

Human Resources and Equity



*Annual
Report*

2006

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1.0 Introduction

In 2006, Human Resources and Equity made great strides in supporting the University's goal of becoming an employer of choice.

As part of our ongoing efforts to improve the employee experience, Human Resources and Equity, in collaboration with the Office of the Vice-President and Provost, launched the University's first staff and faculty experience survey. More than 52 per cent of eligible staff and faculty took the opportunity to tell the University what they thought about working at U of T, and the results will be used to inform future policy and practice.

For the second year in a row the University was named one of the top 100 employers in Canada and one of the top 10 family friendly employers by Mediacorp. While it is very gratifying to be included on the list based on our proactive and employee-friendly policies, the employee survey will provide us with an opportunity to better understand employee perceptions of the workplace and to make further improvements based on those perceptions.

I am particularly proud of the passage of the new Statement on Equity, Diversity and Excellence through governance, with unanimous consent from Governing Council in December 2006. The Statement, which reaffirms the University's commitment to equity and diversity, is unique in its explicit identification of the importance of the relationship between equity, diversity and excellence. The Statement is an ideal example of the connection between the HR and Equity portfolio and the student experience. Our equity offices serve students as well as staff and faculty, offering advice and support where needed.

Students also benefit when the University is able to develop a positive and supportive work environment that assists us in recruiting and retaining faculty and staff who are experts in their respective fields.

Other initiatives, including the launch of a new HR and Equity website and online recruitment system, the hiring of an Aboriginal Initiatives Coordinator and a recognition program for the Professional/Managerial group, have enhanced the employee experience at U of T and have set the foundation on which we can build 2007.

Finally, I do want to note the contributions of the Divisional HR professionals to University-wide initiatives and to thank the Division Heads for their support.



Angela Hildyard
Vice-President, Human Resources and Equity

2.0 Employment Relations and Labour Relations

2.1 Faculty and Librarians

Human Resources and Equity continues to work in collaboration with the Office of the Provost and the Divisions to promote a positive, challenging and fulfilling work environment for faculty and librarians. The results of the faculty and staff experience survey will provide a rich source of data that will be used at both the University and Divisional levels to further improve this work experience.

Various offices within Central HR have worked with the Provost's office as well as Divisional HR offices in the implementation of the arbitrated Salary and Benefits Award for Faculty and Librarians, including changes to the PTR process. We continue to focus on ways to improve the quality and the depth of the salary and benefit data for faculty and librarians.

2.1.1 Retirement Options

Arising from the agreement reached with UTFA in March 2005, members who turned 65 after June 30, 2005 were no longer required to retire. These members could elect to retire, postpone retirement, or enter into a three year reduced workload phased retirement program, at the end of which they would retire. Of the 59 full-time faculty and librarians who turned 65 between July 1, 2005 and June 30, 2006:

- 25 elected to retire;
- 28 postponed their retirement for at least one year; and
- 6 entered the new 3 year phased retirement program.

2.1.2 Training Sessions for Academic Administrators

We continue to collaborate with the Office of the Provost to develop and deliver programs to assist newly appointed academic administrators as they assume leadership roles. This year, at the request of previous participants, a new session was offered on Managing Conflict, with the Honorable George Adams QC as a guest speaker. A session on accommodation of illness and disability for faculty members, led by the Manager of Health & Well-being Programs and Services, was also added.

2.1.3 Faculty Services

The Faculty Relocation Service (operating from within the Family Care Office) continues to assist with the University's academic recruitment by providing relocation assistance to prospective and recently appointed faculty. In its seventh year, the office met with 321 prospective and newly appointed faculty compared to 236 last year – an increase of 36 per cent.

The successful relocation and employment of a spouse/partner is a critical issue for many candidates for faculty positions. The Dual Career Connection Service (operating within the Organizational Development and Learning Centre) provides employment assistance and resources to help dual career spouses/partners in their search for employment in the

Greater Toronto area. Because much of the activity and assistance is given prior to the spouse/partner's arrival in Toronto, the service works primarily via email. This year, there was a significant increase in e-counselling services, with 513 appointments, in comparison to 357 in 2005.

2.2 Employee Experience

2.2.1 Speaking UP Employee Experience Survey

This fall, U of T launched Speaking UP – its first-ever employee experience survey for faculty, staff and librarians. The survey ran from October 10 to November 10 and asked employees approximately 90 questions about respect and recognition, resources, work-life balance, career development, leadership and communication. Fifty-two per cent of eligible employees completed the survey. Survey results will be available in spring 2007.

The survey was conducted to gain a better understanding of the work experience of faculty and staff at U of T; the results will inform institutional priority-setting and give direction to policy development and practice improvements. Confidentiality and anonymity were ensured through the University's choice to partner with an outside consultant, Mercer Delta Consulting.

More information on the survey is available at www.hrandequity.utoronto.ca/news.

2.2.2 New Faculty and Staff Orientation

In October, HR and Equity launched a new series of New Staff and Faculty orientation sessions, designed to facilitate the integration of new staff and faculty into the University community and to ensure that new employees begin work at U of T with an overall understanding of the University's vision, history and values.

Sessions have been popular, with 102 employees (68 staff and 34 faculty) attending one of two sessions held during the fall. Feedback from participants has been positive, with 96 per cent describing the session to be valuable and useful.

The three-hour sessions cover: the history and structure of the University; Stepping Up; the importance of the student experience; equity, diversity and inclusivity in the U of T context; health and safety; and the cultural and recreational opportunities available on campus. A session on career development involving a panel of current U of T employees who described their

What are people saying about their orientations?

"Thank you for offering this orientation, it helped to engender a sense of community that is not always obvious from inside an individual's specific office."

"Overall, I really enjoyed the session. Proud to be a new U of T staff person. Loved the faculty breakout and Diversity presentation."

"This is very useful to new employees like me."

experiences on campus was very well-received.

The development and ongoing delivery of these sessions has been led by the Manager of the Ancillary Services HR Office, working with a team of HR staff from divisional and central HR offices. Additional orientation sessions are scheduled to occur throughout the upcoming year.

2.2.3 Employee Guide

New employees at U of T have benefited from the publication of an updated and revitalized Employee Guide.

Distributed in the summer, the Guide covers a broad range of useful information for faculty and staff. An overall introduction to the University and its history, culture, structure and governance is complemented by practical advice on how to set up email, get a library card and where to go for information on services offered by U of T.

The revisions to the Guide were coordinated by the Director of the Professional Faculties South HR Office. Guides are distributed to divisional HR offices for inclusion in letters of offer. Short-listed academic candidates also receive a copy of the Guide along with other information about the University.

A PDF version of the Employee Guide is available online at www.hrandequity.utoronto.ca/groups/new.htm.

2.2.4 Advisory Committees for Professional/Managerial Staff

Two Advisory Committees, one for PM's at levels 1 to 5 and one for those at levels 6 to 9, are being established. The Advisory Committees will be chaired by the Vice-President, Human Resources and Equity and will provide a forum for consultation on strategic/policy-related issues relevant to the Professional/Managerial group as well as discussion on topics such as reward structures, career and professional development, succession planning and other practices and policies related to employment.

Nominations for membership are being sought and the first meetings are expected to be held early in 2007.

U of T ranks high

For the second consecutive year, the University of Toronto was ranked one of Canada's Top 100 Employers. The list, which is compiled annually by Mediacorp Canada Inc., chooses organizations based on factors such as physical and social environment, health benefits, vacation time, training and career development, and community involvement.

The University was also recognized by *Today's Parent* for its efforts in setting progressive workplace practices that provide an appropriate work-life balance and listed as one of the top 50 employers in the Greater Toronto Area.

2.3 Labour Relations

2.3.1 Concluded agreements

In 2006 renewal collective agreements were concluded with the following unions:

Union/Local	Representing
CUPE 3902 Unit 1	Over 3,000 students (vast majority are graduate students) and post doctoral fellows employed as Teaching Assistants or Course Instructors
CUPE 3261 Full Time	Approximately 500 service workers
CAW	87 Operating Engineers
CUPE 2484	35 Day Care workers at the Early Learning Centre

2.3.2 Continued bargaining

In 2006 the University commenced, but has not yet concluded bargaining with the following unions:

Union/Local	Representing
CUPE 3902 Unit 3	Approximately 700 Sessional Lecturers, Writing Instructors and non-student Teaching Assistants employed on contracts of less than one year
UNITE HERE, Local 75	Representing 79 former hotel workers at 89 Chestnut
OPSEU 578	Representing 15 Research Officers and Associates at OISE/UT
CUPE 3907	Approximately 250 Graduate Assistants at OISE/UT
IATSE	Theatrical and Stage employee

2.3.3 Extended agreements

Also in 2006 current collective agreements with three of the skilled trades units were extended by agreement of the parties and with approval of the Ontario Labour Relations Board. The Sheet Metal Workers, Electricians and Machinist unions' collective agreements were opened up in order to extend the agreements by one year and to deliver a further wage increase for the additional year (in keeping with the University's agreements with other groups). These agreements will now expire in 2008.

2.3.4 Labour Relations review

The Labour Relations group conducted a review of the current model for delivery of labour relations services in the University. Outcomes from the review include:

- Clearer definitions of the roles of the various HR partners responsible for providing labour relations advice and services both centrally and locally, within the Divisional HR offices.
- A commitment to the provision of increased labour relations training to HR staff in the divisional HR offices. Sessions on job design/job evaluation and organizational change have already been held and more topics are planned for 2007. The goal is to ensure that Divisional HR offices continue to be able to provide high quality and consistent labour relations advice to their clients at the local level.

2.3.5 Grievances

The number of grievances filed has remained fairly steady over the past three years, averaging about 160 per year. The majority of grievances continue to be resolved by the parties prior to arbitration. In 2006, 45 grievances (from the current or previous years) went to arbitration. Of these 20 were settled prior to arbitration either through mediation or by the parties themselves and one was arbitrated with an award in the University's favour. The remaining 22 are still active before an arbitrator or at an alternative process.

2.4 Job Evaluation

The University continues to work with the United Steelworkers to implement a new job evaluation system (SES/U) for all members of this bargaining unit. A number of deadlines for this project were established during the 2005 collective bargaining round with USW.

While the University and the Union made significant progress in 2006, finalizing the factor language for the job evaluation system and completing the ratings for a set of 69 benchmark jobs, there remains a great deal of work to be done to complete this project. In 2007 staff in both Central HR and the Divisional HR offices will be heavily involved in grouping over 3,000 USW positions into job classes, ensuring completion of joint Union/University questionnaires for each job class and evaluating all job classes using the newly agreed upon gender neutral job evaluation system. This work will continue and intensify in preparation for collective bargaining in 2008.

Money, money

In 2006 Payroll processed 63,442 biweekly pay statements, 184,563 monthly pay statements and 7,335 cheques – involving a net payroll of approximately \$585,000,000. Approximately 38,000 T4's and T4A's were also produced last year.

2.5 Rewards and Recognitions

2.5.1 Performance Assessment

2.5.1.1 Confidential Staff

Last year a new Performance Assessment Process for Confidential staff was introduced. Feedback from Confidential staff influenced modifications that were made to the 2006 Performance Assessment Process. The modifications further streamlined the process to make it more similar to the PM Performance Assessment Process, ensuring that all Confidential staff receive appropriate performance feedback and making it easier for Managers who assess both PM and Confidential staff.

2.5.1.2 Professional/Managerial Staff

We continue to work with the Divisions to improve the consistency and effectiveness of the performance assessment process for Professional/Managerial staff. A committee chaired by the VP HR and Equity, with senior administrators from both academic and administrative divisions, reviewed performance ratings for PM 7,8 and 9 to ensure consistency across the University. Each division established a review committee to ensure consistency in rating practices within the divisions. Training sessions were held for reviewers to improve skill levels with respect to conducting performance reviews and to further promote consistency of application

2.5.1.3 Online performance assessment

In response to requests to simplify and streamline the annual performance assessment process for PM's and Confidentials, HR partnered with AMS to develop an online web-based application for both managers and employees.

A pilot group of PM employees and managers was selected to test and use the system for the 2006 review period. Focus groups were later conducted and extensive feedback was obtained on the participants' experiences. Further enhancements are being made to the system and the pilot will be expanded to include more PM employees for the 2007 review process.

Working 101

Human Resources and Equity asked staff and faculty what they loved about working at U of T. Responses were wide-ranging and included the students, organizational values, fantastic research opportunities, great colleagues, diversity, benefits and campus beauty.

The full list is now available at www.hrandequity.utoronto.ca/news/hr_news.htm.

2.5.2 PM Total Compensation Program

The University is increasingly recognizing the need to establish differential compensation and benefits programs that recognize the unique needs of the various employee groups. Several significant changes were made to the compensation program for senior PM employees this year. Focus groups were held to consult with the members prior to implementation. PM’s at levels 7, 8 and 9 will continue to receive salary increases that are entirely based on merit (i.e. no across-the-board component). In recognition of their more similar career paths, PM’s at level 6 have been added to this group.

PM’s at levels 6 to 9 hold significant institutional memory and are very difficult to replace. Therefore, the age 55 early retirement window was removed for this group, and a new early retirement provision was established to provide an unreduced early retirement pension at age 60 with 15 years of pensionable service. A one-year phased retirement option with a reduced workload in the year prior to retirement was also established. Finally, several modifications to the group health plans were recently implemented to help provide additional flexibility in benefit coverage while helping to contain rising benefit costs. While coverage was removed for vision care and some paramedical services, a Health Care Spending Account was introduced for this group to provide a more flexible and tax effective way of providing additional benefit coverage.

2.5.3 TA Special Benefits

The successful conclusion of bargaining with CUPE 3902, Unit 1 – Teaching Assistants resulted in a new and unique benefit program for this large group of part-time employees. Teaching Assistants now have access to both an enhanced dental reimbursement program that includes coverage for children and spouse/partner, and a new Health Care Spending Account, which provides a flexible and tax-effective way to deliver additional benefits reimbursement to members, their spouse/partner and dependent children.

2.5.4 Stepping UP Recognition Program

A new recognition program for Professional/Managerial and Confidential employees was implemented in 2006 to promote the University’s strategic objectives outlined in *Stepping UP*.

Individuals/ teams were nominated for an award based on their direct contribution to the University’s and/or the Divisional *Stepping UP* plans. Benefits of the new program included highlighting staff achievements that are directly linked to the strategic goals of the organization, bringing the organization’s strategic objectives to life for employees and providing an opportunity for staff to understand their personal impact on the organization. Recipients received a monetary award and 136 attended an honorary reception at the President’s house with senior administration.

“This is the first time we have had an awards ceremony of this nature to recognize staff contributions to the University’s core goals,” said **President David Naylor**. “It’s a wonderful opportunity to publicly acknowledge the hard work of our staff members, which is often done behind-the-scenes.”

2.5.5 Twenty-five year and Retirement events

2.5.5.1 Twenty-five Year Awards Presentation & Reception

On November 20, the University honoured 197 faculty and staff members who had completed 25 years of service at the University of Toronto as of July 1, 2006. President David Naylor thanked recipients for their dedication and service to the University before discussing the critical role long-serving staff and faculty play in the student experience. Recipients, many of whom attended the reception with family members, were given a commemorative pin and certificate. Together, the 197 “veterans” have accumulated an amazing 4,925 years of service over the past 25 years!

2.5.5.2 Retirements in 2006

This year, the University bid farewell to 159 retirees from across all three campuses. The retirees were feted at a reception on June 6, and their combined contribution totaled almost 4,500 years of service to the University. Six retirees left the University with more than 40 years of service, while 82 of the retirees had more than 30 years and 42 had more than 20 years.

On December 13, 2006, new provincial legislation came into effect to eliminate mandatory retirement at age 65 for all employees. This new legislation means that 40 administrative and unionized employees who turn 65 in the current year will not be required to retire June 30, 2007.

3.0 Organizational and Staff Development

3.1 Organizational Development and Learning Centre

The office previously known as Organizational and Staff Development underwent significant change in 2006. A name change to the Organizational Development and Learning Centre (ODLC) reflects a new mission “to cultivate organizational leadership, career development, and continuous learning responsive to the evolving university experience.”

ODLC’s website, programs and initiatives have been restructured to meet the changing focus and vision of the department. The leadership programs now reflect the needs of U of T’s Professional/Managerial group, and business management and management programs are geared to the administrative staff as a whole.

The Centre is developing more partnerships with departments in the areas of managing change, team building, organizational re-design and culture, career development, leadership development and succession planning. Academic administrators and managers contact ODLC for both individual and departmental assistance; a coaching service will be launched in the near future.

3.2 Career Development

Support for career development is one of the priorities outlined in *Stepping UP* and continues to be a key area of focus for the ODLC. Workshops and individual services are offered for those staff who are interested in exploring their career options. With the addition of resources and increased marketing, the total number of individual counselling appointments has increased significantly this year to 428, a 25 per cent increase from 2005.

One very exciting new initiative has been the development of online career development materials. Employees will be able to work through a career development plan, identifying interests, strengths and areas for development from anywhere at any time. The first phase of this program will be launched early 2007.

Career Transition Services including career counseling, learning lab resources and computer courses continue to be available for those staff released due to organizational change. The number of individuals utilizing these services increased by approximately 10 per cent this year.

3.3 Mentoring Program

The fourteen-month Mentoring Partnership Program continues to be an important leadership development and succession planning mechanism, pairing senior leaders with

leaders at more junior levels within the organization. Mentorees are able to broaden their perspective on how the University works.

For 2006, the program benefited from in-house academic experts from the Rotman School of Management. Jim Fisher discussed strategic leadership, while Heather Fraser spoke on business design and change.

3.4 Learning Programs

Fewer courses were offered in 2006, as an extensive review of learning programs was conducted. This resulted in a significant decrease in participation, with 3,126 participants in total, a change of almost 20 per cent. The launch of the new programs in September caused a subsequent increase in activity and it is anticipated that participation rates will steadily rise as both our new and continuing programs are marketed to employees.

Capitalizing on the expertise that already exists within the organization, the learning programs utilize over 60 in-house instructors in addition to external consultants to deliver programs in the areas of leadership, management, business management, student service management, computer and technical, communication, career and life management.

3.4.1 E-learning

Successfully launched in 2006, the E-learning program offers online training in computer and web skills. The response has been favourable and there has been much interest from programming and networking departments and from those departments interested in training their staff in desktop applications and design. Of particular interest are the course “bundles” – groups of related courses available in various specialized technical areas. Departments have purchased these throughout the year.

In addition, staff members have been provided with the opportunity to undergo individual computer skills assessment. This has been very useful in assisting individuals to enroll in courses that meet their specific developmental needs.

3.4.2 Leadership Program in Higher Education

We have been working in partnership with OISE/UT, Theory and Policy Studies (Higher Education Group) to establish a Certificate Program on Leadership in Higher Education. The program will be built upon existing courses in the HEG program but will also include new courses specifically developed for the Certificate. The program will provide an opportunity for administrative staff at U of T and at other higher education institutions to increase their knowledge about leadership in the higher education context.

Looking to learn?

The most popular courses offered by ODLC last year were:

- Engaging Challenging Students
- Privacy and Confidentiality of Student Records
- Resiliency Response
- Professional Presentations
- Goal Setting for Results

4.0 Health and Work Life

4.1 Health and Well-being (HWB)

Health and Well-being Programs and Services provides information and assistance to University of Toronto employees on health-related issues including sick leave, long term disability, workplace injury and illness, occupational health as well as accommodation for employees with disabilities. HWB also promotes healthy workplace practices through leadership and education initiatives.

4.1.1 Accommodation

Following the distribution of, and training on, guidelines for the accommodation of employees with disabilities, accommodation practices have become more consistent and transparent throughout the University. A process to ensure that HR generalists review all outstanding accommodation cases before posting vacant positions has expedited the accommodation process in situations where individuals must be placed in different positions from their pre-disability position.

Increased numbers of accommodation requests from employees who are in the workplace signals the growing role that Health and Well-being will play in assisting employees and managers in fulfilling individual and institutional needs. The growing numbers also pose challenges from a resource perspective if the University is to continue to meet the accommodation needs of employees with disabilities.

Central libraries staff – both managers and unionized employees – participated in a half-day seminar on Accommodation for Employees with Disabilities. This co-operative effort between Health and Well-being Programs and Services, Central Library HR and CUPE 1230 demonstrated that both the union and management have shared goals and responsibilities in accommodation and clarified the important role each of us plays in maintaining a responsive workplace. Another training initiative for new academic administrators outlines the responsibilities of academic administrators and the support available to them when arranging accommodations in their departments.

4.1.2 Occupational Health

This was a very active year for occupational health staff, who continued to provide medical surveillance programs for mercury, asbestos, tuberculosis and other potential health hazards within the workplace. The Occupational Health Physician and Nurse conducted immunity surveillance and immunizations for biosafety certificates, participated in the Biosafety level 3 accreditation, respiratory protection program and Campus Police pre-placement medicals. The University provided hundreds of employees with the influenza immunization through clinics on both St. George and Scarborough campuses in November and December. Peel Public Health led the immunization clinic at UTM.

The WSIB administrator was kept busy with increased reporting of workplace injuries and the challenge of facilitating timely return to work plans for recovering employees.

The new software program, Medgate, has been very helpful in tracking trends and patterns and assisting the office in determining the priorities for upcoming year. Data on workplace injuries and WSIB cases will be available in the health and safety report which will be provided to Business Board in May 2007.

4.2 Quality of Work Life (QWL)

The activities and mandate of the Quality of Work Life (QWL) Advisor have been integrated into the Organizational Development and Learning Centre. This has provided increased opportunities to incorporate QWL principles and objectives into many of the learning programs.

The University's recognition of the importance of Quality of Work Life issues and our designation of one individual as Advisor in this area continues to be mentioned as one of the reasons that the University has been selected among the 100 Best Employers in Canada by Mediacorp. The Quality of Work Life Advisor has been invited to present at the Work/Life Harmony Network, the 100 Best Employers Conference (Mediacorp), the Work/Life Conference (Federated Press), and the HRPAO Conference. Several HR publications (Benefits Canada, HR Reporter) have profiled the University's activities in this area and other universities and government agencies have contacted the QWL Advisor to learn more about our initiatives. The Advisor continues to be an active Board member of CUWFA (Colleges and Universities Work Family Association).

4.2.1 Achieving Work Life Balance Month

Held once again this November, Achieving Work Life Balance month offered 35 sessions on a variety of topics. Sessions were held on all three campuses with 510 individuals attending, an increase of 20 per cent over the previous year. The keynote address was presented by Nora Spinks, President of Work/Life Harmony Enterprises, who emphasized to managers that organizations cannot afford to ignore work/life balance integration issues if they are to remain competitive and be an employer of choice.

In 2007 the ODLC will evaluate the program's effectiveness over the past three years. Focus groups and an electronic survey that will be sent to previous attendees will assist in determining what changes/enhancements need to be made.

Family at work

Another very successful Take Our Daughters and Sons to Work Day was held on April 27, 2006. Over 250 children were registered for the day's activities, with over 20 departments participating, hosting tours and various activities. The event was sponsored by the Office of the Vice-President Human Resources and Equity, Office of the Vice-President and Provost, Quality of Work Life Advisor, Organizational Development and Learning Centre, Family Care Office, Campus Police, Hart House and Camp U of T.

4.3 Family Care Office

The Family Care Office provides guidance, information, referrals, educational programming and advocacy concerning family care issues for the University of Toronto community.

This year the office handled just over 1,900 cases, which reflects a 12 per cent increase compared to last year's caseload. Educational programming to address family care issues was provided through a variety of workshops, discussion groups and events. Close to 1,600 people attended the 77 workshops/events and five discussion/support groups sponsored or co-sponsored by the office this year. The office has increased its workshops/events by 11 per cent compared to last year, and more than 50 per cent compared to three years ago.

4.4 Employee and Family Assistance Program

The Employee and Family Assistance Program (EFAP) is a free confidential information, counselling and referral service for employees and their family members that can be accessed on a 24/7 basis. The program experienced a significant increase in use since it began in 2000. Family related issues continue to have the highest number of cases during the 2005-2006 period. The legal and financial counselling programs that were introduced in 2004 remain popular.

U of T's EFAP provider continued to work closely with other HR and Equity areas to deliver on-site workshops on stress, resiliency and eldercare as well as conflict resolution sessions in various departments for teams experiencing conflict. EFAP personnel also provided on-site support and assistance to individuals and groups of employees who experienced specific workplace stresses or crises.

The contract for the program provider was tendered during 2006. The EFAP Advisory Committee, which is comprised of representatives from client groups including UTFA, unions and HR and Equity units, participated in the tender process. Family Services Employee Assistance Programs, our EFAP provider since 2000, was awarded the contract for another three-year period.

5.0 Equity and Diversity

This year, an overall summary of the highlights of all the equity offices for 2006 was published in the *Annual Report of the Equity Offices*. This document covers important equity initiatives including the passage of the Statement on Equity, Diversity and Excellence through governance and the development of an overall communications strategy for equity at the University.

Some highlights of the *Annual Report of the Equity Offices* of particular relevance to this report include:

- The creation of the **HR Aboriginal Initiatives Coordinator** (with partial funding from the federal government) and the hiring of Kelly Powless for this role. The Coordinator will assist U of T in creating policies and strategies to encourage the hiring, retention and promotion of Aboriginal staff to the University.
- The **Employment Equity census** of the University's workforce, conducted from January 30 – September 30, resulted in a response rate of 78%.
- The LGBTQ HR Committee, under the leadership of the LGBTQ Coordinator, conducted three days of training for divisional HR staff to familiarize them with **LGBTQ issues** and to strengthen their understanding of the role of Human Resource staff in creating a welcoming environment for sexual minorities.

Readers are referred to the *Annual Report of the Equity Offices*, at www.hrandequity.utoronto.ca/news/reports/equityofficers.htm for more information about the initiatives and accomplishments related to equity and diversity.

Statement on Equity, Diversity and Excellence

"The purposes of this statement are to express the University's values regarding equity and diversity, and relate these to the institution's unwavering commitment to excellence in the pursuit of our academic mission." Read the full Statement online at www.equity.utoronto.ca

6.0 Environmental Health and Safety

With the successful recruitment of a new Director of Environmental Health & Safety, Peter Nicoll, in February of this year, the University is charting new directions in the management of health and safety.

The mission of the Office was revised and priorities for action agreed upon. A key element of the EHS strategy is to foster a strong sense of ownership for safety by managers, supervisors, Heads of Departments and Principal Investigators. EHS will revise the EHS management system to clearly set out expectations and provide managers and supervisors with advice, guidance and support that is timely, pragmatic, accurate and concise.

A greater emphasis is being placed on the training role of EHS. A dedicated EHS training facility was established at 254 McCaul Street and much effort is being placed on developing high quality on-line training programs. An EHS orientation training module has already been developed for new employees and others are under development including WHMIS and EHS orientation for Trades employees.

The assurance activity is being increased, partly as a matter of due diligence and partly in response to increasingly stringent expectations by regulators.

A comprehensive report on health and safety will be provided to Business Board in May 2007. Some highlights from this year's activities include:

- Action began in 2006 to increase the effectiveness of the 54 joint health and safety committees that support the University communities.
- The installation of a new compactor for solid radioactive waste and improved radioactive waste reduction procedures have resulted in a reduction in the number of drums of solid radioactive waste being sent for disposal and consequently a reduction in disposal costs.
- Radiation Protection Service successfully implemented all directives, action notices and recommendations resulting from the Canadian Nuclear Safety Commission (CNSC) audits that took place in 2005 and satisfactorily addressed action notices from the CNSC Security Inspection conducted in September 2006.
- During 2006, the BioSafety manual was revised and a new biosafety certificate application form developed that parallels the requirements for radiation safety.

7.0 Communications

In 2006, HR and Equity increased its capacity to communicate to faculty and staff with the hiring of an HR Communications Specialist, Lanna Crucefix. The Communications Specialist will work closely with the Director of Faculty and Staff Communications in the newly created central Strategic Communications office (formerly Public Affairs).

7.1 HR website

The Division of Human Resources and Equity unveiled a new online presence on July 4. The website, located at www.hrandequity.utoronto.ca, was linked with the launch of an online recruitment system for most staff positions. (see below for more information concerning the online recruitment system).

The HR and Equity site ensures that all U of T employees can access up-to-date information about pensions, benefits, collective agreement provisions, employment policies, career development, and the services provided by the HR and Equity offices.

The website was created using U of T's web-based Content Management System (CMS). Information can now be posted quickly online and the various HR and Equity offices have more control and responsibility for their specific areas.

Quick stats for www.hrandequity.utoronto.ca and www.jobs.utoronto.ca
(from June 30 to November 25, 2006):

Please note that *hits* refers to the number of times a page was accessed, while *visitors* refer to the number of unique individuals accessing the pages.

Total number of hits.....	13,836,991
Average hits per day.....	93,493
Total number of visitors.....	474,098
Average visitors per day.....	3,203
Average number of pages viewed per visitor.....	7.5
Most downloaded file.....	USW pay rates (3,236 hits; 2,490 visitors)

Most popular pages (after hrandequity and jobs home pages)

Page	Total Hits	Total Visitors
Careers for Staff	74,119	57,765
Jobs for Students	27,238	23,782
Academic Careers	24,303	21,329
Benefits and Pensions	19,282	13,552
Payroll	11,765	9,557
HR Forms	12,196	9,358

7.2 Online recruitment

With the launch of an online recruitment system in July, potential job applicants experienced a revolution in how to apply for administrative positions at the University of Toronto.

Internal and external applicants can now search and apply for jobs online at www.jobs.utoronto.ca. Applicants also have the ability to register a profile with the University and request to be informed of jobs that match their areas of interest.

While the previous system was paper-based, the online system has streamlined the recruitment process for both HR generalists and hiring managers. As applicants move through the recruitment process, the system tracks their progress and final status. The creation of standard and custom reports will allow for information to be more accurately reported. A series of voluntary demographic questions asked of all applicants also will provide data that can be used to evaluate the University's success in increasing staff diversity.

The sourcing and implementation of the on-line recruitment system was led by the HR Director of the Professional Faculties South HR Office. Staff from all divisional HR offices, as well as the HRIS Project Manager, have been heavily involved in the implementation of this system.

Quick stats for Taleo (July 4 to December 1 2006)

Total number of applicants.....	24,967
Average number of applications per posting.....	53
Requisitions posted.....	473
Requisitions filled.....	230
Requisitions filled by internal candidates.....	104
Requisitions filled by USW redeployment pool candidates...	5
Requisitions filled by candidates working at U of T as casual staff.....	29
Requisitions filled by external candidates.....	92

HR reaches out

For oUTreach 2006 (Sept. 9), Jeremy Wilhelm (HR Generalist), Meredith Sandles (Labour Relations Officer) and Darlene Chow (HRIS Project Manager) took their HR skills to Neighbourhood Link, an east Toronto social service agency which provides employment services. oUTreach 2006 was a community service day for all U of T students, staff and faculty.

8.0 Special Projects

8.1 Enhanced Data Integrity

In March 2006, a data integrity project team was established to investigate and make recommendations to resolve data quality issues.

The data integrity project team, which includes representation from Human Resources, Administrative Management Systems, various HR divisions and Planning and Budget, is now working on solutions to the key issues that were identified. The team is co-led by the HRIS Project Coordinator and the Associate Director AMS.

In the past nine months, the project team has either resolved, or is in the process of resolving, seven of the top eight issues identified by the working group. Solutions include implementing over 500 online error checks as defaults, implementing system defaults in HRIS to avoid repetitive data entry and to minimize data entry errors and review of Business Processes to ensure compliance with policy.

Enhancing the quality of the data in HRIS is critical to the ability of HR, departments and divisions to plan and make decisions about policy, and the work of the project team is vital in ensuring HRIS information remains accurate.

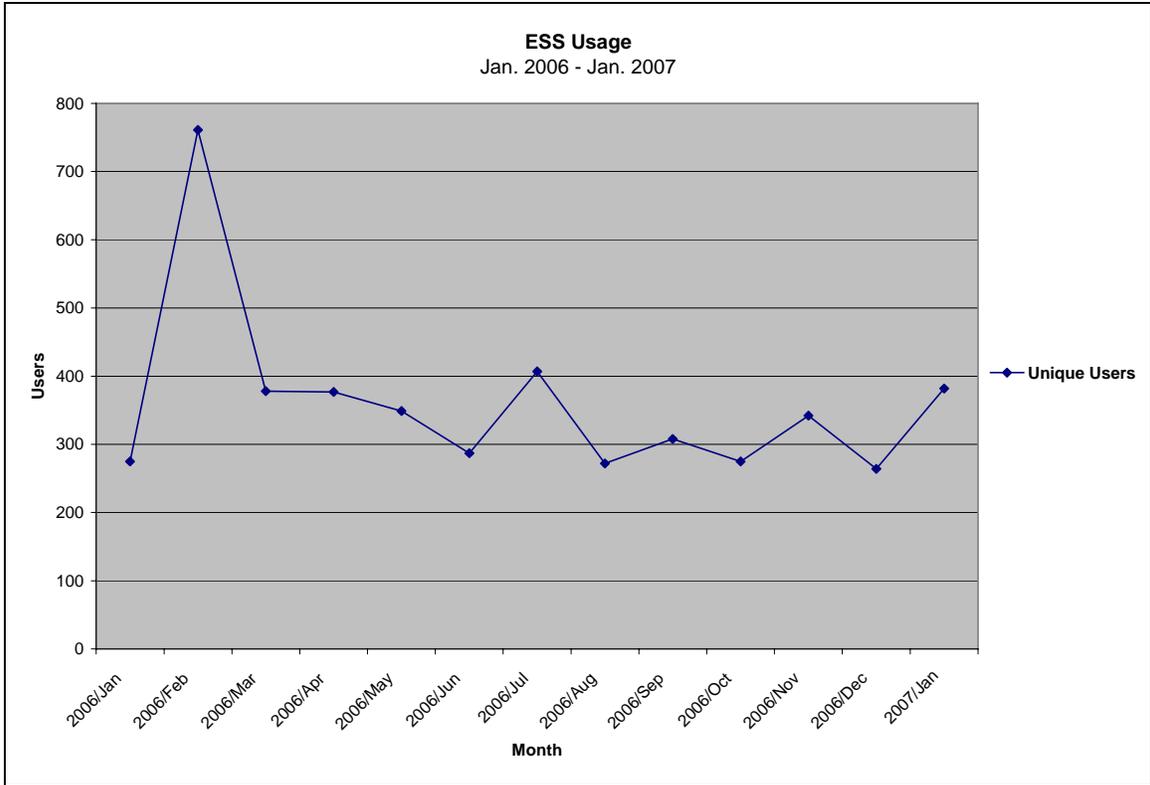
8.2 Employee Self-Service

ESS is available to appointed staff in the following employee groups:

- Faculty and Librarians
- Professional/Managerial (PM)
- Confidential
- USW
- Research Associates

Employees can access their personal pay and benefits information on-line 24/7 through ESS and can conduct a variety of transactions such as updating banking and beneficiary information. Although usage of ESS at this point is still rather low, in 2007 we plan to stop issuing paper pay statements for a pilot group of employees and to expand access to a number of other employee groups. Our long term goal is to eliminate the paper pay statements for most employees. With increased usage of ESS by employees we expect to achieve improvements in service levels as well as efficiencies through reduction in paper, mail and labour requirements.

Taking advantage of the capabilities of Employee Self-Service, this year Human Resources made T4 slips available online. A number of employees accessed their T4's in February and March, causing a spike in usage (see chart below).



9.0 Divisional Human Resource Offices

HR Services at the University are provided using a decentralized service delivery model. Twelve Divisional Human Resource offices, staffed by qualified HR professionals, provide a full range of services to their clients. The Central and Divisional HR offices work closely together to determine priorities for HR policies and programs and to design and deliver these programs. Central and Divisional HR Managers meet monthly to ensure that HR services and practices are consistent across the University and to ensure that the University HR programs continue to meet divisional needs.

A brief description of the offices and their key accomplishments are described below. We congratulate the Divisional HR staff on the quality and the range of activities that are taking place across the entire University. We also thank the Divisional Heads for their support of innovative and progressive HR practice.

Ancillary Services

The Ancillary Services Human Resources office provides strategic HR advice and support to its client group. This group consists of approximately 250 administrative and unionized employees including those represented by UNITE HERE, USW, CUPE 3261, Professional/Managers and Confidentials.

Client groups

- 89 Chestnut Residence
- Ancillary Service Office
- Charles Street Residences
- Food & Beverage Services
- Parking Services
- Real Estate – Faculty Housing
- UTemp Temporary Staffing Services

Key Accomplishments for 2006

- Transitioned six client groups successfully into this HR portfolio
- Conducted an audit of the Charles Street Residences administrative function and currently in the process of implementing the outlined recommendations
- Audited vacation accruals and implemented a centralized tracking system to focus on reducing vacation liability within the departments
- Assisted Parking Services in streamlining their HRIS administrative services
- Led the implementation of the New Staff and Faculty Orientation
- Participating in collective bargaining with an Ancillary Services specific union, UNITE HERE Local 75

Arts and Science

The largest decentralized Human Resources office at U of T, the Faculty of Arts and Science has both administrative and academic staff advisors.

Client group

- Staff and faculty members at the Faculty of Arts and Science, including:
 - Over 745 FTE academic staff (not including 3902 Unit 3)
 - 452 administrative staff (including USW, CUPE 3261 and PM and Confidential Staff)

Key Accomplishments for 2006

- Worked with coordinators from the proposed Departments of Ecology and Evolutionary Biology and Cell and Systems Biology on the Biological Sciences Reorganization Administrative and Technical Staff Human Resources Working Group and drafted its comprehensive Report. Over 65 FTE USW and PM positions were reviewed from the ground up. The reorganization was completed on time and without major incident.
- Began developing a web-based complement tracking system to track commitment to academic areas, as well as track FTE fluctuations over time.
- Implemented the first CUPE 3902 Unit 3 contract, including the development of appropriate business procedures.

Central Administration Human Resource Services (CAHRS)

The CAHRS client group has one of the largest scopes at the University and includes the highest proportion of Professional/Managerial clients. The CAHRS group provides services to 1,207 staff:

- 719 USW
- 299 Professional/Managerial
- 44 Admin Confidential
- 82 CUPE 3261 (Fulltime and Part-time)
- 27 ESL Instructors
- 36 CUPE 2484

Client groups

- Simcoe Hall and related Vice-Presidential portfolios
- New, Innis, Woodsworth and University Colleges
- Central Administrative Units
- Student Affairs and Student Services and Hart House
- Hart House
- School of Continuing Studies
- Computing and Network Services
- Admissions and Awards
- Student Information Systems
- Transitional Year Program
- Human Resources

Key Accomplishments for 2006

- Aimed to gain a better understanding of the core business functions and client needs in order to increase the office's capacity to provide strategic, rapid and effective HR advice.
- Worked to ensure a strong solution based working relationship was developed with union representatives based on trust and professionalism.
- Continued to provide proactive human resource services with a priority of responsiveness and customer service

Dentistry

Unique among faculties at the University, Dentistry runs a dental hospital, which has approximately 10,000 active patients and treats up to 400 patients daily. The hospital involves unique complicated employee relations and labour relations issues.

Client group

- Approximately 750 staff at the Faculty of Dentistry, with:
 - 90 clinical support staff
 - 90 administrative staff outside clinical areas
 - 80 faculty members
 - 90 other staff
 - 400 part-time dentists (instructors)

Key Accomplishments for 2006

- Developed a workplace charter and code of conduct for the Faculty.
- Reviewed and streamlined the pay process for part-time instructors.
- Worked with the managers on a consistent approach to solving staffing issues.
- Continued to develop and implement an attendance management program for the Faculty.
- Developed and implemented a criteria-based selection process compatible with collective agreements.

Facilities & Services & Capital Projects

Unique among HR offices, many of F&S's clients are 24/7 operations (e.g Police, Caretaking), which affects how the office communicates with staff. As well, the large number of union groups means the HR staff are very involved in collective bargaining.

Client groups

The office serves approximately 650 staff, including nine union groups, in Facilities & Services:

- Building Services, Grounds and Trades (Caretaking, Fire Prevention, Campus Services, Grounds & Waste Management, and Trades)
- Utilities & Building Operations
- Property Management and Real Estate
- Telecommunications & Mail Services
- Finance and Human Resources
- Capital Projects (Design & Engineering and Construction)
- AMS
- The Sustainability Office

Key Accomplishments for 2006

- Telecommunications was successfully transferred into the Facilities & Services portfolio, and the shared functions and support has resulted in an overall increase in productivity and cost savings.
- The merging of Mail Services with Telecommunications has raised its profile and resulted in the addition of an important new client. This added revenue will go to offset ongoing reductions in the operating budget.
- New or extended collective agreements were negotiated with several trades unions and with CUPE 3261 full-time staff in 2006.
- A new Human Resources Administrator, HR Services was hired, and is involved in the compilation and management of productivity statistics, enabling client managers to monitor trends and to promptly address areas of concern.

Library

This is the only office dealing with CUPE 1230 (the union for library technical employees in the central system), which also employs a significant number of U of T students (approximately 250).

Client groups

- Selected services to all U of T libraries and full HR services to employees of the central library system (eight libraries), including:
 - 100 librarians
 - 190 CUPE 1230 staff appointed and 250 CUPE 1230 casual
 - 50 USW
 - 8 CUPE 3261 (Building Patrols)
 - 22 PMs and 2 Confidentials

Key Accomplishments for 2006

- Organized a session on “The Resiliency Response” for managers.
- Extended customer service training to student employees of *all* campus libraries, as well as to central library students.
- Coordinating health-related activities such as “Healthy Lunches,” the annual Health Fair and a week-long program during Healthy Workplace Week.
- With Health and Wellbeing staff, offered joint sessions on Disability and Accommodation to all library managers/supervisors and appointed CUPE 1230 staff.
- Developed a course for supervisors of student employees.
- Participated in the development of an orientation program and checklist for new librarians.
- Held sessions on early retirement for CUPE 1230 appointed staff, with staff from central HR.

Medicine

The office deals with the full range of HR issues, however, unique to Medicine are clinical faculty issues, covered under a specific "Policy for Clinical Faculty" (effective 2005). Expansion of teaching in the community sites is creating a need for many new part time and adjunct faculty - the office will assume a leadership role and collaborate with the departments in implementing this change in order to make this initiative a success.

Client group

- The Faculty of Medicine is fully affiliated with 10 teaching hospitals, and partially affiliated with eleven.
- There are 60 distinct budgetary units.
- Approximately 6,000 faculty and staff
- About 6,000 students and trainees per year in undergraduate, graduate, postgraduate and postdoctoral programs.

Key Accomplishments for 2006

- Much improved documentation/procedures for Clinical faculty and full-time appointments to improve accountability and transparency including better forms and instructions, better template offers, more clear criteria for appointments and promotions.
- Collaborated on development of "Appointment Renewal Application" an automated and paperless system which obtains activity reports, provides information for decision making, and enables appointments to be renewed for part time and adjunct clinical faculty.

OISE/UT Professional Faculties North

In addition to the full scope of human resources advisory services the office performs a full-service, centralized payroll function for OISE/UT. The offices provides services to approximately 1,500 faculty and staff, with:

- 367 academic
- 438 administrative (including PM, USW, Confidentials and OPSEU Research Officers)
- 24 Research Associates
- 223 CUPE 3907 (Graduate Assistants at OISE/UT)
- 147 CUPE 3902, Unit 1 (Teaching Assistants)
- 326 CUPE 3902, Unit 3 (Sessional Lecturers)

Client groups

- OISE/UT
- Faculty of Information Studies
- Faculty of Law
- Faculty of Music
- Faculty of Social Work
- School of Graduates Studies
- SGS Graduate Centres and Institutes

Key Accomplishments for 2006

- Strong focus on labour relations activities, including participation with collective bargaining process for OISE/UT specific groups (OPSEU Local 578 Research Officers and CUPE 3907 Graduate Assistants – both negotiations are currently ongoing).
- Engaged Deans, Senior Administrative and Academic managers in addressing their varied organizational challenges and provided HR support to their academic planning visions.

Professional Faculties South

- The office provides services and support to employees in six faculties, with approximately:
 - 450 administrative (including PMs, confidentials, and unionized)
 - 375 academic
 - 75 research associates
 - 1,500 casual

Client groups

- Applied Science and Engineering
- Nursing
- Pharmacy
- Architecture, Landscape and Design
- Forestry
- Physical Education and Health.

Key Accomplishments for 2006

- Assisted in the development and implementation of an online survey to identify the training and development needs of faculty and staff in Engineering.
- Participated in the organization of a day-long leadership event for staff and faculty in Engineering. The event included a keynote address and 15 workshops focussed on differing aspects of leadership.
- Organized a two-day behavioural interviewing session for managers and worked to achieve a more structured behavioural based interview process for the recruitment of administrative staff.
- Co-managed the implementation of the University's new online recruitment system.
- Participated in an external job fair.
- Continued to explore best practices for providing quality service to client groups.

Rotman School of Management

Rotman's competitive client groups – each with a unique market focus – have resulted in service delivery models that require the highest standards of quality. This impacts HR in such areas as organizational design, organizational change, recruitment and training.

Client group

- A total of 462 faculty and staff at the Rotman School, with:
 - 142 Faculty and Librarians
 - 252 administrative staff
 - 68 TAs

Key Accomplishments for 2006

- From July 2005 through June 2006 the office conducted 29 recruitment drives, 10 of which were for new positions. Since July 2006 to December 2006 have conducted 20 searches, 12 of which were for new positions.
- Growth in the School, particularly in Organizational Design and some restructuring in MBA Program Services has necessitated a review of services required, services currently offered and where the gaps lie.
- Expanded the InfoSource portal project (launched in 2005) to reinforce a sense of strong community, to break down silos of special interest and to invest in employee communication. More online information has been added and InfoSource will become the cornerstone reference point for information about School activities and will be tied to School and Departmental orientation programs which are expanding.
- HR Operations Manual (on-line reference guide) for Administrative and Academic HR activities is well underway and nearing completion.

UTM

University of Toronto Mississauga is a faculty of 10,500 students, operating on a separate campus 33 km west of the downtown campus. The office provides human resource services and support for appointed faculty and staff (as well as numerous casual employees) including a full service, centralized payroll function.

Client group:

- 700 appointed faculty and staff including those represented by USW, CUPE 3261, CUPE 3902, OPSEU, CAW, Professionals/Managers and Confidentials.

Key Accomplishments for 2006

- Working with Chairs and Managers on organizational planning initiatives, departmental reorganizations, recruitment and training to support the growth and success of UTM.
- Participated in negotiations with CUPE 3261 successfully reaching a renewal collective agreement; continue to develop and maintain a good working relationship with representatives from all union groups
- Continued improvement to the departmental web site and other communications to clients.

UTSC

University of Toronto Scarborough is a faculty of 10,000 students, on a separate campus 30 km east of the downtown campus.

Client groups

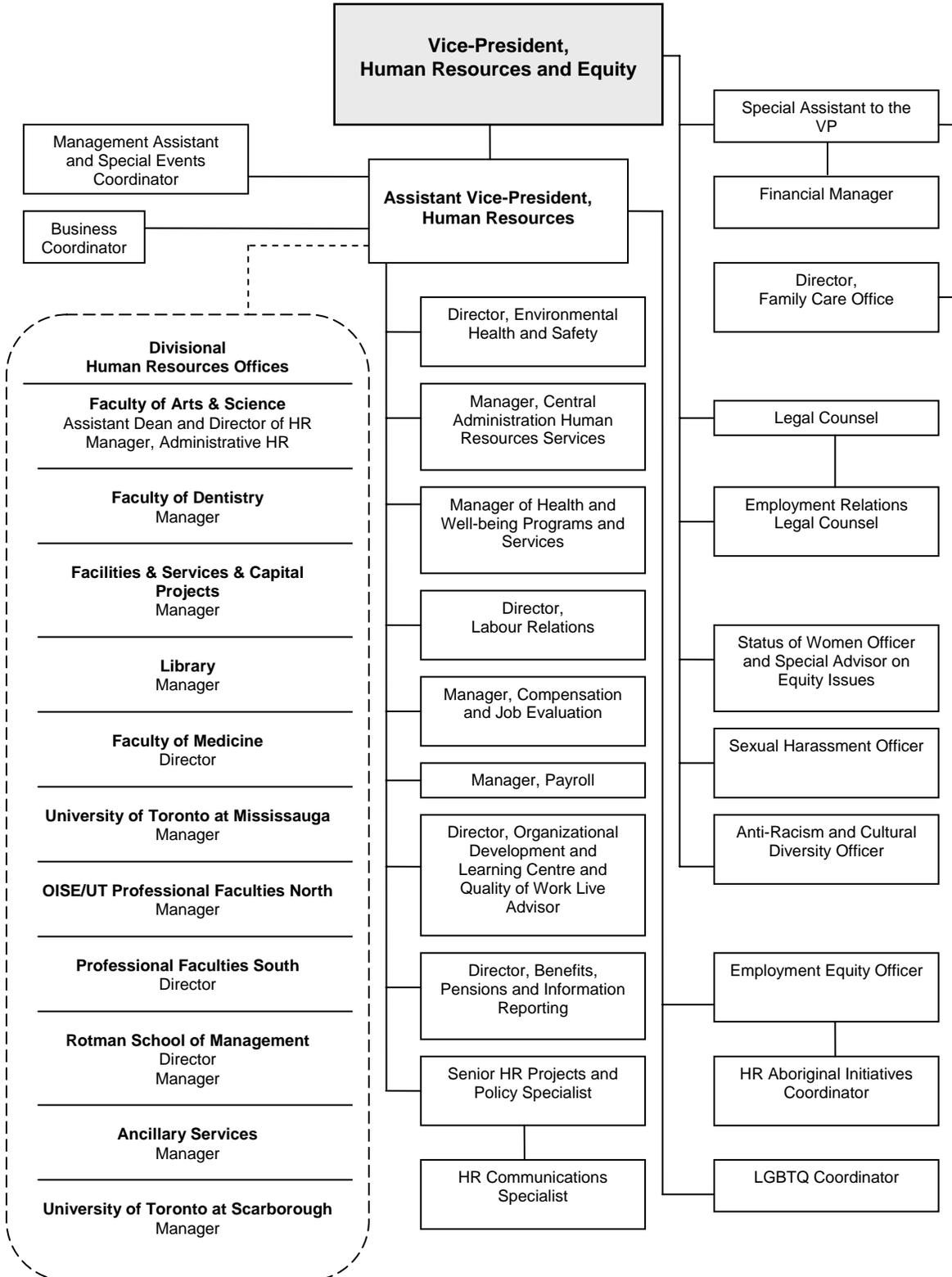
- 600 appointed staff and faculty represented by 10 union agreements, UTFA, Professional/Managerial, and Confidential staff policies
- Approximately 1,200 casual employees including CUPE 3902 teaching assistants and sessional academic staff

Key Accomplishments for 2006

- Recent years have been characterized by unprecedented growth in campus buildings and student enrolment necessitating significant staff and faculty recruitment.
- Attention now is on orientation, training, retention, and faculty engagement and career development.
- Increased support to the Dean and Chairs on academic HR matters and to special projects through an additional HR staff position.
- HR staff active in initiating and supporting various departmental reviews and reorganizations.
- Substantial increase in on-campus Work Life Balance month activities
- Conflict Resolution Program offered on campus for staff and completed by all HR Generalists.

10.0 Appendices

10.1 Office of the Vice-President, Human Resources and Equity Organizational Chart 2007



10.2 Full and Part-time Employees

10.2.1 Total U of T Population

Employees

	Sep-00	Sep-05	Sep-06	% change 2000:2006	% change 2005:2006
Total Employees ¹	10,022	12,007	12,312	20	3

Students

Undergraduate Students (FT and PT)	44,974	58,182	58,915	29	1
Graduate Students (FT and PT)	10,130	11,961	12,287	18	3
FTE (All Students)	45,265	60,203	61,210	33	2

10.2.2 Full-time Faculty and Staff²

	Sep-00	Sep-05	Sep-06	% change 2000:2006	% change 2005:2006
ACADEMICS					
Tenure/Tenure Stream	1,747	1,851	1,891	8	2
Clinical ³	404	339	310	-23	-9
CLTA/Other	180	161	155	-14	-4
Other Academics ⁴	239	286	282	18	-1
Total Academic Staff	2,570	2,637	2,638	3	0
Librarians	129	138	137	6	-1
Research Associates	127	240	233	83	-3
ESL Instructors	n/a	27	26		-4
ADMINISTRATIVE					
Non-Unionized Administrative Staff by Source of Funding:					
Operating Budget	612	733	789	29	8
Ancillary	9	18	17	89	-6
Grant	13	14	17	31	21
Total	634	765	823	30	8
USW Administrative Staff by Source of Funding:					
Operating Budget	2,137	2,523	2,583	21	2
Ancillary	37	84	83	124	-1
Grant	236	353	339	44	-4
Total	2,410	2,960	3,005	25	2
Other (non USW) Unionized Staff	855	1,063	1,057	24	-1
Total Unionized Staff	3,265	4,023	4,062	24	1
TOTAL FULL-TIME STAFF	6,725	7,830	7,919	18	1

¹ Includes Full-time and Part-time appointed faculty and staff plus Teaching Assistants and Graduate Assistants.

² Non-Appointed staff are excluded from this table.

³ Clinical Faculty includes only those Clinical Faculty who receive some or all of their remuneration through the University Payroll. There are an additional 1,196 full time clinical academic appointees (as defined by the policy for Clinical Faculty) who do not receive their remuneration through the University Payroll.

⁴ Other Academics include Instructors, Lecturers and Tutors, excluding sessional lectures represented by CUPE 3902 Unit 3.

10.2.3 Part-time Faculty and Staff ¹

	Sep-00	Sep-05	Sep-06	% change 2000:2006	% change 2005:2006
ACADEMICS					
Tenure/Tenure Stream	10	15	26	160	73
Clinical ²	122	93	94	-23	1
CLTA/Other	88	92	90	2	-2
Other Academics ³	48	105	100	108	-5
<i>Total Academic Staff</i>	<i>268</i>	<i>305</i>	<i>310</i>	<i>16</i>	<i>2</i>
Librarians	20	14	15	-25	7
Research Associates	15	25	30	100	20
ESL Instructors	n/a	0	1		
ADMINISTRATIVE					
Non-Unionized Administrative Staff by Source of Funding:					
Operating Budget	24	33	32	33	-3
Ancillary	0	0	0		
Grant	1	1	1	0	0
Total	25	34	33	32	-3
USWA Administrative Staff by Source of Funding:					
Operating Budget	227	221	218	-4	-1
Ancillary	1	5	4	300	-20
Grant	38	35	38	0	9
Total	266	261	260	-2	0
Other Unionized Staff	53	54	51	-4	-6
<i>Total Unionized Staff</i>	<i>319</i>	<i>315</i>	<i>311</i>	<i>-3</i>	<i>-1</i>
TOTAL PART-TIME STAFF	647	693	700	8	1
Teaching Assistants (No. of Appointments)	2,467	3,289	3,442	33	5
Graduate Assistants (No. of Appointments) (OISE/UT)	183	195	251	7	29

¹ Non-Appointed staff and appointments of less than 25% are excluded from this table.

² Clinical Faculty includes only those Clinical Faculty who receive some or all of their remuneration through the University Payroll. There are an additional 1,196 full time clinical academic appointees (as defined by the policy for Clinical Faculty) who do not receive their remuneration through the University Payroll.

³ Other Academics include all Instructors, Lecturers and Tutors.

10.3 Breakdown of Unionized Staff from Table 10.2

As at September 2006

	Full-Time	Part-Time	Total
Service Workers (CUPE 3261)	579	24	603
OISE/UT Research Associates and Officers (OPSEU 578)	7	8	15
Operating Engineers (CAW)	87	0	87
Trades and Services ¹	67	0	67
Police (OPSEU 519)	46	0	46
Library (CUPE1230)	162	17	179
Early Learning Centre (CUPE 2484)	30	5	35
89 Chestnut (H.E.R.E.)	79	0	79
USW	3005	260	3265
TOTAL	4062	314	4376

¹ Trades and Services includes Machinists, Carpenters, Electrical Workers, Sheet Metal Workers, Plumbers, Pipefitters, Painters and Stage Hands.

10.4 Breakdown of Other Academics from Table 10.2¹

As at September 2006

	Full-time	Part-time	Total
Instructors	25	6	31
Lecturers	111	83	194
Senior Lecturers	146	11	157
TOTAL	282	100	382

¹ Table excludes all Status-Only appointments, appointments of less than 25% and sessional lecturers represented by CUPE 3902 Unit 3. Includes all sources of funding.

10.5 Professorial Staff and Lecturers¹

As at September 2006

FULL-TIME

Faculty Rank	Tenured ²	Tenure Stream	Non-Tenure Stream			Total
			CLTA/Other	Clinician	Total	
Professor	809	0	24	123	147	956
Associate Professor	586	30	35	117	152	768
Assistant Professor	0	454	83	68	151	605
Assistant Professor (Cond) ³	0	12	13	2	15	27
TOTAL	1395	496	155	310	465	2356

PART-TIME

Faculty Rank	Tenured	Tenure Stream	Non-Tenure Stream			Total
			CLTA/Other	Clinician	Total	
Professor	21	0	9	36	45	66
Associate Professor	5	0	27	28	55	60
Assistant Professor	0	0	48	30	78	78
Assistant Professor (Cond)	0	0	6	0	6	6
TOTAL	26	0	90	94	184	210

¹ Tables exclude all Status-only appointments and appointments of less than 25% and include all sources of funding.

² Tenured staff includes some Clinicians.

³ Assistant Professor (Cond) replaced Lecturer in 1999.

10.6 Turnover (Full-time Staff)¹

		Oct 1, 1999 – Sep 30, 2000		Oct 1, 2004 – Sep 30, 2005		Oct 1, 2005 – Sep 30, 2006	
Employee Group		Count	% Staff	Count	% Staff	Count	% Staff
Tenure/Tenure Stream²	New Hires ³	94	5.5%	91	4.9%	124	6.7%
	Promotions	44	2.6%	35	1.9%	27	1.5%
	Terminations ⁴	66	3.9%	53	2.8%	84	4.5%
	Staff Count ⁵	1710		1865		1859	
Librarians	New Hires	12	9.3%	8	5.8%	6	4.3%
	Promotions	4	3.1%	9	6.5%	8	5.8%
	Terminations	11	8.5%	5	3.6%	6	4.3%
	Staff Count	129		138		138	
Admin, Non-Unionized	New Hires	47	7.3%	58	7.7%	71	9.3%
	Promotions	48	7.4%	57	7.5%	70	9.2%
	Terminations	83	12.9%	79	10.4%	49	6.4%
	Staff Count	645		757		765	
Admin, USW	New Hires	333	14.8%	359	12.4%	283	9.8%
	Promotions	81	3.6%	191	6.6%	174	6.0%
	Terminations	180	8.0%	253	8.7%	217	7.5%
	Staff Count	2250		2897		2893	
Admin, Unionized	New Hires	47	5.5%	93	8.8%	66	6.6%
	Promotions	33	3.9%	23	2.2%	16	1.6%
	Terminations	58	6.8%	75	7.1%	63	6.3%
	Staff Count	855		1059		1006	

¹ Promotions are in to each employee group (e.g. USW to Non-Union is counted in the non-union group) and include position reclassifications.

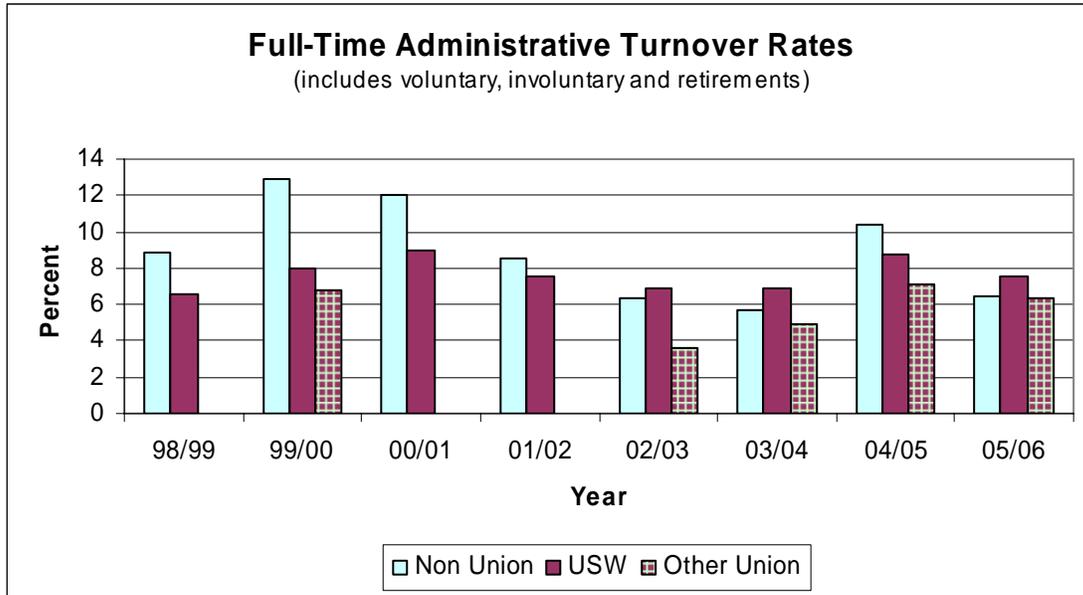
² Promotions for Tenure/Tenure Stream are to Full Professor only.

³ New Hires are external to the University including previous casual staff.

⁴ Terminations include voluntary departures, involuntary departures and retirements

⁵ Staff Count is as of the beginning of the period.

10.6.1 Full-time Administrative Turnover



Data unavailable for Other Union for 98/99, 00/01 and 01/02.

10.6.2 Benchmarking Voluntary Turnover¹

The following table illustrates voluntary turnover at U of T benchmarked against external data.

External voluntary turnover rates²

	Overall Canada	Education and health sectors	Full-Time U of T Admin Staff
2005/06	7.90%	6.00%	4.40%
2004/05	8.00%	6.10%	4.60%
2003/04	6.60%	6.70%	3.61%
2002/03	6.70%	7.90%	3.20%

¹ Voluntary turnover excludes retirements and involuntary departures.

² Source: "Compensation Planning Outlook 2007" Conference Board of Canada, Chart 11
U of T source: HR Annual Report Data.

10.7 Age Profile¹

FULL-TIME STAFF

	<i>Sep-00</i>		<i>Sep-05</i>		<i>Sep-06</i>	
	Count ²	Age ³	Count	Age	Count	Age
Tenure/Tenure Stream Faculty						
Professor	903	54	815	55	809	55
Associate Professor	534	48	599	48	616	47
Assistant Professor	310	36	437	37	466	37
All	1747	49	1851	48	1891	48
Administrative Staff⁴						
Non-Unionized ⁵	634	46	765	46	823	46
USW	2410	42	2960	42	3005	42
All	3044	43	3725	43	3828	43

¹ Table contains all sources of funding.

² "Count" represents staff count for paid staff.

³ "Age" represents average number of years for paid staff.

⁴ Administrative staff excludes PVP.

⁵ Non-Unionized Staff include PM and Confidentials