Human Resources & Equity

Annual Report 2010

UNIVERSITY OF
TORONTO

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INTRODUCTION

The Human Resources & Equity portfolio is responsible for a broad range of activities and initiatives across all three campuses and within every division of the University. This report, which outlines our key initiatives and accomplishments during 2010, covers the three main areas of my portfolio:

- Human Resources
- Environmental Health & Safety
- Equity & Diversity

Working in partnership with divisions and individuals from across the university, our focus within the HR & Equity portfolio is to ensure that:

- The University of Toronto is an Employer of Choice
- HR&E is viewed as a strategic partner by all divisions
- The University's commitment to equity and diversity is visible and tangible to all who work here
- Members of our community have a safe and healthy teaching, learning and working environment
- HR&E administrative structures and processes represent exemplary practice and responsible stewardship of University resources

The results of our most recent employee survey confirm that U of T is indeed a wonderful, engaging place in which to work and have a career. There is, however, much we can do to improve. I welcome feedback and ideas from members of our community on how we can continue to strengthen our work environment and practices.

I wish to thank all of the staff who work so hard, often behind the scenes, to continue to provide a broad range of excellent services and programs to employees at U of T.

HUMAN RESOURCES

Engagement & Retention

Top Employer Awards

The University received three valuable "top employer" designations this year:

- U of T was named one of Canada's Top 100 Employers for 2011 in the annual competition run by Mediacorp Canada Inc. U of T is one of only four post-secondary institutions so honoured for 2011.
- The University was designated as one of Canada's Best Diversity Employer's for 2010 and again for 2011, the fourth year in a row.
- U of T was named one of Greater Toronto's Top 90 Employers, for the fourth year.

Measuring the Work Experience at U of T

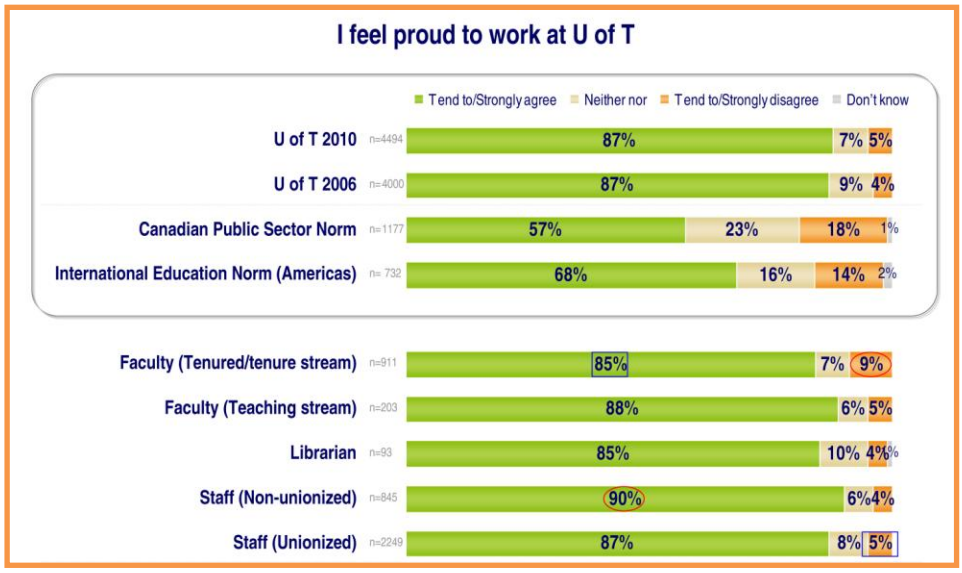
Being named a top employer is important but feedback directly from our employees is the best way to learn where we can make improvements. In fall 2010, the University launched its second employee experience survey for faculty, staff and librarians. This year Sessional Instructors (members of CUPE 3902, Unit 3) and full- and part-time clinical faculty in the Faculty of Medicine were also included.

The objectives of the survey were to measure the University's progress since the 2006 survey and to identify areas where improvement is needed. The survey was administered by Ipsos Reid, a leading Canadian market research firm. Employees were asked approximately 70 questions on topics ranging from communication, to training and development, to safety.

The response rate was 52%, the same response rate as U of T's inaugural Speaking Up survey in 2006. Preliminary results were very positive, indicating:

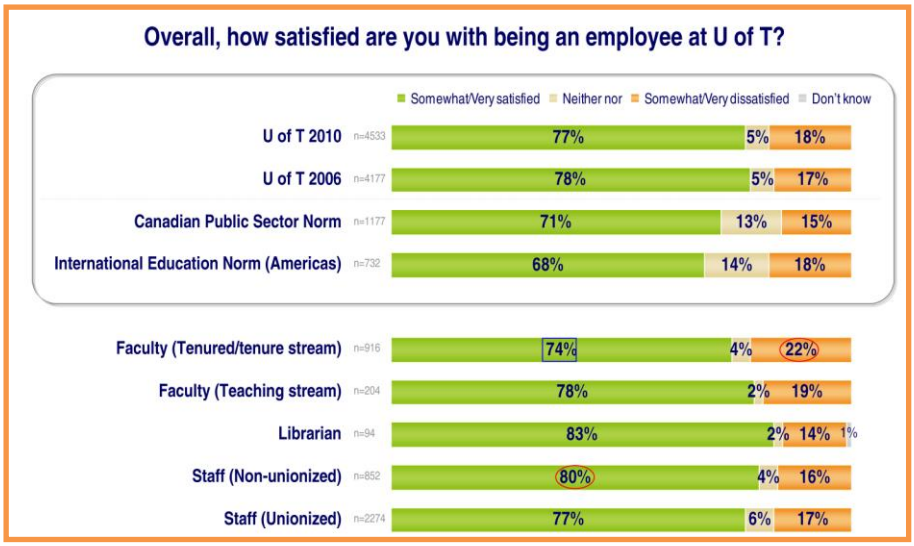
- 77 % of all employees are somewhat or very satisfied with being a U of T employee
- 87 % are proud to work at U of T

These results are illustrated in more detail in the charts below. Full results will be rolled out to divisions in spring, 2011. Work will then begin on addressing the issues identified in the survey.



I feel proud to work at U of T

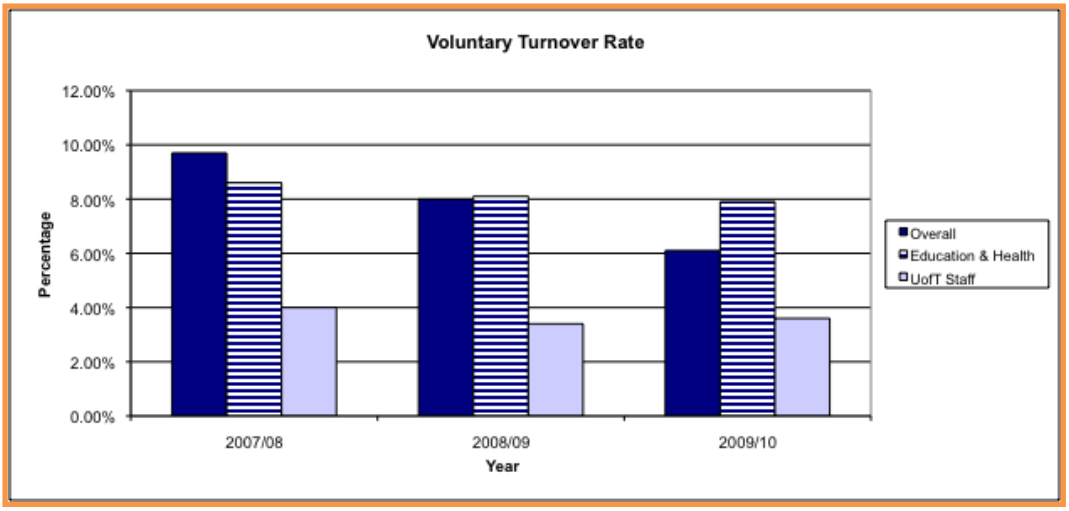
Overall how satisfied are you with being an employee at U of T?



View a slide show of the topline survey results at:
http://stratcomm.library.utoronto.ca/speaking_up_2010_survey/sus_slideshow.swf

Voluntary Turnover

Voluntary turnover among full-time administrative staff remains low at 3.6% and continues to be substantially lower than at other Canadian organizations, as illustrated in the chart below. Turnover among younger staff (< 25 years of age) is higher (20%) although this has improved since last year when turnover for this group was at 25%.



Voluntary turnover excludes retirements and involuntary departures
Source: "Compensation Planning Outlook 2011" Conference Board of Canada, Table 15

Onboarding

The University continued to strengthen the supports provided to new employees by offering training to Managers and HR Professionals on Onboarding, which is the process of hiring, welcoming, orienting and engaging a new employee into an organization's culture. Engaging employees in the goals and culture of both the University and their division, and inspiring them to stay, is key to enhancing the University's success. The divisional Human Resource offices in the faculties of Medicine and Arts & Science and at UTM have all implemented enhanced Onboarding processes and supports for new employees this year.

UTM 'Welcome Breakfast'

Over breakfast in the Faculty Club the Vice-President & Principal and CAO introduce new staff to UTM while department representatives from across campus provide information about athletics, the library, entertainment and other services available at UTM.

Work Environment

Several new programs have been initiated over the past few years to support a more positive work environment. Workshops are being provided for HR staff, managers and employees to ensure that they are aware of and understand these programs.

- The "HR Guideline on Civil Conduct" was introduced in 2008 to create a more consistent understanding of expected civil conduct and to provide mechanisms for employees to raise concerns should they feel they are being treated in a way that does not meet this standard.

- Introduced in 2010, the "Guideline for Employees on Concerns and Complaints Regarding Prohibited Discrimination and Discriminatory Harassment" assists employees to raise and address concerns regarding potential discrimination or harassment contrary to the Ontario Human Rights Code.

- The Workplace Violence Program, also introduced in 2010, provides guidance to managers or employees who may have witnessed or experienced violence or threats of violence in the workplace.

View the these guidelines and programs at: http://www.hrandequity.utoronto.ca/support.htm

Recognition & Rewards

"We have been celebrating excellence and innovation for over 180 years – these are among our core values. The University's staff do an incredible amount to advance the mission of the University, and the staff members here today exemplify this spirit."

- President David Naylor, speaking at the Excellence Through Innovation Awards Reception.

Excellence Through Innovation Awards Program

The Excellence Through Innovation Awards recognize individual or team contributions towards the achievement of the University's strategic objectives. This year the evaluation criteria for the awards were further refined, requiring selection committees to evaluate each nominated project or initiative using the following criteria: innovation, quality and/or productivity impact, transformative value and transferability to other areas of the University.

Excellence Through Innovation

Staff at the School of Graduate Studies were recognized for creating an online admissions application system that has increased efficiency, improved the student experience and "created a world-class infrastructure through administrative innovation".

In 2010 there were 76 award recipients (3 individuals and 15 teams). Recipients were honoured at a reception at the President's house and were invited to select a gift from a website.

View profiles of the 2010 award winners and their innovative projects at:
http://www.hrandequity.utoronto.ca/news/eti.htm.

Chancellor's Awards

Two Chancellor's Awards, sponsored by the University of Toronto Alumni Association, are presented to staff each year.

> ***The Emerging Leader*** – awarded to a staff member who demonstrates significant potential to assume more senior leadership in the organization. This year there were two outstanding recipients selected for this category.
>
> ***The Influential Leader*** – awarded to a staff member who has continually demonstrated innovative leadership to achieve outstanding contributions to the University by motivating and empowering others.

2010 Chancellor's Award Winners

Emerging Leaders

Pamela Gravestock &
Cameron Clairmont

Influential Leader

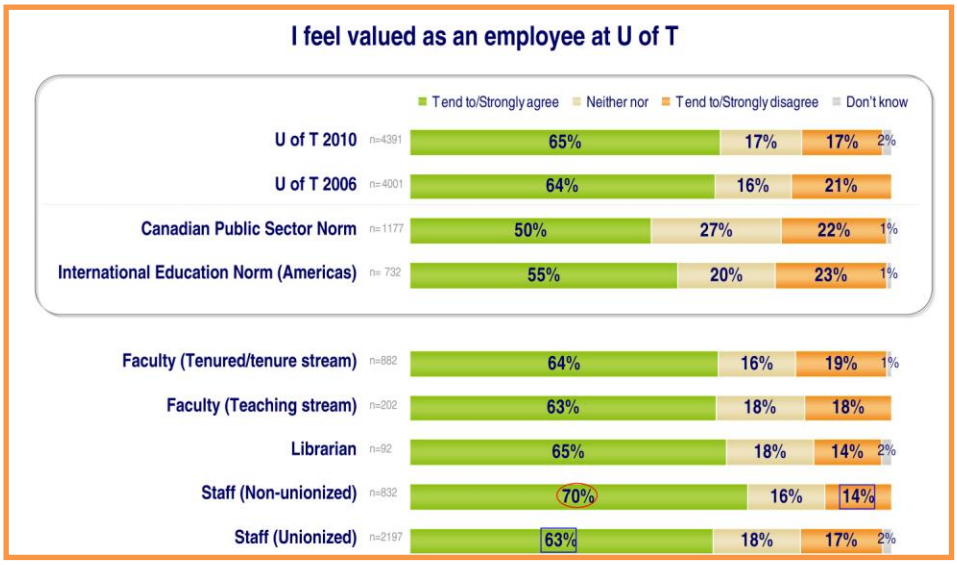
Attila Keszei

Divisional Staff Awards

Outstanding contributions of staff are also recognized through divisional awards programs. For example the Faculty of Arts & Science recognizes outstanding performance by administrative and technical staff in support of the Faculty through the Dean's Outstanding Staff Awards. Four staff members are recognized with this award each year. The David Keeling Award for Administrative Excellence is presented annually to a staff member in the Faculty of Medicine who has made a sustained contribution of excellence over many years or who, in a shorter period of time, has made a transformative contribution. At UTM the Paul Fox Award and the Staff Service Award provide opportunities to recognize excellent contributions. The Faculty of Applied Science and Engineering recognizes staff through its Staff Awards including, the Emerging Leader Award, the Influential Leader Award, the Innovation Award, the Agnes Kaneko Citizenship Award, and the Quality of Student Experience Award (Graduate and Undergraduate). Many other divisions have similar awards recognizing the outstanding achievements of their staff members.

Recognition – Future Directions

Knowing that one's work is appreciated and being recognized for accomplishments are two key components of employee engagement. This year's survey results, as illustrated in the chart below, indicate that work is needed to promote a stronger culture of recognition and appreciation at the University. This will be an area of focus in the coming years.



I feel valued as an employee at U of T

Recruitment & Hiring

Recruitment Branding

This year we worked with an external advertising agency to create a new recruitment brand for administrative positions. The new brand is used for print as well as web-based ads.

The University's web recruitment presence for administrative positions was also

increased, with an employer profile and "big box" ad placed on the popular Eluta job-search engine. Eluta is an aggregate search engine which monitors new job announcements from thousands of recruitment websites. This strategy has been highly effective in broadening the reach of our recruitment strategies. Since October 2010 the University of Toronto profile page on the Eluta website has resulted in thousands of visitors clicking through to the approximately 200 jobs that the University of Toronto has posted on the site.

Recruitment Data

Recruitment data with respect to Professional/Managerial, Confidential and USW positions indicates that 58% of postings are filled by internal candidates. This is a positive result, and we will continue to develop programs to ensure that we have well qualified internal applicants for most positions. Median time to fill positions compares favourably to benchmark data from the Conference Board of Canada on management positions but is anywhere from 10 to 18 days higher than the Conference Board median for clerical, technical and professional positions.

U of T Recruitment Summary
(includes USW, Professional/Managerial and Confidentials)

	Oct 1, 2009 - Sep 30, 2010	
	Count	**%**
# Postings	844	
# Applicants	60,883	
Avg Applicants Per Posting	72	
# Postings Filled	677	
Filled By Internal[1]	395	58%
Filled by External[2]	282	42%
Avg Time to Fill (days)[3]	61	
Median Time to Fill (days)[3]	56	

# of applicants – includes those for all posted positions (open, cancelled, filled)
# of postings – includes those that were subsequently cancelled
1 internals include all those self-identified as U of T appointed staff
2 externals include those self identified as "Not employed by University of Toronto", "Other employment status with University of Toronto", "USW Casual", and those who did not reply.
3 time to fill based on the lesser of time when posting is marked as filled or candidate start date in TALEO

Equity & Diversity in Recruiting

The Employment Equity Office focused on Aboriginal Recruitment and New Graduate Recruitment in a joint initiative with the Career Centre, St. George and First Nation's House. Mock interviews were held with graduating Aboriginal students to assist them in refining their job seeking skills. This project also presented the University of Toronto as a potential employer of choice for new graduates, many who had not considered the University as an employer before. Information packages on employment at the University were provided to each mock interview candidate. Funding for this project was provided in part from the Council of Aboriginal Initiatives within the Office of Vice-Provost Students.

A pilot project with the Canadian Hearing Society (CHS) was launched this year by the Employment Equity Office, expanding our candidate pool to those persons who identify with a hearing disability. Candidates receive support from CHS and selected managers work with the Employment Equity Officer and HR staff from the Central Administration HR Office (CAHRS) to connect candidates to employment opportunities within the University.

The Employment Equity & AODA Officer participated in a Career Centre and Accessibility panel discussion with employers from both the private and public sector to speak about the University of Toronto's commitment to inclusive and accessible hiring for persons with disabilities. Audience members were job seekers.

Community Relations & Outreach

Equity Committees with Unions

Joint Employment Equity Committees have been formed with five union groups. So far four of these have begun meeting (USW, CUPE 3902 Units 1 (Teaching Assistants) and 3 (Stipendiary Instructors), CUPE 3261 (caretaking, grounds)). A fifth Committee with the library workers (CUPE 1230) has not yet commenced meeting. These joint committees focus on employment equity issues at the University and make recommendations for improvement.

*ASK*me Program

The *ASK*me program gives even those staff whose roles do not normally involve direct student contact an opportunity to play a part in welcoming new students to the St. George campus. Volunteers were provided with information sheets and badges identifying them as *ASK*me ambassadors. Over 800 staff accessed

Promotional *ASK*me poster for Faculty & Staff

the *ASK*me website to download a badge in order to participate in the program. *ASK*me is a joint initiative between HR & Equity and the Student Life Office on the St. George Campus.

Enable Change Partnership

In partnership with the Council of Ontario Universities and the Ministry of Community and Social Services, the University of Toronto successfully obtained funding for an "Enable Change Partnership" project. The project involves the development of a toolkit for administrators at all Ontario universities to aid in moving beyond compliance and meeting our commitment to accessibility for persons with disabilities.

Student Practicum Placement Supervision

Health & Well-being Programs & Services provided practicum opportunities for students from the Faculty of Nursing, University of Toronto and Human Resource Management Program, Centennial College.

Collaborating with Other Universities

Members of the Human Resources group continue to be involved in the broader University human resources community provincially, nationally and in North America. For example:

- The Health & Well-being department took the lead in launching the first meeting of Southern Ontario Universities Disability, WSIB and Accommodation Specialists. The meeting provided an excellent opportunity for universities to learn from one another in this increasingly complex and important area of our practice.

- The Vice-President, Human Resources & Equity is the President of the Senior Women's Academic Administrators of Canada (SWAAC) organization and works collaboratively with senior colleagues across the country to support women in senior positions in universities and colleges. The VP has been appointed as the Chair of the Association of Commonwealth Universities HR network and, in addition, is a member of a number of Council of Ontario Universities (COU) committees.

- The Assistant Vice-President, Human Resources is a member of the executive of the Association for Ontario Human Resource Professionals and, with several other universities, organized a retreat in 2010 for members to focus on cross-provincial labour relations matters.

- The Assistant Vice-President, Human Resources and the Director, Organizational Development and Learning are both members of HR committees through the Canadian Association of University Business Officers. The Director ODL has been part of a team developing a series of online training programs to be offered to university administrative staff across Canada. The first session, on University Governance and Culture, will be offered in spring, 2011.

Development & Learning

New Location for the Organizational Development & Learning Centre (ODLC)

The ODLC, the hub of staff learning and career development activities at U of T, moved to the 6th floor at 215 Huron Street in June of 2010. Bright, efficiently designed and outfitted with improved technology, the new space provides staff with a much improved environment in which to learn new skills and ideas and develop their career. Fully accessible, the new space also creates some exciting new synergies with four equity offices located on the same floor and several central HR departments on nearby floors.

ODLC's New Seminar Room

New Website for ODLC

Along with new physical space, ODLC's new online presence was launched in January 2011. The design of the new website followed extensive consultation with users and usability testing to ensure the new site was effective in meeting the needs that had been identified. The new site is easier to navigate, clearly outlines ODLC's programs and services, and is much more accessible.

To view the ODLC website see: http://www.odlc.utoronto.ca/

Leadership & Succession Planning

Enhancing the skills of our current leaders and identifying and developing emerging leaders are critical to the University's continued success.

Leadership Conference for PM 1-5

"Thriving in Today's Workplace" was the theme of this year's conference for junior and mid-level Professional/Managerial staff and there were two main objectives as stated by the conference planning committee, a sub-group of members from the PM 1-5 Advisory Committee: to provide professional development sessions on a variety of leadership topics and to provide PM 1-5 staff with the opportunity to network. Jim Fisher, Vice-Dean and a chaired professor at the Rotman School of Management, provided the keynote address on the topic of leadership and persuasion and then attendees chose one of four concurrent sessions. The closing keynote, *Let's Connect: The Art of Networking*, was delivered by Donna Messer, consultant and author. Over 300 staff attended the conference.

For more on the conference see: www.news.utoronto.ca/campus-news/leadership-networking-emphasis-of-professionalsmanagers-conference.html

Leadership Development

ODLC offers a wide variety of leadership programs. New this year were programs in the areas of innovation, creativity, engagement and emotional intelligence. 5 Great Work Truths, Developing Emotional Intelligence; The Possibility Virus; The Flexible Thinker and What Every Manager Needs to Know About Onboarding, Recognition and Feedback are a few of the new programs linked to our leadership competencies in Creative Problem Solving; Strategic Orientation and Managing Relationships. The concept of Emotional Intelligence is also being incorporated into individual coaching and team development – additional services provided through ODLC.

Mentoring

We continue to offer our mentoring programs under the banner of the **Rose Patten Leadership Programs.** These structured mentoring programs pair evolving leaders with those at more senior levels for a year of informal meetings, networking opportunities, workshops and coached working sessions. This program has been in existence for a number of years and has been instrumental in strengthening the leadership culture among staff at U of T.

Succession Development

The second cycle of the CAO/Finance Succession Development Program began in March 2010 with a group of six participants, selected by senior leaders based on their strong leadership potential and readiness to advance into more senior roles. The participants undertook a 360° feedback process; received coaching; were assigned mentors and attended regularly scheduled leadership forums. This year a consultant was retained to provide the coaching and to coordinate the learning forums. This has significantly improved the quality of the program and the experience of participants.

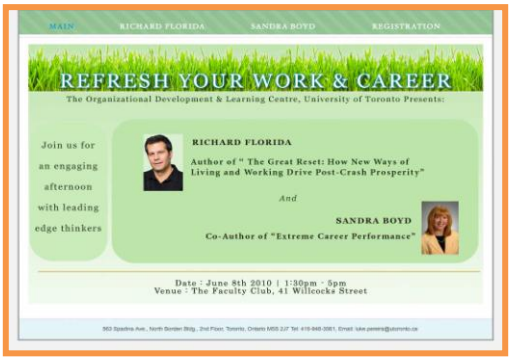
A new HR Leadership Succession Development program was launched this year. The goal of the program is to strengthen the leadership capacity within Human Resources. HR leaders at the PM 5-6 level were invited to submit applications and all applicants were interviewed. Six individuals have been selected. Each is undertaking a 360° feedback process and receiving individual coaching. The group will meet on a monthly basis and will be exposed to a variety of leadership forums and group learning opportunities based on leadership competencies that the entire group is in need of developing. The program has just begun; next year's annual report will have a more detailed analysis.

Career Development

Providing opportunities for career development is one of the pillars of our commitment to staff at U of T. ODLC provides resources, counseling and programs to support a broad variety of learning needs and styles. This year a number of new programs and events were offered in addition to our regular programming, including:

- "Refresh Your Work & Career" - 150 staff attended a series of talks on career and labour market trends and tools to assist individuals in assessing their career goals.

- "Tsunami of Demographic Change", facilitated by Professor Linda Duxbury from Carleton University. The session was presented in partnership with the Career Centre and geared to managers and student life professionals. Over 125 staff attended.



Richard Florida was among the speakers in the Refresh Your Work & Career series

Health, Wellness & Family

Promoting health and wellness for employees and their families is an important component of being an employer of choice and therefore has an impact on U of T's ability to retain and attract the best faculty and staff. Within the HR & Equity portfolio the primary offices providing leadership in these activities are Health & Well-being Programs & Services (HWB), the Quality of Work-Life Advisor and Family Programs and Services (including the Family Care Office).

Health at Work

This section of this report highlights just some of the new initiatives launched in 2010.

Mindfulness in the Workplace

Following a successful one day seminar on Mindfulness at Work with Michael Carroll, author, philosopher and Buddhist teacher, HWB sponsored a 10 week course for employees to deepen their mindfulness practice and to learn how to apply their learning to effectively address stress in the workplace. Participant evaluations were excellent and indicated a positive impact over time.

Stairway to Health

The Quality of Work-Life Advisor and her team launched this new campaign to encourage staff in the building to use the stairs on a more frequent basis as a means of increasing their daily fitness activity. The program was launched at 215 Huron in conjunction with Canada's Healthy Workplace month during which a series of health-related events and seminars was held on all three campuses.

Walk@Work

HR & Equity is partnering with Guy Faulkner, a professor at U of T's Faculty of Physical Education & Health to launch his Walk@Work research program. The program is aimed at workers who work in primarily sedentary positions and who do not walk a lot during the day. Studies continue to show that this is detrimental to a worker's health so the Walk@Work program focuses on encouraging staff to incorporate walking into their daily routines. Participants monitor their progress using pedometers, recording their steps on a daily basis and receiving online emails with resources and suggestions as to how they can increase their target number of "steps". Over 90 staff are participating in the program.

Video Gaming Workshop

The Family Care Office, in partnership with the Centre for Addiction and Mental Health, offered the workshop "Video Gaming and Internet Gambling: How Much is too Much?"

Family Supports

The **Employee and Family Assistance Program** (EFAP) is a free confidential information, counseling and referral service for employees and their family members that can be accessed on a 24/7 basis. Experts at the EFAP are also available to provide advice to managers and senior leaders who may be managing difficult, emotionally charged situations or crises. Utilization of the program has remained steady in 2010 at about 8% of appointed employees. Based on statistics provided by the University's EFAP provider, the most common issues for which employees seek help are family-related (38%), followed closely by psychological issues at 26% of EFAP cases.

New initiatives from the **Family Care Office** this year include:

- Offering webcasts so that individuals unable to attend some of the workshops do have the opportunity to view the session at their convenience from the FCO website.
  To view webcasts see: http://hosting.epresence.tv/FCO/1.aspx

- Launching the Family Care Office blog: Intersections! And, with work study student writers, re-energizing the FCO newsletter- Family Matters.
  To view newsletter see:
  www.familycare.utoronto.ca/newsletter/pdf/FCO_October2010Newsletter.pdf

- Developing an electronic format for the maternity/parental/primary caregiver/adoption leave information packages for staff and faculty

- Conducting a current user survey last April - 95% of the individuals who used the FCO would be likely to apply a new insight, skill or resource related to family issues.

Family at work –Take our Daughters & Sons to Work Day

> *"We appreciate that our children have the opportunity to participate and see their parent's job. The experience is wonderful and makes our kids understand University life."*

On April 29, 2010, 250 children of staff and faculty participated in the annual Take our Daughters & Sons to Work Day. The day offers parents who work at U of T the opportunity to show their kids what they do at work each day. Led by the Office of Family Programs & Services, the event is a joint effort involving numerous divisions. UTM and UTSC had 30 and 50 participants, respectively.

Read the impressions of four junior reporters:
http://www.hrandequity.utoronto.ca/news/hrnews/2010/040410.htm

Illness, Workplace Injuries & Accommodation

The University provides a variety of supports for employees who are absent from work due to illness or injury or who require accommodation in order to remain at work or return to work following an absence. Health & Well-being Programs & Services (HWB) provides a single centralized resource for managers and employees (both faculty and staff) who require information and assistance associated with illness, injury or accommodation.

Short-term Sick Leave

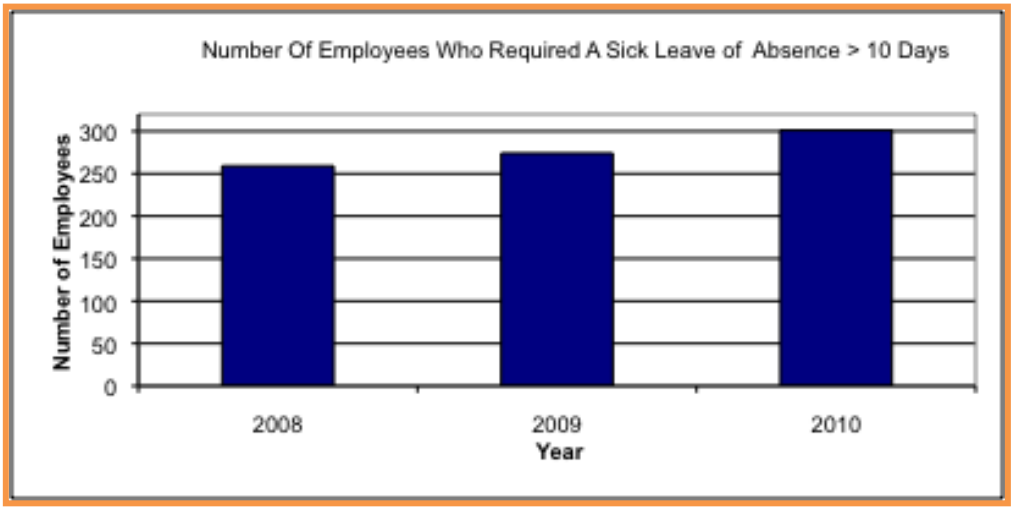
Sick leave utilization is an important indicator of individual, unit and organizational health and productivity. The University began tracking sick days for administrative employees on our Human Resource Information System (HRIS) in 2009. While not all departments are fully compliant with sick leave tracking requirements yet, the initial data indicates that sick leave utilization at U of T is comparable to national rates as reported by Statistics Canada.

Absenteeism - Oct 1, 2009 - Sept 30, 2010

Full-Time Administrative Staff at UofT*		Statistics Canada Data**	
Group	**Days Lost per Worker in Year (mean)**	**Full-Time**	**Days Lost per Worker in Year**
Non-Union	5.1	Non-Union	6.1
USW	6.7	Union	11.3
Other Union	11.0	Education Services Sector (union & non-union)	7.9
Overall mean for all admin staff	7.3		

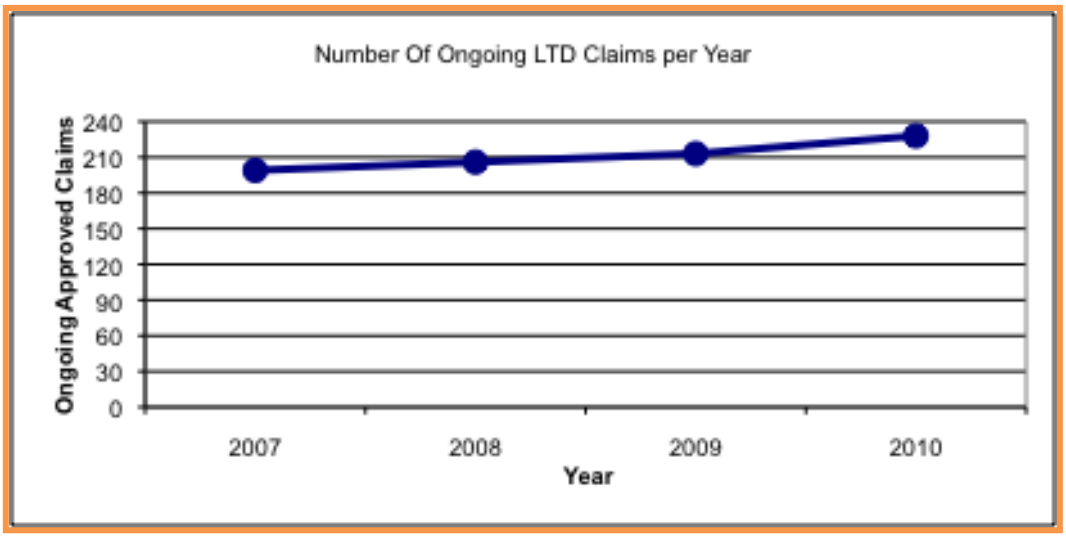
* Data period = Oct. 1, 2009 to Sept. 30, 2010
** Data period = 2009 calendar year; Source: Statistics Canada Work Absence Rates 2009
Note: Absences include paid and unpaid sick days, extended sick days and other unpaid leave

Once an employee is off on sick leave for more than 10 days Health & Well-being becomes involved, providing assistance to the employee and the department to facilitate a timely return to work and/or appropriate management of the sick leave. As the chart below indicates, there has been gradual increase in the number of sick leaves > 10 days. We will continue to monitor this trend.



Long-term Disability Claims

Employees who are ill for longer periods may qualify for Long-term Disability benefits. Similarly to the gradual increase in the number of longer sick leaves, there has also been a gradual increase in the number of ongoing approved LTD claims each year. The intensive support provided by Health and Wellbeing staff to managers and employees in facilitating return to work has minimized the more dramatic increase in LTD claims experienced by most other large employers.



As has been the case over the last 3 years, musculoskeletal injuries and mental health conditions continue to be the reason cited for a significant portion of long-term disability absences (22% and 34% respectively). These figures are consistent with the experience of Sun Life (the University's LTD provider) among like employers in their database.

Accommodation & Return to Work

Health & Well-being works collaboratively with managers, HR, employees and sometimes union representatives to facilitate the accommodation of employees with illness, injury or some form of disability. In 2010, in addition to the many employees who were accommodated in order to facilitate a return to work after injury or illness, 83 employees were accommodated while at work. Without such accommodation many of these employees would not be able to remain in the workplace. Managers' openness and flexibility are critical factors in the success of the accommodation efforts. Examples of accommodation include computer technology to assist in reading, keyboarding, data input and mousing, the provision of readers and specialized ergonomic equipment for employees engaged in both sedentary and physical work, modified duties, modified work schedules and telecommuting.

Work-Related Injuries & Illnesses

Workplace Injuries in 2010

There was a marked decrease in the number of workplace injuries resulting in WSIB claims in 2010. The chart below shows, for a five year period, the number of accidents resulting in lost time, those requiring a healthcare appointment but no lost time and the

number classified as critical injuries[1]. The number of lost time accidents decreased by 24% (from 50 to 38) and the number of healthcare accidents also decreased by 24% (from 74 to 56). The 4 critical injuries in 2010 all involved injuries occurring as a result falls.

Lost Time Accidents & Accident Severity

The table below indicates the total number of workdays lost and the average number of days lost per accident. In 2010, there was a 41% drop in the total number of days lost due to injury compared to the previous year. The average number of days lost per injury decreased by 28% compared to 2009.

Days lost & average days lost due to injury 2006 - 2010

	2006	2007	2008	2009	2010
# Days Lost	773	587	2087	1230	723
Average # of days lost per injury	14.3	9.95	33.13	24.6	17.63

This pattern indicates a reduction in both the number of injuries occurring and the severity of those injuries. The reduction in frequency of injuries during 2010 was particularly notable in several employee groups including CUPE 3261 (caretaking, grounds), Trades and UniteHERE (89 Chestnut). Health & Well-being works closely with injured employees and their managers to promote safe and timely return to work. Several employees were accommodated by their departments prior to them returning to full duties and full hours. These positive efforts helped contain costs and greatly assisted employees eager to return to work.

Further analysis of the types of accidents and incidents occurring, as well as initiatives to reduce these, is provided in the Environmental Health & Safety section of this report.

[1] A critical injury as defined under the Occupational Health & Safety Act includes serious injuries such as unconsciousness, fracture of a leg or arm, loss of sight in an eye, substantial blood loss and several other defined injuries.

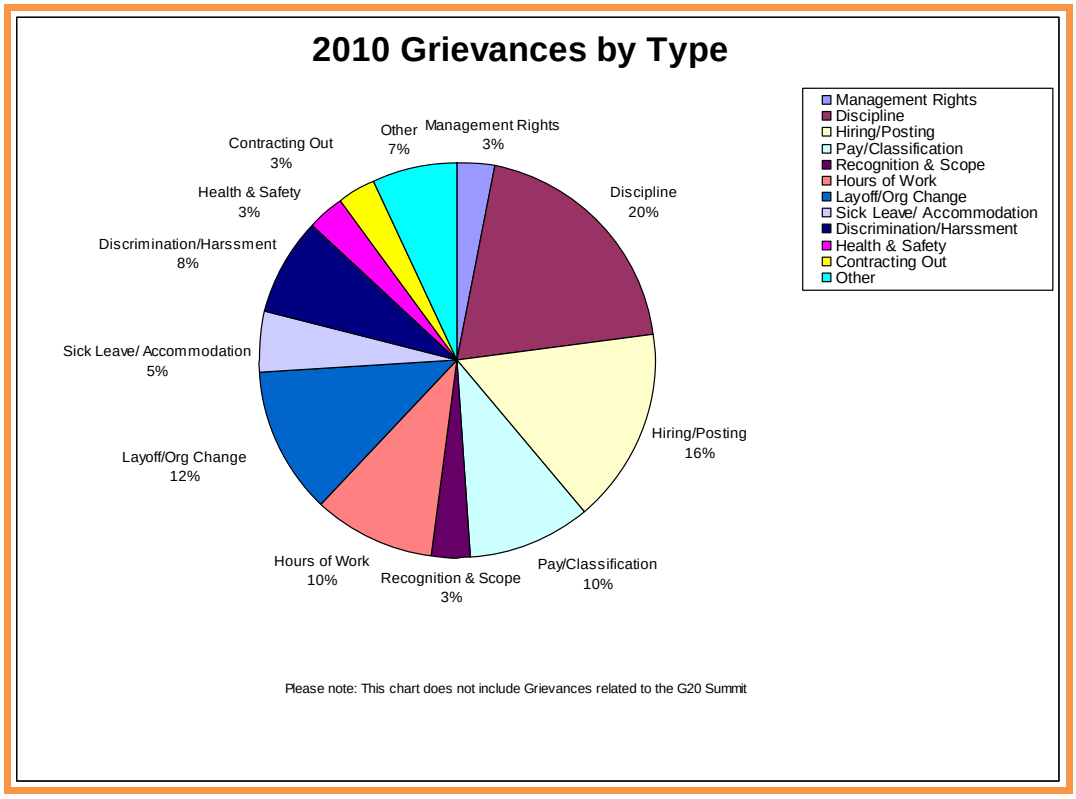
Labour Relations

Collective Bargaining

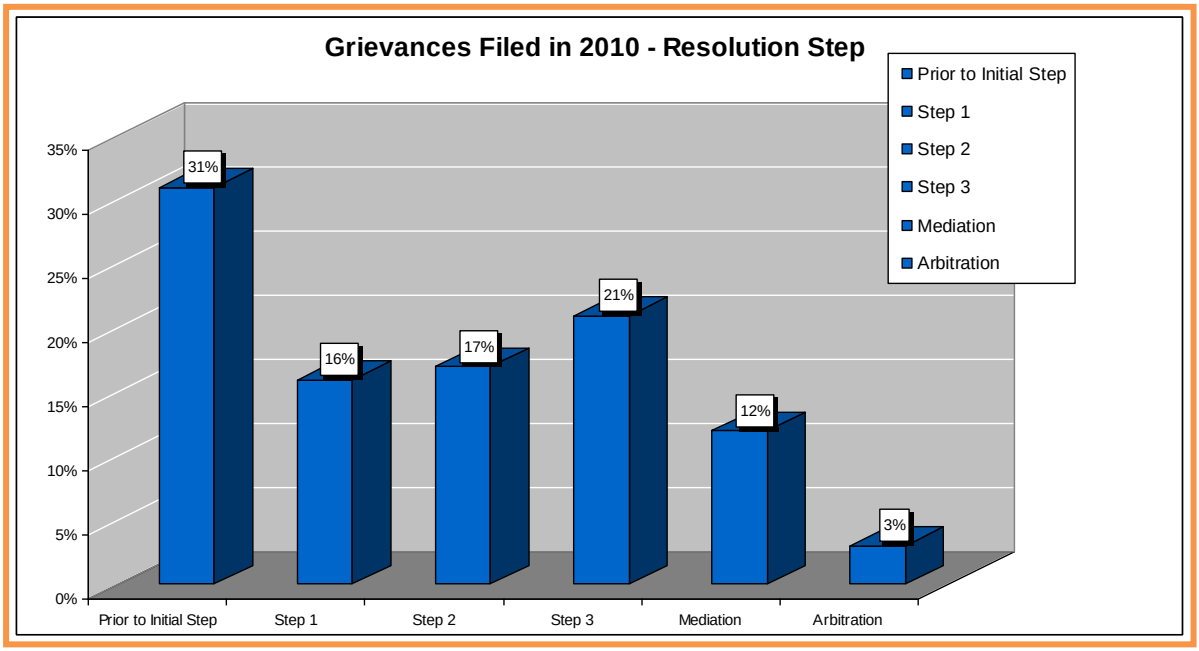
With the introduction of the Ontario government's new budget in March 2010, the University was mandated to negotiate no net increases in compensation for a period of two years. This represents a significant challenge for the University and the Unions. In 2010 renewal contracts were successfully negotiated within this mandate with OPSEU Local 519 (Campus Police), Unite HERE Local 75 (Service Workers at 89 Chestnut) and The Painters Local 557. Also in 2010, negotiations commenced with CUPE Locals 3261 (Caretaking, Grounds) and 3907 (Graduate Assistants at OISE/UT), as well as the Plumbers Local 46, and these have continued into 2011.

Grievances

In the year 2010 a total of 221 grievances were filed at the University. This figure represents an increase of 66% over the previous year. This increase is perhaps not entirely representative of the grievance activity in 2010 in that 49 of these grievances were related to the University closure during the G20 Summit, a very unique circumstance. Exclude G20 grievances, the increase in the number of grievances received over the previous year was 29%. It is notable that in the previous year (2009) the number of grievances filed declined by 23% over the number that had been filed in 2008.



As the chart below illustrates, we continue to resolve a large proportion of grievances at the informal stage.



Job Evaluation

The University continues to work with the USW to implement a new job evaluation system. In 2010 the parties have been working towards agreement on the rating of job classes and are awaiting a final arbitration award on the outstanding rating disputes. In 2011 the parties are engaged in negotiating the new pay structure and the implementation schedule for pay adjustments resulting from the implementation of the new job evaluation system.

Improving Service Delivery

In summer 2010, Deloitte Inc. completed its review of the HR & Equity portfolio, which included a review of the organizational structure of the HR & Equity portfolio as well as a review of its core benefits, pensions and payroll processes.

The objectives of the review were to:

- Define a service delivery model that best positions HR to address the future needs of all divisions of the University.
- Further improve overall quality and customer service effectiveness.

- Improve the delivery of services across campuses.

- Better manage HR process efficiency and cost.

The results of the review confirmed that the current decentralized model of HR service delivery is serving the University community well and that it should continue.

In addition, a number of improvement opportunities were identified. Of these, a list of priority initiatives has been identified, which will focus on:

- Rationalizing the number of individuals responsible for SAP HR input and improving training levels to strengthen the accuracy of data on the system.

- Expanding the use of technology and HRIS related systems within HR in order to streamline systems and processes, and to support improved client services throughout the Human Resources & Equity portfolio.

- Further strengthening the capabilities of the HR team to ensure consistent level of service across the University.

We are moving forward with these priority initiatives with staged implementation over the next 3 years.

I would like to extend my thanks to the members of the University community who participated in interviews, working sessions and focus groups, and as well, a special thanks to the HR Review Advisory Board and the Human Resources Management Board who contributed their time and valuable advice and feedback on the recommendations that emerged from the review.

ENVIRONMENTAL HEALTH & SAFETY

The Terms of Reference of the Business Board require the President's designate, the Vice-President, Human Resources & Equity, to submit an annual report on the University's compliance with environmental health and safety regulations. In addition, the Vice-President reports quarterly to the Business Board on all critical incidents as well as all reviews by provincial and federal bodies. The full regulatory framework applicable to the University is outlined in Appendix B-1.

EHS promotes the ownership of safety by managers, supervisors, academic heads and principal investigators, through Joint Health and Safety Committees (JHSCs), as well as subject matter advisory committees focused on specific areas such as laser safety, radiation safety and biosafety. The Vice-President, Human Resources & Equity also receives independent expert advice and guidance from the Senior Management Committee on Health and Safety.

General Compliance

During the past year, EHS provided input into a number federal and provincial regulatory consultation sessions, including:

- The Canadian Nuclear Substances Commission (on new lab design guidelines).
- Environment Canada (on new substance notifications for genetically modified organisms as well as new substance notification of nanotechnology substances).
- The Ontario Ministry of Labour (review of certification training).
- The Public Health Agency of Canada (on biosafety training standards).

EHS is preparing for the following new regulations which were enacted during 2010:

- The City of Toronto Municipal By-Law 423 concerning environmental reporting.
- The Public Health Agency of Canada Bill C-11 concerning Human Pathogens and Toxins.

In accordance with normal practice, during the past year the University was audited by the Ontario Ministry of Labour (MOL), the Canadian Council on Animal Care (CCAC) and the Canadian Nuclear Safety Commission (CNSC).

The MOL monitors employer compliance with the Ontario Occupational Health and Safety Act (OH&S Act). During 2010 the MOL visited the University of Toronto 10 times on issues related to the University, and five times for issues relating to constructors or contractors. The University received 13 orders and the University has complied with all orders. Contractor/constructors working on the University received 10 orders. One of these visits was associated with a contractor fatality on

the Scarborough campus. The University had four critical injuries in 2010. These critical injuries involved fractures sustained through falls.

The CNSC visited the University twice in 2010. The first visit lasted four days and spanned the activities of 12 buildings. The CNSC found no non-compliances and awarded all of the inspected buildings either an A (excellent) or B (meets compliance) rating. This is the most positive report that the University of Toronto has received from the CNSC on this license. The second visit examined activities associated with our waste license. We received no non-conformances.

The Canadian Council of Animal Care external audit did not find any deficiencies associated with EHS practices in the animal labs.

In accordance with the Ministry of the Environment (MOE) regulation 419 (2005), the University of Toronto submitted 19 Certificate of Analysis application reports during 2010. According to our data models, the University is in compliance with MOE guidelines respecting air and noise emissions. Thus we expect to receive 19 MOE approvals to continue our operations without government interventions.

The 2009 University of Toronto internal audit recommendations suggested improvement in chemical safety and lab safety inspections. In response to these recommendations, EHS increased its inspection activity by 38% in 2010. (EHS conducted 1242 inspections compared to 758 inspections in 2009). In addition EHS increased the number of trained individuals by 26% . (EHS trained 4,406 individuals over the year). With respect to chemical safety, we developed a risk assessment tool, a database inventory system and seven special Standard Operating Procedures (SOPs) for high hazard chemicals.

New /Enhanced Proactive Programs

In 2010, EHS worked with the Office of the Provost to revise the protocols and guidelines for field research. The updated guidelines include a new process for accident reporting and an updated tool for conducting risk assessments of field research. Increased visibility and awareness of the risks involved in field research work will allow EHS to better support students and staff engaged in field research off campus.

The 2010 automation of our incident reporting process began to alert EHS to student incidents in a more timely way. We anticipate that increased interaction and follow up on student safety issues in laboratories will result.

Improvements to the environmental health and safety database in 2010 included an ability to interface with other databases within the University (including purchasing and research services), and the streamlining of biosafety and radiation safety administration. We expect very shortly to have additional functionality to support JHSCs, EHS training, contractor safety and chemical inventory.

EHS prepared the ground work to transition to a smaller number of hopefully more active Joint Health and Safety committees. Under the new structure there will be 25 main committees, with a number of local sub-committees. The new structure will utilize multisite inspectors who can be deployed to help with workplace inspections where required.

In 2010 EHS brought externally contracted fume hood work in-house. The in-house calibrations increased our visibility of research activity. Improved follow-up activity on broken or improperly adjusted fume hoods has reduced the exposure of lab personnel to inadequately exhausted contaminants.

For the first time in 2010, EHS provided input on safety requirements at early stages of lab renovation design work.

In 2010 EHS launched a contractor safety program on the St. George and UTSC campuses. The program included: protocols, training, specific legally binding expectations for contract work, a mechanism for evaluating contractors and a database for easy transfer of data. EHS held a number of training sessions for University staff including St. George Capital Projects and UTSC staff.

Learn more on the EHS website: http://www.ehs.utoronto.ca/site4.aspx

Outreach/Health & Safety Awareness and Educational Events

To enhance awareness of H&S issues, posters have been designed for all EHS focus areas. Over 300 posters were printed and they will be displayed in high-visibility locations.

EHS has continued to participate in University events, including the School of Graduate Studies New Student Orientation, the UTM laboratory safety day, and several faculty and departmental Safety Days.

Members of the Occupational Hygiene and Safety (OHS) group continued to support the University of Toronto Master of Public Health (Occupational Hygiene) program. In 2010, OHS staff provided an overview of respirator fit testing and supervised a number of on- and off-campus workplace visits for students.

Occupational Hygiene & Safety Services

OHS monitors accident trends and investigates both serious accidents and potentially serious incidents to improve programs, processes and training. Examples include:

- Based upon several incidents at various University-operated kitchens, a new Kitchen Safety program is being developed.
- Maintenance and residence staff received Electrical Safety training and assistance in developing a new procedure. In addition, OHS arranged a High Voltage training update for Facilities and Services electricians.
- In an effort to reduce both the number and severity of on campus slips, trips and falls, an online course was developed in order to reach a greater number of staff at the University. We continued to track winter weather-related slips, trips and falls reported via incident

reports and to provide this information to the Grounds Department, so that problem areas can be identified and corrected in a timely manner.

Our contributions to the new Workplace Violence program included development of the risk assessment based on employee groups, and contributing to training plans.

Hazard Control Programs

An update on the hazard control programs within OHS can be found in Appendix B-2

Occupational Hygiene & Safety Performance Indicators

Performance indicators around awareness and compliance have been developed to assess improvements over time. In 2010 we also began to track MOL orders issued to contractors on our sites.

The Indicator	2005	2006	2007	2008	2009	2010
Ministry of Labour Inspections	5	8	6	7		
• University of Toronto					12	10
• Contractors						5
Ministry of Labour Orders	4	9	4	8		
• University of Toronto					22	13
• Contractors					1	10
Activities to increase awareness of EHS Office (e.g. EHS events such as lab safety days, orientations, liaison with MPH program etc.)		5	11	12	18	18
H&S Projects initiated by Departments (e.g. Department led events such as Minerva Grounds attention to slips & falls)			4	5	2	6

JHSC Performance

Historically, some 54 Joint Health and Safety Committees have existed at the University and it has proved to be a challenge to ensure that all committees comply with provincial legislative requirements. Therefore, we are developing an alternate Joint Health and Safety Committee structure that reduces the number of committees, but continues to recognize the diversity of activities on the three campuses. New multi-site terms of reference have been prepared with extensive internal consultation. We have also had preliminary discussions with the Ministry of Labour on our guiding principles. We have started consolidating committees with both the creation of new committees and collapsing of old committees.

2010 JHSC Performance – Old Committee Structure

The Indicator	2007	2008	2009	2010
1 JHSC meeting or more	97%	100%	100%	100%
2 JHSC meetings or more	93%	98%	98%	98%
3 JHSC meetings or more	86%	91%	96%	94%
4 JHSC meetings or more	59%	66%	70%	81%
5 JHSC meetings or more	11%	26%	17%	26%

Note: The number of meetings for JHSCs that were active for part of the year has been pro-rated

2010 JHSC Performance – New Committee Structure

The Indicator	2010
1 JHSC meeting or more	100%
2 JHSC meetings or more	100%
3 JHSC meetings or more	100%
4 JHSC meetings or more	88%
5 JHSC meetings or more	20%

Note: The number of meetings for JHSCs that were active for part of the year has been pro-rated

Radiation Protection Service

The University of Toronto currently operates under two CNSC Licenses: the *Consolidated Nuclear Substances and Radiation Devices License* and the *Waste Nuclear Substances License.*

The quality of our radiation protection program in 2010 was acknowledged as "excellent" by the CNSC inspectors.

Radiation Performance Indicators

Operational monitoring of the RPS incorporates both leading and trailing indicators of performance. Data on these measures is included in the table below.

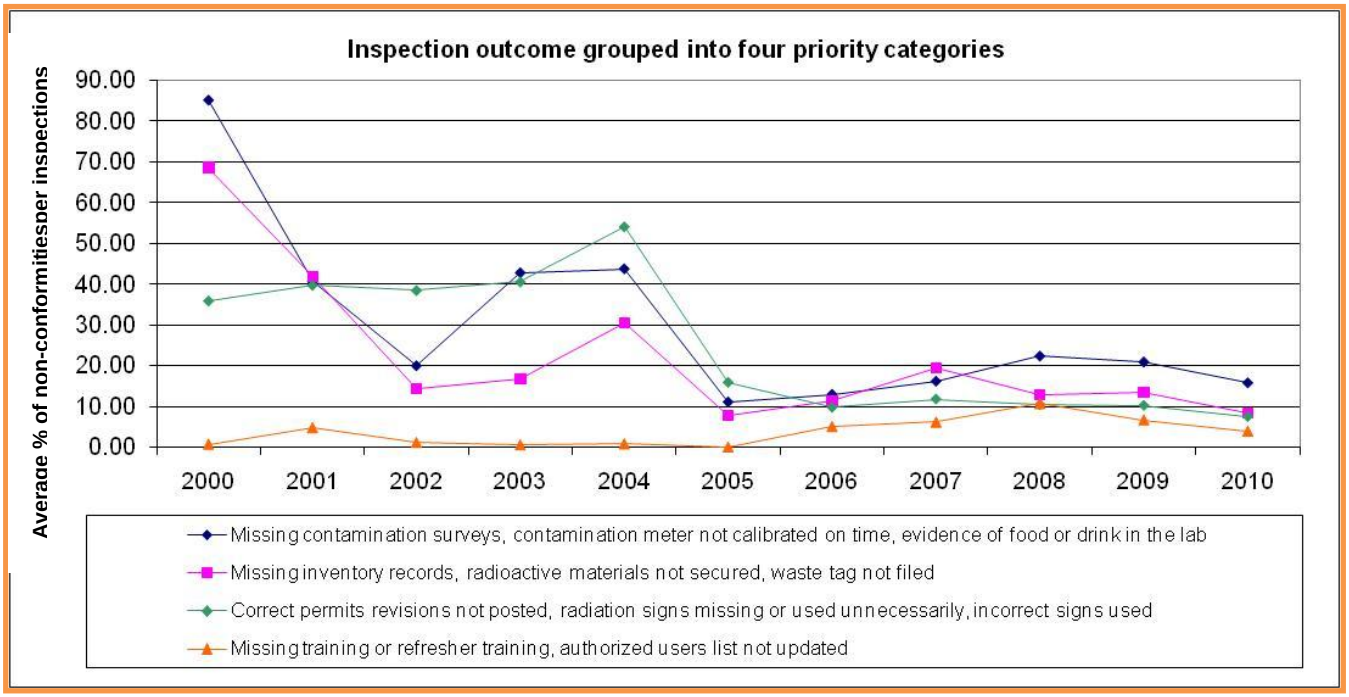
Less time is now spent maintaining the traditional radiation program, and more time is spent developing new programs such as those addressing EMF (electromagnetic force), X-ray and laser safety. We have enhanced our surveillance of lab workers by adding area exposure analysis

(dosimetry) to replace the need for individual badges. Use of lasers at the University has increased significantly since 2005 with a 40% increase in higher risk 3B and 4 lasers.

The 2009 internal audit of EHS highlighted the need for more frequent compliance inspections. The RPS group increased their inspection frequency by 9% over the previous year. Compliance training increased by 30% over 2009, and by 9% over 2008.

Operational Statistics	2004	2005	2006	2007	2008	2009	2010
Active Radioisotope Permits	255	250	192	170	180	169	161
X-ray permits	-	-	-	-	-	20	20
Laser permits	-	-	-	-	-	63	57
Revisions to Permits	95	89	244	160	207	172	125
Exposure Dosimetry of staff	1150	1120	1011	935	600	547	561
Area Dosimetry	-	-	-	-	-	64	49
Ionizing Radiation Laboratory Inspections	613	752	541	390	344	374	434
Lasers Inspected (open beam class 3B and 4)	48	99	150	210	120	264	266
X-ray Machines Inspected	35	36	35	35	35	38	40
Total Number of Staff Trained	588	1036	595	910	947	743	971

The RPS group examined the nature of inspection non-conformances in order to develop program improvements. The trend of inspection outcomes for the period from 2000 to 2010 is presented below.



The chart shows that the percentage of non-compliances per inspection decreased between 2000 and 2005-06. Our increased follow up on inspection non-compliances, coupled with our new database capability has resulted in improved inspection compliance over the last 2 years.

Program Development

Program	New activities - regulatory changes	New activities -- program development	Required maintenance/ continuation of established program
Ionizing radiation			
▪ Radiation devices			X
▪ Sealed sources		x	
▪ Open sources			X
▪ Permits, Training, procedures			X
CNSC Audit Recommendations		x	
X-ray			
▪ Permit System		x	
▪ Training and procedures		x	
Laser			
▪ Non-beam hazards			x
▪ Class 3B and 4 procedures			x
▪ Laser permit system		x	
▪ Training, inspection, inventory, surveillance			x
Industrial radiographies			x
EMF			
▪ Cell phones, cellular antennae		x	
▪ Transformers, high voltage power line			x
UV and other light sources training		x	

Biosafety

During 2010 we engaged in a significant restructuring of the administration of the biosafety permit system, and greatly increased laboratory visits for inspections and inventory management. The newly structured permit database has facilitated much improved oversight of permit status, training requirements and follow up on inspection findings.

2010 also saw the introduction of more formalized laboratory decommissioning for biological agents, input to the Ministry of the Environment regarding control of micro-organisms on the Domestic Substances List, additional online Transportation of Dangerous Goods (TDG) training, and new biohazard screening of samples submitted for mass spectrometry analysis by both University and external users.

Key Performance Indicators

With the new federal Human Pathogens and Toxins Act, we expect increased controls and inspections from the Public Health Agency of Canada. In anticipation of these developments the biosafety group developed a set of performance metrics as shown below.

Biosafety Performance Targets

Performance Indicator	2008	2009	2010
Biosafety certificate applications processed	147	193	192
Lab Inspections (CL 1 labs once CL2 labs twice CL2+ three times and CL3 four times a year)	68	82	45 + 463 *
Biosafety Orientation Sessions	15	17	13
Participants trained in biosafety	681	742	820 + 58 **
Participants trained in blood borne pathogens	0	18	85
Participants trained in Transportation Regulations	0	19	150
New Regulation Stakeholder Sessions with University of Toronto Stakeholders	3	2	4

* 45 full lab inspections (involving multiple rooms per lab) plus 463 site visits to individual lab rooms for inventory purposes.
** 820 in-class participants plus 58 online exams for PIs.

Program Development

Revised regulatory standards have influenced the content of our required training as well as the scope of our program. We now include teaching labs and all relevant research within our biosafety permit system.

Element of Biosafety Program	Activity based on new regulations	New program development	Required maintenance of established programs
Formal lab inspections		X	
Biosafety permits			x
Biomedical surveillance		X	
Training	x		
Import of Biological hazards			x
Import of Toxins	x		
Online courses		x	
Formal lab decommissioning		x	
Lab inventory		x	

Environmental Protection Services

Environmental Protection Services (EPS) supports academic, research and administrative activities by managing the hazardous waste programs for biological, chemical and radioactive wastes and responding to major and minor chemical spills.

Biological Waste Management

Since taking over responsibility for management of the University's Biological Waste (Biowaste) from Facility & Services in March 2009, EPS, has strived to provide a reliable and knowledgeable service to all Biosafety Level 2 or higher labs on the St. George Campus. Our staff implemented controlled methods to reduce waste generated by the University through pilot projects in on-site treatment.

In 2010 EPS staff collected approximately 5300 20L Biowaste pails and 950 Bio-Totes (96 gallon containers) making up approximately 95,000 kg of biological waste. Some of this waste, (2800 Biowaste pails) was treated on-site using thereby achieving a significant reduction in the cost of disposal. Through training and communication with lab staff EPS has helped to transition labs to more cost effective practices. Even with the increased volume of Biowaste generated by the University we have reduced expensive pail use by 18%.

Chemical Waste Management

Chemical waste volumes have continued to increase in 2010. A growth in the number of laboratories and improved awareness of proper disposal of obsolete chemicals has contributed to this increase.

Year	2007	2008	2009	2010
Total Volume (kg)	111,659	116,560	131,681	143,984
Total Flammables (L)	39,377	45,741	50,975	56,262

2010 also saw an increase in lab cleanouts, to the benefit of the individuals moving into the lab. EPS continued to work with University of Toronto Recycling to recycle more than 2700 kg of batteries during 2010, including alkaline and lead acid. This service has now been expanded to the Mississauga and Scarborough campuses.

PCB Waste Management

All of the University's large transformers were removed to comply with Environment Canada PCB Regulations' End-Of Use Date for Equipment and Liquid containing PCBs with more than 500 ppm deadline of December 31, 2009.

Radioactive Waste Management

The University's Delay and Decay program continues to reduce radiation waste volumes. In 2010 around 990 jars of radiation waste were diverted from radiation disposal through the Delay and Decay program. The CNSC's inspection of the University's Waste License in June found no non-conformances.

Environmental Incidents

EPS was contacted to respond to and manage approximately 10 spills on the St. George campus ranging from calls for elemental mercury spills to a large incident where an external delivery vehicle damaged several lead acid batteries which fell from a truck's lift gate.

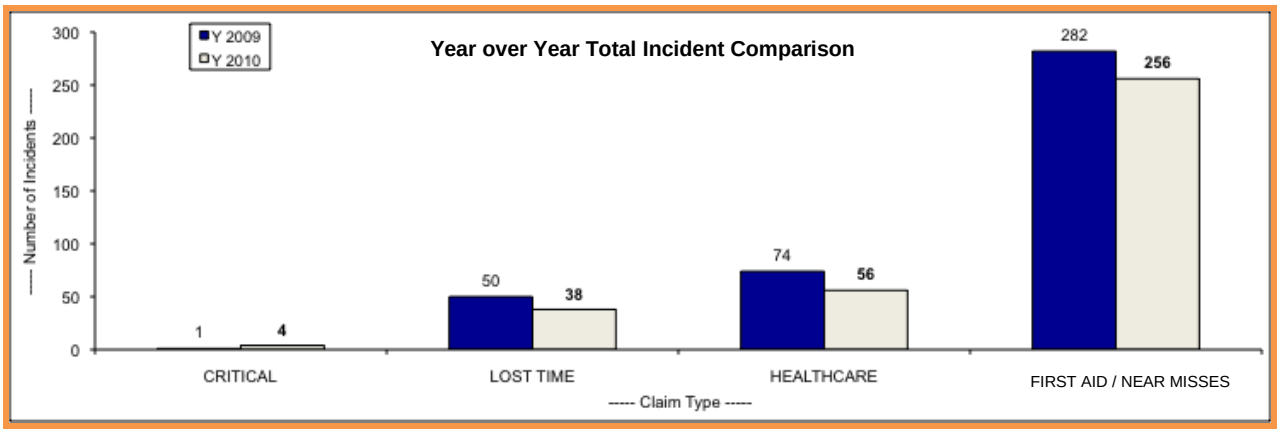
Environmental Protection Services Performance Indicators

EPS developed performance indicators in 2008 for priority areas. EPS has reduced the time between customer calls and service provided for biological, radiation and chemical waste collections while still meeting its regularly scheduled commitments.

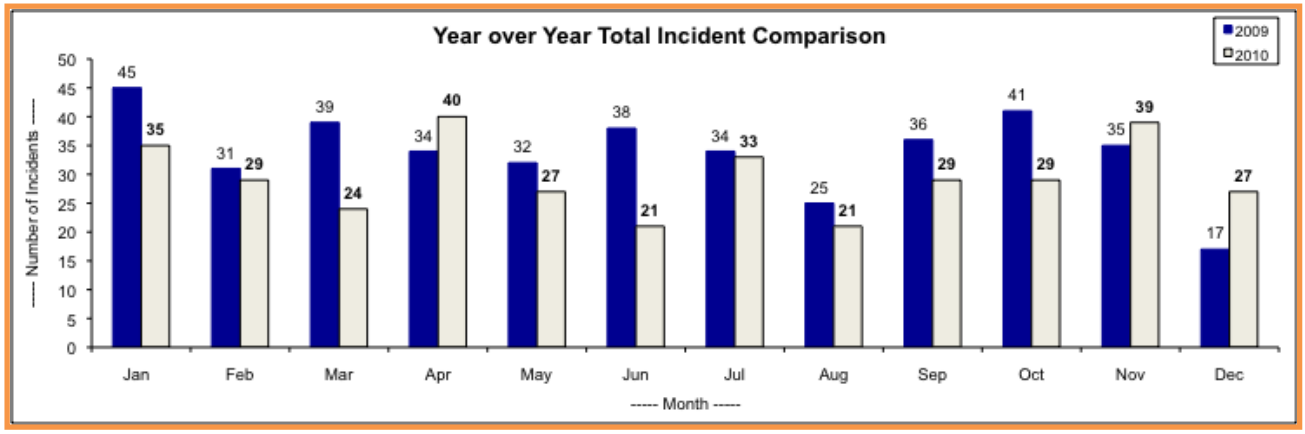
	2006	2007	2008	2009	2010
Average Service Response Time, Bio/Chem/Rad (days)	*8.5*	*6.5*	*3.5*	*1.9*	*2.2*
Disposal Cost per kg, Chemical ($)	$ 1.85	$ 1.99	$ 2.10	$ 2.06	$ 2.17
Maximizing Efficiency of Pickups (Kg per drum)	99.01	97.52	99.62	101.76	98.46

Accident Trends

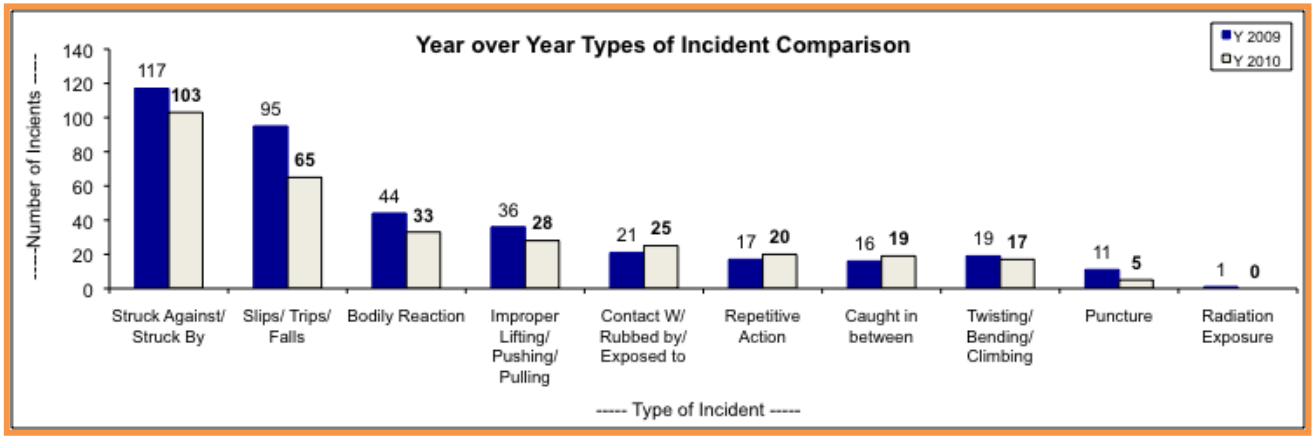
The University employs approximately 26,000 individuals on a full-time, part-time and casual basis during the course of a year. The overall incident frequency in 2010 was 1.3 which is a 13 % improvement from the previous year. In other words for every 1000 employees, 13 experienced a safety related workplace incident. The term "incident" includes all reported adverse events, ranging from the most severe (critical injuries) to those with minimal injury requiring only on-site first aid or those classified as "near misses". The chart below shows the incident breakdown by severity of incident.



The chart below shows total the incident trend by month for the University of Toronto. Every month, except for April, November and December, showed a trend towards fewer incidents in 2010



The chart below depicts the type of incidents which have occurred across the three U of T campuses. Struck against injuries and slips and falls over the past two years have been the most common type of injury. Initiatives to reduce these injuries have been specifically targeted, including online training and inter-department communication to deal with slippery conditions on campus. This chart reflects the decrease in these accidents compared to 2009.


Year over Year Types of Incident Comparison
Y 2009
Y 2010
----Number of Incients ----
140
120
100
80
60
40
20
0
117
103
95
65
44
33
36
28
21
25
17
20
16
19
19
17
11
5
1
0
Struck Against/ Struck By
Slips/ Trips/ Falls
Bodily Reaction
Improper Lifting/ Pushing/ Pulling
Contact W/ Rubbed by/ Exposed to
Repetitive Action
Caught in between
Twisting/ Bending/ Climbing
Puncture
Radiation Exposure
----- Type of Incident -----

Equity, Diversity & Excellence

Equity Offices work to ensure the University's goal "to eliminate, reduce, or mitigate the adverse effects of any barriers to full participation in University life [and create] the conditions for our diverse staff and student body to maximize their creativity and their contributions… live and breathe" across our three campuses. (*Statement of Equity, Diversity, and Excellence, 2006)*

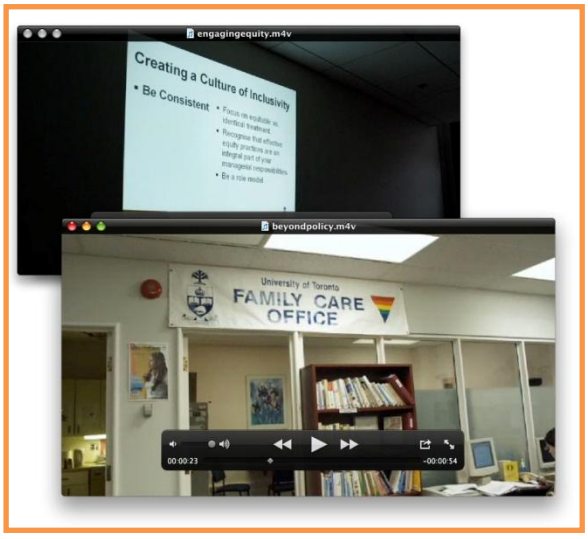
Activities during 2010 began with the distribution of an online survey to approximately 9,000 faculty, staff and students across the three campuses to learn their opinions on a range of equity-focused issues. There was a very solid response rate of 17%. Fifty-seven % of respondents were students, 31% staff, and 12% faculty. Two-thirds of those who responded were women. Half the respondents were younger than 24, and almost 30% were over 40.

We learned that 'equity' matters greatly to members of the community as they thought more highly of the University because of its strong values and commitment to equity and diversity. Significantly, there was 'extreme high satisfaction' with the work of the equity offices. Of particular note for follow-up consideration and action was the confusion over the language used for 'equity' and the apparent lack of broad awareness of the breadth of resources and services that exist. These issues were incorporated into the work of each office and into the portfolio as a whole.

Expanding Awareness of Equity Resources & Services

Increasing awareness of the resources and services provided by the equity offices was a high priority in 2010, as the following examples demonstrated.

20,000 bookmarks listing contact details were distributed to students, staff and faculty across the three campuses. New resources materials were developed to expand awareness and reach broader audiences. Engaging one-minute video profiles were created to highlight the equity and diversity issues and needs addressed by the offices. The videos can be viewed at www.equity.utoronto.ca and on the sites of individual offices.



Equity videos highlight diversity issues and services

With the goal of improving access, the Family Care Office began offering webcasts of workshops for those who are unable to attend in person (there have been over 600 views to date). Other offices redesigned their web pages for greater access, began blogs, and participated in social networking sites to have more extensive outreach.

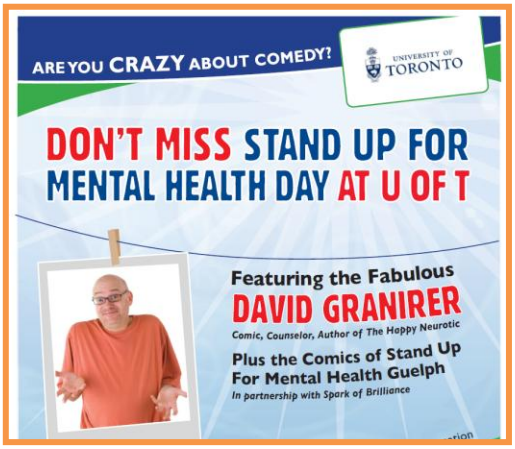
Responding to Multifaceted Concerns

Equity related concerns have become increasingly complex and multifaceted. Equity officers work proactively to identify concerns and needs as they arise and respond individually and collaboratively to develop timely and effective responses. The effective work of the offices is often invisible as successful interventions, mediations and problem-solving are not publicly announced or noticed. However, they contribute greatly to our overall environment. To find more information regarding the number of cases handled by equity offices, visit each office website directly or www.equity.utoronto.ca

Challenging Attitudes & Stereotypes to Reduce Barriers

Addressing negative attitudes and stereotypes is part of the ongoing work of the equity offices.

Throughout 2010 innovative programming and creative materials were launched to provide positive messages. For example, Health & Well-Being Programs & Services brought the educational comedy "Stand Up for Mental Health" to the campus to debunk stereotypes associated with mental illness. The Employment Equity/AODA Officer provided training sessions on accessibility and inclusion for students while in residence, and the Sexual and Gender Diversity Office hosted "Queerology" – a weekly radio program that raised awareness and visibility of LGBTQ communities at the Scarborough campus. The Community Safety Office initiated a new campaign that focused on dating/partner violence and control and abuse in relationships.



Promotional Poster from Health & Well-being Programs & Services

Faculties and divisions across the University also support initiatives that challenge attitudes to reduce barriers both within the University and the wider community. Examples include:

- The Office of Student Life Leadership Development Program offered new initiatives to challenge stereotypes and discrimination, including an intercultural communication skills training to campus group leaders, an anti-oppression and inclusion session for executives of student societies and for participants in the Leadership Educators and Resources network (LEARN)

- The UTM Principal's Advisory Committee on Diversity, Equity and Inclusion held a full day of events to engage students, staff and faculty in dialogue about issues of accessibility,

positive space, sexual and gender diversity, and multiple dimensions of gender discrimination.

- The Factor-Inwentash Faculty of Social Work hosted a "Discover Diversity Workshop" facilitated by the Canadian Centre for Diversity to address issues of identity, inclusion, anti-Semitism and racism, and organized the panel "Civility, Respect and Engagement: What is their role in the fight against racism?"

- The Multi-Faith Centre co-hosted in a range of programs addressing stereotyping and discrimination and promoting greater understanding including Holocaust Awareness Week, the forum "Islam and Sexual Diversity", and "Spirituality and Justice" – a conversation exploring spiritual and political activism in celebration of Black History Month.

Engaging Diversity & Difference: From Policy to Action

With the goal of enhancing inclusive, welcoming working and learning environments, equity officers offer a range of initiatives to students, staff and faculty that address diversity, difference and cultural awareness. They also address the consistent application and effective implementation of policies.

The following are just a few of the many examples from 2010:

For Faculty and Staff:

- "Untangling Equity" – a presentation on issues and strategies for understanding difference" for Student Life Professionals.
- "Instructional Design that Integrates Cross-Cultural Perspectives" – a session for faculty in dealing with the dynamics of a culturally diverse classroom in inclusive ways.
- "Inclusive Teaching Practices for Active Learning" and the development of a resource guide for staff to effectively respond to students with ADHD.
- "Managing Flexible Work Arrangements to Deal with Family Concerns"
- "Human Rights, Equity, Diversity and Inclusion" for Campus Police and the Community Safety Office, and "Human Rights, Protection and Accommodation of Creed" for the Campus Chaplains Association.

For Students:

- A discussion on inclusive employment for students with disabilities.
- "Making Equity Work" a presentation to student government leaders on strategies for addressing discrimination and breaking barriers
- Training provided to Teaching Assistants and student orientation leaders on how to prevent and respond to sexual harassment

- A conference for Students with Family Responsibilities to support them in navigating their multiple obligations
- A symposium on leadership skills, "Lead with Pride" was organized for LGBTQ students. In addition to skills development, it strengthened relationships among student effectively working to create a sense of community.

Welcoming New & Prospective Students, Staff & Faculty

In 2010 there was an emphasis on welcoming and orienting new and prospective students, staff and faculty to inform them about resources and services, and to create a sense of inclusiveness

Highlights include the co-sponsorship of the Black Student's Association's conference for high school students that brought together hundreds of students to encourage them to enroll in postsecondary education, and the "Outstanding Opportunities Project' for prospective Aboriginal candidates to consider the University of Toronto as their employer of choice.

Specific orientations and welcoming events incorporating or addressing equity issues were held for student parents, new faculty and staff, newly appointed academic administrators, new women graduate students, LGBTQ students, mature students and students with disabilities.

The welcome reached the larger community as well. In a celebration of diversity and access, UTSC hosted fifty new Canadian families on campus during 'Celebrating Citizenship' week to provide exposure to the University to those taking the oath of citizenship.

Building Community

One way of breaking down barriers is for people to have the occasion to speak with each other, either with the goal to understand differences or to build community among those who may feel isolated. Creating the opportunities for "conversations" between and among people was a consistent theme among equity offices and was evaluated as highly effective by participants.

Senior executive women at UTSC hosted a lunch, "Intimate Conversations" with visible minority women to talk about their lived experience of diversity, equity and inclusion. The Status of Women Office held nine Café Conversations on Issues that Matter (notably 'Gender, Identity and Voice: Speaking Up in Class) with women undergraduates.

With over 90 employees from all three campuses, the Queer U of T Employee Resource Group (QUTE) met twice to network informally with the intention of developing a 'community'. All the accessibility offices offered mentoring initiatives including peer support to registered students. Students with family responsibilities can now receive reimbursement for childcare expenses to allow them to participate in extra and co-curricular activities. The month-long celebration "Healthy Mind, Healthy Body" that coincided with Healthy Workplace month brought over 600 employees to activities addressing employees' work/life experience.

Addressing Mental Health Issues

Addressing issues of mental health for students, staff and faculty has been an ongoing priority for equity offices and within the portfolios to which they report. Consistent with a broader Canadian trend, the University continues to see an increase in mental health concerns and psycho/social problems. It responds in multidimensional ways across constituencies to ensure support and access to services, and to better inform the University community how to effectively respond to students and colleagues facing mental health problems.

Examples of proactive initiatives include the third annual seminar series "Convergence on Mental Health in the Workplace" to enhance the knowledge and skill sets of managers responding to mental health in the workplace with particular emphasis on accommodations. The Sexual Harassment Officer worked closely with offices across campus to ensure the appropriate response to complaints where mental health concerns may be a factor in sexual harassment, the Multi-Faith Centre partnered with the Family Care Office and others to develop a web page of resources to address grief, and Access*Ability* Services, UTSC, hosted author Margaret Trudeau who discussed her personal journey toward mental wellness to an audience of 500.

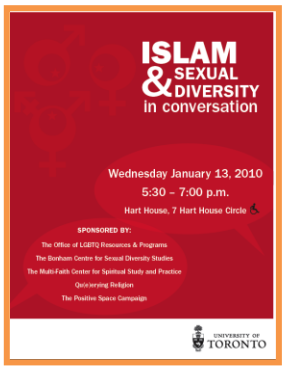
Margaret Trudeau discusses her mental health journey at UTSC

To enable greater student awareness of concerns and services related to mental health, the Multi-faith Centre facilitated a program exploring the role of spirituality in mental health during Mental Health Awareness Month, and the Family Care Office, in conjunction with the Centre for Addiction and Mental Health, offered the workshop "Video Gaming and Internet Gambling: How Much is Too Much?

Toward Greater Understanding of Faith

The University is committed to engaging religious diversity across campuses. Religion, faith, and spirituality often intersect with other cultural variables such as racialized and LGBTQ identities and gender. Throughout 2010, officers initiated and continued partnerships to explore these intersections.

Highlights of successful partnerships between equity offices and other offices and divisions included a panel on the intersections of Islam and Sexual Diversity that explored issues of sexual identity within the Islamic tradition, a discussion on how to make intercultural and interfaith relationships 'work', and a discussion and display featuring interfaith/intercultural perspectives on the role of forgiveness in individual and intergroup peace and conflict.



Structure of the Equity Offices

Each equity office addresses specific equity concerns within the context of supporting the University's overarching values and principles, as noted in the *Statement of Institutional Purpose* (1992), and the *Statement on Equity, Diversity, and Excellence* (2006). While the equity offices have different direct reporting relationships (see Appendix C1), as a whole they are ultimately accountable through the Vice-President, Human Resources & Equity to the University community.

Find us online!

All equity offices and equity-focused reports including the University of Toronto ODA (Ontarians with Disabilities Act) Report and the Employment Equity Report can be accessed through www.equity.utoronto.ca

Offices that address student, staff and faculty equity concerns

- Accessibility for Ontarians with Disabilities Act (AODA) Office
- Anti-Racism and Cultural Diversity Office
- Community Safety Office
- Family Care Office
- Sexual and Gender Diversity Office
- Sexual Harassment Office
- Status of Women Office
- Equity Liaison, Office of the Principal & Vice-President, UTSC

Offices that address student equity concerns

- Accessibility Services, St. George
- Access*Ability* Services, UTSC
- Access*Ability* Resource Centre, UTM

Offices that address faculty and staff equity concerns

- Aboriginal Initiatives Program (within the Employment Equity Office)
- The Office of the Director, Faculty and Academic Life
- Employment Equity Office
- Health & Well-being Programs & Services
- Quality of Work-Life Advisor

This report is a consolidation of the work and achievements of the Equity Offices. Many of the offices have posted a more detailed analysis and description of their activities for 2010 on their own website; you are encouraged to visit each site for further information. For Key Achievements of each office, please visit the Equity website www.equity.utoronto.ca

Appendix

B-1 Environmental Health and Safety Regulatory Authorities

Jurisdiction	Legislation	Scope	Activities to Ensure Compliance
Provincial	Ontario Occupational Health and Safety Act RSO 1990; Smoke free Ontario Act	General Duties and Accountabilities for workers, supervisors, employers	Health & Safety Management System, Joint health and safety committees, Training, Workplace Inspections
	9 safety regulations to specify programs to control substances and establish procedures and programs	Designated substances, Control of biological and chemical agents, industrial establishments, confined spaces, construction projects, WHMIS, Critical Injuries, first aid.	Chemical specific procedures, hazard specific procedures, specific hygiene measurements, informational requirements, workplace inspections, labeling requirements
	Smoke free regulations	Logistical requirements around workplaces and smoking	Signage training, workplace air monitoring
	Summary Conviction Offenses (2005)	$300 on the spot Ticketing for contraventions of the OHSA	
	X-ray safety regulation 861/90	Regulates possession, use, maintenance and disposal of x-ray machines in Ontario	X-ray safety program, X-ray machine registration, training, personnel dose monitoring, inspections, X-ray machine disposal
	Ministry of Environment Waste Management (Reg. 346)	Collection, transportation, disposal and tracking of waste	Annual registration Inspections, internal licensing
	Ontario Environmental Protection Act	Reporting of spills, emergency response	Emergency response program
Federal	Transportation of Dangerous Goods	Rules for handling, coding hazardous materials, including waste	Emergency Response Training for handling special waste streams
	Nuclear Safety and Control Act. S.C. 1999 C.9	Governs the acquisition storage, transfer and disposal of radioactive material	
	4 regulations on Nuclear Safety	Governs licensing, handling, tracking, storing, security, packaging, shipping, dose limits, disposal, shipping of nuclides	Radiation safety program includes training, tracking storage inspections, licensing, badges and control of exposure
	The Tri-Council memorandum of Understanding for research funded by (CIHR, NSERC, SSHRC)	Tri-council granting agency would only provide grants to researchers compliant to The Laboratory Biosafety Guidelines, Health Canada	Need a medical surveillance program Need systemic efficacy test on autoclaves Need containment

		recommendations
Canadian Environmental Protection Act CEPA 1999	Governs pollution prevention and protection	Comply with emissions limits, report emissions, environmental assessments
1972 Biological and Toxin Weapons Convention	Department of Foreign Affairs and International Trade Canada controls exports	Secure proper permits prior to exporting biological agents to other countries
Human Pathogens Importation Regulations (1994)	Any facility wishing to import a human pathogen requiring containment levels 2 or 3, must have a valid Health Canada permit before importation	Biosafety program. Guidelines enforceable by PHAC.
Agriculture Canada The Containment Standards for Veterinary Facilities, (1996)	Any facility wishing to import animal pathogen requiring containment levels 2 or 3, must have a valid permit from Canadian Food Inspection Agency	Biosafety program CFIA can inspect our laboratory any time. Our research must meet their regulation
The Plant Protection Act and Regulations	The minimum acceptable physical and operational requirements for facilities working with plant pests	New standard to be fully adopted by January 1, 2009
NIH grants	Institutions that receive NIH grants must comply with select agents policy	We need to have another monitoring and reporting system in place

B- 2 Hazard Control Programs

An update on the hazard control programs within OHS is presented in the table below. OHS assessments in 2010 more than doubled those in 2009

Program	New Activity regulatory changes	New Activity – program development	Required Maintenance/ continuation of established program/ 2010 (2009) assessments
Asbestos		X	
Laboratory Safety		X	
Contractor Safety		X	
Loading Dock Safety		X	
Chemical SOPs		X	
Confined Spaces			4 (4) assessments
Supervisor Safety			X
Risk Assessment		X	
Noise			9 (0) assessments
Lockout Tagout			X
Hydrogen Fluoride			X
Fall protection			X
Ladder Safety		X	
Personnel Lifts			X
Scaffold Safety		X	
Heat Stress		X	
Cold Stress			X
Fume Hoods		X	1251 calibrations
Deluge Showers			X
Eyewashes			X
Ergonomics			27 (18) assessments
Mould			40 (14) assessments
Indoor Air Quality			20 (11) assessments
IAQ for Construction/Maintenance Projects		X	
Water Quality			10 (5) assessments
Workplace Inspections		X	
Accident Investigations			36 follow ups for employees 9 student, visitor, contractor
Electrical Safety		X	
Mechanical Safety			X
Manual Materials Handling		X	
Slips Trips and Falls		X	

Kitchen Safety		X	
Cryogenics			X
Chemical Safety and WHMIS		X	
Personal Protective Equipment			X
Respiratory Protection		X	
First Aid		X	
Violence	X		
		X	
Other			34 other assessments