University of Toronto
2013 Employment Equity Report

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Foreword from the Vice-President Human Resources & Equity

The 2013 Employment Equity Report documents the University of Toronto's ongoing commitment to the principles of employment equity and the requirements of the Federal Contractors Program (FCP).

The Federal Government made several changes to the FCP in 2013. The University was notified in June 2013 that the goods and services contract value threshold for inclusion in the FCP was raised from $250,000 to $1M and that we would still be included in the Program.

While this report was being prepared, the University was advised that there had been a further reassessment of the criteria for obligations under the FCP to contracts of $1M or more awarded on or after June 27, 2013. The University currently has no such contract(s) totalling $1M. While we are, therefore, not obligated to comply with the FCP, the University will continue to document our employment equity statistics and programs.

The University has a long-standing institutional commitment to equity and diversity. The principles of excellence, diversity and inclusion are embedded in the core of the University's mission and values. Through its policies and equity offices, the University of Toronto takes a comprehensive community-based approach to equity matters. A concentrated effort focuses on positive policies and practices to remove systemic barriers, to address concerns in our work environment, and to support our community. The profile, efforts, and resources dedicated to equity programs and initiatives by the University are indicative of our commitment. Everyone at the University of Toronto plays an important role in the continued achievement of employment equity.

The University continues to be recognized as an innovative and progressive employer. Mediacorp named the University as one of Canada's Best Diversity Employers for the 7th year running. We have also been recognized as one of Canada's Top 100 Employers for 2014, a Top Employer for Canadians over 40 for 2013, one of Canada's Top Family Friendly Employers for 2014, and a Greater Toronto Top Employer for 2014.

While much work remains to be done to ensure the University of Toronto continues to be a teaching, learning and working environment that is equitable, welcoming, inclusive and free from discrimination, I am very proud of all that we have accomplished.

I invite you to review this report and visit our Human Resources & Equity website, and to contact us if you have any questions or comments.

Sincerely,

Professor Angela Hildyard
Vice-President, Human Resources & Equity

Workforce Analysis Overview

Collection of Workforce Data (2012-2013)

The University of Toronto is committed to employment equity and to achieving and maintaining a workforce representative of talent pools of qualified individuals available for hire by the University.[1]

In accordance with our previous obligations under the Federal Contractors Program (FCP), the University collects data from employees regarding membership in the four (4) designated groups: women, Aboriginal persons, visible minorities, and persons with disabilities. The University also collects census data on sexual minorities. The University administers the Employment Equity Survey on-line to appointed employees through our Employee Self-Service (ESS) system. Another system is currently being phased in for on-line administration of the survey to non-appointed employees. Participation in the survey is voluntary. Those who choose to complete the survey have the option of responding to some or all of the questions. Employees may update their information at any time through the ESS system or their Divisional Human Resources Office.

The data that is collected is kept confidential and used only to assess the University's progress with respect to employment equity. Note that reported data is suppressed where the number of individuals in a group is fewer than six.

The data regarding the external labour pool is drawn from the 2006 Canadian census and the Participation Activity Level Survey (PALS) 2006. "External availability data" as referred to throughout this report is drawn from these two surveys. Positions at the University are categorized by Employment Equity Occupational Groups (EEOGs) as established by Human Resources and Skills Development Canada (HRSDC).

This report documents longer term trends and year-over-year achievements, as well as areas where work is required to further the University's commitments. It is important to note that we are using more recent external availability data than used in the reports in the last number of years. This should be kept in mind when considering representation rates for the designated groups in comparison to external availability on a year over year basis.

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[1] Employment Equity Policy, University of Toronto, 1991

Figure 1: Trend Analysis for Percentage of Surveys Returned and Percentage of Surveys Completed (Full-Time Employees)
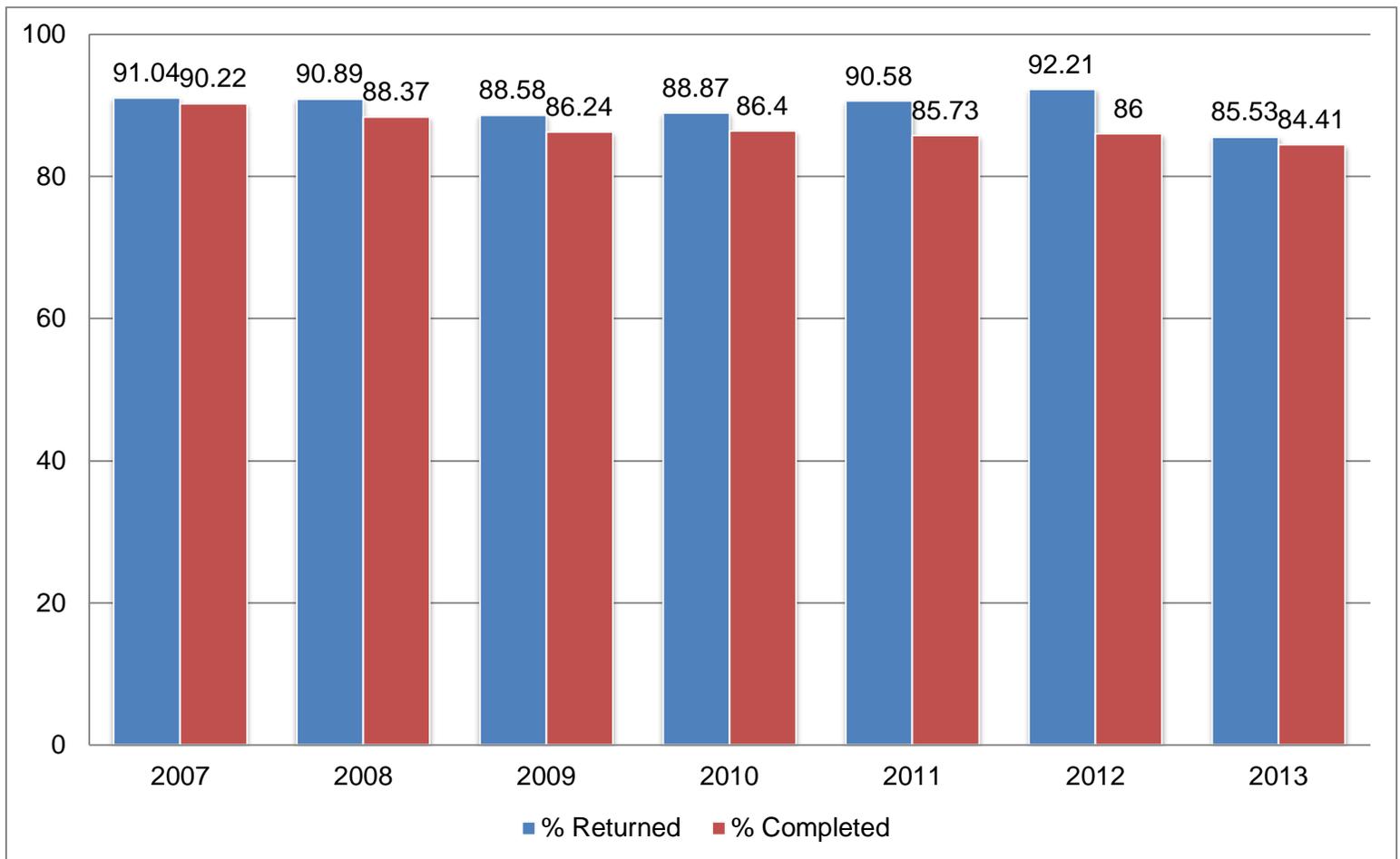
We measure both returned and completed surveys. Figure 1 shows the return rate at 85.53%, a decrease over the previous year. The completion rate (those who choose to complete, rather than decline the survey) remains relatively steady at 84.41%.

As noted in last year's report, we introduced an online version of the Employment Equity Survey through the Employee Self-Service (ESS) system in 2009. When it was first introduced there was a slight decrease in participation, then the University took steps to encourage staff to use the online system. Return rates did increase for a couple of years, but have since decreased again. We believe this may be linked to a decrease in the use of ESS by new hires. Efforts are underway to encourage staff to logon to the system, and bring return rates back up.

Table 1 provides information regarding representation rates for the designated groups in 2013.

Table 1: Summary of Representation Rates for Designated Groups (Full-Time and Part-Time Employees), 2013

Staff Category	Women			Total Completed Surveys	Aboriginal		Visible Minorities		Persons with Disabilities		Sexual Minorities	
	Total	#	%	%	#	%	#	%	#	%	#	%
Total Academic	**3244**	**1303**	**40.2%**	**81.3%**	**14**	**0.5%**	**432**	**13.3%**	**48**	**1.5%**	**130**	**4.0%**
Faculty**	3096	1190	38.4%	80.9%	14	0.5%	416	13.4%	47	1.5%	118	3.8%
Librarians	148	113	76.4%	89.9%	*	*	16	10.8%	*	*	12	8.1%
All Staff	**6481**	**3922**	**60.5%**	**84.9%**	**53**	**1.0%**	**1786**	**32.0%**	**164**	**2.5%**	**266**	**4.1%**
Staff (non-union)	1373	764	55.6%	84.3%	*	*	319	23.2%	34	2.5%	56	4.1%
Staff (union)***	5108	3158	61.8%	85.0%	49	1.0%	1467	28.7%	130	2.5%	210	4.1%
All Employees (FT/PT combined)	**9725**	**6528**	**67.1%**	**83.7%**	**67**	**0.7%**	**2218**	**22.8%**	**212**	**2.2%**	**396**	**4.1%**

Indicates fewer than 6
**Includes those Clinical Faculty who are employees of the University*
***Excludes employees in the CUPE 3902, Unit 1 bargaining unit*

There was an increase in the total number of employees at the University in this reporting period (n=370). There was a sizeable increase in the proportion of women in the total workforce of the University (from 54% to 67%), though no significant proportional increase among any particular staff category. There was a decrease in the proportion of both academic and staff employees who identified as visible minorities from 27% in 2012 to 23% in 2013. The percentage of employees who have identified as Aboriginal, persons with disabilities or as sexual minorities remains relatively consistent with last year.

Table 2 provides the summary representation rates for 2012 for comparison purposes.

Table 2: Summary of Representation Rates for Designated Groups (Full-Time and Part-Time Employees), 2012

Staff Category	Total	Women		Total Completed Surveys %	Aboriginal		Visible Minorities		Persons with Disabilities		Sexual Minorities	
		#	%		#	%	#	%	#	%	#	%
All Employees (FT/PT combined)	9355	5018	54%	85%	60	1%	2138	27%	195	2%	393	5%

Examples of Programs to Achieve Employment Equity Goals

Over the past year, a number of programs have been initiated or continued across the institution for employees to further promote equity and inclusion at the University of Toronto.

Highlights

- Equity Officers provided training on equity, diversity, and inclusion to Professional & Managerial staff and to other departmental groups. The purpose is to provide managers with an understanding of equity in order to help create a more respectful work environment. Efforts are currently underway to expand training offerings in this area.

- The University of Toronto Mississauga established an Equity and Diversity Office and hired their first Equity and Diversity Officer in 2013. The Office provides a number of services, including providing advice regarding diversity programs and policy matters, delivering training to members of the UTM community, and coordinating and participating in events to advance the University's diversity and equity at the University. The Equity and Diversity Officer for UTM also participated in two Staff and Faculty Orientation sessions at UTM in order to introduce new employees to the Office and educate them about resources available.

- The University hosted the College and University Work Family Association (CUWFA) conference in June 2013 – the first time this conference has been held outside of the United States. The theme was "Building Bridges: Sharing Pathways to Work Life Progress". There were 110 attendees from peer institutions across North America, a range of presenters, and keynote papers provided by Linda Duxbury and Lisa Wolf Wendel. There was much greater representation than usual from U of T and researchers from Canadian institutions at this conference.

- The Family Care Office (FCO) celebrated 20 years in 2013. The staff of the Family Care Office have helped over 50,000 faculty, staff, and students over the years, through phone or in-person consultations, workshops and discussion groups. This year, the office began to offer consultations on the UTM campus to address child care, elder care and work / study and life issues.

- On October 3, 2013, staff, parents, caregivers, supporters and children gathered at the Glen Morris location of the Early Learning Centre (ELC) to commemorate its 10th anniversary. Staff members who had been with the Centre since its opening were recognized for their commitment to the children and families who have been a part of the Centre over the last 10 years.

- The Manager, Strategic Recruitment and staff from the UTSC Divisional Human Resources Office participated in two events with the Scarborough Centre for Employment Accessibility. The University was invited to be featured as an employer at their Employer Information session. They later participated in a job fair for persons with disabilities.

- The Sexual & Gender Diversity Office (SGDO), the Family Care Office, Accessibility Services St. George, the Multi-Faith Centre, and the AODA Office commenced the Washroom Inclusivity Project, an inventory of facilities related to physical accessibility, single-user washrooms for broader gender inclusivity, baby changing stations, and footbaths for Muslim students and staff who wash before prayer. This information will update online campus maps.

Women

- The Vice-President, Human Resources & Equity and the Vice-Provost, Faculty and Academic Life continue to host an annual gathering for newly hired women faculty to build networks for mentoring. These new employees are provided with the opportunity to connect with both new and more "seasoned" women faculty and engage in conversation about academic work and opportunities at the University.

- In recognition of International Women's Day on March 8, members of the U of T community were invited to a lecture entitled "Promoting Women's Rights in a Cyber World: New Opportunities, New Challenges" presented by Dr. Faye Mishna, Dean and Professor at the Factor-Inwentash Faculty of Social Work.

- The University commemorated December 6, the National Day of Remembrance and Action on Violence against Women in Canada. The University uses this day as an opportunity to reflect on violence against women in our communities and consider concrete actions to eliminate violence against women and girls.

Aboriginal

- The Centre for Aboriginal Initiatives / Aboriginal Studies Program and the Faculty of Law hosted the inaugural conference "Encounters in Canada – Contrasting Indigenous and Immigrant Perspectives" in April 2013. The conference included a keynote address from the Right Honourable Paul Martin.

Visible Minorities

- In commemoration of the International Day for the Elimination of Racial Discrimination (IDERD), the Anti-Racism and Cultural Diversity Office (ARCDO) continued the IDERD Campaign. This year's theme was "'Are You All Talk?' Moving from dialogue to action". Panelists included Lee Maracle (Idle No More), George J. Sefa Dei (Removing the Margins), and Sandra Hudson (Towards Student Empowerment). Sessions were held on all three campuses.

- Human Resources staff met with representatives from the Toronto Region Immigrant Employment Council (TRIEC). Since this meeting, some TRIEC mentees have been successful at securing employment through the University's temporary staffing (UTemp) service.

Persons with Disabilities

- The AODA Office website was redesigned to improve clarity and provide an easily navigable central website where faculty, staff and students can find resources to support accessible learning and working environments.

- Building access notices have been added to the AODA Office and Human Resources & Equity websites. Users can check if a building has features which are temporarily out of service, such as elevators and ramp access, before coming to campus.

- Training and information sessions on making experiences at the University as accessible as possible continue to be offered. Training was attended this year by over 250 staff and faculty.

- In 2013, Health and Well-being Programs and Services (HWB) facilitated 61 workplace accommodations for employees. In addition, a further 20 employees were accommodated as part of a return to work from long term disability. Examples of workplace accommodation include modified duties and / or work schedules, specialized furniture and / or equipment, assistive technology, occupational therapy, job coaching and training. The University's temporary staffing service, UTemp, also helps to facilitate job placements for staff as part of a return to work plan.

- Equity staff met with job developers from Spinal Cord Injury (SCI) Ontario, an organization supporting persons with spinal cord injuries. Information was provided to them regarding how applicants can best present themselves as candidates for employment and the supports available to staff with disabilities at the University.

Sexual Minorities

- The Family Care Office continued to offer the "Queer and Trans Family Planning 101" workshop where U of T community members are connected with Toronto-based queer and trans family planning resources. Participants enjoyed a productive dialogue regarding the practical emotional, social, and legal issues involved with becoming an LGBTQ parent.

- Queer University of Toronto Employees (QUTE), an employee resource group for LGBTQ staff and faculty, held a networking event in June 2013.

- University employees played an important role in planning and organizing U of T Pride events, particularly the very popular annual Pride Pub in 2013.

- The Sexual & Gender Diversity Office led a 31-member team (composed primarily of staff) in the Pride & Remembrance Run in June 2013. The team raised $6,100 for the Canadian Lesbian & Gay Archives, Planned Parenthood Toronto's 'Filling in the Blanks' project, and The Pride and Remembrance Foundation.

- The Centre for Teaching Support and Innovation hosted "Positive Space in the Classroom: A Panel Discussion" in February 2013. The discussion focussed on creating environments in our classrooms that are inclusive, especially for those with diverse sexual and gender identities. The panel was composed of faculty and graduate students from different areas of the University.

- The UTM Positive Space Committee hosted a Lunch and Learn for staff on October 25, 2013. All staff were invited to the session for the opportunity to discuss positive space in the workplace. The two speakers – Heather Hines, Assistant Director of Operations, Department of Management, UTM and Sean Martin, Counsellor, Health and Counselling Services, UTM provided helpful information on how to create positive space and a better environment for colleagues and students coming into their work spaces.

Consultations, Committees and Communication

- The HR and Equity Communications Team engaged in significant work in respect of the University's HR social media strategy, primarily through the development of the [University of Toronto LinkedIn company page](#).

- In 2013, updates to the websites of the Equity Offices continued and is ongoing. The Offices are working towards a more consistent layout and design. For example, the Sexual & Gender Diversity Office revamped their site last year.

- The CUPE 3902 Unit 3 Joint Employment Equity Committee met in late 2013 with the goal of expanding administration of the Employment Equity Survey to include this employee group. The online survey and access to monthly pay statements was launched in December 2013.

- Staff involved in equity-related programming and initiatives at the University regularly met to share information and best practices and to discuss emerging issues. Use of the Equity Contacts listserv as a means of sharing information and soliciting feedback from employees across the University also increased in 2013.

- The ARCDO issued a monthly newsletter to share information regarding events and initiatives run by or related to the work of the Office.

- The UTM Equity and Diversity Office launched a Facebook page in November 2013.

- The University designed and purchased new promotional Human Resources & Equity pop-up banners for use at events. The banners help to elevate the profile of equity at the University.

Faculty & Librarians

The University of Toronto has 3,244 full and part-time academic staff (including faculty, professional librarians and appointed clinical staff members). Women represent 38% of faculty and 76% of professional librarians. There has been a minimal decrease in the representation rates for visible minorities, persons with disabilities and sexual minorities since last year, though the numbers of faculty self-identifying in these groups has increased. Representation rates for Aboriginal faculty remain unchanged.

Faculty

Figure 2 shows that the percentage of women and those who identify as a visible minority among faculty at the University have dropped just slightly below external availability. The representation rates among staff who identify as Aboriginal or as a person with a disability remain below external availability.

When reviewing this information, it is important to note that the external availability data is based on the 2006 Canadian census and the Participation Activity Level Survey (PALS) 2006. This data represents only the Canadian workforce with the minimum qualifications to be a candidate for a position in a particular occupational group. The University competes for talent with the highest ranked academic institutions in the world, attracting the best and brightest minds from around the globe. A true (but unquantifiable) external availability pool for faculty at the University of Toronto would be global.

Figure 2: External Availability Data Compared to Internal Data for all Faculty Groups (Full-Time and Part-Time), 2013
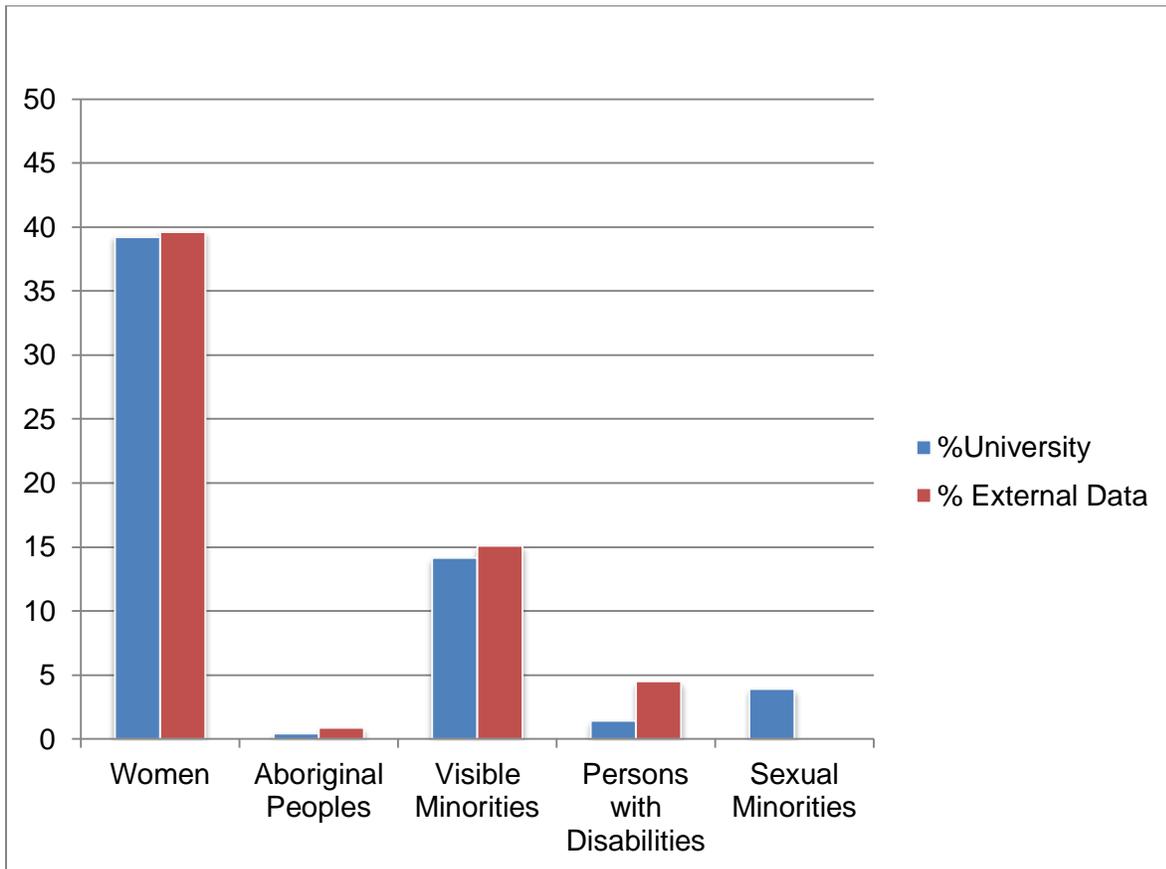
The FCP expects representation rates will be at, above, or approaching external availability of qualified candidates in Ontario. This analysis illustrates the difference between self-identified representation among University employees and individuals within the external workforce with the minimum qualifications to be a candidate for a particular occupational group. Under-representation exists when there is a gap number of -3 or more and a gap percentage of 80% or less. Generally attention is paid to situations where there is a gap of -10 or greater and an Employment Equity Occupational Group (EEOG) has gaps in representation in at least three of the designated groups. When looking at the gap analysis it is important to take all of the data into account in order to determine the scope and degree of the gap. For instance, if there is a gap of -15, the "% of under representation" will be greater in an EEOG with a relatively small number of employees, as opposed to an EEOG with a relatively large number of employees.

Gap Analysis

As illustrated below, gaps have occurred among each of the faculty categories, however no single category has gaps with respect to more than two designated groups.

Table 3: Gap Analysis – Women

Occupational Group	Gap #	Gap %	% of under representation in our workforce
Clinical	-19	79%	1%

Table 4: Gap Analysis - Aboriginal

Occupational Group	Gap #	Gap %	% of under representation in our workforce
Professor Tenure/ Tenure Stream	-11	39%	41%

Table 5: Gap Analysis - Visible Minorities

Occupational Group	Gap #	Gap %	% of under representation in our workforce
Non-Tenure Stream/CLTA	-8	56%	24%

Table 6: Gap Analysis - Persons with Disabilities

Occupational Group	Gap #	Gap %	% of under representation in our workforce
Professor Tenure/ Tenure Stream	-58	35%	45%
Clinical	-6	40%	40%
Non-Tenure Stream/CLTA	-4	19%	61%
Other Academics	-12	24%	56%

Figure 3 illustrates a gradual increase since 2007 in the representation of both women and visible minorities among tenure stream faculty, though representation among the latter group appears to be levelling off. The representation of Aboriginals, persons with disabilities and sexual minorities among tenure stream faculty has remained relatively constant over this period.

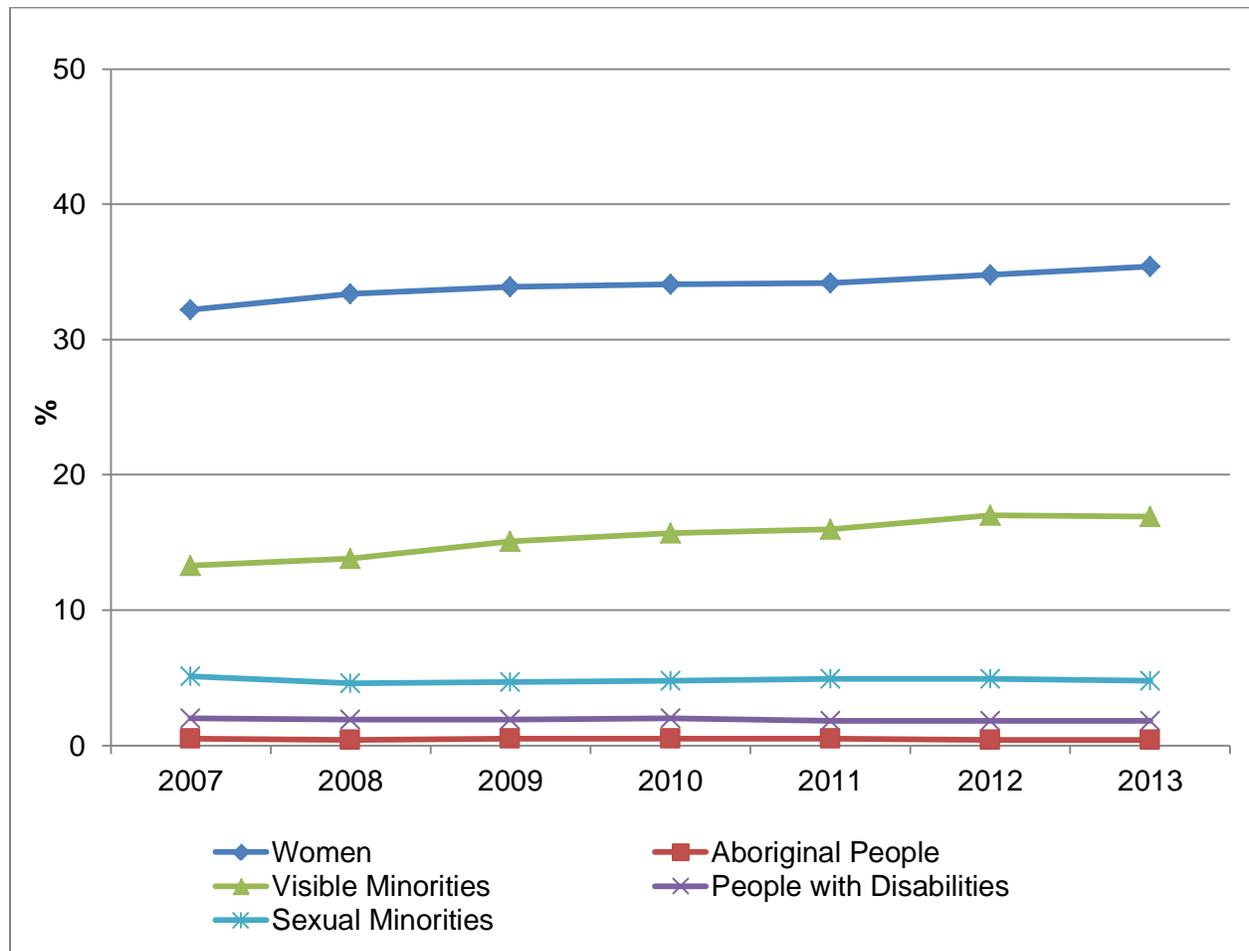**Figure 3: Trend Analysis Tenure Stream Faculty (Full-Time Employees), 2013**

Figure 4 shows the representation of designated groups among full-time faculty (all streams) by School of Graduate Studies (SGS) division at the University. There has been a slight increase in the representation of women in each SGS division over last year. Representation of visible minorities has also increased in all divisions except for the Physical Sciences, which has decreased slightly since last year. The representation of persons with disabilities has decreased in all divisions except for Life Sciences, where it remains steady. The percentage of faculty who identify as Aboriginal remains unchanged in all divisions except for Social Sciences where there was a slight decline over last year. The representation of sexual minorities increased in the Humanities, Social Science and Physical Sciences last year. There was a slight decline in representation in Life Sciences.

Figure 4: Representation of Designated Groups Among Faculty by School of Graduate Studies Division (Full-Time Employees), 2013
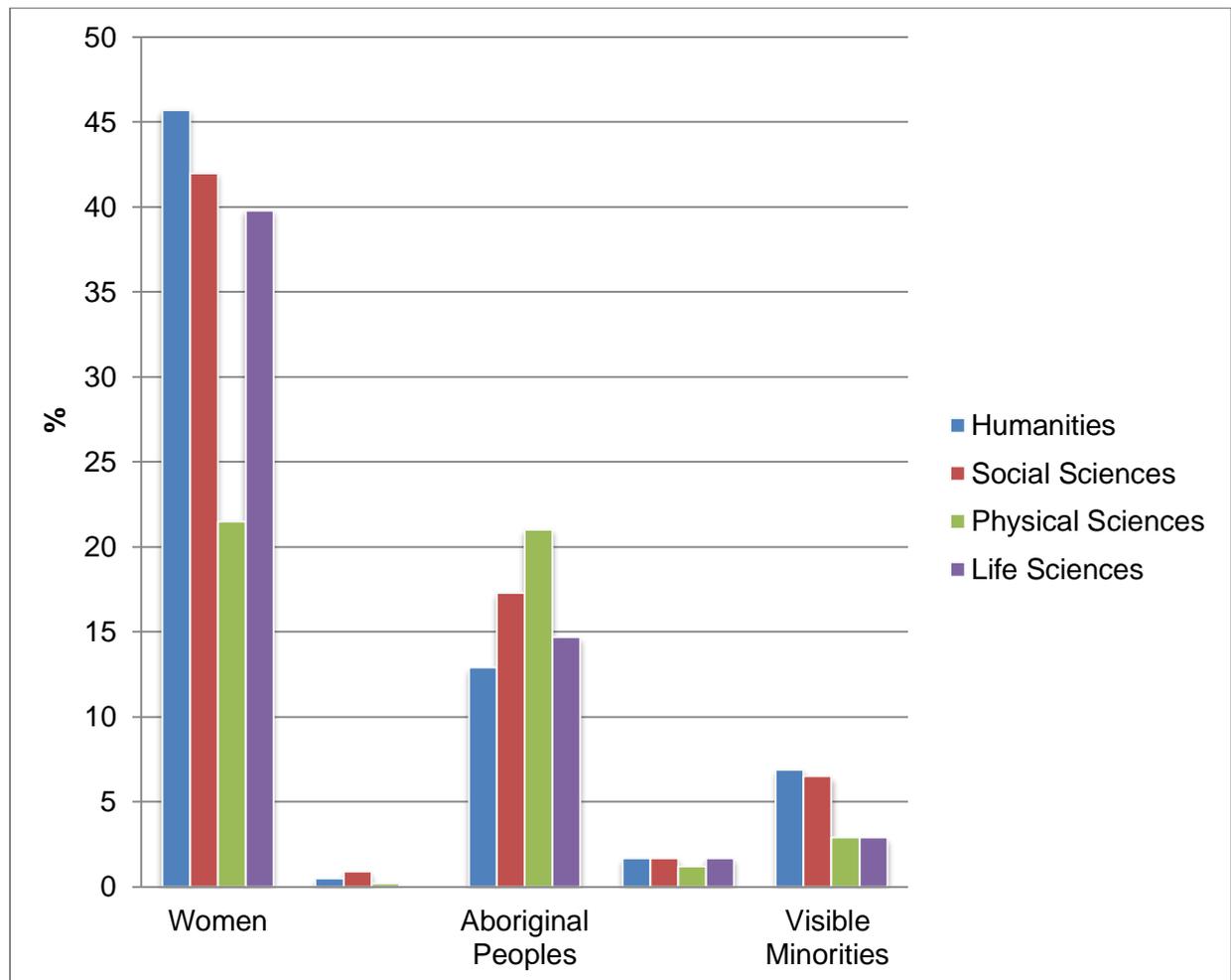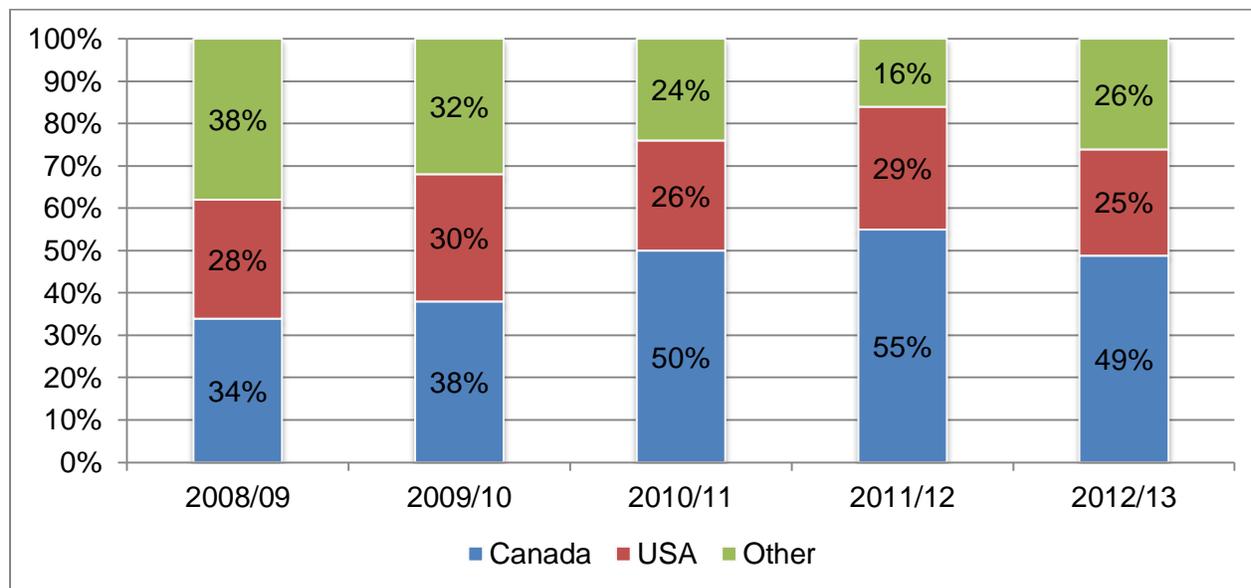
Faculty Recruitment

Origin and Citizenship of New Hires

There was a 10% increase in new faculty from outside Canada and the US in 2012-13. This international mix of faculty is closer to numbers seen in 2008 and 2009 search years (Figure 5). A summary of citizenship information is included in Table 7.

Figure 5: Citizenship of New Hires 2012-13 (N=92)

Table 7: Citizenship of New Hires 2012-13 (n=92)

	2011-12	2012-13
New faculty holding Canadian citizenship	55%	49%
New faculty holding US citizenship	29%	25%
New faculty holding other citizenship	16%	26%

The origin of new hires is determined in two ways. For assistant and associate professors it is the location of the institution that granted their PhD. For full professors, it is determined by the institution where they were previously employed. This may not necessarily represent the nationality or citizenship of the individual hired.

There was a decline in the number of faculty originating from Canadian institutions (both from U of T and from all other universities) and a 12% increase in faculty coming from international institutions. The percentage of faculty originating from US institutions remained stable in 2012-13 (see Table 8).

Table 8: Origin of New Hires 2012-13 (N=92)

	2011-12	2012-13
New faculty originating from US institutions	50%	49%
New faculty originating from international institutions	10%	22%
New faculty originating from Canadian institutions (Other than U of T)	24%	17%
New faculty originating from U of T	15%	12%

New Hires – Women

In 2011-12, appointments approached gender parity with women hires accounting for 48% of the total. In 2012-13 the number of women hires declined slightly to 44.6%. A historical overview is provided in Figure 6.

Figure 6: Women and Men Hired 2006-07 to 2012-13
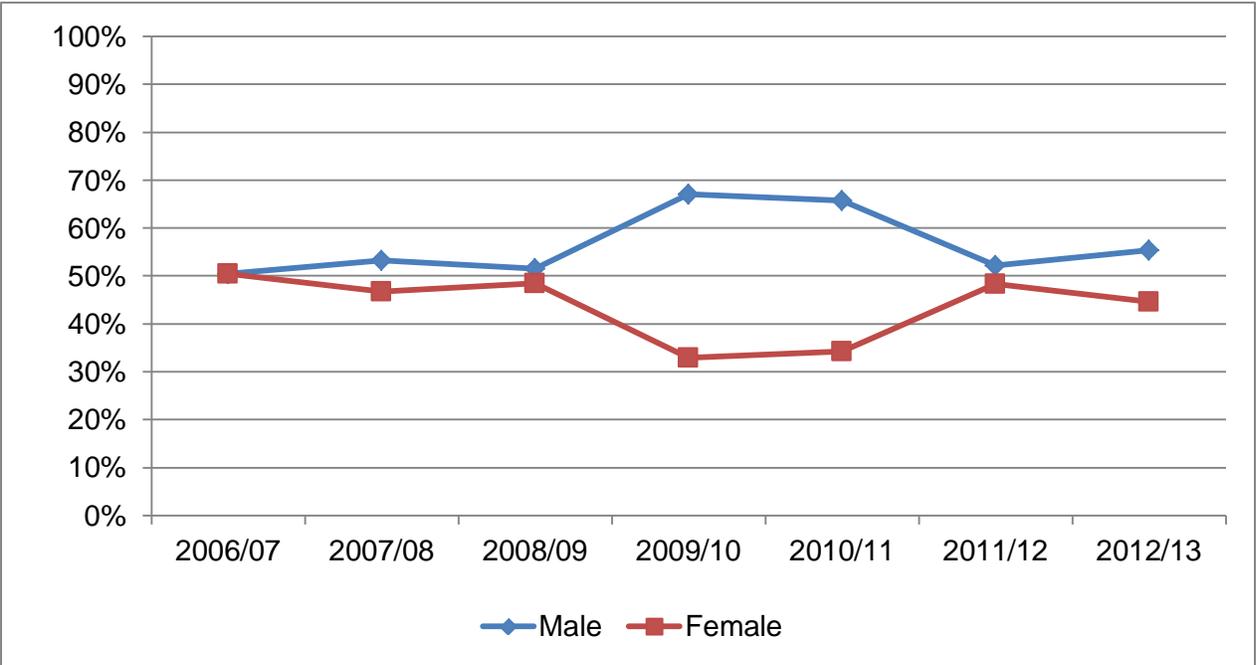
The proportion of women hires by School of Graduate Studies division (Figure 7) shows increases in both Social Sciences, which achieved gender parity in appointments, and in the Physical Sciences where the number of women hired rose 13% to the highest proportion of women hired in the last 4 search years. Both Humanities and Life Sciences hired fewer women than in the previous year.

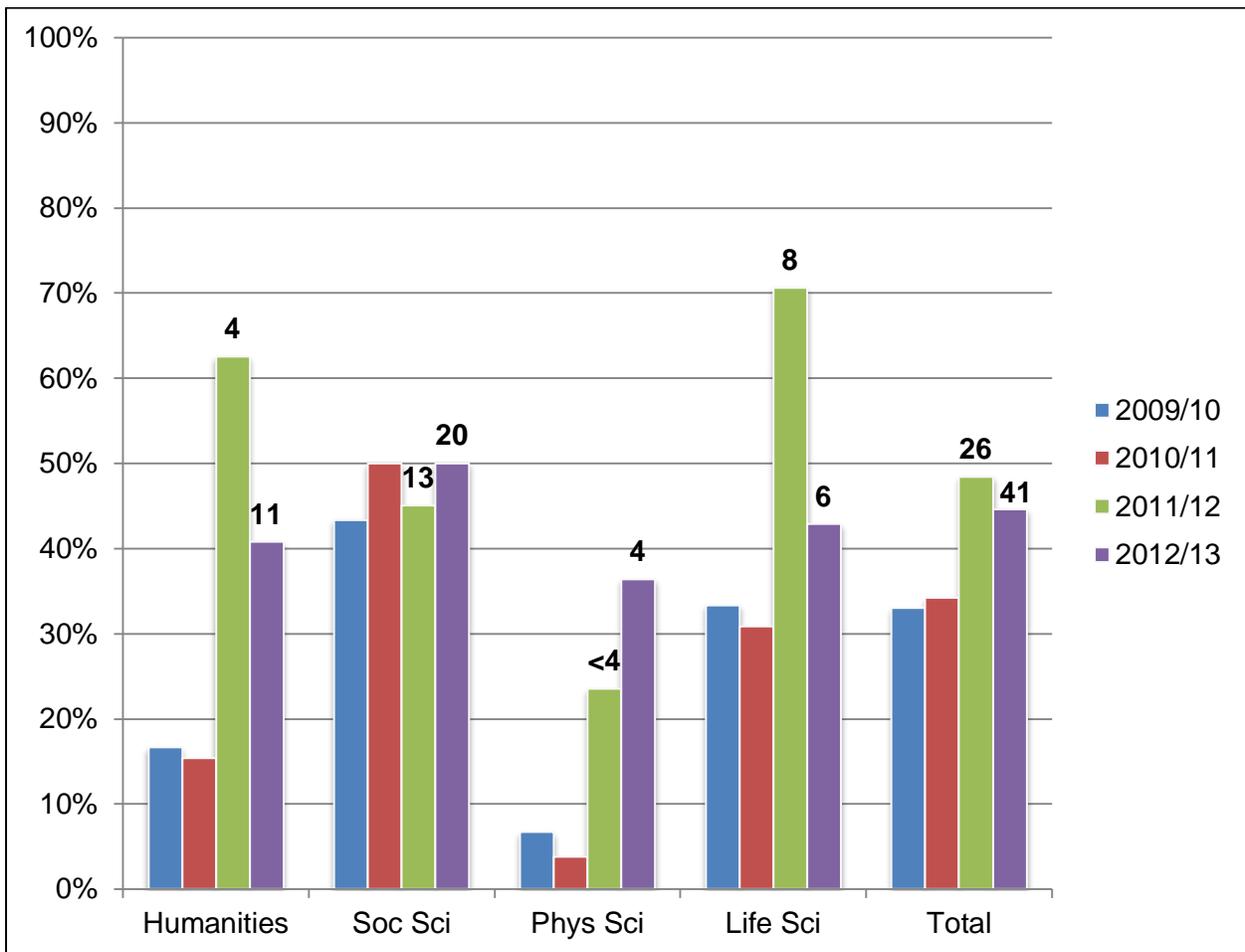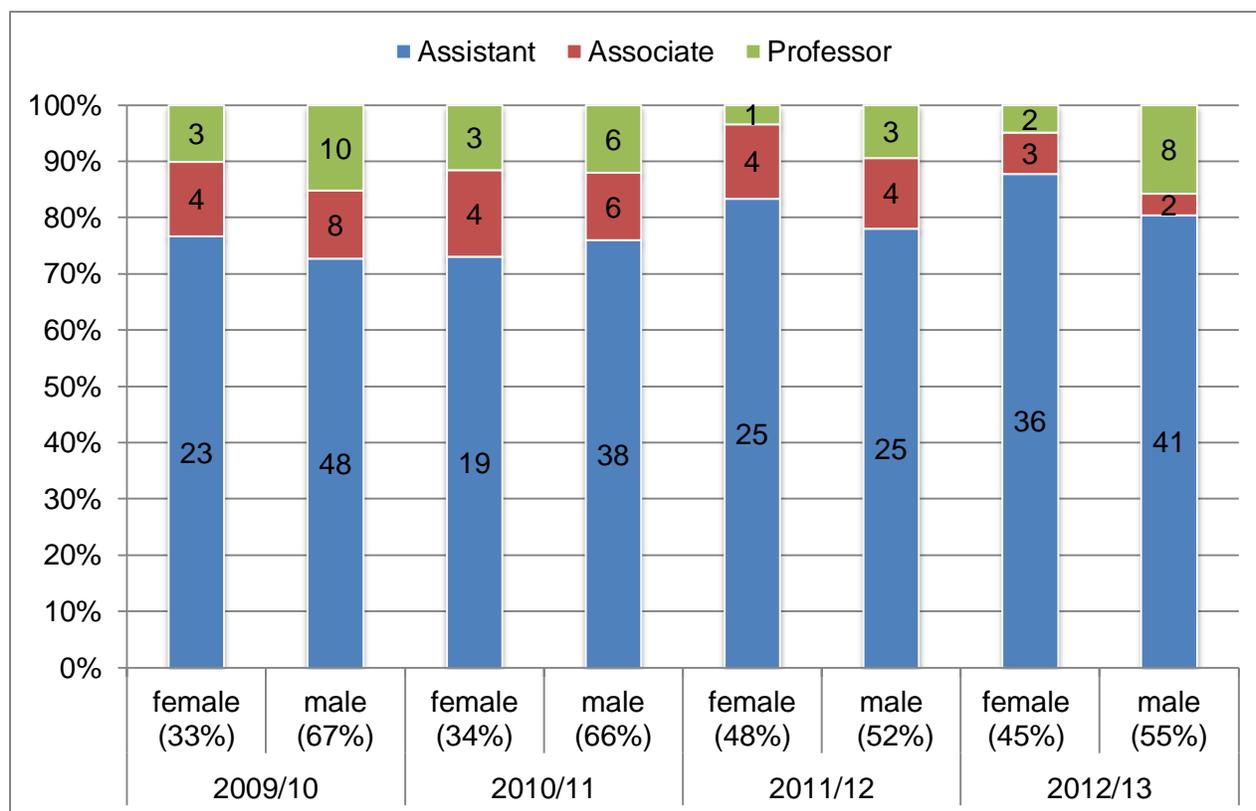**Figure 7: Women Hires (%) by SGS Division**

Figure 8 shows the distribution of women and men hires by academic rank. In 2012-13 more men were hired at senior ranks than women, with eight male full professors hired compared to only two women.

Figure 8: Comparison of Women and Men New Hires by Rank


Applicant Pools – Women and Men

The applicant pool data for the 2012-13 search year was examined for further insights into the gender distribution of tenure stream appointments at the University. Information provided by hiring departments and data from the University's online applicant system (UTORecruit) were used for the analysis below, including statistics for all searches which resulted in an offer (91 searches with 107 offers).[2] A total of 7717 applications were received, with an average of 84.8 applications per search. Five searches had fewer than 10 applicants (all but one involved senior searches). Thirty advertised searches resulted in no offers being made. These 30 searches generated 1047 applications through UTORecruit[3], an average of 34.9 applications per search.

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[2] Searches where multiple offers were made from one applicant pool are only counted once.

[3] Hiring departments may choose to accept applications outside the UTORecruit system so this figure is likely lower than the true number of applications received.

The average number of applications per position declined 27.6% from 2011-12 (see Figure 9). Women continue to be under-represented in applicant pools, representing 37% of applicants (n=2893). [4] However, women comprised 50% or more of the applicant pools in 31 searches (34%), a marked increase from 2011-12 where the figure was 8 searches (14%).

Figure 9: Applicant Pool (Mean per Search - n=7717)

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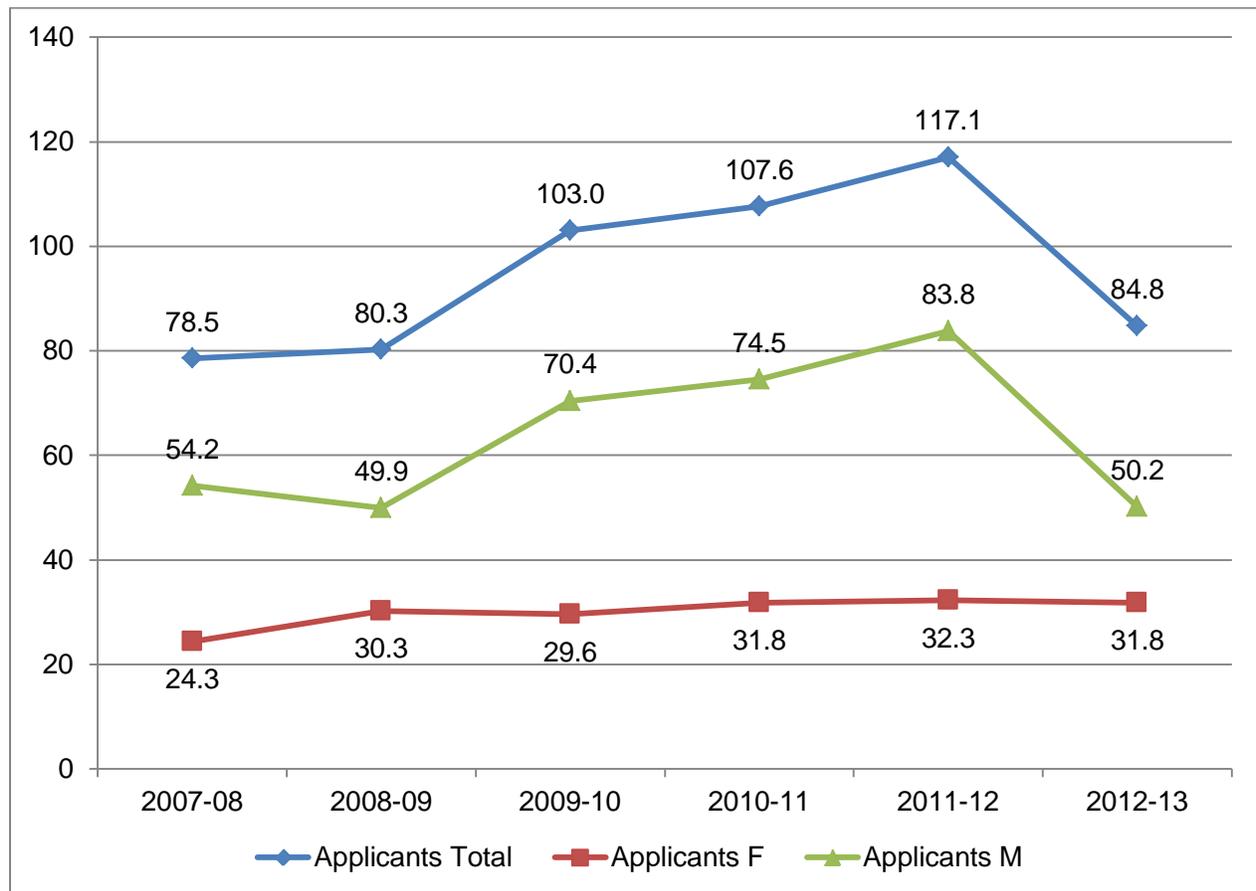
[4] Some applicants choose not to indicate their sex in the voluntary employment equity questionnaire. This means the number of females and males does not add up to the total number of applications.

Figure 10 shows the number of short-listed candidates per search for 2012-13 was 3.65, a decline from previous years. A number of departments and divisions are now using a single applicant pool to fill multiple positions which likely accounts for this decline.

Figure 10: Shortlisted Candidates (Mean per Search)
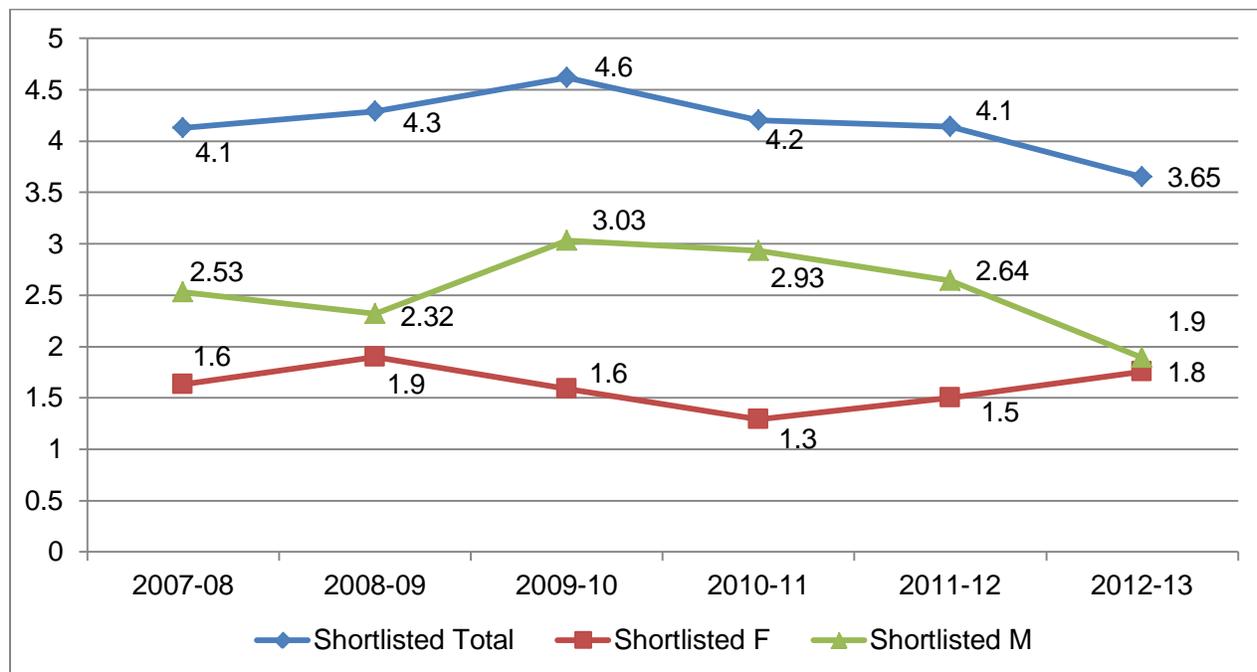
Table 9: Search Statistics by Sex

	Total	Female	Male
Applications	7717	2893	4569
Interview / Shortlist	332	160	172
Offer	107	49	58
Accept	89	41	48
Decline	18	8	10

Of those interviewed, 32% received offers, with a mean of 1.2 offers per search (see Figure 11 and Table 9). The mean number of offers for men and women are almost equal with 31% of women interviewed receiving offers compared to 34% of men. Once offers were made, women and men are almost equal in their acceptance rates (84% for women, 83% for men). In 2012-13 only 17% of offers were declined and overall, 91% of positions were filled. This is a similar rate to 2011-12.

Figure 11: Offers Made (Mean per Search)
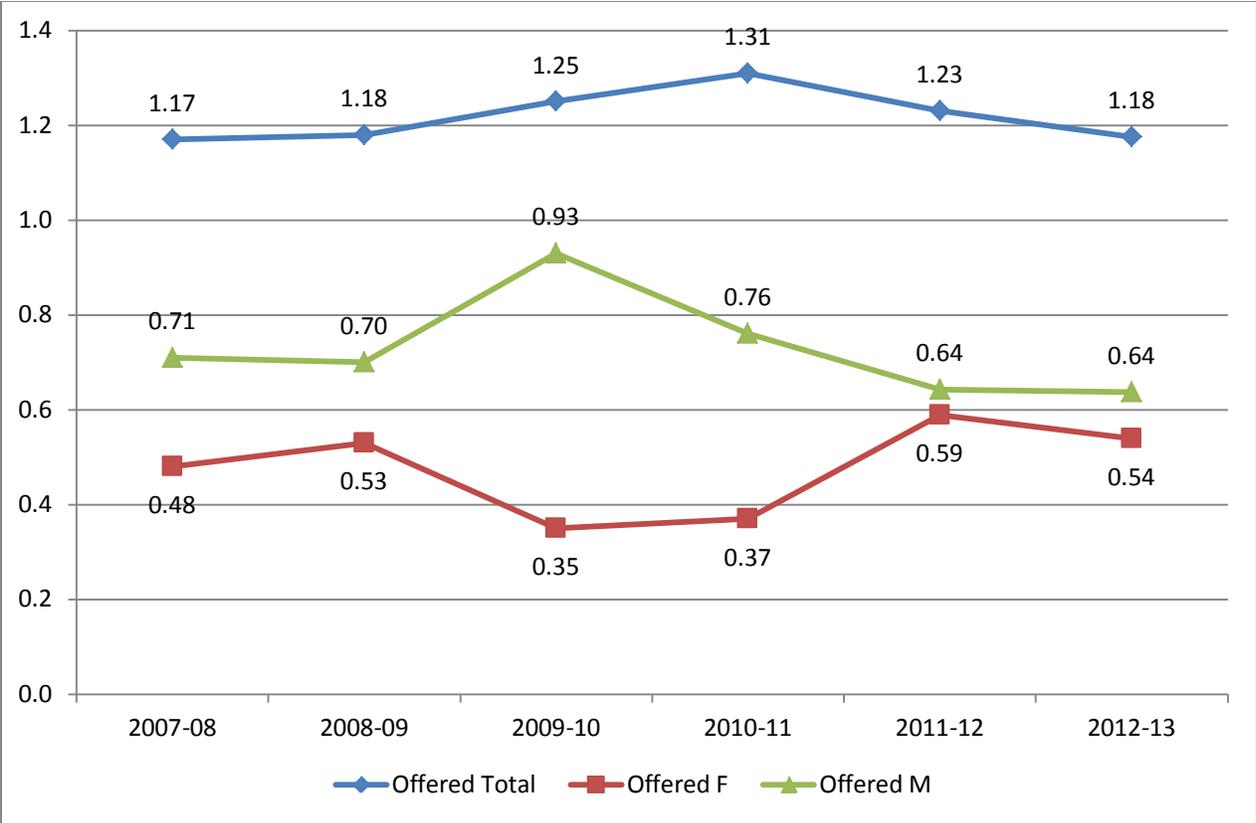
New Hires – Visible Minorities

Where possible, data is collected during the search process on the representation of visible minorities in the applicant pool. The University's online application system asks all applicants to complete the voluntary diversity survey and aggregate data on the composition of the applicant pool is sent to the hiring department after the closing date of the search. Similar to 2011-12, a majority of applicants choose not to answer the question about visible minority status, though they are willing to answer the other questions on the survey.

The chair of each search committee also provides statistics about the candidates interviewed and is asked to try to determine the employment equity status of these applicants for the search report. The chair's search report data is shown in Figure 12 below. In 2012-13, 14 visible minority faculty were hired in the tenure stream. This represents 15% of all hires, a further decline from previous years.

**Figure 12**: **Visible Minority Hires by SGS division (n=14)**
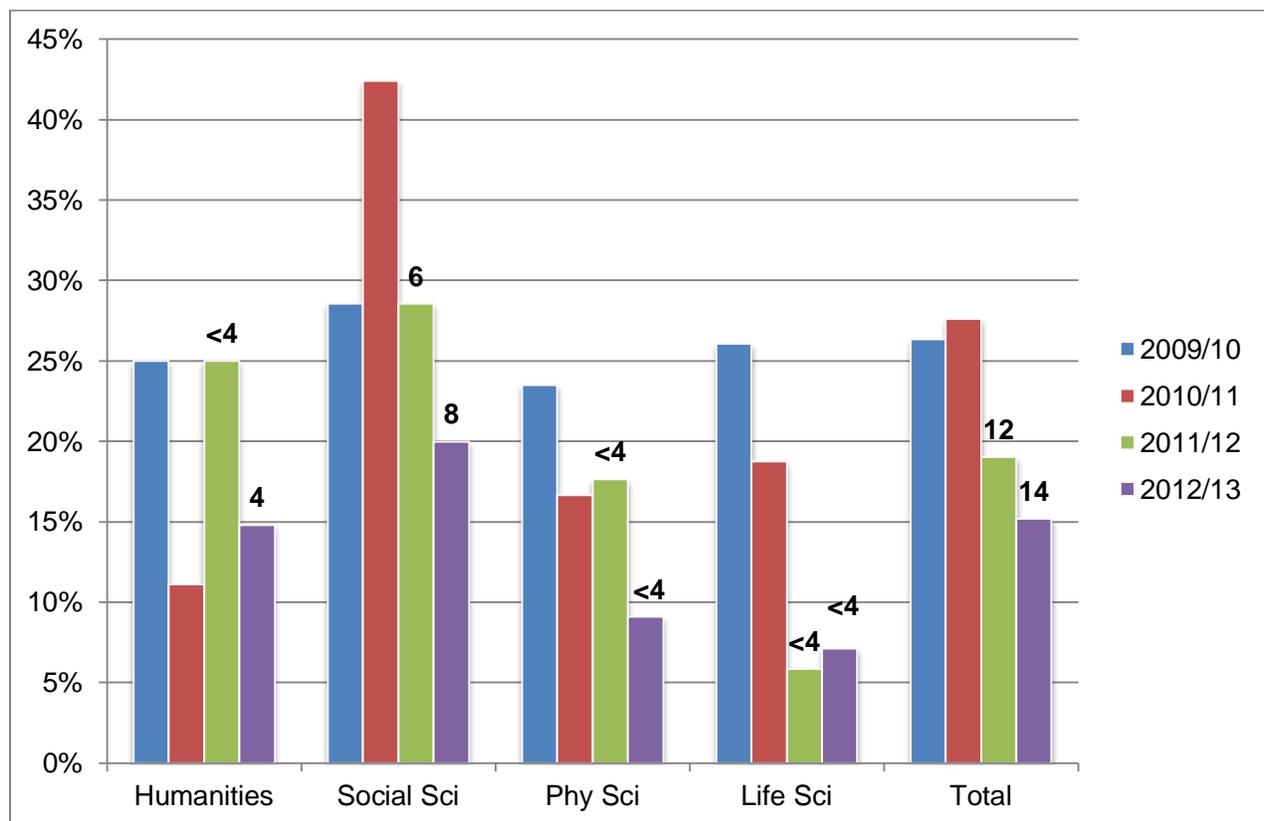
Promotion

There has been an increase in promotions for women in the academic and clinical streams since last year. The percentage of promotions awarded to women among clinical faculty continues to significantly outpace the proportion of women in this group.

While promotions for visible minorities among academic faculty have declined, promotions for this group among clinical faculty have increased significantly over last year. There were no promotions for those who identified as Aboriginals or persons with disabilities in 2013. There were no promotions for sexual minorities among academic faculty in 2013; however promotions among clinical faculty outpaced the overall representation of sexual minorities.

Figure 13 illustrates promotions for those in the designated groups among academic and clinical faculty.

Figure 13: Promotions for Academics by Designated Group to Full Professor, 2013
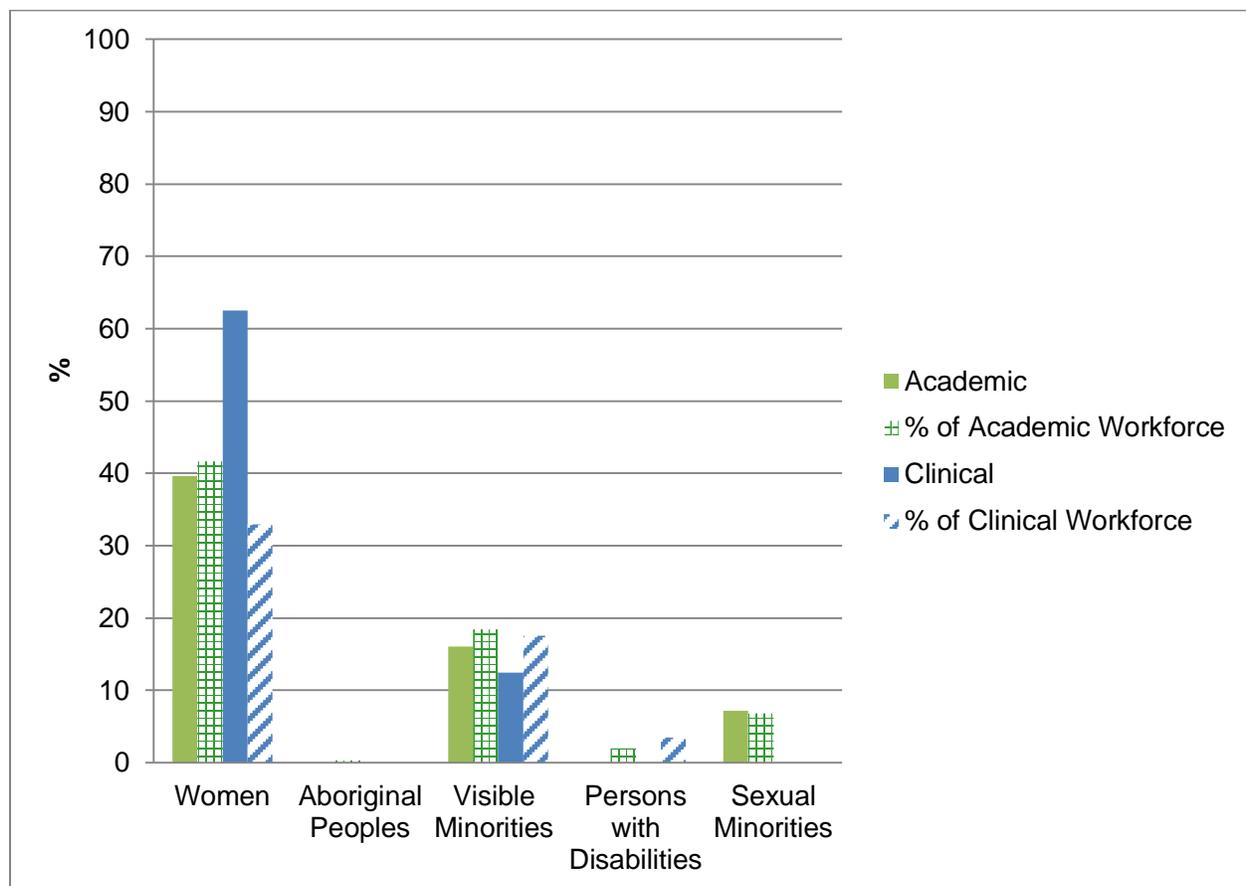
Note: % of Workforce shows % of relevant full-time workforce, to be used as a comparator.
For Academic, the comparator is Associate Professors in Tenure Stream.
For Clinical, the comparator is Associate Professors holding clinical appointments in the Faculty of Medicine

Academic Administration

Members of the designated groups continue to be represented in leadership roles at the University.

Figure 14: Officers and Academic Administrators by Designated Group (Full-Time and Part-Time Employees), 2013
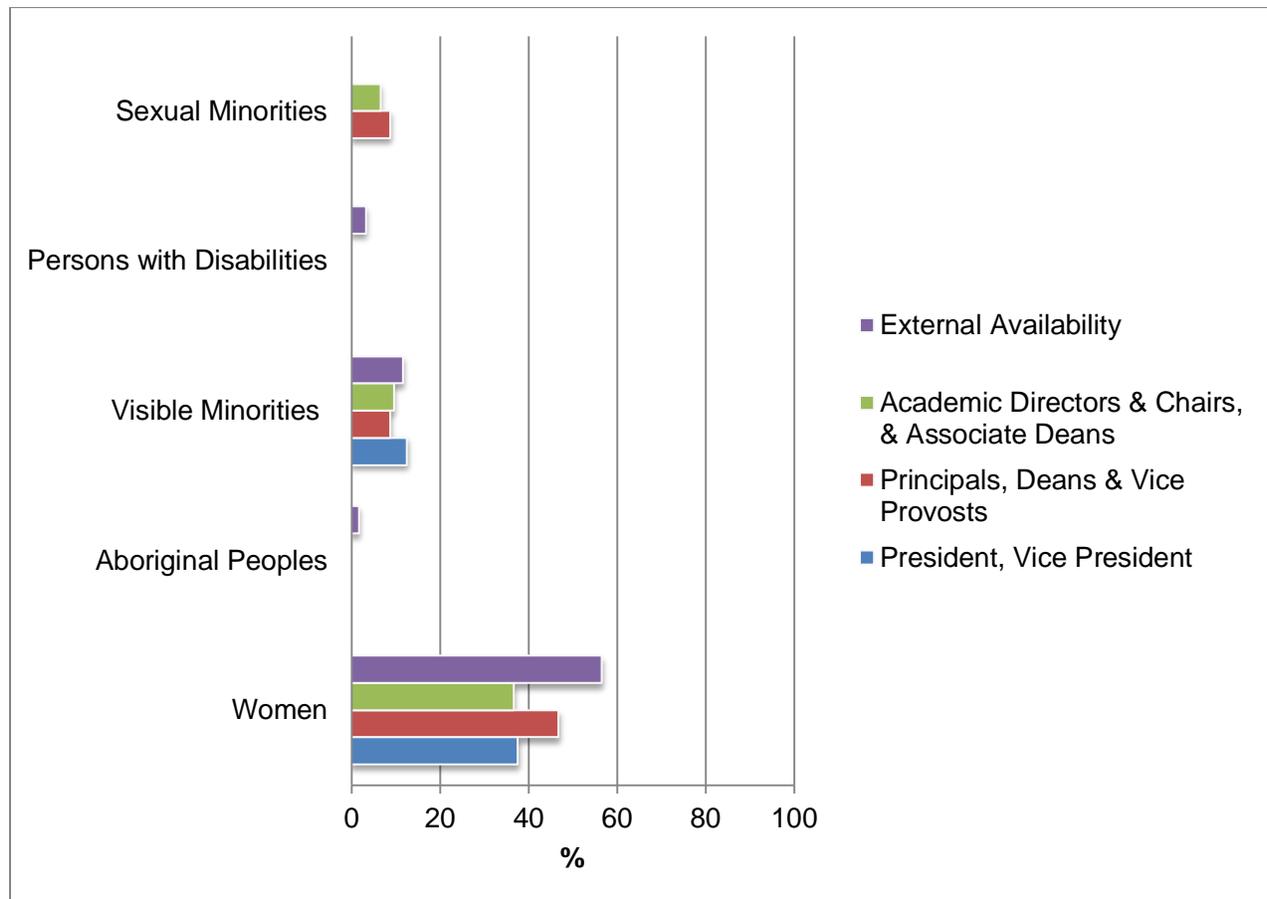
The representation rate for visible minorities in the President and Vice-President group exceeds external availability. Women are well-represented in Principal, Dean, and Vice-Provost roles, however, they continue to be under-represented among Presidential / Vice-Presidential and Academic Director, Chair & Associate Dean roles compared to external availability data. As noted earlier in this report in respect of faculty recruitment pools, the qualifications of those hired for these very senior roles substantially exceeds the minimum qualifications required for inclusion in external availability data. Therefore the true external availability pool for hiring for these positions is quite small.

Gap Analysis

Tables 10 through 13 show the gap analysis for academic administration at the University. While there are gaps in each of the designated groups for Academic Directors, Chairs, and Associate Deans, many of these gaps are very small in number or represent a small percentage of under-representation in the workforce. In some cases it would take hiring as few as one individual to render the gap insignificant.

Table 10: Gap Analysis - Women

Occupational Group	Gap #	Gap %	% of under representation in our workforce
Academic Directors, Chairs, Associate Deans	-37	65%	15%

Table 11: Gap Analysis - Aboriginal

Occupational Group	Gap #	Gap %	% of under representation in our workforce
Academic Directors, Chairs, Associate Deans	-3	0%	80%

Table 12: Gap Analysis – Visible Minorities

Occupational Group	Gap #	Gap %	% of under representation in our workforce
Academic Directors, Chairs, Associate Deans	-6	74%	6%

Table 13: Gap Analysis Persons with Disabilities

Occupational Group	Gap #	Gap %	% of under representation in our workforce
Academic Directors, Chairs, Associate Deans	-6	0%	80%

Librarians

The proportion of women among professional librarians continues to increase. Over three quarters of librarians are women and the new hire rate for women exceeds external data by almost 10%. As shown in Figure 15, the number of librarians who identify as visible minorities surpasses external availability, but remains below external availability for other designated groups. New hires continue to outpace exits among women. There were no new staff hired in the reporting period that identified as a visible minority or as a person with a disability on their Employment Equity Survey. Hiring and exit rates for sexual minorities were identical in 2013.

Recruitment & Retention

Figure 15: **Professional Librarians Workforce Data, New Hires and Exits by Designated Group (Full-Time Employees), 2013**
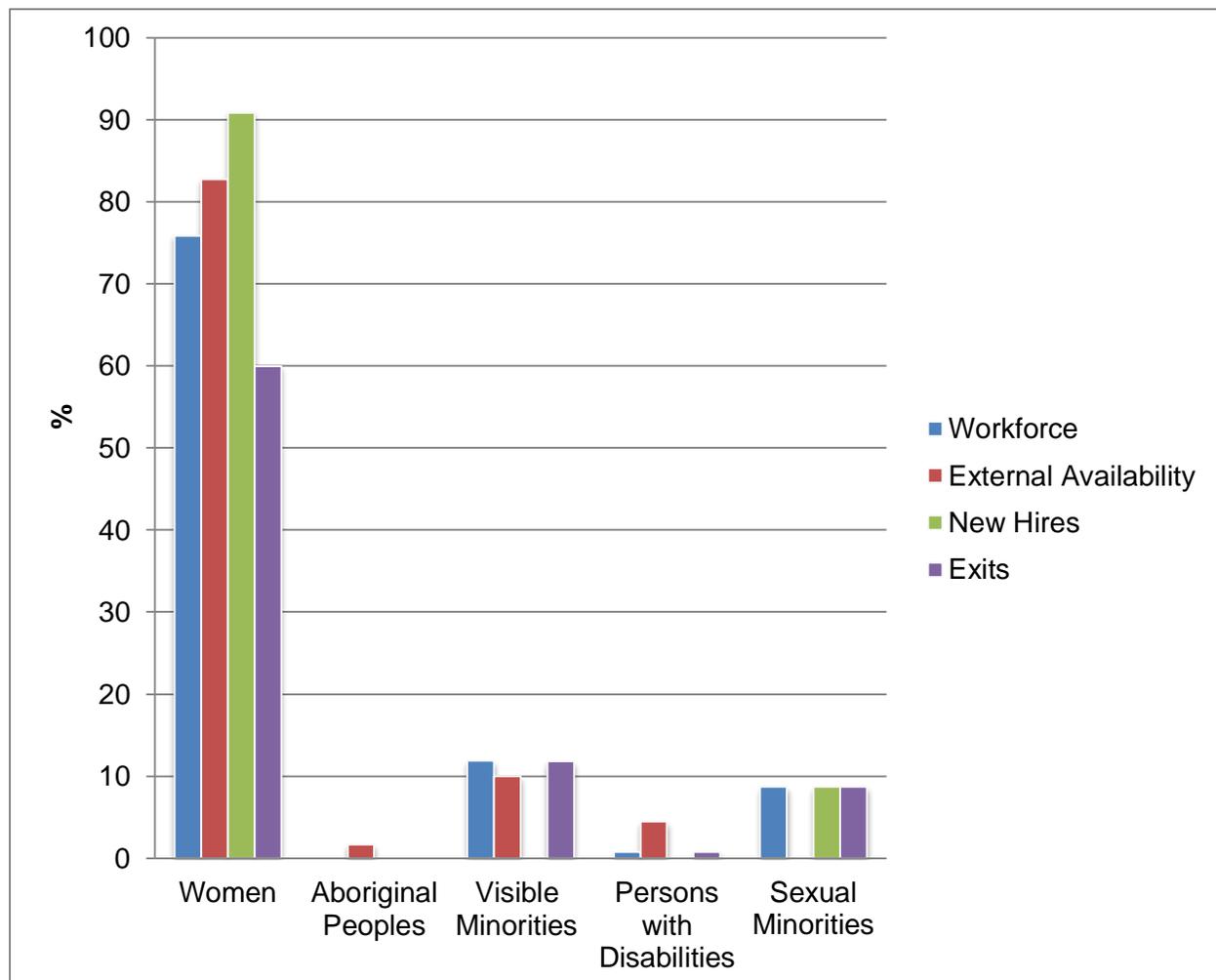
Gap Analysis

Table 14: **Gap Analysis: Aboriginal**

Occupational Group	Gap #	Gap %	% of under representation in our workforce
Professional Librarians	-3	0%	80%

Table 15: **Gap Analysis: Persons with Disabilities**

Occupational Group	Gap #	Gap %	% of under representation in our workforce
Professional Librarians	-6	15%	65%

Gap analysis shows that persons with disabilities are under-represented in the professional librarian group by 65% in comparison to external availability data. Hiring two candidates within this designated group would make the gap non-significant. Hiring just one person would close the gap in under-representation for Aboriginals.

Staff (Non-Unionized and Unionized)

During the reporting period, the University of Toronto had 6,481 non-unionized and unionized full-time and part-time staff. The percentage of staff who identify as a member of the designated groups remains the same as in 2012, except for sexual minorities. While the proportion of staff members who identify as sexual minorities declined, the number of staff who identify as a sexual minority increased.

Non-Unionized Staff

The proportion of non-unionized staff members who are women remains at 56%. The proportion of non-unionized staff who identify as visible minorities, persons with disabilities and sexual minorities have decreased slightly since last year.

Figure 16 below shows internal and external data by Employment Equity Occupational Group (EEOG) for non-unionized women staff. There is a non-significant gap in comparison to external data in the percentage of women in positions in the Sales & Service (Skill Level D), Supervisor: Clerical/Sales/Service, and Supervisor: Man/Pro/Trades (M/P/T) – Primary Industry EEOGs. The University has very few employees overall in the Sales & Service (Skill Level D) and Supervisor: M/P/T – Primary Industry EEOGs, so the current absence of women in these positions is not a concern from an equity standpoint.

Figure 16: **Non-Unionized Administrative Staff (Women) vs. External Availability Data by EEOG (Full-Time Employees), 2013**
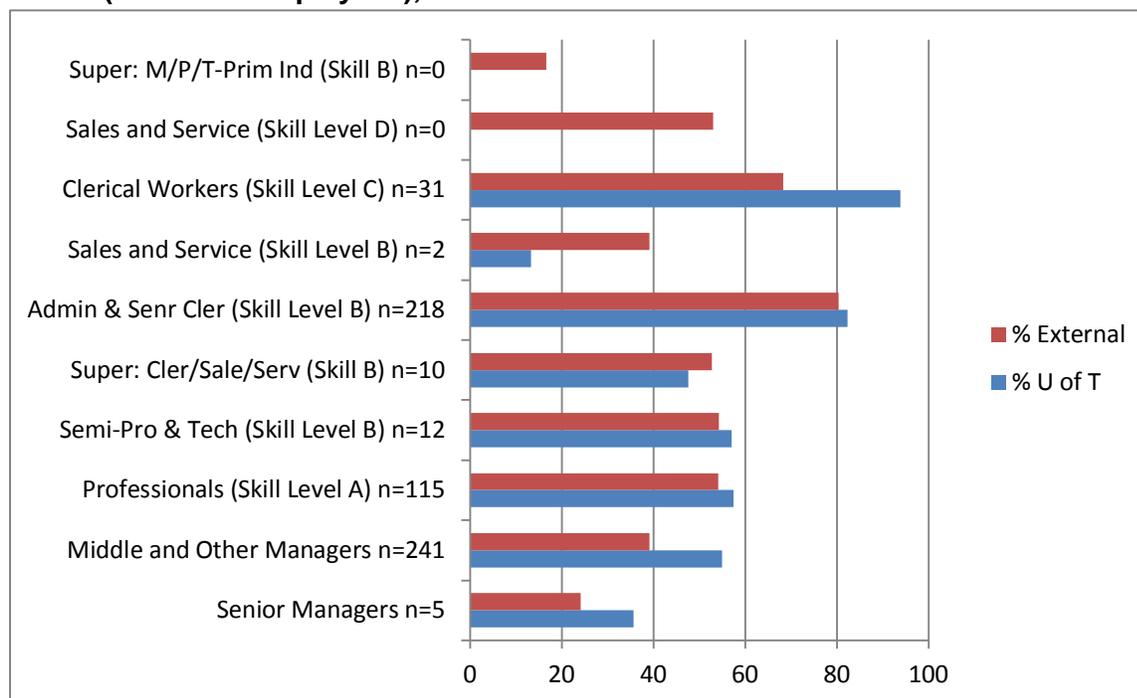
Gap Analysis

Table 16: Gap Analysis: Women

Occupational Group	Gap #	Gap %	% of under representation in our workforce
Sales & Service (Skill Level B)	-6	0%	80%

Table 17: Gap Analysis: Aboriginal

Occupational Group	Gap #	Gap %	% of under representation in our workforce
Middle & Other Managers	-8	0%	80%
Professionals (Skill Level A)	-3	28%	52%

Table 18: Gap Analysis: Visible Minorities

Occupational Group	Gap #	Gap %	% of under representation in our workforce
Super: Cler/Sale/Serv (Skill B)	-3	69%	11%
Admin & Senior Clerical (Skill Level B)	-19	77%	3%

Table 19: Gap Analysis: Persons with Disabilities

Occupational Group	Gap #	Gap %	% of under representation in our workforce
Middle & Other Managers	-4	71%	9%

There is under-representation in each of the designated groups for at least one EEOG among non-unionized staff. Some of these gaps could be rendered insignificant with just one hire.

Recruitment & Retention

When candidates apply online for positions at the University, they are invited to complete a diversity survey. Participation is voluntary and all data is kept confidential.

Table 20 shows the representation rates of designated groups among applicants, those interviewed and those hired, based on those who responded to the applicant diversity survey.

Table 20: Recruitment Response Summary (Non-union)

Designated Groups	Applicants		Interviewed		Hired	
	Count	%	Count	%	Count	%
Female	8,338	60.12%	334	62.66%	82	66.67%
Aboriginal	158	1.16%	5	0.95%	0	0.00%
Visible Minority	5,831	44.22%	174	34.66%	38	32.48%
Persons with Disabilities	452	3.30%	23	4.36%	3	2.50%
Sexual Minorities	788	5.79%	61	11.57%	8	6.56%

Note: Counts and Percentages are based only on those who responded.
(i.e., Total does not include those who did not respond to the survey questions.)
Approximately 15% of those hired did not respond to the questions.
Data from Oct 1, 2012 – Sept 30, 2013.
Data as of November 1, 2013.

The percentage of applicants who identified as a member of one or more of the designated groups declined slightly from last year, except in the case of Aboriginal persons and persons with disabilities. The proportion of women interviewed and hired, while lower than last year, has maintained the same progression through the process (i.e. a greater proportion of women are interviewed than apply, and a greater proportion of women are hired than those that are interviewed). A greater percentage of persons with disabilities were interviewed than those who applied to the University - an improvement over last year.

Training & Development

The University's Organizational Development & Learning Centre (ODLC) provides professional development and learning opportunities to staff in a wide-variety of areas including leadership, business management and professional skills, computer software and systems, communication, and career development support. This year, non-unionized employees focused their training objectives on management development, career and life planning, and staff development, as illustrated in Figure 17 below.

Figure 17: **Training by Major Topic for Non-Unionized Staff (Full-Time)**

Legend:
- Staff Development (20%)
- Computer Skills (10%)
- Administrative Management Systems (10%)
- Management Development (31%)
- Career & Life Planning (21%)
- Environmental Health & Safety (7%)
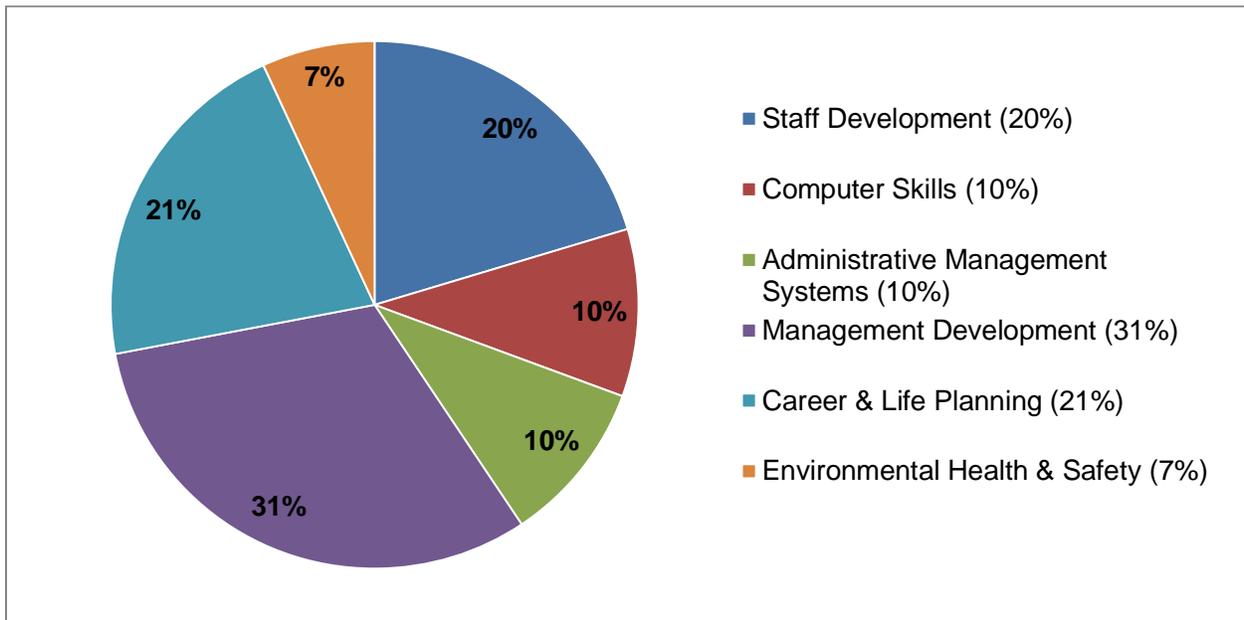
Table 21 shows training rates by percentage of training days used by members of the designated groups compared to their representation within the University workforce.

Table 21: **Training Participation Rates for Non-Unionized Staff (Full-Time)**

Designated Groups	% Days Training	% University Workforce
Women	76.97	62.1
Aboriginal	2.28	0.3
Visible Minorities	32.34	24.5
Persons with Disabilities	3.37	3.2
Sexual Minorities	5.77	6.2

Promotions and Exits

As illustrated in Table 22, there has been a significant increase in promotions among women and a small increase among visible minorities since last year. Promotions among those who identify as persons with disabilities, Aboriginal, and sexual minorities have all declined since last year.

Table 22: **Promotional Data for Non-Unionized Staff by Designated Group (Full-Time Employees), 2011, 2012 and 2013**

Designated Groups	2012 % Promotion	2012 % University Workforce	2013 % Promotion	2013 % University Workforce
Women	57.7	63.1	81.48	62.70
Aboriginal	1.2	0.4	0.00	0.32
Visible Minorities	33.3	21.7	34.04	24.30
Persons with Disabilities	3.7	2.9	2.13	3.13
Sexual Minorities	8.6	5.4	0.00	6.05

Exit data includes all manner of departures from the University, including retirements, expired appointments, terminations with cause, layoffs, resignations and death.

As illustrated in Figure 18, exits outpaced new hires among women and employees who identify as Aboriginals, persons with disabilities, and sexual minorities. The accuracy of this information is dependent on new hires disclosing on the voluntary Employment Equity Survey. The rate of exit among women and persons with disabilities increased over last year, while it declined among the other designated groups. There was an increase in 2013 in the percentage of visible minorities, persons with disabilities and sexual minorities among new hires in the non-unionized employee group. There was a significant decline in the proportion of new hires who are women over last year.

Figure 18: **Exit and New Hire Rates for Non-Unionized Staff (Full-Time Employees), 2013**
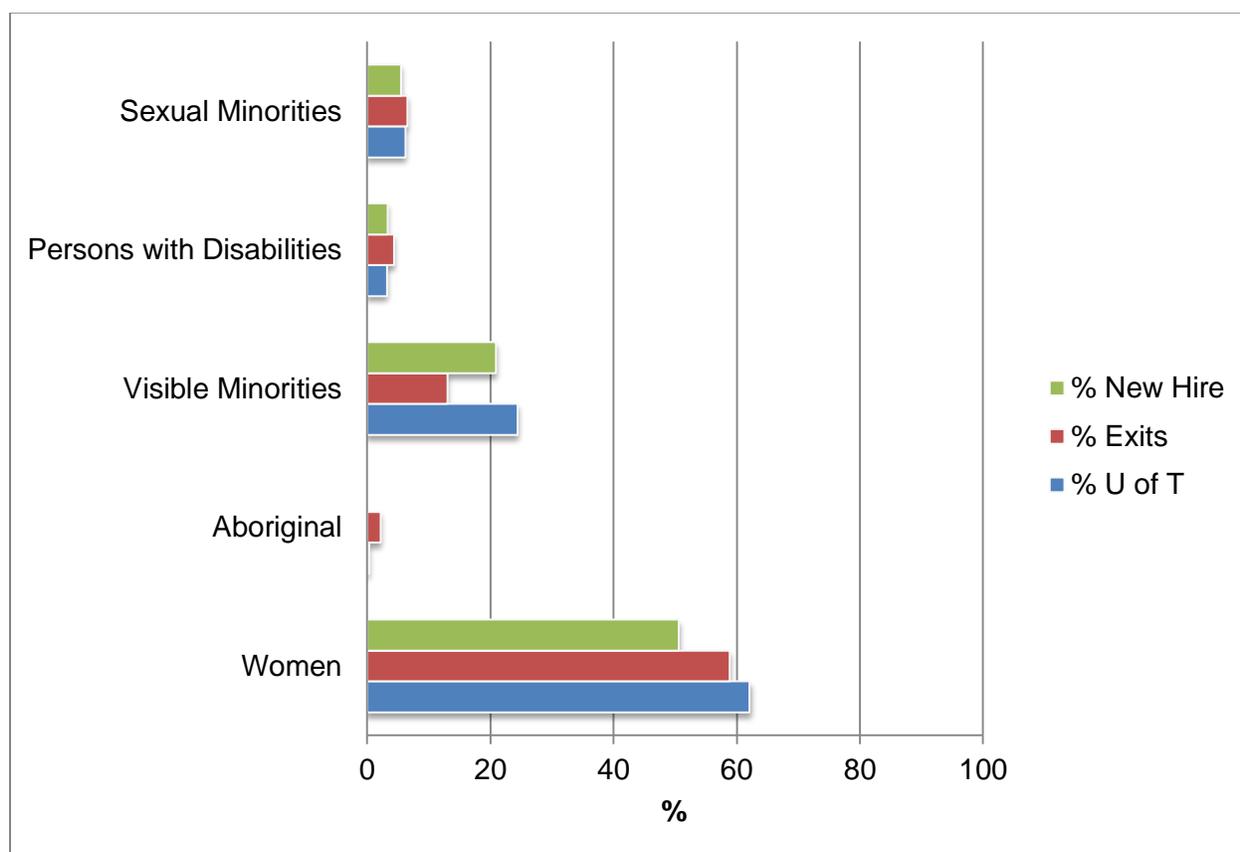
Unionized Staff

There are 5,108 full-time and part-time unionized staff at the University, accounting for 53% of the University's total workforce. The percentage of women among unionized staff remains at 62%. The proportion of unionized staff who identify as Aboriginals has increased slightly, while the percentage for persons with disabilities remains stable. The representation rates for visible minorities and sexual minorities have declined over last year.

Gap Analysis

Tables 23 through 25 provide gap analyses for unionized staff at the University. There continues to be under-representation of women, visible minorities, and persons with disabilities in at least one EEOG among unionized staff. However, no single EEOGs has three (3) designated groups showing a gap. As with other categories of employees, many gaps could be rendered insignificant with a small number of hires.

Table 23: Gap Analysis - Women

Occupational Group	Gap #	Gap %	% of under representation in our workforce
Super: Man/Pro/Trad-Prim Ind (Skill Level B)	-3	0%	80%
Skills Crafts & Trades (Skill Level B)	-7	37%	43%
Semi-skilled Manual Workers	-3	0%	80%

Table 24: Gap Analysis - Visible Minorities

Occupational Group	Gap #	Gap %	% of under representation in our workforce
Semi-Professionals & Technical Staff (Skill Level B)	-74	78%	2%
Super: Cler/Sales/Serv (Skill Level B)	-14	66%	14%
Super: Man/Pro/Trad-Prim Ind (Skill Level B)	-3	38%	42%
Sales & Service (Skill Level B)	-17	49%	31%
Skills Crafts & Trades (Skill Level B)	-15	74%	6%
Clerical Workers (Skill Level C)	-128	73%	7%
Semi-skilled Manual Workers	-3	38%	42%
Sales & Service (Skill Level D)	-117	52%	28%

Table 25: Gap Analysis - Persons with Disabilities

Occupational Group	Gap #	Gap %	% of under representation in our workforce
Professionals (Skill Level A)	-18	43%	37%
Semi-Professionals & Technical Staff (Skill Level B)	-21	50%	30%
Clerical Workers (Skill Level C)	-14	71%	9%
Sales & Service (Skill Level C)	-5	30%	50%
Sales & Service (Skill Level D)	-24	28%	52%

Recruitment & Retention

The following table illustrates the numbers and percentages of each designated group among the candidates who have applied for, been interviewed and hired for positions at the University that are in the USW bargaining unit. The data is drawn from the responses of those candidates who chose to self-disclose during the recruitment process. A further explanation of the recruitment diversity survey process can be found above Table 20.

Table 26: Recruitment Response Summary (Union - USW)

USW	Applicants	Count %	Interview	Count %	Hired	Count %
Female	32,792	69.77%	1,237	71.34%	423	71.45%
Aboriginal	367	0.80%	7	0.41%	5	0.87%
Visible Minority	20,026	45.03%	626	39.57%	181	34.09%
Disability	1,871	4.05%	67	3.95%	16	2.78%
Sexual Minority	2,874	0.64%	131	7.82%	41	7.21%

Note: Counts and Percentages are based only on those who responded.
(i.e., Total does not include those who did not respond to the survey questions.)
Approximately 15% of those hired did not respond to the survey questions.
Approximately 25% did not respond to the visible minority question
Data from Oct 1, 2012 – Sept 30, 2013.
Data as of November 1, 2013.
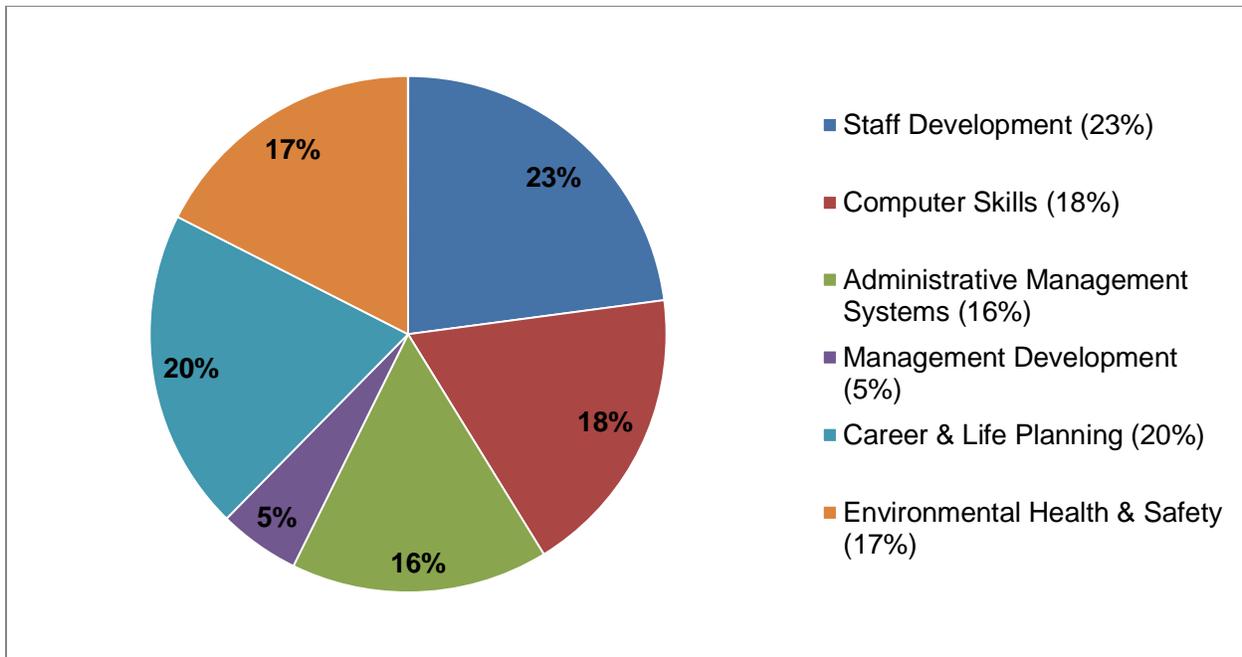
Training & Development

Table 27 shows the percentage of training days used by members of the designated groups compared to their representation within the University workforce.

Table 27: **Training Participation Rates for Unionized Staff (Full-Time Employees), 2013**

Designated Groups	% Days Training	% University Workforce
Women	74.43%	61.4%
Aboriginal	4.57%	1.2%
Visible Minorities	35.11%	34.1%
Persons with Disabilities	2.69%	2.9%
Sexual Minorities	5.61%	4.8%

Among unionized staff the most common training topics this year were staff development, career and life planning, and computer skills.

Figure 19: **Training by Major Topic Unionized Staff (Full-Time Employees), 2013**

- Staff Development (23%)
- Computer Skills (18%)
- Administrative Management Systems (16%)
- Management Development (5%)
- Career & Life Planning (20%)
- Environmental Health & Safety (17%)

Promotions & Exits

Full-time women account for 64% of promotions in this employee group, a significant increase over last year, particularly considering women represent a smaller proportion of the unionized workforce than last year. Promotions for visible minorities have declined about 10% over last year. This year, promotions among staff that identify as sexual minorities have increased to 7%, a higher proportion than the unionized staff workforce.

Table 28: **Promotional Data for Unionized Staff by Designated Group (Full-Time Employees), 2012 and 2013**

Designated Groups	2012 % Promotion	2012 % University Workforce	2013 % Promotion	2013 % University Workforce
Women	58.75	68.3	64.2	61.4
Aboriginal	0	0.8	0.4	1.2
Visible Minorities	37.9	34.2	25.2	34.1
Persons with Disabilities	2.3	2.6	1.2	2.9
Sexual Minorities	5.4	5.6	6.9	4.8

As illustrated in Figure 20, the rate of exit among visible minorities and sexual minorities is higher than the rate of new hires. However, the rate of entry exceeds exits for the other designated groups. New hire rates which exceed exits are desired in order to increase representation rates among unionized staff.

Figure 20: Exit and New Hire Rates for Unionized Staff (Full-Time Employees), 2013
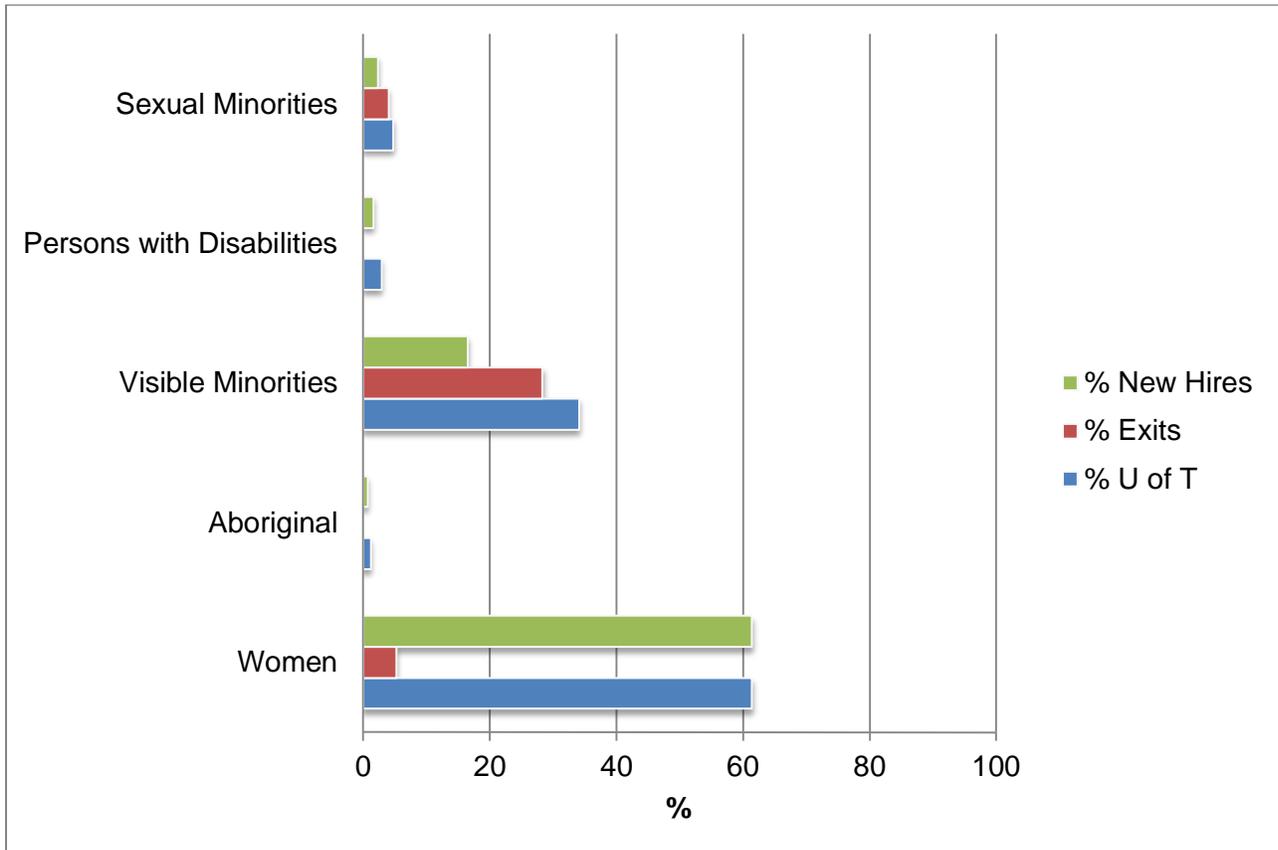
Teaching Assistants (CUPE 3902 Unit 1)

The University has administered the Employment Equity Survey to teaching assistants since 2010.There are 5,961 teaching assistants (TA's) at the University in the CUPE 3902 Unit 1 bargaining unit. [5]

There was a slight decline in the survey return rate this year, down to 48% from 52.4%, though still a higher rate than 2011. Completion rates have also dipped slightly to 28.2%.

Forty-seven percent of teaching assistants are women. The proportion of those who identified as Aboriginal persons and visible minorities on the survey remain relatively unchanged. The percentage of TAs who identified as persons with disabilities and sexual minorities has increased over last year.

It is important to note that in order to be employed as a teaching assistant at the University of Toronto, one must be a University of Toronto student or Postdoctoral Fellow. This group is primarily composed of graduate students, though not all graduate students are employed as teaching assistants. The applicant pool for this category of employees is made up of (primarily) graduate students enrolled in the varied graduate programs at the University. The composition of the applicant pool is also dependent upon the availability of internal and external scholarship funding.

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[5] The term "teaching assistants" is used to capture all employees in this bargaining unit. This figure also includes Course Instructors, Invigilators, Lab Demonstrators, and other employees covered by the terms of this collective agreement.

Figure 21 provides a comparison of the representation of the designated groups among teaching assistants at the University and external availability. The University continues to outpace external availability for visible minorities, but it lags behind for the other designated groups.

Figure 21: External Availability Data Compared to Internal Data for Teaching Assistants (Sept 2012 – Aug 2013)
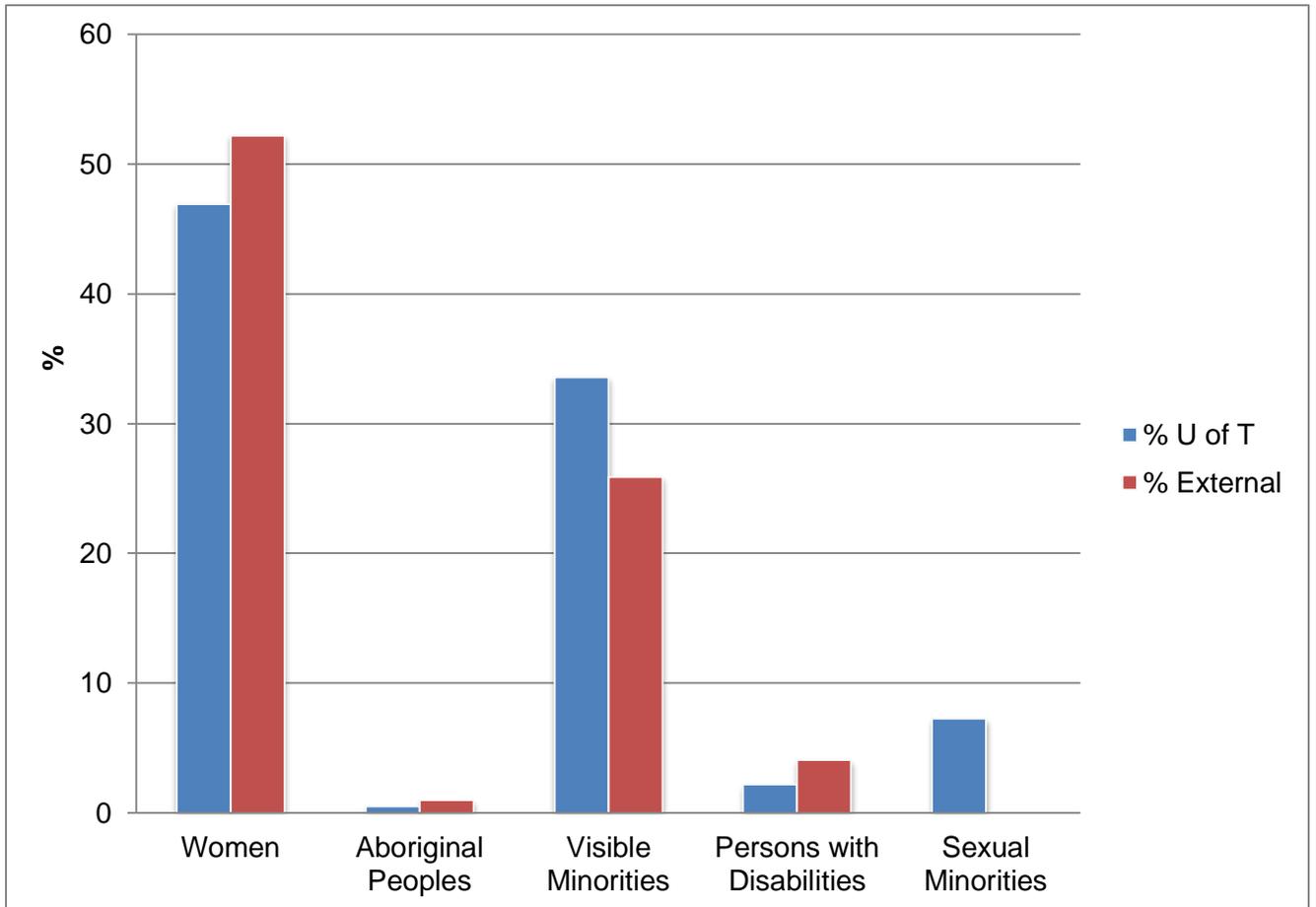
Summary

This report provides the University with information to better inform recruitment initiatives, training opportunities and equity programming for the coming year, and beyond.

The University has concentrated its efforts with respect to creating an equitable and inclusive work environment for a number of years. While the University's commitment to equity is codified in official policies, work continues to move from policy to practice. This is particularly evident in resources dedicated to supporting and fostering a culture of equity at this institution.

Despite the work being done to move from policy to practice, some gaps remain in a variety of Employment Equity Occupational Groups (EEOGs) with respect to one or more of the designated groups. No EEOG has a significant gap with respect to three or more of the designated groups. Many gaps can be rendered insignificant with just one or two hires. It is interesting to note that where the gap number is small (e.g., under -15), the percentage under-representation in the University's workforce is often larger than when the gap number is large (e.g., over -15). More work is required to engage candidates and current employees who are Aboriginal and who are persons with a disability.

As with any voluntary survey, there are challenges with engagement and participation. We are aware that there may be barriers to disclosing personal information on the Employment Equity Survey. Our commitment to the confidentiality of the data collected via the Employment Equity Survey is critical to maintaining the trust of our employees and to continue encouraging disclosure.

Over the past year we have seen a decline in the return rate for the Employment Equity Survey. As noted earlier in the report, steps are being taken to address this issue. We will continue to monitor this and look for opportunities for engagement. The University must do more to ensure that new employees are completing the survey and that existing staff are updating the survey if and when it is appropriate.

The University of Toronto continues to be recognized as a "top employer" in Canada, notably in the area of diversity, and while such honours are appreciated, our community knows that it is the impact on individuals and groups of staff that makes this equity work that we do so important and so rewarding. The new and continued efforts outlined in this report serve to continue to foster an environment that supports our commitment to employment equity at the University of Toronto.