



***Administration
and
Human
Resources
University of
Toronto***

***Annual Report
1997 – 1998***

INTRODUCTION

Michael G. Finlayson

Vice-President — Administration and Human Resources

This is the third annual report of the Administration and Human Resources portfolio that contains all of the central non-academic activities of the University except for the Development and Finance function. The purpose of the report is to provide a general stewardship and accountability report to the University's governors, especially to the members of the Business Board. Although the data presented pertain mostly to 1998, I have attempted to place these data in a broader context where possible. It is my intention not only to produce a report that provides information about the portfolio's achievements during the past year, but that also provides a context in which these achievements can be evaluated.

The first section of the report contains basic employee profile information, taken from the Human Resource Information system in September, 1998. Where possible these data have been compared with data twelve months earlier and also 7 1/2 years earlier. Even a casual perusal of these tables makes apparent the major re-structuring that has followed the provincial government's funding reductions through the 90s. Overall there has been a 19% reduction in the number of full-time academic, administrative and unionised staff in the 90 months between March 1991 and, September 1998. 8,024 full-time employees in March 1991 have been reduced to 6,463. During the same period, the student body has experienced a slight increase of 2%.

Following this introductory HR profile, the Report provides some detailed information on each of the departments that make up the portfolio. From the HR report, several conclusions emerge. Throughout the decade we have been consolidating responsibilities and reducing the number of managers. At the same time, the central HR function has been shrunk and responsibilities transferred to ten divisional offices. The process of HR decentralisation recommended by the Duffy Report in 1983 could now be said to be complete. This process has not been without cost and it is clear that there are now more HR professionals in the University than there were at the beginning of the decade, not surprising in view of the extensive restructuring that has been necessitated by government funding cuts. There has also been a striking increase in the amount of training provided to staff, mostly to administrative staff. The number of courses offered by HR and the number of days of training received by staff has greatly increased, partly in response to the introduction of new information systems and partly as a result of increased sensitivity to the need for a more highly trained, albeit smaller, administrative staff. The major preoccupation of the Labour Relations Department which, by the time of writing this introduction, (February, 1999) was collapsed into HR, was preparing for the Steelworkers of America certification vote. The department handled the campaign and the issues surrounding the vote with skillful aplomb. Jan Nolan, Family Care Adviser, continues to make the University more sensitive to family and gender issues for academic and administrative staff.

It would not be wise ever to be complacent about one's record in health and safety matters. Accidents can always occur however strenuously we guard against them. This year's Report, however, should not cause too much concern to the Business Board. The measures of lost time, numbers of accidents, our experience rating under the Workers Compensation plan and our usage of long term disability benefits are impressive.

The principal challenge for the Department of Administrative Management Systems involved the introduction of HR/Payroll, the last major module of the new SAP system. The replacement of a centralised payroll system with a distributed one, while reinforcing the basic redistribution of HR responsibilities from the centre to the divisions, was nonetheless difficult and was achieved only as a result of the selfless hard work of staff in AMS, Finance, HR and in the divisions.

The largest part of the portfolio is overseen by Janice Oliver, Assistant Vice-president, Operations and Services. This section of the Report shows how a department with a workforce that continues to decline manages to keep a physical plant functioning that continues to expand. It also includes accounts of an impressive array of capital projects, successes on the Real Estate front, and some performance indicators that suggest that this public institution stands up well to comparisons with the private sector in areas such as parking and caretaking.

In the course of the year we made two significant new senior appointments in the portfolio. Brian Marshall, formerly Director of Labour Relations, became Director of Human Resources following a national search. A similar process led to the appointment of Graham Kemp, formerly Director of Information Systems in the City of Scarborough, as Director of the Department of Administrative Management Systems.

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UNIVERSITY OF TORONTO EMPLOYEE PROFILE

To appreciate the tables that follow it is important to be aware that there are four kinds of academic appointments at the University of Toronto. **Tenure/tenure stream appointments** are to professorial ranks, the duties of which normally cover both teaching and research. These appointments are usually full-time. **Full-time clinical appointments** are persons with clinical appointments in hospitals who are full-time professorial members of the Faculty of Medicine and are paid by the University. There are also part-time clinicians listed in the tables and many status-only clinicians who do not appear in these tables. CLTA refers to **contractually limited term appointments**, normally professorial, whose appointments may not exceed five years. **Tutors and instructors** are teaching-only members of faculty.

The data shows a steady decline in the number of all categories of full-time faculty and staff since 1991 following significant re-structuring throughout the University that has resulted from years of extensive funding reductions. Overall the reduction is 19% in 90 months, ranging from a 10 per cent reduction in the number of tenured/tenure stream faculty to 52% of grant-supported administrative staff. With the budget cuts now almost complete and new academic plans in place, it seem likely that some of these numbers will start to climb in the next year or two.

Full-Time Faculty and Staff					
All Sources of Funding					
	Year	Mar-91	Sep-97	Sep-98	% change 1991:1998
Tenure/Tenure Stream		1,874	1,725	1,679	-10
Clinical			564	575	n/a
CLTA/Other			228	202	n/a
Total Clinical, CLTA/Other		855	792	777	-9
Tutors, Senior Tutors, Instructors		250	217	198	-21
Total All Academic Staff		2,979	2,734	2,654	-11
Librarians		146	125	122	-16
Research Associates		187	115	109	-42
Administrative Staff Non-Union by Source of Funding:					
Operating Budget (Includes SMG, excludes PVP)		2,969	2,433	2,466	-17
Ancillary		47	49	38	-19
Grant		479	245	230	-52
Total Administrative Non-Unionized Staff		3,495	2,727	2,734	-22
Unionized Staff		1,217	908	844	-31
TOTAL FULL-TIME STAFF MEMBERS		8,024	6,609	6,463	-19
Note: 1991 figures include OISE/UT, and exclude U.of T. Press.					

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

	Year				% change
		Mar-91	Sep-97	Sep-98	1991:1998
Tenure/Tenure Stream		2	15	19	n/a
Clinical		n/a	137	140	n/a
CLTA/Other		n/a	113	89	n/a
Total Clinical, CLTA/Other		n/a	250	229	n/a
Instructors/Tutors/Senior Tutors		n/a	38	37	n/a
Total All Academic Staff		n/a	303	285	n/a
Librarians		19	22	19	+0
Research Associates		39	11	10	-74
Administrative Staff Non-Union by Source of Funding:					
Operating Budget (Includes SMG, excludes PVP)		233	237	213	-9
Ancillary		3	4	2	-33
Grant		80	43	35	-56
Total Administrative Non-Unionized Staff		316	284	250	-21
Unionized Staff		n/a	51	42	n/a
TOTAL PART-TIME STAFF MEMBERS		n/a	671	606	n/a
Teaching Assistants (No. of Appointments)					
Teaching Assistants (No. of Appointments)		2,518	2,394	2,461	n/a
Graduate Assistants (No. of Appointments) (OISE/UT)		n/a	192	192	n/a
TOTAL EMPLOYEES AT THE UNIVERSITY					
TOTAL EMPLOYEES AT THE UNIVERSITY		n/a	9,866	9,722	
Percent change from September 1997:					-1.5
Undergraduate Students (Full and Part-Time)					
Undergraduate Students (Full and Part-Time)		44,623	42,800	43,100	
Graduate Students (Full and Part-Time)		9,811	9,900	9,700	
FTE (All Students)		42,550	42,100	43,363	

SALARY AND AGE PROFILE

FULL-TIME STAFF
ALL SOURCES OF FUNDING

	Mar-91		Sep-98	
	Age	Salary	Age	Salary
TENURE/TENURE STREAM FACULTY:				
Professor	54	\$91,000	54	\$107,700
Associate Professor	48	\$71,700	48	\$85,700
Assistant Professor	37	\$54,700	38	\$67,200
All	50	\$80,700	50	\$94,400
ADMINISTRATIVE STAFF:	41	\$37,400	43	\$44,600

NOTES:

"Salary" represents average annualized regular salary for paid staff.
Administrative staff excludes SMG, PVP and unclassified positions.
1991 data excludes OISE/UT.

FULL-TIME TENURE/TENURE STREAM STAFF AND LECTURERS

SEPTEMBER 1998(1991)
DISTRIBUTION BY RANK AND TENURE STATUS
ALL SOURCES OF FUNDING

FULL-TIME

Faculty Rank	Tenured	Tenure Stream	Total
Professor	885(974)	0(0)	885 (974)
Associate Professor	500(528)	21(30)	521 (558)
Assistant Professor	3(0)	270(195)	273 (195)
TOTAL	1388(1502)	291(225)	1679 (1727*)

Notes: 1991 data excludes OISE/UT.

TUTORS, SENIOR TUTORS, INSTRUCTORS

SEPTEMBER 1998(1991)
DISTRIBUTION BY RANK AND PORTION OF TIME
ALL SOURCES OF FUNDING

	FULL-TIME	PART-TIME	TOTAL
INSTRUCTORS	33(53)	15(25)	48(78)
TUTORS	27(65)	15(25)	42(90)
SENIOR TUTORS	138(132)	7(15)	145(147)
TOTAL	198(250)	37(65)	235(315)

Excludes all status-only appointments.
Appointment less than 25% not included.

UNIONIZED STAFF
SEPTEMBER 1998(1996)
 DISTRIBUTION BY SOURCE OF FUNDING AND PORTION OF TIME

	FULL-TIME	PART-TIME	TOTAL
Service Workers	473(570)	11(12)	484(582)
Research Associates and Officers (OISE/UT)	16(35)	6(0)	22(35)
Operating Engineers	64(67)		64(67)
Trades and Services	61(60)		61(60)
Police	41(47)		41(47)
Library	189(212)	25(25)	214(237)
TOTAL	844(991)	42(37)	886(1028)

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

TEACHING ASSISTANTS (UNIONIZED)

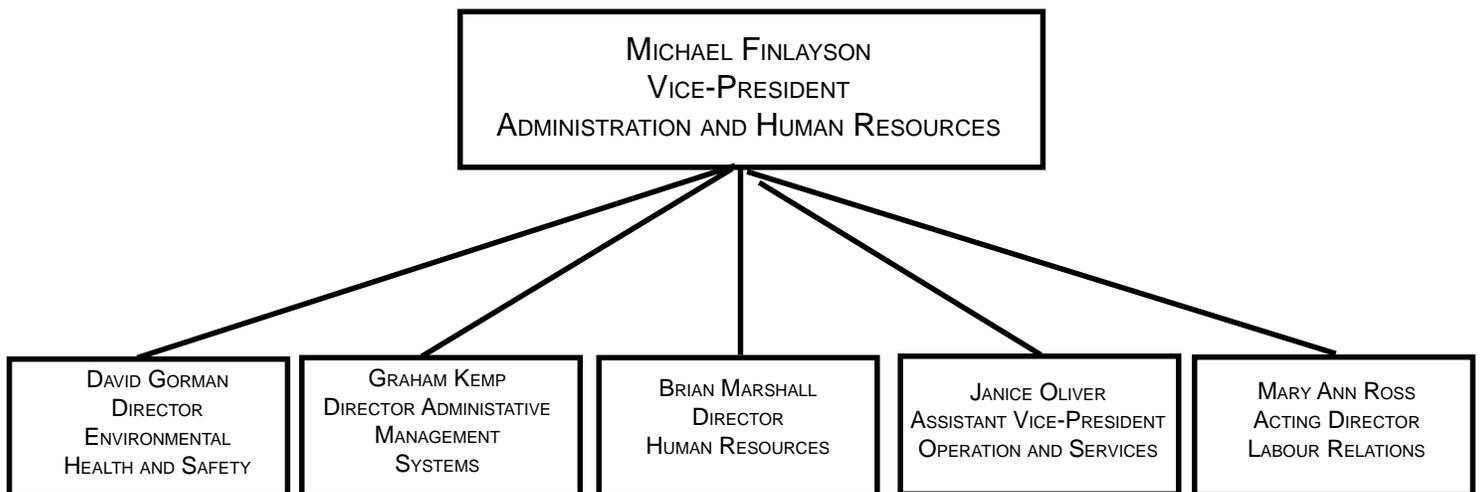
	Apr-98	Mar-92
Number of appointments	2461	2518
Number of hours per month	52,266	55,196
Average hours worked per month	21	22

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

GRADUATE ASSISTANTS (OISE/UT)

	Sep-98	Sep-97
Number of appointments	192	192

1998
UNIVERSITY OF TORONTO
OFFICE OF THE VICE-PRESIDENT — ADMINISTRATION AND HUMAN
RESOURCES



VICE-PRESIDENT ADMINISTRATION AND HUMAN RESOURCES TOTAL BASE BUDGET PORTFOLIO

**Vice-President - Administration and Human Resources
(Total Base Budget Portfolio \$52.6M Net)**

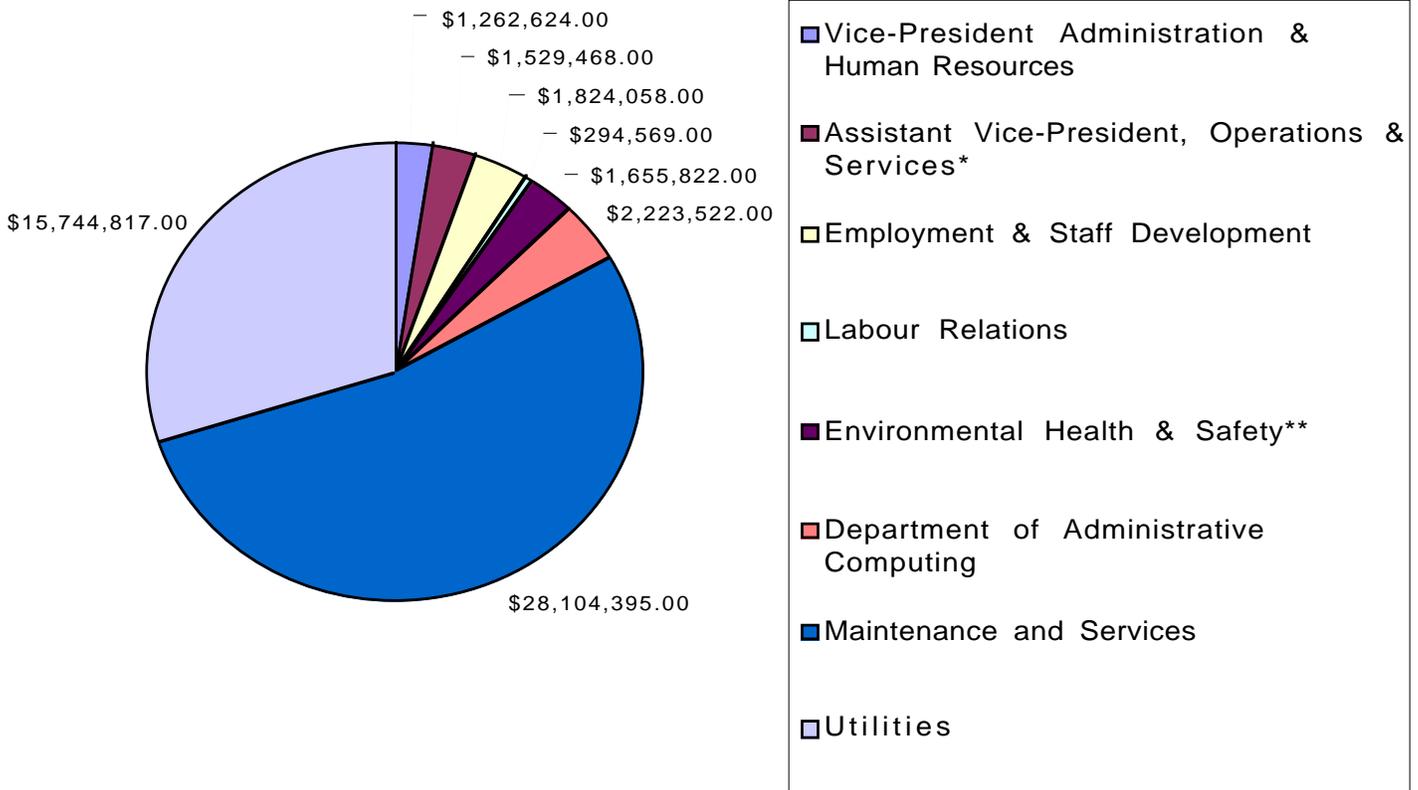
Department	1998-99		1997-98		FTE % Change
	FTE	Base	FTE	Base	
Vice-President Administration & Human Resources	9.50	\$ 1,262,624.00	10.50	\$ 1,467,163.00	-9.52%
Assistant Vice-President, Operations & Services*	22.80	\$ 1,529,468.00	10.80	\$ 884,451.00	111.11%
Employment & Staff Development	24.00	\$ 1,824,058.00	29.00	\$ 2,046,415.00	-17.24%
Labour Relations	4.00	\$ 294,569.00	5.00	\$ 302,866.00	-20.00%
Environmental Health & Safety**	19.50	\$ 1,655,822.00	19.50	\$ 1,610,730.00	0.00%
Department of Administrative Computing	25.50	\$ 2,223,522.00	21.00	\$ 1,933,224.00	21.43%
Maintenance and Services	525.80	\$ 28,104,395.00	546.50	\$ 29,489,707.00	-3.79%
Utilities	0.00	\$ 15,744,817.00	0.00	\$ 15,882,316.00	0.00%
Total	\$ 631.10	\$ 52,639,275.00	642.30	\$ 53,616,872.00	-1.74%

*Includes the following departments:

- Space Management
- Room Rentals
- Hart House Theatre

Transferred from the Office of Vice-President, Planning and Budget to Operations and Services

**Includes the Accommodation Fund



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.

MAJOR RESPONSIBILITIES

- Maintains awareness of and promotes best HR practices from both the public and private sectors.
- Provides support to HR decentralized offices through the provision of information, advice and functional expertise.
- In partnership with HR decentralized offices, supports the ongoing organizational effectiveness efforts of divisions.
- Manages effective job evaluation and compensation programs.
- Promotes effective management practices by providing professional expertise to the planning and execution of training and development programs for academic and administrative managers.
- Provides career counselling and training to administrative staff.
- With direction from the Human Resources Management Board, develops, negotiates and implements effective administrative staff policies.
- Provides ongoing communication on policies, guidelines and programs to the University community.
- Participates in formulating positions and provides expertise to the processes of consultation and negotiation with non-unionized employees.
- Provides data support to salary and benefits negotiations with all staff groups as required and serves as the institution's source of data on employees for purposes of planning and external reporting.
- Co-ordinates the University's employment equity reporting.
- Manages the effective administration of benefit and pension plans and relations with external providers.
- Participates in planning and development of Administrative systems as related to Human Resources and Payroll.

1997/98 ACCOMPLISHMENTS

HUMAN RESOURCES INFORMATION SYSTEM (HRIS) IMPLEMENTATION

A major accomplishment for Human Resources was the successful implementation of the new Human Resources Information System (HRIS) on May 1, 1998.

Critical to the success of the new system was the ongoing input and feedback from users. Human Resources worked closely with the University community pre- and post-implementation in conjunction with the configuration of the new system, revision of business processes, and the provision of ongoing training and support to users (see table Type of Training Program on page 11.)

DECENTRALIZED HUMAN RESOURCE OFFICES

The introduction of distributed management systems, particularly the implementation of HRIS in the spring of 1998, fundamentally changed the role of central HR and forced the final roll-out of central Human Resources functions to divisional personnel offices, including benefits enrollment and orientation where feasible. As you will see from the table on page 10, (Budgeted Staff Complement) decentralization has come at a cost. In 1991 HR staff complement was 40 and in 1998 it was 29. However this is balanced by the breadth, immediacy and effectiveness of services delivered to the divisions.

The front-line service delivery of Human Resource functions is now provided by ten 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.

The majority of offices provide HR services for faculty and librarians but the degree of involvement varies across offices. The same is true with respect to labour relations services and activities, for example, involvement in grievances and collective agreement negotiations. Most conduct new employee orientation and benefits documentation.

Each HR 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 ten decentralized HR Offices reflecting staff and FTE as of this report's publication date:

Faculty of Arts & Science, Sydney Smith Hall
Paul McCann, Manager (+3.6 FTE)

Central Administration HR Services, 214 College Street
Susan Ashmore, Team Leader (+5 FTE)

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

Faculty of Dentistry, 124 Edward Street
Alison Mahoney, Co-ordinator (+1 FTE)

University of Toronto at Mississauga (Erindale College)
Lynda Collins, Manager (+4 FTE)

Library, 130 St. George St.
Veronica Chase, Acting Manager (+ 2 FTE)

Faculty of Medicine, Medical Sciences Building
Laura McConkey, Manager (+ 4 FTE)

OISE-UT - Professional Faculties North, 252 Bloor St. W.
Susan Snellings, Manager (+ 4 FTE)

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

Operations & Services, 215 Huron Street
Laura Fitzsimmons, Manager (+ 5 FTE)

Clients include: Facilities & Services, Space Management, Ancillary Services, Real Estate Unit

Professional Faculties South, 40 St. George St.

Ross Milliken, Manager (+ 1 FTE)

Clients include: Faculties of Engineering, Nursing, Architecture, Physical Education & Health, Pharmacy

University of Toronto at Scarborough

Rosie Parnass, Manager (+ 3 FTE)

PENSIONS OUTSOURCING

Co-ordinated the implementation of the first phase of the outsourced U ofT Pension Services, which went live in November of 1997 with the mail-out of PIN's to all active employees enrolled in the pension plan. This has enabled a high level of service to pension plan members in an increasingly complex pension administration environment.

SALARY AND BENEFITS PROGRAMS

Faculty, Librarian and Administrative Staff

Through July, August and September 1997, co-ordinated the retroactive implementation of the Faculty and Librarian salary agreement for July 1, 1996, and the implementation of the July 1 1997 regular and additional PTR program.

Implemented the benefit plan changes arising out of the salary and benefit agreements with UTFA and UTSA, resulting in estimated plan savings of more than \$1 million.

Co-ordinated a joint benefit plan review with UTFA/UTSA and an external consultant, which evaluated both plan provisions and the services provided by Liberty Health.

Revised business processes related to benefit plan administration and other processes to enable effective implementation of the new HRIS.

Provided training and support to the decentralization of benefits administration, providing more effective local service to employees.

STAFF TRAINING & CAREER DEVELOPMENT

The Leadership Advancement Program (LEAP) was successfully launched, addressing the leadership themes of ethical and legal frameworks, organizational renewal and effectiveness, managing staff performance and careers, and managing the resources of finance and information technology. 55 senior and administrative managers graduated from the program and 139 attended various program modules.

LEAP Network meetings were introduced, hosted by program participants across the University and including speakers sponsored by Staff Development.

The Mentoring Partnership, a leadership initiative pairing senior with administrative managers, began in March 1998 with 10 initial mentoring partnerships.

In continued partnership with the Michener Institute, sponsored training in Molecular Biology for 155 U ofT laboratory technicians.

Improved the Fundamentals of Accounting program. 43 staff participated and wrote the exam and 35 obtained their certificate.

The Staff Development Resource Centre enhanced its focus on customer needs by offering more CD-ROM training in the Learning Lab, and Office 97 for loan and purchase. 237 staff spent 1003 hours in self-paced CD-ROM computer skills training, equivalent to 1200 classroom hours. Evaluations indicated that staff found the CD-ROM training a "just-in-time", fast and easy way to learn and appreciated the ability to schedule their own training.

BUDGETED STAFF COMPLEMENT (CENTRAL HUMAN RESOURCES)

	1997/98	1996/97	1991
Compensation, Pension & Benefits	13	18	-
Staff Development	5	5	-
Central Admin. HR Services (CAHRS)	6	6	-
Computing & Publications	2	2	-
Administrative Support	3	3	-
Total	29	34	40 *

% change (28.0) since 1991

Note: Totals do not reflect 2 FTE positions in The Temporary Source both of which are fully cost recoverable.

* In addition to the 40 central HR staff, in 1991, decentralization of personnel services was under way with the existence of four decentralized HR offices, encompassing a staff complement of 15.6. The success of decentralization resulted in an increase to both the number of offices and the breadth of HR services provided. As of 1998, there are ten decentralized HR offices across the University with a total FTE of 42.6. Please note that included in the 42.6 are 6 FTE in the Central Administration HR Services (CAHRS) office, the only decentralized HR office which reports both functionally and administratively to the Director of HR.

MAJOR OBJECTIVES 1998/99

One of Human Resources' major objectives for 1998/99 is to increase user comfort level and proficiency with HRIS by:

- Offering targeted user training
- Modifying or enhancing processes
- Supporting the general stabilization of the system
- Providing ongoing expertise and user support to HRIS
- Providing support to faculty negotiations for 1999/00

Co-ordinate the integration of Payroll, Records and Benefits to form a new section under the Human Resources Department. Develop central expertise capable of responding to both payroll and benefit issues.

Co-ordinate the outsourcing of maintenance of pensioner information to U ofT Pension Services.

Develop effective support mechanisms for the decentralized HR offices in the areas of benefits, pensions and payroll.

Deliver staff development programs designed to meet the needs of technical staff, such as Corel Draw and HTML.

Plan and deliver Developing Leadership Skills and Coaching for new managers.

Complete consultations with the divisions and HR offices for the purposes of identifying and recommending training and development programs which will align with the University's priorities and divisional goals.

STAFF DEVELOPMENT

1993 – 1998 STAFF DEVELOPMENT TRAINING ACTIVITY REPORT

Training activity increased considerably beginning in 1994-95 when the central training fund was established and courses were made available to staff at no charge to their departments. Prior to 1994, departments were charged a course fee to cover costs. In 1994-95, training commenced for the new Administrative Management System (AMS). The last four years have seen a highly seasonal emphasis on AMS training activity as several systems were rolled out to divisions, notably FIS in 1994-95 and 1995-96 and HRIS in 1997-98. This last year has seen a renewed emphasis on Leadership training with the introduction of the popular Leadership Advancement Program. Increased participation in Career and Life Planning courses over the last two years reflects the need for staff to continually revisit and refine development plans as they strive to meet the challenges of a rapidly evolving workplace. Participation in Computer Skills courses boomed in 1994-95 as staff prepared for AMS. Demand has continued as technology changes are a constant. Training for technical staff was introduced over the last two years. The high participation level in Environmental Health and Safety training in 1995-96 reflects the introduction of required WHIS training.

TYPE OF TRAINING PROGRAM	PARTICIPANT DAYS (training days X participants)				
	93-94	94-95	95-96	96-97	97-98
Administrative Skills		1186	632	632	697
Leadership		570	471	123	569
Career & life Planning		382	341	769	838
Technical		0	0	148	46
Computer Skills		2499	1477	1625	1665
Staff Development Sub Total	1982	4637	2921	3297	3815
Administrative Management Systems		2995	4215	1804	3540
Environmental Health & Safety	474	249	876	270	238
TOTALS	2456	7881	8012	5371	7593

Note: Figures for each year include only staff who completed courses.

Years 93 through 96 the figures are calculated on the period May 1 - April 30.

Years 96 through 98 are calculated on the period October 1 - September 30.

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

Category	Average Expenditure per Employee			Index 1997
	1995	1996	1997	
University of Toronto	\$460	\$475	\$512	100
Canada - National Average	849	842	811	158
Ontario	897	729	789	154
Organizations with 2,500-10,000 employees	813	752	883	172
Education Sector	498	285		
Health & Education			380	74

Although University expenditures on training have increased over the previous years and are ahead of the average for the health and education sector, our average expenditure per employee still lags behind the national and provincial average and organizations of a similar size.

Average Days of Training and Development per Employee: University of Toronto

1996-97	1997-98
1.7	2.3

The average number of training days is up over the last year by 35%.

Notes:

1. The sources for all data on other organizations are Conference Board of Canada Report , *Training and Development 1995, 1996 & 1997 Policies, Practices and Expenditures*.
2. University of Toronto expenditures are for the 1995-96 through 1996-97 and 1997-98 budget years. The staff count includes all non-unionized administrative staff, the Senior Management Group and library workers represented by the CUPE 1230 bargaining unit. The average number of employees in these categories is 3471 for 1995-96, 3236 for 1996-97 and 3239 for 1997-98.
3. University of Toronto data includes only training and development activities funded centrally, or for which partial support was provided from central funds. We are currently unable to track training and development activity supported solely by divisions.

NUMBER OF COURSES OFFERED IN THE STAFF DEVELOPMENT COURSE GUIDE

91/92	-	44
97/98	-	119

Course offerings increased by 170% from 91/92 to 97/98

LABOUR RELATIONS — MARY ANN ROSS, ACTING DIRECTOR

STATEMENT OF PURPOSE

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

Staff Complement (FTE)

	1997-98	1996-97
Director	1	1
Manager	1	1
Senior Labour Relations Officer	1	2
Labour Relations Officer	1	1
Administrative Assistant	1	1
Total*	5	6

% Change (16.6%)

1 FTE eliminated as a result of budget cuts

MAJOR RESPONSIBILITIES

- Represent the University of Toronto at the Ontario Labour Relations Board in all matters related to certification or de-certification of any trade union representing or seeking to represent employees of the University of Toronto.
- 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 workshops and to ensure they have access to up-to-date information about all employment-related legislation.
- Provide interpretation and advice to the University community on legislative changes affecting unionized staff.
- Manage the adjudication process of rights disputes involving unionized staff on behalf of the University.
- Assist departments in the reorganization when unionized staff are involved.
- Advise departments in the creation and administration of job classifications, evaluations and pay equity for unionized positions.
- Assist in the development of harmonious work relationships with unions.

1997-98 ACCOMPLISHMENTS

CERTIFICATION

Labour Relations prepared for the possibility of an application for certification of the University's administrative staff by the United Steelworkers of America. This involved working through the decentralized HR offices to ensure input into this process from heads of departments and divisions; compiling documentation to support the University's claims for exclusions, including organizational charts, position descriptions and examples of work. When the application was filed by the Steelworkers, on May 29, 1998, Labour Relations ensured that all of the University's obligations under the Labour Relations Act were fulfilled in accordance with the time lines in the act, including posting over 300 notices of the application throughout the workplace, making all necessary arrangements and publicizing the representation vote to be held within one week of the application, preparing the University's response to the application, including voters lists and identifying all of the University's challenges. The main voters' list included over 3,000 names, with approximately 1,100 positions identified as potential exclusions. The voter turnout was strong, at 83% of the voters' list.

COLLECTIVE BARGAINING

Labour Relations has also negotiated renewal collective agreements with the Sheet Metal Workers and Plumbers and Pipe Fitters whose agreements expired in 1998. We initiated collective bargaining and are continuing to negotiate with three other unions.

TRAINING

We have implemented a new approach in training supervisors of unionized staff by creating discussion groups, with a resource panel from the University's Sexual Harassment Office, Race Relations and Anti Racism Initiatives Office, Community Safety Office, as well as HR and Labour Relations. Topics covered include a legal perspective on progressive discipline and the arbitration process and supervisory training in Alcohol and Drug Awareness through the Addiction Research Foundation. A total of thirty-four supervisors received certificates of attendance. The Attendance Management program has been expanded and made available to supervisors at the University of Toronto Library.

OTHER

We succeeded in negotiating a pay equity plan for the CUPE 3621 part time bargaining unit.

1998-99 OBJECTIVES

COLLECTIVE BARGAINING

Labour Relations is preparing for an intensive bargaining schedule in 1999, participating in the development of an institutional, strategic, comprehensive bargaining strategy and schedule with twelve bargaining units.

As well, with the certification of USWA, Labour Relations will assist the process of negotiating a first collective agreement. This includes planning for bargaining by seeking direction through the Human Resources Management Board in developing objectives for a first collective agreement and the drafting of the University's proposals for a first contract which meets University of Toronto's operational needs, institutional priorities and workplace culture.

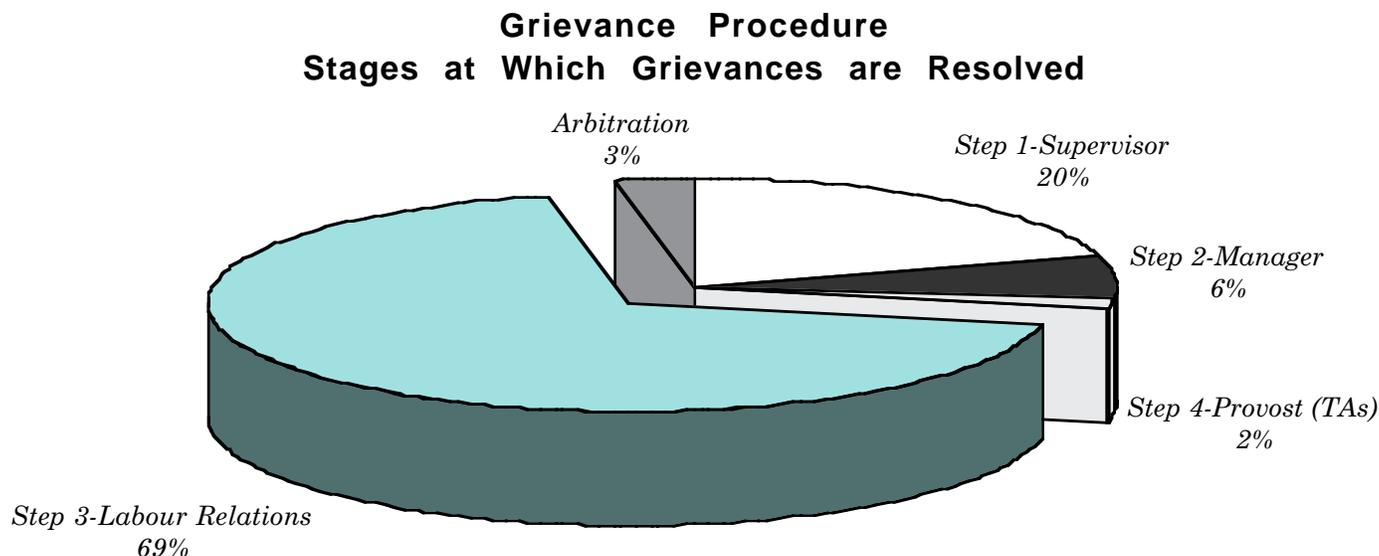
We will attempt to conclude current collective bargaining by reaching settlements with the three unions currently in bargaining.

TRAINING

The University and CUPE 3261 will embark on a joint training session for CUPE 3261 bargaining unit members on Harassment Awareness training. All employees in the full time bargaining unit, 524 employees, will receive this training.

Supervisory training will be offered at the University of Toronto Library.

We intend to continue the Supervisory Discussion Groups, expanding the topics to include issues such as dealing with aggressive behaviour, harassment awareness and alcohol and drug awareness for supervisors. Labour Relations in conjunction with Staff Training and Development is investigating offering a formal certificate training program for supervisors.



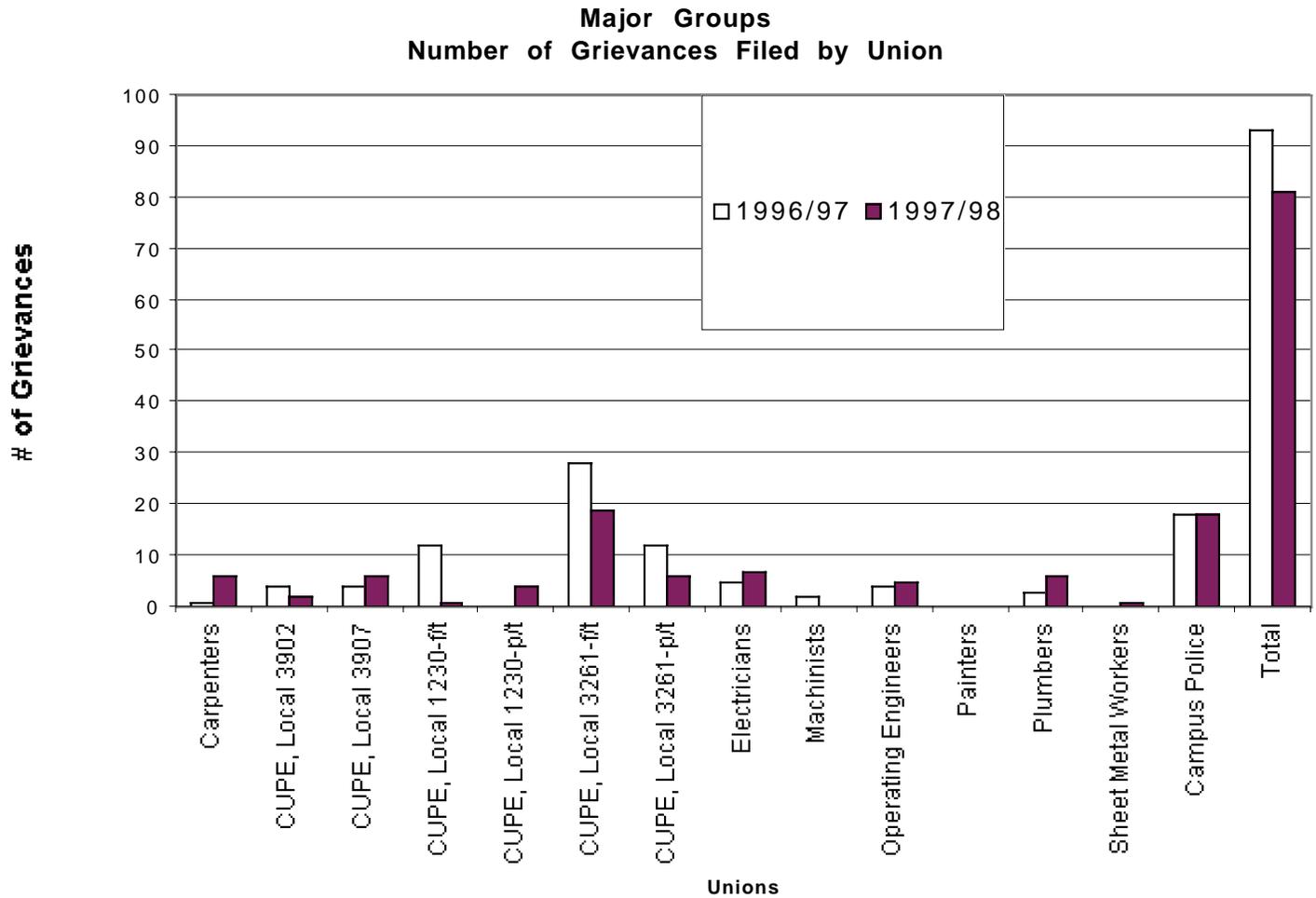
Note: Chart based on 64 grievances resolved out of 81 files

OTHER

Implement the Pay Equity settlement for CUPE 3261, part time.

Labour Relations will produce Administrative Handbooks to accompany the CUPE 3261 and 3902 collective agreements.

Labour Relations will resume publication of Focus newsletter in 1999.



OFFICE OF THE FAMILY CARE ADVISOR - JAN NOLAN

STATEMENT OF PURPOSE:

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

The Office of the Family Care Advisor was created in December 1993. It is funded jointly by the University's operating budget (through the Office of the Vice-President Administration and Human Resources) and by students (through the Student Services fee).

STAFF COMPLEMENT

<u>Position</u>		<u>F.T.E. Source of Funding</u>
Family Care Advisor	.8	(.5 University, .3 Student Services Fee)
Administrative Assistant	.5	(Student Services Fee)
Work/Study Student Assistants*	.75	(Work/Study funds)
Casual staff**	.33	(University)

* Represents 6 assistants @ ~ 10 hrs./week from September - March.

** Represents occasional staff in April and May and one summer intern for three months at ~30 hrs./week.

1997/98 ACCOMPLISHMENTS

Direct Service: More than 700 cases were dealt with this year. This represents an increase of more than 300 cases since 1994/95.

Employees requested assistance with child care and children's activities, summer and emergency programs for children, as well as family care leaves (i.e. maternity leave, parental leave and part-time leave for child care purposes), relocation, health issues, elder care, personal counselling and legal issues. Departments also consulted the Office on a range of family care issues. These departmental consultations provide the Office with the opportunity to encourage the emulation of 'best practices' that have been successfully implemented within the University.

Education: Over four hundred students, staff, faculty and their family members attended the thirty-one workshops conducted or co-sponsored by the Office. A new training program was created for front line staff and volunteers to enhance their knowledge and use of campus and community referral resources for students in need or in crisis. Five other new programs were offered including "Talking about Lesbian and Gay Issues with Young Children", "Your Child and Organized Sport", "Learning Disabilities in Children", "Balancing Work and Family" and a four session elder care module.

One of the highlights of the year was the Second Annual Symposium for Women Faculty, a half-day session designed to provide professional and personal support for women faculty members.

Issues and Awareness: The Family Care Office became more involved in the faculty renewal efforts of the University. In consultation with the Office of the Vice President and Provost, the advisor created a new recruitment package used by departments as part of the search process. The advisor was consulted by academic administrators in cases where prospective faculty had unique needs. The Family Care Office expanded services offered to faculty relocating to Toronto.

The advisor made recommendations to the Vice Provost, Staff Functions concerning principles, guidelines and best practices for managing faculty maternity leaves.

The Office provided advice to departments, human resources generalists, UTSA and staff members on flexible work arrangements including part-time leave and telecommuting. The Family Care Advisor made recommendations for a part-time appointments policy and guidelines for its use.

The Family Care Office initiated and coordinated the University's efforts to provide alternative care for University children during the teachers' strike of 1997. The Vice President Administration and Human Resources provided funding to reduce the fees for the emergency care. Eighty-one children from fifty-three families were accommodated by the Faculty of Physical Education and Health (through Camp U of T) and by the Bloor Jewish Community Centre. Four hundred and one 'child days' of care were provided to University children at the two sites. In addition, the Family Care Office assisted many University families in obtaining care at locations more convenient for their personal circumstances.

The advisor has continued to provide advice and support to the Vice President Administration and Human Resources and the Assistant Vice President, Student Affairs on the issue of child care.

1997/98 OBJECTIVES

1. Increase involvement of the Family Care Office in recruitment and retention of excellent faculty, staff and students.
2. Increase outreach to registrars, graduate coordinators and other faculty-based student services offices and expand training in use of referral resources for front-line staff in these areas.
3. Review policy and make recommendations regarding maternity/parental leave, flexible work arrangements and other policies that have an impact on family care.
4. Explore possibilities for collaboration with other Human Resources units to maximize resources and services (e.g. educational programming, promotional materials).
5. Continue to work towards improvements in services and access to facilities for University families, including the reconfiguration of child care services on the St. George campus.
6. Continue to develop and offer education and training programs to meet the needs of the University community.

TABLE 1
DIRECT SERVICE
May 1, 1997 - April 30, 1998

Administrative staff	211
Unionized staff	16
Faculty	119
Departments	25
Students	284
Post doctoral fellows	20
Media	13
Other*	58
TOTAL:	746

* *Other includes alumni, research, general public and queries from the University community not directly related to family care.*

**TABLE 2
TYPES OF INQUIRIES**

Child care facilities/subsidies/children's programs	56.6%	
Maternity and parental leave	21.0%	
Financial Aid	7.0%	Relationships/
support groups	6.3%	Work/study/family
balance	6.2%	
Elder care	6.0%	Parenting 3.8%
Housing	2.9%	Legal assistance
2.7%		24.4%
	Other (inc. Health, general information, etc.)	

Note: Individual cases may be listed in more than one category.

**TABLE 3
1997/98 FAMILY CARE WORKSHOPS**

- Choosing Child Care That Works for Your Family
- Maternity Leave Planning for Faculty and Staff
- New Beginnings (for women students returning to post-secondary education)
- Issues in Caring for Elderly Family and Friends
- Balancing Work and Family
- Your Child and Organized Sport
- Working with Your Child's School
- Alzheimer Disease
- Long Term Care for the Elderly
- Understanding Menopause
- Your Child's Learning Disabilities
- Talking about Lesbian and Gay Issues with Young Children
- Financial Survival for Student Families
- What to do with the Kids This Summer
- Symposium for Women Faculty
- Care for the Caregiver
- Referral Resources for Students in Need or Crisis

ADMINISTRATIVE MANAGEMENT SYSTEMS - GRAHAM KEMP, DIRECTOR

STATEMENT OF PURPOSE

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

MAJOR RESPONSIBILITIES

The Department of Administrative Management Systems' support includes, but is not limited to, the following systems by the way of implementation services and on-going support:

- Financial Information Systems (FIS)
- Human Resources Information Systems (HRIS)
- Research Information Systems (RIS)
- Donation Information Systems (DIS)
- Sales and Distribution Systems (SD)
- Plant Maintenance (PM)

Support of systems includes:

- Providing support and analysis of business practices and system functionality
- Analyzing business requirements and developing solutions;
- Designing and developing software and appropriate documentation;
- Managing databases for legacy and AMS systems;
- Establishing and monitoring production schedules;
- Maintaining Call Support and Tracking Systems.

AMS ORGANIZATION

AMS is made up of three distinct groups; AMS, RIS and DIS, and works closely with Computer Network Services (CNS), HRIS Implementation Team and the Financial Advisory Services Team (FAST Team).

There is a total of 21 staff in AMS whose responsibilities focus on the support and maintenance of the packaged software as delivered from SAP AG. The staff is made up of Application Programmers/ Analysts, Information Technology Specialists, Business Analysts, Database Administrators as well as Security Administrators and Administrative Support staff.

BUDGETED STAFF COMPLEMENT (AMS)

	1997 - 1998
Application Programmers/Analysts	2
Information Technology Specialists	13
Database Administrators	2
Security Administrators	1
Business Analysts	1
Administrative Staff	2
Totals	21

Note: Totals do not reflect the two FTE positions funded by OTO funding.

The AMS team provides system support for the institutional requirements of some of the central portfolios, especially for:

- VP-Administration and HR including Facilities & Services
- CFO including RIR and DUR requirements related to accounting
- Provost Office, especially Planning & Budgeting

The team maintains interfaces to and from the SAP systems; direct banking deposits, various billing systems, and the student system.

This support includes production activities, a variety of pays, coordinating month-ends and year-ends, producing ad-hoc requests for mailing labels, listings and reports. In addition to the daily production support, the team also performs project specific work.

1997/98 ACCOMPLISHMENTS

HRIS IMPLEMENTATION

The HRIS system was implemented on May 1, 1998. Data conversion started in April, 1998, and the first pay using SAP software was transmitted to the bank on May 6, 1998. SAP's HR and Payroll functions replaced the old legacy systems, UNIPERS and payroll maintained by both Human Resources and Finance and decentralizes much of the Human Resources and Payroll functions of the University.

The implementation of the new payroll system was a major accomplishment, achieved with a relatively small percentage of problems, of which the Department, in partnership with Human Resources and Finance, takes pride.

SALES AND DISTRIBUTION PROJECT

The Sales and Distribution system was also implemented in May 1998. Its benefits include immediate reservation of funds for Medicine Stores transactions, guaranteed payment for the stores as a result of up-front funds availability checking and immediate update of invoices in the Fund/Fund Center which generated the charge, rather than a monthly billing.

Additional benefits of the external salary recovery module include automatic generation of invoices based on pre-determined schedules and elimination of local billing systems.

The third part of this project is Service Management, which is now being adopted to replace various legacy systems that would otherwise shortly experience Year 2000 problems.

CONTRACT SETTLEMENTS

In the summer of 1997 the Department successfully implemented the "settlement from hell." This settlement, which involved waves of retroactive salary, benefits and pension adjustments, posed extraordinary challenges which were met only by extraordinary effort by a team of dedicated staff.

SCS PROJECT

Adoption of a modified FIS for the School of Graduate Studies

PENSION OUTSOURCING

The Department achieved an orderly transfer of pension data to Hewitt's systems during the year.

OISE/UT

AMS achieved the merger of OISE faculty and staff with University's systems and the adaptation of Funds Management for the new OISE/UT

FIS MONTH-END PROGRAMS

The old printed month-end statements were replaced by three additional reports, which can be viewed on-line, printed locally, and the details can be downloaded. Finance no longer has to distribute the centrally produced report.

STANDARD BENEFIT RATES (SBR)

With implementation of HRIS the department enabled the introduction of a Standard Benefit Rate.

REPLACEMENT OF UOFT'S LINKING TABLE WITH SAP'S ASSIGNMENT

For the first time, FIS was used to develop the 1997/98 budget.

DIS ACCOMPLISHMENTS

- Improve the DIS data model to meet reporting requirements:
- Improve processing speed & quality of data for financial transactions
- Implemented Automated Telemarketing System (ATS)
- Implemented year-end reporting on DIS

RIS ACCOMPLISHMENTS

- Strengthen the quality of the data on RIS
- Re-developed the International section of RIS and related reports in order to input contact survey information.
- Developed Ethics, Invention and Application reports on RIS:
- Developed prototype of research activity cube using Cognos.

MAJOR OBJECTIVES 1998/99

Implement the Service Management Project (Plant Maintenance). In Facilities & Services, a project is underway to adapt the service management module to handle plant maintenance functions which currently resided in a separate inventory/work request/billing system. This is necessary because the legacy system was not Y2K compliant.

Address the issue of ad hoc reporting with regard to SAP. By using Cognos, we envision having a variety of cubes available for both administrative and academic divisions representing most subject areas at the University such as research, development, human resources, etc

Implementation of SAP upgrade to 4.5b in August 1999.

Implementation of Grant Year-End Module. This new upgrade will provide users with the capability of reporting on grants and contracts using the sponsor fiscal year criteria, not the University's normal financial year.

Implementation of HR-FM Integration Module (Position Management), which will assist in the development of the salary budget and complement planning and funds availability checking.

Develop and implement a call-tracking system using the Remedy software.

Improving the quality of data in the FIS/SD systems and providing additional reporting capabilities.

ENVIRONMENTAL HEALTH & SAFETY — DAVID GORMAN, DIRECTOR

STATEMENT OF PURPOSE

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

MAJOR RESPONSIBILITIES

- Coordination and planning of University-wide health and safety activities
- Fostering and supporting local joint health and safety committees
- Liaison with government, COU, and other Universities on health and safety matters
- Advice, consultation and development of health and safety policies, programs, procedures and interpretation of legislation
- Health and safety training and provision of information
- Internal regulatory activities (licensing, inspection) for:
 - Consolidated Radioisotope License
 - Biohazards
- Management of hazardous materials (chemical and radioactive wastes)
- Auditing and reporting of divisional health and safety performance
- Management and administration of Worker's Compensation and LTD claims system including accommodation of employees with disabilities and prompt return to work programs

MAJOR ACCOMPLISHMENTS IN 1997/1998

- A laser safety program was implemented with the inspection of 13 class 4 lasers and the development of standards for laser safety.
- A booklet on Office Safety/Ergonomics was written and distributed widely within the University to assist in the design and purchase of appropriate workstations.
- A trial program was initiated to reduce the volumes of radioactive waste sent for disposal (and consequently the costs of disposal); this included a new liquid absorbing material which is 4 times more efficient than the old material and the storage of short-lived radioisotopes to allow the radioactive material to decay to innocuous levels.
- The "Occupational Health and Safety Management System document" was completed, reviewed internally and submitted to the Business Board.
- Installation of alarming flow monitors on all fumehoods within the University was completed; this puts us in compliance with a major provision of the new Ontario Fire Code which took effect August 1, 1998.
- Accommodation programs for persons with disabilities continued to be effective in reducing Workers' Compensation costs and in holding the line on Long Term Disability costs; a rebate of \$680,000 was received from the Workplace Safety and Insurance Board in December 1997.

OBJECTIVES FOR 1998-1999

- Implement the Health and Safety Management System that was presented to the Business Board in March 1998.
- Have an independent audit conducted of the University's Health and Safety Program.
- Revise the Policy on Safety in Field Research.
- Continue to provide standardized programs to deal with identified priority hazards with respect to lasers, biosafety and general chemical safety in the laboratory.

- Improve the management (cost reduction) of radioactive wastes by decreasing the volumes of radioactive wastes through improved processing methods and removing radioactive materials with a short half-life from the radioactive waste stream.
- Revise the radiation safety program to conform with new regulations expected next year.
- Ensure workplace safety, through ongoing inspections and audits of fumehoods, asbestos fireproofing in Sydney Smith Hall and the Clara Benson Building and revising health and safety training.

STATISTICS

ENVIRONMENTAL HEALTH AND SAFETY STAFF PROFILE

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

HISTORICAL OVERVIEW OF ENVIRONMENTAL HEALTH AND SAFETY STAFFING BASE BUDGET STAFF (FTEs)

Subprogram	1993/94	1994/95	1995/96	1996/97	1997/98	Notes
Occupational Hygiene	3	3	3	3	3	
Biosafety	0	0	1	1	1	(1)
Radiation Protection	10	10	10	9	4	(3)
Occupational Health	1.2	1.2	1.2	1.1	1.1	(2)
Environmental Protection	3	3	3	2	5	(3)
Disability Claims/ Accommodation Services	1	1	1	1	2	(4)
Administration Support	5	5	5	5	3	(5)

**TOTAL BASE
BUDGET FTEs** **23.2 23.2 24.2 22.1 19.1**

NOTES:

- 1) Biosafety Officer transferred from Faculty of Medicine in 1995.
- 2) Fractional FTE is occupational Physician contract position with funding in base.
- 3) Hazardous Waste Operations reorganized by eliminating two positions in Radiation Protection, and transferring 3 positions from Radiation and 2 Positions from Hazardous Chemical Control to new Environmental Protection Unit, which is responsible for all Hazardous Wastes. NOTE: Environmental Protection Unit was established in 1997/98. The staff #'s shown in the table (prior to 1997/98) are those of the old Hazardous Chemical Control section.
- 4) New Disability Claims and Accommodation Services Unit formed from Workers' Compensation Coordinator and new position of Accommodation Coordinator. Prior to 1997/98 this unit was known as the Workers' Compensation Section.
- 5) 2 secretarial/clerical positions eliminated.

WORKPLACE ACCIDENTS/INJURIES

Figure 1 – Lost Time Accident Frequency

Figure 1 shows the historical trend in lost time accident frequency over the last 11 years. The 1998 data (for the period January 1 to September 30) indicate a decrease in lost time accident frequency from 5.5 to 4.0 accidents per million hours worked.

Lost Time Accident Frequency - U of T
Number per Million Hours Worked

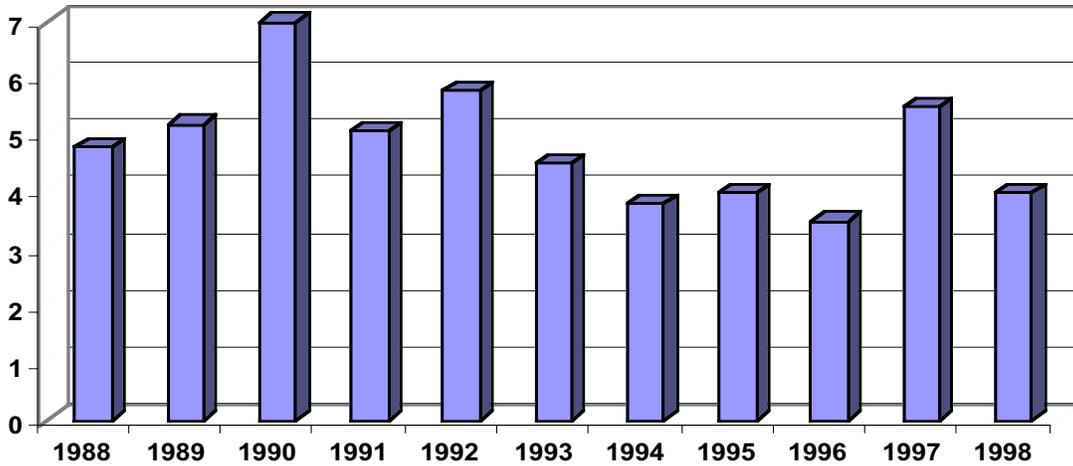


FIGURE 1

Figure 2 – Lost Time Accident Severity

Figure 2 shows the severity of lost time accidents measured as days lost per million hours worked. The severity has decreased slightly from 56 days lost per million hours worked in 1997 to 52 days lost per million hours worked in 1998 (January 1 to September 30).

Seventy-three (73) claims allowed during the period January 1 to September 30 were responsible for 947 days lost.

LOST TIME ACCIDENT SEVERITY
Days Lost per Million Hours Worked

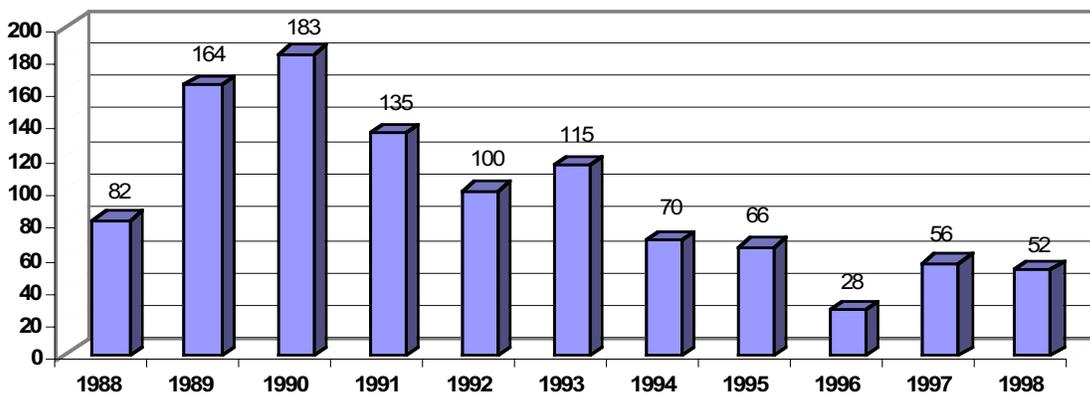


FIGURE 2

There were three major types of accidents: sprains/strains (57% of lost days), being struck or striking an object (24% of lost days), and falls (18% of lost days).

Also, 495 additional days lost in 1998 were due to claims in previous years and 80% of these days lost were due to 3 claims related to back injuries.

CRITICAL INJURIES

A critical injury is defined as an injury of a serious nature that:

- a) places life in jeopardy
- b) produces unconsciousness or altered state of consciousness
- c) results in substantial loss of blood
- d) involves the fracture of a leg or arm, but not finger or toe
- e) involves the amputation of a leg, arm, hand, foot, not finger or toe
- f) consists of burns to major part of the body
- g) causes the loss of sight in an eye

During the period January 1 to September 30 1998 there were three critical injuries, two broken wrists and one broken foot, all resulting from falls.

Figure 3 – Experience Rating

NEER or New Experimental Experience Rating with the Workplace Safety and Insurance Board (WSIB) has been in effect since January 1995. Under this NEER Program, assessments are redistributed through refunds and surcharges which are based on the difference between our actual and “expected” WSIB costs; the expected costs are the costs that the WSIB estimates an employer will use based on company size (premiums paid) and rate classification (risk factor), while Neer costs include the total benefits paid to date, the projected future costs and administration costs.

The University has fared extremely well under this program having obtained a refund in excess of \$528,000 in December 1996 and more than \$680,000 in December 1997. We received another refund in December of 1998 of

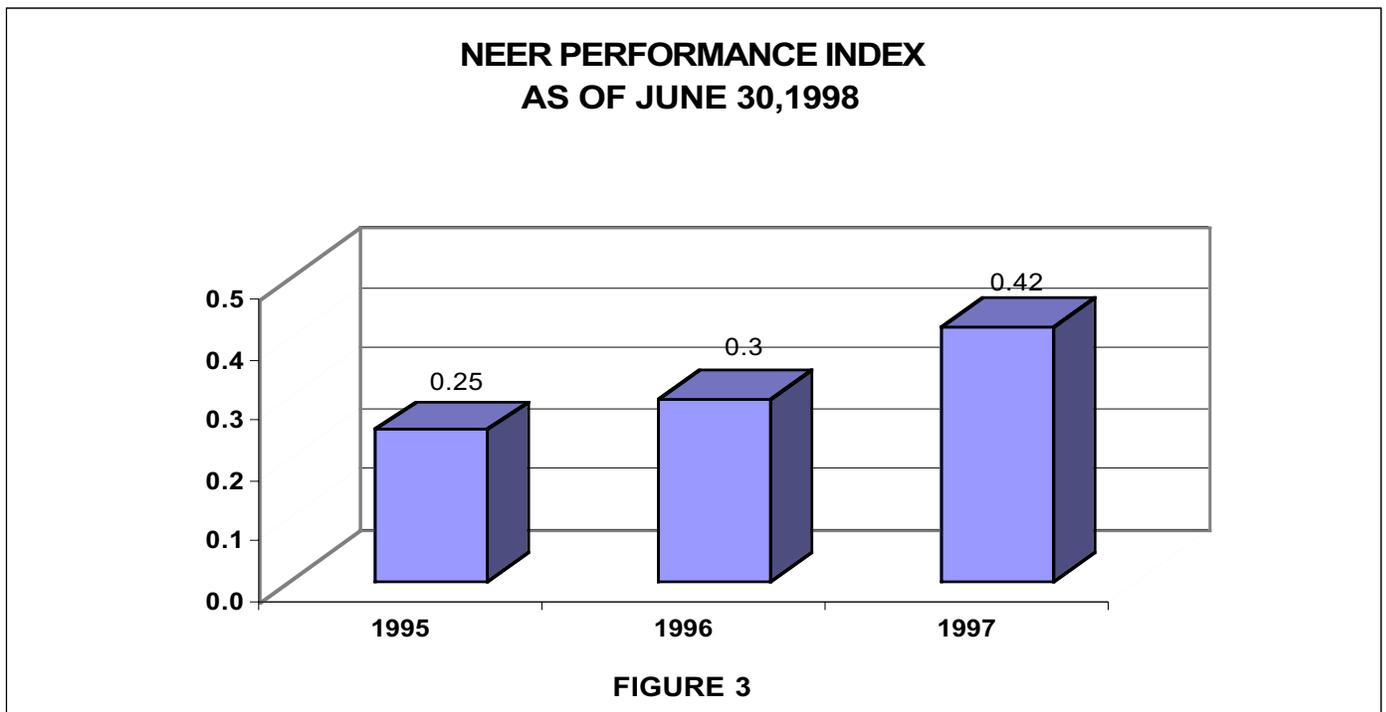


FIGURE 3

\$450,000. These refunds constitute a significant fraction of our assessment which is approximately \$2.2 million for 1998.

Figure 3 shows the University's NEER performance index for the years 1995, 1996 and 1997. An index of 1 indicates performance equal to the average of our rate group; an index of less than one indicates performance better than average; an index of greater than one indicates performance worse than the average. Our rating for the year 1995, 1996 and 1997 lies between 0.25 and 0.42.

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

Figure 4 – Number of Staff on Long Term Disability

Figure 4 shows the number of staff on LTD for each of the last ten 12-month periods (September 1 and August 31). The GH or fully insured plan, was discontinued in 1989 and all subsequent cases appear on the ASO (administrative services only) self-insured plan. Numbers on the GH plan decrease as staff reach retirement age or die. Numbers on the ASO plan appear to have stabilized at between 117 and 125. This is significantly less than one would have expected based on experience with the GH plan where we would have expected the numbers to increase to around 200. We believe that this reduction is due in large part to the efforts at early intervention in sick leave cases and to provide modified work or accommodation to enable staff to return to work where previously they would have remained on long-term disability.

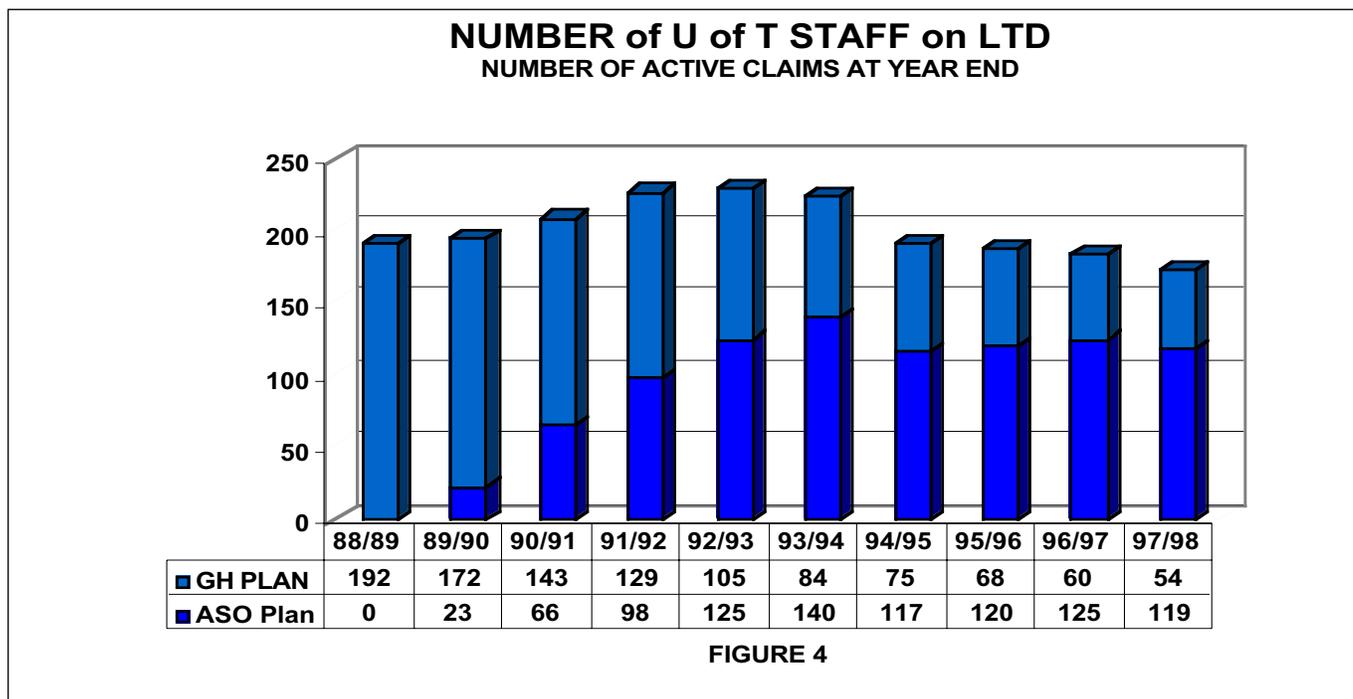


Figure 5 – New LTD Claims Approved

Figure 5 shows the numbers of new LTD claims approved in each of the last nine 12-month periods (September 1 to August 31). The number has increased slightly from the previous years, but is still significantly below the numbers prior to 1994/95.

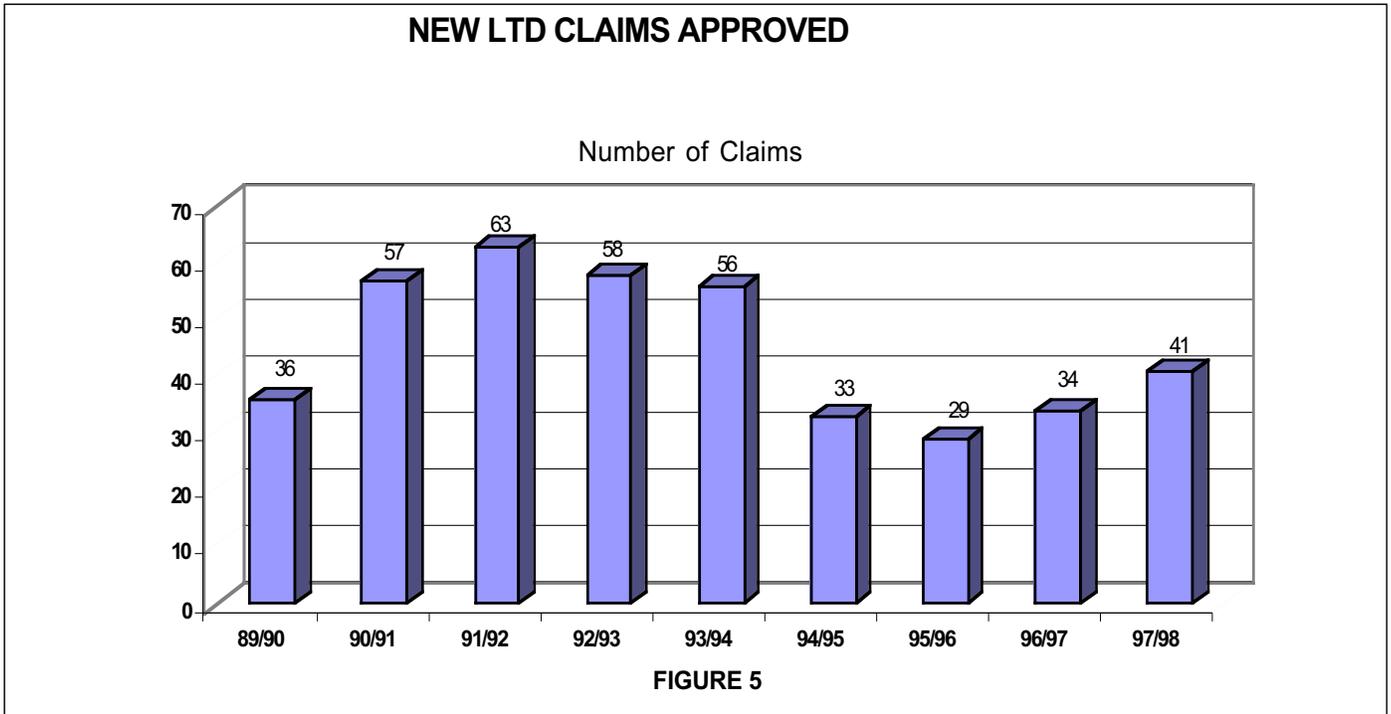


Figure 6 – LTD Claims Terminated by Return to Work

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

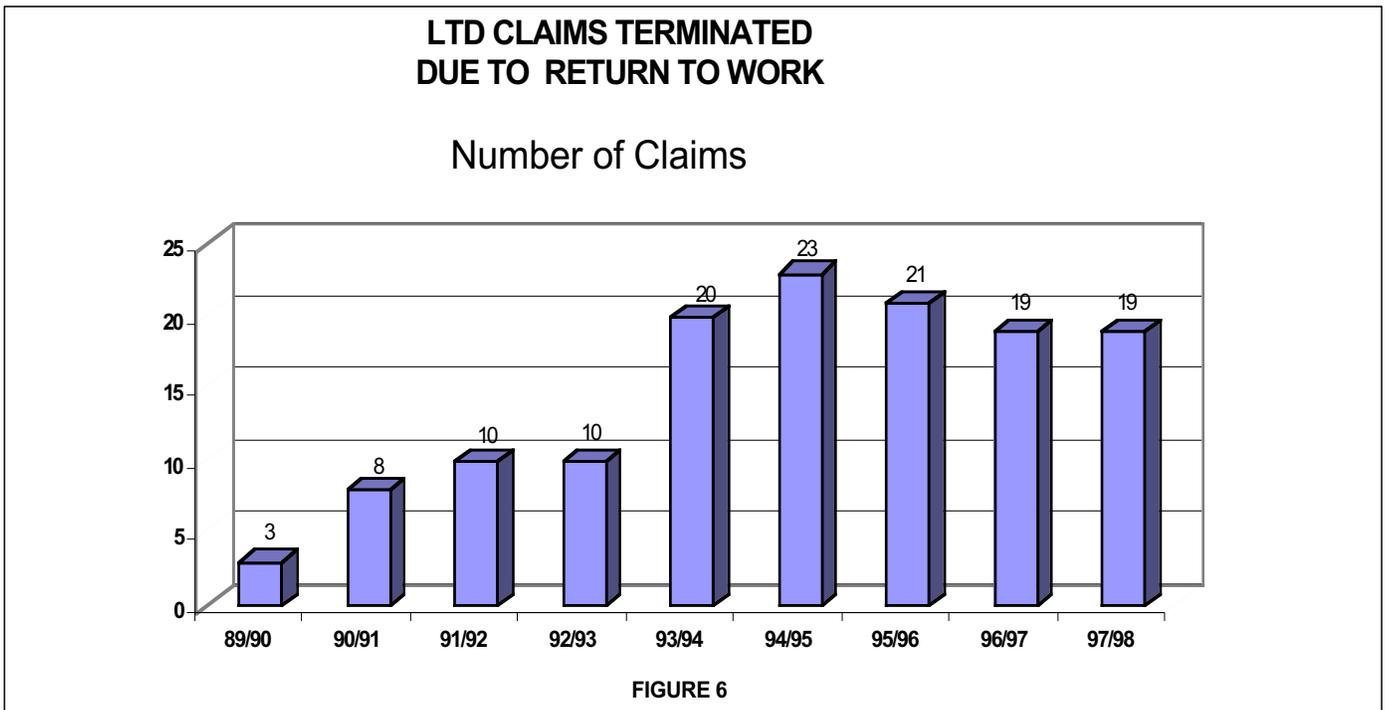


Figure 7 – Total Paid LTD Claims

Total dollars paid on LTD claims have probably stabilized at about \$3.5 million (based on the last three 12-month periods:- October 1 to September 30). This is a significant reduction from the 4 years prior to 1995/96. This again is a measure of the effectiveness of the early intervention and modified work and accommodation programs.

Figure 8 – Disposition of Sick Leave Cases

Figure 8 details the disposition of cases of sick leave dealt with by DCAS. Of the 271 cases of individuals on short term sick leave referred to DCAS between October 1 1997 and September 30 1998, a total of 210 or 77% returned to either regular duties or modified work. The remainder either stayed on sick leave, or have progressed to LTD.

ACCOMMODATION OF PERSONS WITH DISABILITIES

Increased awareness of the Central Employment Accommodation Fund has led to an increase in the number of requests for accommodation during the period October 1997 – September 1998.

A total of 74 cases were referred to DCAS for some type of accommodation. To make proactive recommendations to facilitate employees to remain on the job, or to be provided with suitable modified work, or to return to work quickly and safely, medical reports from the treating physician were requested and reviewed to determine applicable accommodations requirement, if any.

Fifty-six ergonomic assessments and 3 physical demands analyses were also performed to facilitate this process. These assessments provided written recommendations to the departments for standard ergonomic equipment needs, while 26 of these cases required specialized equipment eligible for funding through the Central Employment Accommodation Fund. Ten cases are the result of chronic degenerative conditions, 11 are skeletal-muscular and 4 are vision impairment conditions.

Of these 26 cases, the Central Employment Accommodation Fund provided resources for funding of specialty seating, slantboards, telephone headsets, low vision computer software, text-to-speech software, lifting devices, transportation and parking arrangements. Professional assessment of special needs and the training to use the equipment recommended was also funded.

TOTAL PAID LTD CLAIMS

COST(M\$)

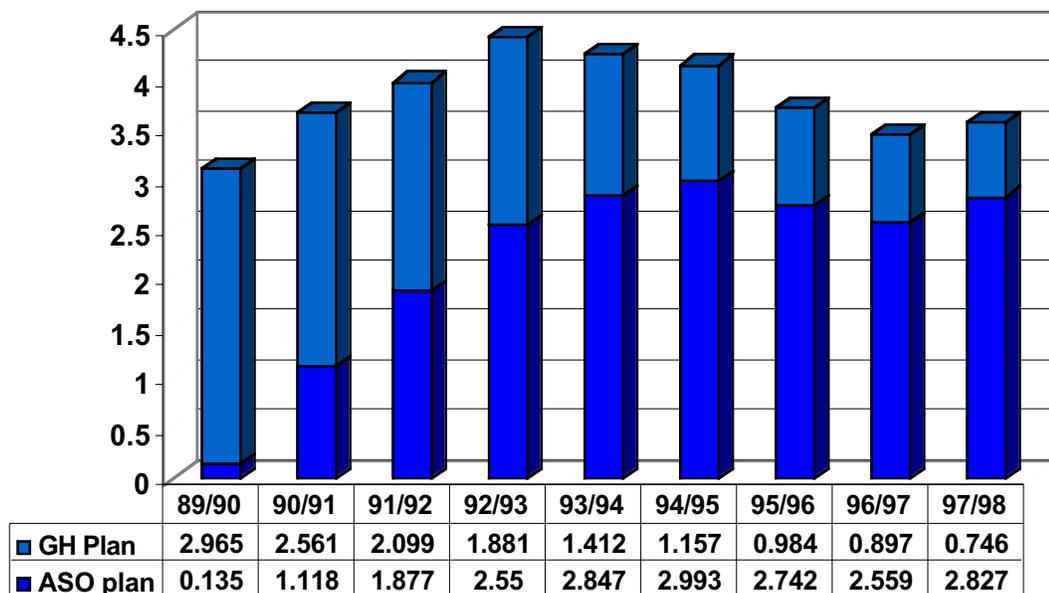
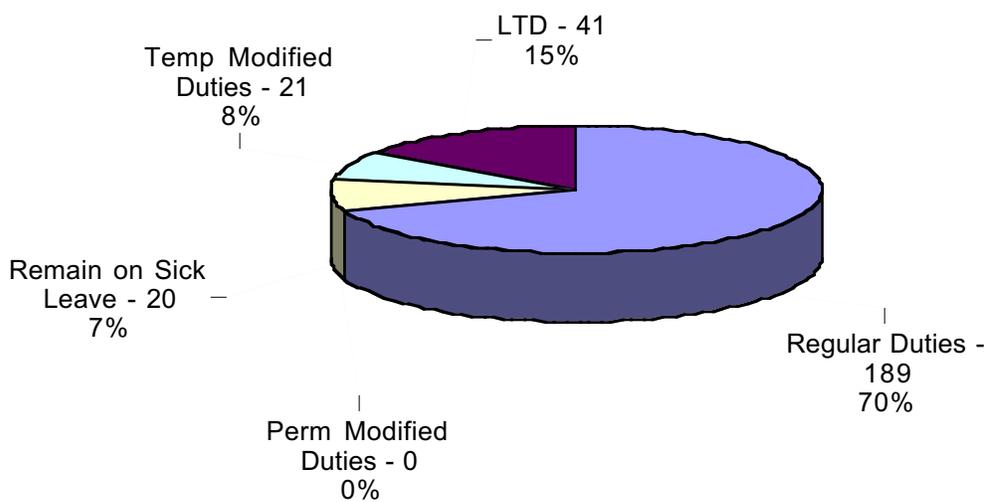


FIGURE 7

DISPOSITION OF SICK LEAVE CASES

OCTOBER 1, 1997 - SEPTEMBER 30, 1998

FIGURE 8



OPERATIONS & SERVICES (ST. GEORGE CAMPUS)

JANICE OLIVER - ASSISTANT VICE-PRESIDENT

STATEMENT OF PURPOSE:

To serve effectively the needs of the University Community for the construction, operation, maintenance and protection of campus facilities and services.

MAJOR RESPONSIBILITIES

- To provide effective and efficient
 - property management services for the maintenance of buildings and facilities
 - caretaking and custodial services
 - waste management services
 - landscaping and snow removal services
 - fire prevention services
 - skilled trades services for the maintenance of buildings
 - production and/or distribution of all utility services (heating/cooling, electricity, water, sewers, compressed air, gas, chilled water, steam and purified water)
 - distribution of inter-departmental and Canada Post mail around the campus
 - estimating, design and engineering services for renovations and alterations
 - project management services for capital projects
 - moving and delivery services
 - emergency response services

- To plan, evaluate and administer
 - building and system repairs, modifications and upgrades
 - energy conservation measures and the Environmental Protection Policy
 - the design and construction of capital projects on all three campuses
 - the design and construction of renovation and alteration projects on the St. George campus
 - the University's design standards
 - electricity supply contracts
 - conformance to code requirements
 - gas contracts (all three campuses)
 - steam purchase and sales contracts

- To provide effective parking services to the University's customers while continuing to produce significant financial support to the University's operating budget

- To work in a partnership with the community on all three campuses to develop programs and conduct activities to promote safety and security on the campuses

FACILITIES & SERVICES OBJECTIVES

- To provide the minimum physical plant possible consistent with the requirements of the academic mission and in compliance with external codes and regulations

- To provide satisfactory services to the University without increasing the Facilities & Services share of the University's total operating budget.

- To devote the maximum resources possible to direct service delivery while minimizing overhead costs.

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

FACILITIES & SERVICES STATISTICS

Grounds & Property Management

- 115 buildings
- 9.9 million gross square feet - up 1.0 million from 1990/91
- average age of plant -34 years
- over 280 departmental customers being served as well as every member of the University community
- 7 unionized trades handle 1500 job orders per month, 400 of which are emergencies
- 125 acres of grounds

Utilities

- 6 kilometers of steam tunnels
- 19 kilometers of 13,800 volt and 4,160 volt electrical distribution networks
- 6 megawatt cogeneration plant producing 30% of campus electricity
- 76% of building area on campus under computerized monitoring and control for energy use
- \$1 million of net revenue from steam sales and \$600,000 of avoided cost from Cogeneration facility contribution to operating budget

Waste Management

- diverted 64% of waste

Parking

- 28 principal parking areas - 2400 spaces
- \$1.7 million in net parking revenue contribution to operating budget (\$1.1 million in 1991)

Mail

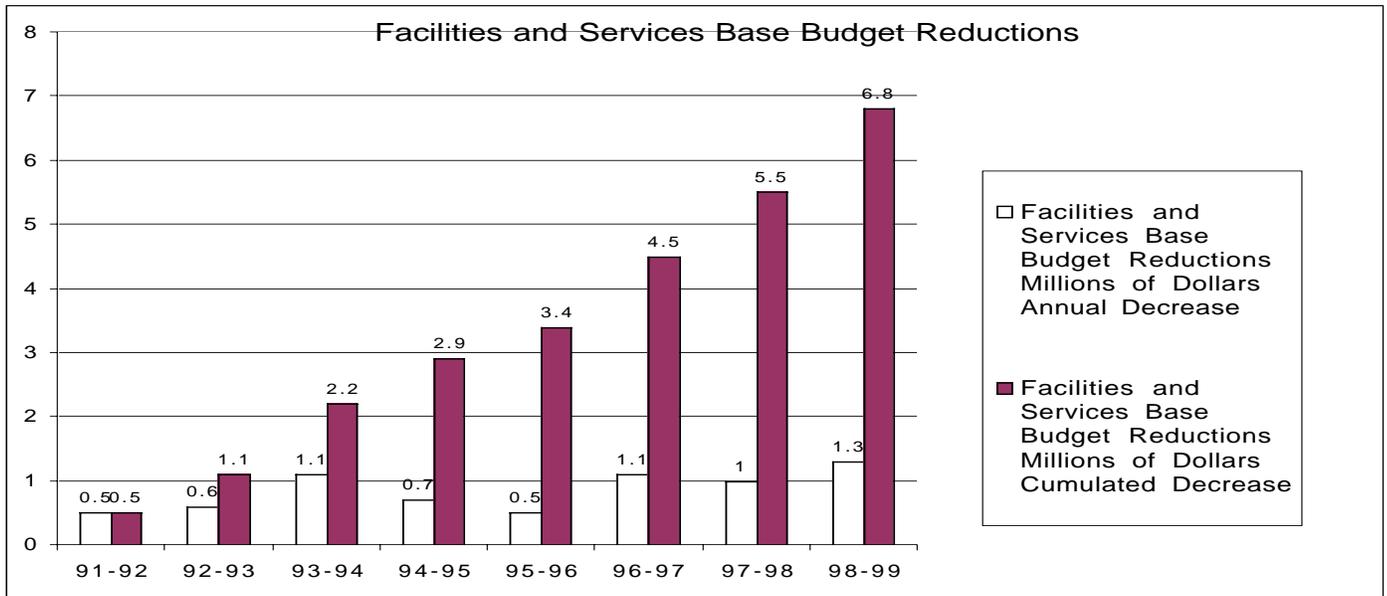
- 8.6 million pieces of mail distributed per year

Workforce Profile

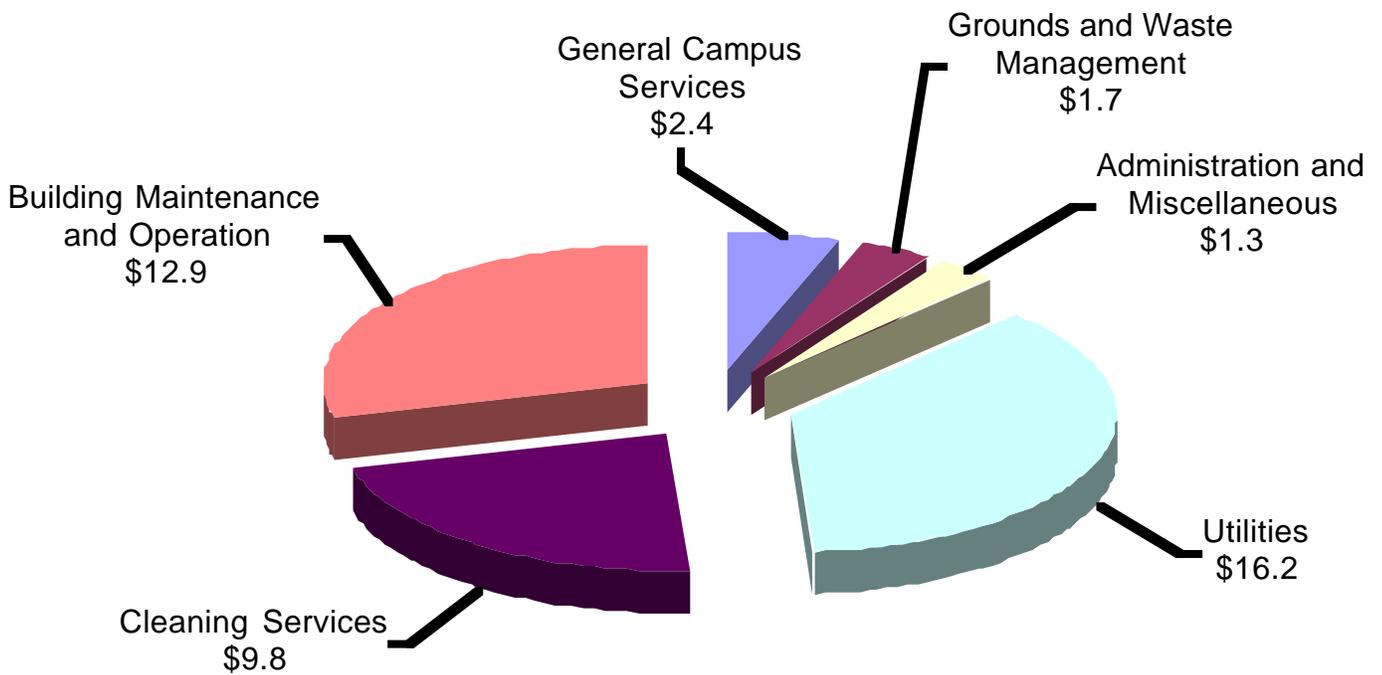
	1998/99	1990/91
Maintenance and Operating Buildings		
Caretaking	257	332
Utilities	82	97
	16	16
	29	33
	68	85
	3	5
	455	568
Grounds and Waste Management		
	28	38
Campus Services		
Fire	3	4
Mail	7	9
Police	31	39
Move/Set Up	8	9
	49	61
Administration		
	14	22
TOTAL	546	689
% Reduction	20.80%	

Space Managed

	1998/99	1990/91
St. George Campus Space Inventory (gross square feet)	9.9 million	8.9 million
% Growth	11.2%	
Budget		
1998/99 Net Budget		
Operating Budget	28.1 million	
Utilities	16.2million	
	44.3 million	
% University Gross Budget		
F&S	4.4%	6.0%
Utilities	2.5%	2.5%



1998-99 * Net Facilities and Services Budget University of Toronto St. George Campus



In Millions
* Net of Recoveries

FACILITIES & SERVICES 1997/98 ACCOMPLISHMENTS

Grounds & Property Management

- To reduce cleaning staff by 38 from 1998 to 2000. Adjusted office cleaning to bi-weekly and integrated SWI and SWII Caretaking positions for better productivity
- Refined webpage - "Whom to Call for What"
- Completed 13,000 projects, 7,500 worth \$3.2 million funded from Operating Fund, and 5,500 worth \$3.7 million funded by departments.

Capital Project Implementation

- Developed 8 new sections for the Design Standards Manual
- Implemented new procedures for Architect Selection

Utilities/Energy Management

- Secured new arrangements for delivery during gas curtailment - saving \$250,000
- Implemented a plan to upgrade CCMS including year 2000 fix
- Installed variable frequency drives on 33 major pieces of equipment to reduce power needs by 25%
- Established a maintenance manual for high voltage substations
- Developed a forecasting program for campus electrical energy requirements in anticipation of deregulation in the year 2000
- Prepared a report on all emergency systems for Y2K contingency planning
- Developed commissioning standard for start-up of new buildings
- Developed a web site showing control schematics and sequences of operation for building operators to use for emergencies and trouble shooting
- Collaborated with Toronto Hydro to implement consolidated billing to reduce paperwork and clerical work

Deferred Maintenance

- Issued Deferred Maintenance and Renewal Paper to the Business Board
- Developed priorities for \$4.1 million worth of projects to be funded through MET/UIIF grants
- Contributed to the Council of Ontario Universities submission to the Ministry of Education & Training outlining the need to increase the current level of Facilities Renewal Funding from \$15 million to \$165 million per annum over the next 10 years

Parking

- Planned for new underground garage at Graduate/Second Entry Residence
- Upgraded safety measures at OISE garage
- Coordinated benchmarking project for Ontario universities
- Contributed \$1.7 million to the Operating Budget

Mail

- Monitored service efficiency through regular testing

Administration

- Established a regular process for audits of purchases
- Established a process for the implementation of a new Y2K compliant Plant Maintenance System within the SAP environment

Customer Service

Capital Project Implementation

- Commenced design and construction of:
 - Graduate/Second Entry Residence & Garage \$25.0 million
 - Munk Centre for International Studies \$18.0 million
 - Erindale Phase 6 Residences \$ 9.0 million

- Erindale Student Centre \$ 6.3 million
- Heat Recovery System - Central Steam Plant \$ 4.6 million
- Selected architects and completed renovations for:
 - Library - Faculty of Architecture \$.9 million
 - Faculty of PE&H, Locker Room Renovation \$ 1.5 million
 - NMR Spectrometer - McMurrich \$ 1.0 million
 - Chiller - North West Chiller Plant \$ 1.0 million
- Selected architects and started design:
 - Gerstein Science Information Centre, Master Pl. \$.6 million
 - Lash Miller Chemical Laboratories Expansion \$12.3 million
 - Ramsey Wright, Animal Care Facilities \$.8 million
 - Robarts, Information Commons Phase 2 \$ 2.6 million
 - University Art Centre, Phase 2 \$ 1.5 million
- Continued progress on 3 Year Retrofit Program for Gasline Conformance \$3.5 million

Design and Construction Management

- Completed \$9.5 million of In-House Designed Projects encompassing 46 Separate Projects. Sample projects:
 - Fitzgerald Renovations \$2.0 million
 - Sigmund Samuel Air Conditioning \$ 0.8 million
 - OISE/UT Rearrangements \$ 2.5 million
- Provided concept design and cost estimates for Varsity Stadium and Arena, Day Care Centres, CFI and OCF applications.
- Provided 166 cost estimates or 1 every 1.5 working day

Personal Safety

- Provided emergency location service for UofT students
- Refined WalkSafe/WorkSafe Program
- Developed posters to support personal safety initiatives
- Contributed to a new campus map
- Issued daily incident report to 220 departments, as well as posting of same on the F&S Website
- Redesigned and installed emergency evacuation procedures incorporating graphic symbols
- Offered 16 courses on protective skills and self defense
- Coordinated and delivered training seminars to over 140 staff and faculty on how to deal with upset, disruptive or aggressive persons
- Developed Fire Safety brochure for students in residence

Environmental Initiatives

- Established “Greening the Fleet” guidelines
- Expanded to 70 recycling depots with 4 clearly marked disposal options
- Published 4Rs Newsletter - 3 per year, 2,000 copies per edition
- Student Outreach Program - conducted seminars on Waste Management for Engineering, Geography, and Sociology students.
- Introduced 13 poster kiosks on campus
- Expanded organic recovery to include every food service outlet on the St. George Campus
- Established a concrete and rubble recovery container

Utilities

- Provided tours of the Cogeneration facility for students and engineering professionals

PAPERS

- Reasons for Outsourcing Custodial Services: (It's All Economics). Lou de Melo, Association of Physical Plant Administrators Meeting, San Jose, CA, August 1998
- Thermal Energy Use Forecasting. Attila Kesei, Eastern Region Association of Physical Plant Administrators Meeting, Providence, RI, November 1998

STAFF DEVELOPMENT

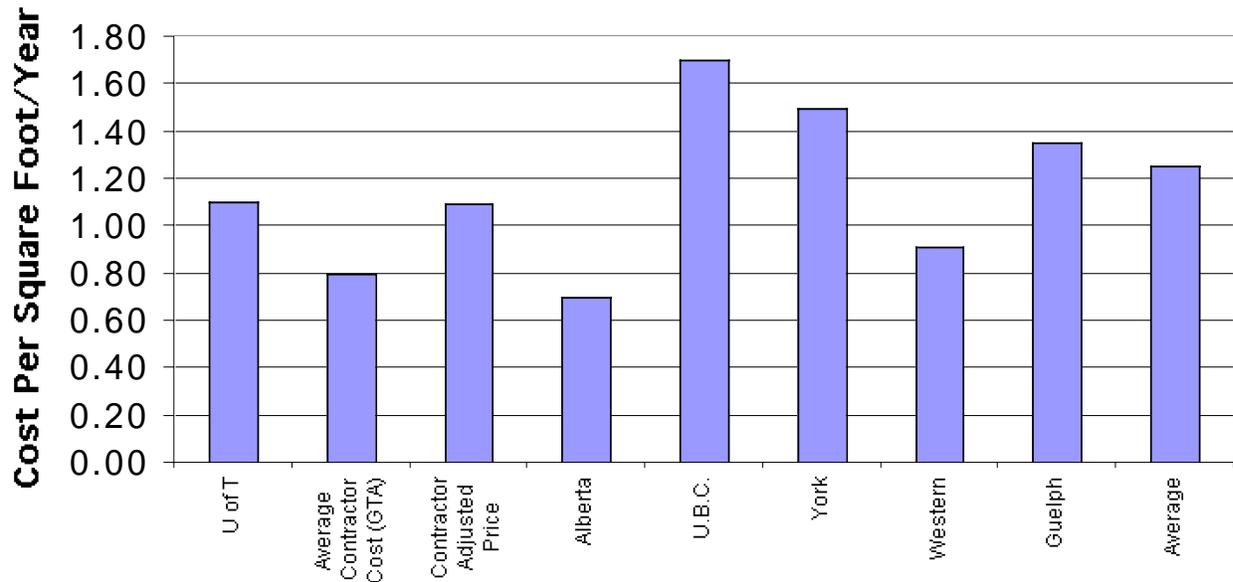
- English as Second Language Course for Caretaking Staff
- Network and Windows 95 Training for 200 Staff
- Technical Training
- Human Resources Staff Development Courses
- Monthly Operational/Safety Meetings with Trades and Caretaking Staff
- Property Manager Courses through BOMA

Benchmarks Facilities and Services Costs	
	<u>Cost Per Sq. Ft.</u>
St. George Campus Facilities and Services (Projected for 1998-99)	\$5.25
Building Owners and Managers Association (BOMA) 1998 Exchange Report	
• Private Sector Average Toronto Downtown	\$6.70
• Canadian Government Average Toronto Downtown	\$6.90
Note: BOMA data is from 1997 based on an experience exchange report surveying office buildings. "Fixed Expenses" such as taxes and insurance are excluded from BOMA data.	

Benchmarking Data - Caretaking Operations -Ontario Universities BENCHMARKING DATA - 1997 CARETAKING OPERATIONS - CANADIAN UNIVERSITIES

	Toronto	Guelph	McMaster	Western	McGill	Queen's	Laurier
Total Sq. Ft. Serviced	8,600,000	4,000,000	2,400,000	4,200,000	5,000,000	2,771,000	1,000,000
Number of FTE	252	110	100	89	130	94	47
Sq.Ft. per Employee	34,127	36,363	24,000	47,191	38,462	29,479	21,277
Number of Supervisors	11	6	4	5	6	4	1
Employees per Supervisor	23	18	25	18	22	24	47
Number of Managers	4	1	1	1	1	2	1
Average Wages per Hour	\$13.48	\$14.65	\$13.91	\$14.11	\$13.87	\$14.85	\$13.36
Areas Serviced	Cleaning Frequencies						
Offices	bi-weekly	monthly	never	bi-weekly	monthly	monthly	alternate day
Washrooms	daily	daily	daily	alternate day	daily	daily	daily
Corridors	daily	daily	daily	alternate day	twice a week	daily	daily
Classrooms	daily	daily	alternate day	once a week	daily	daily	once a week
Teaching Labs	daily	daily	once a week	once a week	alternate day	twice a week	alternate day
Research Labs	twice a week	daily	once a week	once a week	per request	twice a week	once a week
Public Areas	daily	daily	daily	alternate day	daily	daily	daily•

Cost Per Square Foot Comparison



Note: Contractor price established using latest available data from one of the GTA's largest school Boards
Contractor Adjusted Price - inclusive of washroom supplies and light replacement

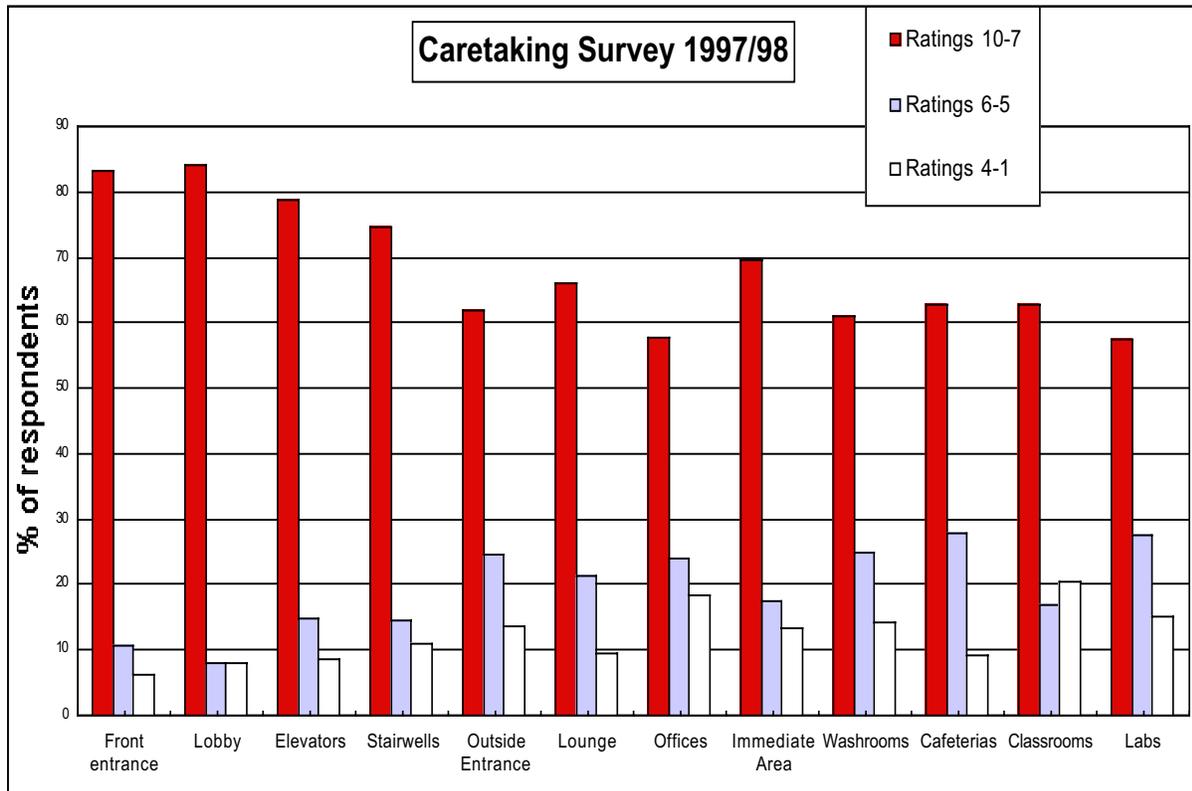
Benchmarking Data

Parking - Ontario University Comparison

Parking - Net Operating Income Per Space: Ontario Universities

Benchmarking Participants	96 / 97
	\$
University of Toronto - St. George Campus	779
York University *	284
Carleton University	204
University of Guelph*	140
McMaster University*	139
University of Western Ontario	134
University of Waterloo	84
Wilfred Laurier University	80
Trent University*	15
1997 - BOMA	
Toronto Downtown (average of 17 buildings)	\$1,278

* Data in 1995-96



Ratings are on a scale of 1 to 10, the higher the number, the better the service.

ANCILLARY SERVICES

To provide effective and efficient:

- Management of the St. George campus food services contracts
- Administration of the University's liquor licence for the St. George campus • Education on alcohol service • Financial and facilities management for the Graduate Residence and Law Houses • Marketing and coordination of Conference Services for internal and external groups using the St. George campus facilities

STATISTICS

- **Food**
 - 7 caterers contracted to provide food services
 - 19 retail locations
 - 54 vending machines
 - \$7.8 million annual revenue

Property Management Services - Satisfaction Survey		
	June '97	May '98
Surveys	100	109
Replies	32	33
Rated as:		
Excellent 5	13	17
4	16	11
3	2	2
2	0	0
Poor 1	1	1
Unrated 0	0	2

- **Residence**
 - \$1.2 million annual revenue
- **Conference Services**
 - \$.5 million revenue from external and internal groups
- **Beverage Services**
 - \$.2 million
- There will be 5 staff in the department in 1998-99

ACCOMPLISHMENTS

- **Food**
 - Sodexho Marriott completed Customer Driven Process on campus, which was used to develop long-range plans in the food outlets
 - A call for proposal was issued for the main food contract. After review and interviews, the Advisory Committee recommended award to Sodexho Marriott Services
 - Committed \$150,000 per year for 6 years (\$900,000) to the Operating Budget
- **Residences**
 - Provided operating input for the design of the new Graduate/Second Entry Residence to be completed September 1999.
- **Conference Services**
 - Serviced 39 conferences and tour groups with lodging, food services, room bookings and audio-visual services
 - Provided alcohol server training to 229 new students and staff, and recertified 11
 - Service was provided for 487 student and staff events
- **Guidance Centre**
 - Transferred operation to University of Toronto Press

REAL ESTATE DIVISION

STATEMENT OF PURPOSE

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

MAJOR RESPONSIBILITIES

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

MAJOR OBJECTIVES AND ACHIEVEMENTS

- **Pursuit of the Real Estate Strategy**
The strategy called for:
 - Consolidating ownership on the St. George campus, selling off outlying property not in institutional use
 - Determining whether other outlying properties could be made surplus
 - Converting property in the north west campus to revenue-producing university use.
 In accordance with the strategy, an additional property in the north west campus was acquired. The

department was established as an unincorporated business ancillary and a business plan was developed.

- **Sale of surplus property**

- A small shopping plaza in which the University held the fee in the land was sold well above appraised value.

Since approval of the University's Real Estate Strategy in 1995, land sales have totalled \$3,250,000 and purchases \$2,375,000

- **Redevelopment of the Varsity Stadium site and adjacent Bloor Street lands**

- Zoning negotiations were completed for the Bloor Street properties which permitted unfettered development without density limitations for commercial, retail, and residential uses
- A two-stage proposal call was carried out and a preferred developer was selected for the redevelopment of the Bloor Street frontage of Varsity Stadium. In addition, a resolution declaring the property at St. George and Bloor Streets to be available for development was approved by Governing Council.
- A Real Estate Advisory Group, consisting of both governors and external real estate development experts, provided advice in particular on the Varsity Stadium development.

- **Faculty Use of Huron/Sussex Property**

A cooperative corporation - The University of Toronto Faculty Housing Cooperative Inc. - was formed in the fall of 1996 in order to allow the conversion of housing for faculty. A total of 40 housing units are now converted for faculty use, including both unfurnished apartments or houses for new faculty and furnished apartments for visitors from other universities.

- **Development Charges**

Relief from development charges were obtained for capital projects in Mississauga.

STATISTICS - REAL ESTATE DIVISION
Property Rentals/Property Management

ACTIVITY	1998-1999			1997-1998
	REVENUE	BUDGET EXPENSE	NET	NET ACTUALS
St. George Campus				
Huron Sussex	678,592	459,154	219,438	212,774
Faculty Housing (note 1)	505,000	357,175	147,825	18,744
246 Bloor St.	196,997	109,200	87,797	93,710
252 Bloor St. - OISE/UT (note 2)	212,362	210,500	1,862	47,632
Licence Fees	117,667	0	117,667	59,490
Poster Rentals	100,000	0	100,000	159,806
Total St. George	<u>1,810,618</u>	<u>1,136,029</u>	<u>674,589</u>	<u>592,156</u>
Other				
Scarborough Campus	103,740	84,950	18,790	16,765
Erindale Campus	30,000	0	30,000	32,262
East York (note 3)	0	0	0	11,800
Richmond Hill (DDO)	34,000	0	34,000	44,419
Corporate Real Estate	0	0	0	
Total Other	<u>167,740</u>	<u>84,950</u>	<u>82,790</u>	<u>105,246</u>
Combined Total	<u>1,978,358</u>	<u>1,220,979</u>	<u>757,379</u>	<u>697,402</u>
Commercial Office Leasing:				
Operating Budget			986,976	961,782
Divisional Budget			<u>289,396</u>	<u>317,279</u>
Total Cost			<u>1,276,372</u>	<u>1,279,061</u>

Notes:

1. Includes loan payments for improvements to Faculty Housing. Loan balance as at April 30, 1998 was \$551,945.
2. Rentals from OISE tenants will decrease as leases are terminated and university departments are relocated to OISE.
3. East York Property sold December 1997.

General Notes:

- Plans call for removal of Operating Budget support for the Real Estate Division. Figures shown do not include those costs.
- Figures shown do not include the revenues and expenses for Jokers Hill Estates, a company formed to operate the property.

OFFICE OF SPACE MANAGEMENT

STATEMENT OF PURPOSE

The Office of Space Management is responsible for the management of all University of Toronto owned, St. George Campus, centrally available classrooms. As well, it manages film locations in University owned property on the St. George Campus.

MAJOR RESPONSIBILITIES

- Development, implementation and maintenance of:
 - the room reservation system
 - the classroom audio-visual equipment system
 - the space inventory system
 - the building wheelchair accessibility system
- Management of the distributed room reservation system (RRS)
- Administration of many of the academic classroom bookings and all non-academic room bookings, including intra-institution advice notices and billings
- Administration of all A/V equipment orders and billings for classrooms
- Management of all commercial filming and wedding photography locations
- Management of Hart House Theatre

GROSS REVENUES

• Classroom Rentals	\$380,000
• Hart House Theatre	\$130,000
• Commercial filming site fees	\$125,000
• Wedding photo site fees	<u>\$ 25,000</u>
Total	\$660,000

RECENT ACTIVITIES

- Redesigned elements and access procedures to RRS database to enable down/uploading of data between new student record system (ROSI) and RRS. New procedures designed to provide room booking offices with maximum ease of data entry and data integrity.
- Developed and managed client specific RRS sub-systems which are fully integrated with RRS, enabling major classroom booking departments to plan room allocations prior to actually booking rooms on RRS.
- Managed substantial upgrade of audio-visual facilities in Convocation Hall to enhance the hall as a large lecture theatre, including establishing position of resident facilities manager.
- Designed and maintained St. George Campus map on the web to facilitate ease of building locating, basic building information, links to occupant building departments, wheelchair accessibility, etc.
- Expanded RRS user base for both inquiries and data entry. St. Michael's completed. Victoria and Trinity in process. OISE/UT coordinated through active participation and training via classroom committee.
- Expanded and enhanced access to RRS via web showing classroom availability, listing of campus activities, room characteristics, including furniture layout and e-mail room request form.
- Completed wheelchair accessibility data base for St. George campus, including federated colleges.

