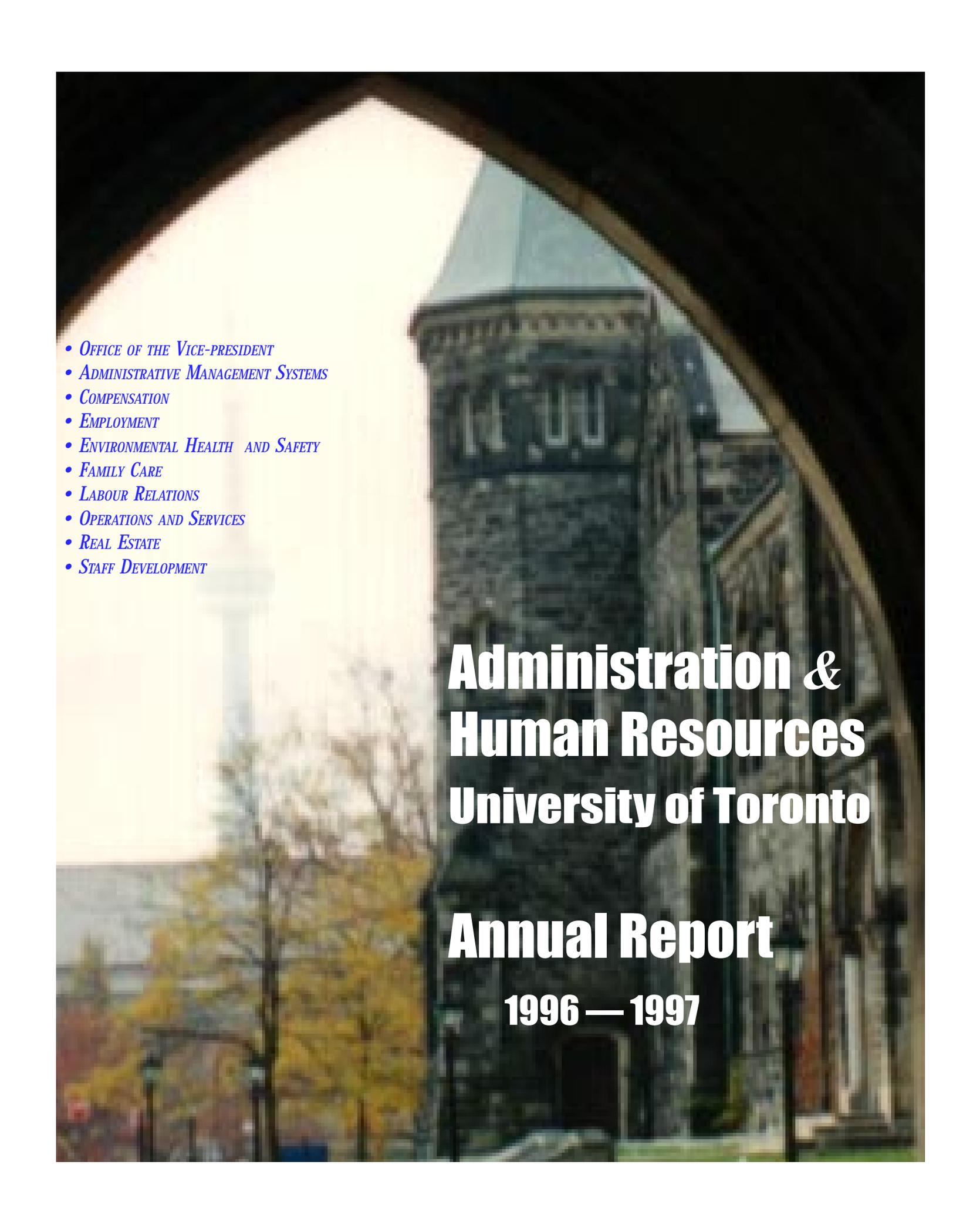


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- *OFFICE OF THE VICE-PRESIDENT*
 - *ADMINISTRATIVE MANAGEMENT SYSTEMS*
 - *COMPENSATION*
 - *EMPLOYMENT*
 - *ENVIRONMENTAL HEALTH AND SAFETY*
 - *FAMILY CARE*
 - *LABOUR RELATIONS*
 - *OPERATIONS AND SERVICES*
 - *REAL ESTATE*
 - *STAFF DEVELOPMENT*

Administration & Human Resources University of Toronto

Annual Report

1996 — 1997

Introduction

Michael Finlayson
Vice-President, Administration and Human Resources

I am pleased to present the second Annual Report from the Administration and Human Resources portfolio. Its purpose is to provide the Business Board - and the broader University community - with the current employee profile of the University and an accounting of the principal achievements of members of the portfolio during 1996-97. The Report is designed to answer the broad question, what does the University get for the roughly \$53m it spends on the department's activities.

These are not easy times for the administrative and Human Resource side of the University's house. Every department within the portfolio continues to absorb severe budget cuts which are reflected in the reduction of the number of full-time employees by 37, or more than 5% in the past year. Notwithstanding the reduction in our resources, which is the direct result of continuous and swinging reductions in government funding, the amount of space to be serviced and preserved does not shrink nor do the numbers of students to be taught.

The first section of the Report displays the employee profile of the University and uses the taxonomy introduced last year although this year's Report uses data from the September payroll rather than March. We have changed the date for reporting to bring it into line with the Employment Equity Report that will be presented to the Business and Academic Boards early in 1998. This year's employee data also differs from that presented last year in that it now includes all employees of OISE who are now fully integrated into the University and into our data bases. Even a casual perusal of the employee data, summarised in a single sheet in page 1, shows a startling reduction of 18% since 1991. The complement reduction - often euphemistically referred to as "downsizing" that was a dominant feature of the private sector in the late 80s and early 90s is well under way at the University of Toronto - 18% and counting.

The Report provides a summary of the achievements of each of the administrative units within the portfolio and, where appropriate, some performance measures. On the HR side of the house, the achievements are impressive. The 18 months that have followed the end of the Social Contract (March 31, 1996) have seen some of the worst labour disputes in the history of Ontario universities. The University of Toronto has provided a strikingly calm contrast. A majority of OISE's three unions voted to give up their collective agreements and become part of the University's existing employee associations and unions. We achieved unprecedented three-year agreements with virtually all of our associations and unions and did not lose a day's work to strikes. The number of grievances within the unions and associations is stable.

The implementation of the first phase of the new Financial Information System has been completed. Our attempt to introduce fully integrated financial, human resource, development and research information systems is ambitious and, thanks to the extraordinary dedication of our systems staff and the self-sacrificing dedication of hundreds of divisional users, success is within our grasp. HRIS is scheduled to go live on May 4, 1998 at which point the basic Administrative Management System (AMS) will be fully in operation.

The responsibilities of Re-thinking Administration have now been divided between the soon-to-be appointed Director of AMS, who will be charged with ensuring that the systems are used as effectively as possible and the also soon-to-be appointed Director of Human Resources for whom change management will be a primary responsibility. This redeployment was introduced last year, which explains the absence of Re-thinking Administration from this year's Report. There is also no reference to the Art Curator as that position has been transferred to the Provost's Office.

The performance measures for our Workers' Compensation, Long Term Disability and sick leave programs continue to be impressive, as are our parking operation and our care-taking program. The Real Estate Department continues to implement the University's Real Estate strategy part of which is the creation of a University Village in the north-west campus. We now have 35 apartments occupied by visiting and newly-appointed faculty, for whom we have created a Faculty Co-op.

Throughout the portfolio, our excellent staff at every level continue to do more with less.

UNIVERSITY OF TORONTO EMPLOYEE PROFILE

The data in this section of the Report follows the form introduced last year with two exceptions. First, the data now includes OISE. This means that we have revised our 1991 and 1996 data to include employees who were then members of OISE. Therefore, the comparison of 1991 data with that from September 1997 is meaningful. Secondly, I have included a summary sheet for full-time and part-time employees that displays on a single table the changes that have taken place in the various categories of employees in the 78 months since March, 1991. The changes range from 8% among tenured and tenure-stream faculty to 49% among grant-supported non-unionised administrative staff. The significant decline in the number of employees since March, 1996 is partly a reflection of the Common Sense Revolution, although it has to be noted that the recent budget reductions announced in the summer of 1997 have not yet taken effect. What is heartening is that despite the difficult times we are experiencing, the University continues to attract and retain excellent staff and is able to make new appointments of tenure-stream faculty, thus ensuring a healthy future.

Totals All Full-Time Staff Members All Sources of Funding

Year					% change
	Mar-91	Mar-96	Mar-97	Sep-97	1991:1997
U of T Tenure/Tenure Stream*	1727	1673	1656	1626	-6
OISE/UT Tenure/Tenure Stream	147	119	104	99	-33
Total Tenure/Tenure Stream	1874	1792	1760	1725	-8
Clinical	n/a	524	571	564	n/a
CLTA/Other	855	308	254	228	n/a
Total Clinical, CLTA/Other	855	832	825	792	-7
Instructors/Tutors/Senior Tutors	250	221	216	217	-13
Total All Academic Staff	2979	2845	2801	2734	-8
*Tenure Stream	225	228	252	234	+4
U of T Librarians (Includes OISE/UT)	146	139	129	125	-14
U of T Research Associates	187	154	136	115	-39
U of T Administrative Staff Non-Union by Source of Funding					
Operating Budget (Includes SMG and OISE/UT)**	2969	2738	2509	2433	-18
Ancillary	47	62	53	49	+4
Grant	479	280	280	245	-49
Total Administrative Non-Unionized Staff	3495	3080	2842	2727	-22
U of T Unionized Staff	1181	956	954	889	-25
OISE/UT Unionized Staff	36	35	29	19	-47
Total Unionized Staff	1217	991	983	908	-25
Total FT Staff Members	8035	7209	6891	6609	-18
	1990/91	1995/96	1996/97		
Undergraduate Students (Full and Part-Time)	45,319	42,833	42,819		
Graduate Students (Full and Part-Time)	9,811	10,269	9,887		

**Includes PSA and GSSA for 1991/1996

***PSA and GSSA included in Non-Union Admin.

**Totals All Part-Time Staff Members
All Sources of Funding**

					% change 1991:199
	Year	Mar-91	Mar-96	Mar-97	Sep-97
U of T Tenure/Tenure Stream*	n/a	11	11	15	n/a
OISE/UT Tenure/Tenure Stream	n/a	0	0	0	n/a
Total Tenure/Tenure Stream	n/a	11	11	15	n/a
Clinical	n/a	110	n/a	137	n/a
CLTA/Other	n/a	129	n/a	113	n/a
Total Clinical, CLTA/Other	n/a	239	n/a	250	n/a
Instructors/Tutors/Senior Tutors	n/a	46	n/a	38	n/a
Total All Academic Staff	n/a	296	n/a	303	n/a
*Tenure Stream	2	0	0	0	n/a
U of T Librarians (Includes OISE/UT)	19	23	24	22	+16
U of T Research Associates	39	16	16	11	-72
U of T Administrative Staff Non-Union by Source of Funding					
Operating Budget (Includes SMG and OISE/UT)**	233	253	251	237	+2
Ancillary	3	5	3	4	+33
Grant	80	60	49	43	-46
Total Administrative Non-Unionized Staff	316	318	303	284	-10
U of T Unionized Staff	n/a	37	n/a	44	n/a
OISE/UT Unionized Staff	n/a	0	n/a	7	n/a
Total Unionized Staff	n/a	37	n/a	51	n/a
Teaching Assistants (No. of Appointments) ****	2518	2441	2363	2394	n/a
Graduate Assistants (No of Appointments) OISE/UT Unionized	n/a	185	181	192	n/a

**Includes PSA and GSSA for 1991/1996

***PSA and GSSA included in Non-Union Admin.

Total Employees at the University

September 1997	March 1996	%Change
9,866	10,525	-6.3%

Academic Staff

Full-Time Professorial Staff and Lecturers 1996-97					
Distribution by Rank and Tenure Status					
All Sources of Funding					
September 1997					
Rank	Tenure	Tenure Stream	Non-Tenure		Total
			Clinical Faculty	CLTA/Other	
Professor	953	0	122	42	1117
Associate Professor	515	20	173	43	751
Assistant Professor	3	234	237	113	587
Lecturer	0	0	32	30	62
Total	1471	254	564	228	2517

*Includes OISE/UT
Excludes all status-only appointments.

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
OISE/UT ¹	119	0	0	0	119
Total	1,564	228	524	308	2,624

*Excludes all status only appointments
¹Breakdowns by Rank, or Tenure vs. Tenure Stream, for OISE/UT are not available.

Part-Time Professorial Staff and Lecturers 1996-97					
Distribution by Rank and Tenure Status					
All Sources of Funding					
September 1997					
Rank	Tenure	Tenure Stream	Non-Tenure		Total
			Clinical Faculty	CLTA/Other	
Professor	7	0	24	12	43
Associate Professor	8	0	37	18	62
Assistant Professor	0	0	65	59	125
Lecturer	0	0	11	24	35
Sub Total	14	0	137	111	262
Total	15	0	137	113	265

Note: To be consistent with employment equity data, appointments less than 25% are excluded
*Includes OISE/UT
Excludes all status-only appointments.

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

Rank	Part-time				Total
	Tenure	Tenure Stream	Non-Tenure Stream		
			Clinical Faculty (Medicine)	**CLTA/Other	
Professor	7	0	23	15	45
Associate Professor	4	0	28	22	54
Assistant Professor	0	0	58	53	111
Lecturer	0	0	1	39	40
Total	11	0	110	129	250

*Excludes all status only appointments
**Revised to exclude <25% appointments.

Instructors, Tutors, Senior Tutors

Other Academic Ranks 1996-97
Distribution by Rank and Portion of Time
All Sources of Funding
September 1997

	Full-Time	Part-Time	Total
Instructor	42	16	58
Tutor	35	15	50
Senior Tutor	140	7	147
Total	217	38	255

Excludes all status-only appointments.

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

	Full-time	Part-time	Total
Instructor	41	17	58
Tutor	34	17	51
Senior Tutor	146	12	158
Total	221	46	267

*Excludes all status only appointments
**Revised to exclude <25% appointments.

Librarians

Librarians 1996-97
Distribution by Portion of Time
September 1997

Full-Time	Part-Time	Total
125	22	147

Librarian
 *Includes OISE/UT

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

	Full-time	Part-time	Total
Librarian*	139	23	162

includes 12 from OISE/UT

*Includes OISE/UT

Research Associates

Research Associates 1996-97
Distribution by Portion of Time
September 1997

	Full-Time	Part-Time	Total
Research Associates	115	11	126

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

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

Administrative Non-Unionized Staff

Administrative Staff Distribution by Source of Funding and Portion of Time September 1997			
Staff Category	Full-Time	Part-Time	Total
Non-Union Admin			
Operating Budget	2330	236	2566
Ancillary	48	4	52
Grant	245	43	288
Sub-Total	2623	283	2906
SMG			
Operating Budget	103	1	104
Ancillary	1	0	1
Grant	0	0	0
Total Administrative Non-Union	2727	284	3011

Administrative Non-Union

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 ¹	2,643	251	2,894
Ancillary	61	5	66
Grant	280	60	340
Sub-Total:	2,984	316	3,300
SMG			
Operating Budget	95	2	97
Ancillary	1	0	1
Grant	0	0	0
Sub-Total:	96	2	98
TOTAL:	3,080	318	3,398

¹Includes OISE/UT PSA & GSSA

Unionized Staff

Unionized Staff

Unionized Staff
Distribution by Source of Funding and Portion of Time
September 1997

Union Group	Full-time	Part-time	Total
Service Workers	511	12	523
Research Associates and Officers OISE/UT	19	7	26
Operating Engineers	67	0	67
Trades and Services*	77	0	77
Police	39	2	41
Library	195	30	225
Total	908	51	959

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

Full-Time Union Staff Distribution

Mar - 96

Union Group	Full-time	Part-Time
Service Workers	570	12
Operating Engineers	67	0
Trades and Services*	60	0
Police	47	0
Library	212	25
Research Associates and Officers OISE/UT	35	0
Total	991	37

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

Teaching Assistants (Unionized)
(*October 1997)

Number of Appointments	2,394
Number of hours/month	50,711
Average hours worked/month	21

* October data is used, as the Teaching Assistant hiring process is very active in September causing data collected then to be unrepresentative of the remainder of the academic year

Teaching Assistants

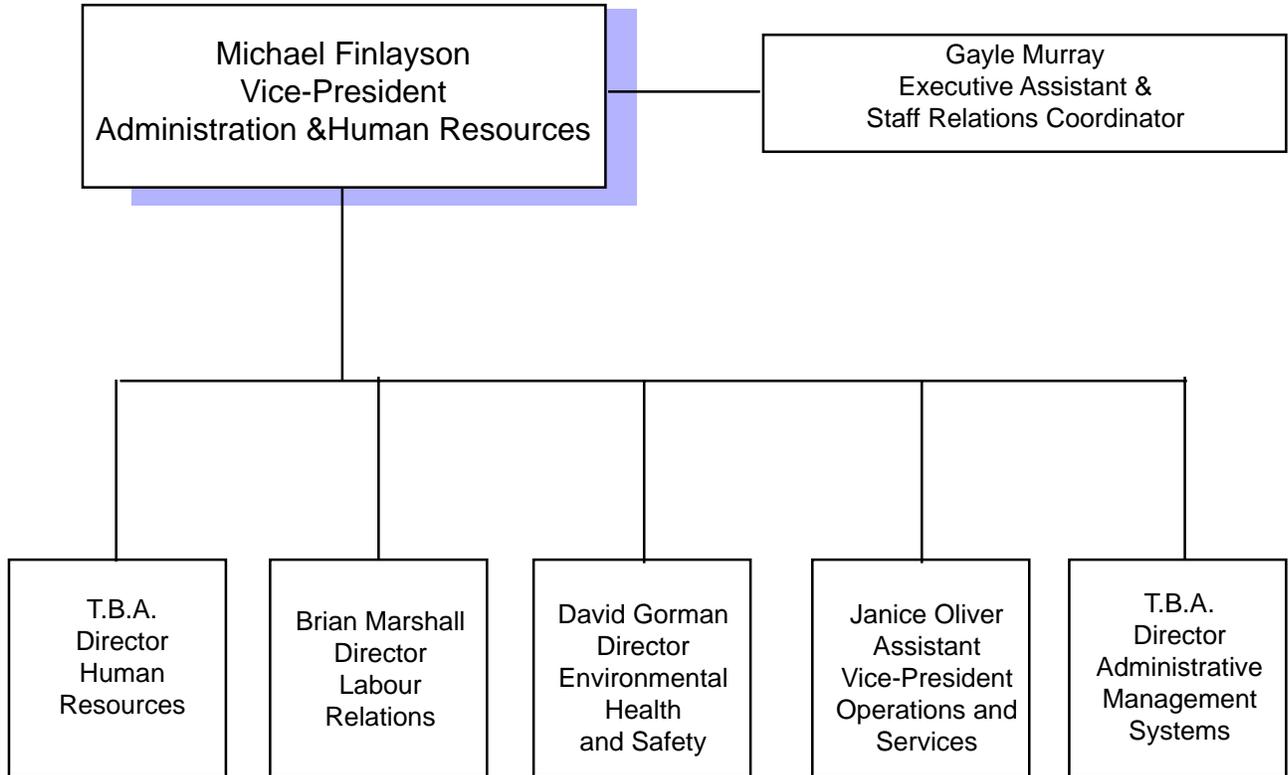
March 1996

Number of Appointments	2,441
Number of hours	52,501
Average hours worked	21.5

Graduate Assistants OISE/UT (Unionized)

	Sep-97	March 1996
Number of Appointments	192	185

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



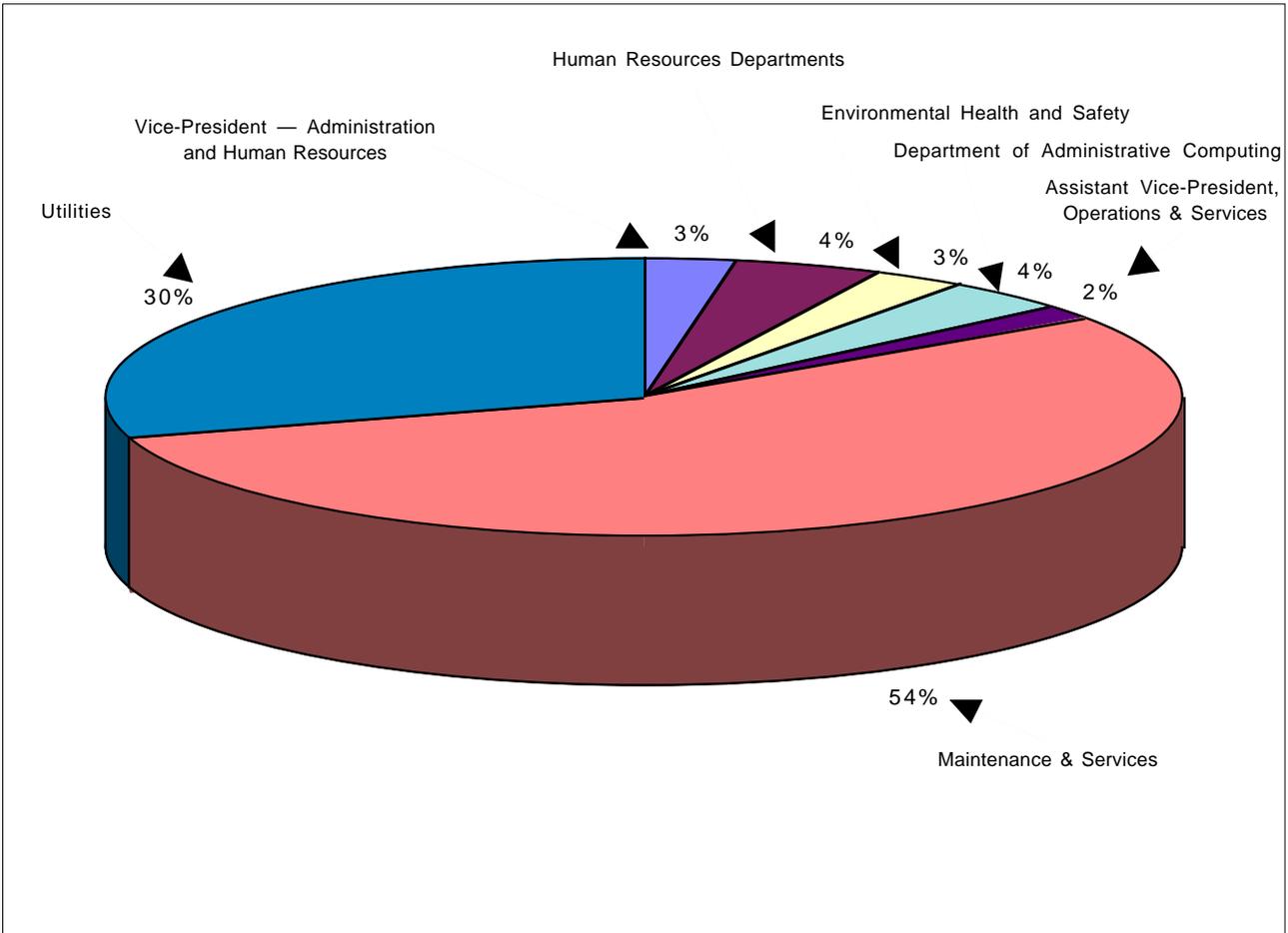
Vice-President

**Vice-President - Administration and Human Resources
(Total Base Budget Portfolio 53.6 M Net)**

Department	1997-98		1996-97		FTE
	FTE	Base	FTE	Base	% Change
Vice-President, Administration & Human Resources	10.5	1,462,163	9.5	1,243,000	10.5
Art Gallery Curator*	n/a	n/a	1.0	67,567	n/a
Employment & Staff Development	29.0	2,046,415	34.0	2,120,107	-14.7
Labour Relations	5.0	302,866	6.0	359,796	-16.7
Environmental Health & Safety	19.5	1,610,730	22.1	1,978,633	-11.8
Department of Administrative Computing	21.0	1,933,224	21.0	1,445,702	0.0
Assistant Vice-President, Operations and Services	10.8	884,451	13.0	911,422	-16.9
Maintenance and Services	546.8	29,489,707	570.0	30,412,771	-4.1
Utilities (FTE counted in M&S for 97-98)	0.0	15,882,316	0.0	15,458,427	n/a
Total	642.6	53,611,872	676.6	53,997,425	-5.0

*Transferred to Vice-President & Provost Portfolio

Budget



□ 1. 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

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.

BUDGETED STAFF COMPLEMENT (FTE)

	1997/98	1996/97
Compensation	15	20
Employment	8	8
Staff Development	5	5
Director's Office	1	1
TOTAL*	29	34

% Change (14.7%)

1 FTE transferred to divisional personnel office.

4 FTE eliminated as a result of budget cuts.

* Does not reflect 2 FTE positions in the Temporary Source both of which are fully cost recoverable.

1996/97 ACCOMPLISHMENTS

Administrative Staff and Faculty & Librarian Negotiations:

Recommendations for a multi-year salary and benefits agreement with UTSA were approved by the Business Board on July 10, 1997.

Support for lengthy Faculty & Librarian negotiations which resulted in a multi-year agreement retroactive to July 1, 1996. Successfully implemented the retroactive 1996 PTR for faculty and librarians.

Developed strategy for negotiated benefit plan changes for all employee groups which will result in an estimated annual savings of \$1 .7 m by the end of 1998/99.

DECENTRALIZATION

Further decentralization of the Customer Service Representative (CSR) role, which includes local delivery of benefits orientation/enrollment, to decentralized Human Resources offices.

OISE/UT

Transferred approximately 180 faculty and staff from various former OISE employee groups to the University payroll and benefit programs.

PENSIONS ADMINISTRATION

In partnership with the Finance section, reviewed delivery of pension services and pension systems and recommended outsourcing of pension services and pensioner information. Conducted the request for proposal and selected Hewitt as the successful provider. Completed first stage of outsourcing with targeted implementation of November 1997.

1995 - 1997 Staff Development Summary Report

TYPE OF SEMINAR	Participant Days	
	1996-97	1995-96
STAFF DEVELOPMENT	349	631.5
MANAGEMENT DEVELOPMENT	184	470.5
CAREER & LIFE PLANNING	776	341
COMPUTER SKILLS	1485	1478.5
ADMIN MGMT SYSTEMS	4390.5	4131.5
RETHINKING ADMINISTRATION	16	83.5
ENVIRONMENTAL HEALTH & SAFETY	316.5	875.65
TOTALS	7517.00	8012.15

COMPARATIVE DATA ON UNIVERSITY OF TORONTO TRAINING AND DEVELOPMENT EXPENDITURES AND ACTIVITY

Training and Development Expenditures per Employee:

1996-97	1995-96
445	460

Average Days of Training and Development per Employee:

1996-97	1995-95
2.2	2.3

Notes:

1. University of Toronto data is for the 1995-6 and 1996-7 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 3471 for 1995-6 and 3454 for 1996-7.
2. 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.

STAFF TRAINING AND CAREER DEVELOPMENT

The Staff Development Resource Centre opened in late September, 1996 to provide staff with access to confidential career advice, self-paced learning opportunities and computer training facilities. As of September 30, 1997 over 841 staff had received career services and 327 staff had taken 1053 hours of self-paced computer training in the Learning Lab.

Recommendations in the December 1996 Report of the SMG Career Development Committee provided a foundation for building a continuing leadership program for Senior and Administrative Managers, including those new to management. One-time-only funding support was secured to implement management training and career development initiatives over the next three years.

The program in the Fundamentals of Accounting was introduced to give staff with financial responsibilities the opportunity to acquire a more solid grounding in accounting as applied at the University. Forty-five staff participated in the first program.

A more strategic approach was taken to have closer consultation with divisions and align programs with their priorities, place a greater emphasis on needs assessment and measure the results of training, especially for AMS programs.

EMPLOYMENT

The Career Transition Centre, a joint effort of the University's Administration and UTSA, responded to the expansion of its mandate, by augmenting its resources and services, in order to meet the needs of released staff and staff members who may require services under the new mandate.

Recruitment and Release Activity - Administrative Staff		
	May 1, 1996 - April 30, 1997	May 1, 1995 - April 30, 1996
● Number of Job Postings (includes administrative non-union, union and Senior Management postings)	460	366
Administrative (non-union)	401	320
Union	48	36
SMG	11	10
Budget	403	315
Grant	51	50
Ancillary	6	1
● Number of Hires (includes administrative, non-union, union and Senior Management hires)	257	249
Term	102	127
Continuing	155	122
Internal	133	120
External	124	129
Budget	225	225
Grant	29	24
Ancillary	3	0
● Number of staff given notice of termination (per organizational change policy):	89 (30 grant/57 budget/2 ancillary)	80 (30 grant/48 budget/2 ancillary)
Option A: Lump Sum Severance	43	28
Option B: Severance as Continuing Payments	18	50
Option C (alternative employment)	5	2
<u>[totals for options chosen based on best available data]</u>		
● Number of released staff relocated:	17 (12 continuing/3 term/2 other)	29 (13 continuing/16 term)
Source of data: HR Recruitment Log /HR Release database		
Note: New Hires are those actually reported to Central Human Resources		

**1997/98
OBJECTIVES**

PENSIONS OUTSOURCING

Complete the process of outsourcing pension services to Hewitt, including the ongoing support and maintenance of pensioner information.

SALARY AND BENEFIT PROGRAMS- FACULTY, LIBRARIAN AND ADMINISTRATIVE STAFF

Implement the Faculty and Librarian and Administrative Staff settlements for 1997/98. Implement all benefit program changes arising from negotiations with UTFA and UTSA.

Establish committees with UTSA and UTFA to review benefit caps.

Establish a committee with UTSA and other interested employee groups to discuss the establishment of an Employee Assistance Program (EAP).

Establish a committee with UTSA to review the July 1997 merit program for administrative staff and recommend changes for the 1998 merit program.

HRIS

Provide full support to the configuration and implementation of the new Human Resource Information System (HRIS) for May 1998.

DECENTRALIZATION

Complete the decentralization of Human Resources functions to decentralized personnel offices, including benefit orientation and enrollment.

STAFF TRAINING AND CAREER DEVELOPMENT

Seek direction from the Human Resources Management Board, Provost, Principals and Deans and other senior managers within divisions to ensure that training and development efforts are aligned with both University priorities and divisional goals.

Launch the new Leadership Advancement Program for Senior and Administrative Managers in partnership with the Faculty of Management-Executive Programs and the Centre for Higher Education Research and Development (CHERD) at the University of Manitoba. Provide follow-up mentoring and networking opportunities. Assess the impact of the program on job performance through post-program interviews and focus groups with participants.

Introduce a program on the Fundamentals of Human Resource Management for those who are responsible for human resources management and want to refresh their understanding of how the concepts and principles apply within the University context, policy framework and the new HRIS.

Provide training services and support for the implementation of HRIS and work with divisional and AMS management to introduce responsibility centered AMS training.

Conduct comprehensive divisional needs assessments with a view to introducing programs which meet the needs of a broader range of administrative staff, with particular emphasis on those in professional and technical positions. Through the Michener Institute, make courses in molecular biology available to those in Lab Technician positions.

Share resources with the Career Transition Centre for computer skills training support.

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.

BUDGETED STAFF COMPLEMENT (FTE)

	1997/98	1996/97
Director	1	1
Manager	1	1
Labour Relations Officer	1	2
Labour Relations Trainee (PO1)	1	1
Administrative Assistant	1	1
Total*	5	6

% Change (16.6%)

1 FTE eliminated as a result of budget cuts

1996-97 ACCOMPLISHMENTS

- Negotiated fourteen renewal collective agreements, (including CUPE Local 3907 a former OISE collective agreement covering Graduate Assistants).
- Successfully negotiated compensation and benefit reductions with unionized employee groups without a strike.

-
- Streamlined collective agreement provisions in many of the collective agreements to accommodate management requests for increased operational flexibility. Reduced the amount of process associated with many of the provisions contained in collective agreements, for example; created more flexibility around how jobs are posted, as well as reducing the time and expense associated with processing grievances through arbitration.
 - Successful negotiations with CUPE 3902, representing Teaching Assistants resulted in the a number of initiatives including the creation of a Peer Training Program which will be in place at the University of Toronto for 1997-98. The parties also reached a agreement on a standardized job posting form which is available to departments electronically.
 - Negotiations with three of the five former OISE unions; OISEFA (faculty), CUPE Local 3831 (administrative staff), and the PSA (professional staff) resulted in agreements which provided for the voluntary termination of their bargaining rights and the integration of employees into various existing University employee groups. Negotiated a collective agreement with the graduate assistants at OISE/UT, represented by CUPE Local 3902, which has begun to harmonize employment terms and conditions with those of other unionized employee groups at the University.
 - Successfully integrated former OISE and FEUT library technicians into the Central Library. The integration was carried out by preserving former employment seniority while changing terms of employment to those in place for Central Library staff.
 - Continued to respond to requests from administrative managers for training by providing workshops in progressive discipline and supervision of unionized staff.

1997-98 OBJECTIVES

- Negotiate a renewal collective agreement with the last remaining former OISE union covering research officers represented by OPSEU. The objective will be to negotiate employment provisions which mirror those of other University employees.
- Develop and implement a Pay Equity Plan with CUPE Local 3261 part-time.
- Three years ago in conjunction with Facilities and Services, we introduced an attendance management program for Caretaking staff. Sick leave within the department has reduced, we think in part due to the Attendance Management Program. We therefore intend to implement the program across the remaining areas of CUPE Local 3261, as well as introduce it in skilled trades unions and the central library system this year.
- The demand for Labour Relations training by supervisors remains strong. We have had increasing requests for training in specific subject areas. We intend, therefore, to offer a number of programs this year which will be designed around specific themes and we will deliver these training sessions by partnering with line supervisors and other Human Resource practitioners.
- Academic administrators have responded enthusiastically to workshops put on by Labour Relations on administering the Teaching Assistant collective agreement. We will expand this program to ensure that it is offered locally for all divisions. As well, "Administration of the TA collective agreement" will be an item on the orientation program agenda for new academic administrators.
- The Administrator's Handbook on the TA collective agreement will be expanded and updated, and available on our web site.
- Support the University's response to a possible union organizing drive directed at the administrative staff.
- We have identified a number of processes within the Labour Relations department which can be streamlined to provide better service to departments and to employees such as putting all of

our collective agreements on the web. In addition we will review the many paper applications such as seniority lists, grievance forms, job postings and the supervisor's handbook, with a view to converting them to electronic medium.

BARGAINING UNITS

There are over 4,000 unionized employees in 16 bargaining units at the University of Toronto.

Carpenters - Carpenters and Allied Workers, Local 27 (United Brotherhood of Carpenters and Joiners of America)

Library Workers (full time) - The Canadian Union of Public Employees, (CUPE) Local 1230 Full Time represents Library Technicians and related capacities in access and information, materials processing, conservation, and other library functions . Unionized Library Workers work exclusively in the Central Library System which includes the John P. Robarts Library, the Gerstein Library and the Thomas Fisher Rare Book Library. Professional Librarians and certain other supervisory and/or professional classifications are excluded from this bargaining unit.

Library Workers (part time) - The Canadian Union of Public Employees, (CUPE) Local 1230 (Part-Time) represent part-time and casual Library Workers employed in the Central Library System. While the job functions 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.

Service Employees (full time) - The Canadian Union of Public Employees, (CUPE) Local 3261 (Full-Time) represents Caretakers, Food Service Staff, Grounds Staff, Drivers, Laboratory Animal Technicians and Athletic Attendants for example. CUPE 3261 (F/T) employees are located on all three campuses in departments such as Athletics and Recreation, Hart House, Campus Food, Beverage and Residence Services, and Facilities and Services.

Service Employees (part time) - The Canadian Union of Public Employees, (CUPE) Local 3261 (Part-Time) represents casual and regular part-time employees located on all three campuses. Employees in this bargaining unit, most of whom are University of Toronto students, work less than twenty-four hours per week.

Teaching Assistants - The Canadian Union of Public Employees, (CUPE) Local represents University of Toronto students, mainly graduate students working as Teaching Assistants, Teaching Laboratory Assistants, markers, graders, and a small number of part time lecturers. There are roughly 2,500 T.A.s employed annually, working on all three campuses in most academic departments.

Electricians - The International Brotherhood of Electrical Workers, Local 353 (I.B.E.W.) represents Electricians, Control Technicians and apprentices, located in the University's Facilities and Services and Physical Plant Departments.

Stage Hands - The International Alliance of Theatrical Stage Employees and Moving Picture Machine Operators of the United States and Canada, Local 58 (I.A.T.S.E.) represents Electricians, and Carpenters employed at the University of Toronto Hart House Theatre.

Machinists and Locksmiths - The International Association of Machinists and Aerospace Workers, Local 235 represents employees at the University of Toronto working as Locksmiths and Machinists on the St. George Campus.

Operating Engineers - The International Union of Operating Engineers (I.U.O.E.), Local 796 represents Stationary Engineers, Building Management Systems Technicians, Building Engineers and Maintenance-Related Engineers working on all 3 campuses.

Painters - The International Brotherhood of Painters and Allied Trades, District Council 46, Local 557

Plumbers and Steamfitters - The United Association of Journeymen and Apprentices of the Plumbing and

Pipe Fitting Industry of the United States and Canada, Local 46, represent 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 sprinkler-fitters.

Sheet Metal Workers - The Sheet Metal Workers' International Association, Local 30.

Campus Police - The Ontario Public Service Employees Union (OPSEU) Local 519 represents the U. of T. Campus Police located on all the three campuses.

OISE/UT Graduate Assistants - The Canadian Union of Public Employees, Local 3907 (CUPE 3907) represents over 180 Graduate Assistants at the Ontario Institute for Studies in Education of the University of Toronto (OISE/UT). Employees in this bargaining unit, all of whom are graduate students at OISE/UT, are employed in research and/or field development-oriented projects contributing to their academic and professional development. The University of Toronto became successor employer to this bargaining unit July 1, 1996 when the Ontario Institute for Studies in Education merged with the University's Faculty of Education

OISE/UT Research Officers - The Ontario Public Service Employees Union, Local 578 (OPSEU 578) represents regular and sessional Research Officers at the Ontario Institute for Studies in Education of the University of Toronto (OISE/UT). The University of Toronto became successor employer to this bargaining unit July 1, 1996 when the Ontario Institute for Studies in Education merged with the University's Faculty of Education."

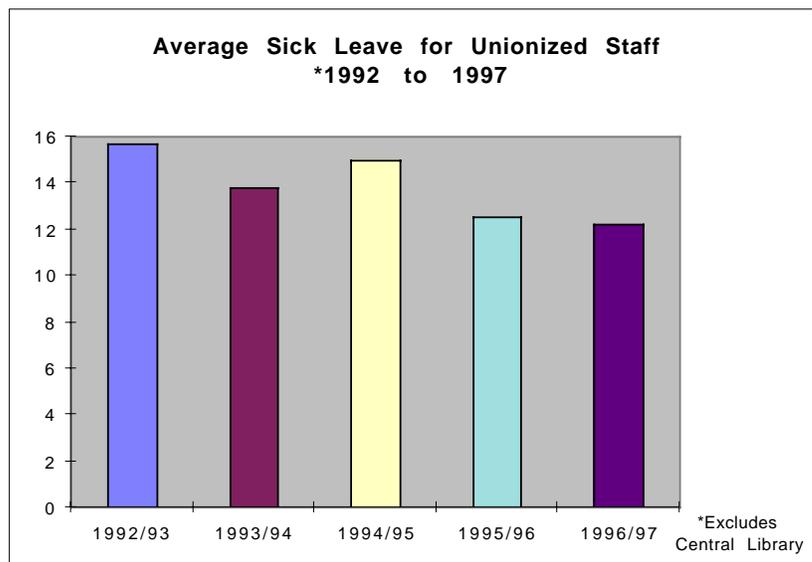
STATISTICAL INFORMATION

Grievances			
	1996-97	1995-96	1994-95
NUMBER FILED	93	82	92
ARBITRATION HEARINGS HELD	2	3	2

The number of grievances filed by all union groups remains fairly steady from year to year, with variations of about plus or minus 10. The number of arbitration hearings is perhaps the more telling number, that is the number of grievances that cannot be resolved satisfactorily between the union and the University at some point in the internal grievance process. Labour Relations plays a key role in this process by finding creative solutions or compromises which are acceptable to both parties.

ABSENTEEISM

The average number of days of sick leave taken in 1992/93 for unionized staff (excluding the Central Library) was 15.8 days. In 1996/97 the average had fallen to 11.9 days, a decrease of approximately 25%. An Attendance Management program had been introduced in the Caretaking department of Facilities and Services in 1994 when absenteeism was averaging in excess of 20 days per employee per year. Since the introduction of the Attendance Management Program absenteeism has declined steadily in Caretaking and accounts for much of the 25% reduction in absenteeism across the bargaining unit.



❑ 3. 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 Office of the Family Care Advisor 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).

1996/97 ACCOMPLISHMENTS

1996/97 was a year of considerable growth for the Family Care Office. The number of individuals and departments consulting the Office increased dramatically, as did the size and breadth of the education program. Progress was made in the adoption of "best practices" in several areas related to family care. In other situations, the office acted as a catalyst, ensuring that coalitions were built to address complex issues.

Direct Service: More than 600 cases were dealt with this year. This represents an increase of more than 100 cases from 1995/96 and 200 cases over 1994/95. From May 1, 1996 to April 30, 1997, the Family Care Office dealt with, 249 employees (141 administrative staff, 26 unionized staff and 82 faculty members) and 121 others, including departments, alumni, media representatives, other. There has been a significant increase in the number of faculty members contacting the Office. There has also been an improvement in the number of departments consulting the Office on a range of family care issues, including maternity and parental leave arrangements, part-time leave for child care purposes, development of policies governing family use of facilities and referrals to external counselling resources for staff.

Education: Over five hundred faculty, staff, students and their family members attended the twenty-seven programs conducted or co-sponsored by the Office. Many new work shops were added this year and a "Lunch and Learn" series was launched in partnership with the Occupational Health Service. More than half of all faculty and staff taking maternity leaves participated in the maternity leave planning sessions offered by the family care advisor.

Issues and Awareness: Administrative staff have identified flexible work arrangements as an important tool in enabling them to balance work and family responsibilities. The University already has policies allowing for part-time work and flexible working hours. The Family Care Advisor has undertaken a project with Human Resources staff to raise awareness around the benefits of a wider range of alternatives including job sharing, telecommuting, and flex-time.

The advisor has continued to provide advice and support to the Vice-President Administration and Human Resources as we move through the process of developing a new child care plan for the St. George campus.

1997/98 OBJECTIVES

- Ensure that family care support is an integral component in the University's strategy for recruitment and retention of faculty, staff and students
- Continue to raise awareness of family care issues and promote practices integral to a supportive environment
- Provide advice and support to the Vice-President Administration and Human Resources on child care issues
- Continue to enhance direct information, counselling and referral service
- Expand educational programming

□ 5. ADMINISTRATIVE MANAGEMENT SYSTEMS, Chris Handley

This year for Administrative Management Systems has been a year for both consolidation and new module development.

The Financial Information System (FIS) team, with assistance from the Finance Division, completed the roll-out of the financial system to departmental business officers. The roll-out, which took place over ten months, was delivered four months ahead of schedule and provided in-depth training to over 500 users. Additional training was offered later in the year to business officers to assist them in the development of their operating budget. A special efforts was also made to introduce chairs within the Faculty of Medicine and Arts & Science as well as Scarborough College to FIS. The roll-out and subsequent training sessions were well received and plans continue to build upon this success.

Several custom designed financial reports were implemented this year in response to requests from academic departments. A new annual research report based on a form layout supplied by the major sponsor agencies, NSERC, MRC, NRC, SSHRC was delivered. This layout was further adapted to provide principal investigators with a report to monitor the financial status of their research grants and contracts. The reports are available on-line and can be initiated by the departmental customers themselves.

A number of changes were required on the system this year as a result of policy changes at U of T. These changes were completed on schedule but consumed many resources within the AMS department. The 1996 retro-active UTFA settlement and the 1997 UTFA & UTSA settlements were completed over a period of three months. This settlement included significant pension changes. In addition, the OISE/UT merger required the integration of OISE employee groups with the university personnel and payroll systems.

As part of the ongoing development of the Administrative Management Systems, the Research Information System (RIS) team and Development Information System (DIS) team evaluated and selected a software product called Cognos for ad hoc reporting. This evaluation and implementation will pave the way for cross system reporting across AMS and subsequently with the new Student Information System. New data has been added to the system in anticipation of these new reporting opportunities. For example, on the Research system, information on international contacts made by faculty members is now available on-line. This information can be used to facilitate research collaboration opportunities.

A variety of improvements were made to the Development Information System in order to support the increasing demand for data to manage The Campaign. The financial processing module of DIS was redesigned providing vast improvements in the processing speed of donations and the quality of this data. New gift coding structures allow up-to-the minute information on the progress of the Campaign by such criteria as priority area, constituency, etc. New prospect management reports ensure proper management of critical donors.

The University of Toronto is continually on the forefront of SAP development. This year, the AMS team implemented one of the most advanced releases of SAP in the higher education sector. This involved not only implementing the standard release of SAP, but also integrating this change with the two custom designed applications developed at the University - RIS and DIS. This technical upgrade was a prerequisite for the upcoming implementation of the Human Resource Information System (HRIS). The HR project will be the first implementation of a SAP Canadian Payroll in Canada and is proceeding as planned for implementation in May 1998.

□ 6. 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
- Fostering and supporting local joint health and safety committees
- Liaison with government, COU, and other universities on health and safety matters
- 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 1996/97

The fiscal year 1996/97 saw the implementation of the final phase of the budget reductions assigned to Environmental Health and Safety. Total base budget cuts taken over the past two years total 18% with 7% being taken in May of 1996 and 11% being taken in May of 1997. There were, in addition one-time-only cuts of 2.3% in each of the last two budget years.

These cuts have been managed through reductions in staff totalling 6 FTE (18% of total staff). Two positions were eliminated in 1995/96 and an additional four positions were eliminated in 1996/97.

- The hazardous waste management operations (radioactive and chemical wastes) were reorganized by merging the two previously independent functions into one unit called Environmental Protection (Hazardous Materials). This was accompanied by a reduction of 2 FTE's and the transfer of some laboratory cleaning functions to the caretaking departments at St. George, Scarborough and Erindale. The major impact on the academic divisions has been a reduction in the frequency of radioactive waste pickup from laboratories.
- Also in 1996/97 a reduction of two FTE (50%) was made in the area of internal administrative clerical/secretarial support. The full impact of this is now being felt as some work is eliminated, and some picked up by the management/technical staff and the remaining clerical staff.

In the area of corporate safety programming and services we can cite the following accomplishments:

- A corporate health and safety program was developed with the aim of establishing a management system to enable the university to demonstrate "due diligence" in occupational health and safety.
- A number of hazard control programs were developed and implemented. These include working in confined and restricted spaces, working in hot environments, and laboratory fumehood specification and maintenance. A laser safety program was developed and is being implemented in the last quarter of 1997.

- Return to work and job accommodation programs directed towards prevention of accidents and illnesses, and reducing the length of workers' compensation and long term disability claims have been remarkably successful. Workers' Compensation and LTD rebates continue to accrue to the University as our costs continue to be below expectations.

OBJECTIVES FOR 1997/98

- We will begin the implementation of the laser safety program by performing inspections of Class 4 laser systems.
- We will issue an ergonomics program to deal primarily with computer and keyboarding problems.
- We will develop a comprehensive laboratory safety program.
- In conjunction with the Biosafety Committee, a comprehensive Biosafety Program and Procedures Manual will be prepared and issued.
- We will review the hazardous waste operations with a view to enhancing the safety of the operations and reducing costs
- We will review and update radiation safety procedures to comply with the new Nuclear Safety and Control Act and regulations which will be proclaimed in 1998.

STATISTICS

ENVIRONMENTAL HEALTH AND SAFETY STAFF PROFILE

Assigned budget cuts have necessitated a reduction in staff totalling 6 FTE from the 1995/96 budget year. In 1997/98, 1 FTE was added to the base budget in the Disability Claims and Accommodation Services Unit to deal with job accommodation and return to work programs. The net reduction has therefore been 5 FTE.

HISTORICAL OVERVIEW OF ENVIRONMENTAL HEALTH AND SAFETY STAFFING BASE BUDGET STAFF (FTEs)							
Subprogram	1993/94	1994/95	1995/96	1996/97	1997/98	Notes	
Occ. Hygiene	3	3	3	3	3		
Biosafety	0	0	1	1	1	(1)	
Radiation Protection	10	10	10	9	4	(3)	
Occ. Health	1.2	1.2	1.2	1.1	1.1	(2)	
Chemical Waste	3	3	3	2	0	(3)	
Environmental Protection					5	(3)	
Workers' Compensation	1	1	1	1		(4)	
Disability Claims/ Accommodation Services					2	(4)	
Admin Support	5	5	5	5	3	(5)	
TOTAL BASE BUDGET FTEs	23.2	23.2	24.2	22.1	19.1		
NOTES							
(1) Biosafety Officer transferred from Faculty of Medicine in 1995							
(2) Fractional FTE is Occupational Physician contract position with funding in base							
(3) Hazardous Waste Operations reorganized by eliminating two positions in Radiation Protection, and transferring 3 positions from Radiation and 2 Positions from Chemical Safety to new Environmental Protection Unit which is responsible for all Hazardous Wastes							
(4) New Disability Claims and Accommodation Services Unit formed from Workers' Compensation Coordinator and new position of Accommodation Coordinator.							
(5) 2 secretarial/clerical positions eliminated							
revised: September 1997							

Workplace Accidents/Injuries

Figure 1 - Lost Time Accident Frequency

Figure 1 shows the historical trend in lost time accident frequency over the last 10 years. The 1997 data which comprise the first 8 months of the year show an increase in lost time accident frequency from 3.5 to 5.5 accidents per million hours worked.

Figure 2 - Lost Time Accident Severity

Figure 2 shows the severity of lost time accidents measured as days lost per million hours worked. The severity has also increased from 28 days lost per million hours worked in 1996 to 56 days lost per million hours worked in 1997.

Most of the increase in these two indices is due to an increase in both the frequency and severity of falls in 1997. The percentage of lost time accidents due to falls increased from an average of 25% in 1995 and 1996 to 35% in 1997. In 1997 50% of the days lost were due to falls compared to 31% in 1995 and 1996.

In addition, 27% (268 days) of the lost time days were due to four accidents, two of which were falls.

Figure 3 - Experience Rating

The University along, with other Ontario universities, has been under experience rating with the Workers' Compensation Board since January 1995. Under this NEER (New Experimental Experience Rating) program, assessments are redistributed through refunds and surcharges which are based on the difference between our actual and "expected" WCB costs. The University has fared extremely well under this program having obtained a refund of \$500,000 in December of 1996. We expect another refund in December of 1997 of the order of \$700,000. These refunds constitute a significant fraction of our assessment which is approximately \$ 2 million for 1997.

Lost Time Accident Frequency - U of T

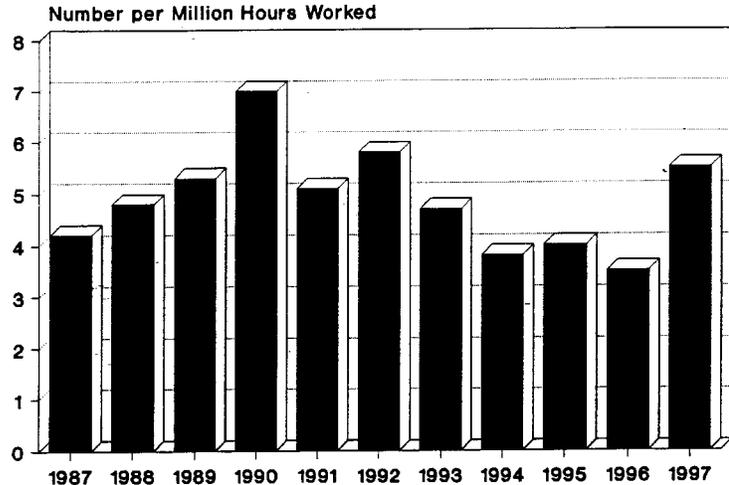


FIGURE 1

LOST TIME ACCIDENT SEVERITY

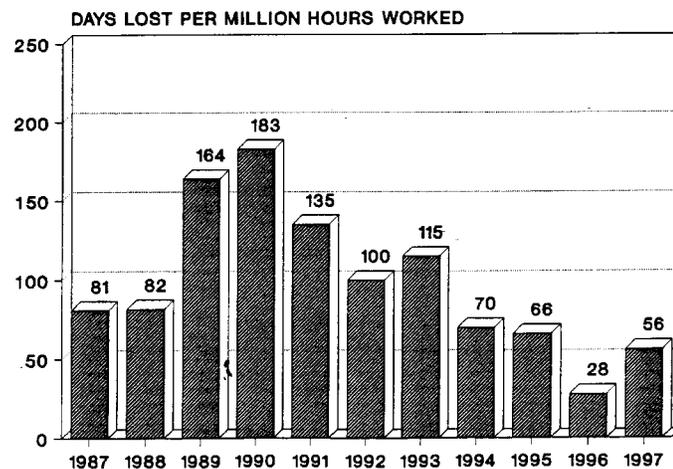


FIGURE 2

NEER PERFORMANCE INDEX AS OF JUNE 30, 1997

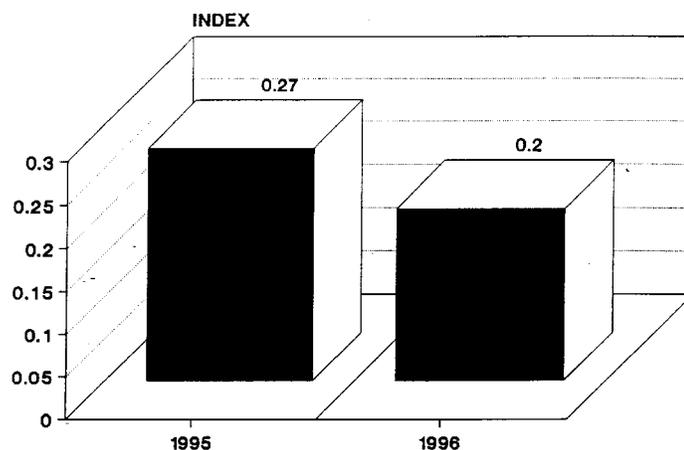


FIGURE 3

Figure 3 shows the University's NEER performance index for the years 1995 and 1996. An index of 1 indicates performance equal to the average of our rate group; an index of less than one indicates performance better than average; an index of greater than one indicates performance worse than the average. Our rating for the years 1995 and 1996 lies between 0.2 and 0.27.

This exceptional performance is attributable to continued efforts reduce the number of lost time accidents and to accommodate injured workers through early return to work and accommodation of disabilities.

Figure 4 - Number of Staff on Long Term Disability

Figure 4 shows the number of staff on LTD as of August 30 of the plan year. The GH, or fully insured plan, was discontinued in 1989 and all subsequent cases appear on the ASO (administrative services only) self-insured plan. Numbers on the GH plan decrease as staff reach retirement age or die. Numbers on the ASO plan appear to have stabilized at between 120 and 125. This is significantly less than one would have expected based on experience with the GH plan where we would have expected the numbers to increase to around 200. We believe that this reduction is due in large part to the efforts at early intervention in sick leave cases and to provide modified work or accommodation to enable staff to return to work where previously they would have remained on long-term disability.

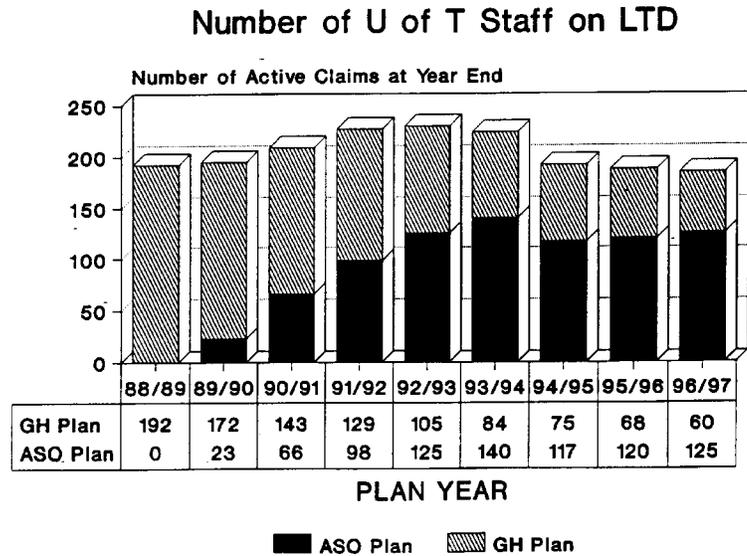


FIGURE 4

Figure 5 - New LTD Claims Approved

Figure 5 shows the numbers of new LTD claims approved in the plan year. The number has increased slightly from the pervious year, but is still significantly below the numbers prior to 1994.

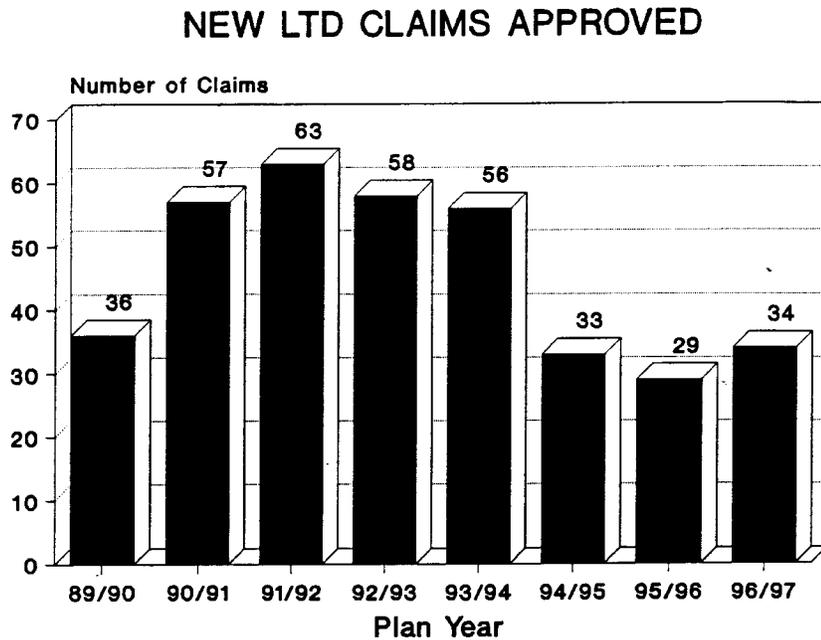


FIGURE 5

Figure 6 - LTD Claims Terminated by Return to Work

Figure 6 shows the number of claims terminated due to return to work. To a large extent this is a measure of the effectiveness of the early intervention and modified work and accommodation programs.

LTD CLAIMS TERMINATED DUE TO RETURN TO WORK

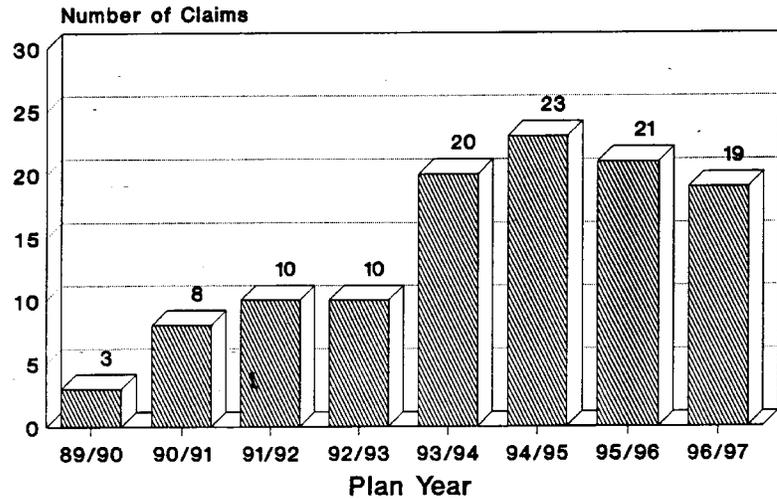


FIGURE 6

Figure 7 - Total Paid LTD Claims

Total dollars paid on LTD claims continue to decrease. This again is a measure of the effectiveness of the early intervention and modified work and accommodation programs.

TOTAL PAID LTD CLAIMS

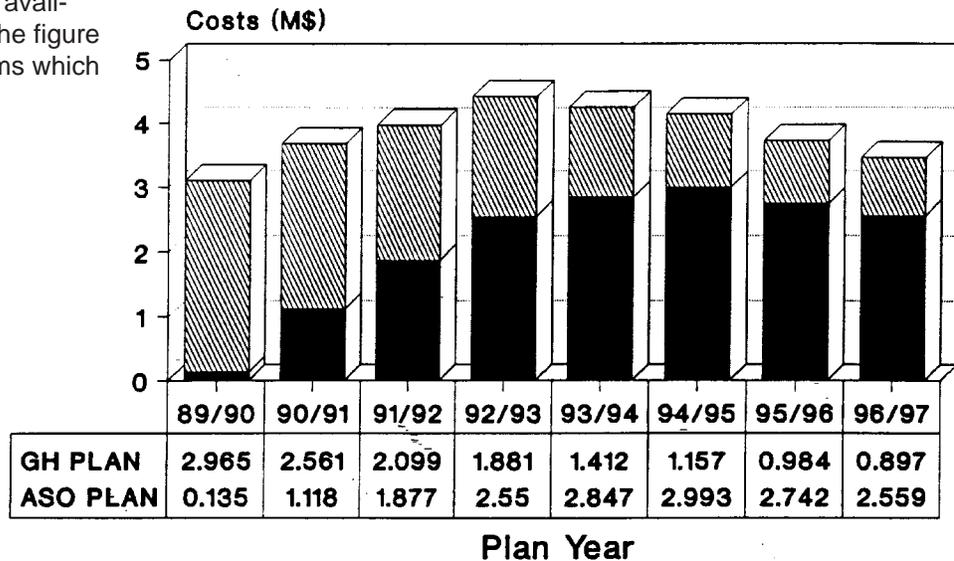


FIGURE 7

Figure 8 - Benchmark for Active LTD Claims

Figure 8 attempts to provide an external benchmark for our LTD claim experience. This has proven difficult to do as individual employer data is not readily available. What is shown in the figure is the percentage of claims which arise in the indicated year which are still active as of August 1997. The benchmark data were provided by Sun Life, our LTD carrier and are an average of their clients with a similar workforce to the University.

This data indicates that the University has fewer outstanding active claims from the years 1994 through 1996 than the average of a group of comparable employers. This may reflect the return to work and accommodation programs which have been in place for the last two years.

ACCOMMODATION OF PERSONS WITH DISABILITIES

Accommodation of staff members returning from work from sickness, accident, or long-term disability can often be a time-intensive process. The steps can include a physical demands analysis of the job, a worksite assessment of the environment, a workplan customized to the employee's condition and restrictions, and sometimes specialized equipment. The Disability Claims and Accommodation Services Unit (DCAS) also uses one or more of these steps to proactively facilitate an employee to stay at work, rather than reacting to a lost time or disability.

In the time period from January to September 1997, DCAS has conducted 45 ergonomic assessments and 21 physical demands analyses. These assessments resulted in written recommendations to departments for equipment needs. Fifteen of these cases have been funded or are awaiting funding for specialized equipment from the Central Employment Accommodation Fund.

Of these fifteen cases, 7 are the result of chronic degenerative conditions, 4 are skeletal-muscular and 4 are vision impairment conditions. Specialized equipment for these cases has been wide and varied and include: elevator and washroom retrofits with alarm systems, text to speech computer systems, customized seating, cordless headsets and speaker phones, lifting devices, and split screen computer and text magnification systems. DCAS works closely with funding and referral sources both internal and external to the University for the complete accommodation of the disabled individual often resulting the procurement of specialty equipment to facilitate home activities.

Figure 9 - Disposition of Sick Leave Cases

Figure 9 details the disposition of cases of sick leave dealt with by DCAS. Of the 149 cases of individuals on short term sick leave referred to DCAS between January 1 and September 30, 1997 a total of 95 (64%) returned to either regular duties or modified duties. The remainder either remain on sick leave or have progressed to LTD.

Benchmark for Active LTD Claims

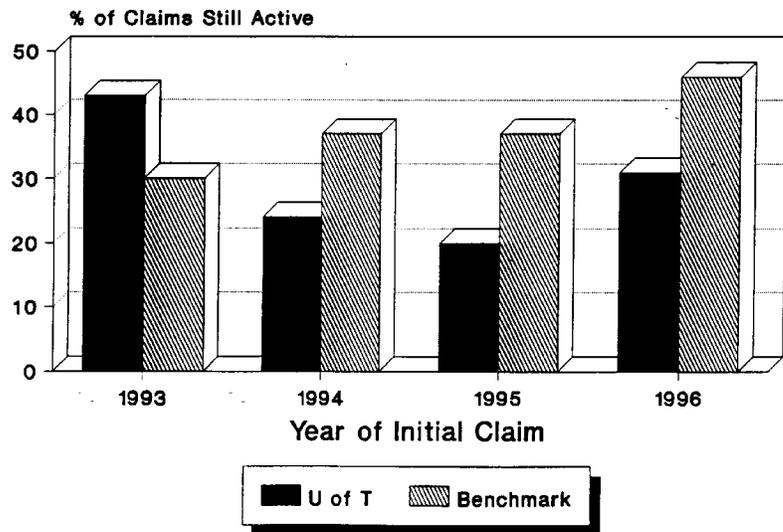


FIGURE 8

Disposition of Sick Leave Case January 1 - September 30, 1997

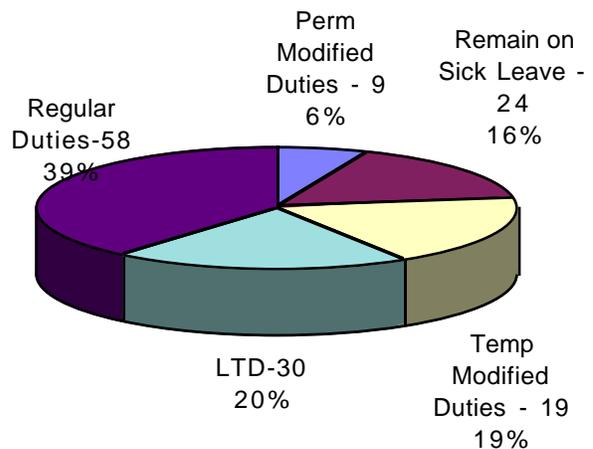


Figure 9

□ 7. OPERATIONS & SERVICES - Janice Oliver

FACILITIES AND SERVICES - 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, steam and purified water)
 - distribution of inter-departmental and Canada Post mail around the campus
 - estimating, design and engineering services for renovations and alterations
 - project management services for capital projects
 - 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 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.
 - 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 STATISTICS

Property Management

- 115 buildings
- 9.9 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
- 7 unionized trades handle 1500 job orders per month, 400 of which are emergencies
- 8,000 tables and chairs moved for exams
- 1500 moves per year

Grounds

- 125 acres
- 16 kilometers of sidewalks
- 5 kilometers of roads
- 500 building entrances and flights of steps
- 2783 trees

Utilities

- 6 kilometers of steam tunnels
- 19 kilometers of 13,800 volt and 4,160 volt electrical distribution networks
- 40 electrical substations
- 170 elevators and 130 lifting devices
- 29 major chillers with 16,000 tons of capacity
- 6 megawatt cogeneration plant producing 30% of campus electricity
- 70% of buildings on campus under computerized monitoring and control for energy use
- 1050 utilities rooms
- 200 controlled environment rooms

Fire

- 6000 fire extinguishers
- 105 fire drills annually

Waste Management

- 1200 tonnes of material recycled

Parking

- 28 principal parking areas - 2400 spaces
- \$1.7 million in net parking revenue contribution to operating budget

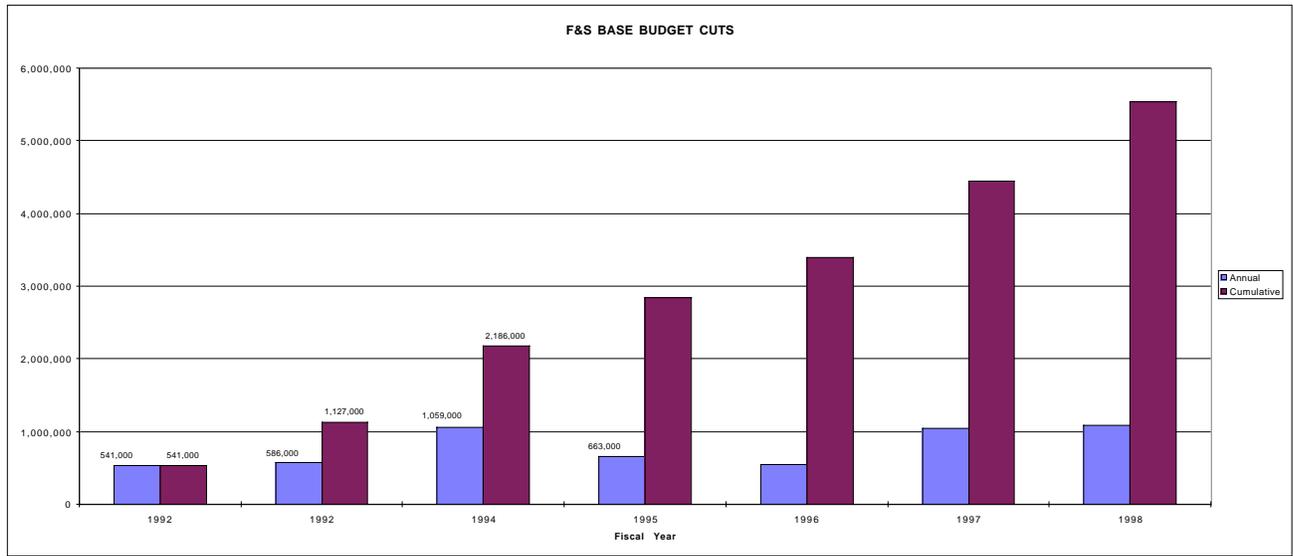
Mail

- 8.6 million pieces of mail distributed per year

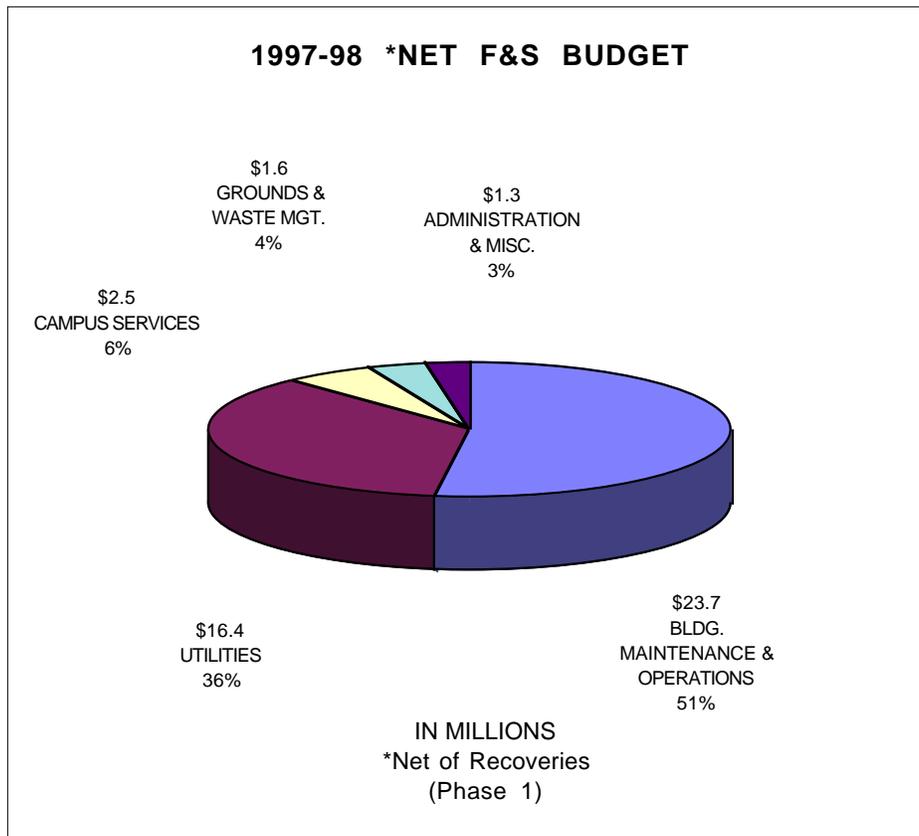
WORKFORCE PROFILE		
	<u>1997/98</u>	<u>1990/91</u>
Maintenance and Operating Buildings		
Caretaking	277	332
Utilities	82	97
Property Management	16	16
Design & Project Management	29	33
Trades Services	68	85
Building Support	<u>3</u>	<u>5</u>
	475	568
Grounds and Waste Management	28	38
Campus Services		
Fire	3	4
Mail	7	9
Police	33	39
Move/Set Up	<u>8</u>	<u>9</u>
	51	61
Administration	13	22
TOTAL	<u>567</u>	<u>689</u>
% Reduction	(17.8)	

SPACE MANAGED		
	<u>1997/98</u>	<u>1990/91</u>
St. George Campus Space Inventory (gross square feet)	9.9 million	8.9 million
% Growth	11.2	
BUDGET		
1997/98 BUDGET		
Operating Budget	\$29.1 Million	
Utilities Budget	<u>\$16.4</u>	
	\$45.5 Million	
% UNIVERSITY BUDGET		
	<u>1997/98</u>	<u>1990/91</u>
F&S	5.1%	6.0%
Utilities	2.9%	2.5%

BASE BUDGET REDUCTION



BUDGET ALLOCATION



FACILITIES & SERVICES 1996/97 ACCOMPLISHMENTS

Budget Task

- Maintained ongoing downsizing of
 - Caretaking Services
 - Utilities
 - Police Services
- Reduced budget by **\$1 million**
- Secured customer agreement to revised levels of caretaking service
- Achieved a Campus Waste Diversion rate of 60%

Productivity and Quality

Property Management

- Integrated OISE into the daily departmental activities
- Adjusted office cleaning to bi-weekly
- Developed webpage - "Whom to Call for What"
- Initiated Ontario Benchmark Study - Campus Mail
- Developed Policy on Locks
- Implemented Inventory Management Review Process
- Implemented 2 TQM Teams in Trades
- Developed absenteeism management programs for all unions

Capital Project Implementation

- Developed Capital Project Commissioning Procedures
- Further Refined Design Standards
- Implemented New Purchasing Agreement

Grounds Management

- Developed online program tracking tree maintenance

Utilities/Energy Management

- Secured new arrangements re gas curtailment - saving \$250,000
- Replaced 6000 incandescent lamps with efficient fluorescents
- Developed a plan to upgrade CCMS including year 2000 fix
- Completed water savings projects - saving \$100,000 per year

Deferred Maintenance

- Retained consulting firm to survey 16 buildings
- Reviewed and developed replacement/renewal strategies for:
 - CFC Chillers
 - Central Electrical Distribution Systems
 - Fire Alarms/Sprinkler Systems
 - Locks
 - Roofs
 - Elevators
- Developed priorities for \$6.8 million worth of projects to be funded through COIWP/MET grants

Parking

- Evaluated outsourcing proposal
- Coordinated benchmarking project for Ontario universities

Mail

- Monitored service efficiency through regular testing

CUSTOMER SERVICE

Capital Project Implementation

- Completion of 4 Major Capital Projects:
 - 246 Bloor Street West - Faculty of Social Work \$5.0 million
 - Visitors Centre \$0.7 million
 - St. George Street Revitalization \$4.0 million
 - Information Commons \$4.2 million
- Continued progress on 3 Year Retrofit Program for Gasline Conformance \$3.5 million
- Design underway on Flu-Ace heat recovery and pollution control system
- Conducted provincial-wide blind and open-juried competition for the architect for the Erindale Student Centre
- Conducted North American search for the architect for the Graduate/Second Entry Residence

Design and Construction Management

- Completed \$8.6 million of In-House Designed Projects encompassing 45 Separate Projects. Sample Projects were:
 - Dentistry Renovations \$0.6 million
 - OISE/UT Rearrangements \$2.2 million
 - NES/MEI Merger \$0.4 million
- Completed 172 Estimates for Alteration and Renovation Projects
- Managed and completed 250 COIWP, UTORnet, and Departmentally-Funded Small Projects totalling \$12.3 million

Personal Safety

- Established emergency location service for UofT students
- Continued to refine WalkSafe/WorkSafe Program
- Developed posters to support personal safety initiatives
- Contributed to a new campus map

Environmental Initiatives

- Established "Greening the Fleet" committee
- Introduced new recycling depots with 4 clearly marked disposal options
- Published 4Rs Newsletter - 3 per year, 2,000 copies per edition
- Student Outreach Program - conducted seminars on Waste Management for Engineering, Geography, and Sociology students
- Pilot-tested "poster collars" with the City of Toronto

Parking

- Worked with Public Affairs to develop a plan for tour buses on campus

STAFF DEVELOPMENT

- Organized and hosted First Ever National Conference for Canadian University Physical Plant Managers
- English as Second Language Course for Caretaking Staff
- Network and Windows 95 Training for 200 Staff
- Technical Training
- Human Resources Staff Development Courses
- Monthly Operational/Safety Meetings with Trades and Caretaking Staff
- Property Manager courses through BOMA

•BENCHMARKS

- 1995/96 OAPPA Survey - Ontario Universities

**ONTARIO ASSOCIATION OF PHYSICAL PLANT ADMINISTRATORS
CAPITAL RENEWAL SURVEY 1995-96**

	Facility Operating Expenditures (\$000)	Gross Square Feet Maintained (000) (excluding ancillaries)	Facility Costs Per Square Foot
Carleton	10,800	1,805	5.98
Guelph	26,765	3,464	7.73
Lakehead	6,778	945	7.17
Laurentia			
McMaster	10,667	2,497	4.27
Ottawa	16,089	3,054	5.27
Queen's	14,510	3,300	4.40
Toronto (St. George, Scarb, Erin)	48,140	9,906	4.86
Trent			
Waterloo	16,724	3,212	5.21
Western	18,594	4,120	4.51
WLU	3,750	1,236	3.03
Windsor	10,880	1,635	6.65
York	16,500	3,830	4.31
Total	200,197	39,004	5.13

1996 Building Owners and Management Association Experience Exchange Report

Total Operating Expenditures per Sq.Ft. (excl. all taxes)

- Private Sector Average Toronto Downtown	7.00
- Canadian Government Average Toronto Downtown	8.71

Note: OAPPA data is currently under review. BOMA data is from 1996. Experience exchange report surveying office buildings. Comparisons are useful as a guide but caution must be used as OAPPA definitions and exclusions do not match all categories of BOMA expenditures.

Benchmarking Data

Parking - Ontario University Comparison

Parking - Net Operating Income per Space: Ontario Universities

1995/96 Benchmarking Participants	\$
University of Toronto - St. George Campus	761
York University	284
University of Guelph	140
McMaster University	139
University of Western Ontario	137
Wilfrid Laurier University	58
Trent University	15
University of Waterloo	11

1995 - BOMA

Toronto Downtown (average of 21 buildings) \$1,159

Customer Survey: Property Management Services

Property Management Services - Satisfaction Survey

		<u>March'97</u>	<u>June'97</u>
Surveys		100	100
Replies		21	32
Rated as:			
Excellent	5	2	13
	4	5	16
	3	1	2
	2	0	0
Poor	1	1	1

AWARDS

- Canadian Polystyrene Association - 1996 Polystyrene Recycling Award
- CAUBO Ontario Region Award - 1996
"Quality Assurance and Productivity Improvements in Caretaking with Diminishing Resources"
- Natural Resources Canada - for leadership in the reduction of energy and CO₂ emissions - 1996

AUXILIARY SERVICES - Robin Toderian

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 and Law Houses
- 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
 - \$8.7 million annual revenue
- Residence
 - \$1.2 million annual revenue
 - \$0.8 million revenue from summer occupancy
- Beverage
 - \$.330 million annual sales
- Guidance Centre
 - \$2.6 million annual sales
- There will be 17 staff in the department in 1997/98

ACCOMPLISHMENTS

- Food
 - 4th Second Cup outlet opened at the Rotman Centre
 - Negotiated with Marriott and opened new Starbucks operation at the Athletic Centre
 - Paid off accumulated deficit and built a surplus
- Beverage Services
 - Negotiated a contracting out of alcohol delivery service to Marriott
 - Provided alcohol server training to 275 students and staff
- Residences
 - Business Plan for new residence approved
 - Architects chosen for new Graduate/Second Entry Residence
 - Serviced 75 conferences and tour groups, providing lodging, food services and room and A/V bookings
- Guidance Centre
 - Changed old computer and telephone systems to new ones for increased productivity and efficiency
 - Sales grew by 18%

FOOD SURVEY - 1996

Level of Satisfaction with On-Campus Food Service Outlets

	%
Very Satisfied	4
Moderate Satisfaction	22
Low Satisfaction	10
OK	42
Low Dissatisfaction	10
Moderate Dissatisfaction	8
Very Dissatisfied	4

Weighted Average Performance Assessment of All On-Campus Outlets (Ranking Code 1 to 5)

Value for Money Spent	2.92
Quality of Food	3.13
Food Selection	3.03
Quality of Service	3.19
Convenience/Location	4.03
Decor/Atmosphere	2.93
Meet Friends	3.53

Benchmarking Survey - Canadian Universities

	Average Transaction Dollar Value	Annual Sales Excluding Residences Per Population
University of Toronto	\$2.06	\$ 79.85
Erindale	-	42.72
Western	2.67	198.83
Queen's	2.27	461.92
Ryerson	2.41	26.00
Ottawa	-	147.43

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
- 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

- **Pursuit of the 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 and a business plan was developed in preparation for moving the Real Estate Department off budget.
- **Sale of surplus property**
 - A commercial property in Barrie was sold for 25% above appraised value
 - A commercial property in East York is on the market and will be sold in December or January
 - Zoning approval was obtained for residential subdivision of surplus land in Mississauga
- **Redevelopment of the Varsity Stadium site and adjacent Bloor Street lands**
 - Final municipal approval was obtained for full commercial zoning on Bloor Street property from Varsity Stadium to St. George Street. Approval permits 880,000 sq.ft. of development on Stadium frontage.
- **Joker's Hill**
A response to the Joker's Hill Users' Committee Report was prepared, and an examination of the values and potential uses for portions of the Joker's Hill Estate is underway
- **Faculty Use of Huron/Sussex Property**
A cooperative corporation - The University of Toronto Faculty Housing Cooperative Inc. - was formed in the fall of 1996 in order to allow the conversion of housing for faculty. A total of 35 housing units are now converted for faculty use, including both unfurnished apartments or houses for new faculty and furnished apartments for visitors from other universities.
- **Increasing Revenue from Rental Property**

- In addition to conversion of housing for faculty use at market rates, the basis for commercializing the Spadina periphery of the north west quadrant of the campus was achieved by negotiating commercial zoning rights for the property from the planned new Graduate Residence at Spadina and Harbord north to Bloor Street.
- Scarborough Surplus Lands**
Agreement was reached with the City of Scarborough for an extension of the City's contaminated landfill remediation efforts, which will add value to adjacent University land by removing an environmental hazard and permitting its development.

OBJECTIVES for 1997/98 include:

- Developing and implementing a plan for the Real Estate Department for the next five years which includes development or sale of parcels at Varsity Stadium, Joker's Hill, Scarborough, and plans for expanding the University presence in and commercial activity on the edge of the north west campus.

STATISTICS - REAL ESTATE DIVISION
Property Rentals/Property Management

ACTIVITY	REVENUE	EXPENSE	NET	1996-97 ACTUALS NET
<u>St. George Campus</u>				
Huron Sussex	746,600	520,400	226,200	231,961
Faculty Housing	306,500	262,600	143,100	139,218
246 Bloor	213,900	116,700	97,200 ¹	144,761
252 Bloor (OISE)	278,800	208,300	70,500 ²	87,869
255 St. George (OLLRC)	43,600	0	43,600 ³	65,400
Poster Rentals	100,000	0	100,000	54,400
Total St. George	<u>1,788,600</u>	<u>1,108,000</u>	<u>680,600</u>	<u>723,609</u>
<u>Other</u>				
Scarborough Campus	106,800	88,800	18,000	16,698
Erindale Campus	30,800	0	30,800	30,800
East York	76,100	52,500	23,600	23,600
Richmond Hill (DDO)	28,000	0	28,000	28,000
Barrie	0	0	0 ⁴	18,200
Total Other	<u>241,700</u>	<u>141,300</u>	<u>100,400</u>	<u>99,098</u>

Commercial office leasing:

Operating Budget	950,200	774,700
Divisional Budgets	<u>260,700</u>	<u>361,900</u>
Total Cost	1,210,900 ⁵	1,136,600

Notes:

- Includes amortized costs for improvements to Faculty Housing; excludes capital improvements cost of \$260,000.
- Includes extraordinary one-time expense of \$45,000 for shared cost of leasehold improvements
- Rentals from OISE tenants will decrease as leases are terminated and university departments are relocated to OISE.
- Barrie property sold in 1996/97.
- Reliance on commercial rentals is being reduced in phases, primarily by moving departments to the OISE building; increase over 1996/97 is for institutional rentals.

General Notes:

- Plans call for the 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 Jokers Hill Estates, a company formed to operate the property.

