
Introduction

It is my pleasure to provide members of the Business Board with the first Annual Report of the Administration and Human Resources portfolio. The portfolio was created when President Prichard reorganised the central administration in October, 1994 and reduced the number of vice-Presidents from six to four. This Report covers the first full year since the creation of the portfolio, 1995-96.

The purpose of the Report is to provide members of the Board - and members of the University community at large - with a profile of the University faculty and staff together with a summary of the main activities of the portfolio. The portfolio, like Julius Caesar's Gaul, is divided into three parts, Human Resources, Administrative Computing, and Facilities and Services. The 1996-97 budget for the portfolio is \$54 million, which will be reduced to \$50 million by 1999-2000.

Part one of the Report lists the employees of the University in terms of four main categories: faculty and librarians, research associates, non-unionised administrative staff and unionised staff. These categories are then broken down into their component parts. For faculty, the relevant groupings are tenure and tenure-stream professorial staff, non-tenure-stream professorial staff (mostly, though not entirely, faculty members with clinical appointments in the Faculty of Medicine), tutors/instructors, lecturers; in addition there are the librarians. For non-unionised administrative staff, the categories are budget-supported members of the Senior Management Group and non-SMG administrative staff, grant-supported administrative staff and administrative staff in the ancillaries. Unionised staff are listed by union or, in the case of the trades, by groups of unions. Finally there are the research associates whose terms of employment are now described by their own policies (approved by Business Board in 26 February 1996) and the teaching assistants, undergraduate and graduate students who provide teaching services for up to ten hours a week for up to 28 weeks a year.

The Report then provides the summary budget of the portfolio, its organisational chart and the mission statement or description of the principal responsibilities of each department within the portfolio. This is followed by some detailed information on the achievements of each department with statistical data that constitutes our first attempt to provide performance indicators for some of the major non-academic activities of the University. Members of the Board should note, for example, the caretaking data on pages 44-46 of the Report which displays the costs of caretaking the U of T buildings and compares them with those at other universities and with the private sector in Toronto. There is similarly compelling data on the cost-effectiveness of the parking operation, our accident prevention record and our return to work program. Much of the other data in the Report has been collected systematically for the first time but will be the benchmark for future reports.

The Report also contains a report on the activities of Re-thinking Administration, the University's version of process re-engineering. There can now be no doubt that re-thinking administration has been a highly effective means of improving administration in a number of areas of the University. Deployed in tandem with the new administrative systems, there is every prospect that administrative processes will continue to improve as Reports from the portfolio over the next couple of years should demonstrate.

It may well be the case that the Report provides more detail than members of the Board might think appropriate. Because it is the first Report, however, I thought it helpful to provide information on each of the departments within the portfolio in the expectation that future Reports can focus on measurables.

Michael Finlayson
Vice-President, Administration and Human Resources

University of Toronto Employee Profile

The data presented in this section provides a reliable profile of all categories of employees of the University in March, 1996. Comparable data is provided for 1990-91 staff although it is not always easy to replicate categories over five years. Between 1991 and 1996, for instance, Arts and Science faculty members at Trinity and Victoria Colleges left the payroll systems of the federated universities and were included on the University's payroll system. If one conclusion is to be drawn from this mass of data, however, it is that the decline in public funding of the University has led to a decline in the number of employees, both faculty and unionised and non-unionised staff. Like the rest of the public sector, the University employs fewer persons in almost all categories than it did five years ago. With more cuts yet to be taken, this decline is likely to continue over the next couple of years. It should be noted that the March 1996 data do not reflect the severe cuts that resulted from the Harris Government's funding announcement of November 1995. This trend is also apparent in the workforce data of Operations and Facilities on the St George campus that is provided on page 41 of this Report. The Employment Equity Report which will be available in early 1997, will display these data by reference to the employment equity categories.

Academic Staff

Full-Time Professorial Staff and Lecturers 1995-96
Distribution by Rank
All Sources of Funding
March 1996

Rank	Tenure	Tenure Stream	Non-Tenure Stream		Total
			Clinical Faculty (Medicine)	CLTA/Other	
Professor	922	0	116	33	1,071
Associate Professor	523	14	149	50	736
Assistant Professor	0	214	239	184	637
Lecturer	0	0	20	41	61
Total	1,445	228	524	308	2,505

*Excludes all status only appointments

Full-Time Professorial Staff and Lecturers 1990-91
Distribution by Rank
All Sources of Funding
March 1991

Rank	Tenure	Tenure Stream	Non-Tenure Stream		Total
			Clinical Faculty (Medicine)	CLTA/Other	
Professor	974	0		140	1,114
Associate Professor	528	30		204	762
Assistant Professor	0	195		446	641
Lecturer	0	0		65	65
Total	1,502	225		855	2,582

*Excludes all status only appointments

Part-Time Professorial Staff and Lecturers 1995-96
Distribution by Rank
All Sources of Funding
March 1996

Rank	Tenure	Tenure Stream	Non-Tenure Stream		Total
			Clinical Faculty (Medicine)	CLTA/Other	
Professor	7	0	23	33	63
Associate Professor	4	0	28	45	77
Assistant Professor	0	0	58	118	176
Lecturer	0	0	1	71	72
Total	11	0	110	267	388

*Excludes all status only appointments

Part-Time Professorial Staff and Lecturers 1990-91
Distribution by Rank
All Sources of Funding
March 1991

Rank	Tenure	Tenure Stream	Non-Tenure Stream		Total
			Clinical Faculty (Medicine)	CLTA/Other	
Professor	35	0		57	92
Associate Professor	19	1		92	112
Assistant Professor	0	1		174	175
Lecturer	0	0		86	86
Total	54	2		409	465

*Excludes all status only appointments

Academic Staff

**Other Academic Staff
Distribution by Rank
All Sources of Funding
March 1996**

	Full-time	Part-time	Total
Instructor	41	20	61
Tutor	34	18	52
Senior Tutor	146	13	159
Total	221	51	272

*Excludes all status only appointments

**Other Academic Staff 1990-91
Distribution by Rank
All Sources of Funding
March 1991**

	Full-Time	Part-Time	Total
Instructor	53	25	78
Tutor	65	25	90
Senior Tutor	132	15	147
Total	250	65	315

*Excludes all status only appointments

Librarians

**Librarians 1995-96
Distribution by Full and Part-Time
March 1996**

	Full-time	Part-time	Total
Librarian	127	23	150

**Librarians 1990-91
Distribution by Full and Part-Time
March 1991**

	Full-time	Part-Time	Total
Librarian	134	19	153

Research Associates

**Research Associates 1995-96
Distribution by Full and Part-Time
March 1996**

	Full-time	Part-time	Total
Research Associates	154	16	170

**Research Associates 1990-91
Distribution by Full and Part-Time
March 1991**

	Full-time	Part-Time	Total
Research Associates	187	39	226

Administrative Non-Unionized Staff

**Administrative Staff
Distribution of Full and Part-Time By Source of Funding
March 1996**

Staff Category	Full-Time	Part-Time	Total Count
Non-union Admin			
Operating Budget	2,462	251	2,713
Ancillary	61	5	66
Grant	280	60	340
Sub-Total:	2,803	316	3,119
SMG			
Operating Budget	95	2	97
Ancillary	1	0	1
Grant	0	0	0
Sub-Total:	96	2	98
TOTAL:	2,899	318	3,217

**Administrative Staff
Distribution of Full and Part-Time By Source of Funding
March 1991**

Staff Category	Full-Time	Total Part-Time	Total Full-Time and Part-Time
Non-union Admin			
Operating Budget	2,729	233	2,962
Ancillary	47	3	50
Grant	479	80	559
TOTAL	3,255	316	3,571

Administrative Non-Union

Unionized Staff

Union Group	Full-Time Union Staff Distribution	
	1996	1991
Service Workers	570	713
Operating Engineers	67	82
Trades and Services*	60	84
Police	47	53
Library	212	249
Total	956	1,181

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

Union Group	Part-Time Union Staff Distribution	
	1996	1991
Service Workers**	235	n/a
Library	149	217
Total	384	n/a

Above figures include Casuals

** PT Service Workers not certified in 1991

	Teaching Assistants	
	March 1996	March 1992
Number of Appointments	2,441	2,518
Number of hours	52,501	55,196
Average hours worked	21.5	22

UNIVERSITY OF TORONTO
OFFICE OF THE VICE-PRESIDENT — ADMINISTRATION AND
HUMAN RESOURCES
1996-97

UNIVERSITY OF TORONTO
OFFICE OF THE VICE-PRESIDENT, ADMINISTRATION AND HUMAN
RESOURCES
1996-97

**Michael
Finlayson**
Vice-President
Administration &
Human Resources

Executive Assistant
Gayle Murray

Assistant Vice-
President
Operations &
Services
Janice Oliver

Director
Employment and
Staff Development
Les Babbage

Director
Environment
Health and Safety
David Gorman

Director, Labour
Relations
Brian Marshall

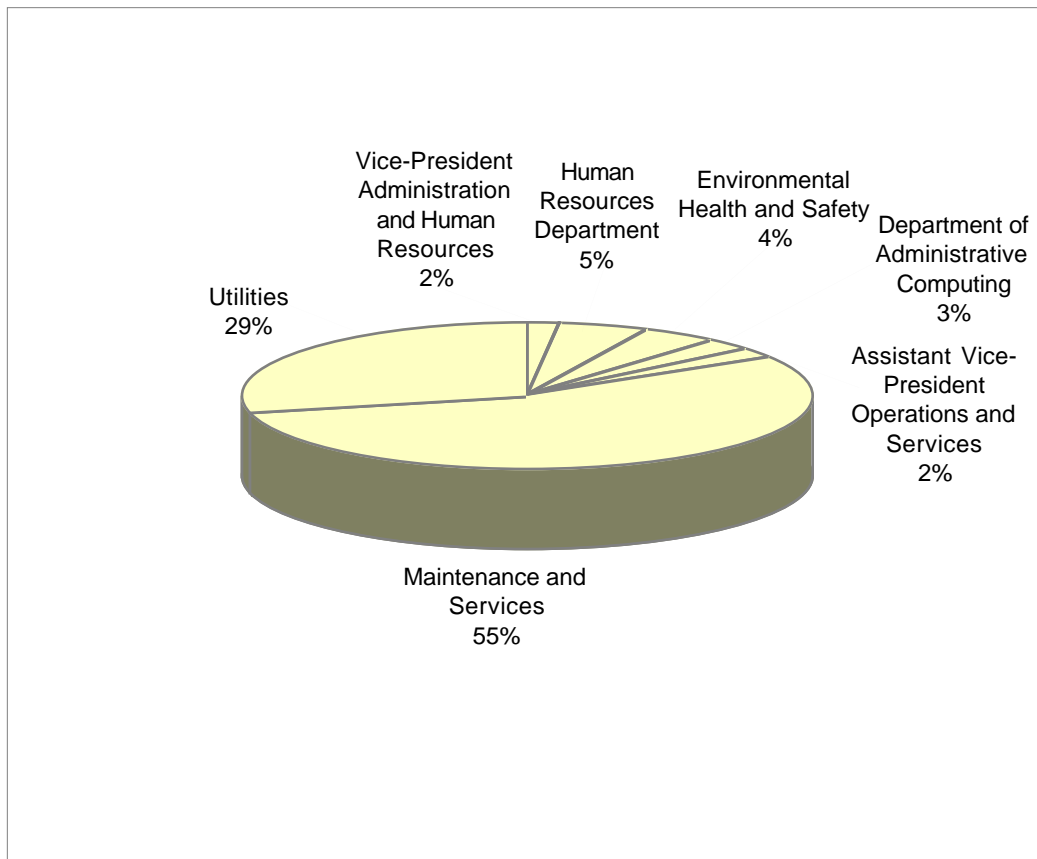
Director
Organizational &
Systems Effectiveness
Chris Handley

Director
Department of
Administrative
Computing
Marlies Burkhard

Vice-President

1996-97
VICE-PRESIDENT — ADMINISTRATION AND HUMAN RESOURCES
(TOTAL BASE BUDGET FOR PORFOLIO 54M NET)

Department	<u>FTE</u>	<u>Base</u>
Vice-President — Administration and Human Resources	9.5	1,243,000
Art Curator	1.0	67,567
Employment and Staff Development	36.0	2,120,107
Labour Relations	6.0	359,796
Environmental Health and Safety	22.1	1,978,633
Department of Administrative Computing	21.0	1,445,702
Assistant Vice-President Operations and Services	13.0	911,422
Maintenance and Services	486.0	30,412,771
Utilities	84.0	15,458,427
Total	678.6	53,997,425



Budget

HUMAN RESOURCES

The Human Resources Department consists of three sections: Compensation, Employment and Staff Development; Labour Relations; and Environmental Health and Safety.

STATEMENT OF PURPOSE:

To enhance the University's mission by fostering a healthy, fair, equitable work environment that will attract excellent employees and enable them to develop their full potential.

1. COMPENSATION, EMPLOYMENT AND STAFF DEVELOPMENT - Les Babbage

STATEMENT OF PURPOSE:

The role of the Compensation, Employment and Staff Development Department is to serve the University by developing and implementing policies, services and programs which:

- attract and retain excellent employees;
- promote effective management practices;
- promote fair and equitable treatment of employees;
- comply with all applicable legislation

This is accomplished through a process of consultation and negotiation with employees and their representatives.

MAJOR RESPONSIBILITIES

The Department serves administrators and managers by:

- Participating in formulating positions and conducting negotiations with UTSA.
- Providing data support to negotiations with all groups as required.
- Negotiating and developing effective administrative staff policies.
- Providing effective job evaluation and compensation programs
- Developing and supporting an effective performance management program.
- Advising on administrative structures and appropriate staffing levels.
- Supporting and advising on re-engineering and reorganization of departments / divisions .
- Supporting AMS implementation and the University's ongoing organizational and systems effectiveness efforts.
- Providing programs and services to support the training and career development of the University's managers.
- Coordinating the University's employment equity planning and reporting.
- Administering benefit and pension plans.

The Department serves all employees by:

- Providing information and advice on employment and compensation policies and programs.
- Delivering training programs to upgrade the skills and knowledge of employees.
- Providing counselling and information on career development.
- Supporting divisional staff career planning initiatives.
- Providing information and counselling on benefits and pensions, including retirement planning.

HUMAN RESOURCES: COMPENSATION, EMPLOYMENT AND STAFF DEVELOPMENT

WORKFORCE PROFILE	1996/97	1992/93
Compensation*	20	23
Employment*	8	9
Staff Development**	5	4
Director's Office(s)	1	2
TOTAL	34	38

% Change (10.5%)

* 4 FTE have been transferred from Compensation and Employment to divisional personnel offices.

** 2 FTE have been transferred from Computing and Communications to Staff Development

1995/96 ACCOMPLISHMENTS

ADMINISTRATIVE STAFF NEGOTIATIONS

Recommendations for Salary and Benefits, Administrative Staff were approved by the Business Board, June 20th, 1996.

FEUT/OISE INTEGRATION

Completed a merger of the OISE Human Resource Services Office and the Professional Faculties North Personnel Office.

RETHINKING ADMINISTRATION PROJECTS

- All University-wide job postings are now on the WWW.
- A number of hiring guide modules to support managers taking on more hiring responsibilities are now completed.
- A Disability Claims and Accommodation Services unit is now active and working to establish the re-engineered process re: LTD claims and case management.

STAFF TRAINING AND CAREER DEVELOPMENT

The Careers Guide, a comprehensive source of career information on the University's administrative career streams, was published and is being added to the HR Home Page.

A Staff Development Team has been formed to complete integration of the University's administrative staff training and career development functions into a single unit with a broad mandate for meeting the training and career development needs of managers and staff.

EMPLOYMENT EQUITY

The EE Annual Report for 1995/96 was tabled at Business Board on November 27, 1995.

SENIOR MANAGEMENT GROUP

The compensation plan is in place. Personnel generalists have been provided with staffing procedures and performance management guidelines.

ADMINISTRATIVE STAFF POLICIES

A Training and Career Development policy was approved by the Business Board

1996/97 OBJECTIVES

RETHINKING ADMINISTRATION

Identify performance indicators which will be capable of measuring the effectiveness and efficiency of the University's human resources policies, programs and practices.

Continue integration of HR/Payroll functions in preparation for full implementation of HRIS.

TRAINING AND CAREER DEVELOPMENT

Develop an overall long-range training strategy which incorporates a variety of needs assessment, delivery and funding sources.

Establish a Staff Development Resource Centre for staff to access confidential career advice, self-paced learning opportunities and computer training facilities.

Embark on a joint venture with SCS to develop and deliver a leadership/management certificate program, using the University's managers as a pilot group.

DECENTRALIZATION

Continue decentralization of central Human Resources functions to divisional personnel offices, including benefits enrollment and orientation, where feasible.

EMPLOYMENT EQUITY

Develop a strategy for employment equity planning for each association and union in light of the repeal of the provincial *Employment Equity Act*.

SENIOR MANAGEMENT GROUP

Implement the SMG policies with emphasis on establishing a performance management process and identifying appropriate staff planning and career development initiatives for this group and the administrative managers who may be future senior managers.

Recruitment and Release Activity — Administrative Staff

May 1, 1995 - April 30, 1996 May 1, 1994 - April 30, 1995

• Number of Job Postings (includes administrative non-union, union and Senior Management postings):	366	425
Administrative (non-union)	320	362
Union	36	61
SMG	10	2
Budget	315	351
Grant	50	74
Ancillary	1	0
• Number of Hires (includes administrative, non-union, union and Senior Management hires):	249	299
Term	127	N/A
Continuing	122	N/A
Internal	120	162
External	129	137
Budget	225	260
Grant	24	39
• Number of external advertisements:	15	14
Number of SMG advertisements	2	0
• Number of applications received:	4,927	5,838
Internal	930	1,166
External	3,997	4,672
• Number of staff released (per organizational change policy):	80 (30 grant/48 budget/2 ancillary)	103 (65 grant/35 budget/3 ancillary)
Option A: Lump Sum Severance	28	56
Option B: Severance as Continuing Payments	50	40
Option C (alternative employment)	2	2
Other	0	5
• Number of released staff relocated:	29 (13 continuing/16 term)	26 (11 continuing/15 term)
• Turnover		
Voluntary	159 (4.88%)	163 (4.83%)
Involuntary	137 (4.20%)	155 (4.59%)
Total	296 (9.09%)	318 (9.41%)
Breakdown of Turnover by:		
Resign - accept other employment	79 (2.43%)	N/A
Release - Organizational Change	68 (2.09%)	
Early Retirement	52 (1.60%)	N/A
Expiry of Term Appointment	33 (1.10%)	
Resign - personal	27 (.83%)	N/A
Normal Retirement	19 (.58%)	
Unsatisfactory Performance	8 (.25%)	
Leave of absence expired	6 (.18%)	N/A
Termination for Cause	2 (.06%)	
Reasons of Health	2 (.06%)	

1994 -1996 Staff Development Summary Report

TYPE OF SEMINAR	# OF SEMINARS		SEMINAR DAYS		NUMBER OF PARTICIPANTS		PARTICIPANT DAYS	
	94-95	95-96	94-95	95-96	94-95	95-96	94-95	95-96
STAFF DEVELOPMENT								
Supervisor Skills	17	17	21	15	238	175	293	105
Communication Skills	16	8	19	10	177	88	202	102
Interpersonal Relations Skills	26	11	34	19	332	141	501	250
Administrative & Secretarial Skills	16	10	16	10	150	116	151	115.5
Quality Service	3	3	2	3	60	59	39	59
COMPUTER SKILLS								
Databases		2		4		19		38
Microcomputers	8	4	5	2	51	35	27	17.5
Operating System	94	33	58	28.5	841	252	736	236
Presentation		5		4.5		44		40.5
Spreadsheet	217.5	40	150	58.5	519.4	328	929	491
Statistics	8	9	14	12	42	67	81	85.5
Word Processing	170.5	34	172	53.5	207.9	266.25	726	414
World Wide Web		24		15		242		156
ADMIN MGMT SYSTEMS	138	201	46.5	237.5	2119	1876	2920	4131.5
RETHINKING ADMINISTRATION	5	5	7.5	9	50	45	75	83.5
MANAGEMENT DEVELOPMENT	20	19	26	20.5	475	431	570	470.5
CAREER & LIFE PLANNING	16	19	11	13.5	138.5	390	382	341
ENVIRONMENTAL HEALTH & SAFETY	23	43.5	21	44.5	225	621.2	249	875.65
TOTALS	778	488	603	560	5626	5195.45	7881	8012.15

Note:

University of Toronto data is for the 1994-95 and 1995-96 budget years. The staff count includes all non-unionized administrative staff, the Senior Management Group and library workers represented by the CUPE 1230 bargaining unit. The average number of employees in these categories is estimated to have averaged 3,500 for both periods.

**Training and Development Expenditures per Employee:
University of Toronto versus Other Organizations**

Category	Average Expenditure per Employee	
	1994-95	1995-96
Canada - National Average,	\$ 849	\$ 842
Ontario	897	729
Organizations with 2,500-10,000 employees	813	752
Education Sector	498	285
University of Toronto	432	460

**Average Days of Training and Development per Employee:
Comparison to National Averages for Relevant Staff Categories**

Staff Category (National Averages)	Average Days per Employee	
	1994-95	1995-96
Management	4.4	4.4
Professional and Technical	4.5	4.4
Clerical and Office	3.3	2.8
Service	3.8	3.7
University of Toronto (Breakdown by staff category not available)	2.8	2.3

Notes:

1. The sources for all data on other organizations are Conference Board of Canada Report , *Training and Development 1993 Policies, Practices and Expenditures*. for 1994-95 comparative data and *Training and Development 1995/6 Policies, Practices and Expenditures*. for 1995-96 comparative data.
2. University of Toronto data is for the 1994-95 and 1995-96 budget years. The staff count includes all non-unionized administrative staff, the Senior Management Group and library workers represented by the CUPE 1230 bargaining unit. The average number of employees in these categories is estimated to have averaged 3,500 for both periods.
3. University of Toronto data includes only training and development activities funded centrally or for which partial support was provided from central funds. We are currently unable to track training and development activity supported solely by divisions.

2. LABOUR RELATIONS - Brian Marshall

STATEMENT OF PURPOSE:

To provide support to the management sector of the University community with respect to employee relations issues, in order that the University may manage its relationship with its unionized staff on a consistent and informed basis. In addition, we are charged with the responsibility of negotiating collective agreements which preserve the University's ability to manage its affairs and carry out its business plans, while recognizing the rights and dignity of its unionized employees.

MAJOR RESPONSIBILITIES

- Negotiate collective agreements which support, and respond to the needs of the University.
- Provide advice and guidance on contract administration to supervisors and managers.
- Equip managers with the skills to effectively manage staff in a unionized environment through training programs and workshops.
- Provide interpretation and advice to the University community on legislative changes affecting unionized staff.
- Manage the adjudication process of rights disputes involving unionized staff on behalf of the University.
- Assist departments in the reorganization process when unionized staff are involved.
- Advise departments in the creation and administration of job classifications, evaluations and pay equity for unionized positions.

1995/96 ACCOMPLISHMENTS

- Settled "first collective agreement" for a three year term with OPSEU representing staff who provide university security. The settlement included compensation reductions and the ability to effect benefit cost reductions. It also streamlined administrative processes and enhanced operational flexibility.
- Newsletter to supervisors and managers to communicate current arbitration decisions concerning issues relevant to the university community.
- Negotiated a "roll-over" collective agreement with CUPE 3902.
- Worked cooperatively with trade unions to reduce absenteeism by negotiating employee specific "last chance agreements" for a number of employees. To date three employees have breached the agreements and have been terminated. The termination's have not been contested by the trade unions.
- Through training workshops we have assisted supervisors in understanding the concept of progressive discipline, dealing with and responding to grievances, assisting in developing tighter controls on attendance management and promoting early return to work arrangements for employees on sick leave.

-
- Avoided certification in the construction industry with two union groups the Electricians and the Painters through negotiation of innovative amendments to existing collective agreements. The Painters union is now virtually non-existent as all active staff have retired early allowing work to be contracted out as needed.
 - International Alliance of Theatrical Stage Employees (IATSE) attempted to expand their jurisdiction from representing employees involved in theater productions at Hart House to include all theatrical productions and concerts held anywhere in the University. The application for certification was successfully defeated.
 - Assisted various departments in restructuring in order to enhance flexibility and efficiency.
 - Developed and presented training programs to Administrators and T.A. co-ordinators on managing teaching assistants in a unionized environment
 - Worked co-operatively with unions to develop and administer an employee self-identification survey to update the University's knowledge of the representation of women, native people, persons with disabilities and racial minorities. Information to be used for reporting to the Federal government, and for ensuring that the University's commitment to employment equity is realized among unionized staff groups.

1996/97 OBJECTIVES

- Negotiate thirteen renewal collective agreements (Appendix B).
- Negotiate compensation reductions and benefit cost savings.
- Provide increased operational flexibility in various agreements e.g., eliminate the distinction between heavy duty and light duty cleaning within the CUPE 3261 service agreement, steamlining job posting, transfers and promotion clauses.
- Integrate five OISE collective agreements into the University either by operation of law or by negotiating changes to the agreements which harmonize them with existing terms and conditions of employment covering University staff.
- Respond to requests for further training of supervisors in the areas of progressive discipline, supervising unionized staff and collective agreement interpretation.
- Audit Pay Equity compliance with all unionized groups.
- Assist in the rationalization of the unionized library classification structure.
- Facilitate the integration of various employee groups into the Central Library e.g. OISE and FEUT library technicians.
- Further training of supervisors in the areas of progressive discipline, conducting effective Union/Management meetings and supervising casual staff

WORKFORCE PROFILE

	1992/93	1995/96
Director	1	1
Manager	1	1
Labour Relations Officer	2	2
Labour Relations Trainee (PO1)	0	1
Administrative Assistant	0	1
Secretary	<u>2</u>	<u>0</u>
Total	6	6

LEGAL ENVIRONMENT

(Labour Relations focus over past twelve months)

- Labour Relations Act
 - Certifications
 - Decertifications
 - Mandatory provisions of collective agreements
 - Expedited arbitration of rights disputes
 - Conduct of collective bargaining
 - Conciliation /Mediation
- Employment Standards Act
 - Successor employer requirements
 - Severance Pay requirements
 - Notice period & hours of work requirements
- Pay Equity Act
 - Comparison of job classes
 - Preservation of pay equity
- Ontario Human Rights Code
 - Complaints
 - Boards of inquiry
- Occupational Health and Safety Act
 - Structure and mandate of Health and Safety Committees
 - Stop work complaints
- Workers Compensation
 - Return to work
 - Duty to accommodate

BARGAINING UNITS

There are over 4,000 employees represented by 14 bargaining units at the University of Toronto.

Carpenters and Allied Workers, Local 27 (United Brotherhood of Carpenters and Joiners of America) represents approximately eight (8) employees at the University of Toronto. Carpenters are located on all three (3) campuses of the University (Scarborough, Erindale, and St. George).

The **Canadian Union of Public Employees, Local 1230 (Full-time)** represents approximately 210 library workers. Some of the jobs include Library Technician, Bibliographic Associate, Conservation Technician, and Rare Book Binder. Professional Librarians and several other classifications are excluded from this bargaining unit. Library workers are located in the University of Toronto Central Library System which includes the John P. Robarts Library, the Sigmund Samuel Library, the Science and Medicine Library, and the Thomas Fisher Rare Book Library.

The **Canadian Union of Public Employees, Local 1230 (Part-time)** represents over 149 part-time library workers employed in the Central Library System. While the job classifications are similar in description to the full-time unit, the unit is predominantly staffed with students working as Graduate Assistant Library Technicians and Assistant Library Technicians.

The **Canadian Union of Public Employees, Local 3261 (Full-time)** represents approximately 570 service workers. Some of the jobs in this bargaining unit include: Caretakers, Food Service Staff, Grounds Staff, Drivers, Laboratory Animal Technicians, and Athletic Attendants. The employees are located on all three campuses in departments such as Athletics and Recreation, Hart House, Camp Food, Beverage and residence Services, and Facilities and Services.

The **Canadian Union of Public Employees, Local 3261 (Part-time)** represents approximately 235 casual and regular part-time employees located on all three campuses. Employees in this bargaining unit, most of whom as University of Toronto students, work less than 24 hours per week.

The **Canadian Union of Public Employees, Local 3902** represents University of Toronto students, mainly graduate students and post-doctoral fellows working as teaching assistants. There are roughly 2,400 Teaching Assistants employed annually, working on all three campuses in many academic departments, such as English, Mechanical Engineering, and Psychology among others.

The **International Brotherhood of Electrical Workers, Local 353** represents about 27 electricians, control technicians, and apprentices, located in the University's Facilities and Services and Physical Plant Departments.

The **International Alliance of Theatrical Stage Employees and Moving Picture Machine Operators of the United States and Canada, Local 58** represents one stage employee at the University of Toronto working at the Hart House Theatre.

The **International Associate of Machinists and Aerospace Workers, Local 235** represents 13 employees at the University of Toronto working as locksmiths and machinists on the St. George Campus.

The **International Union of Operating Engineers, Local 796** represents 67 employees at the University of Toronto working on all three campuses. Examples of some jobs in this bargaining unit are: Stationery Engineers, Building Management Systems Technicians, Building Engineers, and Maintenance-Related Engineers.

The **International Brotherhood of Painters and Allied Trades, District Council 46, Local 557** — current no active staff.

The **United Association of Journeymen and Apprentices of the Plumbing and Pipe Fitting Industry of the United States and Canada, Local 46** represents approximately 16 employees at the University of Toronto working in and out of the Facilities and Services and Physical Plant Departments. Jobs in this bargaining unit include plumbers, steamfitters, and one sprinklerfitter.

The **Sheet Metal Workers' International Association, Local 30** represents three employees at the University of Toronto working from the Facilities and Services and Physical Plant Departments.

The **Ontario Public Service Employees Union, Local 519** have concluded negotiations for a first contract with the University of Toronto. This union represents the University of Toronto campus police located on the three campuses. There are approximately 47 employees in this bargaining unit.

STATISTICAL INFORMATION

• **Grievances**

filed	82
arbitration hearings held:	3

The number of grievances filed by all union groups is down slightly over last year's total, (82 vs. 92 Appendices A & B). A comparison of grievances by union, year over year is set out in Appendix D. The number of actual arbitrations (3 - 95/96) is perhaps the more telling number, it is the total number of complaints that could not be resolved by the parties themselves. The vast majority of complaints or grievances, as can be seen from the numbers, are resolved to the satisfaction of the union, employee and the University at various stages in the grievance process. Labour Relations plays a key role in this process, by finding creative solutions or compromises which are acceptable to the parties.

• **Training sessions/workshops provided to community:** **10**

This year Labour Relations participated in one way or another in ten training/workshop sessions in 1995/96, some of which extended over a six day duration. The topics covered in these sessions are of particular relevance to supervisors of unionized staff. For example;

- Collective Agreement Interpretation - what do the various articles in the Collective Agreement mean, and how should they be applied?
- Performance Management - the role of progressive discipline, how to provide positive feedback on performance as well as to identify where improvement is needed and how to develop a positive plan for performance improvement;
- Grievance Arbitration - how to conduct investigations and disciplinary meetings, give evidence at arbitration;

- Attendance Management- keeping attendance records, confronting chronic absenteeism, accommodating employees with disabilities;
- Interviewing - how to interpret the hiring provisions of the collective agreement, how to conduct an interview, what are the legal 'do's' and 'don'ts';
- Sexual Harassment/Race Relations/Personal Safety Awareness - employees' rights, how to handle complaints;
- Employment Equity - employers' obligation;
- Practices and Procedures around appointments as they relate to the T.A. collective agreement.

As to the effectiveness of these programs we have had numerous requests for more workshops. Supervisors have reported that they find themselves better equipped to handle what they see as an ever increasing maze of policy and legislation. There is also a slightly higher incidence of grievances being resolved prior to the Labour Relations stage by supervisors and managers, (see Appendices E & F) which may indicate a positive effect of supervisory training.

Training provided to management in the area of Attendance Management for example, may be a contributing factor in the decline in absenteeism within the CUPE 3261 bargaining unit. Absenteeism has declined from approximately sixteen days per employee in 1994/95 to slightly more than twelve days in 1995/96 a savings of approximately \$190,000 across the University.

• Employee Return to Work contracts developed and implemented: 11

Employee return to work contracts are individual agreements reached between the union, the employee and management which we utilize in individual cases of chronic absenteeism, poor work performance or substance abuse. The agreements provide an employee with one last opportunity to correct behaviour or face termination of employment.

The agreements basically include an outline of the problem, the requirements and conditions which the employee must meet e.g. attendance must not exceed the departmental average for a specified period of time e.g. twenty four months, and the action the Employer will take in the event the employee breaches the agreement.

We devised this approach in order to accomplish four things; to involve the union in the process, to underscore the seriousness of chronic absenteeism /poor work performance to the employee, to reduce costs by reducing the likelihood of arbitrating these cases and to increase substantially the chances for success in the event the case is arbitrated. Since the inception of this program we have negotiated agreements with ten employees with terminations taking place in three cases. None of the terminations were arbitrated.

• Union/Management Committee meetings Chaired or Co-Chaired by Labour Relations: 49

These are committees with each union group that are made up of an equal number of local employees and local management often chaired by Labour Relations. The committees are very valuable in diffusing problems early on by addressing workplace issues which are of concern to

employees and/or the University. These committees meet to resolve issues such as the way over-time is assigned, clothing is issued and relief coverage is provided to name a few.

One example is the recent redesign of the compressed work week, (12 hour shifts) involving police on the St. George campus. The change in scheduling was required to increase staff complement through the week while reducing coverage on weekends and off shifts. Suggestions provided by the employee members of the committee were incorporated into the new schedule enabling management to meet its objective while maintaining the compressed work week concept.

Items addressed at the T.A. union/management committee have included workload issues, individual departments' practices regarding job descriptions and a number of equity matters.

• **Provided assistance and advice in carrying out complement reductions of unionized staff for:**

7 depts

We have provided advice and assistance to departments wishing to reorganize by facilitating meetings with the union and employees to find creative ways of bringing about reorganization in ways that optimize cooperation between the parties. The process has been successful in reducing layoffs in certain departments by negotiating concessions such as multiskilling of specific classifications. In addition complement reductions have been carried out smoothly by working with departments to offer incentive buyouts or layoffs which take into account the requirements of the collective agreement and employment standards legislation with respect to severance requirements/notice. We have been part of the process with departments such as Hart House, Food and Beverage Services Athletics and Recreation, Environmental Health and Safety, Aerospace and Facilities and Services and the central library system.

The attached Appendices G & H, reflect the declining unionized staff levels in the Central Library and the University's service staff group, two of our largest CUPE bargaining units.

Appendix A: Summary of Grievance Activity — 1994/95

Unions	Total Rec'd	Arbitration Stage (Pending)	Arbitration Stage (Heard)
	07/01/94-06/30/95	07/01/94-06/30/95	07/01/94-06/30/95
Carpenters	2	0	0
CUPE, Local 3902 (TAs)	14	0	1
CUPE, Local 1230 (f/t)	16	0	0
CUPE, Local 1230 (p/t)	5	0	0
CUPE, Local 3261 (f/t)	10	0	1
CUPE, Local 3261 (p/t)	9	0	0
Electricians	5	0	0
IATSE	0	0	0
Machinists	0	0	0
Operating Engineers	12	0	0
Painters	1	0	0
Plumbers	1	0	0
Sheet Metal Workers	0	0	0
Campus Police	17	0	0
Total Grievances	92	0	2

Appendix B: Summary of Grievance Activity — 1995/96

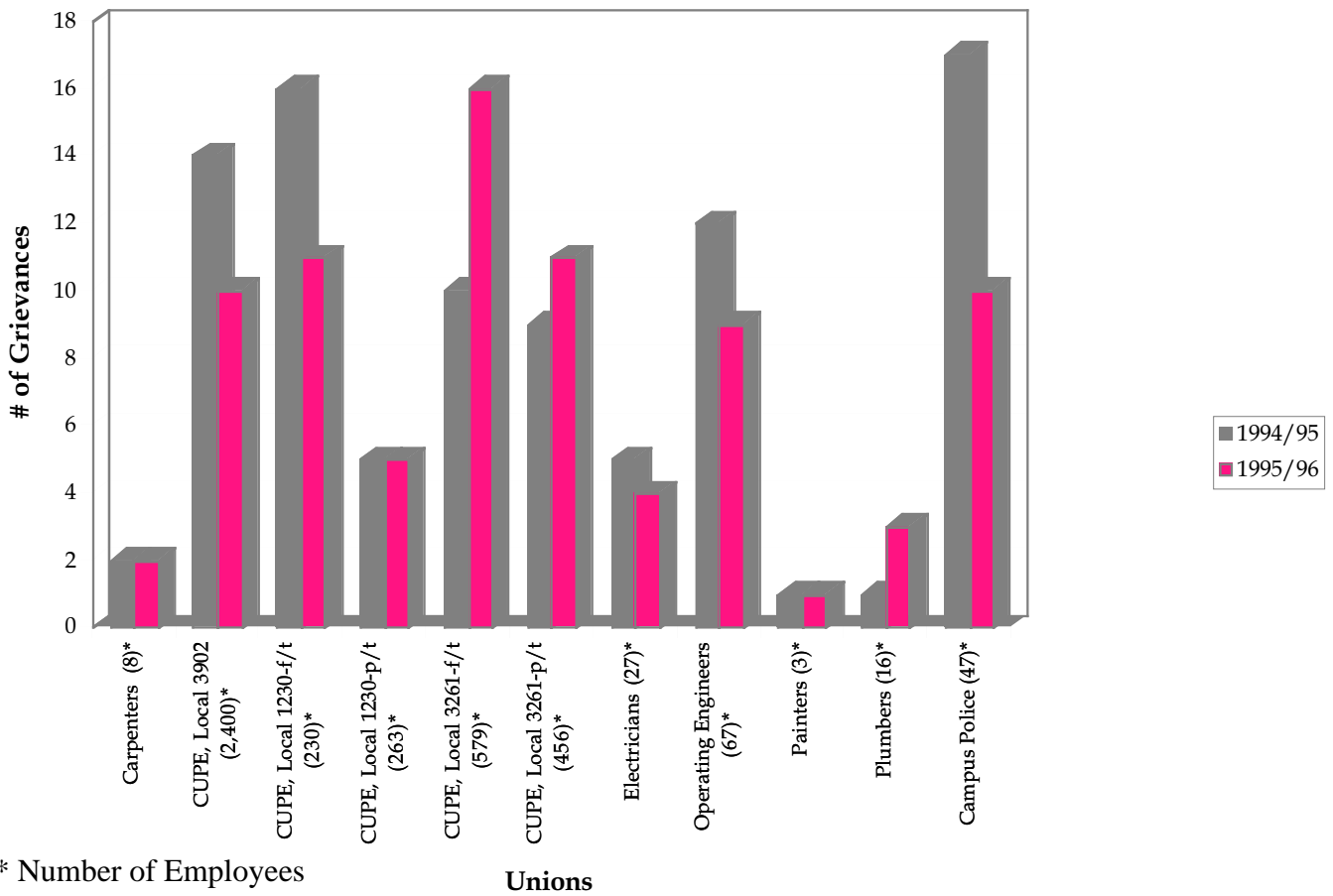
Unions	Total Rec'd	Arbitration Stage (Pending)	Arbitration Stage (Heard)
	07/01/95-06/30/96	07/01/95-06/30/96	07/01/95-06/30/96
Carpenters	2	0	0
CUPE, Local 3902 (TAs)	10	1	3
CUPE, Local 1230 (f/t)	11	0	0
CUPE, Local 1230 (p/t)	5	0	0
CUPE, Local 3261 (f/t)	16	1	0
CUPE, Local 3261 (p/t)	11	0	0
Electricians	4	0	0
IATSE	0	0	0
Machinists	0	0	0
Operating Engineers	9	0	0
Painters	1	0	0
Plumbers	3	1	0
Sheet Metal Workers	0	0	0
Campus Police	10	4	0
Total Grievances	82	7	3

Appendix C: Collective Agreement Bargaining Schedule

Union	Status	C/A Expiry Date
CUPE, Local 3261 p/t	Settled	June 30, 1999
IATSE	Conciliation	August 31, 1993
Operating Engineers	Settled	April 30, 1999
Electricians	Conciliation	March 31, 1996
Plumbers	Negotiations in progress	March 31, 1996
Sheet Metal Workers	Conciliation	March 31, 1996
Machinists	Conciliation	March 31, 1996
Carpenters	Conciliation	March 31, 1996
Painters	Notice to bargain served by University, preparing for bargaining	March 31, 1996
CUPE, Local 3261 f/t	Settled	June 30, 1999
CUPE, Local 1230 f/t	Negotiations in progress	June 30, 1996
CUPE, Local 3902	Negotiations in progress	August 31, 1996
CUPE, Local 1230 p/t	Negotiations in progress	August 31, 1996
OPSEU	Settled	May 31, 1999

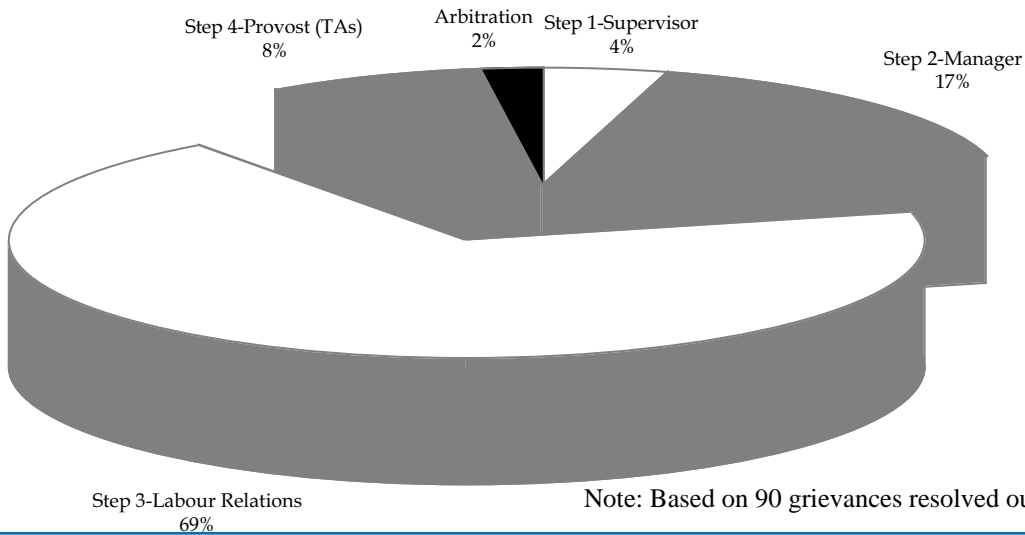
Appendix D

Number of Grievances Filed by Union



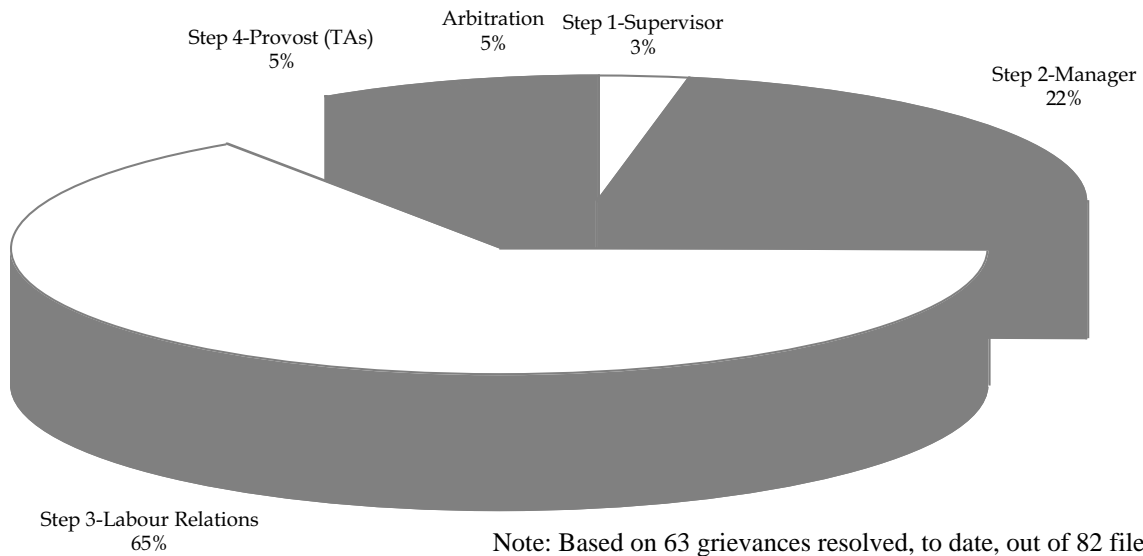
Appendix E: Grievance Settlement - 1994-95

Grievance Procedure Stage at Which Grievances are Settled



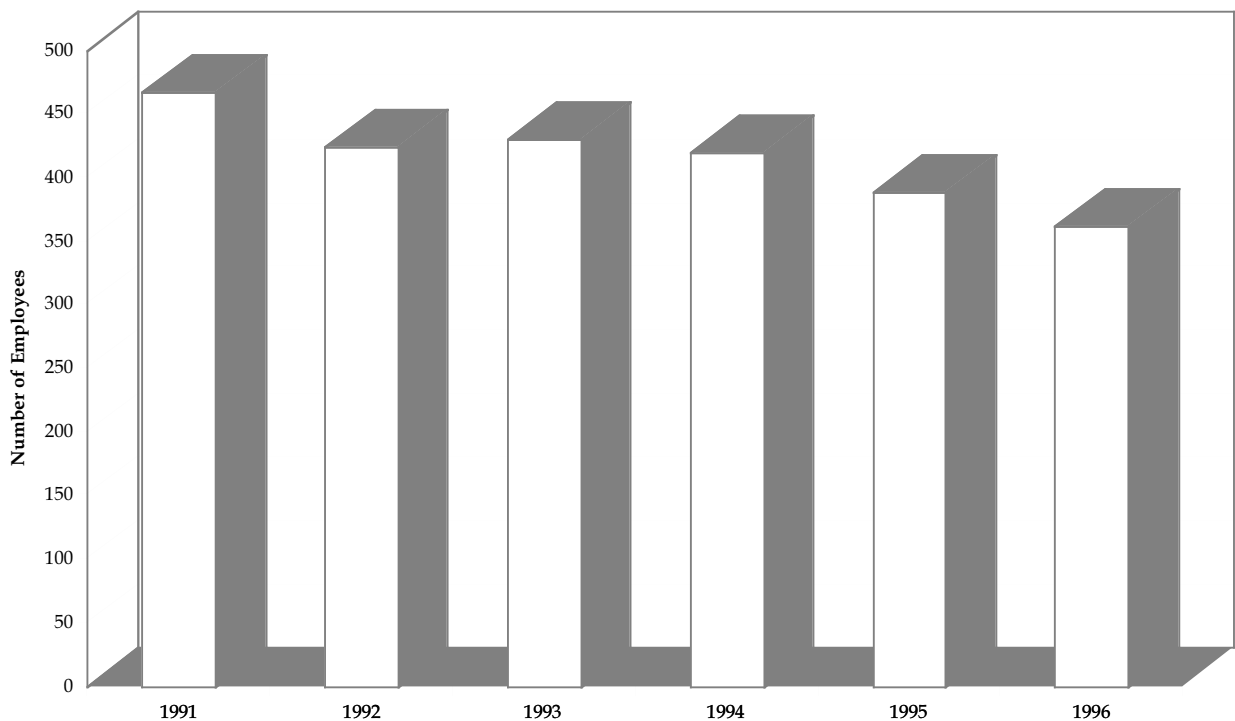
Appendix F: Grievance Settlement - 1995/96

Grievance Procedure Stage at Which Grievances are Settled

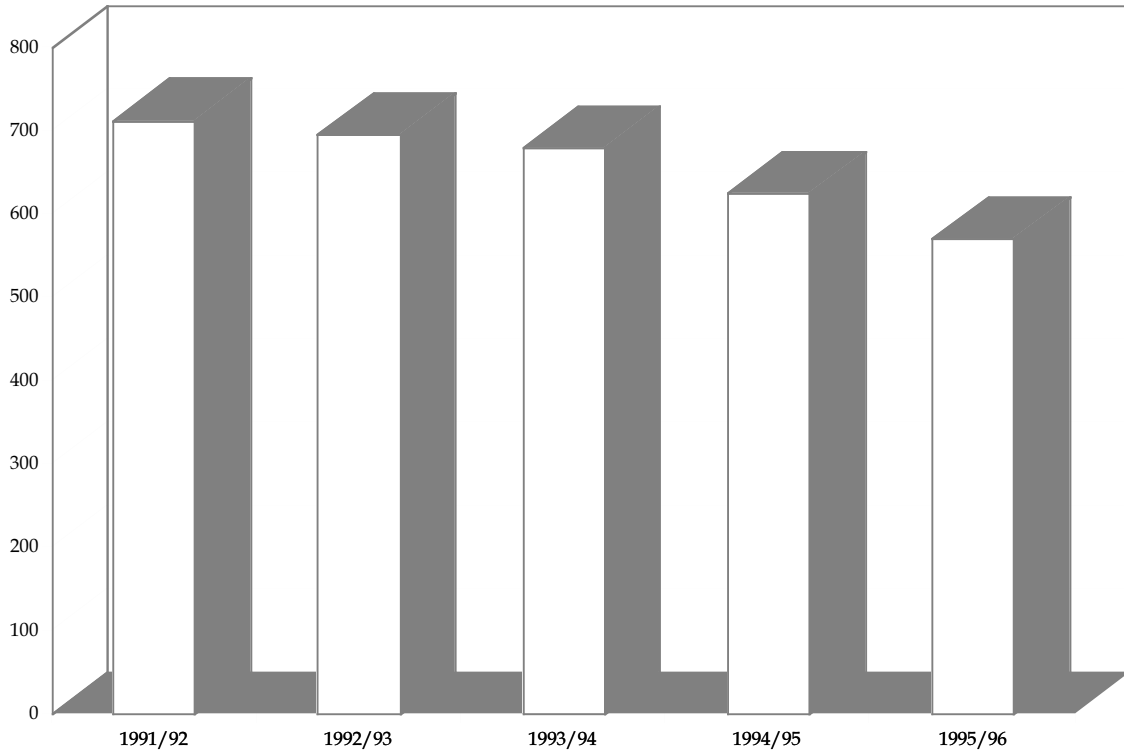


Appendix G

CUPE 1230 Full-Time and Part-Time Bargaining Unit
-- Reduction Over 6 Years -- 23%



CUPE 3261 Full-Time Bargaining Unit -- Reduction Over 4 Years -- 18.8%



3. ENVIRONMENTAL HEALTH AND SAFETY - David Gorman

STATEMENT OF PURPOSE:

To enhance teaching and research at the University by fostering a healthy and safe work and study environment and by promoting employee health and well-being.

MAJOR RESPONSIBILITIES

- * Coordination and planning of University-wide health and safety activities
- * Liaison with government, COU, and other universities
- * Advice, consultation and development of health and safety policies, programs, procedures and interpretation of legislation
- * Health and safety training and provision of information
- * Internal regulatory activities (licensing, inspection) for:

Consolidated Radioisotope Licence
Biohazards

- * Management of hazardous materials (chemical and radioactive wastes)
- * Auditing and reporting of divisional health and safety performance
- * Management and administration of Workers' Compensation and LTD claims system including accommodation of employees with disabilities and prompt return to work programs

MAJOR ACCOMPLISHMENTS IN 1995/1996

- * The WCB and LTD claims systems were reorganized. A new unit (Disability Claims and Accommodation Services) was formed which combined Job Accommodation Coordinator (from Occupational Health Services), Workers' Compensation Coordinator and LTD administration. The focus of the new unit is management of lost time claims and assistance in the early return to work of ill and injured employees. This change initially resulted in an annual savings of \$30,000 in reduced consulting physician time; it will ultimately result in further savings in WCB and LTD costs due to enhanced early return to work and accommodation programs.
- * An Environmental Health and Safety website was developed and implemented. This provides a central resource where all employees can access health and safety policies, programs and procedures and information on health and safety issues. Links to outside resources and material safety data sheets for chemicals are also provided. The site eliminates the need for a printed version of health and safety policies and procedures and permits instant updating of material.
- * In consultation with the relevant joint health and safety committees control programs were developed for identified high-priority hazards - handling of cryogenic liquids, entry into confined spaces, and specification and maintenance of laboratory fumehoods.
- * The development of a corporate health and safety program was begun with the aim of establishing a management system to enable the university to demonstrate "due diligence" in occupational health and safety. The first phase which was completed was an information program on "due diligence" for managers and supervisors.

MAJOR OBJECTIVES FOR 1996/1997

- * The hazardous waste management operations (radioactive and chemical wastes) will be reorganized by merging the two previously independent functions into one unit. This will result in a savings of 3 FTEs. Additional savings will be obtained through changes in the manner in which these wastes are handled.
- * The development of the corporate health and safety management system will be completed and the final program and document communicated to all managers.
- * We will complete the development of a laser safety program and a comprehensive laboratory safety program.
- * In conjunction with the Biosafety Committee, the University Biosafety Guidelines will be revised to conform with the most recent recommendations from Health Canada.
- * We will work with the university joint health and safety committees and the Workers' Compensation Board to establish the process and begin the training for workplace specific certification training for designated committee members.
- * We will continue to improve our communication of health and safety issues and information to the University community through the use of new information technologies. We will continue to expand the website and will provide regular information regarding accidents to raise awareness of problem areas.

WORKFORCE PROFILE

STATISTICS

Historical Overview of Environmental Health and Safety Staff					
<i>Base Budget Staff (FTEs)</i>					
Subprogram	1993/94	1994/95	1995/96	1996/97	Note
Occupational Hygiene	3	3	3	3	
Biosafety	0	0	1	1	(1)
Radiation Protection	10	10	10	9	
Occupational Health	1.2	1.2	1.2	1.1	(2)
Chemical Waste	3	3	3	2	
Workers' Compensation	1	1	1	1	
Administrative Support	5	5	5	5	(3)
Total Base Budget FTEs	23.2	23.2	24.2	22.1	

(1) Biosafety Officer transferred from Faculty of Medicine
 (2) Occupational Physician contract position with funding in base
 (3) Admin Support appointment: 1 FTE to Occupational Hygiene: 1 FTE to Occupational Health
 1 FTE to Radiation Protection: 0.5 FTE to Workers' Compensation: 1.5 to General EHS

Figure 1 - Lost Time Accident Frequency

Figure 1 shows the historical trend in lost time accident frequency over the last 10 years (figures are based on calendar years). The frequency has shown a slow but steady decrease from a high of 7 accidents per million hours worked in 1990 to 3.2 in 1996 (the 1996 data is as of July, 1996). This frequency compares well with the average from the US educational services sector of 8.3 per million hours worked.

Figure 2 - Lost Time Accident Severity

Figure 2 shows the severity of lost time accidents measured as average days lost per claim. There is a much more significant downward trend in the days lost per accident from a high of 31 days in 1989 to a projected 10 days in 1996 (based on the first 7 months of the year).

The significant reasons for the continued decrease in the severity are:

1. a decrease in the total number of lost time accidents, specifically in the Caretaking department,
2. continued support and coordination of return to work programs, and
3. continued stringent claims management.

Workers' Compensation Costs

The Workers' Compensation assessment for 1995, was approximately \$1.8 million based on an assessment of \$0.46 per \$100 of payroll. The total accident costs paid by the Workers' Compensation Board and charged to the University in the year 1995 was \$1.3 million. This includes a large pension award in the amount of \$ 400,000 for a 1987 motor vehicle accident which caused head injuries. Costs also reflect the changes to legislation, known as Bill 165, which cost the University of Toronto \$790,000. The 5-year average costs remain at 40-45% of our assessment.

Experience rating or NEER (New Experimental Experience Rating), is a plan that redistributes assessments via refunds and surcharges within the WCB rate group. The University of Toronto and all other universities, colleges, and museums entered into experience rating with WCB for the first time as of Jan 1, 1995.

As of December 1995, the performance index for the University of Toronto was .60, where an index of less than 1.0 indicates a performance better than our industry average and the possibility of receiving a rebate due to good performance. Any rebates (or surcharges) applicable to the 1995 cost year will be issued in November, 1996.

This good performance is attributable to continued effort to reduce the number of lost time accidents and the concerted effort by human resources and line management to accommodate injured workers through early return to work and modified duties.

Figure 3 - Number of Staff on Long-Term Disability

Figure 3 shows the number of staff on Long Term Disability as of the last date of the plan year. (The plan year for LTD is September 1 to August 31).

With respect to the Administrative Services Only (ASO) plan (the current plan) the number of active claims has decreased from a maximum of 140 in 1993/94 to 115 in 1995/96. This is significantly less than expected based on the experience with the Self-Insured Plan (GH) where we would have

expected the total number of claims to increase and stabilize at around 200.

Figure 4 - New LTD Claims Approved

The number of new claims approved has decreased significantly from 63 in 1991/92 to 29 in 1995/96.

Figure 5 - LTD Claims Terminated by Return to Work

The number of claims terminated by return to work has increased from 10 in 1991/92 to between 20 and 23 in the years 1993/94 to 1995/96.

Figure 6 - Total Paid LTD Claims

Total paid claims under the ASO plan have decreased for the first time and are down from 2.99 million in 1994/95 to 2.5 million in 1995/96.

ACCOMMODATION OF PERSONS WITH DISABILITIES

In order to fulfil its responsibilities to provide reasonable accommodation for employees with disabilities, the University has issued a set of guidelines for accommodation and created a central Job Accommodation Fund. The position of Job Accommodation Coordinator has been incorporated into the new Disability Claims and Accommodation Services Unit to deal with accommodation of all individuals with disabilities, with or without lost time.

The increase in the number of LTD recipients returning to work and the reduction in lost time from WCB claims is likely a result of a combination of factors:

- . more monitoring of claims and follow-up for medical information by Sun Life on a regular basis,
- . more involvement by Personnel Generalists in the rehabilitation and accommodation process,
- . the involvement of the Job Accommodation Coordinator in the rehabilitation and accommodation process,
- . more awareness by employees and departments of the need to accommodate and the resources available to assist them (e.g. accommodation fund, occupational health).

To actually separate out the impact of any one of these factors is not possible, however if these trends continue it appears that the overall program may result in significant savings in both LTD and WCB costs.

Usage of the Accommodation Fund

Since its inception in 1994, the total costs charged to the central Job Accommodation Fund are \$ 46,711. In most cases the costs were relatively modest ranging from about \$300 to \$1,500. These were primarily related to ergonomic issues at computer workstations. Four cases of visual impairment (2 faculty and 2 staff) account for 84% of the costs (\$ 39,489). 88% of the expenditures were for equipment purchases and 12% were for specialist assessments and training in use of the equipment.

TRAINING AND EDUCATION

The training courses provided by EH&S and the numbers trained are summarized in Table 1.

TABLE 1
TRAINING COURSES PROVIDED BY EH&S

COURSE	DESCRIPTION	# OF COURSES	# OF ATTENDEES
Occupational Health and Safety for Supervisors	This two-hour seminar emphasizes the role and responsibilities of supervisors towards health & safety. The seminar includes an overview of health and safety at the University, the responsibilities of the various workplace parties, pertinent legislation and policies, and health and safety resources at the University.	2	30
Understanding Noise	This two-hour seminar provides “noise exposed” employees with information regarding the effects of noise and the control of noise hazards.	1	11
WHMIS (Train-the-Trainer)	All employees who work with or in proximity to hazardous chemicals are required to be provided with training which informs them about the potential hazards as well as the safe use of these chemicals. EHS provides training with respect to the requirements of the Ontario Workplace Hazardous Materials Information System (WHMIS) or “right to know legislation.” This seminar is designed to train departmental trainers to deliver the material.	4	28
WHMIS	EH&S provides training to summer employees (mainly students) and participates in seminars organized by departments.	5	230
Asbestos: Evaluating and Controlling the Hazard	Training is provided to Facilities and Services staff who work with or around asbestos, their supervisors, and those who contract others to do work that may involve asbestos activities. This one-day seminar provides employees with classroom instruction about the hazards of asbestos and the work procedures to follow when working with asbestos.	7	94
Small Scale, Short Duration Asbestos Activities	This 1-day seminar provides employees with a “hands-on” approach to instruction in Type 1 and Type 2 asbestos activities.	8	60
Respiratory Protection	This half-day seminar provides employees with classroom style and practical instruction in the proper selection, use and care of respira-	9	50
Office Ergonomics	This two-hour seminar is designed to increase awareness of some of the common causes of fatigue and discomfort while working at Video Display Terminals, to introduce relevant ergonomic principles and to provide examples of how to apply this information to the workplace.	10	78
Core Certification Training	Certification is a legal process that involves the provision of health & safety training to members of Joint Health and Safety committees. Core certification is the first stage of the certification process that requires participants to attend sessions that are one, two, or three	1	14
Confined Space Entry	This half-day seminar is provided to Facilities & Services staff who are required to enter “Confined Spaces”. The seminar provides employees with instruction about the hazards of confined spaces and the work procedures to follow when working in these spaces.	6	49
Radiation Protection	This 1.5-day course is required for all individuals working with ionizing radiation or radioisotopes.	10	156

Lost Time Accident Frequency - U of T

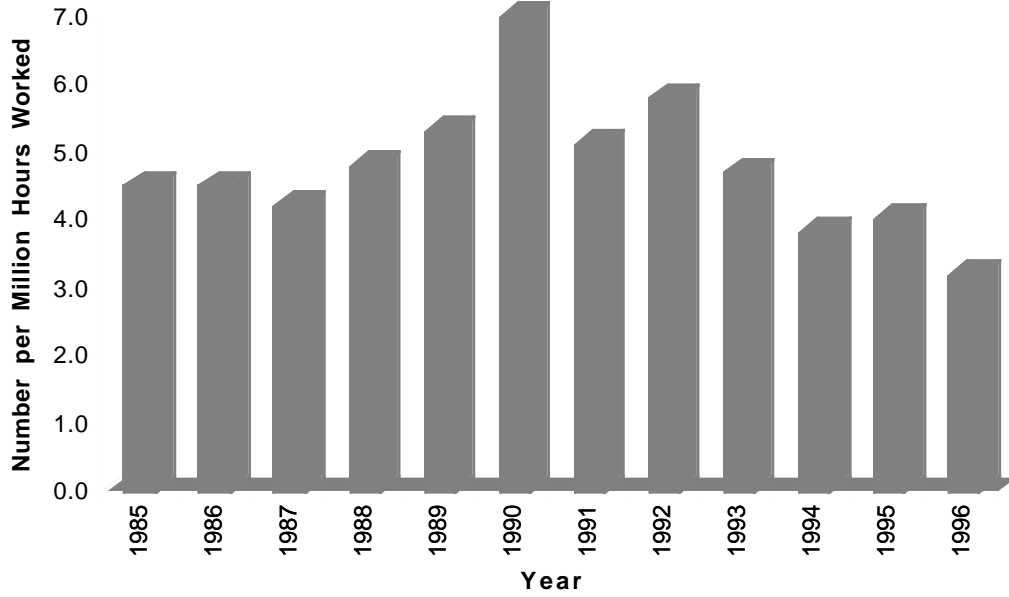


Figure 1

Average Days Lost per WCB Claim

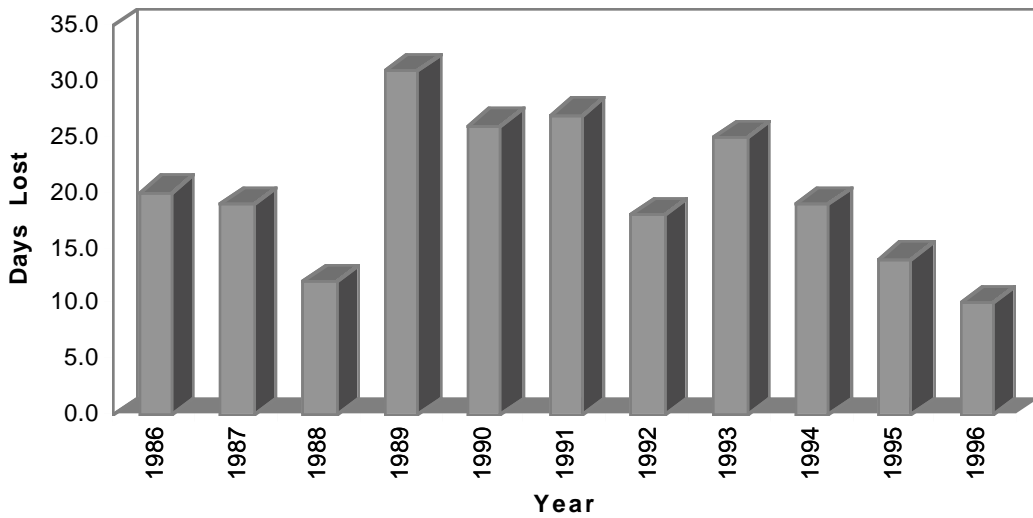


Figure 2

Number of U of T Staff on LTD

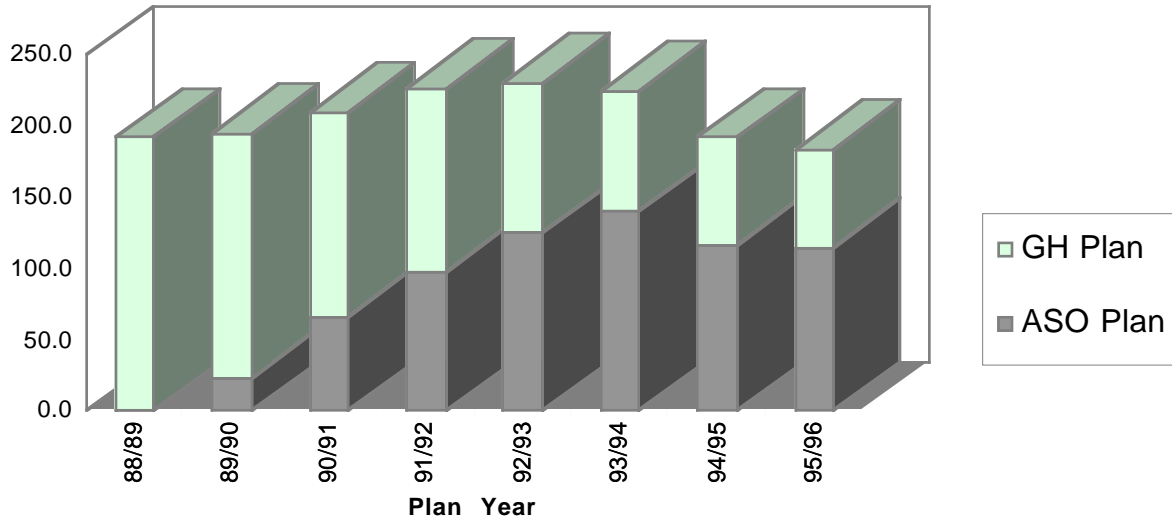


Figure 3

Note: ASO - Administrative Services Only
GH - Self-Insured Plan

New LTD Claims Approved

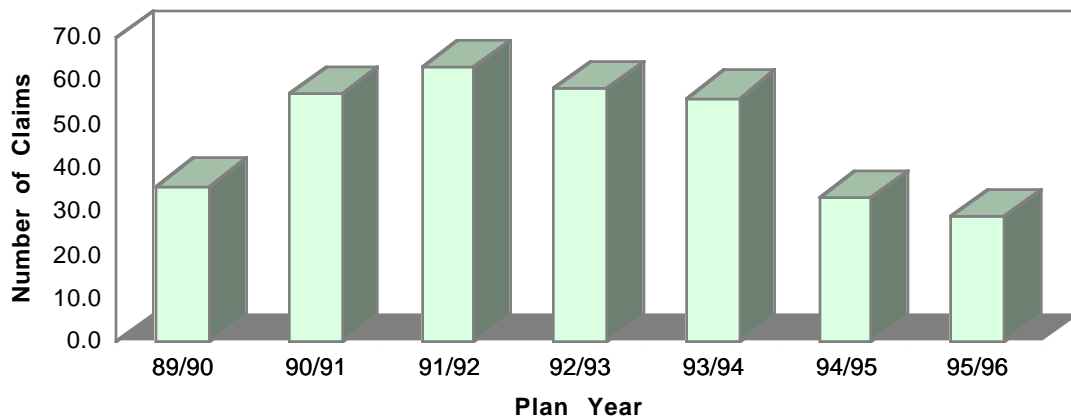


Figure 4

LTD Claims Terminated Due to Return to Work

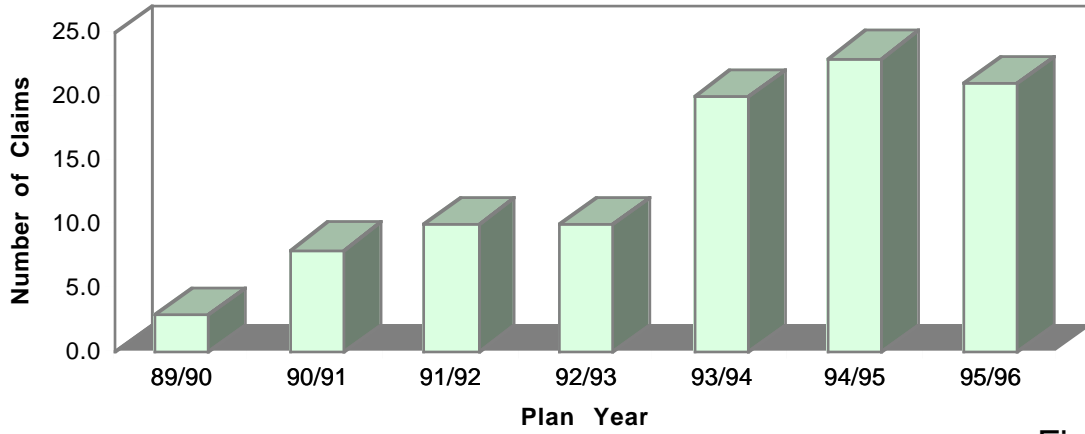


Figure 5

Total Paid LTD Claims

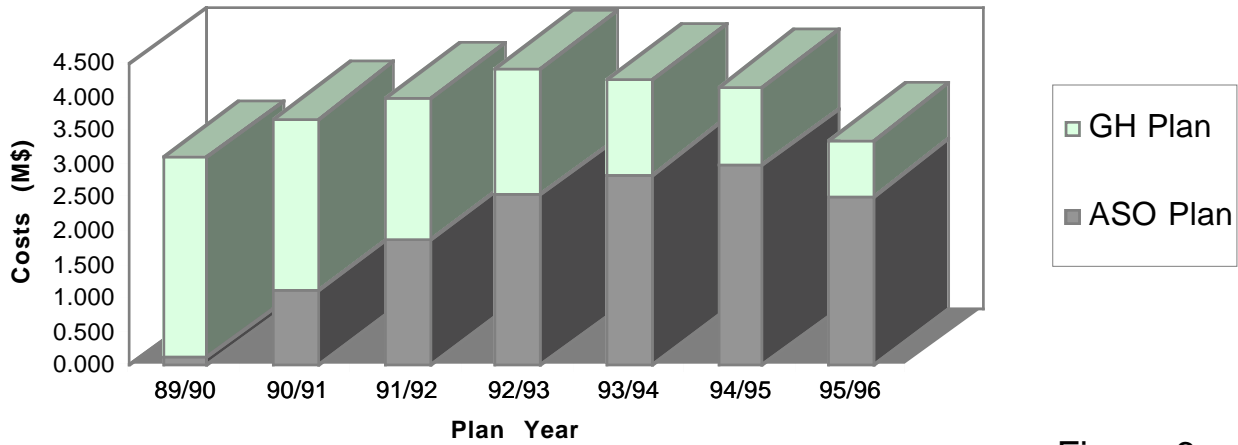


Figure 6

Note: ASO - Administrative Services Only
GH - Self-Insured Plan

OFFICE OF THE FAMILY CARE ADVISOR - Jan Nolan

STATEMENT OF PURPOSE:

The mission of the Family Care Advisor is to further the University of Toronto's commitment to providing a supportive environment that is sensitive to the family care needs of its students, staff and faculty, thus facilitating the pursuit of excellence by its members.

The Family Care Office was created in December 1993. It is funded jointly by students (through the Student Services Fee) and by the University's operating budget (through the Office of the Vice-President Administration and Human Resources). The Office's case load has increased substantially each year as more members of the University become aware of the services offered. The Office has added new services and programs annually to meet the changing needs of the University community.

MAJOR RESPONSIBILITIES

- Raise awareness of the value and benefit of proactive family care policies, procedures and services at the University of Toronto;
- Develop policy recommendations on family care issues;
- Create services that assist members of the University community in balancing their family obligations with educational and career pursuits.

1995/96 ACCOMPLISHMENTS

- Offered eighteen workshops on three campuses attended by 269 participants;
- Provided direct information and referral service to more than five hundred members of the University community;
- Conducted numerous outreach and training sessions, including training for new academic administrators
- Developed a family care web site;
- Completed a study of child care needs and resources on the St. George campus;
- Successfully lobbied for improved access for University families to several University facilities (i.e. Robarts Library, Department of Athletics and Recreation, and Hart House).

1996/97 OBJECTIVES

- Ensure that family care support is an integral component in the University' strategy for recruitment and retention of Faculty and staff;
- Enhance support to new faculty and staff prior to arrival on campus and during their first year here;

-
- Continue to raise awareness of family care issues and promote practices integral to a supportive environment;
 - Develop management training for designing and implementing flexible work arrangements;
 - Provide advice and support to the Vice-President Administration & Human Resources on child care issues;
 - Monitor provincial government child care policy directives and their implications for the University community
 - Continue to enhance direct information, counselling and referral service;
 - Improve access to the Family Care Resource Centre:
 - Continue the expansion of the referral base:
 - Further expand educational programming;
 - Create a “lunch and learn” series in partnership with Occupational Health Service;
 - Offer new programs for employees at Erindale and Scarborough.

REPORT OF THE DIRECTOR ORGANIZATIONAL AND SYSTEMS EFFECTIVENESS - Chris Handley

RETHINKING ADMINISTRATION

1995/96 ACCOMPLISHMENTS

Six projects completed

Cost Reduction Total: \$4,460,000

Income Increase Total: \$298,000

Total institutional financial impact: \$4,758,000

GRADUATE STUDIES (One Project)

This project, sponsored jointly by the Dean and the Provost, redesigned the business processes of SGS to allow the reduction from 52 to 30 FTEs while not creating a net increase in work for the graduate departments that SGS serves. The renewed processes also created a more intense focus on the graduate student as customer and moved towards creating a one-step shopping environment for students. The reduction of 22 FTEs (at \$50,000 salaries and benefits per FTE) created a base budget benefit of approximately \$1,100,000.

OISE (Three Projects)

Re-designed processes allowed reduction of 60 FTEs without reduction in service levels in the following Administrative areas: Registration, Finance, Administrative support for academic areas. Assuming a salary and benefit cost of \$50,000 per FTE, this translates into savings of \$3,000,000.

DENTISTRY (One Project)

This is simply the beginning of change for the dental clinic. The project defined as many future projects as it did current opportunities. The project created two types of current goals: cost reduction and income growth. The cost reduction is \$ 260,000 and the income growth is projected at \$298,000.

OCCUPATIONAL HEALTH AND SAFETY (One Project)

This project had one intended outcome and one surprise outcome. The intended outcome defined changes which resulted in changes of 2 FTEs or \$100,000. The surprise outcome was a second report created by a single staff member which projected additional savings which are not counted here.

As of July 1, 1996, Chris Handley, reporting to the Vice-President Administration and Human Resources, assumed responsibility for implementation and roll-out of Administrative Management Systems (AMS), with four project managers reporting to him. This arrangement will be reviewed in December of 1996. In addition he will oversee several re-thinking projects including ones in the School of Physical and Health Education and Scarborough College.

THE DEPARTMENT OF ADMINISTRATIVE COMPUTING

- Marlies Burkhard

STATEMENT OF PURPOSE

To provide computer systems which assist central and divisional University administrators in managing their business affairs in a cost effective and timely manner.

MAJOR RESPONSIBILITIES

The department supports the following systems:

- Accounting (UNIFACTS until October 1995);
- Purchasing & Accounts Payable (until October 1995);
- Fixed Asset (UNISPRING);
- Personnel system (UNIPERS);
- Payroll system;
- Pensioners system;
- Cheque Reconciliation;
- Facilities & Services Billing, Work Order, Preventive Maintenance;
- Telephone Switchboard and Billing;
- Computer Charges Billing;
- Human Resources Information System (HRIS) (since Sept/1995);
- Financial Information System (FIS) (since Nov/1995).

Support includes:

- analyzing business requirements and developing solutions;
- designing and developing software and appropriate documentation;
- managing databases for legacy and AMS systems (IMS, DB2, Oracle);
- establishing and monitoring production schedules;
- distributing production output;
- developing and coordinating interfaces between systems.

1995/96 ACCOMPLISHMENTS

- Implemented the Financial Information System (FIS) including interfaces to the Student Records System, the Treasury System, the Billing systems of Faculty of Medicine, Computing, Telephone, and F&S. External interfaces include CIBC, Bank of America, Customs Brokerage.
- Implemented the Education & Training component of the new Human Resources Information System (HRIS)
- Provided database support for the Research Information System (RIS) and the Development Information System (DIS)
- Monitored Help telephone line and E-mail
- Maintained AMS web documentation
- Produced 38 payrolls on time - paying some 25,000 people per year
- Developed special programs. Some examples are:
 - Pension calculation for early retirement
 - July salary reduction
 - OISE/UT merger
 - UofT Press' outsourcing of their payroll

WORKFORCE PROFILE

BIS/DAC	89/90	95/96
Director	1	1
Managers	4	2
Database Administrators	2	2
Development Supervisors	4	0
Analysts/Developers	15	13
Business Officer	1	1
Secretary/Receptionist	1	1
Production Control Supervisor	1	0
Production Coordinators	3	2
Data Control Supervisor	1	0
Total	33	22

1996/97 OBJECTIVES

- Keep the legacy production systems functional implementing only legislative or mandatory changes.
- Support and enhance AMS systems as resources permit, e.g.
 - upgrade SAP software for FIS & HRIS and incorporate DIS & RIS applications
 - enhance reporting capability
 - investigate electronic commerce (Internet, EDI, EFT)
 - develop Purchase Card interface with Bank of Montreal.
- Continue the replacement of the legacy systems with SAP based systems:
 - configure and implement HRIS/Payroll
 - configure and implement Sales & Distribution
 - investigate software for conference bookings
- Restructure DAC resources to reflect the support requirements of AMS and a decentralized customer base.

FACILITIES & SERVICES - Janice Oliver

- St. George Campus

STATEMENT OF PURPOSE:

TO SERVE EFFECTIVELY THE NEEDS OF THE UNIVERSITY COMMUNITY FOR THE CONSTRUCTION, OPERATION, MAINTENANCE AND PROTECTION OF CAMPUS FACILITIES AND SERVICES

MAJOR RESPONSIBILITIES

- To provide effective and efficient
 - property management services for the maintenance of buildings and facilities
 - caretaking and custodial services
 - waste management services
 - landscaping and snow removal services
 - fire prevention services
 - skilled trades services for the maintenance of buildings
 - production and/or distribution of all utility services (heating/cooling, electricity, water, gas, chilled water and steam)
 - distribution of inter-departmental and Canada Post mail around the campus
 - estimating, design and engineering services for renovations and alterations
 - moving and delivery services
 - emergency response services
- To plan, evaluate and administer
 - building and system repairs, modifications and upgrades
 - energy conservation measures and the Environmental Protection Policy
 - the design and construction of capital projects on all three campuses
 - the design and construction of renovation and alteration projects on the St. George campus
 - the University's design standards
 - electrical contracts
 - conformance to code requirements
 - gas contracts (all three campuses)
- To provide effective parking services to the Parking Ancillary's customers while continuing to produce significant financial support to the University's operating budget
- To work in a partnership with the community on all three campuses to develop programs and conduct activities to promote safety and security on the campuses

FACILITIES & SERVICES STATISTICS

- 115 buildings
- 9.2 million gross square feet
- average age of plant -34 years
- over 280 departmental customers being served as well as every member of the University community

- 125 acres
- 16 kilometers of sidewalks
- 5 kilometers of roads
- 500 building entrances and flights of steps
- 8 kilometers of steam tunnels
- 19 kilometers of 13,800 volt and 4,160 volt electrical distribution networks
- 40 electrical substations and 200 transformers
- 170 elevators and 130 lifting devices
- 28 major chillers with 15,000 tons of capacity
- 6 megawatt cogeneration plant
- 70% of buildings on campus under computerized monitoring and control for energy use
- 1050 utilities rooms
- 200 controlled environment rooms
- 1200 tonnes of material recycled
- 7 unionized tradescraft handle 1500 job orders per month, 500 of which are urgent
- 28 principal parking areas - 2400 spaces
- \$1,000,000 in net parking revenue contribution to operating budget
- 8.6 million pieces of mail distributed per year

FACILITIES & SERVICES

WORKFORCE PROFILE

	<u>1996/97</u>	<u>1990/91</u>
<u>Maintenance and Operating Buildings</u>		
Caretaking	284	332
Utilities	84	97
Property Management	16	16
Design & Project Management	29	33
Trades Services	68	85
Building Support	<u>3</u>	<u>5</u>
	484	568
 Grounds and Waste Management	 33	 38
 Campus Services		
Fire	3	4
Mail	7	9
Police	34	39
Move/Set Up	<u>9</u>	<u>9</u>
	53	61
 Administration	 13	 22
 TOTAL	 <u>583</u>	 <u>689</u>
% Change	(15.4)	

SPACE MAINTAINED

	<u>1996/97</u>	<u>1990/91</u>
Gross Square Meters	932,847	837,936
% Change	11.3	

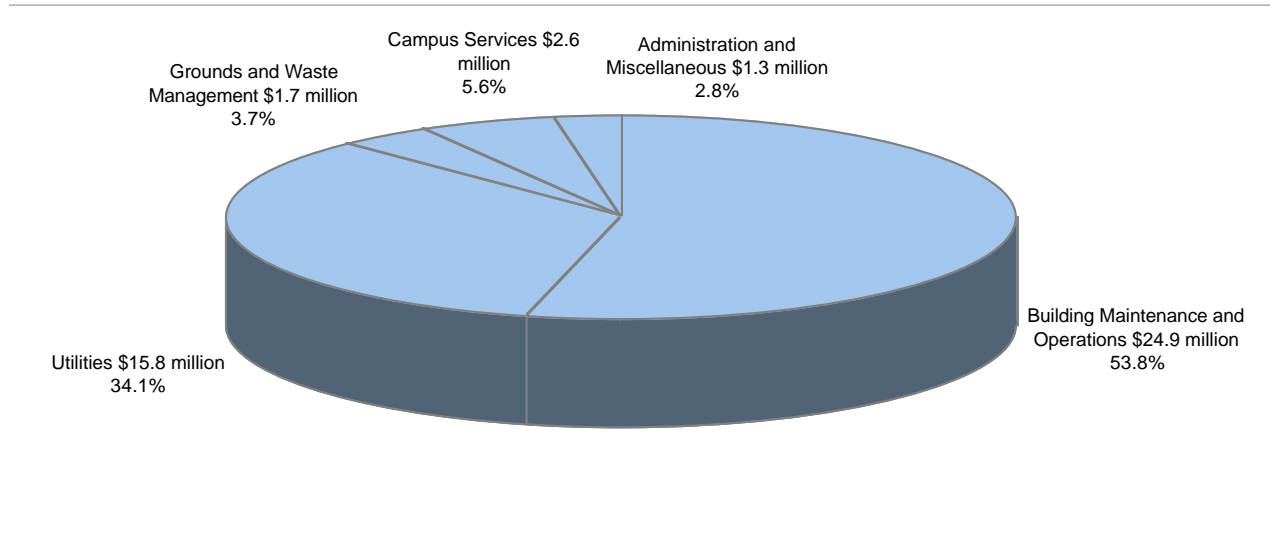
**FACILITIES & SERVICES
BUDGET RESPONSIBILITY 1996/97**

Operating Budget	\$30.5 Million
Utilities Budget	<u>\$15.8</u>
	\$46.3 Million

% University Budget

	<u>1990/91</u>	<u>1996/97</u>
F&S	6.0%	5.2%
Utilities	2.5%	2.7%

BUDGET ALLOCATION



FACILITIES & SERVICES OBJECTIVES

- To provide the minimum physical plant possible in support of the academic mission and in compliance with external codes and regulations
- To provide satisfactory services to the University without increasing the Facilities & Services share of the University's total operating budget.
- To devote the maximum resources possible into direct service delivery while minimizing overhead costs. Administration and miscellaneous expenses account for only 2.8% of the total F&S budget

-
- To ensure that Facilities & Services adds real value to the institution, benchmark costs and service outputs with external organizations and survey customers for feedback on performance of work and services.

FACILITIES & SERVICES 1995/96 ACCOMPLISHMENTS

BUDGET TASK

- Maintained ongoing downsizing of
 - Caretaking Services
 - Utilities
 - Police Services
- Secured customer agreement to revised levels of caretaking service
- Achieved a Campus Waste Diversion rate of 60%

PRODUCTIVITY AND QUALITY

- Revised Commissioning Procedures
- Implemented New Purchasing Agreement
- Further Refined Design Standards
- Implemented Quality Assurance Programs - Caretaking, Trades
- Initiated Ontario Benchmark Study - Parking
- Developed Caretaking Performance Measures and compared to Canadian and U.S. Universities.
- Compared overall costs to BOMA standards
- Modified campus police shifts
- Improved absenteeism management

CUSTOMER SERVICE

- Completion of 3 Major Capital Projects:
 - Faculty of Management
 - Fields Institute for Mathematical Science
 - Galbraith/Haultain Renovations
- Completed \$6.5 million of In-House Designed Projects encompassing 53 Separate Projects. Sample Projects were:
 - 20 Electronic Classrooms
 - MacWaTer Video Conferencing Facility
 - Accessibility for the Disabled
- Surveyed and Developed 3 Year Retrofit Program for Gasline Conformance - \$3.5 million
- Completed \$4.6 million T-8 Fluorescent Relamping Program - Reduced Electrical Demand by 2 MW while improving Lighting Levels
- Completed 237 Estimates for Alteration and Renovation Projects
- Managed and completed 200 COIWP and Departmentally-Funded Small Projects totalling \$2.4 million

STAFF DEVELOPMENT

- English as Second Language Courses for Caretaking Staff
- Regular Staff Meetings to communicate and receive Feedback on Operational Concerns

FACILITIES & SERVICES BENCHMARKS

- 1991/92 Unit Cost Comparison - Other Ontario Universities (last year COU compared physical plant data)
- Caretaking Comparisons
- Unit Cost Comparisons to Industry and Government
- Parking
- Caretaking Satisfaction Survey

**Unit costs of physical plant operating expenses by institution
for the fiscal year ended 30 April 1991
\$/ square metre)**

INSTITUTION	MAINTENANCE (1)	CUSTODIAL(2)	UTILITIES(3)	GROUNDS (4)	SECURITY & TRAFFIC' (5)	TOTAL 1,2,3,4,5
BROCK	10.286	15.054	16.705	3.348	3.536	48.929
CARLETON	16.651	10.703	19.985	3.559	6.441	57.339
GUELPH	10.763	16.293	7.343	3.040	4.548	41.987
LAKEHEAD	9.945	13.714	20.055	3.110	4.451	51.275
LAURENTIAN	14.643	9.086	25.614	4.514	4.471	58.328
MCMASTER						
OTTAWA	6.708	10.942	19.269	1.328	4.883	43.130
QUEEN'S	9.156	14.140	15.468	2.176	1.900	42.840
RYERSON	9.350	15.036	15.153	0.557	7.847	47.943
TORONTO	7.588	12.846	16.153	1.398	3.933	41.918
TRENT	13.151	11.264	9.453	2.358	3.000	39.226
WATERLOO	10.220	19.011	15.105	3.067	2.930	50.333
WESTERN	9.151	13.108	15.481	2.080	2.315	42.135
WILFRID LAURIER	9.800	20.783	17.283	3.100	7.183	58.149
WINDSOR	9.575	22.307	20.935	3.529	5.196	61.542
YORK	13.013	18.869	20.925	4.951	3.885	61.643
AVERAGE	10.667	14.877	16.995	2.808	4.435	49.781

Note: 1. Unit costs are calculated using Building Maintenance square metres (Summary Statement #5).
The reader of this report or summary reports using data compiled from this report should be cautioned that the results of the individual universities are not necessarily comparable and conclusions should not be drawn without reference to the individual institution.

UNIVERSITY OF TORONTO - CARETAKING COMPARISONS OCTOBER, 1995

QUESTIONS	U. OF T.	ALBERTA	U.B.C.	QUEENS	YORK	WESTERN	GUELPH	1995 U.S. SURVEY (CDN \$)		1994 BOMA CANADA	
								UNIVERSITIES	PRIVATE SECTOR	PRIVATE SECTOR (TO DOWNTOWN)	GOV'T SECTOR (TO DOWNTOWN)
Total Campus Square Footage	8,700,000	7,700,000	6,500,000	3,800,000	4,000,000	4,100,000	4,100,000				
Number of Caretaking Staff	265	229	225	119	142	120	129				
Square Footage per Employee	32,800	33,600	28,900	31,900	28,200	34,200	31,800	27,500	21,000		
Number of Full Time Supervisors	12	12	12	6	6	6	6.5				
Number of Employees per Supervisor	22	19	19	20	23	20	20				
Number of Managers	4	2	4	1	2	1	2.8				
Level of Service											
Offices	Twice a week	Once a week	Twice a week	Every other day	Daily	Once every two weeks	Daily				
Public Areas	Daily	Daily	Daily	Daily	Daily	Daily or every other day	Daily				
Average Wage Rate per hour	\$13.50	\$10.50	\$14.50	\$14.85	\$14.75	\$14.11	\$14.01	\$11.20	\$10.40		
Direct Wage Cost including Fringe	\$8,929,000	\$6,252,000	\$9,365,000	\$4,227,000	\$5,337,000	\$4,332,000	\$4,575,000				
Supervision & Management											
Salaries including Fringe	\$809,000	\$630,000	\$883,000	—————	\$424,000	\$362,000	\$504,000				
Equipment & Supply Costs	\$720,000	\$602,000	\$664,000	—————	\$415,000	\$387,000	\$498,000				
Total Costs	\$10,458,000	\$7,484,000	\$10,912,000	—————	\$6,176,000	\$5,081,000	\$5,557,000				
Cost per Sq. Ft. per Year	\$1.20	\$0.97	\$1.68	—————	\$1.54	\$1.24	\$1.36	\$1.21	\$1.76	\$1.18	\$1.72

Note: York, Alberta and U.B.C. adjusted to include lights.

Comparison of Facilities & Service Costs Per Sq. FT. (f)

Comparable Components	U of T St. George Campus 94-95	1994 BOMA - Toronto Downtown		1995 - U.S. Survey (\$CND)	
		Private Sector Avg.	Canada Govt Avg.	Universities	Private Offices
CLEANING (d)	\$1.20	\$1.18	\$1.72	\$1.21	\$1.76
REPAIR & MAINTENANCE	\$1.32 (g)	\$1.64	\$2.47		
UTILITIES	\$2.09 (a)	\$2.56	\$2.96		
ADMIN EXPENSES (b)	\$0.47	\$1.19	\$0.83		
TOTAL OF ALL OPERATING EXPENSES (e) (This is not the sum of all of the above individual components as not all components are comparable.)	\$6.44 (c)	\$7.10	\$8.62		

- a) Based on gross values excluding any recoveries.
- b) Includes Property Managers, Maintenance Services & Project Mgmt., Design & Construction & Departmental Central Admin. Staff.
- c) U of T total is sum of gross expenditures excluding any recoveries.
- d) Cleaning costs are annual as of Oct. 1995.
- e) Excludes fixed costs such as taxes and insurance.
- f) Sq. Ft varies depending on service provided. Cost based on 1994-95 budget.
- g) Including Facilities & the renewal grants of \$2 million increases unit cost to \$1.56.

NOTE: BOMA data is from 1994 BOMA Experience Exchange Report surveying office buildings. The U of T data has been sorted whenever possible into the BOMA definition categories. Comparisons are useful as a guide but caution must be used as definitions may not always be consistently applied and levels of service will vary.

Net Parking Income Per Stall
*** Benchmarking - Toronto Downtown & Other Universities**

	BOMA 1994	U of T St. George Campus	York	Western	Ottawa	McMaster	1994-95 Guelph
All Downtown Buildings	\$823						
Downtown Buildings 50,000 -100,000 Sq. Ft.	\$544						
Downtown Buildings 100,000 - 300,000 Sq. Ft.	\$545						
Downtown Buildings 300,000 - 600,000 Sq. Ft.	\$1,890						
	1994-95	\$588	\$256	\$178	\$668	\$146	\$154
U of T St. George - 1995-96		\$768					

*NOTE All costs exclude depreciation from BOMA data & from Universities' data. Other exclusions include extraordinary one-time expenditures, investment income & land rent. Data under review by Ontario Parking Benchmarking Committee.

File Name: Ivan1.95\Netprk.Stall (Revised Sept. 25, 1996)

1996 CARETAKING SATISFACTION SURVEY

115 Departments asked to rate Satisfaction of Cleanliness:

	<u>Very Good</u>	<u>Good</u>	<u>Fair</u>	<u>Poor</u>
Lounges	21.3	48.9	25.5	4.3
Labs	13.0	69.6	17.4	-
Cafeterias	12.5	62.5	25.0	-
Corridors/Lobbies	29.0	58.1	9.7	3.2
Classrooms	20.5	56.4	23.1	-
Offices	17.2	51.7	19.0	12.1
Washrooms	20.6	49.2	15.9	14.3

FACILITIES & SERVICES AWARDS

- Recycling Council of Ontario - Outstanding Institution - 1993
- Canadian Polystyrene Association - 1996 Polystyrene Recycling Award
- CAUBO Ontario Region Award - 1996
"Quality Assurance and Productivity Improvements in Caretaking with Diminishing Resources".
- CAUBO Award - 1994
"An Institutional Revolution - Travelling the Path to Change" (Caretaking)
- American Physical Plant Association - May 1995 - Papers Presented
 - Reengineering Caretaking at the University of Toronto
 - University of Toronto Waste Management System

AUXILIARY SERVICES

STATEMENT OF PURPOSE:

TO PROVIDE ANCILLARY SERVICES THAT BOTH MEET THE NEEDS AND EXPECTATIONS OF THE UNIVERSITY COMMUNITY AND CONTRIBUTE NET REVENUE TO THE OPERATING BUDGET

MAJOR RESPONSIBILITIES

To provide effective and efficient

- Management of the St. George campus food services contracts
- Administration of the University's liquor license for the St. George campus
- Education on alcohol service
- Financial and facilities management for the Graduate Residence, Law Houses and Devonshire House
- Budget and financial consolidation for Innis, New and University College residences
- Marketing and coordination of Conference services for internal and external groups using the St. George campus facilities
- Management of the Guidance Centre

STATISTICS

- Food
 - 5 caterers contracted to provide food services
 - 18 retail locations
 - 80 vending machines
 - \$7.5 million annual revenue
- Residence
 - \$7.6 million annual revenue
 - \$1.1 million revenue from summer occupancy
- Beverage
 - \$.330 million annual sales
- Guidance Centre
 - \$2.2 million annual sales
- There will be 20 staff in the department in 1996/97

AUXILIARY SERVICES

1995/96 ACCOMPLISHMENTS

- **Food**
 - Negotiated 4th Second Cup outlet
 - Assumed responsibility for OISE outlets and negotiated contract with Marriott for management

-
- Collected benchmark data from other universities to assist in monitoring the ancillary's performance
 - Engaged the Impact Consulting Group to conduct a food service satisfaction survey. Results showed that whereas on campus outlets achieve a satisfactory rating, they do not receive the same level of satisfaction as off-campus outlets. Key areas for focus to improve are value and quality of food.
 - **Beverage Services**
 - Completed negotiations with SAC for operation of the SAC Hangar
 - Provided alcohol server training to 300 students and staff
 - **Residences**
 - Negotiated and transferred responsibility for the daily financial and facility management of the residences to New College, Innis and University College
 - Serviced 76 conferences and tour groups, providing lodging, food services and room and A/V bookings
 - **Guidance Centre**
 - Assumed responsibility for management of the Guidance Centre as a result of the OISE merger

REAL ESTATE DIVISION - Don Beaton

STATEMENT OF PURPOSE:

To make the most effective use of and to maximize the value and financial return on the University's real estate assets in a manner that is consistent with the University's academic objectives.

MAJOR RESPONSIBILITIES

- Develop policies for the strategic use of University property to improve efficiency of use, maximize revenue, and protect and enhance asset value
- Execute real estate transactions involving the purchase, sale, lease, development or other disposition of University property
- Manage the University's real estate holdings, including: representing the University at zoning tribunals such as Committee of Adjustment and Ontario Municipal Board; negotiating assessments, rights-of-way, and other instruments affecting property rights; manage rental property.
- Advise the University's senior officers with respect to zoning and other legislative issues affecting capital assets generally, and real estate in particular, and act as a resource for University divisions with respect to real estate issues
- Advise university divisions on real estate issues.

MAJOR OBJECTIVES AND ACHIEVEMENTS

- **Governing Council approval of a Real Estate Strategy**
The strategy called for:
 - Consolidating ownership on the St. George campus, selling off outlying property not in institutional use
 - Determining whether other outlying properties could be made surplus
 - Converting property in the north west campus to revenue-producing university use. In accordance with the strategy, an additional property in the north west campus was acquired.
- **Sale of surplus property**
 - An apartment building in Scarborough was sold
 - Appraisals have been commissioned or obtained for the two most valuable surplus properties not in university use
 - An examination of other outlying property is underway under the aegis of the Joker's Hill Users' Committee.
- **Redevelopment of the Varsity Stadium site and surrounding area**
 - Meetings with city planning staff are progressing well, with a prospect of obtaining appropriate zoning from the city early in 1997.
- **Faculty Use of Huron/Sussex Property**
 - 15 apartments for visiting faculty were brought on stream last fall - demand for the units is strong.
 - A plan to create a faculty housing cooperative for new faculty was developed and approved by the Business Board early in 1996
 - A further 16 apartments were converted for occupancy in September.

OBJECTIVES for 1996/97 include:

- **Continue to implement the Real Estate Strategy by:**
 - a. Sale of outlying properties, including land in Mississauga, Scarborough, Barrie, Moore/Mallory, deemed surplus.
 - b. Furthering the University Village concept by reclaiming property whenever possible, primarily for faculty housing.
 - c. Commercialize the Spadina periphery of Huron-Sussex, zoning permitting.
 - d. Increase revenues from residential property, where rent controls permit.
 - e. Maximize the return from those parts of Joker's Hill Estate not designated for institutional use.
 - f. Pursue commercial development of Scarborough land. Address and resolve if possible balance of methane contamination issue with City.
 - g. Continue with Varsity Stadium development.
- **Develop a Business Plan which moves Real Estate unit off budget.**
- **Engage an Advisory Committee on Real Estate.**

**REAL ESTATE DIVISION
STATISTICS**

Property Rentals/Property Management:

ACTIVITY	REVENUE	EXPENSE	NET
<u>St. George Campus</u>			
Huron Sussex	775,000	551,800	223,200 ¹
Faculty Housing	306,500	220,800	85,700 ²
246 Bloor	210,300	115,400	94,900 ³
252 Bloor (OISE)	253,000	20,000	233,000 ⁴
255 St. George OLLRC	65,400	0	65,400
Poster Rentals	66,600	0	66,600 ⁵
Total St. George	1,676,800	908,000	768,800
<u>Other</u>			
Scarborough Campus	105,000	77,000	28,000
Erindale Campus	30,500	0	30,500
East York	75,200	52,000	23,600
Barrie	55,100	23,900	31,200
Richmond Hill (DDO)	<u>27,500</u>	<u>0</u>	<u>27,500</u>
Total Other	293,300	152,900	140,400

Commercial office leasing:

Operating Budget	‘703,300
Divisional Budgets	<u>449,900</u>
Total Cost	1,153,200 ⁶

Notes:

1. External residential and commercial rentals only
2. Includes amortized costs for improvements to faculty housing; excludes capital improvement cost of \$390,000.
3. Includes extraordinary one-time expense of \$45,000 for shared cost of leasehold improvements
4. Rentals from OISE tenants will decrease as leases are terminated and university departments are relocated to OISE
5. Represents activity for 8 months from commencement on September 1, 1996.
6. Reliance on commercial rentals is being reduced in phases, primarily by moving departments to the OISE building.

General Notes

- Plans to be implemented in 1996/97 include removal of operating budget support for the Real Estate Division. Figures shown do not include those costs.
- Figures shown do not include the revenues and expenses for Joker’s Hill Estates, a company formed to operate the property.

