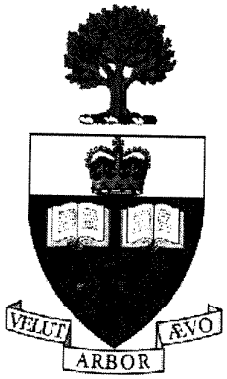

Annual Report

2001

Office of the Vice-President, Human Resources

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INTRODUCTION

In July of 2001 I was appointed by the Governing Council as Vice-President (Human Resources) for a seven year term. At that time a reorganisation of the central administration resulted in Human Resources becoming a distinct and separate Portfolio. This separation has allowed me to focus exclusively on the full range of matters which are relevant to all categories of staff within our community. Future reports will therefore have a different format and focus but one that will continue the tradition of informing governors of the achievements of the portfolio over the preceding twelve months.

As provided in the past, I have asked the directors of the three departments reporting to me to present a brief summary of the significant accomplishments of their areas during the last twelve months of the previous administration and a summery of their priorities for the current year. The familiar employee profile, which shows how the various categories of faculty and staff have ebbed and flowed since 1991, is provided in this report.

During the current year, in recognition of the strengths that a diverse student body, faculty and staff bring to the University's mission of excellence I have initiated various projects around equity and diversity issues. These projects are taking place on all three campuses and explore the ways a diverse staff is able to deliver more effective and appropriate services to our highly diverse student body. I look forward to reporting to you on these initiatives in the next Annual Report.

Angela Hildyard
Vice-President, Human Resources

UNIVERSITY OF TORONTO EMPLOYEE PROFILE

The tables displayed on the following pages provide a glimpse of the staff complement changes affecting all staff and faculty at the University and reaching back to 1991. In the ten years since 1991 it can be seen that in all staff categories the number of staff has been reduced by 13%. The largest decline has been in the pre USWA unionized staff groups with a reduction of 28%.

In the past year this trend has been reversed with full-time faculty and staff levels increasing by 3% and part-time levels have increased by 11%. Part-time faculty and staff now account for just over 10% of the university's workforce. While still 8% below the 1991 levels, the USWA staff have increased 5% from last year's level to 2,530 full-time staff. The Non-union staff in the past year have increased by 7% to 680 full-time staff.

Full-Time Faculty and Staff
All Sources of Funding

Year	Mar-91	Sep-00	Sep-01	% change 1991:2001	% change 2000:2001
Tenure/Tenure Stream	1,874	1,747	1,775	-5	+2
Clinical	n/a	404	407		+1
CLTA/Other	855	180	163		-9
Total Clinical and CLTA/Other	855	584	570	-33	-2
Other Academics	250	239	267	7	+12
Total All Academic Staff	2,979	2,570	2,612	-12	+2
Librarians	146	129	129	-12	0
Research Associates	187	127	138	-26	+9
Non-Unionized Administrative Staff by Source of Funding:					
Operating Budget	2,969	612	655		+7
Ancillary	47	9	8		-11
Grant	479	13	17		+31
Total	3,495	634	680		+7
USWA Administrative Staff by Source of Funding:					
Operating Budget		2,137	2,217		+4
Ancillary		37	38		+3
Grant		236	275		+17
Total		2,410	2,530		+5
Combined: USWA and Non-Unionized Administrative Staff:					
Operating Budget	*2,969*	*2,749*	*2,872*	-3	+4
Ancillary	*47*	*46*	*46*	-2	0
Grant	*479*	*249*	*292*	39	+17
Total	*3,495*	*3,044*	*3,210*	-8	+5
Other (non USWA) Unionized Staff	1,186	855	859	-28	+0
Total Unionized Staff	1,186	3,265	3,389		+4
TOTAL FULL-TIME STAFF MEMBERS	7,993	6,725	6,948	-13	+3

Note: 1991 figures include OISE/UT, and exclude U.of T. Press.
1991 figures show USWA as Non-Unionized Administrative Staff.
Other Academics include all Instructors, all Lecturers and all Tutors.

Part-Time Faculty and Staff
All Sources of Funding

Year	Mar-91	Sep-00	Sep-01	% change 1991:2001	% change 2000:2001
Tenure/Tenure Stream	n/a	10	16		+60
Clinical	n/a	122	108		-11
CLTA/Other	n/a	88	81		-8
Total Clinical and CLTA/Other	n/a	210	189		-10
Other Academics	n/a	48	116		+142
Total All Academic Staff	n/a	268	321		+20
Librarians	19	20	22	+16	+10
Research Associates	39	15	17	-56	+13
Non-Unionized Administrative Staff by Source of Funding:					
Operating Budget	233	24	31		+29
Ancillary	3	0	0		0
Grant	80	1	1		0
Total	316	25	32		+28
USWA Administrative Staff by Source of Funding:					
Operating Budget		227	229		+1
Ancillary		1	1		0
Grant		38	43		+13
Total		266	273		+3
Combined: USWA and Non-Unionized Administrative Staff:					
Operating Budget	*233*	*251*	*260*	+12	+4
Ancillary	*3*	*1*	*1*	-67	0
Grant	*80*	*39*	*44*	-45	+13
Total	*316*	*291*	*305*	-3	+5
Other Unionized Staff	63	53	53	-16	0
Total Unionized Staff	63	319	326		+2
TOTAL PART-TIME STAFF MEMBERS	n/a	647	718		+11

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

Year	Mar-91	Sep-00	Sep-01	% change 2000:2001
Teaching Assistants (No. of Appointments)	2,518	2,467	2,642	+7
Graduate Assistants (No. of Appointments) (OISE/UT)	n/a	183	183	0

TOTAL EMPLOYEES AT THE UNIVERSITY	n/a	10,022	10,491	

	1990/91	2000/01	2001/02
Undergraduate Students (Full and Part-Time)	44,623	44,974	47,275
Graduate Students (Full and Part-Time)	9,811	10,130	10,774
FTE (All Students)	42,550	45,265	46,860

SALARY AND AGE PROFILE

FULL-TIME STAFF

ALL SOURCES OF FUNDING

	Mar-91			Sep-00			Sep-01		
	Count	Age	Salary	Count	Age	Salary	Count	Age	Salary
TENURE/TENURE STREAM FACULTY:									
Professor	974	54	$91,000	903	54	$114,500	890	55	$118,600
Associate Professor	558	48	$71,700	534	48	$91,000	540	48	$93,300
Assistant Professor	195	37	$54,700	310	36	$75,500	345	37	$81,200
All	1727	50	$80,700	1747	49	$100,300	1775	49	$103,600
ADMINISTRATIVE STAFF:									
Non-Unionized	n/a	n/a	n/a	527	45	$61,100	550	45	$63,300
USWA	n/a	n/a	n/a	2410	42	$43,500	2530	42	$44,700
All	3255	41	$37,400	2937	43	$46,700	3080	43	$48,000

PROFESSORIAL STAFF AND LECTURERS
AS AT SEPTEMBER 2001 (1991)

DISTRIBUTION BY RANK AND TENURE STATUS

ALL SOURCES OF FUNDING

A) FULL-TIME

Faculty Rank	Tenured	Tenure Stream	Non-Tenure Stream			Total
			CLTA/Other	*Clinician*	*Total*	
Professor	889 (974)	1 (0)	28	123	151 (140)	1041 (1114)
Associate Professor	513 (528)	27 (30)	40	137	177 (204)	717 (762)
Assistant Professor	0 (0)	327 (195)	70	138	208 (446)	535 (641)
Assistant Professor (Cond)	0 (0)	18 (0)	25	9	34 (65)	52 (65)
TOTAL	1402 (1502)	373 (225)	163	407	570 (855)	2345 (2582)

B) PART-TIME

Faculty Rank	Tenured	Tenure Stream	Non Tenure Stream			Total
			CLTA/Other	*Clinician*	*Total*	
Professor	8	0	8	27	35	43
Associate Professor	8	0	18	42	60	68
Assistant Professor	0	0	44	36	80	80
Assistant Professor (Cond)	0	0	11	3	14	14
TOTAL	16	0	81	108	189	205

NOTES:
Tenured staff includes some Clinicians.
Excludes all Status-Only appointments.
Appointments less than 25% not included.
1991 data excludes OISE/UT (147 Full-time Faculty) .
Assistant Professor (Cond) replaced Lecturer in 1999. 1991 counts are for Lecturers

INSTRUCTORS, TUTORS, SENIOR TUTORS
AS AT SEPTEMBER 2001

DISTRIBUTION BY RANK AND PORTION OF TIME
ALL SOURCES OF FUNDING

	FULL-TIME	PART-TIME	TOTAL
INSTRUCTORS/LECTURERS	50	10	60
TUTORS/LECTURERS	69	92	161
SENIOR TUTORS/LECTURERS	148	14	162
TOTAL	267	116	383

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

UNIONIZED STAFF
AS AT SEPTEMBER 2001

DISTRIBUTION BY PORTION OF TIME

	FULL-TIME	PART-TIME	TOTAL
Service Workers	483	16	499
Research Associates and Officers (OISE/UT)	14	10	24
Operating Engineers	69		69
Trades and Services	62		62
Police	37		37
Library	194	27	221
USWA	2530	273	2803
TOTAL	3389	326	3715

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

TEACHING ASSISTANTS (UNIONIZED)
AS AT APRIL 2001

Number of appointments	2642
Number of hours per month	71,537
Average hours worked per month	27

NOTE:
September data is less reliable because of the large hiring effort.

GRADUATE ASSISTANTS (OISE/UT)
AS AT SEPTEMBER 2001

Number of appointments	183

DEPARTMENT OF HUMAN RESOURCES
BRIAN MARSHALL, DIRECTOR

Statement of Purpose

To support the University's mission of teaching and research by promoting best HR practices that foster a productive, fair and equitable work environment that will attract and retain excellent faculty and staff and enable them to develop to their full potential. To provide support to management in the administration of collective agreements with trade unions representing University staff. Negotiating collective agreements that preserve the University's ability to manage its business plans, while recognizing the rights and dignity of its unionized employees.

Major Responsibilities

- Provide support to HR decentralized offices through the provision of information, advice and functional expertise.
- Promote effective management practices by providing professional expertise to the planning and execution of training and development programs for academic and administrative managers.
- Provide career counseling and training to administrative staff.
- With direction from the Human Resources Management Board, develop, negotiate and implement effective administrative staff policies.
- Negotiate collective agreements that support and respond to the needs of the University, consistent with the University's rights and obligations as an employer under the Ontario Labour Relations Act.
- Provide advice and guidance to supervisors and managers on collective agreement administration.
- Equip managers with the skills to manage staff effectively in a unionized environment through training programs and to ensure they have access to up-to-date information about all employment related legislation.
- Manage the adjudication process of rights disputes involving unionized staff on behalf of the University.

MAJOR ACCOMPLISHMENTS

- In consultation with exempt staff and the Human Resources Management Board developed employment policies covering all confidential and professional/managerial staff. The policies were developed and reviewed utilizing focus groups initially and then divisional meetings involving all exempt staff. A number of follow up meetings were held with exempt staff in order to fine tune the policies prior to being approved by the Business Board. The new policies became effective July 1, 2001.
- Developed a new compensation policy for development officers that provides for bonuses based on established performance criteria, has been created and approved by Business Board.
- Developed and implemented a four session retirement planning program in partnership with UTFA for all University staff retiring this year. Given the positive response to the program it will be offered next year as well.
- Delivered new training programs on taxation of payments to Business Officers, resulting in an overall improvement in the consistency with which T4 & T4A payments are handled.
- Developed and implemented a new pay statement that has reduced production time and paper costs while increasing the amount of pay information communicated to employees.
- Ensured the smooth implemented of an Employee Assistance Program for all University employees.
- Negotiated a change in health plan service providers for the University. Successfully managed the transition from Liberty Health to Green Shield effective July1, 2001.
- Launched a new Human Resources website, which provides easily accessible information on all areas of HR including job opportunities.
- Reorganized the Payroll department, which has resulted in improved client support and the streamlining of a number of processes improving employee and divisional confidence in the Payroll function.

- As a result of the United Steel Workers of America certification carried out extensive training (in excess of 400 hours), for senior and middle managers across the University designed to assist them in managing in a unionized environment.
- Developed a training module for academic administrators on managing in a unionized environment.

Major Objectives for 2002

- The collective agreement with the USWA requires that the job evaluation system be reviewed by a joint committee involving the University and the USWA. The mandate of the committee is to make recommendations regarding a mutually acceptable gender neutral job evaluation system prior to the end of the current collective agreement
- Complete the process of instituting a payroll deduction arrangement for the Canada Payroll Savings Program.
- Develop and implement a job evaluation system covering all Professionals and Managers.
- In support of the university's commitment to equity and diversity, develop a work plan to create proactive initiatives to support equity and diversity in recruitment and employment practices for administrative staff.
- Conclude negotiations for twelve renewal collective agreements with various trade unions.

The Central Human Resources department is made up of a number of functional areas:

Labour Relations and Compensation
Mary Ann Ross, Associate Director HR

Staff Development
Jackie Baker, Manager

Benefits, Pensions, Information Reporting
Steve Dyce, Manager

Payroll
Rhiannon Tatham, Manager

Human Resources Offices

The front-line service delivery of Human Resource functions is provided by eleven decentralized HR offices. Each office provides a core group of HR services for administrative staff, for example, job evaluation, interpretation of policies and related employment legislation, recruitment, facilitating organizational reviews and advising on performance management. All offices conduct new employee orientation and benefits documentation.

Several of the offices provide advice and support to academic administrators in academic human resource policy and procedures, including recruitment and appointments, the processing of tenure and promotion files, research and study leaves, salary administration and benefits. The majority of offices are involved in labour relations services and activities, for example, involvement in grievances and collective agreement negotiations.

Each office reports administratively to a division head with a functional reporting to the Director of HR, with the exception of the Central Administration HR Services office which reports administratively and functionally to the Director of HR.

The following is a brief profile of the HR offices:

Faculty of Arts & Science, Sydney Smith Hall
Paul McCann, Manager

Central Administration HR Services
Susan Ashmore, Manager
Clients include: Governing Council, Offices and Portfolios of the President, Vice-Presidents and Chief Financial Officer, Office of the Ombudsperson, Internal Audit, Central Administrative and Academic Computing, SCS, Innis, New, University & Woodsworth Colleges, TYP, Student Affairs and Services

Faculty of Dentistry.
Alison Mahoney, Co-ordinator

University of Toronto at Mississauga
Lynda Collins, Manager

Library
Veronica Chase, Acting Manager

Faculty of Management
Jan Kloosterhuis (Acting Manager)

Faculty of Medicine
Laura McConkey, Manager

OISE-UT - Professional Faculties
Susan Snellings, Manager
Clients include: OISE-UT, SGS (and affiliated Centres & Institutes), Faculties of Law, Social Work, Music and Information Studies

Operations & Services
Helen Thibodeau, Manager (+5 FTE)
Clients include: Facilities & Services, Space Management, Ancillary Services, Real Estate Unit

Professional Faculties South,
Jean Robertson, Manager (+1 FTE)
Clients include: Faculties of Engineering, Nursing, Architecture, Physical Education & Health, Pharmacy, Forestry

University of Toronto at Scarborough
Rosie Parnass, Manager (+ 4 FTE)

FAMILY CARE OFFICE
JAN NOLAN, DIRECTOR

The Family Care Office was created in December 1993. It is funded jointly by the University's operating budget (through the Office of the Vice President and Provost and the Office of the Vice President Administration and Human Resources) and by students (through the Student Services fee). On an ongoing basis, the director of the Family Care Office reviews University policy, procedures and publications for their impact on those with family responsibilities and makes recommendations to vice presidents, deans, registrars and other administrators. The Office acts as an advocate on behalf of University families with government and community agencies, University departments and employee and student organizations. The Office consults regularly with these organizations to ensure that it is meeting the needs of the University population and that a high quality of service is being maintained. The Office adopts a highly collaborative approach to programming and works with partners across the University on joint initiatives.

Since opening in 1993, the Family Care Office has experienced a steady increase in demand for its services. The case load has grown from 142 cases in 1993/94 and 419 in 1994/95 to well over 1200 cases this past year. Clients request comprehensive family care, including: child care and elder care guidance; assistance with budgeting and time management; referrals to family lawyers, counsellors and physicians; access to a complex web of community services (including food and clothing banks, parenting classes and housing); and advocacy services. Departments benefit from consultations about policy and about unique situations involving individual employees and students. The Family Care Office consists of the director, an office manager, a part-time resource and program consultant and contract staff working on specific programs. New staffing arrangements this year enabled the Office to expand its areas of programming to meet needs that had long been identified such as those for enhanced elder care support.

It should be noted that case load is not the only indicator of the impact of the Family Care Office's activities. The impact of the education and training programs and of the website is as significant as that of individual casework. A monthly parenting feature was added to the Family Care website and covered such topics as parenting children with challenging behaviors, anti-racist and multicultural education and building self-esteem in children. Over 600 people attended the 31 workshops sponsored or co-sponsored by the Office this year. These programs included "Parenting Children With Disabilities," "What You Need to Know to Access Services for the Elderly," "Help! I've Got Teenagers", "Birthing Alternatives: The Role of the Midwife" and a session on the changing financial and legal responsibilities of lesbian and gay partners. A new discussion group for fathers was implemented.

The Family Care Office advised the University on appropriate responses to the changes in federal and provincial legislation surrounding parental leave. Group and individual consultations were conducted to explain maternity and parental leave entitlements. The Office surveyed selected Canadian and American universities and other Canadian employers about their maternity and parental leave policies and practices. A significant portion of those employees taking maternity leaves attended the workshops offered by the Family Care Office.

Child care continued to be an issue of critical importance to faculty, staff and students alike. The Family Care Office provided advice and support on this issue to the Vice President Human Resources and Administration, the Director of Student Affairs, various University administrators and committees and the campus child care centres.

The Family Care Office also houses the Faculty Relocation and Support Program (FRSP). This highly successful initiative has provided deans, chairs and search committees with assistance in meeting their goals in an intensely competitive recruiting environment. The program has helped newly-appointed faculty and their families relocate and adjust smoothly to life at the University and in Toronto. This year, the FRSP experienced tremendous growth in demand for its services, both by prospective faculty and those arriving in Toronto to begin their academic appointments. "Quality of life" factors have proven to be particularly significant in achieving a successful end to several searches.

Throughout its history, the Family Care Office has emphasized an inclusive definition of family. Any member of the University community is entitled, for the purposes of the Office, to define family as it is most appropriate for his/her own circumstances. The Office is committed to providing culturally sensitive

service to clients. Referrals are offered to a wide array of resources including those that have a specific faith or cultural perspective. This has always been an important factor for students and staff and has enhanced our ability to assist in the recruitment of faculty. Through all of its functions, the Family Care Office aims to raise awareness of family care issues and of quality of life issues central to the achievement of educational equity and employment equity at the University of Toronto.

ENVIRONMENTAL HEALTH AND SAFETY
DAVID GORMAN - DIRECTOR

Statement of Purpose

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

Major Responsibilities

- Development of health and safety policies, programs and procedures
- Health and safety training and provision of information and advice
- Monitoring of health and safety performance through inspections and audits
- Conducting occupational hazard assessments and recommending control measures
- Managing hazardous chemical and radioactive wastes
- Administration and management of workers' compensation claims
- Establishing and maintaining occupational health surveillance programs
- Support to joint health and safety committees

Major Accomplishments

- The University Radiation Safety Program was subjected to an external audit by the regulatory authority, the Canadian Nuclear Safety Commission. The audit concluded that the Radiation Safety Program was operating well and no serious deficiencies were identified. The University was in compliance with all regulations and licence conditions.
- A central health and safety committee was established with the United Steelworkers Union according to the terms of the collective agreement. The committee reviewed the coverage and operations of local joint health and safety committees and a number of new ones were established.
- Certification training was carried out for local health and safety committees and by the end of 2001, 84% of the committees had at least one worker certified member and 72% had at least one management certified member.
- The hazardous waste management program continued to operate efficiently and safety. Operational efficiencies succeeded in maintaining costs within 6% of the budget despite increases in the external costs of disposal.
- Workplace Safety and Insurance Board costs related to workplace accidents continued to be less than projected earning a rebate on the assessment of $127,000 for 2001.

Major Objectives for 2002

- Increase support to the Biosafety program to meet new regulatory requirements; assist in obtaining Health Canada certification of Level 3 Biohazard Laboratory.
- Achieve 100% compliance with the certification training requirements for local joint health and safety committees.
- Institute a program of workplace audits/inspections by central health and safety staff.
- Investigate the causes and attempt to reduce the high accident frequency among certain subgroups of employees.

Staff Profile

Subprogram	Responsibilities	# Staff
Hygiene & Safety	• Chemicals • Physical agents (noise, lasers, heat, cold, etc.) • Ergonomics • General Safety	3
Biosafety	• Biological agents	1
Radiation Protection	• Ionizing radiation • Non-ionizing radiation	4
Occupational Health	• Infectious diseases • Immunization • Health promotion	1.6
Environmental Protection	• Management of chemical and radioactive wastes	5
WSIB Claims Management	• Administration of WSIB Claims • Facilitate return to work	1
Administration	• Clerical and administrative support to other subprograms	3
TOTAL		**18.6**

Joint Health and Safety Committees

Required by the Occupational Health and Safety Act, joint health and safety committees are advisory bodies whose members are appointed by the unions representing employees and by management of the University. Their function is to identify hazardous situations in the workplace and to recommend health and safety programs and procedures for the workplace. Every workplace must have a committee and every employee must have representation on a committee.

Within the University there were in 2001, forty-three committees which were either multi-workplace committees based on employee group or union, or single workplace committees based on buildings or departments. Steps were also taken to establish another five committees in areas where there had previously been no committee.

A central joint health and safety committee has also been established with the United Steelworkers of America under the terms of the collective agreement. The function of this committee is to oversee and provide assistance to the local joint committees and to deal with common issues affecting the union's membership throughout the entire University. This committee met ten times during calendar year 2001. Major issues dealt with were the certification training of local committee members and the establishment of new committees.

Training

Training courses presented and the number of staff trained during 2001 are:

COURSE	# TRAINED
Level 1 Certification (provided externally)	36
Level 2 Certification	265
Radiation Safety	536
Chemical Safety	309
Asbestos	118
Laser Safety	59
Respiratory Protection	58
Health and Safety Management/Due diligence	130
Workplace Inspections	22
Office Ergonomics	27
Noise	14
Working in Confined Spaces	7
TOTAL	**1581**

Workplace Accidents and Injuries

Lost time accident statistics for 2001 are presented in the following table for each staff group. Benchmarks for safety performance have been established as follows:

Outstanding (achieved by very few companies): <0.02%
Very Good: 0.02% - 0.2%
Good: 0.2% - 2%
Average to Poor: 2% - 2-%

EMPLOYEE GROUP	# EMPLOYEES	#LOST TIME ACCIDENTS	#DAYS LOST	FREQUENCY (#LT/ #STAFF) %	SEVERITY (DAYS LOST/ #STAFF
CUPE 3261	499	25	504	5.0%	1.01
TRADES	62	13	137	21.0%	2.21
OPERATING ENGINEERS	69	3	79	4.3%	1.14
CUPE 1230	221	1	3	0.5%	0.01
POLICE	37	0	0	0.0%	0.00
USWA	2803	21	520	0.7%	0.19
NON-UNION ADMIN	680	8	311	1.2%	0.46
ACADEMIC/LIBRARIAN	2879	1	1	0.0%	0.00
CUPE 3902	2825	0	0	0.0%	0.00
TOTAL	**10075**	**72**	**1555**	**0.7%**	**0.15**

The University as a whole lies in the good range, however certain employee subgroups exhibit quite poor performance. This is cause for concern and will be a major priority area for investigation and action.