the pool of potential qualified applicants for those positions.*”<sup>1</sup> In fulfilling this commitment, the University pays particular attention to the participation and advancement of members of five designated groups: women, visible minorities, Aboriginal people, persons with disabilities and sexual minorities. The first four groups have been designated groups by the federal Employment Equity Act, while the University of Toronto has included sexual minorities among its internally designated employment equity groups since 2001.

All parts of the University community contribute to an inclusive and welcoming environment based on equity and diversity. The University’s comprehensive approach to equity and diversity is partly reflected by the number of specialized individuals, offices, and departments that serve the needs of the University’s diverse workforce. These offices include the:

- Special Advisor on Equity Issues
- Status of Women Office
- Anti-Racism and Cultural Diversity Officer
- Director, Academic Human Resources
- Health and Well-being Programs and Services
- LGBTQ Resources and Programs Office
- Quality of Work-Life Advisor
- Family Care Office
- Sexual Harassment Education, Counselling and Complaints Office
- UTSC Special Advisor to the Principal on Equity Issues
- *Accessibility for Ontarians with Disabilities Act* Officer
- Human Resources Aboriginal Initiatives Co-ordinator
- Employment Equity Office<sup>2</sup>

The contribution to equity by all members of the University community was recognized in 2007 when the University was named, for the third year in a row, one of Canada’s Top 100 Employers and one of the Top 50 Employers in the GTA for the second year.<sup>3</sup>

The University, as part of its employment equity commitment, participates in the Federal Contractors Program (FCP) which provides guidance on the development, implementation and maintenance of an employment equity plan for the designated equity groups.

The University Employment Equity Office, in cooperation with the Office of the Vice-President and Provost, monitors the representation of designated equity groups in the University workforce and tracks progress with various employment equity initiatives. This

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<sup>1</sup> University of Toronto Statement on Equity, Diversity, and Excellence, 2006;  
<http://www.hrandequity.utoronto.ca/Assets/equity/statement.pdf>

<sup>2</sup> For more information on the offices please see <http://www.equity.utoronto.ca/>

<sup>3</sup> The Top 100 Employers list is compiled annually by MediaCorp Canada and was featured in Maclean’s Magazine, October 9, 2007.

report outlines the progress of the University of Toronto's employment equity programs and presents the workforce data for the period October 1, 2006 to September 30, 2007.

## 1.1 General Overview of the Report

The *Employment Equity Report 2007* is organized in four sections:

Section 1 provides background to the University's Employment Equity program, summary information for 2007 and general trends over 2005 to 2007.

Section 2 presents the workforce data for faculty, other academic positions, non-unionized administrative employees and unionized employees.

Section 3 summarizes the University's recent employment equity initiatives, coordinated primarily through the Offices of the Vice-President, Human Resources and Equity and the Vice-President and Provost. This section also makes reference to the [Annual Report of the Equity Offices](#), which details the work and goals of the University Equity Officers.

Section 4 includes an update on the progress of the University's accomplishments against the five employment equity objectives.

For the purposes of this report, the University's employment positions are classified using the fifteen Employment Equity Occupational Groups (EEOGs) established by the Federal Contractors Program. This allows us to compare the University workforce representation with external labour force availability data, derived from the last national census (2001) for women, visible minorities and Aboriginal people, and against the Participation Activity Levels (PALS) survey (2001) for persons with disabilities.<sup>4</sup> Individual privacy is protected by the federal requirement that data be suppressed where results for three or fewer employees would otherwise be reported.

The workforce data is presented so as to mirror the employment cycle of an individual staff or faculty member during their time at the University: from point of hire, retention (including training and promotion), to eventual departure. Faculty representation, promotion and retention are examined by School of Graduate Studies Division I-IV (Humanities, Social Sciences, Life Sciences and Sciences respectively) with data provided by the Office of the Vice-President and Provost.

Workforce data is accessed through two sources. Information with respect to gender is provided through the Human Resources Information System (HRIS). Information on Aboriginal people, visible minorities, persons with disabilities and sexual minorities is compiled from data provided voluntarily in the University's Employment Equity Questionnaire. All employees are requested to complete an Employment Equity Questionnaire at the time of hiring. In 2006, all employees were resurveyed as part of a University-wide initiative to update and improve the employment equity data. The Employment Equity Census reflects the collective data compiled through the questionnaires.

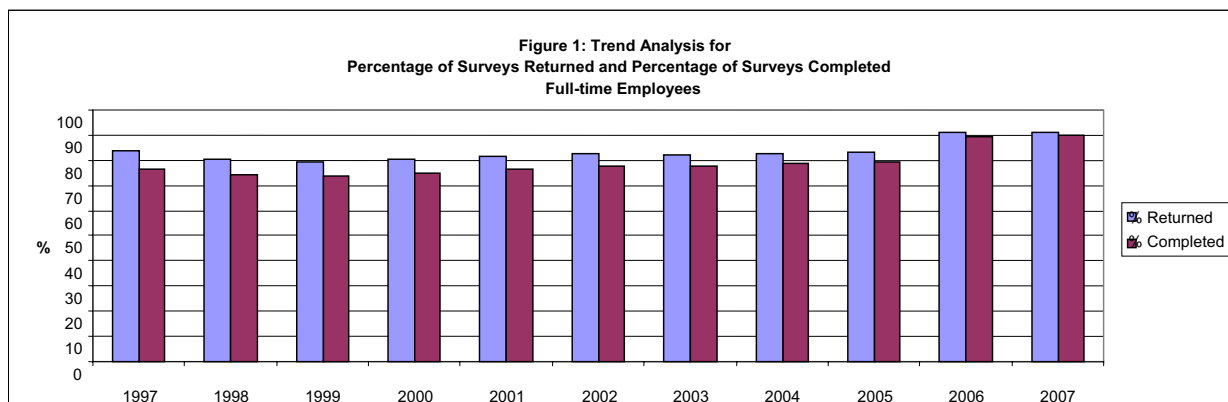
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<sup>4</sup> Federal 2006 census data by Employment Equity Occupational Groups is not yet available.

## 1.2 Employment Equity Representation Overview

### 1.2.1 Response to Employment Equity Census

The resurvey completed in 2006 resulted in a higher percentage of participation in the census compared to that in previous years. Strong participation in completing the equity questionnaire by new hires since the resurvey has positively impacted the overall percentage of surveys returned and completed for 2007. For the total of 8,128 full-time employees, 91.04% of surveys were returned and 90.22% completed<sup>5</sup>. Furthermore, the gap between surveys returned and completed has been narrowed considerably with the resurvey in 2006.



### 1.2.2 Summary Data on Representation Rates

The 2007 employment equity data is summarized in Table 1. All designated groups are represented at higher rates among the administrative staff. For academic and administrative positions together, women are represented at 52.6%, Aboriginal people at 0.9%, visible minorities at 24.5%, persons with disabilities at 3.0% and sexual minorities at 4.5%.

**Table 1: Summary of Representation Rates for Designated Groups 2007**

Staff Category	Total	Women		Total Completed Surveys	Aboriginal People		Visible Minorities		Persons with Disabilities		Sexual Minorities	
		#	%		#	%	#	%	#	%	#	%
Total Academic Positions	3447	1283	37.2%	2948	13	0.5%	455	15.4%	58	1.97%	131	4.4%
<i>Faculty</i>	3014											
<i>Professional Librarians</i>	145											
<i>Research Associates</i>	288											
All Administrative Staff	5407	3374	62.4%	4984	55	1.1%	1489	29.9%	176	3.5%	227	4.6%
<i>Administrative Non-Union</i>	928											
<i>Administrative Unionized</i>	4479											
<b>All Staff</b>	<b>8854</b>	<b>4657</b>	<b>52.6%</b>	<b>7932</b>	<b>68</b>	<b>0.9%</b>	<b>1944</b>	<b>24.5%</b>	<b>234</b>	<b>3.0%</b>	<b>358</b>	<b>4.5%</b>

<sup>5</sup> A questionnaire is counted as completed if any one question is answered.

### 1.2.3 Trends in Representation Rates 2005 to 2007

Table 2 depicts the patterns in number of employees in designated groups and their representation over the past three years. Representation of women has slightly increased from 52.3% to 52.6%. Representation of visible minorities has increased from 21.8% to 24.5%; representation of persons with disabilities has risen slightly from 2.6% to 3.0%. The representation of Aboriginal people has fallen from 1.3% to 0.9%. Representation of sexual minorities has increased slightly. Changes in the representation rates were more pronounced from 2005 to 2006, likely related to the resurvey. Very little change has occurred from 2006 to 2007, which is expected considering relatively small turnover (exits at 5.7% of all employees; new hires at 8.3% of all employees).

**Table 2: Representation Rates All Employees 2005 – 2007**

	2005		2006		2007	
	Total Employees 8,533 (Completed Questionnaires 6,720)		Total Employees 8,628 (Completed Questionnaires 7,657)		Total Employees 8,854 (Completed Questionnaires 7,932)	
	#	%	#	%	#	%
Women	4459	52.3	4517	52.4	4557	52.6
Aboriginal Persons	88	1.3	65	0.8	68	0.9
Visible Minorities	1466	21.8	1875	24.5	1944	24.5
Persons with Disabilities	172	2.6	231	3.0	234	3.0
Sexual Minorities	N/A	N/A	317	4.1	358	4.5

Table 3 provides a further level of detail, reporting the representation rates for academic staff and administrative staff separately.

**Table 3: Representation Rates for Academic and Administrative Staff Categories 2005 to 2007**

		2005		2006		2007	
		Total Employees 8,533 (Completed Questionnaires 6,720)		Total Employees 8,628 (Completed Questionnaires 7,657)		Total Employees 8,854 (Completed Questionnaires 7,932)	
		#	%	#	%	#	%
Women	Academic	1215	36.2	1229	36.5	1283	37.2
	Admin	3244	62.7	3288	62.5	3374	62.4
Aboriginal People	Academic	16	0.7	11	0.4	13	0.5
	Admin	72	1.7	54	1.1	55	1.1
Visible Minorities	Academic	353	14.4	432	15.2	455	15.4
	Admin	1113	26.1	1443	30.0	1489	29.9
Persons with Disabilities	Academic	51	2.0	58	2.0	58	2.0
	Admin	121	2.8	173	3.6	176	3.5
Sexual Minorities	Academic	N/A	N/A	116	4.1	131	4.4
	Admin	N/A	N/A	201	4.2	227	4.6

## **2.0 Workforce Representation by Employee Group**

### **2.1 Faculty**

This year, women accounted for 51% of new faculty hires (n=55) which is their highest representation in the last 5 years. There is improvement in the number of women hires in the Social Sciences, Physical Sciences and Life Sciences. Even in some of the traditionally 'masculine' disciplines (e.g. mathematics or computer science), hires of new female faculty exceeded the available pool of Canadian PhD candidates by more than 20%.

In terms of overall representation, we continue to see an increase in the tenure stream in the total number of women, visible minority faculty and faculty who identify as belonging to a sexual minority. There continues to be a decline in the faculty who identify as disabled and the number of Aboriginal faculty has remained fairly static over the last ten years. Women continue to take on leadership roles at the University, representing almost 35% of academic administrators.

In some areas, the number of new faculty maybe quite small and what appear to be large percentage changes may actually refer to a small number of positions. When this is further broken down by SGS division, we may be speaking of a small number of faculty even though the percentage change for that group may seem quite large. For instance, a total of 21 new faculty were hired who identified as visible minorities; 5 of these new hires were in the Life Sciences division, resulting in a 20% change in the representation of visible minorities in Life Sciences. This becomes even more significant when we examine the limited representation of those who identify as Aboriginal or as having a disability.

#### **2.1.1 Faculty Recruitment**

A total of 107 new hires were made between July 1, 2006 and June 30, 2007. Table 4 summarizes the origin of new hires (for assistant and associate professors, the location of the PhD granting institution; for full professors, the location of their previous appointment). This may not necessarily represent the nationality or citizenship of the individual hired, although immigration requirements allows us to identify all Canadian citizens. Table 4 indicates that the majority of new faculty hired came from the U.S, though this number declined 8% from last year. There was a 9% increase in faculty coming from institutions outside the U.S. and Canada to 23%. Fifteen percent of new faculty hires came from Canadian institutions other than U of T, while those coming directly from U of T represented 13% of the new hires. This year 47% of new hires were Canadian citizens which is a slight increase from last year (44.1%). Understanding the international origin of new hires provides important context when examining the hiring of women faculty and comparison with Canadian applicant pools.



**Table 4: Origin of New Hires July 1, 2006 to June 30, 2007**

Origin of New Hires (N=107)	New Hires	Canadian	Non-Canadian	Total
New faculty originating from US Institutions	52	13%	36%	49%
New faculty originating from international institutions	25	6%	17%	23%
New faculty originating from Canadian institutions (other than U of T)	16	15%	0	15%
New faculty originating from U of T	14	13%	0	13%
Total	107	47%	43%	100%

*Women*

Data is collected on the representation of women amongst new hires at the University. Women accounted for 51% of new hires (n=55) which is their highest representation in the last 5 years. As Figure 1 indicates, there is improvement in the number of women hires in all divisions except the Humanities where there was a decline of 14% (n=11) from 2005/06. In both the Social Sciences and Physical Sciences divisions, the percentage of women hires rose 16% (n=21 and n=9) from the previous year to 57% and 43% of new hires respectively. In the Life Sciences women accounted for 64% (n=14) of new hires, an increase of 18% from 2005/06.

**Figure 1: Trend Analysis of New Women Faculty 2002/03-2006/07**

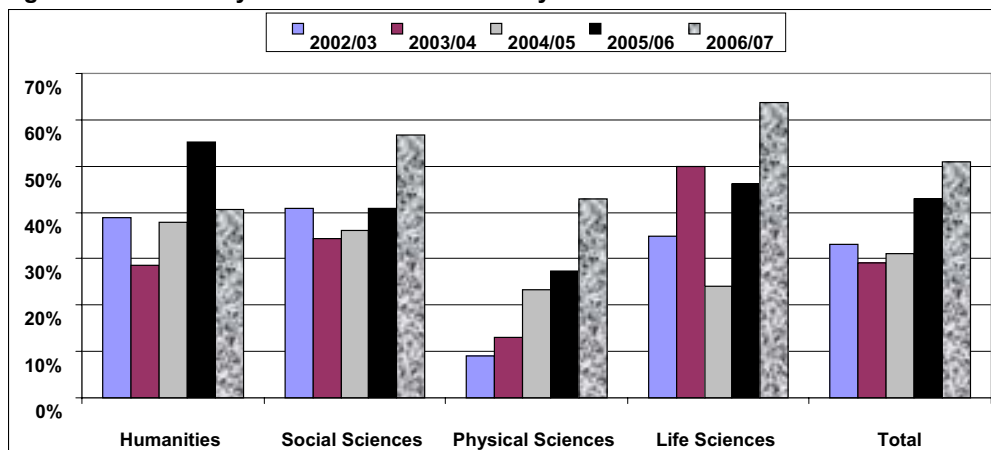


Table 5 compares the new women faculty (N=55) beginning employment between October 1, 2006 and September 30, 2007 to the proportion of PhDs awarded to women in different

disciplines in Canada from 2002-2004<sup>6</sup>. Disciplines are grouped by the percentage of PhDs awarded to women. Subjects where more than 60% of PhDs are awarded to women include Anthropology, Education, Nursing, Social Work and Visual and Performing Arts, while in Computer Science and Engineering women receive less than 20% of the PhDs. It is useful to compare our success in hiring women faculty to their availability in the broader pool of qualified PhDs available in Canada. An abbreviated form of Table 5 follows.

**Table 5: Women Faculty Hires and % Female PhD Graduates by Discipline Group**

Discipline	% Females Hired 1/10/06 to 30/9/07	% of Female PhDs 2002-2004
<b>Group One</b> (60% or more): Anthropology, Classics, College Programs, Education, French, German, Linguistics, Music, Nursing, Nutritional Sciences, Psychology, Public Health Sciences, Rehab Sciences (Physical Therapy, Speech-Language Pathology), Slavic Languages & Literatures, Social Work, Visual & Performing Arts.	49%	69%
<b>Group Two</b> (40 to 59%): Architecture, Area Studies (East Asian Studies), Dentistry, English, Geography, Law, Medical Sciences, Pharmacy, Sociology.	62%	48%
<b>Group Three</b> (20 to 39%): Biological Sciences, Chemistry, Economics, History, History & Philosophy of Science & Technology, Management, Mathematics/Statistics, Philosophy, Physical Education & Health, Political Science, Religious Studies.	50%	32%
<b>Group Four</b> (less than 20%): Computer Science, Engineering.	40%	16%

The percentages of women hired in the disciplines found in Groups Two, Three and Four are significantly higher than the availability of women in the external pool, while the percentage in Group One is close to 50%. The percentages above represent the pool of graduates from Canadian institutions and, while the University certainly recruits from this pool, we also recruit Canadian and international scholars who have graduated from outside Canada (see Table 4).

Table 6 compares the percentage of women applicants to the percentage of women interviewed and shows that the University is interviewing, in some cases, a higher proportion of women than is reflected in the applicant pool, particularly in groups where women receive a low proportion of PhDs in Canada. The University will continue to work to improve applicant levels among women.

<sup>6</sup> Information on PhDs awarded is provided by Statistics Canada.

**Table 6: Provost's Data: Women Applicants to Women Interviewed (1 October 2006 - 30 September 2007)**

Discipline	Applicants		Interviewed		PhD Pool Across Canada 2002-2004
	Count	%	Count	%	
<b>Group One</b> (60% or more): Anthropology, Classics, College Programs, Education, French, German, Linguistics, Music, Nursing, Nutritional Sciences, Psychology, Public Health Sciences, Rehab Sciences (Physical Therapy, Speech-Language Pathology), Slavic Languages & Literatures, Social Work, Visual & Performing Arts.	440	45%	65	55%	69%
<b>Group Two</b> (40 to 59%): Architecture, Area Studies (East Asian Studies), Dentistry, English, Geography, Law, Medical Sciences, Pharmacy, Sociology.	454	35%	46	45%	48%
<b>Group Three</b> (20 to 39%): Biological Sciences, Chemistry, Economics, History, History & Philosophy of Science & Technology, Management, Mathematics/Statistics, Philosophy, Physical Education & Health, Political Science, Religious Studies.	945	37%	78	35%	32%
<b>Group Four</b> (less than 20%): Computer Science, Engineering.	117	15%	11	24%	16%

This is a good indication that our proactive recruitment policies are having a positive impact on overall hiring statistics. Considering the international competition for excellent women faculty, these results are encouraging.

### *Visible Minorities*

Where possible, data is also collected during the search process on the representation of visible minorities. There are some limitations to the identification of visible minorities as search committees must rely on their own judgment in determining whether a candidate qualifies as a visible minority. In the next year, the University will implement an online recruitment system for applicants to faculty positions that will include the option of participating in a diversity survey<sup>7</sup>.

<sup>7</sup> The Taleo online application system was set up for administrative positions in 2006 with a highly successful employment equity-styled survey created by the University. The overall return rate for the applicant survey was 89% from July 2006-January 2007.

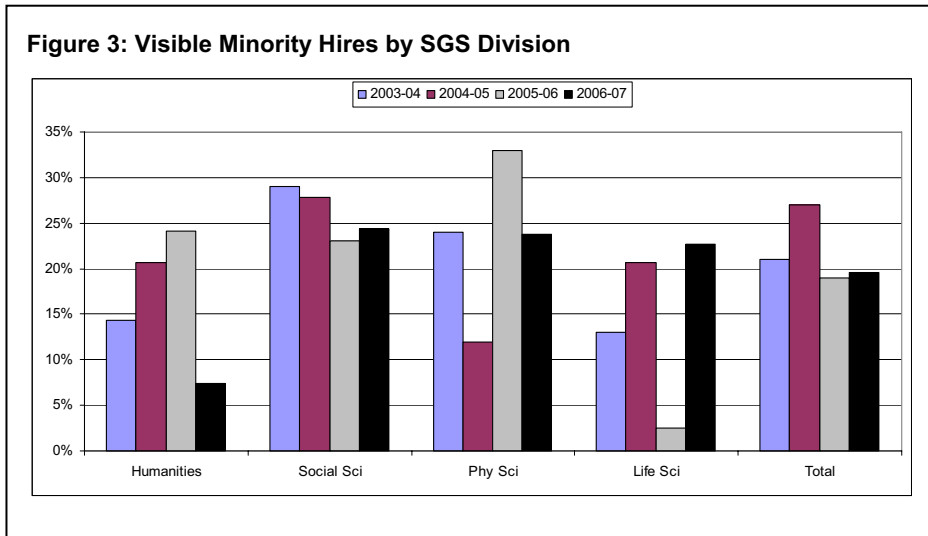
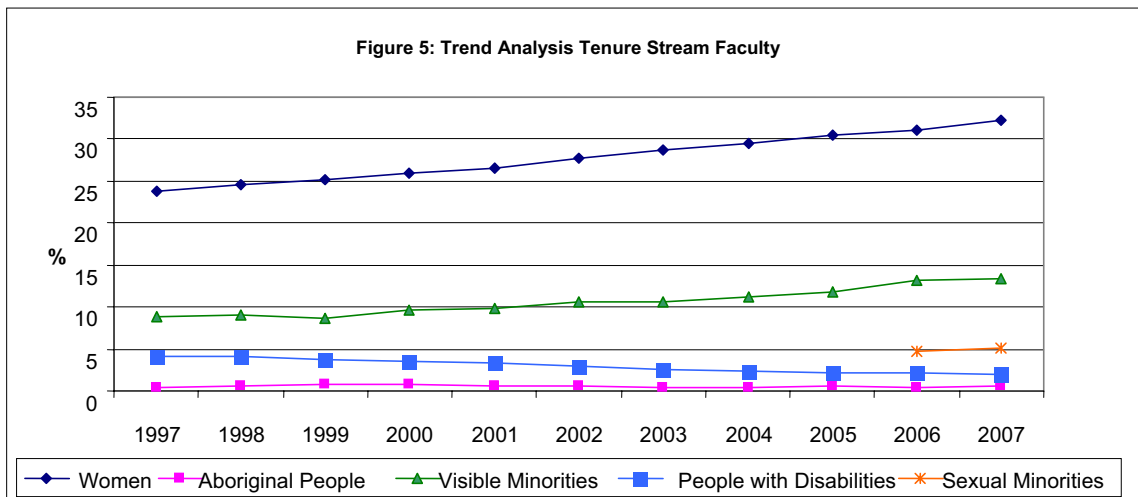


Figure 3 indicates that the number of visible minorities hired between July 1, 2006 and June 30, 2007 remained constant at approximately 20% (n=21 hires). Life Sciences shows an increase of 20% (n=5) over 2005/2006, bringing it more in line with previous years. Humanities experienced a decline in the number of visible minority hires from previous years. Both Social Sciences and Physical Sciences had smaller declines from 2005/2006, but remain above the overall average by about 4%. All new visible minority candidates were hired at the rank of assistant professor.

### 2.1.3 Faculty Retention

Figure 5 profiles the representation rates for all tenured/tenure stream faculty for the last ten years. There was a total of 1,929 tenure/tenure stream faculty in 2007. The proportion of faculty who are persons with disabilities has decreased by half since 1997, now at 2.0% and half the level of the external availability data for University Professors (4.1%).



The representation of women in the tenure stream exceeded 30% for the third year, although they remained slightly under-represented in comparison with the external availability data (36.2%). The representation of visible minorities increased to 13.3% which matches the external availability data of 13.3%. A total of 5.1 % of faculty self-identified as a sexual minority.

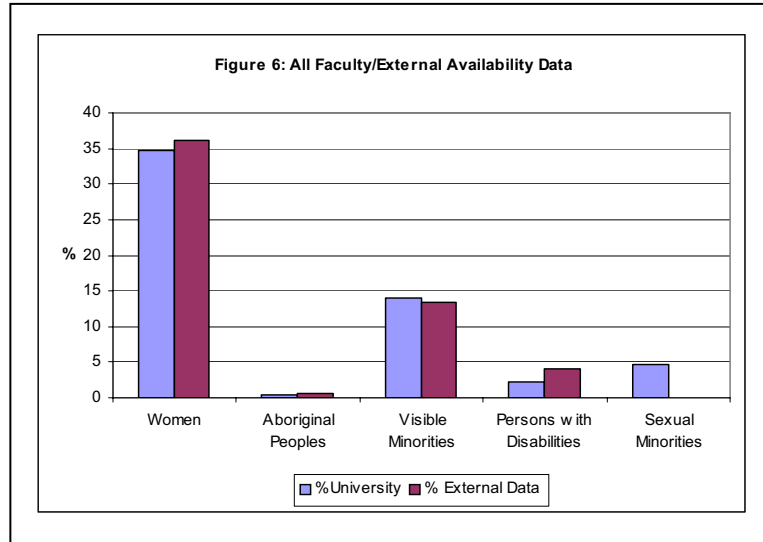


Figure 6 shows the representation of people from equity groups among all full-time faculty, tenured and non-tenured (total number of 2,676), at the University in 2007 compared to the external availability data. Women comprised 34.8 % of faculty, which is close to the external levels of 36.2%. Persons with disabilities and Aboriginal people were under-represented among all faculty groups when compared with external levels; both of these groups were extremely small in number. Visible minority faculty levels (14%) slightly exceeded the external availability data (13.3%). A total of 4.4% of all faculty self-identified as a sexual minority.

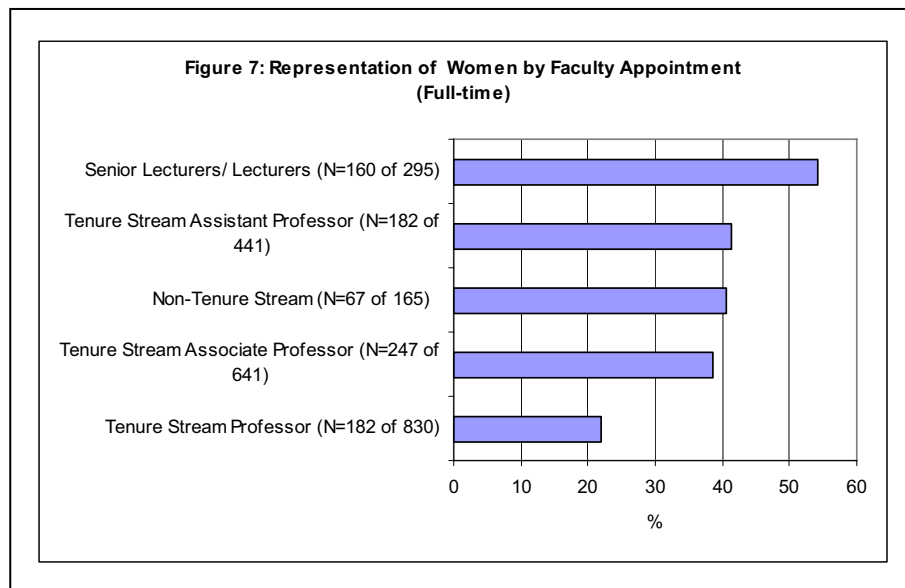


Figure 7 provides a cluster analysis of women faculty by rank. Of all faculty, women represented 34.8 %, comparing well with the external availability rate of 36.2%. Women accounted for 21.9% of tenured full professors, 41.3 % of tenure stream assistant professors and 38.5% of tenured/tenure stream associate professors. Women held the majority of senior lecturer/lecturer and tutor positions<sup>8</sup> (54.2%).

Figure 8 is a cluster analysis of the proportion of visible minority faculty by rank. A total of 323 faculty self-identified as a visible minority which represents 14% of all full-time faculty and compares well with the external availability rate of 13.3%. Visible minorities were well represented among tenure stream assistant professors at 18.5% and among tenured/tenure stream associate professors at 15.5%. Overall, 14% of senior lecturers and lecturers were members of visible minority groups.<sup>9</sup> Visible minority representation remained the lowest at the rank of full professor.

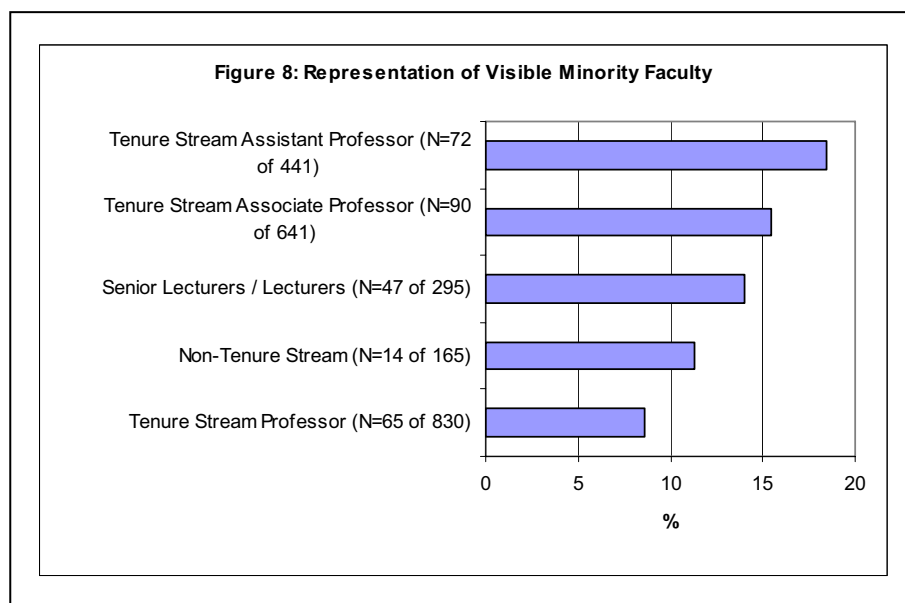
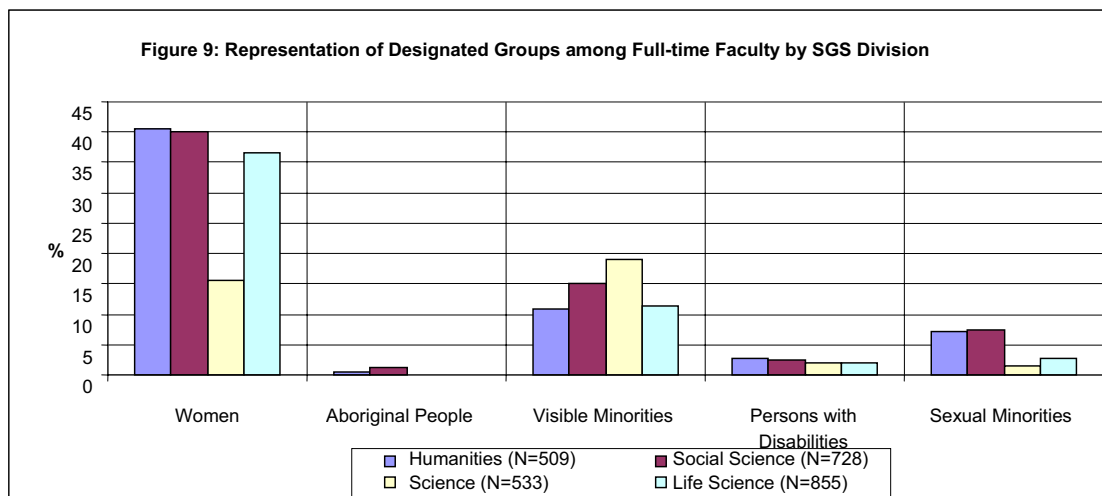


Figure 9, below, shows the representation of faculty in designated groups across the SGS divisions. Women were well represented in the Humanities, Social Sciences and Life Sciences, exceeding the external availability (36.2%). Across all SGS divisions, women were 34.1% of all faculty<sup>10</sup>. Representation of visible minority faculty in the Sciences (19.1%) and Social Sciences (15.1%) exceeded external availability of 13.3%. The Life Sciences approached external levels (11.3%), while the Humanities had the lowest levels of visible minority faculty at 11.0%.

<sup>8</sup> Lecturers include tutors and instructors for the purposes of this report only.

<sup>9</sup> Ibid.

<sup>10</sup> There is a slight difference in the representation levels of “all women faculty” in Figure 7 at 34.8% and Figure 9 at 34.1% when shown by SGS division. This difference represents ‘uncategorized’ academics who are not directly linked to an SGS division (Transitional Year Program for instance) and/or do not teach at the graduate level.



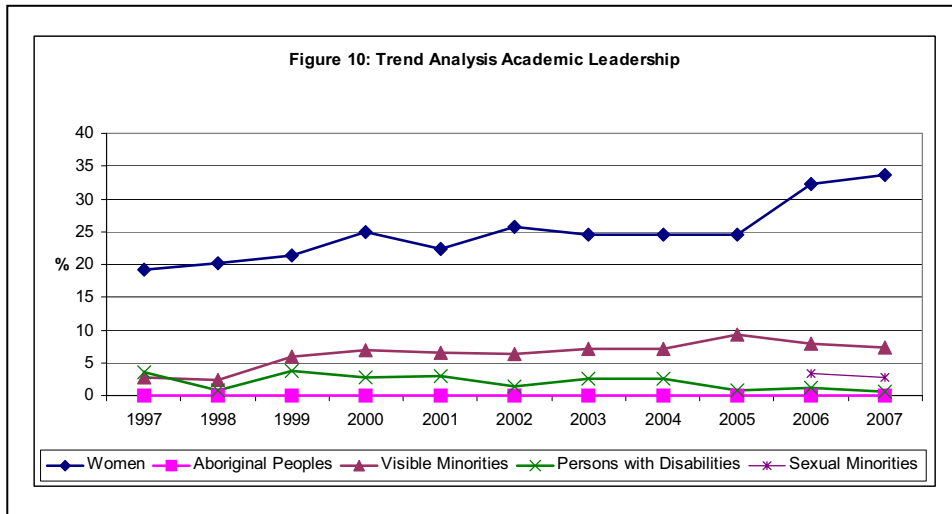
The percentage of faculty who identify as Aboriginal or disabled represent a very small number of individuals. Aboriginal faculty were represented in the Humanities (0.6%) and Social Sciences (1.3%); there were no Aboriginal faculty in the Sciences and Life Sciences. The higher representation in the Social Sciences reflects the Aboriginal Studies programs included in this division. Across all SGS divisions, Aboriginal faculty were 0.5% of all faculty, approaching external availability levels of 0.7%. Persons with disabilities who are full-time faculty were under-represented in all four divisions. The Humanities (2.6%) and Social Sciences (2.5%) were marginally higher than the Sciences (1.9%) and Life Sciences (1.9%) in comparison to an external availability of 4.1%. Among faculty who identified as sexual minority, the highest levels of representation were in the Humanities (7.1%) and Social Sciences (7.5%). Representation was lower in the Life Sciences (2.7%) and in the Sciences (1.4%).

#### **2.1.4 Faculty Promotion**

Career advancement provides a good predictor of retention levels among faculty from designated groups. In 2007, there were a total of 49 promotions to full professor. The percentage of women promoted was 36.7% which compared well with the workforce representation of women faculty at 38.5% (associate professors tenure stream). There were only a very small number of promotions across the other designated groups (total of 6).

For the promotions in 2007, the average number of years for promotion to full professor for men was 6.6 years and for women was 9.7 years. This fluctuates year-on-year depending on the number and disciplines of men and women coming forward for promotion.

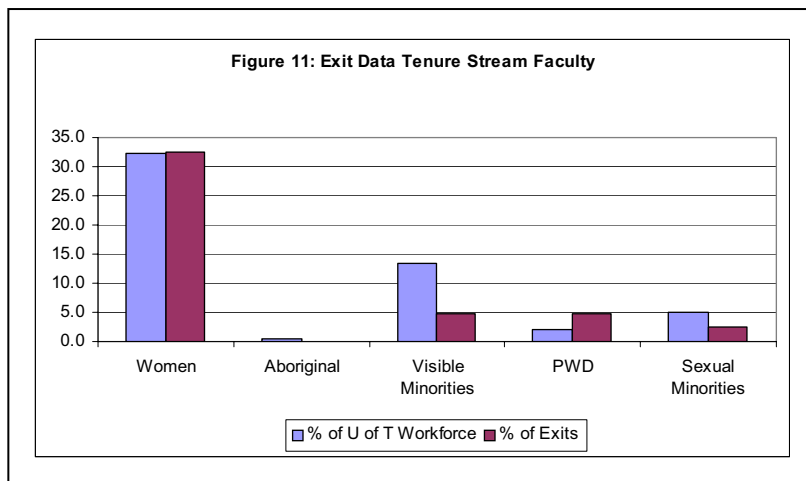
Figure 10 shows the levels of representation for all equity groups in positions of academic leadership over a ten year period. In 2007, there were a total of 187 individuals in academic leadership positions, which includes the positions of President, Vice-President, Deputy/Vice-Provost, Principals and Deans, and Academic Directors, Chairs and Associate Deans.



Women held a total of 33.9% of the academic leadership positions. In 2007 the percentage of visible minority academic leaders declined slightly to 7.4%. Previously steady progress had been made from a low of 2.4% in 1998 to 9.3% in 2005. These percentages represent a small number of actual positions and what appears to be a significant decline may simply represent one person whose term is completed. Persons with disabilities in academic leadership decreased to 0.6%. Sexual minorities held 2.9% of academic leadership positions in 2007. Aboriginal people had no representation in this group.

### 2.1.5 Exit Data for Tenure Stream Faculty

The percentage of tenure stream faculty in each equity group who had left the University is compared with their workforce representation in Figure 11. To maintain stable levels of representation among each of the groups, the percentage of exits should not exceed current representation.





In both visible minority and sexual minority groups, the percentage of exits was lower than their representation in the workforce. Visible minority faculty represented 13.3% of the workforce and 4.8% of exits. Women were 32.2% of the faculty and accounted for 32.6% of exits. Federal restrictions on employment equity reporting of three or fewer employees preclude discussion on the number of exits for each of the remaining designated groups to protect privacy. Percentage differences may appear large yet represent very few individuals (e.g. 4% of exits may represent 2 faculty exits).

### **2.1.6 Conclusions about Employment Equity and Faculty**

Employment equity at the University is assessed through the analysis of data for faculty recruitment, hiring, retention, promotions and exits.

Reaching a five year high, women accounted for 51% of new hires (n=55). There was improvement in all divisions except the Humanities who traditionally have strong female representation. Ongoing initiatives to improve representation levels among women faculty are undertaken by the Director, Academic Human Resources, the Vice-Provost Academic and the Office of the Vice-President Human Resources and Equity as outlined in Section 3.

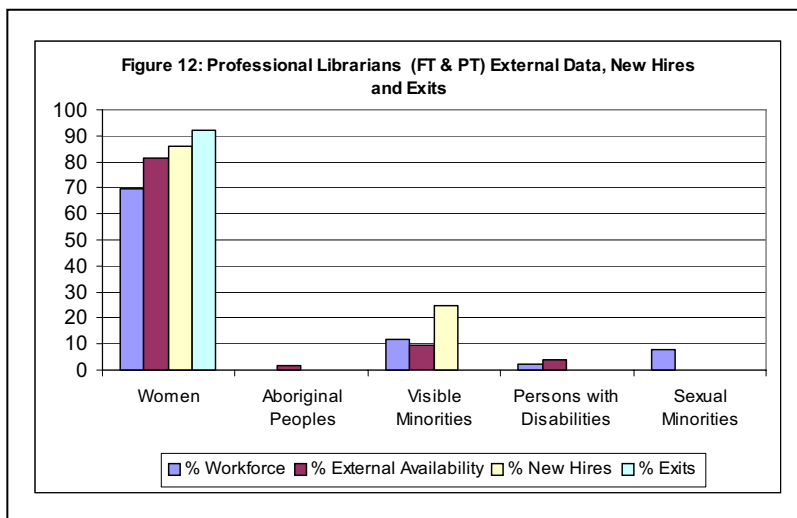
Hiring of visible minority faculty members was stable this past year in two of the SGS Divisions. There was a decline in hires in the Humanities, while hiring in the Life Sciences saw an increase from the previous year. Visible minority faculty candidates were more likely to decline offers of employment this year in comparison with 2006. Overall representation levels of visible minority faculty at the University exceeded external availability data in the SGS Divisions of Sciences and Social Sciences and approached these levels in the Humanities and Life Sciences divisions.

Persons with disabilities and Aboriginal people were represented in very small proportions of faculty at the University. Ongoing efforts to improve representation levels will continue for both of these groups as part of the employment equity process. Strategies to encourage the recruitment of faculty with disabilities will be explored in addition to ongoing initiatives related to accommodation and return-to-work through the Health and Well-being Programs and Services and the *Accessibility for Ontarians with Disabilities Act (2005)* planning process. Details of initiatives for each group are outlined in Section 3.

## 2.2 Other Academic Positions

### 2.2.1 Professional Librarians

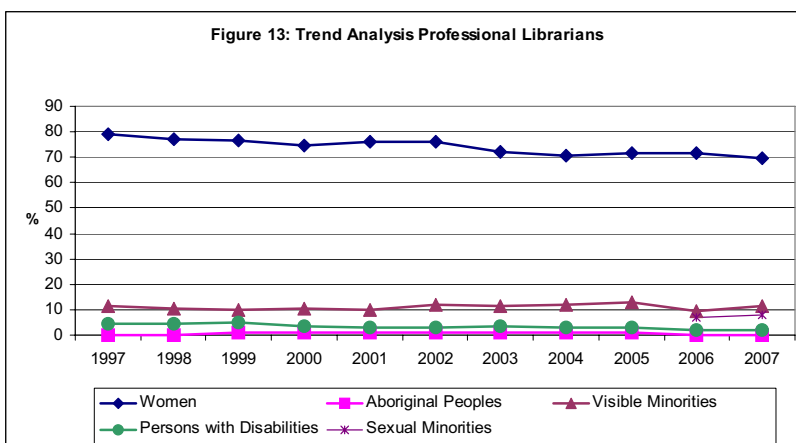
The Professional Librarian classification is predominantly held by women at the University. In 2007, 70% of the 145 Professional Librarians (full-time and part-time) were women, slightly lower than in 2006 and than the external availability data.



Women were also the majority of new hires, slightly exceeding their external availability (81.5%). Exits by women were slightly higher than the level of new hires and exceeded their representation in the workforce. Visible minorities were represented at 11.6% percent of Professional Librarians. Representation among this group has been increasing with new hires of visible minority librarians (25%) and no exits. Representation of visible minorities was higher than the external availability rate of 9.4%.

Aboriginal people were not yet represented in the Professional Librarian classification; external availability was 1.5%. Persons with disabilities made up 2.2% of librarians, approximately half the rate of the external availability data (4.1%); however these percentages reflect very small numbers of employees. Representation for persons with disabilities remained constant and there were no new hires or exits in 2007. Professional Librarians who identified as sexual minorities made up 8.0% of the workforce; new hires and exits will be reported in future years as comparative data becomes available.

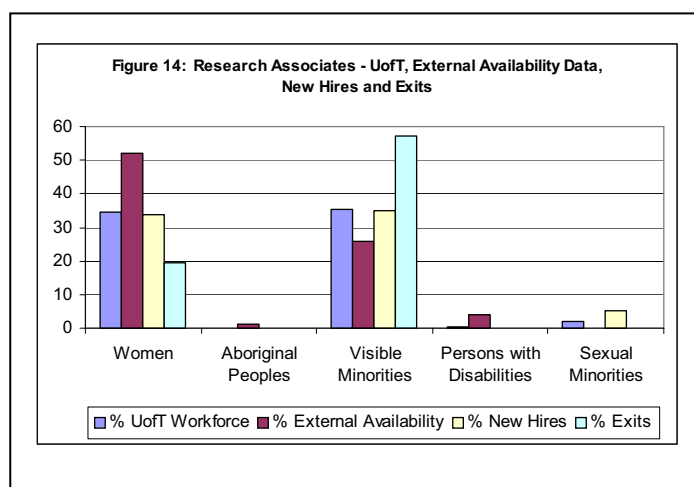
Figure 13 shows the trends in representation of the designated groups among Professional Librarians over a ten year period. There was a marginal increase in the percentage of visible minority librarians to 11.6%, higher



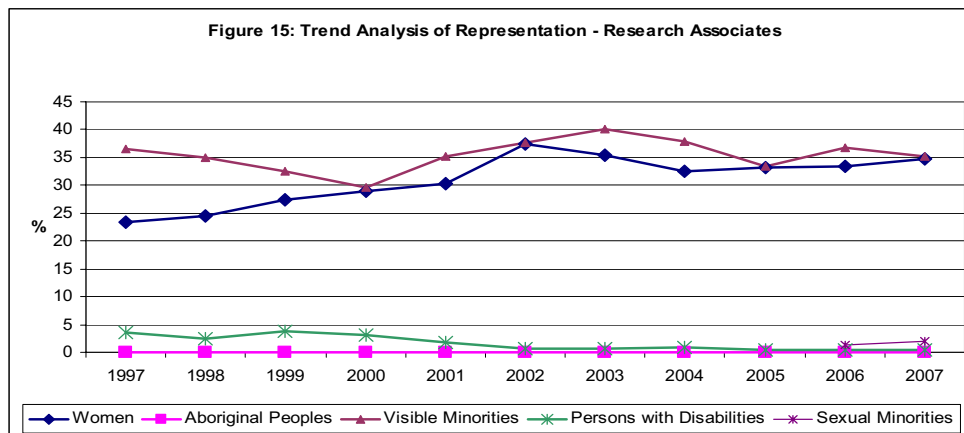
than external availability of 9.4% in this classification. Representation of women remained constant over the past four years at 70% - 72% following a slow trend downwards from 79% in 1996.

### 2.2.2 Research Associates

Research Associates are individuals hired to work on specific research projects. There are two categories – Research Associate and Senior Research Associate. Research Associates are appointed on a limited term that is renewable up to a maximum of five years. Senior Research Associates are continuing positions where it is expected that grant funding will continue. Figure 14 compares proportions of Research Associates by designated group through the career cycle (hires, representation in U of T workforce and exits) and with external availability.



In 2007, there were 288 research associates (full-time and part-time). Women were represented at 34.7% which is lower than external availability data (52.2%). This representation level is expected to increase as hires exceeded exits. The representation of visible minorities (35.2%) was higher than the external availability data (25.9%). In this group, there were more hires than exits, although the numbers are relatively small. There was no representation of Aboriginal people and only a small representation of sexual minorities (2.1%). Figure 15 shows the representation levels among Research Associates for each of the designated groups as a trend over the past ten years.



Representation of women and visible minorities have been fairly stable, while representation of persons with disabilities declined. Aboriginal people have had no representation among research associates for nine of the past ten years.

### 2.2.3 Conclusions on Employment Equity and Other Academics

Representation among Professional Librarians remained stable in 2007 for women, visible minorities and persons with disabilities. Positions in this classification are predominantly held by women continuing a historic trend in the profession. Aboriginal people were not yet represented in this group however external availability for this group, like that of persons with disabilities, is extremely low. Sexual minorities were 8.0% of Professional Librarians.

Following a pattern, Research Associates showed a continuing trend of under-representation among women by more than 20% compared with external availability data. Research Associates who identified as a visible minority had stable levels of representation, at a higher rate than external availability comparators. Representation among persons with disabilities declined in 2007 and Aboriginal people were not represented.

## 2.3 Overview of Administrative Employees

This section of the report examines the recruitment, retention and exits of the designated groups among administrative employees by Employment Equity Occupational Groups (EEOG) in comparison with external data and previous years. Each EEOG includes a variety of skill levels, reflecting the type of training or educational level required to work in an occupation (e.g., *Clerical Workers (Skill Level C)*).

In 2007 the University's administrative unionized and non-unionized staff totaled 5,407. Table 7 profiles the overall representation of designated groups in both administrative non-unionized employees and administrative unionized employees.

**Table 7: Summary of Representation of Designated Groups among Administrative Employees (FT & PT)**

Staff Category	Total	Women		Total Completed Surveys	Aboriginal People		Visible Minorities		Persons with Disabilities		Sexual Minority	
		#	%		#	%	#	%	#	%	#	%
Administrative Non-Union	928	573	61.7%	867	5	0.6%	182	21.4%	30	3.5%	58	6.7%
Administrative Unionized	4479	2801	62.5%	4117	50	1.2%	1307	31.7%	146	3.5%	169	4.1%
All Staff	5407	3374	62.4%	4984	55	1.1%	1489	29.9%	176	3.5%	227	4.6%

Section 2.3.1 analyzes data for non-unionized staff; section 2.3.2 assesses all unionized staff groups combined. Each section reviews the U of T workforce representation, levels of hiring, promotion rates, and participation levels in training and proportions of exits for each of the equity groups.

As with faculty, external availability data is not available for administrative employment equity occupational classifications for sexual minorities. Classifications with fewer than three employees are not reported for reasons of privacy, in accordance with federal requirements. These groups frequently include persons with disabilities and Aboriginal people.

### 2.3.1 Non-Unionized Administrative Employees and External Availability Data

#### 2.3.1.1 Representation

##### *Women*

Representation of women amongst the non-unionized administrative staff remained high at 61.7% out of a total of 928 full-time and part-time positions. Figure 16 indicates the representation of women in each of the non-unionized administrative EEOGs compared to the external availability of women for each group.

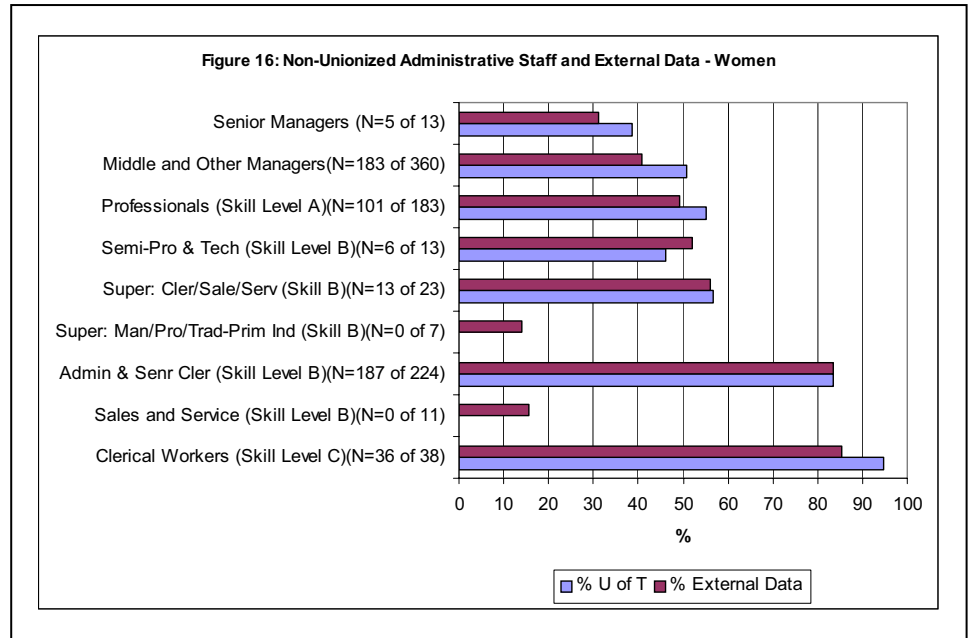
There was strong representation of women in the three most senior occupational classifications, well exceeding external data. Women represented 38.5% (up from 36.4% in 2006) of *Senior Managers* exceeding the external availability rate of 31%. Among *Middle and Other Managers*, women held 50.8% of positions, more than 10% above external levels.

Finally, women represented 55.2% of the *Professionals* group, above the external rate of 49.3%.

While women continued to dominate the *Administrative* and *Clerical* groups, reaching 80% representation in each, there was movement in the ranks to more senior positions, demonstrated by the rate of promotions for women (65%).

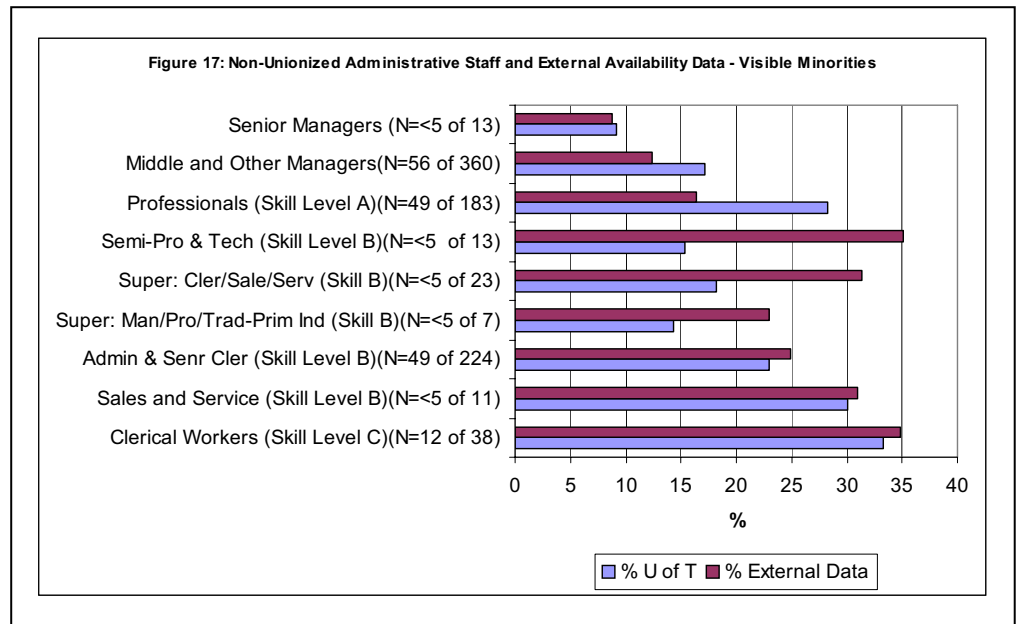
While women were not represented in the *Supervisory*

(*Manufacturing/ Professional/Trades – Primary Industries*) and *Sales and Service* classifications, both classifications represent very small numbers of employees.



*Visible Minorities*

A total of 182 individuals (full-time and part-time) identified as visible minorities (21.7%). Representation of visible minorities (Figure 17) was strong among the senior administrative classifications. A total of 28.3% of the University's 183 full-time non-unionized employees who were in the *Professionals* EEOG were members



of visible minorities, compared to the external availability data of 16%. Of the 360 non-unionized *Middle and Other Managers* at the University, 17.1% were visible minorities. Notably, 59% of visible minority employees in all non-unionized administrative jobs worked in one of these two senior classifications (N=105).

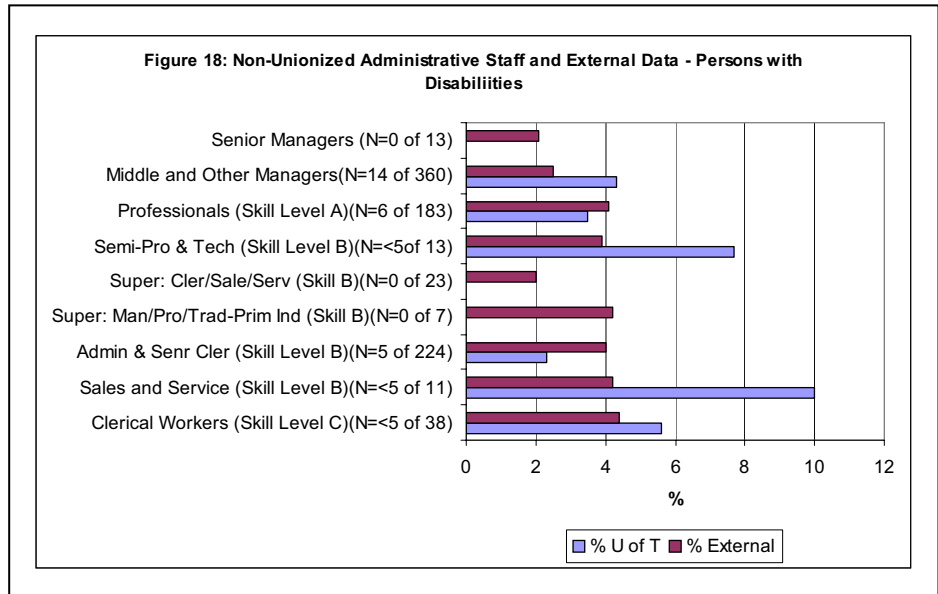
The *Administrative and Senior Clerical* classification had 23% representation of visible minority employees. Among *Clerical Workers*, the representation of visible minorities was 33%, very close to external levels. Other classifications, such as *Semi-Professional and Technical*, included only small numbers of individuals overall.

*Aboriginal People*

Aboriginal people represented 0.6% of all non-unionized administrative employees and held positions in four classifications. Overall, numbers were very small and fell below external comparator statistics.

*Persons with Disabilities*

In 2007, a total of 29 persons with disabilities occupied non-unionized administrative positions (3.6%). Persons with disabilities were represented in six classifications, four of which exceed external availability levels (*Middle and Other Managers, Semi-Professional and Technical, Sales and Service, and Clerical Workers*). These data represented very small



total numbers of employees such that the addition of one or two persons with disabilities into positions where there is currently no representation would enable the University to match external levels.

*Sexual Minorities*

A total of 56 non-unionized employees self-identified as belonging to a sexual minority group and were represented in six occupational classifications. The highest levels of representation were in two categories: *Senior Managers* (18.2%) and *Middle and Other Managers* (10.1%). Among *Professionals*, representation rate was 7.5%, and in the *Semi-Professional and Technical* category, 7.7%.

2.3.1.2 Recruitment of Non-Unionized Administrative Employees

*Applicants*

In 2006, an online application system for administrative job postings was implemented. The application system includes a voluntary employment equity styled survey that invites applicants to identify if they are in any of the designated categories (Appendix A includes the questionnaire). This

past year of 2006-07 is the first year of compiled data on applicants and their representation among equity categories.

The data reflects both internal and external applicants for job postings. Individuals

may self-identify in more than one category. For all employment equity categories, with the exception of visible minorities, their representation among applicants interviewed and postings filled closely matched or exceeded their representation among applicants.

**Table 8: Non-Unionized position applicants and representation among equity groups**

	Applicants		Interviewed		Postings Filled	
	Count	%	Count	%	Count	%
Women	3,804	64.7%	206	62.6%	51	56.7%
Aboriginal People	47	0.8%	5	1.5%	1	1.1%
Visible Minorities	2,743	49.9%	114	38.3%	32	37.2%
Persons with Disability	175	3.1%	7	2.2%	3	3.4%
Sexual Minorities	247	4.5%	24	7.9%	6	7.1%

*New Hires*

From October 1, 2006 to September 30, 2007 there were 64 new hires into administrative non-unionized positions. Table 9 shows the percentage of new hires by designated groups in comparison to the representation in the University's non-unionized administrative workforce. Hiring levels for each group should meet or exceed their percentage in the University workforce to maintain stable

**Table 9: Percentage New Hires Among Non-Unionized Administrative Staff**

Designated Group	% New Hires	% University Workforce
Aboriginal People	1.8%	0.6%
Persons with Disabilities	3.6%	3.6%
Visible Minorities	23.2%	21.7%
Women	56.3%	60.9%
Sexual Minorities	12.5%	6.9%

representation levels. The representation of Aboriginal people, visible minorities and sexual minorities was higher among new hires than their representation in the University workforce.

2.3.1.3 Retention of Non-Unionized Employees (Training and Promotions)

Career development and advancement opportunities can be measured through participation rates in training as well as promotion rates of the designated groups. The University offers a number of programs and courses for administrative staff covering topics such as leadership, computer and technical skills, career and life management, and environmental health and safety.

*Training for Non-Unionized Employees*



Training participation rates are compiled by the *Organizational Development and Learning Centre* and represent the total number of days of training taken by an employment category and the proportion of each of these training days taken by each designated group. Administrative non-unionized staff members participated in an overall average of 1.24 days of training last year with women and visible minorities participating in a higher percentage of training days than their workforce representation. Aboriginal people, persons with disabilities and sexual minorities participated in training at rates lower than their workforce representation. While the relatively high percentage of training days taken by women in relation to their representation is positive, it does raise a question about the participation of male employees in development opportunities.

**Table 10: Training Participation Rates of Non-Unionized Administrative Staff**

Administrative Staff Designated Group	% Days Training	% University Workforce
Aboriginal People	0.5%	0.6%
Persons with Disabilities	3.3%	3.6%
Visible Minorities	28.5%	21.7 %
Women	73.7%	60.9%
Sexual Minorities	5.2%	6.9 %

*Promotions for Administrative Non-Unionized Employees*

There were a total of 100 promotions<sup>11</sup> in the administrative non-unionized employee group. Of the promotions, women accounted for 65% and visible minorities 31.5%, with promotions exceeding the representation in the workforce in both groups.

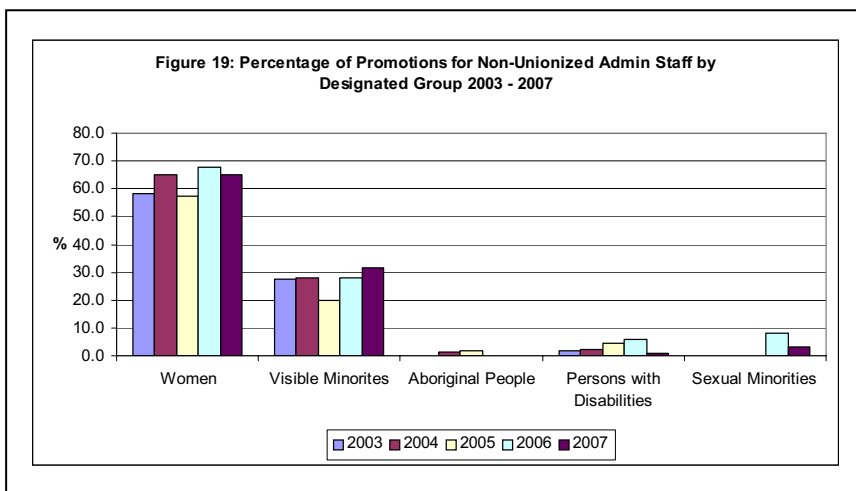


Figure 19 shows the percentage of promotions among the designated groups since 2003. The percentage of promotions for women and visible minorities increased overall during this period. Promotions among those who identified as disabled and as a sexual minority were very small in number and were lower than in 2006.

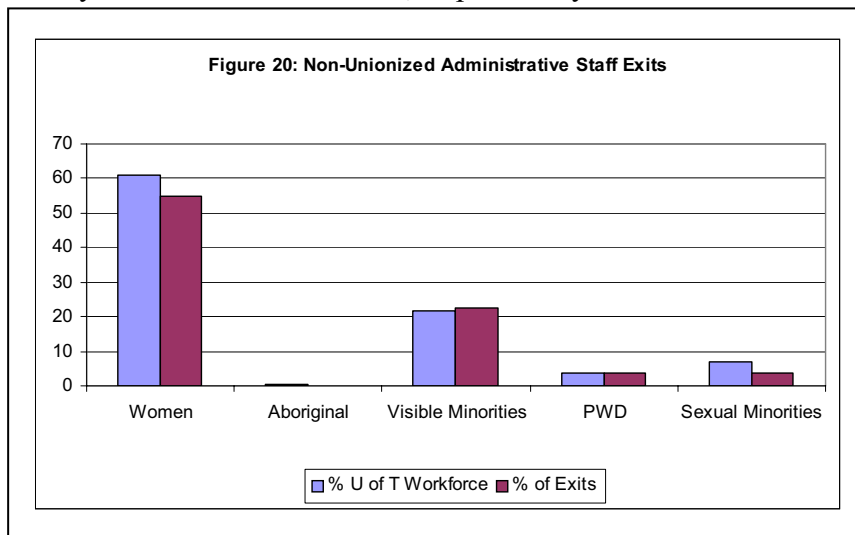
With respect to the two largest groups, women and visible minorities, analysis of promotions over the past ten years show that in eight of these years, including 2007, the percentage of promotions exceeded workforce representation. Similarly, promotions of individuals identifying as visible minorities have exceeded respective workforce representation for eight out of ten years, including 2007.

*2.3.1.4 Exits – Non-Unionized Administrative Staff*

<sup>11</sup> For the purposes of this report, “promotions” among Administrative non-unionized staff includes movement to a higher salary grade.

Figure 20 shows the percentage of exits for each of the designated groups in comparison with their representation in the University workforce. To maintain, or preferably increase representation levels, exits should be lower than workforce levels.

The rate of exits among women was lower than their representation in the workforce. There was a slightly higher rate of exits among visible minorities (22.6%) than their workforce representation (21.7%). Persons with disabilities had an exit rate of 3.8% which is very close to their workforce representation at 3.6%.



Exits for those identifying as a sexual minority were at a rate (3.8%) that was lower than their representation in the workforce (6.9%).

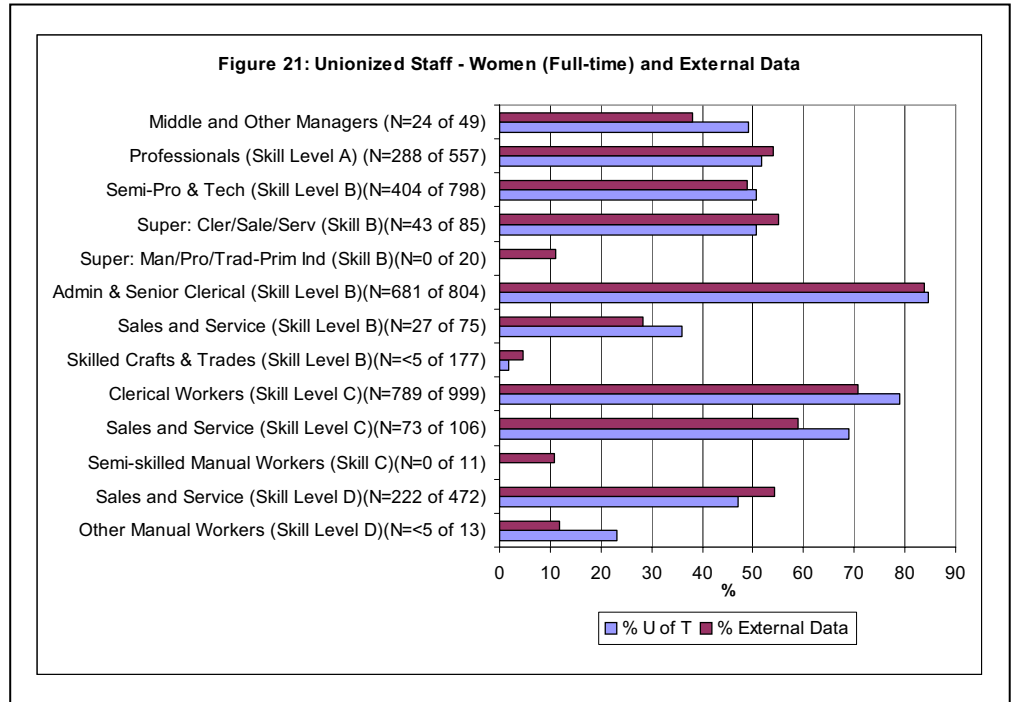
### 2.3.2 Unionized Employees

#### 2.3.2.1 Representation

In 2006-07, there were 4,479 employees at the University represented by twenty unions. The United Steelworkers represented 3,373 administrative employees; the remaining 1,106 staff were represented by locals of CUPE and OPSEU, UNITE HERE, the Canadian Auto Workers, plus a number of specialized skilled trade unions. (Detailed information about unionized employees is available on the HR & Equity website at <http://www.hrandequity.utoronto.ca/groups/union.htm>).

*Women*

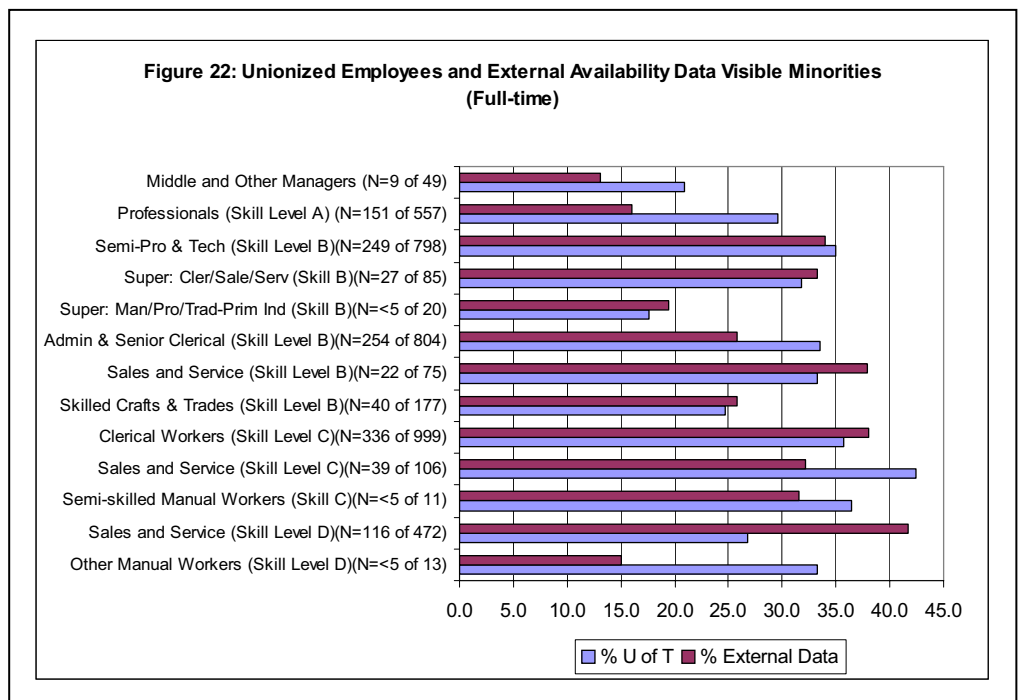
Figure 21 compares the representation of women by EEOG with external availability for all unionized groups combined. In the most senior occupational group, *Middle and Other Managers*, the representation of women exceeded the external availability data by 20%. Women represented over 50% of the other senior groups - *Professionals, Semi-Professionals and Technical Occupations, and Supervisor: Clerical, Sales and Service* groups, and representation rates closely matched external availability rates.



Unionized women were clustered in traditional clerical, administrative and sales and service occupational groups (all skill levels), which represented the majority of unionized positions at the University (N=2275). All groups matched or exceeded external availability levels, except *Sales and Service (Skill Level D)*. There was slight under-representation of women among *Skilled Crafts and Trades* and the related supervisory occupational group.

*Visible Minorities*

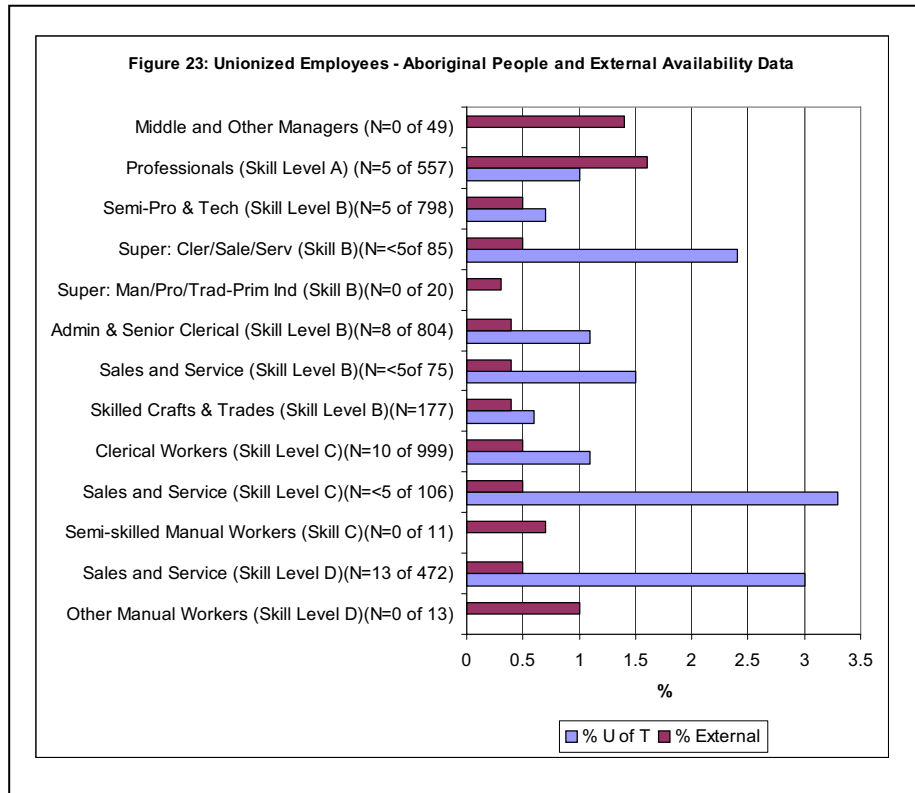
A total of 1,254 individuals identified as visible minorities among the unionized administrative employee group. Representation of visible minority employees exceeded external levels in three of the senior occupational groups (Figure 22). Visible



minority unionized employees were clustered in the *Sales and Services* streams and *Administrative and Senior Clerical* group with good opportunities for advancement among the large *Supervisor Clerical, Professionals, and Middle and Other Managers* groups.

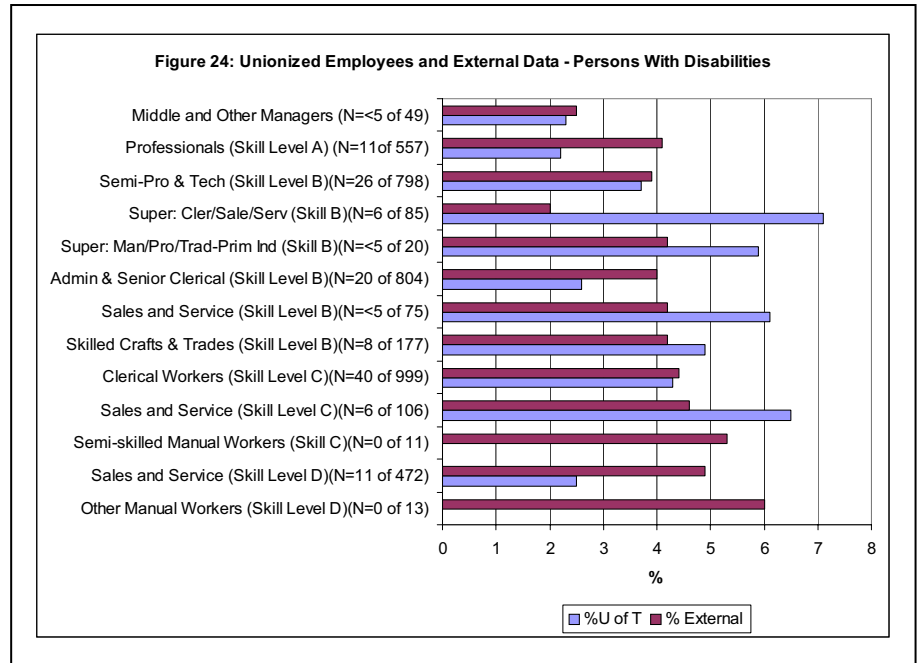
*Aboriginal People*

A total of 48 individuals identified as Aboriginal people among the unionized administrative employee group (1.2%). Among the small proportion of Aboriginal people, representation rates exceeded external availability data in the *Sales and Service* groups (all streams) and among the *Supervisory (Clerical/ sales/service)* group. Representation of Aboriginal people among *Professionals* is lower than external availability levels. More effort is required to provide representation among the *Middle and Other Managers* stream.



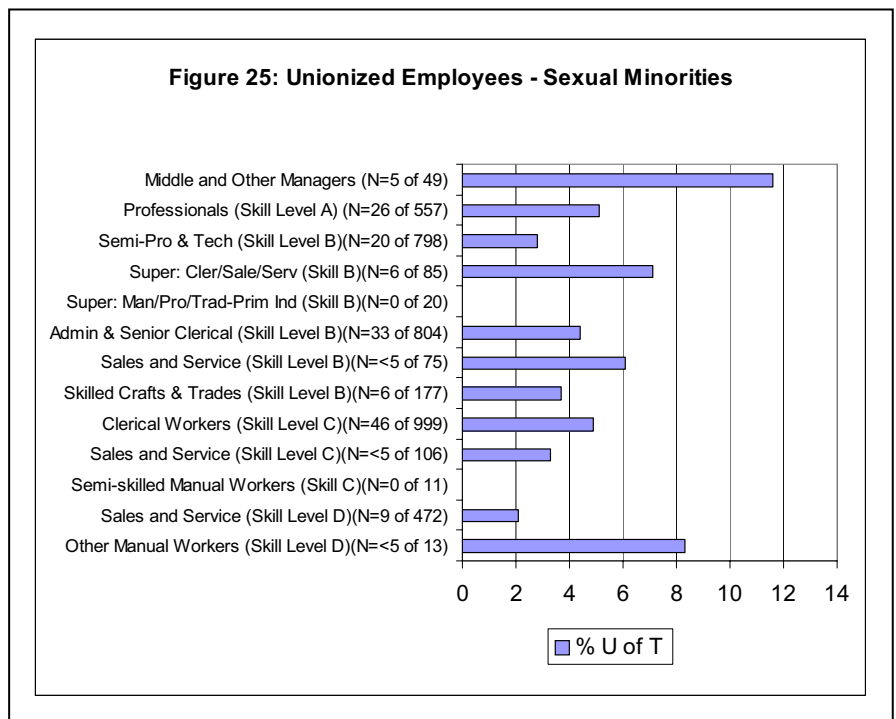
*Persons with Disabilities*

A total of 134 individuals identified as persons with disabilities in the unionized administrative employee group (3.5%). While persons with disabilities were also a small percentage of unionized employees, their representation rates exceeded external availability data in the *Skilled Crafts and Trades, Sales and Service (Levels B & C)* and the two supervisory groups. Comparisons with external data indicate more focus is required to improve representation among the *Professionals* group and *Administrative and Senior Clerical Workers*.



*Sexual Minorities*

A total of 159 individuals identified as a sexual minority among unionized administrative employees (4.1%). Representation was highest among Middle and Other Managers at 11.6%. Overall, sexual minorities were represented in many of the EEOG categories.



2.3.2.2 Recruitment - Unionized Groups

Applicants

The online application system invites applicants to complete a voluntary employment equity styled survey to identify if they are in any of the designated categories. Table 11 reflects the applicants who self-identified as represented in one of the equity categories, the number interviewed and

number of positions filled by individuals in the equity categories.

The data includes both internal and external applicants for USW position postings only.

Individuals may self-identify in more than one category. For all

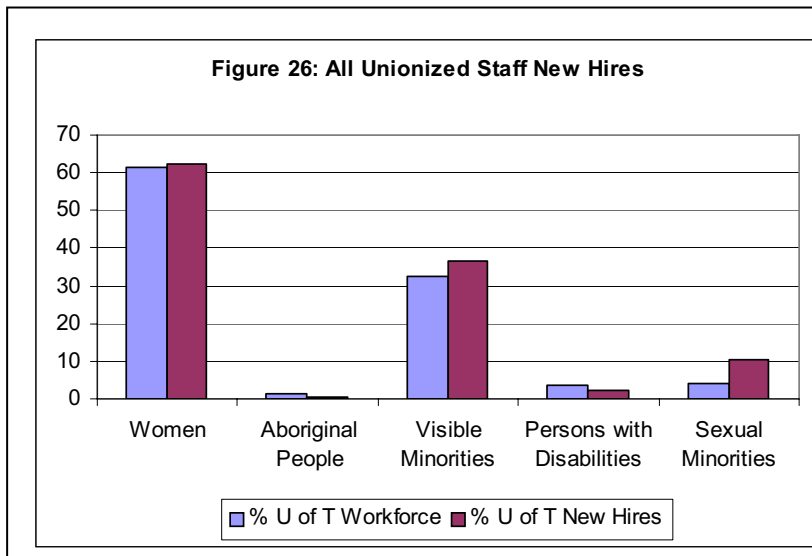
employment equity categories, with the exception of Aboriginal people, the proportion of applicants interviewed and postings filled closely matched or exceeded the representation among applicants.

**Table 11: Union (USW) position applicants and representation among equity groups**

	Applicants		Interviewed		Positions Filled	
	Count	%	Count	%	Count	%
Women	21,326	71.04%	1,244	73.26%	398	71.97%
Aboriginal People	243	0.82%	7	0.41%	2	0.36%
Visible Minorities	11,507	40.69%	748	46.37%	222	42.37%
Persons with Disabilities	976	3.39%	59	3.63%	12	2.27%
Sexual Minorities	1,367	4.83%	109	6.87%	44	8.53%

New Hires

Among unionized employees, there were 371 new hires (full-time). Figure 26 shows the percentage of new hires for each of the designated groups compared to their percentage representation in the University workforce. To maintain or improve representation levels, hiring rates should be on par with or exceed representation levels. In three of the groups, women, visible minorities and sexual minorities, hiring rates exceeded representation in the workforce. Persons with disabilities closely match the proportion of the existing workforce with new hires at extremely small levels. For sexual minorities the rate of new hires was 10.6%, higher than the representation levels.



2.3.2.3 Retention – Unionized Staff (Training and Promotions)

Levels of training and promotion measure career development opportunities for employees. Figures below are for full-time unionized staff.

*Training - Unionized staff*

Unionized staff participated in a combined total of 2,346 training days. Table 12 compares percentages of training days attended with representation levels for each group. Visible minorities, women and sexual minorities had higher rates of participation in training than their representation rates. Aboriginal people and persons with disabilities had training rates that matched their representation in the workforce.

*Promotions – Unionized staff*

In 2007, there were 371 promotions in the unionized staff; up 9% from 330 promotions in 2006. Table 13 indicates that the rate of promotions was slightly higher than representation in the workforce for Aboriginal people, visible minorities, women and sexual minorities. Persons with disabilities were promoted at lower rates than their representation.

2.3.2.4 Exits – Unionized Staff

In 2007, there were 271 exits among unionized staff, approximately 6.5% of the unionized workforce. Table 14 compares exit rates in each of the designated groups with their representation rates in the workforce. It is desirable to see exit rates below the overall workforce representation in order to maintain or enhance representation rates.

The exit rates for Aboriginal people and persons with disabilities were lower than their representation in the University workforce. Exit rates were only slightly higher than representation rates for visible minorities, women and sexual minorities.

**Table 12: Training Participation Rates for All Unionized Staff**

Designated Group	% Days Training	% University Workforce
Aboriginal People	1.2%	1.2%
Persons with Disabilities	3.4%	3.5%
Visible Minorities	38.2%	32.6%
Women	75.9%	61.4%
Sexual Minorities	5.2%	4.1%

**Table 13: Promotions - All Unionized Staff**

Designated Group	% of Promotions	% University Workforce
Aboriginal People	1.5%	1.2%
Persons with Disabilities	2.9%	3.5%
Visible Minorities	39.3%	32.6 %
Women	64.7%	61.4%
Sexual Minorities	5.0%	4.1%

**Table 14: Exits - All Unionized Staff**

Designated Group	% of Exits	% University Workforce
Aboriginal People	1.0%	1.2%
Persons with Disabilities	2.5%	3.5%
Visible Minorities	33.3%	32.6 %
Women	62.4%	61.4%
Sexual Minorities	5.0%	4.1%

### ***2.3.3 Conclusions about Employment Equity and Administrative Staff***

Overall, several of the designated employment equity groups were well represented among both non-union and unionized administrative staff compared to external availability data. Women were well represented at all the senior occupational classifications across both administrative staff groups in comparison to external representation rates. Recruitment, promotions, training and exit data reflected patterns that were consistent with their representation in the workforce.

Visible minority employees were also well represented at all the senior occupational classifications across both administrative staff groups, in comparison to external data. Recruitment, promotions, training and exit data also reflected patterns that were consistent with their workforce representation. While visible minority employees were highly represented in the *Sales/Service* and *Administrative/Clerical* categories, the results do show movement into more senior job streams.

Aboriginal employees were under-represented in the administrative non-union group but had greater representation in the unionized administrative group. Representation exceeded external availability data for several job categories, including *Sales and Service* and *Supervisory (Clerical/Sales/Service)*; however, more effort is required to improve representation in the *Senior Manager* and *Professional* categories.

Representation of persons with disabilities varied across EEOG categories. Representation exceeded external availability data for *Sales and Service* and *Supervisory* categories. Representation among *Middle and Other Managers* was comparable to external availability data. Representation in the *Professionals* category was lower than external data, and is an area that should be targeted for attention. Promotion and exit rates were lower than the representation of persons with disabilities in the workforce; however, overall numbers in this group were relatively small.

Sexual minorities were represented across most classifications with the highest rates reported among the *Managers* and *Professionals* group.



### **3.0 Summary of Recent and Planned Employment Equity Initiatives**

Employment equity is grounded within a comprehensive framework that is central to our commitment to equity, diversity and excellence in pursuit of our academic mission and the University continues to work diligently to weave equity into the fabric of U of T. A network of offices has responsibility for advancing equity initiatives and reducing barriers that might arise. For example, the Quality of Work-Life Advisor works in collaboration with the Family Care Office, Health and Well-being Programs and Services, and the Director, Academic Human Resources to support employee work/life experience. Similarly, advisory positions are in place at UTSC and UTM to support senior academic administrators and foster cultural diversity.

The Annual Report of the Equity Offices, detailing the vast array of equity initiatives carried out at the University, is being prepared for Governing Council. In this Employment Equity Report, therefore, we simply highlight a small number of the initiatives that focus more directly on employment equity.

#### **3.1 University-wide Initiatives**

In December 2006, Governing Council unanimously approved the [\*Statement on Equity, Diversity and Excellence\*](#). This Statement reflects the University's commitment to an equitable and inclusive community.

A comprehensive communications strategy ("EQ\_ITY – We need U in it") was launched in 2006 to raise awareness of the University's values related to equity and diversity and to communicate the centrality of equity in our everyday lives. In early 2008, new equity posters were introduced across campus. In addition, a new network of equity officers and people responsible for equity matters in their divisions and faculties was established to share best practices and expertise.

The University-wide employee experience survey, Speaking UP was conducted in the fall 2006. A total of 52.2% of the University's appointed workforce participated in Speaking UP. Overall, the University's results were very positive. The questionnaire included a set of questions related to diversity and equity. Well over 80% of employees indicated that they did not feel they had been treated unfairly over the past two to three years due to gender, ethnic or cultural origin, religious affiliation, disability or sexual orientation. Across these groups, between 3 and 10% of employees felt that they had been treated unfairly. Slightly more than three-quarters of employees did not feel "left out" in their work units due to their backgrounds or orientation. When issues of gender, ethnic or cultural origin, religious affiliation, disability or sexual orientation had occurred, about 70% of employees felt their work units make appropriate efforts to address them; and, just over three-quarters felt their unit heads/managers were committed to practices that support diversity. While these results are positive overall, they do indicate that there is some concern with respect to fair treatment and inclusion in the workplace.

In follow-up to the Speaking UP survey, four working groups have been established to undertake more detailed examinations of the Speaking UP survey results and develop recommendations for systematic improvements and/ or supports to address identified concerns.

- Working Group on Equity
- Working Group on Workload and Work/Life Balance
- Working Group on Training, Development, Feedback and Recognition
- Working Group on Appointments, Transfers and Promotions

The Working Group on Equity will address issues pertaining to both staff and faculty; the remaining three working groups will focus on staff concerns in the areas listed.

In July, 2006 the Human Resources Division launched an online application system that includes a voluntary employment equity-styled questionnaire for administrative job applicants. The survey includes options for individuals to self-identify by ethnic group. This information is being used to facilitate development of an HR Toolkit that will provide information and resources to inform hiring managers of ways to reach out to diverse communities in the recruitment of administrative applicants.

With respect to disability, research into best practices is underway through attendance at employer conferences and consultations with non-profit disability employment agencies to improve recruitment from the disability community. A communication is being created to inform faculty and librarians of a number of issues related to disability accommodation, including the definition of disability, the employer's duty to accommodate a disability, and the mechanisms and processes to arrange for accommodation. As reported in the University's *Accessibility of Ontarians with Disabilities Act 2007-08 Plan* (<http://www.hrandequity.utoronto.ca/Assets/2007-08+ADOA.pdf?method=1>), a significant initiative is in development to ensure that staff (and students) with mental health issues are supported and have access to services; to ensure that staff are better informed and more able to respond to colleagues facing mental health problems; and to identify ways in which the University can continue to build capacity regarding the needs of employees with mental health difficulties. The focus in the coming year is on the development of an awareness campaign to address attitudes and lack of awareness regarding mental health issues.

With respect to Aboriginal persons, the Aboriginal Initiatives Co-ordinator continues to develop programs and strategies to encourage the hiring, retention and promotion of Aboriginal staff. The job posting project launched in September 2006 to advertise external administrative positions on several Aboriginal listservs is ongoing. Other new outreach efforts to the Aboriginal community include attendance at career fairs and at the Canadian Aboriginal Festival to promote the University as a welcoming workplace for aboriginal people. The Aboriginal Initiatives Co-ordinator continues to interview Aboriginal employees for their views on their recruitment and work experience. The results of these interviews are assisting the HR and Equity portfolio in developing strategies to improve hiring and retention from the Aboriginal community. A career development pilot program for Aboriginal employees is in development. It is intended to create opportunities for current Aboriginal employees to gain work experience across other University divisions.

In addition, the Anti-Racism and Cultural Diversity Officer has initiated workshops across

divisions related to operationalizing self-awareness around race and culture. Similar programs are offered by the Co-ordinator of LGBTQ programs and services. Finally, with respect to leadership development, we continue to focus on mentoring as an important development strategy. The University runs two formal mentoring programs for administrative staff – one for mid-level leaders, one for staff at more junior levels. Diversity among both the mentors and mentees is one of the selection criteria for this program. In 2007 the University renewed its commitment to mentoring internationally trained professionals through the Toronto Regional Immigrant Employment Council (TRIEC) program. Approximately 12 senior U of T staff members are mentoring immigrant professionals to assist them to successfully enter the Toronto workplace in their fields of expertise. At the same time the U of T mentors are developing their leadership skills in creating and supporting a more diverse workplace.

### **3.2 Initiatives Related to Academic Appointments**

A number of offices and programs address equity and diversity at the faculty level. The Vice-Provost, Academic, Prof. Edith Hillan, oversees support for faculty and academic leaders through symposia on teaching, research and academic administration. Her office facilitates an ongoing review of data for academic applicant pools and new faculty data. A major focus is the training provided to new academic administrators which includes a two-day retreat in the summer during which issues of equity, diversity and proactive recruitment are discussed. This is complimented by a series of six half-day workshops offered between September and December which include topics such as managing people, financial management, advancement, conflict management and research issues. In addition, focused lunchtime sessions for all academic administrators are offered throughout the year and cover topics such as organizational structure and job descriptions, knowledge transfer, sick leave and the hiring of sessionals.

Within the Provost's Office, the Director, Academic Human Resources provides key supports for faculty and academic administrators on issues of recruitment, integration, and retention. The Director, Sara-Jane Finlay, is also responsible for areas of policy development, research on the faculty 'lifespan', and education and training for faculty and academic administrators with a focus on equity and diversity. Working with the Family Care Office, the Director administers the Faculty Relocation Service and Faculty Recruitment Kits which integrate "quality of life" factors such as LGBTQ, culture and faith, maternity/parental/adoption leaves and other family-friendly policies that attract faculty candidates. Starting in January 2008, faculty with children are eligible to receive up to \$2000 for childcare expenses; a new benefit provided by the University to faculty members.

An ongoing series of workshops, entitled Stepping In, continues to assist new faculty integrating to the University. The workshops are designed to introduce new faculty to the University, to senior academic administrators and to the demands and pleasures of an academic career. For mid-career faculty, the Stepping Forward workshops focus on issues for tenured faculty including research development, academic leadership and becoming a mentor.

The online proactive faculty recruitment toolkit, developed in 2005, provides an extensive array of information including summaries of best practices and research on recruitment from universities across North America and is supplemented as new resources become available. In spring 2007, the University joined the Collaborative on Academic Careers in Higher Education (COACHE) which administers a job satisfaction survey to pre-tenure faculty to assess their experiences. The survey closed in January 2008 and results will be provided in spring 2008. These results, along with those from the Speaking UP Employee Experience survey conducted in 2006 will augment ongoing research into trends in faculty recruitment and questions of integration, promotion and retention.

The Status of Women Officer/ Special Advisor on Equity has initiated several activities to promote dialogue on issues of equity and climate. In conjunction with the Director, Academic Human Resources, the Status of Women Officer hosted a gathering of senior women lecturers to discuss matters of climate including workload. To better identify challenges associated with climate, workload and retention, the Status of Women Officer began meeting with recently tenured women faculty to understand their experiences of the tenure process. Furthermore, a series of sessions has been launched for senior women graduate students to more effectively prepare them for applying for a career in academia. These sessions have addressed topics such as preparing the application package, interview 'do's and don'ts', and negotiating the first contract. One of the sessions included a panel of women faculty of varying seniority (from the four Divisions) discussing strategies to address challenges affecting women in their field. These efforts for graduate students are intended to assist the successful recruitment and retention of women faculty at U of T and elsewhere. A further initiative has been introduced for pre-tenure women faculty, providing sessions on the "Top 10 Tips to Tenure".

In summary, a broad number of initiatives have been launched in 2006-07 and others are in the planning stage for implementation in 2007-08. These initiatives reach out to women, Aboriginal persons, visible minorities, people with disabilities and sexual minorities, and are illustrative of the wide-ranging commitment of the University to equity and diversity.

## 4.0 Progress on Recommendations for 2006-2007

This section details the accomplishments and ongoing actions with respect to the five major objectives of the University's employment equity work plan. They reflect the University's progress towards full employment equity and identify areas where additional efforts may be required.

The broad-based objectives, established in 1989, are as follows:

1. Inform, educate and sensitize the University community about the University's Employment Equity Policy.
2. Eliminate or modify employment policies or practices that may present barriers to employment equity.
3. Increase the number of designated group members in the occupational categories where they are under-represented.
4. Encourage the promotion of designated group members by identifying, developing and utilizing their skills and potential, in relation to objective 3.
5. Monitor and evaluate the implementation of the Employment Equity Policy at the University of Toronto.

Annually, a number of action points are updated and revised based on the findings of the Employment Equity Report.

### **Objective 1: Inform, educate and sensitize the University community about the University's Employment Equity Policy.**

- (a) The University approved an institutional *Statement on Equity, Diversity and Excellence*. (December 2006)
- (b) The University-wide employee survey, Speaking UP, included a set of questions related to diversity and equity. In follow-up to the survey, a Working Group on Equity was established to address issues of concern to both staff and faculty.
- (c) The communications strategy on equity ("EQ\_ITY – We need U in it") launched in 2006 continues to be refined to bring attention to the University's values to equity and diversity.

	<b>ACTION</b>	<b>TIMETABLE</b>
1.	Maintain and updated an Orientation Guide for Academic and Administrative staff with additional information about the University's equity practices and resources.	Completed – ongoing
2.	Present information on employment equity at the annual Orientation for Newly Appointed Academic Administrators.	Completed – ongoing
3.	Present information on the University's employment equity goals and objectives to heads of Divisions.	Completed – ongoing
4.	Speak to campus groups, interest groups and employee associations and unions about employment equity.	Completed – ongoing
5.	Refine and provide employment equity information sessions for employees at all levels within the University.	Completed – ongoing

- |    |  |                     |
|----|--|---------------------|
| 6. | Prepare an annual Employment Equity Report, present it to the Business and Academic Boards of Governing Council and release it to the University community.            | Ongoing – annually  |
| 7. | Continue communications for disseminating information about employment equity at the University of Toronto (e.g., posters, Bulletin and eBulletin articles, web-link). | Completed – ongoing |
| 8. | Publish an Annual Report of the Equity Offices for information.  | Completed – ongoing |

**Objective 2: Eliminate or modify employment policies or practices that may present barriers to employment equity.**

- (a) The *Accessibility for Ontarians with Disabilities Act* planning process continues to involve consultation with a broad range of community stakeholders. The University’s Plan (<http://www.hrandequity.utoronto.ca/Assets/2007-08+ADOA.pdf?method=1>) outlines a number of barriers and the steps taken to remove them.
- (b) The Human Resources portfolio offers training sessions to managers on the management of disability and illness in the workplace.

ACTION	TIMETABLE
1. Ongoing review of employment practices and policies affecting the recruitment, selection, promotion, and terms and conditions of employment, including training, development, compensation and termination of administrative staff, with a view to ensuring equity.	Ongoing
2. Implement a methodology to ensure monitoring of new or revised employment policies to prevent inclusion of potential barriers to the participation and advancement of designated group members.	Ongoing
3. Address the issues and concerns related to diversity and equity identified in the employee experience survey, Speaking UP.	Working Group on Equity established
4. Ensure that the performance appraisal system for the Professional/Managerial group continues to assess participation and performance related to diversity initiatives, including career development and succession.	Completed – ongoing

**Objective 3: Increase the number of designated group members in the occupational categories where they are under-represented.**

- (a) The Director, Academic Human Resources and the Vice-Provost Academic host regular workshops for faculty at the start and mid-point of their careers that highlight equity and diversity. New learning opportunities to develop future academic leadership have been developed and the annual academic administrators training

- program has been updated.
- (c) Return to work programs and accommodation of employees with disabilities continued through the Health and Well-being Programs and Services Office. Accommodation training sessions for HR generalists and departmental managers were provided in 2007.
  - (d) The HR Equity Toolkit is under development to maintain and improve equity in the recruitment process.
  - (e) A job posting initiative to advertise to local and national First Nations populations is ongoing. Non-profit agencies representing persons with disabilities met with senior HR representatives to discuss ways to improve recruitment for this designated group.

	<b>ACTION</b>	<b>TIMETABLE</b>
1.	Continue use of the proactive recruitment toolkit for faculty, providing information on recruitment for diversity and best practices across North America.	Ongoing
2.	Deliver presentations to heads of divisions on employment equity principles and practices to follow in the recruitment and hiring of staff.	Completed – ongoing
3.	Provide information to the Divisions on strategies, tools, techniques and resources to meet their employment equity goals.	Completed – ongoing
4.	Integrate employment equity principles and objectives into hiring process for all academic and administrative positions.	Completed – ongoing
5.	Maintain and refine career resources for current and prospective employees to inform them of possible jobs and career paths at the University, the nature of generic positions in those areas and the necessary qualifications.	Completed – revised Careers website launched in 2007
6.	Identify and implement proactive recruitment and outreach strategies and techniques to attract applicants from designated groups to administrative staff positions.	Ongoing
7.	Collaborate with staff at First Nations House at the University of Toronto to identify ways in which we can make U of T a more inclusive work environment. Establish a career development program for Aboriginal employees.	Ongoing

<b>ACTION</b>	<b>TIMETABLE</b>
9. Establish review process for human resources representatives to review outstanding accommodation cases before posting job vacancies. Provide intensive training to generalists and information sessions to academic leadership and employee groups.	Completed – ongoing: Health & Well-being liaises with HR Generalists to review outstanding accommodation cases where individuals must be placed in positions other than their pre-disability position.
10. Strengthen our links with community groups and organizations to increase the profile of the U of T as an employer of choice.	Completed – ongoing: national Top 100 Employer (2005, 2006, 2007)



**Objective 4: Encourage the promotion of designated group members by identifying, developing and utilizing their skills and potential, in relation to Objective 3.**

- (a) An online application system that includes a voluntary employment equity styled survey has been implemented for administrative job postings. The applicant survey data will enable us to identify potentially under-represented designated groups among applicant pools and those interviewed and respond via resources in the HR Equity Toolkit. The online recruitment system will be implemented for faculty in 2008.
- (b) The Anti-Racism and Cultural Diversity Officer, Status of Women Office and the Office of LGBTQ Resources and Programs provide confidential support to individual staff and faculty. In collaboration with other equity offices, they also provide special programming to raise awareness of diverse groups on campus.
- (c) The Organizational Development and Learning Centre provides a number of leadership training programs for staff at various levels of development. The Health and Well-being Programs and Services Manager provides educational training and awareness throughout the University to enhance the integration of faculty and staff who are persons with disabilities. The HR Aboriginal Initiatives Co-ordinator assists Human Resources to develop strategies to improve recruitment, career development and retention of Aboriginal employees. Professional faculties, divisions and programs create programs and positions advancing equity and diversity among under-represented groups.

ACTION	TIMETABLE
1. Post all promotional/job opportunities electronically and at designated sites for new or vacant administrative positions.	Completed – ongoing: Taleo system implemented for Administrative staff; forthcoming for faculty
2. Provide a variety of skills training courses and workshops, and disseminate across campus via the web and Divisional Human Resources offices the Guide to Training and Career Development.	Completed – ongoing
3. Provide career planning seminars and individual job and career counselling to employees through an onsite career centre accessible to all staff.	Completed – ongoing
4. Develop cross-cultural and disability awareness training or information sessions.	Completed – ongoing
5. Deliver management, supervisory and leadership development programs to various levels of staff, to improve skills and prepare employees for promotions.	Completed – ongoing
6. Maintain and update the career resources to include a current set of core skills and profiles for all functional groups including senior levels.	Completed – ongoing

ACTION	TIMETABLE
7. Make educational assistance for credit and career or job related non-credit courses available to employees.	Completed – ongoing

**Objective 5: Monitor and evaluate the implementation of the Employment Equity Policy at the University of Toronto.**

- (a) The Employment Equity Officer and the Director, Academic Human Resources monitor and review the implementation of the employment equity policy on an ongoing basis.
- (b) The Working Group on Equity, created in follow-up to the Speaking UP survey, will examine issues of equity identified in the survey pertaining to both staff and faculty.

ACTION	TIMETABLE
1. Distribute the Employment Equity Self-identification Questionnaire to all new employees to complete.	Completed – ongoing
2. Identify and implement steps to improve response rate to Employment Equity Self-Identification Questionnaire from new employees.	Completed: Post resurvey in 2006 response rates have improved to 90%
3. Review and refine criteria for Provostial review committees to assess divisional effectiveness in contributing to achievement of University’s employment equity goals.	Completed - ongoing
4. Conduct ‘exit’ interviews to understand why people from designated groups leave the University of Toronto.	Ongoing

## 5.0 Appendices

### A. Taleo Online Application Diversity Survey

#### B. Data Tables

- 1A Employment Equity Workforce Survey: Return Rates and Completion Rates for Full-time Employees
- 1B Employment Equity Workforce Survey: Return Rates and Completion Rates for Part-time Employees
- 2A Faculty (Full-time) by Designated Group Within Type of Appointment and Rank and External Availability Data
- 2B Faculty (Part-time) by Designated Group Within Job Category and Rank and External Availability Data
- 2.1A Faculty (Full-time) by Designated Group Within Type of Appointment and SGS Division
- 2.2 A Assistant Professors (Full-time) by Designated Group Within Type of Appointment and SGS Division
  - 3 Officers and Academic Administrators (Full-time and Part-time) by Designated Group and External Availability Data
  - 4 Professional Librarians by Designated Group and External Availability Data
  - 5 Research Associates by Designated Group and External Availability Data
- 7.1A Administrative Staff(Full-time) Non-Unionized by Designated Group and External Availability Data
- 7.1B Administrative Staff (Part-time) Non-Unionized by Designated Group and External Availability Data
  - 8 Administrative Staff Unionized (Full-time) by Designated Group and External Availability Data
  - 8.1 Administrative Staff Unionized (Part-time) by Designated Group and External Availability Data
- 9A Training (Major Training Topic) for Administrative Staff Non-Union and Union (Full-time) by Staff Category and Designated Group
- 9B Training (Major Training Topic) for Administrative Staff Non-Union and Union (Part-time) by Staff Category and Designated Group
- 10 Promotions by Staff Category by Designated Group
- 10.1 Representation of Average Years for Promotion to Full Professor
- 11A Exit Data (Reason For Leaving) by Staff Category (Full-time) by Designated Group
- 11B Exit Data (Reason For Leaving) by Staff Category (Part-time) by Designated Group
- 12A New Hires by Staff Category (Full-time) by Designated Group
- 12B New Hires by Staff Category (Part-time) by Designated Group

# 5-A Taleo Online Application Diversity Survey

## Diversity Survey

### Diversity

Please provide the information requested in the fields below regarding diversity.

#### Important - Applicants Please Read

The University of Toronto is strongly committed to the principles of excellence, equity and diversity and welcomes applications from all qualified candidates. To further this commitment and help to evaluate the effectiveness of our recruitment processes, the University requests that you complete the following questionnaire. Your response is voluntary and the information that you provide is strictly confidential. None of the individual responses will be made available to the department or faculty to which you are applying.

#### Definitions

**Aboriginal peoples** are those persons who identify as First Nations (Status, non-Status, Treaty), Métis, Inuit, or North American Indian.

**Persons with disabilities** are persons who have a long-term or recurring physical, mental, sensory, psychiatric or learning impairment(s).

The categories listed in Question 5 are taken from Canada's Census 2006.

1. Are you:

2. Based on the information in the definitions section, do you consider yourself an aboriginal person?

3. If you answered 'yes' to question 2, please identify which of the following categories best applies to you:

4. Based on the information in the definitions section, do you consider yourself a person with a disability?

5. Are you:

- White
- Chinese
- South Asian (e.g. East Indian, Pakistani, Sri Lankan, etc).
- Black
- Filipino
- Latin American
- Southeast Asian (e.g. Vietnamese, Cambodian, Malaysian, Laotian, etc).
- Arab
- West Asian (e.g. Iranian, Afghan, etc).
- Korean
- Japanese

6. Do you identify as a sexual minority (e.g. lesbian, gay, bisexual, two-spirited, queer or transgender)?

## 5-B Tables

**Table 1(A) EMPLOYMENT EQUITY WORKFORCE SURVEY: RETURN RATES AND COMPLETION RATES FOR FULL-TIME EMPLOYEES**

September 30, 2007 Data

EMPLOYEE GROUPS IN THE WORKPLACE	ALL EMPLOYEES		SURVEY RESPONDENTS						
	# in EMPLOYEE GROUP <sup>1</sup>	% 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 <sup>2</sup>	2389	29.39%	2134	89.33%	2113	2057	2062	2084	1695
CLINICAL FACULTY <sup>3</sup>	287	3.53%	201	70.03%	201	193	193	201	5
LIBRARIANS	128	1.57%	124	96.88%	123	122	122	120	114
RESEARCH ASSOCIATES	260	3.20%	216	83.08%	216	216	214	214	144
NON-UNIONIZED ADMINISTRATIVE STAFF	874	10.75%	827	94.62%	815	800	806	805	759
USW	3111	38.28%	2900	93.22%	2881	2827	2835	2839	2390
LIBRARY WORKERS (CUPE 1230)	158	1.94%	150	94.94%	149	138	139	148	134
SERVICE WORKERS (CUPE 3261)	581	7.15%	534	91.91%	525	518	517	522	358
OPERATING ENGINEERS (U. OF T. WORKERS, Local 2001)	82	1.01%	82	100.00%	81	78	78	80	56
POLICE (OPSEU, Local 519)	50	0.62%	44	88.00%	44	44	43	43	33
TRADES & SERVICES <sup>4</sup>	76	0.94%	65	85.53%	64	64	63	64	58
RESEARCH ASSOCIATES & OFFICERS (OPSEU, L. 578)	7	0.09%	6	85.71%	6	6	6	6	5
ESL	24	0.30%	24	100.00%	24	24	24	24	10
EARLY LEARNING CENTRE CUPE L2484	25	0.31%	19	76.00%	19	19	18	19	12
89 CHESTNUT HERE L75	76	0.94%	74	97.37%	72	72	72	72	69
<b>TOTALS:</b>	<b>8128</b>	<b>100.00%</b>	<b>7400</b>	<b>91.04%</b>	<b>7333</b>	<b>7178</b>	<b>7192</b>	<b>7241</b>	<b>5842</b>
					<b>90.22%</b>	<b>88.31%</b>	<b>88.48%</b>	<b>89.09%</b>	<b>71.88%</b>

<sup>1</sup>Total Population is based on the number of employees as of September 30, 2007.

<sup>2</sup>Faculty are defined as all faculty (tenure-stream and non-tenure stream) except for clinical faculty.

<sup>3</sup>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.

<sup>4</sup>Includes Electricians (IEBW, Local 353), Plumbers (UA 46), Sheet Metal Workers (SMWIA, Local 30), Carpenters (CAW, Local 27), Machinists/Locksmiths (IAMAW, Local 235), and Painters (District Council 46, Local 557).

**Table 1(B)**

**EMPLOYMENT EQUITY WORKFORCE SURVEY: RETURN RATES AND COMPLETION RATES FOR PART-TIME EMPLOYEES**

(Excludes casual employees and appointed staff with less than 25% F.T.E.)

**September 30, 2007 Data**

EMPLOYEE GROUPS IN THE WORKPLACE	ALL EMPLOYEES		SURVEY RESPONDENTS											
	# in EMPLOYEE GROUP <sup>1</sup>	% OF WORKFORCE REPRESENTED	# RETURNED	% OF SURVEYS RETURNED	ANY QUESTION COMPLETED	ABORIGINAL PEOPLES COMPLETED	VISIBLE MINORITIES COMPLETED	PERSONS WITH DISABILITIES COMPLETED	SEXUAL MINORITY COMPLETED	COMPLETED	COMPLETED	COMPLETED	COMPLETED	COMPLETED
FACULTY <sup>2</sup>	255	35.12%	220	86.27%	219	217	217	219	162	85.88%	85.10%	85.88%	85.88%	63.53%
CLINICAL FACULTY <sup>3</sup>	83	11.43%	41	49.40%	41	41	41	41	**	49.40%	49.40%	49.40%	49.40%	1.20%
LIBRARIANS	17	2.34%	16	94.12%	15	14	15	15	13	88.24%	88.24%	88.24%	88.24%	76.47%
RESEARCH ASSOCIATES	28	3.86%	20	71.43%	20	20	20	20	13	71.43%	71.43%	71.43%	71.43%	46.43%
NON-UNIONIZED ADMINISTRATIVE STAFF	29	3.99%	27	93.10%	27	26	26	27	23	93.10%	89.66%	93.10%	93.10%	79.31%
USW	262	36.09%	236	90.08%	234	229	230	232	182	89.31%	87.79%	88.55%	88.55%	69.47%
LIBRARY WORKERS (CUPE 1230)	17	2.34%	17	100.00%	17	16	16	16	13	100.00%	94.12%	94.12%	94.12%	76.47%
SERVICE WORKERS (CUPE 3261)	22	3.03%	17	77.27%	17	17	17	17	10	77.27%	77.27%	77.27%	77.27%	45.45%
RESEARCH ASSOCIATES & OFFICERS (OPSEU, L. 578)	6	0.83%	4	66.67%	4	4	4	4	4	66.67%	66.67%	66.67%	66.67%	66.67%
ESL	**	0.14%	**	100.00%	**	**	**	**	**	100.00%	100.00%	100.00%	100.00%	0.00%
EARLY LEARNING CENTRE CUPE L2484	6	0.83%	4	66.67%	4	4	4	4	4	66.67%	66.67%	66.67%	66.67%	33.33%
<b>TOTALS:</b>	<b>726</b>	<b>100.00%</b>	<b>603</b>	<b>83.06%</b>	<b>599</b>	<b>589</b>	<b>591</b>	<b>596</b>	<b>423</b>	<b>82.51%</b>	<b>81.40%</b>	<b>82.09%</b>	<b>82.09%</b>	<b>58.26%</b>

<sup>1</sup>Total Population is based on the number of employees as of September 30, 2007.

<sup>2</sup>Faculty are defined as all appointed faculty (tenure-stream and non-tenure stream) except for clinical faculty.

<sup>3</sup>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.

**FACULTY (FULL-TIME) BY DESIGNATED GROUP WITHIN TYPE OF APPOINTMENT<sup>1</sup> AND RANK AND EXTERNAL AVAILABILITY DATA**

**Table 2(A)**  
**September 30, 2007 Data**

		UNIVERSITY OF TORONTO WORKFORCE												Survey Respondents																	
		All Employees						Aboriginal Peoples						Visible Minorities						Persons With Disabilities						Sexual Minority					
TYPE OF APPOINTMENT	RANK	Total#		% Men		% Women		Response of "Yes"		Response of "Yes"		Response of "Yes"		Response of "Yes"		Response of "Yes"		Response of "Yes"		Response of "Yes"		Response of "Yes"		Response of "Yes"							
		Men	Women	Men	Women	Men	Women	Men	Women	Men	Women	Men	Women	Men	Women	Men	Women	Men	Women	Men	Women	Men	Women	Men	Women						
Professoriate: Tenure/Tenure Stream:	Professors	830	648	78.1	182	21.9	753	0.0	**	**	**	8.6	65	55	10	2.1	16	13	**	**	3.3	25	16	9							
	Associate Professors	641	394	61.5	247	38.5	581	0.7	4	**	**	15.5	90	63	27	1.9	11	7	4	4.5	26	15	11								
	Assistant Professors	441	259	58.7	182	41.3	390	0.8	**	**	**	18.5	72	40	32	2.1	8	4	4	9.2	36	19	17								
	Asst Professor(Cond)	17	7	41.2	10	58.8	14	7.1	**	**	**	35.7	5	**	**	0.0	**	**	**	7.1	**	**	**								
	<b>Total</b>	<b>1929</b>	<b>1308</b>	<b>67.8</b>	<b>621</b>	<b>32.2</b>	<b>1738</b>	<b>0.5</b>	<b>8</b>	<b>4</b>	<b>4</b>	<b>13.3</b>	<b>232</b>	<b>160</b>	<b>72</b>	<b>2.0</b>	<b>35</b>	<b>24</b>	<b>11</b>	<b>5.1</b>	<b>88</b>	<b>50</b>	<b>38</b>								
Professoriate: Clinical: (Non-TS in Medicine)	Professors	117	93	79.5	24	20.5	83	0.0	**	**	**	13.3	11	10	**	1.2	**	**	**	0.0	**	**	**								
	Associate Professors	114	79	69.3	35	30.7	87	0.0	**	**	**	14.9	13	10	**	2.3	**	**	**	1.1	**	**	**								
	Assistant Professors	54	31	57.4	23	42.6	30	0.0	**	**	**	20.0	6	4	**	3.3	**	**	**	0.0	**	**	**								
	Asst Professor(Cond)	**	**	50.0	**	50.0	**	0.0	**	**	**	0.0	**	**	**	0.0	**	**	**	0.0	**	**	**								
	<b>Total</b>	<b>287</b>	<b>204</b>	<b>71.1</b>	<b>83</b>	<b>28.9</b>	<b>201</b>	<b>0.0</b>	<b>**</b>	<b>**</b>	<b>**</b>	<b>14.9</b>	<b>30</b>	<b>24</b>	<b>6</b>	<b>2.0</b>	<b>4</b>	<b>**</b>	<b>**</b>	<b>0.5</b>	<b>**</b>	<b>**</b>	<b>**</b>								
Professoriate: Non-TS CLTA/Other:	Professors	28	22	78.6	6	21.4	23	0.0	**	**	**	8.7	**	**	**	0.0	**	**	**	4.3	**	**	**								
	Associate Professors	27	17	63.0	10	37.0	25	0.0	**	**	**	4.0	**	**	**	4.0	**	**	**	4.0	**	**	**								
	Assistant Professors	98	53	54.1	45	45.9	69	1.4	**	**	**	13.0	9	5	4	2.9	**	**	**	8.7	6	**	**								
	Asst Professor(Cond)	12	6	50.0	6	50.0	7	0.0	**	**	**	28.6	**	**	**	0.0	**	**	**	14.3	**	**	**								
	<b>Total</b>	<b>165</b>	<b>98</b>	<b>59.4</b>	<b>67</b>	<b>40.6</b>	<b>124</b>	<b>0.8</b>	<b>**</b>	<b>**</b>	<b>**</b>	<b>11.3</b>	<b>14</b>	<b>10</b>	<b>4</b>	<b>2.4</b>	<b>**</b>	<b>**</b>	<b>**</b>	<b>7.3</b>	<b>9</b>	<b>5</b>	<b>4</b>								
Other Academics <sup>4</sup>	Senior Tutors/Lecturers	144	76	52.8	68	47.2	130	0.8	**	**	**	14.6	19	13	6	2.3	**	**	**	6.9	9	7	**								
	Tutors/Lecturers	120	48	40.0	72	60.0	104	1.0	**	**	**	26.0	27	8	19	4.8	5	**	**	1.9	**	**	**								
	Instructors/Lecturers	31	11	35.5	20	64.5	17	0.0	**	**	**	5.9	**	**	**	0.0	**	**	**	0.0	**	**	**								
<b>Total</b>	<b>295</b>	<b>135</b>	<b>45.8</b>	<b>160</b>	<b>54.2</b>	<b>251</b>	<b>0.8</b>	<b>**</b>	<b>**</b>	<b>**</b>	<b>18.7</b>	<b>47</b>	<b>22</b>	<b>25</b>	<b>3.2</b>	<b>8</b>	<b>5</b>	<b>**</b>	<b>4.4</b>	<b>11</b>	<b>8</b>	<b>**</b>									
<b>EEOG-NOC</b>	<b>EXTERNAL AVAILABILITY STATISTICS:</b>	<b>2676</b>	<b>1745</b>	<b>65.2</b>	<b>931</b>	<b>34.8</b>	<b>2314</b>	<b>0.5</b>	<b>11</b>	<b>6</b>	<b>5</b>	<b>14.0</b>	<b>323</b>	<b>216</b>	<b>107</b>	<b>2.2</b>	<b>50</b>	<b>33</b>	<b>17</b>	<b>4.7</b>	<b>109</b>	<b>64</b>	<b>45</b>								
03-4121	University Professors			63.8		36.2		0.7				13.3				4.1															

2001 census

<sup>1</sup> Academic administrators are included in the tenure stream group according to their rank.

<sup>3</sup> Based on number of surveys completed.

<sup>4</sup> Includes Teaching Stream staff.

Table 2(B)

FACULTY (PART-TIME) BY DESIGNATED GROUP WITHIN  
JOB CATEGORY<sup>1</sup> AND RANK AND EXTERNAL AVAILABILITY DATA

September 30, 2007 Data

		UNIVERSITY OF TORONTO WORKFORCE																					
		All Employees						Survey Respondents															
JOB CATEGORY	RANK	#			%			Total Completed	Aboriginal Peoples Response of "Yes"			Visible Minorities Response of "Yes"			Persons With Disabilities Response of "Yes"			Sexual Minority Response of "Yes"					
		Total	Men	Women	Men	Women	% <sup>3</sup>		Total	Men	Women	Total	Men	Women	Total	Men	Women	Total	Men	Women			
Professoriate: Tenure/Tenure Stream:	Professors	33	27	81.8	6	18.2	28	0.0	**	**	**	3.6	**	**	**	0.0	**	**	**	0.0	**	**	
	Associate Professors	15	6	40.0	9	60.0	15	0.0	**	**	**	13.3	**	**	**	0.0	**	**	**	6.7	**	**	
	Assistant Professors	**	**	50.0	**	50.0	**	0.0	**	**	**	0.0	**	**	**	0.0	**	**	**	0.0	**	**	
	<b>Total</b>	<b>50</b>	<b>34</b>	<b>68.0</b>	<b>16</b>	<b>32.0</b>	<b>45</b>	<b>0.0</b>	<b>**</b>	<b>**</b>	<b>**</b>	<b>6.7</b>	<b>**</b>	<b>**</b>	<b>**</b>	<b>0.0</b>	<b>**</b>	<b>**</b>	<b>**</b>	<b>2.2</b>	<b>**</b>	<b>**</b>	
Professoriate: Clinical: (Non-TS in Medicine)	Professors	33	30	90.9	**	9.1	18	5.6	**	**	**	11.1	**	**	**	11.1	**	**	**	0.0	**	**	
	Associate Professors	25	19	76.0	6	24.0	14	7.1	**	**	**	7.1	**	**	**	7.1	**	**	**	0.0	**	**	
	Assistant Professors	25	14	56.0	11	44.0	9	0.0	**	**	**	22.2	**	**	**	0.0	**	**	**	0.0	**	**	
	Asst Professor(Cond)	**	**	0.0	**	0.0	**	0.0	**	**	**	0.0	**	**	**	0.0	**	**	**	0.0	**	**	
	<b>Total</b>	<b>83</b>	<b>63</b>	<b>75.9</b>	<b>20</b>	<b>24.1</b>	<b>41</b>	<b>4.9</b>	<b>**</b>	<b>**</b>	<b>**</b>	<b>12.2</b>	<b>5</b>	<b>**</b>	<b>**</b>	<b>7.3</b>	<b>**</b>	<b>**</b>	<b>**</b>	<b>0.0</b>	<b>**</b>	<b>**</b>	
Professoriate: Non-TS/CLTA/Other:	Professors	11	8	72.7	**	27.3	9	0.0	**	**	**	11.1	**	**	**	0.0	**	**	**	0.0	**	**	
	Associate Professors	31	21	67.7	10	32.3	29	0.0	**	**	**	27.6	8	4	4	0.0	**	**	**	0.0	**	**	
	Assistant Professors	56	20	35.7	36	64.3	49	0.0	**	**	**	12.2	6	**	4	0.0	**	**	**	4.1	**	**	
	Asst Professor(Cond)	4	**	75.0	**	25.0	**	0.0	**	**	**	0.0	**	**	**	0.0	**	**	**	0.0	**	**	
	<b>Total</b>	<b>102</b>	<b>52</b>	<b>51.0</b>	<b>50</b>	<b>49.0</b>	<b>90</b>	<b>0.0</b>	<b>**</b>	<b>**</b>	<b>**</b>	<b>16.7</b>	<b>15</b>	<b>6</b>	<b>9</b>	<b>0.0</b>	<b>**</b>	<b>**</b>	<b>**</b>	<b>2.2</b>	<b>**</b>	<b>**</b>	
Other Academics <sup>4</sup>	Senior Tutors/Lecturers	12	5	41.7	7	58.3	11	0.0	**	**	**	0.0	**	**	**	0.0	**	**	**	9.1	**	**	
	Tutors/Lecturers	84	31	36.9	53	63.1	70	0.0	**	**	**	14.3	10	**	8	1.4	**	**	**	2.9	**	**	
	Instructors/Lecturers	7	**	28.6	5	71.4	**	0.0	**	**	**	0.0	**	**	**	0.0	**	**	**	0.0	**	**	
	<b>Total</b>	<b>103</b>	<b>38</b>	<b>36.9</b>	<b>65</b>	<b>63.1</b>	<b>84</b>	<b>0.0</b>	<b>**</b>	<b>**</b>	<b>**</b>	<b>11.9</b>	<b>10</b>	<b>**</b>	<b>8</b>	<b>1.2</b>	<b>**</b>	<b>**</b>	<b>**</b>	<b>3.6</b>	<b>**</b>	<b>**</b>	
<b>Totals: All Faculty:</b>		<b>338</b>	<b>187</b>	<b>55.3</b>	<b>151</b>	<b>44.7</b>	<b>260</b>	<b>0.8</b>	<b>**</b>	<b>**</b>	<b>**</b>	<b>12.7</b>	<b>33</b>	<b>11</b>	<b>22</b>	<b>1.5</b>	<b>4</b>	<b>**</b>	<b>**</b>	<b>2.3</b>	<b>6</b>	<b>**</b>	
EEOG-NOC EXTERNAL AVAILABILITY STATISTICS:				63.8		36.2		0.7				13.3		4.1									

<sup>1</sup> Academic administrators are included in the tenure stream group according to their rank.

<sup>3</sup> Based on number of surveys completed.

<sup>4</sup> Includes Teaching Stream staff.



Table 2.1(A)

September 30, 2007 Data

**FACULTY (FULL-TIME) BY DESIGNATED GROUP WITHIN TYPE OF  
APPOINTMENT<sup>1</sup> AND SGS DIVISION**

JOB CATEGORY		UNIVERSITY OF TORONTO WORKFORCE																								
		All Employees										Survey Respondents														
		SGS DIVISION					Aboriginal Peoples					Visible Minorities				Persons With Disabilities				Sexual Minority						
		Total#	Men	Women	%	%	Total	Comp- leted	% <sup>3</sup>	Men	Women	Total	% <sup>3</sup>	Men	Women	Total	% <sup>3</sup>	Men	Women	Total	% <sup>3</sup>	Men	Women	Total		
Professoriate: Tenure/Tenure Stream:	I: HUMANITIES	402	244	60.7	158	39.3	373	0.5	**	**	**	373	0.5	**	**	**	373	0.5	**	**	**	373	0.5	**	**	**
	II: SOCIAL SCIENCE	624	387	62.0	237	38.0	555	1.1	6	**	4	555	1.1	6	**	4	555	1.1	6	**	4	555	1.1	6	**	4
	III: SCIENCE	437	383	87.6	54	12.4	393	0.0	**	**	**	393	0.0	**	**	**	393	0.0	**	**	**	393	0.0	**	**	**
	IV: LIFE SCIENCE	451	288	63.9	163	36.1	404	0.0	**	**	**	404	0.0	**	**	**	404	0.0	**	**	**	404	0.0	**	**	**
	<b>Total</b>	<b>1914</b>	<b>1302</b>	<b>68.0</b>	<b>612</b>	<b>32.0</b>	<b>1725</b>	<b>0.5</b>	<b>8</b>	<b>4</b>	<b>4</b>	<b>1725</b>	<b>0.5</b>	<b>8</b>	<b>4</b>	<b>4</b>	<b>1725</b>	<b>0.5</b>	<b>8</b>	<b>4</b>	<b>4</b>	<b>1725</b>	<b>0.5</b>	<b>8</b>	<b>4</b>	<b>4</b>
Professoriate: Clinical (Non-TS Med): Professoriate: Non-TS CLTA/Other: <sup>2</sup>	I: HUMANITIES	287	204	71.1	83	28.9	201	0.0	**	**	**	201	0.0	**	**	**	201	0.0	**	**	**	201	0.0	**	**	**
	II: SOCIAL SCIENCE	45	29	64.4	16	35.6	36	0.0	**	**	**	36	0.0	**	**	**	36	0.0	**	**	**	36	0.0	**	**	**
	III: SCIENCE	35	17	48.6	18	51.4	25	4.0	**	**	**	25	4.0	**	**	**	25	4.0	**	**	**	25	4.0	**	**	**
	IV: LIFE SCIENCE	57	30	52.6	27	47.4	39	0.0	**	**	**	39	0.0	**	**	**	39	0.0	**	**	**	39	0.0	**	**	**
	<b>Total</b>	<b>159</b>	<b>96</b>	<b>60.4</b>	<b>63</b>	<b>39.6</b>	<b>121</b>	<b>0.8</b>	<b>**</b>	<b>**</b>	<b>**</b>	<b>121</b>	<b>0.8</b>	<b>**</b>	<b>**</b>	<b>**</b>	<b>121</b>	<b>0.8</b>	<b>**</b>	<b>**</b>	<b>**</b>	<b>121</b>	<b>0.8</b>	<b>**</b>	<b>**</b>	<b>**</b>
Other Academics <sup>4</sup>	I: HUMANITIES	62	30	48.4	32	51.6	53	1.9	**	**	**	53	1.9	**	**	**	53	1.9	**	**	**	53	1.9	**	**	**
	II: SOCIAL SCIENCE	69	32	46.4	37	53.6	57	1.8	**	**	**	57	1.8	**	**	**	57	1.8	**	**	**	57	1.8	**	**	**
	III: SCIENCE	74	47	63.5	27	36.5	72	0.0	**	**	**	72	0.0	**	**	**	72	0.0	**	**	**	72	0.0	**	**	**
	IV: LIFE SCIENCE	60	20	33.3	40	66.7	53	0.0	**	**	**	53	0.0	**	**	**	53	0.0	**	**	**	53	0.0	**	**	**
	<b>Total</b>	<b>265</b>	<b>129</b>	<b>48.7</b>	<b>136</b>	<b>51.3</b>	<b>235</b>	<b>0.9</b>	<b>**</b>	<b>**</b>	<b>**</b>	<b>235</b>	<b>0.9</b>	<b>**</b>	<b>**</b>	<b>**</b>	<b>235</b>	<b>0.9</b>	<b>**</b>	<b>**</b>	<b>**</b>	<b>235</b>	<b>0.9</b>	<b>**</b>	<b>**</b>	<b>**</b>
<b>Totals: All Faculty<sup>2</sup></b>	I: HUMANITIES	509	303	59.5	206	40.5	462	0.6	**	**	**	462	0.6	**	**	**	462	0.6	**	**	**	462	0.6	**	**	**
	II: SOCIAL SCIENCE	728	436	59.9	292	40.1	637	1.3	8	**	5	637	1.3	8	**	5	637	1.3	8	**	5	637	1.3	8	**	5
	III: SCIENCE	533	450	84.4	83	15.6	486	0.0	**	**	**	486	0.0	**	**	**	486	0.0	**	**	**	486	0.0	**	**	**
	IV: LIFE SCIENCE	855	542	63.4	313	36.6	697	0.0	**	**	**	697	0.0	**	**	**	697	0.0	**	**	**	697	0.0	**	**	**
	<b>Total</b>	<b>2625</b>	<b>1731</b>	<b>65.9</b>	<b>894</b>	<b>34.1</b>	<b>2282</b>	<b>0.5</b>	<b>11</b>	<b>6</b>	<b>5</b>	<b>2282</b>	<b>0.5</b>	<b>11</b>	<b>6</b>	<b>5</b>	<b>2282</b>	<b>0.5</b>	<b>11</b>	<b>6</b>	<b>5</b>	<b>2282</b>	<b>0.5</b>	<b>11</b>	<b>6</b>	<b>5</b>
	<b>Total</b>	<b>1731</b>	<b>894</b>	<b>51.6</b>	<b>837</b>	<b>48.4</b>	<b>1434</b>	<b>0.5</b>	<b>11</b>	<b>6</b>	<b>5</b>	<b>1434</b>	<b>0.5</b>	<b>11</b>	<b>6</b>	<b>5</b>	<b>1434</b>	<b>0.5</b>	<b>11</b>	<b>6</b>	<b>5</b>	<b>1434</b>	<b>0.5</b>	<b>11</b>	<b>6</b>	<b>5</b>

<sup>1</sup> Academic administrators are included in the tenure stream group according to their division.<sup>2</sup> Of 2676 Full-Time Faculty represented in Table 2(A), 51 are uncategorized in terms of SGS Divisions.<sup>3</sup> Based on number of surveys completed<sup>4</sup> Includes Teaching Stream staff.



**Table 3**  
**September 30, 2007 Data**  
**OFFICERS AND ACADEMIC ADMINISTRATORS (FULL-TIME AND PART-TIME<sup>1</sup>) BY DESIGNATED GROUP AND EXTERNAL AVAILABILITY DATA**

JOB CATEGORY	UNIVERSITY OF TORONTO WORKFORCE																						
	All Employees							Survey Respondents															
	Total#	#		% Men		% Women		Total Completed	Aboriginal Peoples			Visible Minorities			Persons With Disabilities			Sexual Minority					
		Men	Women	Men	Women	Men	Women		% <sup>2</sup>	#	Men	Women	Total	% <sup>2</sup>	#	Men	Women	Total	% <sup>2</sup>	#	Men	Women	Total
President, Vice President, Deputy/Vice Provost	13	8	61.5	5	38.5	13	0.0	**	**	15.4	**	**	0.0	**	**	**	0.0	**	**	**	**	**	**
Principals & Deans	25	16	64.0	9	36.0	25	0.0	**	**	4.0	**	**	4.0	**	**	**	4.0	**	**	**	**	**	**
Academic Directors & Chairs, & Associate Deans	148	99	66.9	49	33.1	137	0.0	**	**	7.3	10	8	0.0	**	**	**	0.0	**	**	**	**	**	**
<b>Totals:</b>	186	123	66.1	63	33.9	175	0.0	**	**	7.4	13	10	0.6	**	**	**	0.6	**	**	**	**	**	**
EEOG-NOC EXTERNAL AVAILABILITY STATISTICS:																							
01-0014 Senior Mgrs-Health, Educ, Social & Community Svcs & Membership Orgs								3.0				6.0				*2.1							
02-0312 Administrators in Post-Secondary Education & Vocational Training								1.6				8.8				2.5							

<sup>1</sup> All but one are Full-Time.

<sup>2</sup> Based on number of surveys completed.

**Table 4**  
**September 30, 2007 Data**  
**PROFESSIONAL LIBRARIANS BY DESIGNATED GROUP AND EXTERNAL AVAILABILITY DATA**

JOB CATEGORY	UNIVERSITY OF TORONTO WORKFORCE																						
	All Employees							Survey Respondents															
	Total#	#		% Men		% Women		Total Completed	Aboriginal Peoples			Visible Minorities			Persons With Disabilities			Sexual Minority					
		Men	Women	Men	Women	Men	Women		% <sup>1</sup>	#	Men	Women	Total	% <sup>1</sup>	#	Men	Women	Total	% <sup>1</sup>	#	Men	Women	Total
Professional Librarians	128	41	32.0	87	68.0	123	0.0	**	**	11.4	14	5	9	1.6	**	**	**	8.1	10	8	**	**	**
Full-Time	17	**	17.6	14	82.4	15	0.0	**	**	13.3	**	**	**	6.7	**	**	**	6.7	**	**	**	**	**
Part-Time	145	44	30.3	101	69.7	138	0.0	**	**	11.6	16	5	11	2.2	**	**	**	8.0	11	8	**	**	**
<b>TOTAL</b>																							
EEOG-NOC EXTERNAL AVAILABILITY STATISTICS:																							
03-5111 Librarians								1.5				9.4				4.1							

**Table 5** September 30, 2007 Data

**RESEARCH ASSOCIATES  
BY DESIGNATED GROUP AND EXTERNAL AVAILABILITY DATA**

JOB CATEGORY		UNIVERSITY OF TORONTO WORKFORCE																									
		All Employees										Survey Respondents															
		Total#	#		% Men		% Women		Total Completed	Aboriginal Peoples			Visible Minorities			Persons With Disabilities			Sexual Minority								
			Men	Women	Men	Women	Men	Women		Men	Women	Men	Women	Men	Women	Men	Women	Men	Women	Total	% <sup>1</sup>	Men	Women	Total	% <sup>1</sup>	Men	Women
<b>Research Associates</b>	260	173	66.5	87	33.5	216	0.0	**	**	36.6	79	55	24	0.0	**	**	**	**	**	**	**	**	2.3	5	4	**	
Full-Time	28	15	53.6	13	46.4	20	0.0	**	**	20.0	4	4	**	5.0	**	**	**	**	**	**	**	0.0	**	**	**	**	
Part-Time	288	188	65.3	100	34.7	236	0.0	**	**	35.2	83	59	24	0.4	**	**	**	**	**	**	**	2.1	5	4	**		
TOTAL																											
EEOG-NOC EXTERNAL AVAILABILITY STATISTICS:																											
03-4122 Post-Secondary Teaching and Research Assistants		47.8			52.2		1.0							25.9									4.1				

<sup>1</sup> Based on a number of surveys completed

**Table 7.1(A)**  
**September 30, 2007 Data**  
**ADMINISTRATIVE STAFF: (FULL-TIME) NON-UNIONIZED**  
**BY DESIGNATED GROUP AND EXTERNAL AVAILABILITY DATA**

EMPLOYMENT EQUITY EEOG OCCUPATIONAL GROUP	UNIVERSITY OF TORONTO WORKFORCE										EXTERNAL AVAILABILITY STATISTICS																				
	All Employees					Survey Respondents					Population Aged 15+ Who Worked in 2000 or 2001 (Age 15-64, 1996-2001 for PWD) Canada (EEOG 01-03) / Toronto (04-13)					Population Aged 15+ Who Worked in 2000 or 2001 (Age 15-64, 1996-2001 for PWD) Canada (EEOG 01-03) / Toronto (04-13)															
	#		% Men		% Women		Total Com- pleted	Aboriginal Peoples			Visible Minorities			Persons With Disabilities			Sexual Minority			Aboriginal Peoples			Visible Minorities			Persons With Disabilities					
	Total#	Men	Women	%	#	Men		Women	%	Men	Women	Total	%	Men	Women	Total	%	Men	Women	Total	%	Men	Women	Total	%	Men	Women	Total	%	Men	Women
01 Senior Managers	13	8	61.5	5	38.5	11	0.0	**	**	**	9.1	**	**	**	0.0	**	**	**	18.2	**	**	**	1.2	**	**	**	8.8	**	**	**	*2.1
02 Middle and Other Managers	360	177	49.2	183	50.8	328	0.3	**	**	**	17.1	56	31	25	4.3	14	10	4	10.1	33	22	11	59.3	40.8	12.4	12.4	1.4	1.4	1.2	2.5	
03 Professionals (Skill Level A)	183	82	44.8	101	55.2	173	1.2	**	**	**	28.3	49	19	30	3.5	6	4	**	7.5	13	10	**	50.7	49.3	16.4	16.4	1.2	1.2	4.1		
04 Semi-Pro & Tech (Skill Level B)	13	7	53.8	6	46.2	13	0.0	**	**	**	15.4	**	**	**	7.7	**	**	**	7.7	**	**	**	48.1	51.9	35.1	35.1	0.8	0.8	3.9		
05 Super. Cler/Sale/Serv (Skill B)	23	10	43.5	13	56.5	22	0.0	**	**	**	18.2	4	**	**	0.0	**	**	**	7.7	**	**	**	44.0	56.0	31.3	31.3	0.4	0.4	*2.0		
06 Super. Man/Pro/Trad-Prim Ind (Skill B)	7	7	100.0	**	0.0	7	14.3	**	**	**	14.3	**	**	**	0.0	**	**	**	0.0	**	**	**	86.0	14.0	23.0	23.0	0.4	0.4	*4.2		
07 Admin & Sennr Cler (Skill Level B)	224	37	16.5	187	83.5	213	0.5	**	**	**	23.0	49	12	37	2.3	5	**	**	2.8	6	**	**	16.5	83.5	24.9	24.9	0.4	0.4	4.0		
08 Sales and Service (Skill Level B)	11	11	100.0	**	0.0	10	0.0	**	**	**	30.0	**	**	**	10.0	**	**	**	0.0	**	**	**	84.5	15.5	31.0	31.0	0.8	0.8	4.2		
09 Skilled Crafts & Trades (Skill Level B)	**	**	100.0	**	0.0	**	0.0	**	**	**	0.0	**	**	**	0.0	**	**	**	0.0	**	**	**	89.7	10.3	50.0	50.0	0.5	0.5	4.2		
10 Clerical Workers (Skill Level C)	38	**	5.3	36	94.7	36	0.0	**	**	**	33.3	12	**	11	5.6	**	**	**	2.8	**	**	**	14.5	85.5	34.9	34.9	0.4	0.4	4.4		
13 Sales and Service (Skill Level D)	**	**	0.0	**	100.0	**	0.0	**	**	**	0.0	**	**	**	0.0	**	**	**	0.0	**	**	**	79.4	20.6	45.8	45.8	0.4	0.4	4.9		
ALL TOTALS	874	342	39.1	532	60.9	815	0.6	**	**	**	21.7	177	70	107	3.6	29	17	12	6.9	56	37	19									

**Table 7.1 (B)**  
**ADMINISTRATIVE STAFF (PART-TIME): NON-UNIONIZED**  
**BY DESIGNATED GROUP AND EXTERNAL AVAILABILITY DATA**

EMPLOYMENT EQUITY EEOG OCCUPATIONAL GROUP	UNIVERSITY OF TORONTO WORKFORCE										EXTERNAL AVAILABILITY STATISTICS																			
	All Employees					Survey Respondents					Population Aged 15+ Who Worked in 2000 or 2001 (Age 15-64, 1996-2001 for PWD) Canada (EEOG 01-03) / Toronto (04-13)					Population Aged 15+ Who Worked in 2000 or 2001 (Age 15-64, 1996-2001 for PWD) Canada (EEOG 01-03) / Toronto (04-13)														
	#		% Men		% Women		Total Com- pleted	Aboriginal Peoples			Visible Minorities			Persons With Disabilities			Sexual Minority			Aboriginal Peoples			Visible Minorities			Persons With Disabilities				
	Total#	Men	Women	%	#	Men		Women	%	Men	Women	Total	%	Men	Women	Total	%	Men	Women	Total	%	Men	Women	Total	%	Men	Women	Total	%	Men
01 Senior Managers	8	**	0.0	8	100.0	7	0.0	**	**	**	0.0	**	**	**	0.0	**	**	**	0.0	**	**	**	1.4	**	**	12.4	12.4	1.4	1.4	2.5
02 Middle and Other Managers	14	**	21.4	11	78.6	13	0.0	**	**	**	23.1	**	**	**	0.0	**	**	**	0.0	**	**	**	59.3	40.8	16.4	16.4	1.2	1.2	4.1	
03 Professionals (Skill Level A)	**	**	0.0	**	100.0	5	0.0	**	**	**	0.0	**	**	**	0.0	**	**	**	0.0	**	**	**	48.1	51.9	35.1	35.1	0.8	0.8	3.9	
04 Semi-Pro & Tech (Skill Level B)	5	**	20.0	4	80.0	5	0.0	**	**	**	0.0	**	**	**	0.0	**	**	**	0.0	**	**	**	16.5	83.5	24.9	24.9	0.4	0.4	4.0	
07 Admin & Sennr Cler (Skill Level B)	**	**	0.0	**	100.0	**	0.0	**	**	**	0.0	**	**	**	0.0	**	**	**	0.0	**	**	**	14.5	85.5	34.9	34.9	0.4	0.4	4.4	
10 Clerical Workers (Skill Level C)	29	4	13.8	25	86.2	27	0.0	**	**	**	11.1	**	**	**	0.0	**	**	**	0.0	**	**	**								

\*Based on a number of surveys completed

**ADMINISTRATIVE STAFF: UNIONIZED (FULL-TIME)  
BY DESIGNATED GROUP AND EXTERNAL AVAILABILITY DATA**

**Table 8**

September 30, 2007 Data

EEOG OCCUPATIONAL GROUP	UNIVERSITY OF TORONTO WORKFORCE												EXTERNAL AVAILABILITY STATISTICS															
	All Employees						Survey Respondents						Population Aged 15+ Who Worked in 2000 or 2001 (Age 15-64 Worked Anytime in 1996-2001 for PWD) Canada (EEOG 01-03) / Toronto (04-13)															
	Total			Aboriginal Peoples			Visible Minorities			Persons With Disabilities			Sexual Minority			Aboriginal Peoples			Visible Minorities			Persons With Disabilities						
	#	%	#	Men	Women	%	Men	Women	%	Men	Women	%	Total	Men	Women	Total	Men	Women	%	%	%	Total	Men	Women	%	%	%	
02 Middle and Other Managers	49	25	51.0	24	49.0	43	0.0	**	**	**	2.3	**	**	**	5	4	**	11.6	1.4	13.1	61.9	38.1	1.4	13.1	61.9	38.1	2.5	
03 Professionals (Skill Level A)	557	289	48.3	268	51.7	510	1.0	5	**	**	2.2	11	4	7	26	16	10	5.1	1.6	16.0	46.1	53.9	1.6	16.0	46.1	53.9	4.1	
04 Semi-Pro & Tech (Skill Level B)	798	394	49.4	404	50.6	711	0.7	5	**	**	3.7	26	15	11	20	15	5	2.8	0.5	34.0	51.1	48.9	0.5	34.0	51.1	48.9	3.9	
05 Super: Cler/Sale/Serv (Skill B)	85	42	49.4	43	50.6	85	2.4	**	**	**	7.1	6	5	**	6	5	**	7.1	0.5	33.3	45.0	55.0	0.5	33.3	45.0	55.0	*2.0	
06 Super: Man/Pro/Trad-Prim Ind (Skill B)	20	20	100.0	**	**	17	0.0	**	**	**	5.9	**	**	**	**	**	**	0.0	0.3	19.4	88.9	11.1	0.3	19.4	88.9	11.1	*4.2	
07 Admin & Senn Cler (Skill Level B)	804	123	15.3	681	84.7	758	1.1	8	**	7	33.5	254	44	210	4.4	33	17	16	4.4	0.4	25.8	16.3	0.4	25.8	16.3	4.0		
08 Sales and Service (Skill Level B)	75	48	64.0	27	36.0	66	1.5	**	**	**	6.1	4	**	4	4	**	4	6.1	0.4	37.9	71.7	28.3	0.4	37.9	71.7	28.3	4.2	
09 Skilled Crafts & Trades (Skill Level B)	177	174	98.3	**	1.7	162	0.6	**	**	**	4.9	8	8	**	6	5	**	3.7	0.4	25.8	95.4	4.6	0.4	25.8	95.4	4.6	4.2	
10 Clerical Workers (Skill Level C)	999	210	21.0	789	79.0	941	1.1	10	**	8	35.7	336	66	270	4.3	40	5	35	4.9	0.5	38.0	29.2	70.8	0.5	38.0	29.2	70.8	4.4
11 Sales and Service (Skill Level C)	106	33	31.1	73	68.9	92	3.3	**	**	**	6.5	6	**	**	3.3	**	**	3.3	0.5	32.1	41.0	59.0	0.5	32.1	41.0	59.0	4.6	
12 Semi-skilled Manual Workers (Skill C)	11	11	100.0	**	0.0	11	0.0	**	**	**	0.0	**	**	**	0.0	**	**	0.0	0.7	31.5	89.1	10.9	0.7	31.5	89.1	10.9	5.3	
13 Sales and Service (Skill Level D)	472	250	53.0	222	47.0	433	3.0	13	8	5	26.8	116	66	50	2.5	11	8	**	2.1	0.5	54.3	45.7	54.3	0.5	54.3	45.7	4.9	
14 Other Manual Workers (Skill Level D)	13	10	76.9	**	23.1	12	0.0	**	**	**	0.0	**	**	**	8.3	**	**	8.3	1.0	15.0	88.1	11.9	1.0	15.0	88.1	11.9	6.0	
ALL TOTALS	4166	1609	38.6	2557	61.4	3841	1.2	48	22	26	32.6	1254	471	783	3.5	134	80	80	4.1	159	92	67	67	159	92	67	6.0	

\* Based on a number of surveys completed

**Table 8.1 ADMINISTRATIVE STAFF: UNIONIZED (PART-TIME) BY DESIGNATED GROUP AND EXTERNAL AVAILABILITY DATA**

EMPLOYMENT EQUITY EEOG OCCUPATIONAL GROUP	UNIVERSITY OF TORONTO WORKFORCE Survey Respondents										EXTERNAL AVAILABILITY STATISTICS Population Aged 15+ Who Worked in 2000 or 2001 (Age 15-64 Worked Anytime In 1996-2001 for PWD) Canada (EEOG 01-03) / Toronto (04-13)														
	All Employees					Aboriginal Peoples					Visible Minorities					Persons With Disabilities					Sexual Minority				
	Total#		#		%	Response of "Yes"		Response of "Yes"		Response of "Yes"		Response of "Yes"		Response of "Yes"		Response of "Yes"		Response of "Yes"		Response of "Yes"		Response of "Yes"		Response of "Yes"	
	Men	Women	Men	Women	%	Men	Women	Men	Women	Men	Women	Men	Women	Men	Women	Men	Women	Men	Women	Men	Women	Men	Women	Men	Women
02 Middle and Other Managers	4	**	0.0	4	100.0	0.0	**	**	25.0	**	**	**	**	0.0	**	**	**	**	0.0	**	**	**	**	**	**
03 Professionals (Skill Level A)	73	12	16.4	61	83.6	1.5	**	**	21.2	14	4	10	4.5	**	**	**	**	3.0	**	**	**	**	**	**	**
04 Semi-Pro & Tech (Skill Level B)	42	**	31.0	29	69.0	0.0	**	**	23.7	9	**	6	5.3	**	**	**	**	2.6	**	**	**	**	**	**	**
05 Super. Cler/Sale/Serv (Skill B)	**	**	0.0	**	100.0	0.0	**	**	33.3	**	**	**	0.0	**	**	**	**	0.0	**	**	**	**	**	**	**
07 Admin & Sentr Cler (Skill Level B)	65	6	9.2	59	90.8	0.0	**	**	22.4	13	**	12	8.6	5	**	5	**	5.2	**	**	**	**	**	**	**
10 Clerical Workers (Skill Level C)	97	22	22.7	75	77.3	0.0	**	**	10.7	9	**	8	2.4	**	**	4	**	4.8	**	**	**	**	**	**	**
11 Sales and Service (Skill Level C)	7	**	0.0	7	100.0	0.0	**	**	33.3	**	**	**	0.0	**	**	**	**	0.0	**	**	**	**	**	**	**
12 Semi-skilled Manual Workers (Skill C)	**	**	100.0	**	0.0	0.0	**	**	0.0	**	**	**	0.0	**	**	**	**	0.0	**	**	**	**	**	**	**
13 Sales and Service (Skill Level D)	21	15	71.4	6	28.6	6.3	**	**	25.0	4	**	**	0.0	**	**	**	**	0.0	**	**	**	**	**	**	**
ALL TOTALS	313	69	22.0	244	78.0	0.7	**	**	19.2	53	12	41	4.3	**	**	**	**	3.6	**	**	**	**	**	**	**

<sup>1</sup> Based on a number of surveys completed

**Table 9(A) TRAINING (MAJOR TRAINING TOPIC) FOR ADMINISTRATIVE STAFF: NON-UNION AND UNION (FULL-TIME) BY STAFF CATEGORY AND DESIGNATED GROUP**

Sept 30, 2007 Data

Staff Category	Type of Seminar	All Employees											
		Total # of Participant Days for Workforce <sup>3</sup>	%Wkforce	Women %Days	# of Participant Days for Staff Who Completed Surveys	Aboriginal Peoples %Wkforce	%Days	Visible Minorities %Wkforce	%Days	Persons with Disabilities %Wkforce	%Days	Sexual Minority %Wkforce	%Days
Admin, Non-union <sup>1</sup> :	Staff Development	53	76.2		48	2.1	22.1	5.3	3.2				
	Computer Skills	125	70.3		121	0.8	33.1	2.5	8.3				
	Admin Mgmt Systems	246	79.0		230	0.0	44.2	2.6	4.4				
	Mgmt Development	508	72.2		480	0.4	22.2	3.4	5.4				
	Career & Life Planning	102	80.4		96	1.0	21.5	3.1	4.7				
	Env Health & Safety	51	54.5		49	0.0	25.8	5.2	3.1				
	<b>TOTAL</b>		1083	60.9	73.7	1022	0.6	21.7	3.6	6.9	3.3	6.9	5.2
	<b>AVG DAYS</b>	1.24	1.50		1.00	1.65		1.16			0.96		
USW	Staff Development	195	87.9		185	1.4	38.2	5.1	3.8				
	Computer Skills	638	83.7		570	0.5	38.7	2.3	6.8				
	Admin Mgmt Systems	563	87.3		521	2.4	47.1	2.7	5.8				
	Mgmt Development	277	80.7		263	1.9	35.2	2.9	7.4				
	Career & Life Planning	247	88.5		236	0.2	39.4	5.1	4.7				
	Env Health & Safety	148	69.2		141	1.8	30.5	3.5	5.0				
	<b>TOTAL</b>		2067	68.6	84.2	1916	1.0	33.9	3.3	3.2	3.2	0.0	5.9
	<b>AVG DAYS</b>	0.66	0.82		0.87	0.78		0.64			113.00		
Administrative, Unionized	Staff Development	14	25.9		12	0.0	0.0	29.2	12.5				
	Computer Skills	46	21.7		45	0.0	22.5	1.1	0.0				
	Admin Mgmt Systems	**	50.0	**		0.0	100.0	0.0	0.0				
	Mgmt Development	15	16.7		12	0.0	0.0	21.7	0.0				
	Career & Life Planning	6	63.6		5	0.0	40.0	20.0	0.0				
	Env Health & Safety	198	9.9		171	0.6	28.4	2.6	5.0				
	<b>TOTAL</b>		279	40.1	14.2	245	1.9	29.5	4.0	4.9	4.0	0.0	0.0
	<b>AVG DAYS</b>	0.26	0.09		0.06	0.22		0.32			0.00		
ALL ADMIN STAFF	Staff Development	261	82.4		244	1.4	33.2	6.4	4.1				
	Computer Skills	808	78.1		736	0.5	36.8	2.2	6.6				
	Admin Mgmt Systems	810	84.7		752	1.7	46.3	2.7	5.3				
	Mgmt Development	800	74.1		755	0.9	26.4	3.5	6.0				
	Career & Life Planning	355	85.8		337	0.4	34.3	4.8	4.6				
	Env Health & Safety	396	37.7		361	1.0	28.8	3.3	4.7				
	<b>TOTAL</b>		3428	61.3	75.2	3183	1.1	30.8	3.5	3.3	3.3	4.7	5.5

<sup>1</sup>Percentages shown in "% Days" are weighted by the number of participant days within each cell.

<sup>2</sup>"AVG DAYS" shows, within a given staff category, the average number of training days taken by the entire relevant workforce, which may be compared to the average number of training days taken by designated group members.

<sup>3</sup>Data on Participant Days has been collected from AMS Education and Training module in HRIS.

<sup>4</sup>Note 4 training days for ESL staff are included in Admin, Non-union totals.



Table 9(B)

TRAINING (MAJOR TRAINING TOPIC) FOR ADMINISTRATIVE STAFF: NON-UNION AND UNION (PART-TIME) BY STAFF CATEGORY AND DESIGNATED GROUP

Sept 30, 2007 Data

Staff Category	Type of Seminar	All Employees									
		Total # of Participant Days for Workforce <sup>3</sup>	Women		# of Participant Days for Staff Who Completed Surveys	Aboriginal Peoples	Visible Minorities	Persons with Disabilities	Sexual Minority		
		%Wkforce	%Days	%Days	%Wkforce	%Days	%Wkforce	%Days	%Wkforce	%Days	
Admin	Staff Development	2	100.0	100.0	2	0.0	0.0	0.0	0.0	0.0	0.0
	Computer Skills	**	100.0	100.0	**	0.0	0.0	0.0	0.0	0.0	0.0
	Admin Mgmt Systems	1	100.0	100.0	1	0.0	0.0	0.0	0.0	0.0	0.0
	Mgmt Development	8	93.3	93.3	8	0.0	6.7	0.0	0.0	0.0	0.0
	Career & Life Planning	**	100.0	100.0	**	0.0	0.0	0.0	0.0	0.0	0.0
	Env Health & Safety	**	100.0	100.0	**	0.0	100.0	0.0	0.0	0.0	0.0
TOTAL		13	86.2	96.2	13	0.0	0.0	11.1	11.5	0.0	0.0
AVG DAYS <sup>2</sup>		0.45	0.50		n/a	n/a				n/a	n/a
USW	Staff Development	16	100.0	100.0	11	0.0	0.0	28.6	0.0	0.0	0.0
	Computer Skills	43	84.7	84.7	40	0.0	0.0	34.2	0.0	0.0	15.2
	Admin Mgmt Systems	26	100.0	100.0	18	0.0	0.0	28.6	8.6	0.0	0.0
	Mgmt Development	16	100.0	100.0	8	0.0	0.0	20.0	0.0	0.0	6.7
	Career & Life Planning	18	100.0	100.0	14	0.0	0.0	28.6	25.0	0.0	0.0
	Env Health & Safety	**	50.0	50.0	**	0.0	0.0	0.0	0.0	0.0	0.0
TOTAL		119	82.1	94.1	90	0.4	0.0	20.9	30.0	5.1	5.6
AVG DAYS		0.45	0.52		0.00	0.55			0.42		0.00
ALL ADMIN STAFF	Staff Development	18	100.0	100.0	12	0.0	0.0	25.0	0.0	0.0	0.0
	Computer Skills	45	85.4	85.4	42	0.0	0.0	32.5	0.0	0.0	14.5
	Admin Mgmt Systems	26	100.0	100.0	18	0.0	0.0	27.8	8.3	0.0	0.0
	Mgmt Development	23	97.8	97.8	15	0.0	0.0	13.3	0.0	0.0	3.3
	Career & Life Planning	19	100.0	100.0	15	0.0	0.0	26.7	23.3	0.0	0.0
	Env Health & Safety	**	75.0	75.0	**	0.0	0.0	50.0	0.0	0.0	0.0
TOTAL		132	78.7	94.3	104	0.7	0.0	21.1	27.5	4.6	4.0

<sup>1</sup>Percentages shown in "% Days" are weighted by the number of participant days within each cell.

<sup>2</sup>"AVG DAYS" shows, within a given staff category, the average number of training days taken by the entire relevant workforce, which may be compared to the average number of training days taken by designated group members.

<sup>3</sup>Data on Participant Days has been collected from AMS Education and Training module in HRIS.

Table 10

PROMOTIONS BY STAFF CATEGORY BY DESIGNATED GROUP

STAFF CATEGORY	UNIVERSITY OF TORONTO WORKFORCE																		
	All Employees						Survey Respondents												
	#			% Women			% Wkforce			#		% Wkforce		#		% Wkforce			
	Total	Men	Women	Men	Women	Women	Men	Women	Women	Yes	% <sup>4</sup>	Yes	% <sup>4</sup>	Yes	% <sup>4</sup>	Yes	% <sup>4</sup>		
Academic: Promotions <sup>1</sup> to Full Professor	49	31	18	63.3	36.7	38.5	45	**	0.0	0.7	**	4.4	15.5	**	2.2	1.9	**	6.7	4.5
Clinical: Promotions <sup>2</sup> to Full Professor	10	8	**	80.0	20.0	30.7	7	**	0.0	0.0	**	0.0	14.9	**	0.0	2.3	**	0.0	1.1
Administrative, Non-Unionized	100	35	65	35.0	65.0	60.9	92	**	0.0	0.6	**	31.5	21.7	**	1.1	3.6	**	3.3	6.9
USW	268	77	191	28.7	71.3	68.6	249	**	0.0	1.0	**	35.7	33.9	6	2.4	3.3	11	4.4	4.5
Administrative, Unionized	103	54	49	52.4	47.6	40.1	92	5	5.4	1.9	45	48.9	29.5	4	4.3	4.0	6	6.5	3.2

<sup>1</sup>Promotions are defined by: (a) Academics: only promotions to Full Professor in Tenure Stream are shown (all are from Associate Professor, except three from Assistant Professor); (b) Clinical: promotion to Full Professor only (two from Assistant Professor); (c) Admin Non-Union staff: movement up in salary grade; (d) Unionized staff: a salary increase.

<sup>2</sup>Promotions are determined by comparing September 2006 to September 2007 data only. Of the 530 promotions shown, 518 are full-time.

<sup>3</sup>% Wkfrfc" 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 of Medicine.

<sup>4</sup> Based on a number of surveys completed

September 30, 2007 data

Table 10.1 REPRESENTATION OF AVERAGE YEARS FOR PROMOTION TO FULL PROFESSOR

STAFF CATEGORY	Total		Men		Women	
	#	Avg Years	#	Avg Years	#	Avg Years
Academic: Promotions to Full Professor	49	7.74	31	6.60	18	9.69
Clinical: Promotions to Full Professor	10	7.34	8	7.17	**	8.01

Table 11(A)

EXIT DATA (REASON FOR LEAVING)<sup>1</sup> BY STAFF  
CATEGORY (FULL-TIME) BY DESIGNATED GROUP

September 30, 2007 data

STAFF CATEGORY	REASON FOR LEAVING	All Employees				Survey Respondents												
		Total # of Exits	% of Workforce	# Exits	% of Exits	# of Completed Surveys	Aboriginal Peoples	Visible Minorities	Persons with Disabilities	Sexual Minority	% of Workforce	# Exits	% of Exits					
Faculty, Tenure Stream	Early Retirements	46	32.2	15	32.6	42	0.5	**	0.0	13.3	**	4.8	2.0	**	4.8	5.1	**	2.4
	Resignations	22	4	18.2	21	**	**	**	0.0	**	**	4.8	**	**	9.5	**	**	0.0
	Resignations	19	10	52.6	19	**	**	**	0.0	**	**	5.3	**	**	0.0	**	**	5.3
	Deceased	5	**	20.0	**	**	**	**	0.0	**	**	0.0	**	**	0.0	**	**	0.0
		43	41.5	17	39.5	34	0.5	**	0.0	15.8	7	20.6	2.6	**	2.9	3.6	**	5.9
Faculty, Non-TS	Early Retirements	6	**	33.3	5	**	**	**	0.0	**	**	0.0	**	**	0.0	**	**	0.0
	Expiry of Appointment	15	8	53.3	11	**	**	**	0.0	**	**	27.3	**	**	9.1	**	**	0.0
	Resignations	21	6	28.6	17	**	**	**	0.0	4	23.5	**	**	**	0.0	**	**	11.8
	Deceased	**	**	100.0	**	**	**	**	0.0	**	**	0.0	**	**	0.0	**	**	0.0
		10	68.0	9	90.0	8	0.0	**	0.0	11.4	**	0.0	1.6	**	0.0	8.1	**	0.0
Professional Librarians	Early Retirements	5	5	100.0	5	**	**	**	0.0	**	**	0.0	**	**	0.0	**	**	0.0
	Expiry of Appointment	**	**	100.0	**	**	**	**	0.0	**	**	0.0	**	**	0.0	**	**	0.0
	Resignations	4	**	75.0	**	**	**	**	0.0	**	**	0.0	**	**	0.0	**	**	0.0
	Transfers	36	33.5	7	19.4	21	0.0	**	0.0	36.6	12	57.1	0.0	**	0.0	2.3	**	0.0
		**	**	**	**	**	**	**	**	**	**	100.0	**	**	0.0	**	**	0.0
Research Associates	Early Retirements	**	**	0.0	**	**	**	**	0.0	**	**	100.0	**	**	0.0	**	**	0.0
	Expiry of Appointment	7	**	14.3	5	**	**	**	0.0	**	**	100.0	**	**	0.0	**	**	0.0
	Resignations	24	5	20.8	13	**	**	**	0.0	8	61.5	**	**	**	0.0	**	**	0.0
	Layoff	**	**	0.0	**	**	**	**	0.0	**	**	0.0	**	**	0.0	**	**	0.0
		**	**	**	**	**	**	**	**	**	**	0.0	**	**	0.0	**	**	0.0
Admin, Non-union	Early Retirements	62	60.9	34	54.8	53	0.6	**	0.0	21.7	12	22.6	3.6	**	3.8	6.9	**	3.8
	Expiry of Appointment	19	9	47.4	16	**	**	**	0.0	**	**	18.8	**	**	0.0	**	**	0.0
	Terminations for Cause	**	**	100.0	**	**	**	**	0.0	**	**	50.0	**	**	0.0	**	**	0.0
	Resignations	33	18	54.5	28	**	**	**	0.0	**	**	100.0	**	**	0.0	**	**	0.0
		6	4	66.7	5	**	**	**	0.0	5	17.9	**	**	**	3.6	5	**	3.6
Admin, Unionized	Normal Retirements	69	40.1	28	40.6	48	1.9	**	2.1	29.5	14	29.2	4.0	**	2.1	3.2	**	4.2
	Early Retirements	**	**	100.0	**	**	**	**	0.0	**	**	0.0	**	**	0.0	**	**	0.0
	Expiry of Appointment	21	7	33.3	17	**	**	**	0.0	7	41.2	**	**	**	0.0	**	**	5.9
	Terminations for Cause	4	4	100.0	**	**	**	**	0.0	**	**	0.0	**	**	0.0	**	**	33.3
		35	14	40.0	21	**	**	**	0.0	5	23.8	**	**	**	4.8	**	**	0.0
USW	Normal Retirements	202	68.6	141	69.8	153	1.0	**	0.7	33.9	63	34.6	3.3	4	2.6	4.5	8	5.2
	Early Retirements	20	15	75.0	17	**	**	**	0.0	**	**	0.0	**	**	0.0	**	**	0.0
	Expiry of Appointment	12	7	58.3	5	**	**	**	20.0	**	**	60.0	**	**	0.0	**	**	0.0
	Terminations for Cause	140	98	70.0	107	**	**	**	0.0	34	31.8	**	**	**	0.0	**	**	0.0
		24	16	66.7	18	**	**	**	0.0	4	22.2	**	**	**	5.6	**	**	11.1

<sup>1</sup> "Reason for Leaving" is based on coding on Action Forms by departments, which may not be consistently applied in all cases. Admin, Non-Union includes one resignation and one deceased for ESL.

**Table 11(B)**

**EXIT DATA (REASON FOR LEAVING)<sup>1</sup> BY STAFF  
CATEGORY (PART-TIME) BY DESIGNATED GROUP**

September 30, 2007 Data

STAFF CATEGORY	REASON FOR LEAVING	All Employees				Survey Respondents											
		Total # of Exits	Women		# of Completed Surveys	Aboriginal Peoples		Visible Minorities		Persons with Disabilities		Sexual Minority					
			% of Workforce <sup>2</sup>	# Exits		% of Workforce	# Exits	% of Workforce	# Exits	% of Workforce	# Exits	% of Workforce	# Exits				
<b>Faculty: Tenure Stream</b>	<b>Early Retirements</b>	**	32.0	**	50.0	**	0.0	**	6.7	**	0.0	**	0.0	**	2.2	**	0.0
<b>Faculty: Non-TS</b>	<b>Early Retirements</b>	20	46.9	12	60.0	15	0.9	**	14.0	**	0.0	**	0.0	**	1.9	**	13.3
	<b>Early Retirements</b>	**	**	**	0.0	**	**	**	**	**	0.0	**	0.0	**	**	**	50.0
	<b>Expiry of Appointment</b>	8	87.5	7	87.5	6	**	**	**	**	0.0	**	0.0	**	**	**	0.0
	<b>Resignations</b>	10	50.0	5	50.0	7	**	**	**	**	0.0	**	0.0	**	**	**	14.3
<b>Professional Librarians</b>	<b>Early Retirements</b>	**	82.4	**	100.0	**	0.0	**	13.3	**	0.0	**	0.0	**	6.7	**	0.0
<b>Research Associates</b>	<b>Early Retirements</b>	**	46.4	**	66.7	**	0.0	**	20.0	**	0.0	**	0.0	**	5.0	**	0.0
	<b>Expiry of Appointment</b>	**	**	**	0.0	**	**	**	**	**	0.0	**	0.0	**	**	**	0.0
	<b>Resignations</b>	**	**	**	100.0	**	**	**	**	**	0.0	**	0.0	**	**	**	0.0
<b>Admin, Non-union</b>	<b>Expiry of Appointment</b>	7	86.2	6	85.7	5	0.0	**	11.1	**	20.0	**	0.0	**	0.0	**	0.0
	<b>Resignations</b>	4	100.0	4	100.0	**	**	**	**	**	50.0	**	0.0	**	**	**	0.0
	<b>Deceased</b>	**	**	**	100.0	**	**	**	**	**	0.0	**	0.0	**	**	**	0.0
<b>Admin, Unionized</b>	<b>Early Retirements</b>	6	56.9	**	50.0	6	2.4	**	28.6	**	16.7	**	0.0	**	4.8	**	16.7
	<b>Resignations</b>	5	**	**	60.0	5	**	**	**	**	20.0	**	0.0	**	**	**	20.0
<b>USW</b>	<b>Early Retirements</b>	29	82.1	26	89.7	20	0.4	**	20.9	**	15.0	**	10.0	**	5.1	**	4.3
	<b>Expiry of Appointment</b>	**	**	**	100.0	**	**	**	**	**	0.0	**	100.0	**	**	**	0.0
	<b>Resignations</b>	23	87.0	20	87.0	16	**	**	**	**	18.8	**	6.3	**	**	**	12.5
	<b>Layoff</b>	**	**	**	100.0	**	**	**	**	**	0.0	**	0.0	**	**	**	0.0
	<b>Terminations for Cause</b>	**	**	**	100.0	**	**	**	**	**	0.0	**	0.0	**	**	**	0.0

<sup>1</sup> "Reason for Leaving" is based on coding on Action Forms by departments, which may not be consistently applied in all cases.

<sup>2</sup> "% of Workforce" represents percentage of relevant part-time workforce only.

**Table 12(A) NEW HIRES BY STAFF CATEGORY (FULL-TIME) BY DESIGNATED GROUP**

September 30, 2007 Data

STAFF CATEGORY	All Employees						Survey Respondents																
	# of New Hires		% of Workforce		# of New Hires		% of Workforce		Aboriginal Peoples		% of Workforce		Visible Minorities		% of Workforce		Persons with Disabilities		% of Workforce		Sexual Minority		
	Hires	Women	New Hires	Women	Men	Women	New Hires	Women	New Hires	Men	Women	New Hires	Men	Women	New Hires	Men	Women	New Hires	Men	Women	New Hires	Men	Women
Faculty	176	34.8	49.4		0.5	0.8	0	1	13.5	7	11	2.2	2.3	2	1	4.7	9.0	4	8				
Tenure Stream	99	32.2	52.5		0.5	1.3	0	1	13.3	2	6	2.0	0.0	0	0	5.1	11.5	2	7				
Non-TS CLTA/Other <sup>2</sup>	45	40.6	37.8		0.8	0.0	0	0	11.3	3	0	2.4	0.0	0	0	7.3	6.5	1	1				
Other Academics <sup>3</sup>	32	54.2	56.3		0.8	0.0	0	0	18.7	2	5	3.2	12.5	2	1	4.4	4.2	1	0				
Professional Librarians	7	68.0	85.7		0.0	0.0	0	0	11.4	0	1	1.6	0.0	0	0	8.1	0.0	0	0				
Research Associates	56	33.5	33.9		0.0	0.0	0	0	36.6	6	8	0.0	0.0	0	0	2.3	5.0	2	0				
Administrative, Non-unionized <sup>4</sup>	64	60.9	56.3		0.6	1.8	1	0	21.7	4	9	3.6	3.6	1	1	6.9	12.5	5	2				
Continuing Term <sup>3</sup>	47	59.6	59.6		2.4	0.0	0	0	26.8	3	8	4.9	4.9	1	1	14.6	4	2	2				
USWA	17	47.1	47.1		0.0	0.0	0	0	13.3	1	1	0.0	0.0	0	0	6.7	1	0	0				
Administrative, Unionized	303	68.6	67.7		1.0	0.8	1	1	33.9	35	62	3.3	2.8	3	4	4.5	11.7	16	13				
ALL STAFF	68	40.1	38.2		1.9	0.0	0	0	29.5	8	5	4.0	0.0	0	0	3.2	5.6	2	1				
	674	56.2	56.2		0.7	0.7	2	2	29.1	60	96	2.2	2.2	6	6	9.9	29	24	24				

<sup>1</sup> New Hires for Tenure Stream Faculty are new appointments from October 1, 2006 to September 30, 2007, including those from other staff categories.

<sup>2</sup> All other new hires are defined as employees hired externally, i.e. from outside University of Toronto, for Oct. 1, 2006 to Sept. 30, 2007 inclusive.

<sup>3</sup> "CLTA/Other" faculty positions include Contractually Limited Term Appointments, Sessionals, Lecturers, and Associates in Dentistry.

<sup>4</sup> "Term" is defined as a staff appointment having an established date on which the appointment will terminate.

<sup>5</sup> "Administrative, Non-Unionized" totals include PVP.

<sup>6</sup> Includes Teaching Stream staff.

**Table 12(B) NEW HIRES BY STAFF CATEGORY (PART-TIME) BY DESIGNATED GROUP**

STAFF CATEGORY	All Employees				Survey Respondents																
	# of New Hires	% of Workforce		# of New Hires with Completed Surveys	Aboriginal Peoples			Visible Minorities			Persons with Disabilities			Sexual Minority							
		New Hires	New Hires		Men	Women	% of Workforce	New Hires	Men	Women	% of Workforce	New Hires	Men	Women	% of Workforce	New Hires	Men	Women			
Faculty	38	44.7	60.5	22	0.8	0.0	0	0	0	12.7	27.3	3	3	1.5	0.0	0	0	2.3	9.1	1	1
Tenure Stream	1	32.0	100.0	1	0.0	0.0	0	0	0	6.7	0.0	0	0	0.0	0.0	0	0	2.2	0.0	0	0
Non-TS CLTA/Other <sup>2</sup>	15	49.0	53.3	10	0.0	0.0	0	0	0	16.7	30.0	2	1	0.0	0.0	0	0	2.2	10.0	0	1
Other Academics <sup>4</sup>	22	63.1	63.6	11	0.0	0.0	0	0	0	11.9	27.3	1	2	1.2	0.0	0	0	3.6	9.1	1	0
Research Associates	6	46.4	66.7	3	0.0	0.0	0	0	0	20.0	33.3	1	0	5.0	0.0	0	0	0.0	0.0	0	0
USWA	30	82.1	76.7	25	0.4	0.0	0	0	0	20.9	16.0	1	3	5.1	0.0	0	0	4.3	4.0	1	0
Administrative, Unionized	7	56.9	57.1	4	2.4	0.0	0	0	0	28.6	0.0	0	0	4.8	0.0	0	0	4.8	0.0	0	0
ALL STAFF	81		66.7	54	0.0	0.0	0	0	0	20.4	20.4	5	6	0.0	0.0	0	0	5.6	5.6	2	1

<sup>1</sup> New hires are defined as employees hired externally, i.e. from outside University of Toronto, for Oct. 1, 2006 to Sept. 30, 2007 inclusive.

<sup>2</sup> "CLTA/Other" faculty positions include Contractually Limited Term Appointments, Sessionals, Lecturers, and Associates in Dentistry.

<sup>4</sup> Includes Teaching Stream staff.