

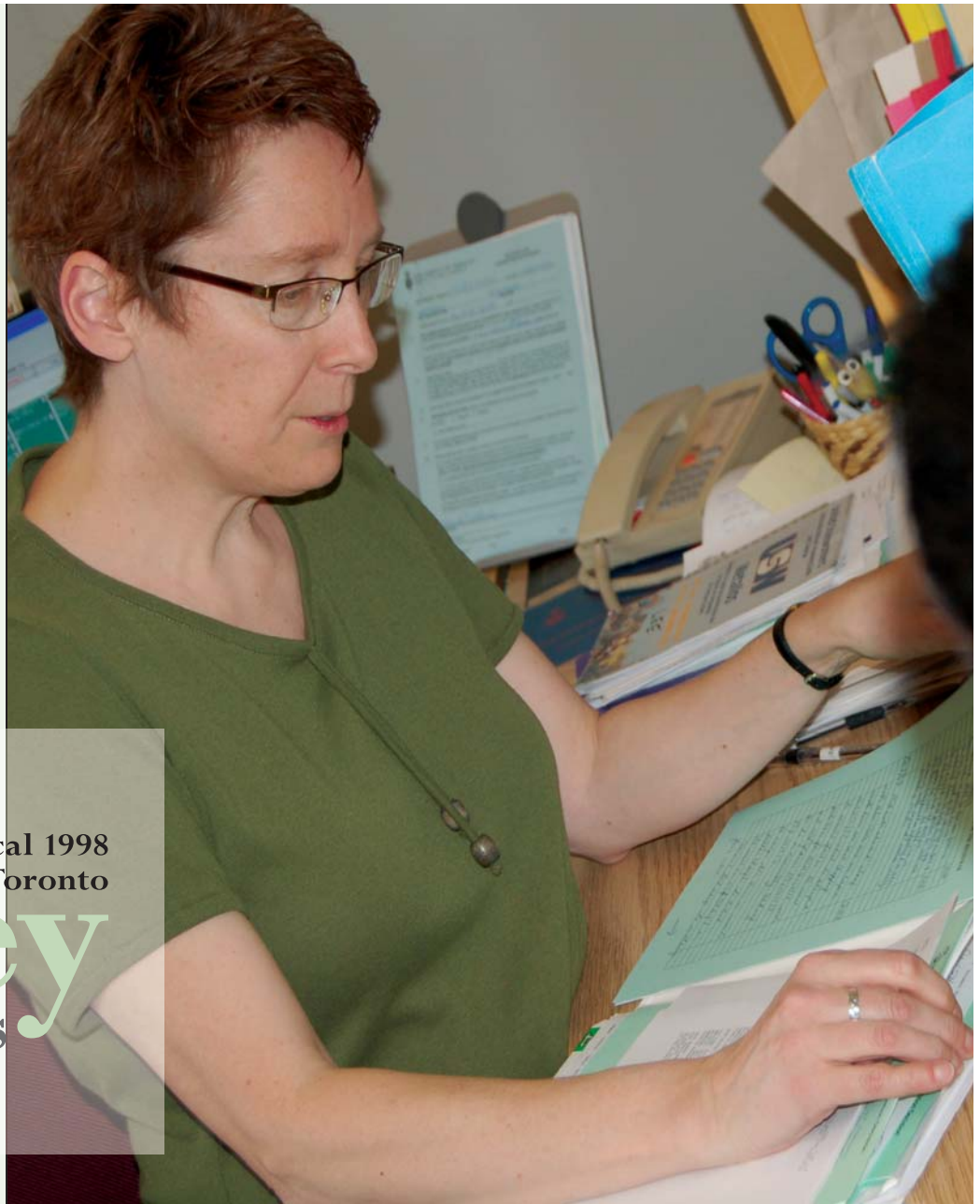
Staff Environment Survey Results

Steelworkers Local 1998
at the University of Toronto

Steelworkers
Local 1998

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Steelworkers Local 1998
at the University of Toronto

Survey Highlights

PART I:

Full Report

by Pat Van Horne
USW Communications
Layout and photos
Kim Walker

PART II:

Full Report

by Jennifer Berdahl
PhD, Social Psychology

“The survey reveals generally positive attitudes toward working at the U of T, but discrepancies in how employees are treated and compensated. Hopefully these can be redressed through collaborative efforts between the union and the university administration.”

— *Jennifer Berdahl*

The Local 1998 Staff Environment Survey was conducted online in June, 2007. It was entirely voluntary and confidential. About one-third (1,085) of those asked chose to participate.

The survey was designed and conducted by Jennifer Berdahl, Associate Professor at the Rotman School of Management. It is part of her research program on harassment and social undermining at work. It was funded by the Social Sciences and Humanities Research Council of Canada and by Steelworkers Local 1998.

Overview

The staff who responded to the survey appeared to be quite representative of staff of U of T in general; respondents and non-respondents were similar in terms of FTE status, salary, job classifications, locations and sex.

Results portrayed a relatively positive picture of how staff members feel about working at U of T. Despite this, 37% said they were somewhat to very likely to leave U of T within three years. Primary reasons given were to increase salary, benefits and improve one's career.

The survey showed that men earned significantly more than women, and there were significant interactions between sex, race, and sexual orientation. White heterosexual men earned significantly more than other employees with the same qualifications and positions. Sex remained a highly significant determinant of salary after controlling for salary scale, FTE, relevant work experience, seniority, education, job classification and location. Despite this, most staff members were unaware that their salary was affected by their gender or ethnicity.

On average, staff members experienced 28 acts of undermining in the past year (e.g. being silenced, excluded, ignored, derogated, slandered, sabotaged, threatened or bribed).

Women experienced significantly more undermining than men and blacks experienced more undermining than Whites and Asians.

Location Staff groups were defined by a combination of department and physical location.

Education The average level of education was equivalent to graduating from university with a B.A. or B.Sc.

Seniority The average number of years worked at U of T was 1.59 and the median was 8.

Race Staff members identified with one or more of 19 ethnic/ancestral origins, including Canadian and American.

Sex A majority, 70%, of USW-1998 members at UofT are women and that was reflected in the sample.

Sexual Orientation

65.8% of staff members identified themselves as heterosexual, 3% identified themselves as homosexual and 11.8% identified themselves as bisexual.



Satisfaction Levels at U of T

The level of satisfaction among staff was reasonably high. While staff were most satisfied with the work they do and with their coworkers, they were least satisfied with opportunities for advancement.

Salary Staff members with higher salaries were less satisfied with U of T administration, but were more satisfied with the work they do and their pay than staff members with lower salaries.

Seniority at U of T Employees who have been at U of T longer were less satisfied with their pay and benefits than employees who joined U of T more recently.

Age Older employees were less satisfied than younger ones with their coworkers, their unit head/manager and UofT administration.

Race Black employees were less satisfied with U of T administration and their unit head/manager than White and Asian employees.

What Does Gender or Ethnicity Have To Do With It?

The survey showed that there was a **significant effect of sex and ethnicity on perceptions of how work affects the work environment.**

More women than men thought the work environment was better for the other than their own sex.

More minorities than whites see the work environment as being better for whites than minorities.

The Salary Question

The average salary of USW 1998 members is \$51,657.97. The minimum reported was \$11,670 and the highest \$99,220. One-fourth had salaries under \$45,382 and one-fourth had salaries above \$60,813.

Sex Sex remained a highly significant determinant of salary after controlling for salary scale, FTE, relevant work experience, seniority, education, job classification and location.

Men earned \$3,308 (or 6%) more per year than women.

Age Even when controlling for salary scale, FTE, relevant work experience, seniority, education, job classification and location, **older employees earned more than younger ones.**

Race and Sex Race was not a significant predictor of salary alone but was significant when sex was added to the model. Whites earn more than non-Whites, men earn more than women and white men earn by far the most once the analysis is controlled for salary scale, FTE, relevant work experience, seniority, education, job classification and location.

Sexual Orientation Heterosexuals earned more than homosexuals and bisexuals earned the least. Heterosexuals earned \$5,249, or 11 % more per year than bisexuals.

Salary differences favoured higher-status social groups (men, Whites and heterosexuals). Unless White heterosexual men are more deserving than others of higher salaries, **there is race, sex and sexuality-based pay discrimination at U of T.**

Men and women differed significantly in their assessments of how gender affected their hiring, promotion and pay. Women were more likely than men to think these outcomes were lower due to their gender.

There was also a significant difference between Whites and non-Whites' assessments of how ethnicity affects their outcomes. Non-Whites were more likely than Whites to indicate that their hiring, promotions and pay are lower due to their ethnicity.

To Stay or Not to Stay

While a majority (63%) said they were somewhat to very unlikely to leave, over one-third (37%) said they were somewhat to very likely to leave.

Of 12 options presented as reasons to leave U of T, the most common selected by respondents (51%) was to increase salary and benefits, followed by to improve their careers (46%) and reduce stress (29%). While not a large number, 31 respondents chose "other" as a reason and specifically cited an **intolerable or hostile working environment** as a reason to leave.

Many more dental assistants and registered nurses than employees in other jobs said they would consider leaving U of T to reduce their levels of stress.

Salary Employees with lower salaries were more likely to leave to increase salary and benefits, pursue another career and/or to improve the employment position of their spouse/partner. Higher-salary earners were much more likely to leave to reduce hours and to retire.

Age Younger employees were much more likely to leave to increase their salary and benefits, improve their careers, do something else, relocate to another place for personal reasons, and to address child-care issues. Older employees were more likely to leave to retire.

Race Blacks were more likely than whites and Asians to say they would leave to reduce stress and to find more supportive work environments.

Sex Men were more likely than women to leave to increase their salary and benefits, to lower their cost of living and to improve their social life. Women were more likely to leave to reduce stress.

Sexual Orientation Heterosexuals were less likely than others to leave to improve their careers and/or to improve the employment position of their spouse/partner.

Homosexuals were less likely than others to leave to retire or to address child-care issues.

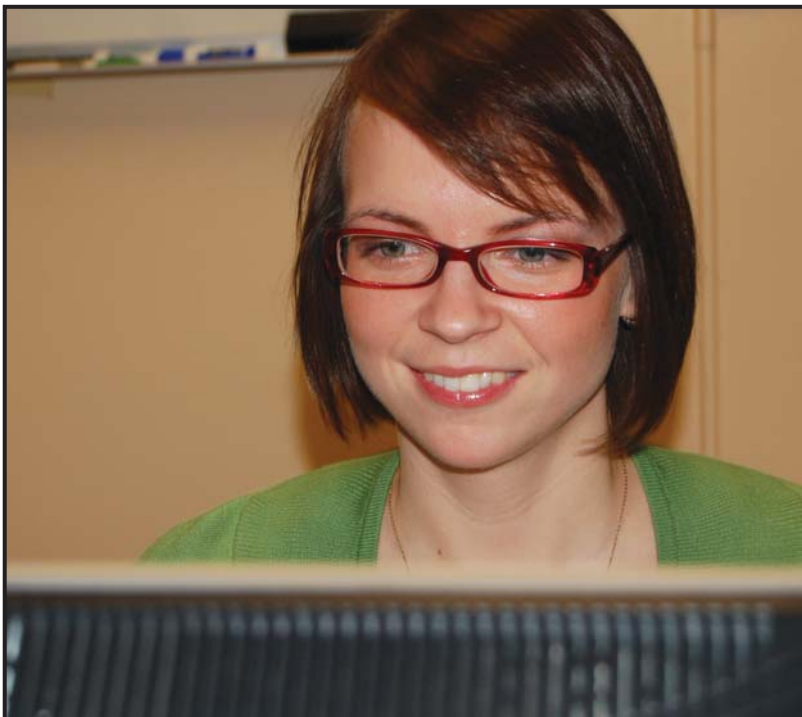
Workplace Poisons: Undermining and Harassment

The survey defines social undermining as treatment that works against and weakens a person, often in an underhanded way. Also called microaggression and incivility, it is one of the most pervasive and damaging harms at work because of its relatively subtle and

invisible nature.

Undermining can be deliberate or non-deliberate, and can be targeted at individuals accidentally based on the demands of a situation, or personally based on antipathy.

Meanwhile, sexual harassment has traditionally been defined as sexual behaviours that are repeated, unwanted and offensive to an individual.



Ethnic harassment involves jokes, comments and other behaviours that put a person or a group down based on ethnicity.

Like undermining, sexual and ethnic harassment can erode people's status and sense of safety and well-being at work. Sexual and ethnic harassment are forms of sex and

race discrimination. If systematically targeted at individuals based on their sex or ethnicity, social undermining is also a form of sex and race discrimination.



Staff feel it more than faculty

Compared to results for the same acts of undermining from a U of T faculty survey conducted a year earlier, this rate is a bit higher than that experienced by faculty. Only race and sex were significant predictors of social undermining experiences. Blacks reported the most social undermining and Asians reported the least. Women reported more undermining than men.

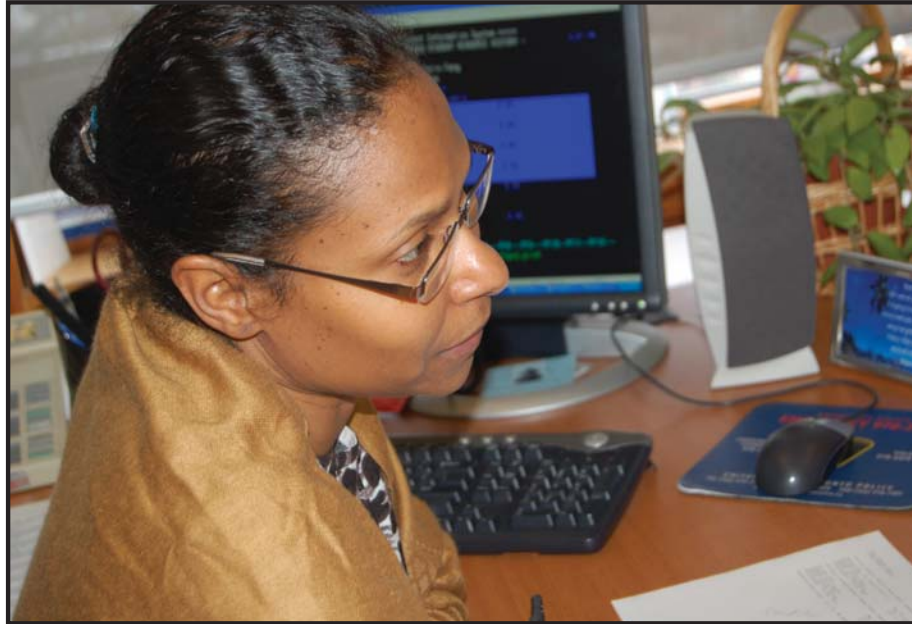
Social Undermining On average, staff members experienced 28 events of undermining in the last year. Staff members experiencing higher levels of social undermining reported significantly more symptoms of depression and physical health problems.

Sexual Harassment Sexual harassment was reported as low compared to social undermining and there were no significant differences in sexual harassment by location, work experience, salary, age, race or sex. Differences arose by job classification and sexual orientation. **Social undermining and sexual harassment predicted overall physical health.**

Job Classification Dental assistants were more likely than others to be sexually harassed.

Sexual Orientation Homosexual staff members were significantly more likely than others, especially heterosexuals, to be sexually harassed. This is consistent with research showing that sexual harassment is less about sexual desire than it is about derogating people (mainly women) who violate traditional gender roles.

It appears that most sexual harassment is targeted at women homosexuals. Again, consistent with research showing that sexual harassment is primarily targeted against women who violate traditional gender roles.



Verbatim

At the end of the survey, staff members were invited to express any reactions or thoughts they had after taking it, or to comment on any other aspects of their work experience at UofT that they would like to share. About one-third (316) chose to comment.

Exploitation

“The main concern is that I have done about twice as much work as I was hired to do, and this has caught up with me physically and emotionally. I see a lot of people around me that work at this pace. **It seems there is a culture of over working here...**”

“**I think staff are underpaid at U of T.** Staff hired with a university degree, ought to make a living wage and frequently don’t—at least not for several years. There are a lot of inequities as to how much various people are paid for similar work... The work load is also unbelievable. Managers won’t approve overtime but there is still an expectation that somehow the work will get done...”

“**Senior academic administrators do not give enough respect to the skills and knowledge of administrative staff.** We are frequently ignored, unless we are telling them what they want to hear. We are excluded from input into decisions. We are only treated like full members of the UofT community when they want something from us.”

Lack of Advancement

“I find that there is little or no advancement in the area I work. I find that UofT doesn’t support continuation. I feel that I’m pigeon holed and can’t get ahead.”

“I am somewhat satisfied with the work environment. It is friendly, so far no stress **but the professionalism is very low.** People don’t feel responsible in completing the job in appropriate time and find ways in delaying things. Since it is non-profit organization, managers are very relaxed and don’t plan, organize and show enthusiasm. It is very stressful for a professional person classified as unionized and his/her supervisor is not a person who motivates & encourages subordinates to take extra responsibilities in order to move fast in the career ladder.”

Work Environment

“I am very much satisfied with my work environment.”

“I find the working environment at U of T to be overwhelmingly positive. I have worked in a number of different fields and institutions, and U of T is definitely the best place I have worked. I am actively engaged in my work, I have good peer-to-peer interactions and the best boss I have ever had.”

“I am discouraged and disheartened by my experience at UofT. I have had to lean upon support from Steelworkers on numerous occasions... **Last week, an academic colleague described our work environment in our program area as poisonous. I agree.** It is a pity as the students are very strong and by and large administrative staff are excellent. [U of T] functions in an autocratic, patriarchal, non-consultative manner which only serves to disengage ‘front line’ staff members, leaving us feeling completely demoralized and isolated.”

Discrimination and Bullying

“I hope this survey will not serve only to put out a report; but to get involved in solutions for minorities. Many of them are scared to talk or just to give an opinion. The network of buddies exists. They are all white; and I experienced several situations involving them. An opening position moves around the buddies only. Management knows about it and because of the Collective Agreement, they are forced to invite USW people for interviews, just to show how fair the university is. This situation occurs not only at the administrative level but at the faculty level too.”

“When I was hired, I was told not to bother joining the pension plan because I was a woman and likely wouldn’t be working at the University by the time it was compulsory to join at age 35.

Several other women that were hired around the same time received the same advice. **WE HAVE LOST OVER TEN YEARS OF PENSIONABLE**

SERVICE due to the biased and incompetent advice we were given by our HR specialist 30+ years ago. This has resulted in a greatly diminished pension for those of us that find ourselves in this situation. And, yes, we are very angry. This information really isn’t relevant to the survey but it is important that it be heard.”



“**The one thing that I have found that affected getting work here was age.** Most people are not interested in older employees, they would prefer to hire a younger person.”

“**I am uncomfortable with the amount of racist and personal comments that older staff members make....** One of my co-workers even got asked repeatedly if she was anorexic by a staff member she barely knows.

It was finally mentioned at a staff meeting that no one should make personal comments to other people but as far as I know the person that was making the rude comments was not spoken to at all personally. Every time I (or anyone of my younger co-workers) phone in sick we will be asked the next day if we are pregnant or not...”

“I had nowhere to turn when being sexually harassed. I complained to my manager and was told to keep the situation between myself and the academic. It was disgusting. I feel very unhappy with the way these situations are handled and would like to see people have to be accountable for their behaviour. It cost me my job and a good salary, he just sailed through it...”

“It’s not just my personal experience that is of concern to me. I have witnessed harassing, bullying, discriminatory behaviour against others (staff, students, faculty). I have also seen inaction, tacit approval, and a permissive environment that allows this negative behaviour.”

“After I completed the section relating to a stressful situation, I recalled another ongoing situation involving a faculty member. He e-mails me 10-20 times a day with requests and will follow up with telephone calls to confirm that I received the e-mails. **If I don’t respond immediately to his requests he will verbally threaten and belittle me, explaining how important he is and that in his position he can easily cause problems for me with my superiors.** On one occasion, he made false accusations against me to a senior staff member. Fortunately I was able to defend myself with the appropriate documentation. I’ve learned that this person has a history of bullying, therefore I must “grin and bear it” like everyone else. It’s too bad that we must “turn the other cheek” to the inappropriate behaviour of those in status positions. For the most part the faculty and staff that I’ve dealt with at the University of Toronto has been professional and a pleasure to work with and I’m proud to be in association with them. They are the ones that inspire me to get out the door every morning.”

“In my experience, for administrative staff there is a definite sense that faculty members (professors), most especially older faculty, feel that administrative staff are inferior and not worthy of respect. This is not helped when in some cases faculty members are rude and aggressive towards administrative staff, and the administrative staff then receive no support from the unit head/manager. Supervisors of administrative staff are often not willing to confront someone who is behaving badly toward them.”

“U of T can be a very good place to work, however, **bad managers who operate with impunity spoil it for everyone.**”

The Union

“Belonging to a Union has made a great difference in the behaviour of tenured professors and senior administrators toward staff. No longer can you be threatened with losing your job on the whim of some superior, which is a great relief. The young professors hired in recent years have been more approachable and kind and many of the old-timers have retired or have been retired.”

Poor Safety Standards or Physical Work Conditions

“Well I have to bring up the lack of support for nursing, working mothers, many of which do not have access to private offices to pump milk in during the workday. I was advised to pump in the washrooms, which I find to be an unacceptable place for food preparations for infants and adults alike. Breast milk is the best food for babies and U of T as a good employer should support it.”

“Something needs to be done about the poor air quality in the OISE building (252 Bloor St. W.), which contributes to workers being ill more often than they typically would be. Also, we need heat in the winter time, not cold air blowing down on us. Windows we can open would be nice as well, to let the fresh air in.”

“Getting a job in a work environment that’s respectful and supportive is really a crap shoot at U of T. If you get a job like that, that’s great. If you don’t, too bad for you. My experience varies drastically from department to position. My last department was awful, but my current department is wonderful.”

“It seems that you are looking for negative experiences people have had at UofT. On average, I think we have a great workplace with fewer problems than in other sectors. I hope your survey will confirm this.”



PART II:
Full Report
on Staff
Environment
Survey
follows on
next page...

“I work hard at finding a peaceful balance between my needs and those of others at work... This survey made me concerned for workers that do not have a good work environment. It is very important to have a job that feels safe, comfortable, and meaningful.”

— *Local 1998 Member and Survey Respondent*

Steelworkers Local 1998
at the University of Toronto

Survey Report



by **JENNIFER
BERDAHL,**
PhD, Social Psychology

Associate Professor of
Organizational Behaviour
Degrees at the Rotman
School of Management,
University of Toronto

“I study social power and status in groups and in organizations. My current research focuses on workplace harassment—broadly defined to include social exclusion, derogation, sabotage, and threat—as a behavioral means of maintaining and reinforcing status hierarchies at work.”

— *Jennifer Berdahl*

The USW-1998 Staff Environment Survey

By Jennifer L. Berdahl

Joseph L. Rotman School of Management

March 7, 2007

INTRODUCTION

The USW-1998 Staff Environment Survey was conducted online in June 2007. An e-mail was sent to all USW-1998 members (approximately 3,350) from the local president, Alison Dubarry. The e-mail introduced the survey, gave members unique survey “keys” (numbers) allowing their responses to be linked with their salary and other employment data (which was optional), and provided a web link to the survey. The survey was entirely voluntary and confidential.

About one-third (1,085) of those asked chose to participate in the survey. Of those, 163 opted not to enter their survey keys. The number of staff represented in this report therefore varies by question. Participants who did not enter their survey keys are not represented in the analyses involving employment data, and staff could skip any question they did not wish to answer.

The survey was designed and conducted by Jennifer Berdahl, Associate Professor at the Rotman School of Management. This survey constituted part of her research program on harassment and social undermining at work. It was funded by the Social Sciences and Humanities Research Council of Canada and by the USW-1998. The data were collected, viewed, and analyzed by Professor Berdahl alone. No names or IDs were included in the data, which were analyzed in aggregate form only with no attempt to identify small groups or individuals.

This report provides an overview of the main results of the survey. The purpose of this report is to disclose results of this survey to the university community so that everyone interested can view, and potentially benefit, from what was learned.

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I. RESULTS OVERVIEW

This survey provided a wealth of information about staff attitudes and experiences at UofT. The response rate of 33% was high compared to other surveys conducted by independent scholars for research purposes. It was also high given its length (20-30 minutes) and personal nature (for example, questions about mental and physical health, harassment and undermining, and sexual orientation). The staff who responded to the survey appeared to be quite representative of staff at UofT in general: Respondents and non-respondents were similar in terms of FTE status, salary, job classifications, locations, and sex (all dimensions on which they could be compared).

Results portrayed a relatively positive picture of how staff members feel about working at UofT. Most employees report being satisfied. They are most satisfied with the work they perform and their coworkers. They are least satisfied with their opportunities for advancement (this problem was also highlighted by many staff members at the end of the survey). Most described their work environments as friendly and felt valued at work. Despite this, 37% said they were somewhat to very likely to leave the UofT within three years. The primary reasons given were to increase salary and benefits and to improve one's career.

Social undermining and sexual and ethnic harassment were not terribly frequent for most employees at UofT, but they were not terribly infrequent, either. On average, staff members experienced 28 acts of undermining in the past year (e.g., being silenced, excluded, ignored, derogated, slandered, sabotaged, threatened, or bribed). Consistent with the idea that undermining is a modern form of sexism and racism at work, women experienced significantly more undermining than men and Blacks experienced more undermining than Whites and Asians. Sexual harassment was much less frequent and was primarily targeted at male and female homosexuals. This is consistent with recent research showing that sexual harassment is primarily aimed at people who challenge traditional gender roles. Ethnic harassment was slightly more common than sexual harassment and was experienced most by employees whose coworkers differed from them in ethnicity. Undermining and harassment had significant effects on mental and physical health. Employees who experienced more undermining suffered more symptoms of depression and physical ailments; those who were sexually harassed suffered more physical health problems.

Linking survey responses to data provided by the UofT administration on salary, salary scale, FTE, job classification, and departmental location showed that, not surprisingly, salary scale position, FTE, prior work experience, educational level, seniority, job classification, and departmental location affected salary. Surprisingly, however, even when all of these variables were controlled for, there remained significant differences in salary based on age, race, sex, and sexual orientation. Men earned significantly more than women, and there were significant interactions between sex, race, and sexual orientation: White and heterosexual men earned significantly more than other employees with the same qualifications and positions. Despite this, most staff members were unaware that their salary was affected by their gender or their ethnicity.

In sum, this survey reveals generally positive attitudes toward working at UofT, but discrepancies in how employees are treated and compensated. Hopefully these can be redressed through collaborative efforts between the union and university administration.

II. SAMPLE CHARACTERISTICS

On characteristics available for comparison, staff members responding to the survey were highly similar to staff members who did not respond to the survey. Respondents and non-respondents were similar in terms of FTE status, salary, job classifications, locations, and sex.

A. Job Characteristics

i. **FTE Status**

Almost all staff members participating in this survey, 95%, were classified as 100 FTE, or full-time employees at UofT. This is similar to proportion of staff represented by USW-1998 who work full time at the university (92%).

ii. **Salary**

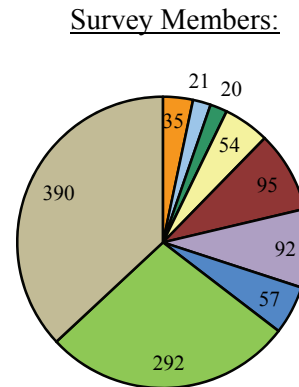
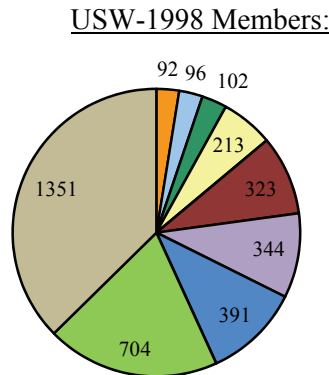
The average salary of USW-1998 members is slightly lower (\$51,657.97) than the average salary of survey respondents (\$53,483.21), though modal salaries of both groups was the same (\$49,705.00).

iii. **Job Classifications**

Staff responding to the survey reflected the broader pool of USW-1998 members in terms of job classifications. Below are figures showing major job classifications (i.e., those with 2.5% or more of USW-1998 members in them). As can be seen, only lab technicians were relatively underrepresented in this survey and those under “other” classifications (e.g., accountants, craftspeople, and editors) were slightly over-represented.

Legend:

- Library Technician
- Research Officer
- Sysys Software Prog
- Clerk
- Appl Prog/Analyst
- Secretary
- Lab Technician
- Other Classification
- Admin Asst



iv. Location

To get a sense of whether staff members have different experiences depending on where they work at UofT, it is important to identify meaningful groups while also protecting the privacy and confidentiality of staff responding to the survey.

To do this, staff groups were defined by a combination of department (e.g., Faculty of Dentistry, Rotman School of Management, Student Services) and physical location (e.g., Mississauga, Robarts Library, Medical Sciences Building). When departments or units were small, they were grouped by building. Analyses were limited to groups with at least 10 staff members responding to the survey, with these staff representing at least 20% of the staff in that group. These criteria resulted in 26 staff groups. Mississauga and Scarborough tended not to have 10 or more respondents per department or unit, so staff members were combined within these campuses. Thus the list below does not contain all staff, just those falling into groups meeting the cut-off criteria for size and representativeness.

1. UofT-Mississauga Staff (N=83)
2. UofT-Scarborough Staff (N=57)

UofT-St. George Staff Groups (N=496):

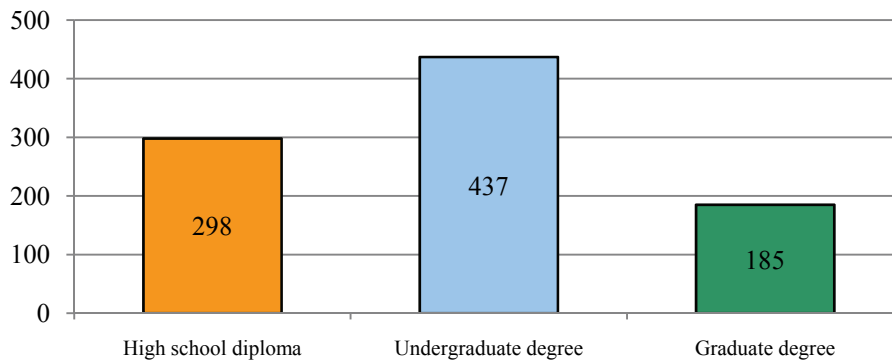
Locations:

- | | |
|--|--------------------------|
| 3. Administrative & Accounting Services | 215 Huron St |
| 4. Admissions and Awards | 315 Bloor |
| 5. Alumni House | 21 King's College Circle |
| 6. Computing & Networking Services | 4 Bancroft & 255 Huron |
| 7. Department of Chemistry | 80 St George |
| 8. Department of Physics | 255 Huron |
| 9. Ecology and Evolutionary Biology | 25 Willcocks |
| 10. Faculties of Nursing & Health Sciences | 155 College |
| 11. Faculty of Dentistry | 124 Edward |
| 12. Faculty of Information Studies | 140 St George |
| 13. Faculty of Music | 80 Queen's Park |
| 14. Faculty of Physical Education & Health | 55 Harbord |
| 15. Galbraith Building | 35 St George |
| 16. Koffler Student Services | 214 College Street |
| 17. Medical Sciences Bldg | 1 King's College Circle |
| 18. OISE Offices | 252 Bloor St |
| 19. Rehabilitation Sciences Building | 500 University |
| 20. Robarts Library | 130 St George |
| 21. Rotman School of Management | 105 St George |
| 22. Sandford Fleming Building | 10 King's College Road |
| 23. SGS General Administration | 65 St George |
| 24. Sidney Smith | 100 St George |
| 25. Simcoe Hall | 27 King's College Circle |
| 26. Social Work/SIS | 246 Bloor Street |

B. Background Qualifications

i. **Education**

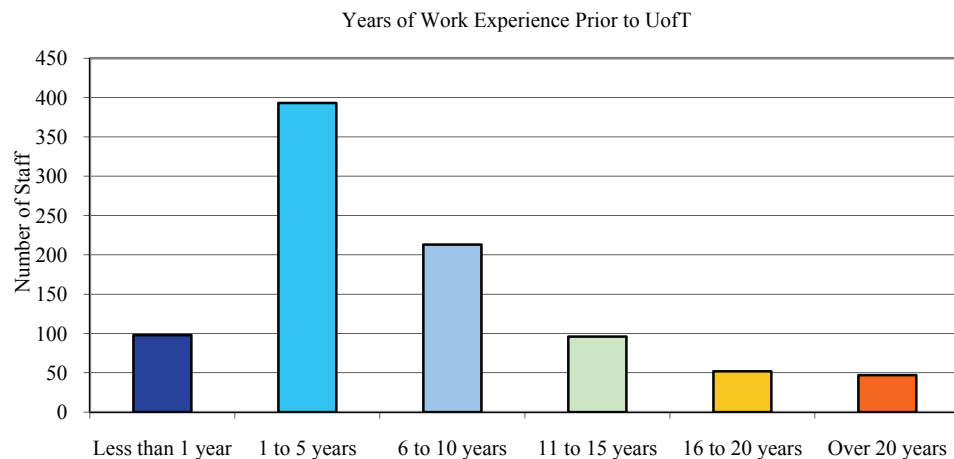
Staff members indicated the highest level of education they have completed in the survey, from 1 (some high school or less, no diploma) to 8 (Ph.D.). The average level of education was 4.91, equivalent to graduating from university with a B.A. or a B.S. About one-third of the sample (33%) had levels of education below this, 41% at this level, and 20% had some graduate school (most of whom had earned professional degrees, such as M.A., M.S., J.D., or M.D.).



ii. **Work Experience**

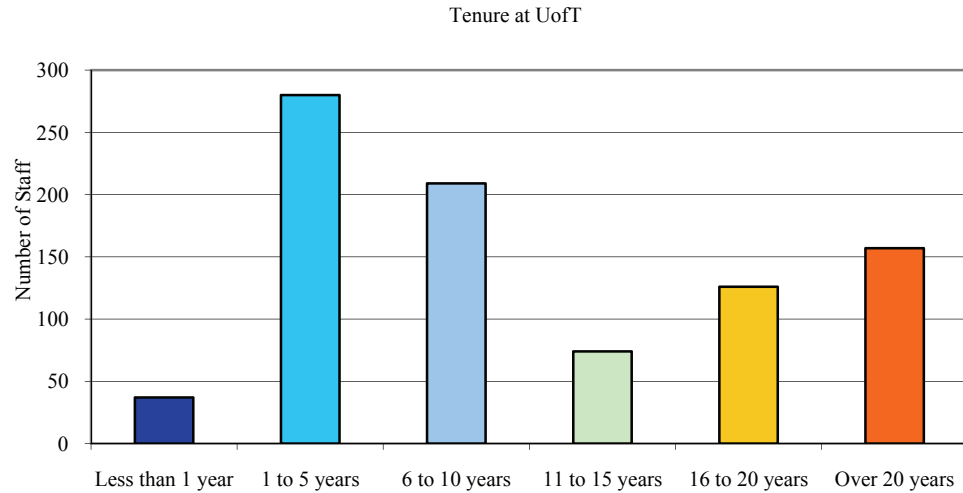
a. *Prior to UofT*

Staff members indicated how many years of relevant work experience they had prior to joining UofT. Answers ranged from 0 to 55 years. The average number of years of experience prior to UofT was **7.39**. The median (the number most people had) was **5** years.



b. Seniority At UofT

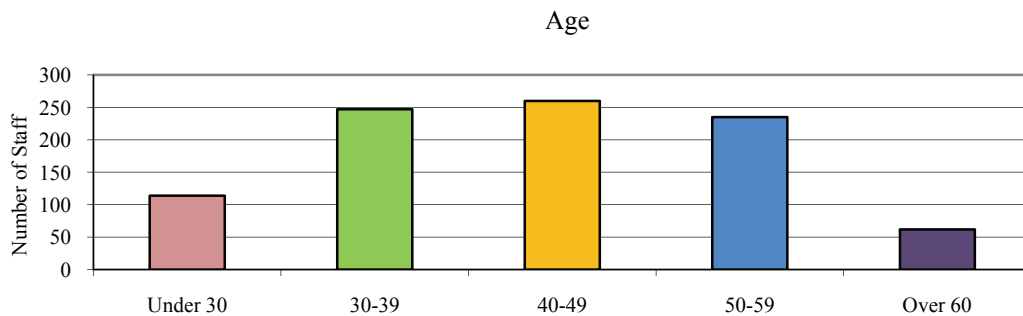
Staff members were also asked how long they had worked at UofT. Answers ranged from 1 month to 55 years. The average number of years at UofT was 1.59. The median was 8.



C. Demographic Characteristics

i. Age

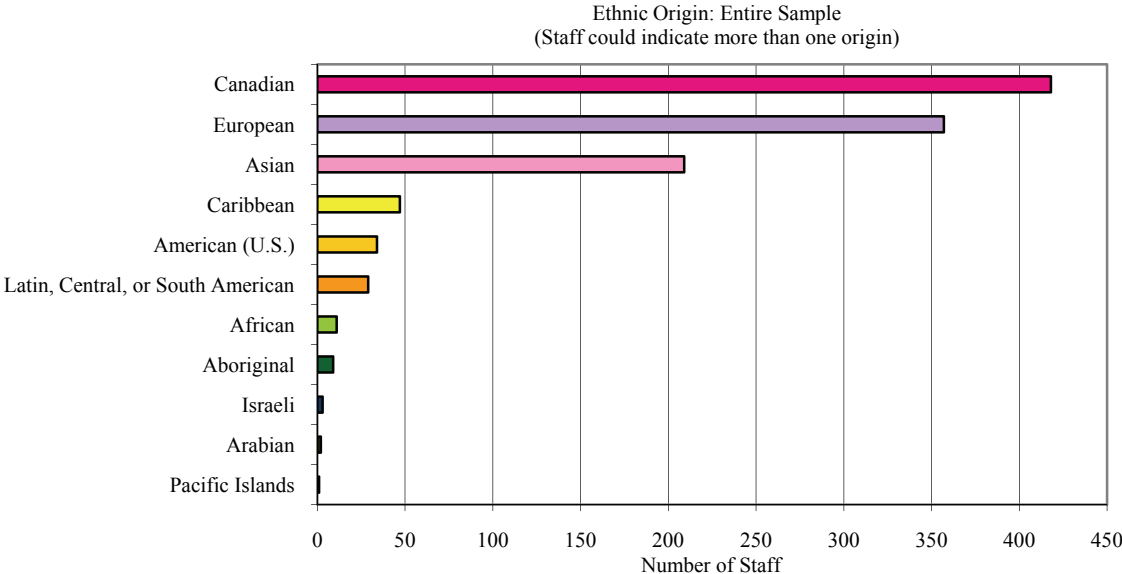
Respondents averaged 44 years of age (SD = 10.82), and ranged from 23 to 94 years old.



ii. Ethnicity

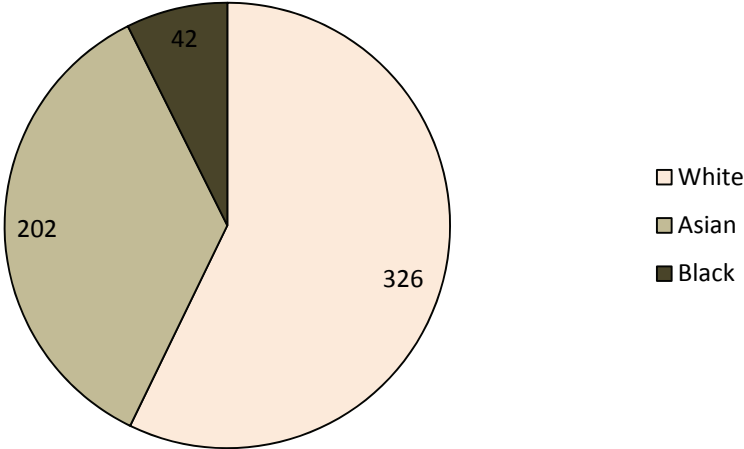
Staff members indicated however many of 19 ethnic/ancestral origins they had (e.g., Eastern European, Mexican, Southeast Asian). Due to complaints from some faculty in a UofT faculty survey conducted in 2006, “Canadian” and “American” were included as options. This complicated attempts to understand employee experiences by visual racial/ethnic minority status, however. Employees choosing Canadian only numbered 228, making it unclear whether

they were Caucasian/White, Caribbean/Black, Asian, Latino, etc. There were an additional 190 employees who chose Canadian plus another background.



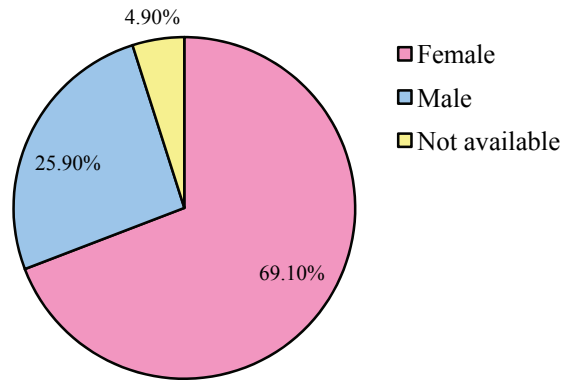
For the purposes of analyses by race/ethnicity, only the three largest groups were compared: (1) those checking European (and perhaps also Canadian) but no other ethnic background (326, labeled “White”); (2) those checking Asian (and perhaps also Canadian) but no other ethnic background (202, labeled “Asian”); and (3) those checking African or Caribbean (and perhaps also Canadian) but no other ethnic background (42, labeled “Black”).

Composition of Staff in Analyses by Race



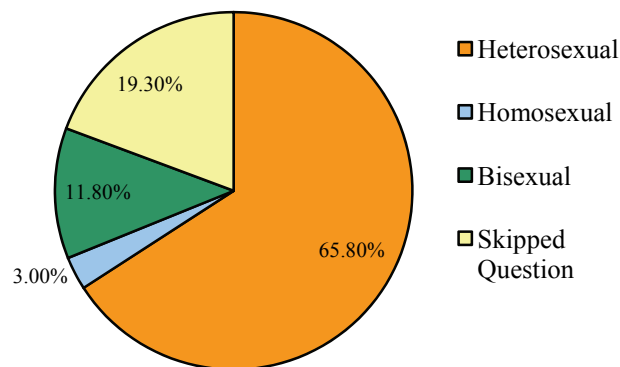
iii. Sex

A majority of USW-1998 members at UofT are women: 2,334, or 70%. Of those responding to the survey, approximately the same proportion was female: 730, or 69.1%. For 52 respondents (4.9%), information about their sex was not available.



iv. Sexual orientation

Toward the end of the survey, staff members were asked whether they were exclusively, mostly, or equally attracted to members of one sex or the other sex. Similar proportions of women and men were heterosexual (exclusively attracted to the *other* sex): 81.8% and 80.7%, respectively. More women than men were bisexual (attracted to *both* sexes): 16% and 10.5%, respectively. More men than women were homosexual (exclusively attracted to the *same* sex): 8.8% and 2.3%, respectively. Many respondents – almost one-fifth – skipped this question, and at least one staff member wrote that they were offended by it. Combining across men and women, the breakdown for sexual orientation in the sample was:



III. RESULTS

Results were analyzed for staff overall and then by work and demographic groups. The categories of job classification, location, race, sex, and sexual orientation were each analyzed separately to test their effects on the results with General Linear Models. The continuous values of prior work experience, time employed at UofT, and age were analyzed simultaneously (given the high overlap between these variables) with regression models. Examination of salary (also a continuous variable) was done separately with a regression analysis.

Follow-up analyses were sometimes conducted to test the effects of one variable while controlling for the others: for example, whether sex remained a significant predictor of salary after controlling for job classification, work experience, salary scale, and so on. When this was done it was reported.

To provide a report that focuses on results rather than on statistical details, test statistics and exact significance levels are not reported below. All results reported as significant met the test criterion of 95% or higher probability of replicability. Readers wishing for statistical details of the results below may contact Jennifer Berdahl to request them.

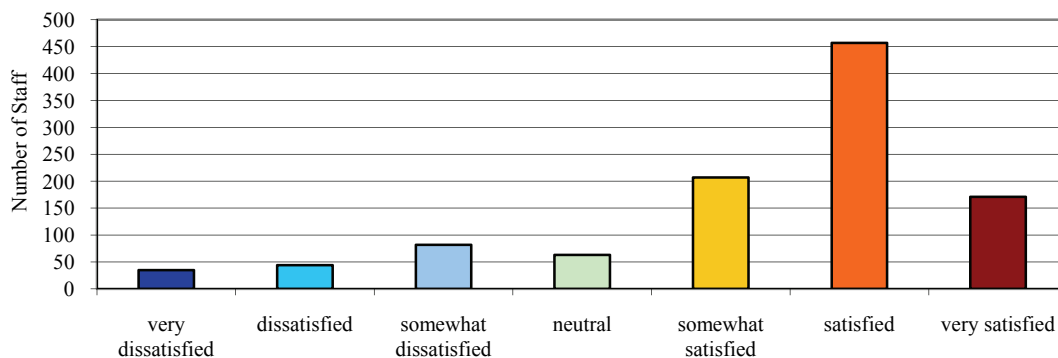
A. Perceptions of UofT

i. **Satisfaction**

a. *Satisfaction Overall*

The level of satisfaction among staff was reasonably high. On a scale from 1 (very dissatisfied) to 7 (very satisfied), the average was **5.27** (SD = 1.51). Of the 1,059 staff who answered the question, 79% indicated they were somewhat to very satisfied and 15.2% indicated they were somewhat to very dissatisfied.

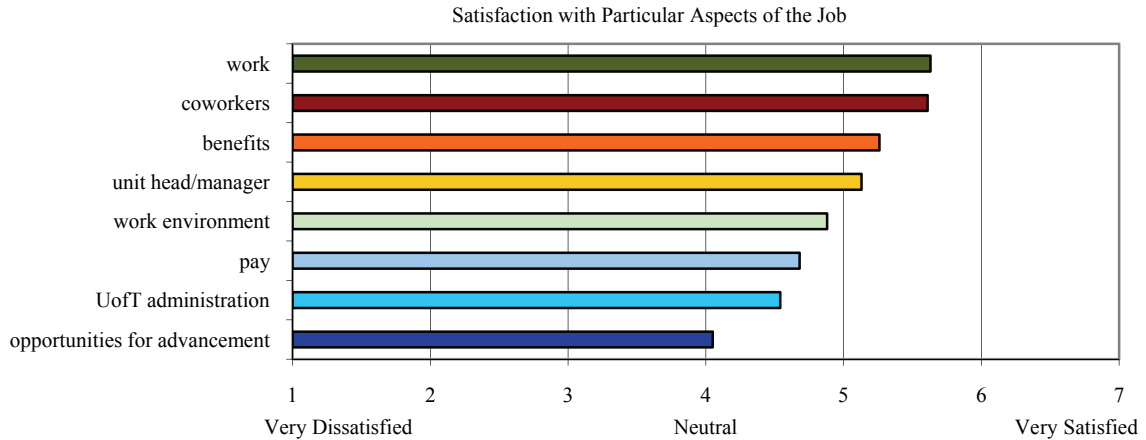
Overall Satisfaction at UofT



By work and demographic groups. Satisfaction was not significantly different by job classification, location, prior work experience, time at UofT, salary, or age, race, sex, and sexual orientation.

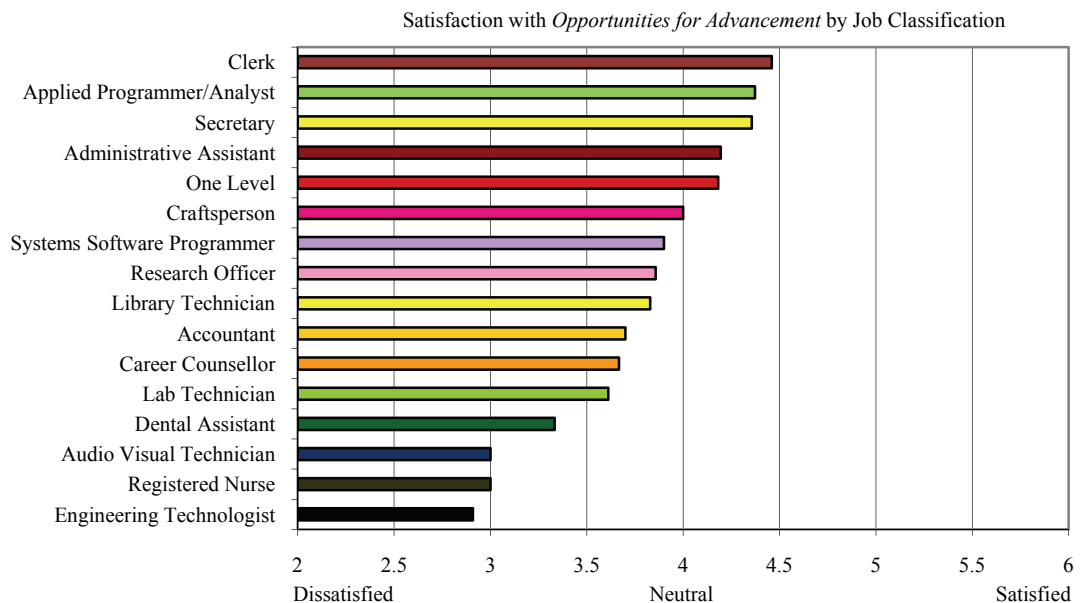
b. *Satisfaction with Particular Aspects of the Job*

Staff members were asked how satisfied they were with various aspects of their job at UofT. As seen in the figure below, staff were most satisfied with the work they performed and their coworkers. Staff were least satisfied with opportunities for advancement.

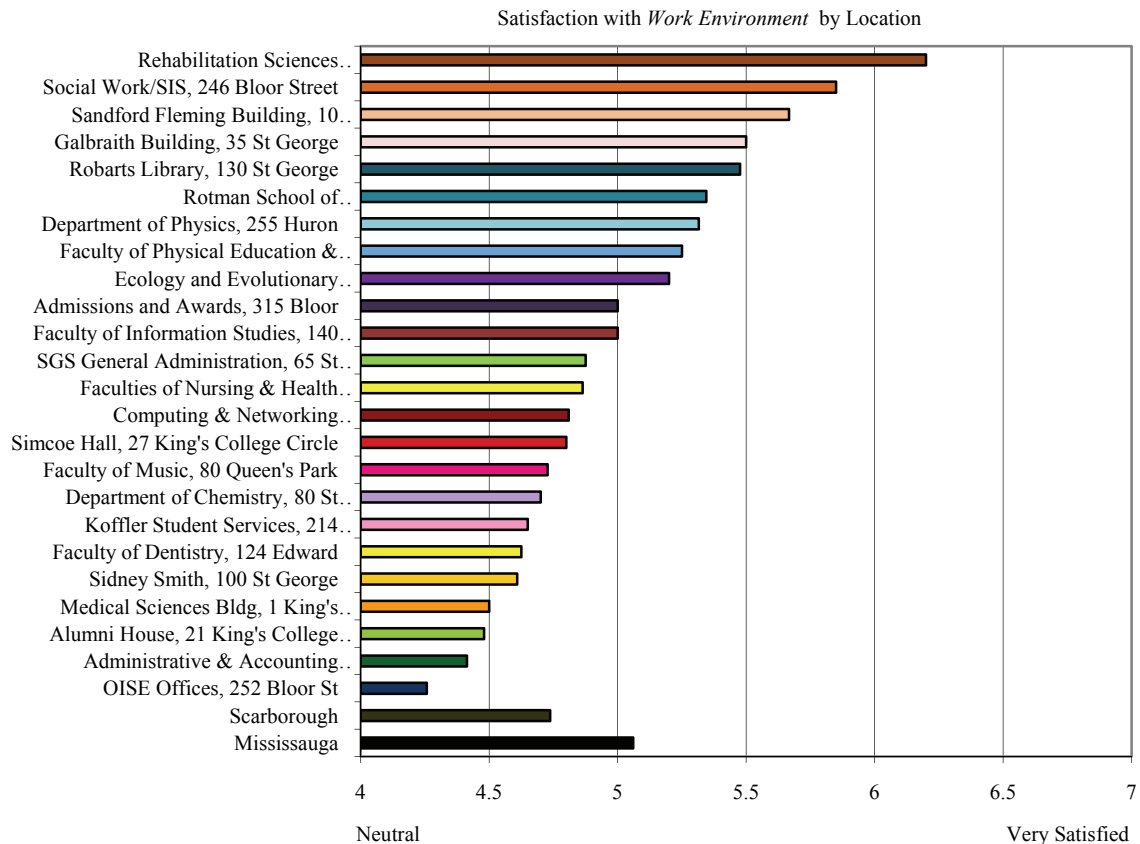


By work and demographic groups. Everything but employee sex affected satisfaction with particular aspects of the job. Effects of job classification, salary, prior work experience, time at UofT, age, race, and sexual orientation are discussed below.

Job classification. There were significant differences by job classification only in satisfaction with *opportunities for advancement*. Engineering technologists were least satisfied with their advancement opportunities, and significantly less so than Clerks, Applied Programmers/Analysts, Secretaries, and Administrative Assistants.



Location. There was a significant effect of location on satisfaction with one's *work environment*. Staff members working at OISE, Administrative & Accounting Services (215 Huron St.), and the Alumni House reported the lowest levels of satisfaction with their work environment, while staff at Rehabilitation Sciences, Social Work/SIS, and Sandford Fleming reported the highest levels. Location groups were not comprehensive but were based on size, so there are staff groups not represented in the chart below.



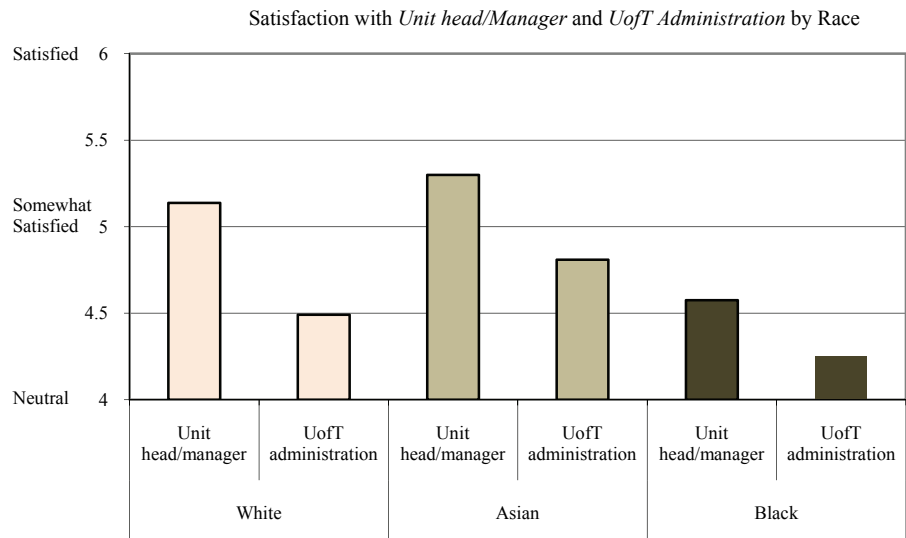
Salary. There were significant relationships between salary and satisfaction with the *UofT's administration*, the *work* employees performed, and, not surprisingly, with *pay*. Staff members with higher salaries were less satisfied with the UofT administration, but were more satisfied with the work they performed and their pay than staff members with lower salaries.

Work experience prior to UofT. There was a significant and negative effect of work experience prior to UofT on staff members' satisfaction with their *pay*: The longer employees had worked before joining UofT, the less satisfied they were with their pay.

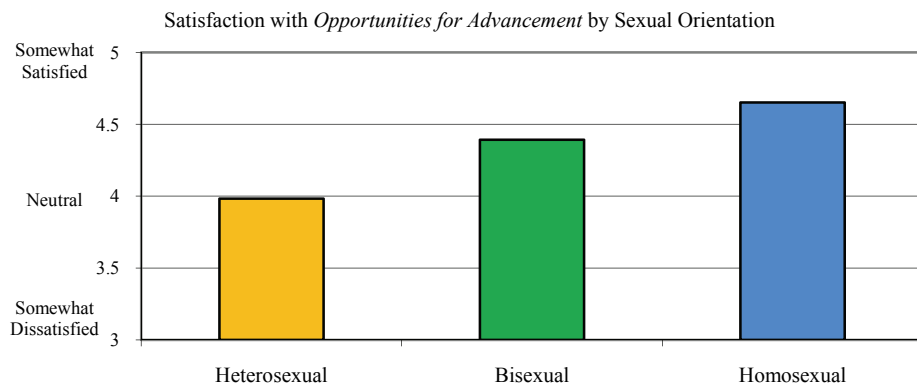
Seniority at UofT. There was a significant and negative effect of time at UofT on staff members' satisfaction with their *pay* and with their *benefits*: Employees who have been at UofT longer were less satisfied with their pay and their benefits than employees who joined UofT more recently.

Age. There was a significant and negative effect of age on satisfaction with *coworkers*, *unit head/manager*, and *UofT administration*, with older employees less satisfied than younger ones with these aspects of their jobs at UofT.

Race. There was a significant effect of race on satisfaction with the *UofT administration* and an almost significant effect ($p = .06$) of race on satisfaction with one's *unit head/manager*. Black employees were least satisfied, Asian employees were most satisfied, and White employees fell in-between.



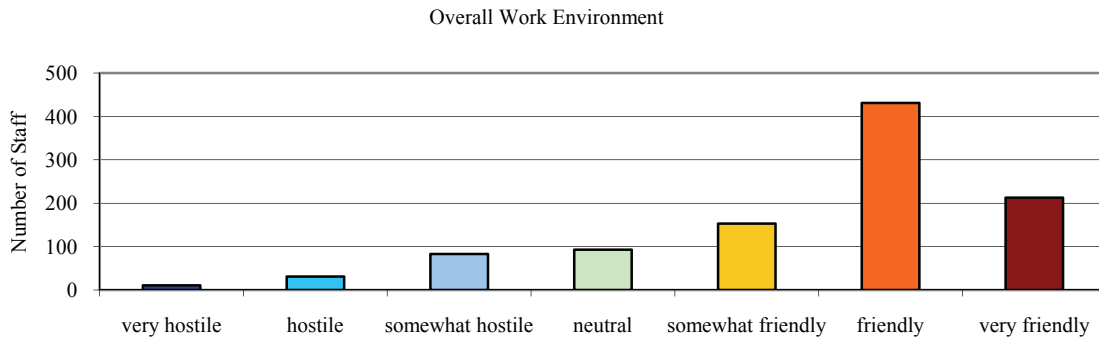
Sexual Orientation. There was a significant effect of sexual orientation on satisfaction with *opportunities for advancement*. Homosexual staff members were more satisfied with their opportunities for advancement than heterosexual staff members. Bisexual staff members fell in-between. These differences by sexual orientation could be caused by differences in ambition, in opportunities, or both.



ii. Work Environment

a. Work Environment Overall

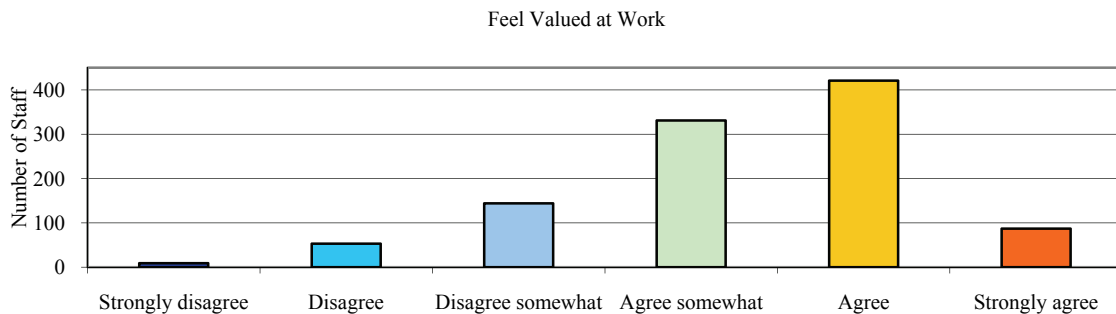
In addition to rating their satisfaction with their work environment (along with other aspects of their job), staff were asked to indicate how hostile or friendly their work environments were on a scale from 1 (very hostile) to 7 (very friendly). Most staff rated their work environment as friendly (6). The average rating was **5.44** (SD = 1.40), between somewhat friendly and friendly. A large majority, 78.5%, rated their overall work environment as somewhat to very friendly; 12.7% rated it as somewhat to very hostile.



By work and demographic groups. There were no significant differences in how friendly or hostile staff thought their work environments were by job classification, location, salary, work experience prior to or at the UofT, race, sex, or sexual orientation. The only significant difference that emerged was by **age**: Employees under 40 and over 60 rated their work environments as more friendly than employees in their 40s and 50s did.

b. Feeling Valued at Work

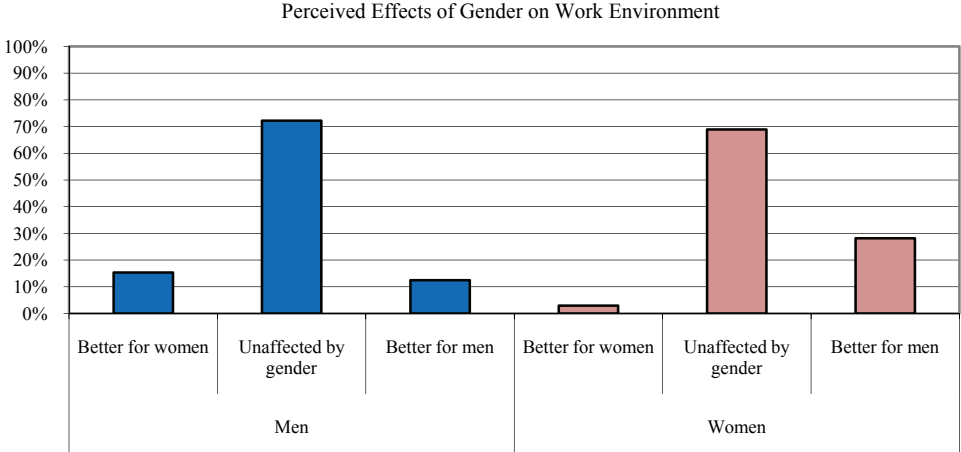
Nine questions asked respondents how valued and respected they feel at work (for example, “My work is valued,” “I am listened to,” and “People let me know they appreciate my work”) on a scale of 1 (strongly disagree) to 6 (strongly agree). The reliability of this scale was high ($\alpha = .92$). On average, staff members agreed somewhat with statements of feeling valued at work (**4.33**, SD = .97). One-fifth, or 20%, of staff members disagreed with such statements, or did not feel valued at work.



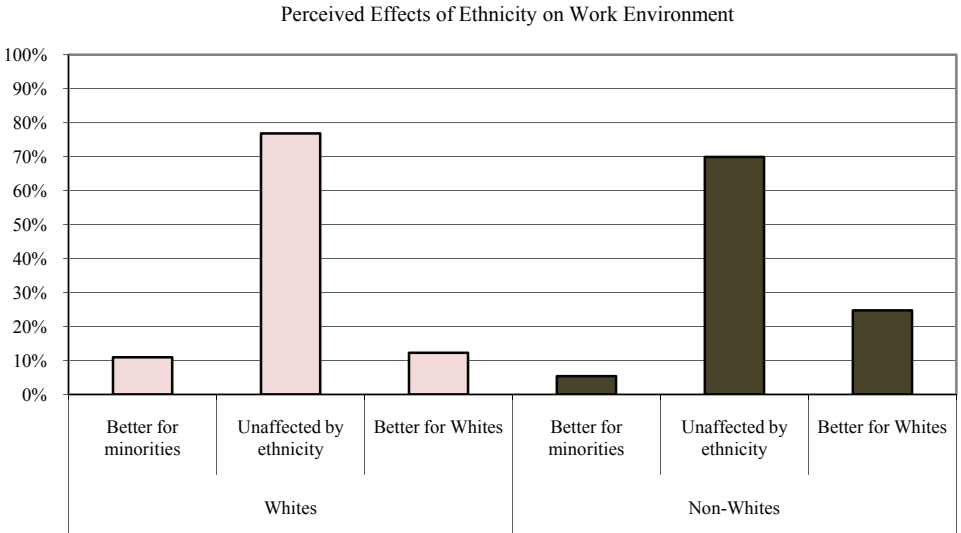
By work and demographic groups. There were no effects of any of the work or demographic groupings (job classification, job location, salary, prior work experience, time at UofT, age, race, sex, or sexual orientation) on how valued employees reported feeling at work.

c. *Perceived Effects of Gender and Ethnicity*

Toward the end of the survey, staff members were asked whether their gender or ethnicity had any effects on their work environment (for gender, 1 = better for women, 2 = not affected by gender, 3 = better for men; for ethnicity, 1 = better for ethnic minorities, 2 = not affected by ethnicity, 3 = better for Whites). There was a significant effect of sex on perceptions of how gender affects the work environment. A majority of men and women saw their work environments as unaffected by gender. More women than men thought the work environment was better for the other than their own sex.

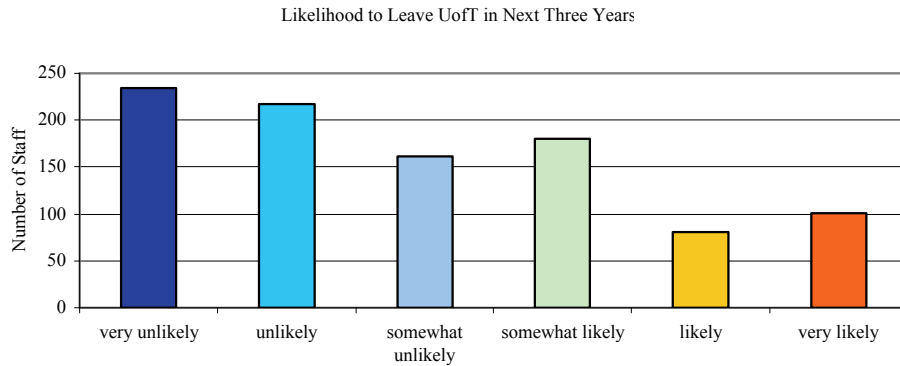


There was also a significant effect of race on perceptions of how ethnicity affects the work environment, with more minorities than Whites thinking the work environment was better for Whites than minorities.



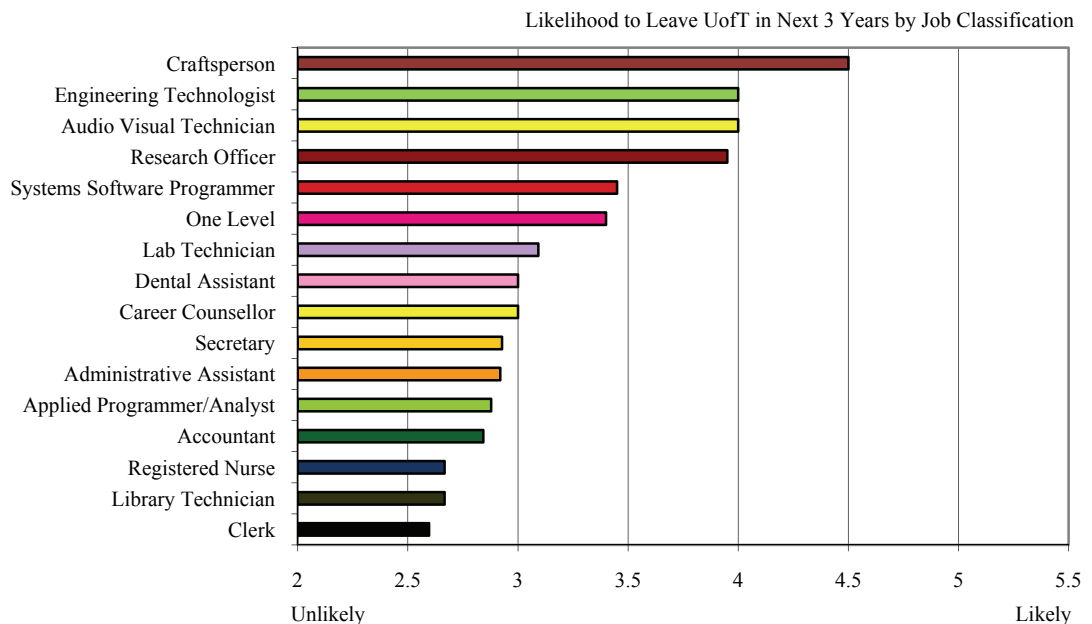
iii. Intentions to Leave

- a. *Likelihood to Leave.* Staff were asked how likely they were to leave the UofT in the next three years. A majority, 63%, said they were somewhat to very *unlikely* to leave. Over one-third, 37%, of staff said they were somewhat to very *likely* to leave.

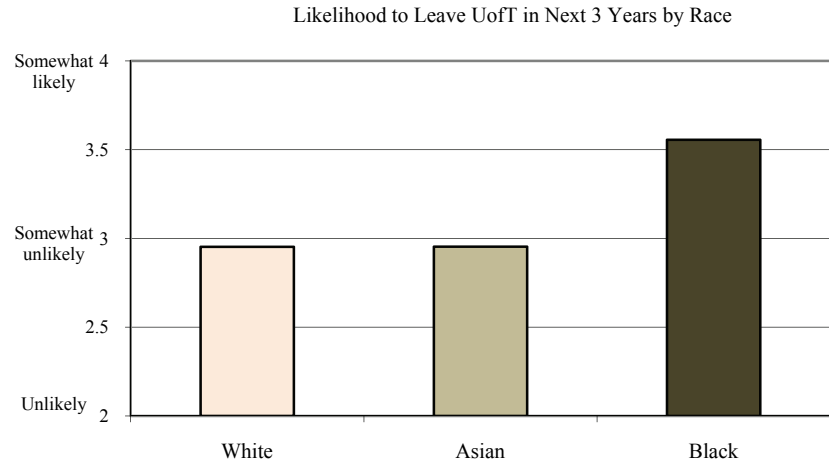


By work and demographic groups. There were significant differences in likelihood to leave by job classification, and almost significant differences ($p < .10$) by race and sexual orientation. There were no significant differences by location, salary, work experience, age, or sex.

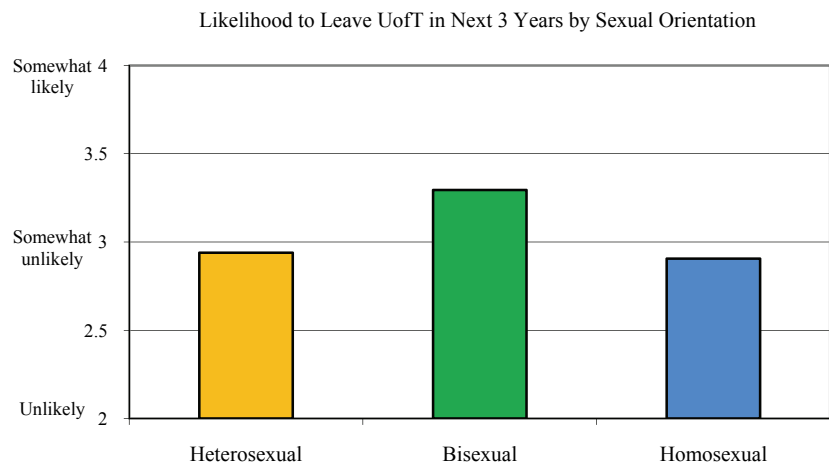
Job classification. Craftspeople and Engineering Technologists were more likely to leave than Clerks.



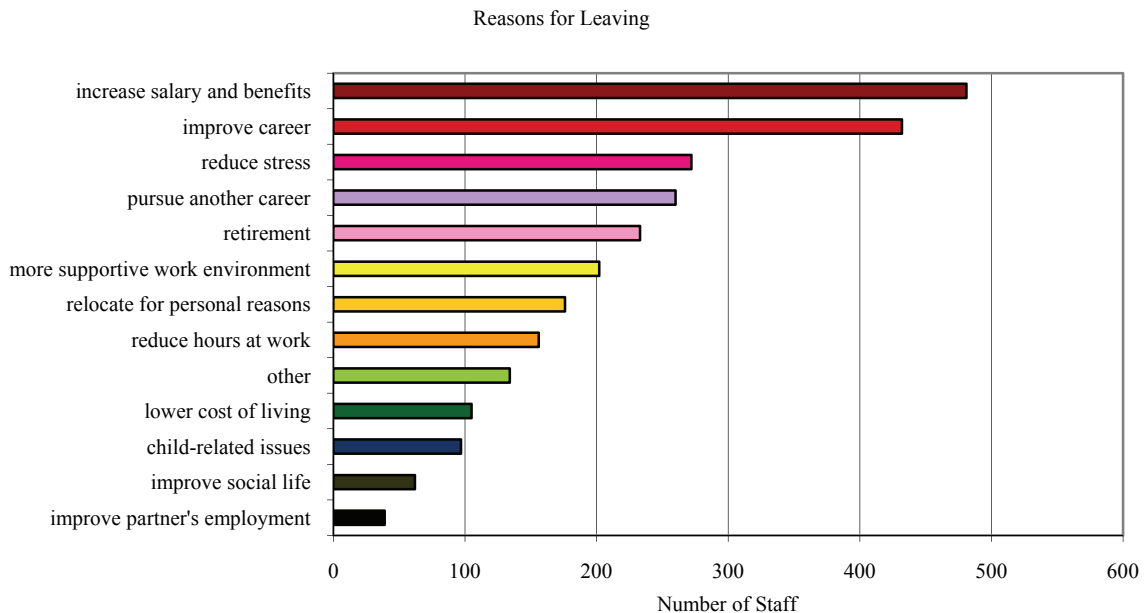
Race. Blacks were more likely to leave the UofT in the next three years than Whites and Asians.



Sexual orientation. Bisexual staff members were more likely to leave the UofT in the next three years than Heterosexual and Homosexual staff members.



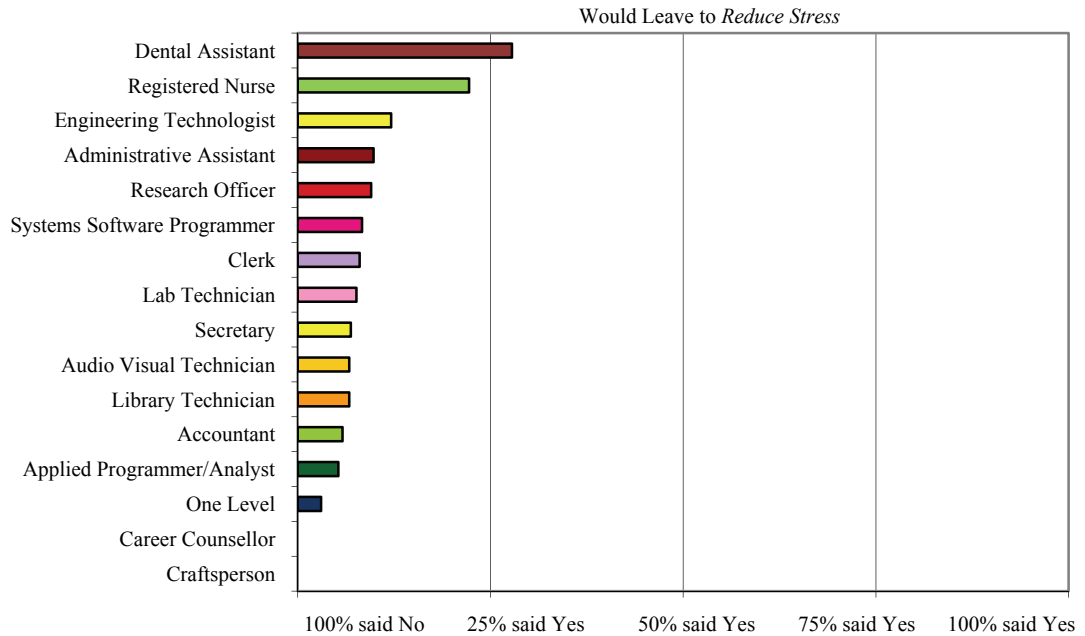
- b. *Reasons for Leaving.* When asked to indicate which (if any) of 12 reasons they had considered leaving the UofT, the most common reason given by staff members (51%) was to increase salary and benefits, followed by to improve their careers (46%) and reduce stress (29%).



Respondents could also choose “other” and specify a different reason for leaving, and 105 respondents, or 10%, did. Of these, 31 indicated they would leave to escape an intolerable or hostile working environment; 29 indicated wanting to leave to pursue more education and/or opportunities for more challenging and interesting work; 25 said they would leave to reduce their commute time; and 7 indicated plans to leave to care for parents or children.

By work and demographic groups. Employee groups differed in their reasons for considering leaving the UofT. Only location and work experience prior to UofT were not significantly related to why employees might consider leaving UofT.

Job classification. Employees differed significantly by job classification in whether they said they would leave to *reduce stress*. Many more Dental Assistants and Registered Nurses than employees in other jobs said they would consider leaving UofT to reduce their levels of stress. No Career Counselors or Craftspeople indicated reducing stress as a reason to leave UofT.



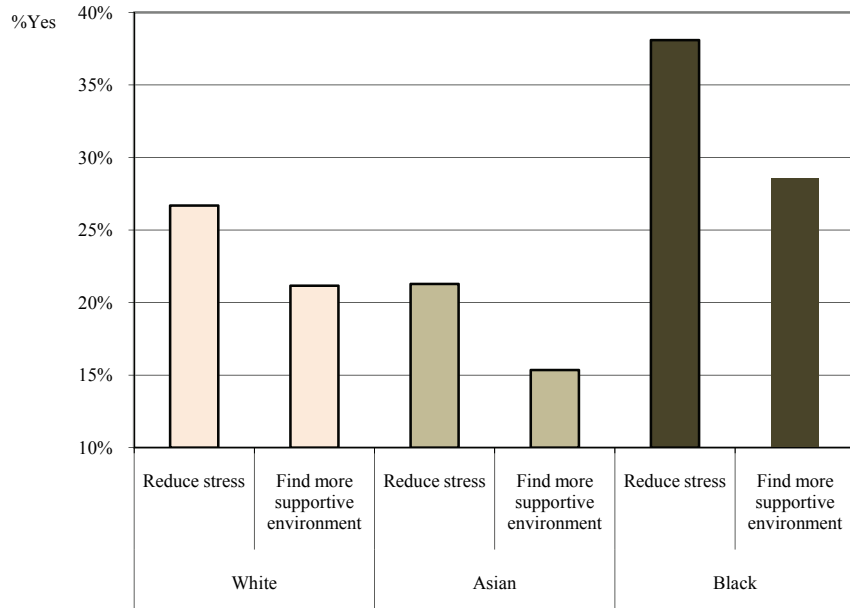
Salary. Employees with lower salaries were more likely than those with higher ones to say they would leave to increase their *salary and benefits*, to pursue *another career*, and to improve the employment position of their *spouse/partner*. Those with higher salaries were significantly more likely than those with lower ones to say they would leave to reduce hours spent at work and to retire.

Seniority at UofT. Those who worked at UofT for a longer period of time were more likely to say they would leave *reduce hours spent at work* and to *retire*.

Age. Younger employees were significantly more likely than older employees to say they would leave to increase their *salary and benefits*, to improve their *careers*, to pursue *another career*, to relocate to *another city or region* for personal reasons, and to address *child-related issues*. Older employees were more likely to say they would leave to retire.

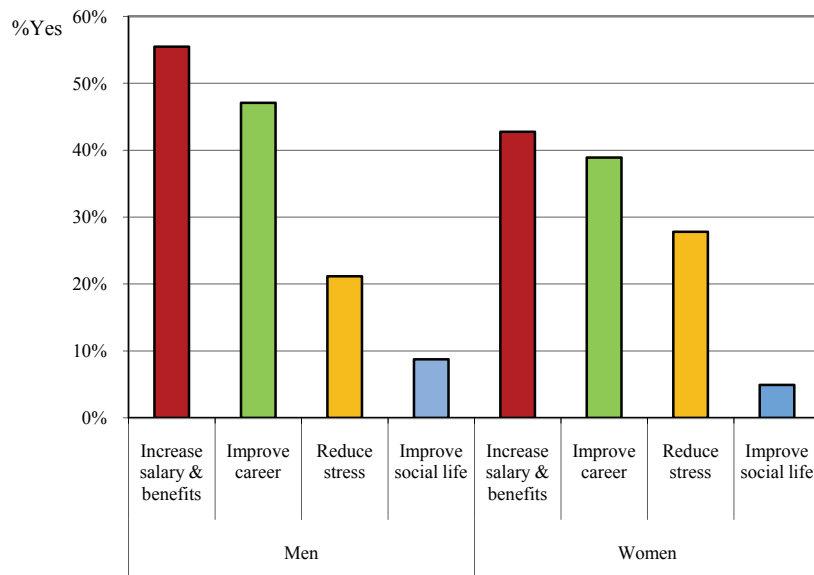
Race. Blacks were more likely than Whites and Asians to say they would leave to *reduce stress* and to find more supportive *work environments*. (See graph on the next page.)

Would Leave to *Reduce Stress* or *Find More Supportive Environment* by Race



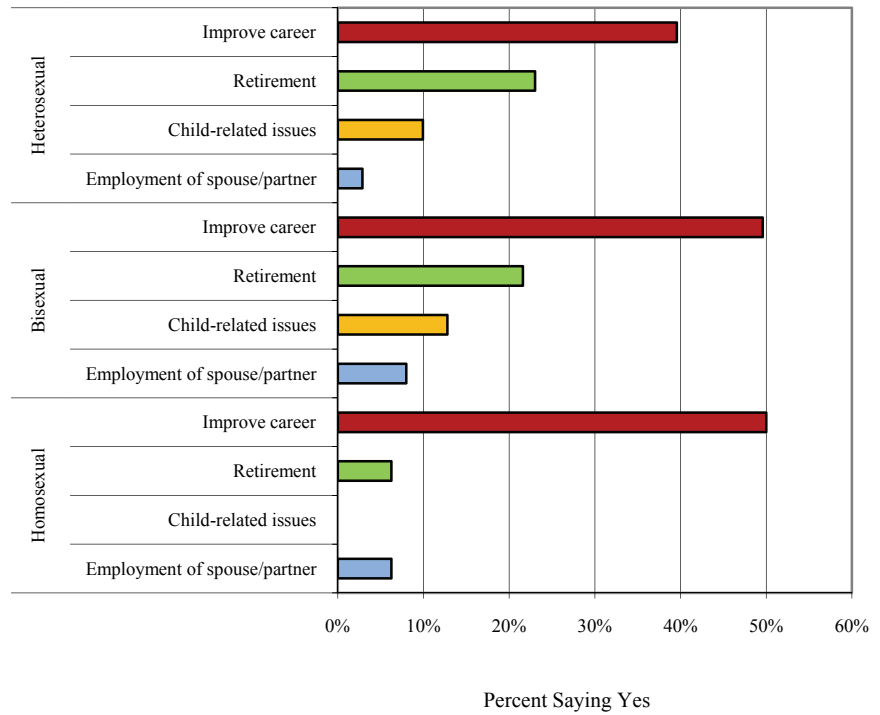
Sex. Men were more likely than women to say they would consider leaving the UofT to increase their *salary and benefits*, to lower their *cost of living*, and to improve their *social life*, whereas women more likely than men to say they would leave to *reduce stress*.

Differences in Reasons for Considering Leaving UofT by Sex



Sexual orientation. Heterosexuals were less likely than others to say they would leave UofT to improve their *careers* and to improve the employment position of their *spouse/partner*. Homosexuals were less likely than others to say they would leave UofT to *retire* or to address *child-related issues*.

Differences in Reasons for Considering Leaving UofT by Sexual Orientation



B. Experiences at UofT: Undermining and Harassment

This survey focused on employee experiences of social undermining and harassment. Social undermining is treatment that works against and weakens a person, often in an underhanded way. Also called microaggression and incivility, it is one of the most pervasive and damaging harms at work because of its relatively subtle and invisible nature. Undermining can be difficult to recognize and to “prove” without systematic data like those gathered here. Undermining can be deliberate or non-deliberate, and can be targeted at individuals accidentally based on the demands of a situation or personally based on antipathy.

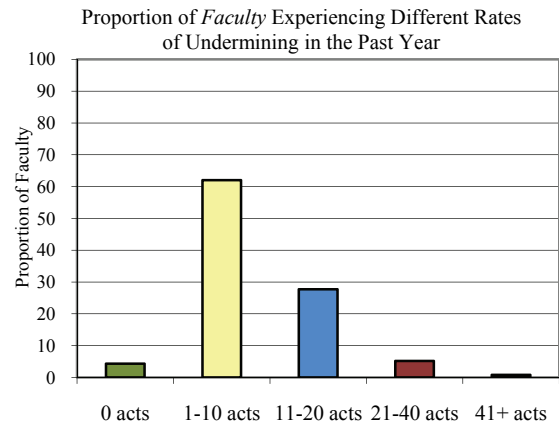
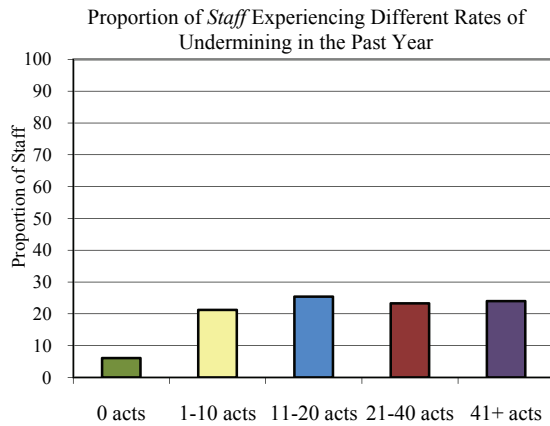
Sexual harassment is the most studied form of harassment in the workplace. Ethnic harassment has also been studied. Both were examined in this survey. Sexual harassment has traditionally been defined as sexual behaviors that are repeated, unwanted, and offensive to an individual. Ethnic harassment involves jokes, comments, and other behaviors that put a person or a group down based on ethnicity. Like undermining, sexual and ethnic harassment can erode people’s status and sense of safety and well-being at work. Sexual and ethnic harassment are forms of sex and race discrimination. If systematically targeted at individuals based on their sex or ethnicity, social undermining is too.

To measure undermining and harassment, staff were asked how often in the past year (1 = Never, 2 = Once or twice, 3 = Three or four times, 4 = Five or more times) they were treated in a variety of ways (44 in total) while at work. If a staff member experienced a form of treatment at least once in the past year, the staff member was also asked how negative or threatening the experience had been (1 = Not at all negative, 2 = Somewhat negative, 3 = Negative, 4 = Very negative). An act was defined as undermining or harassing to the degree it was both frequent and negative. Frequency (1-4) was multiplied by negativity (1-4) to form a score that ranged from 1 (did not experience, or was not bothered by, an act) to 16 (experienced an act five or more times very negatively).

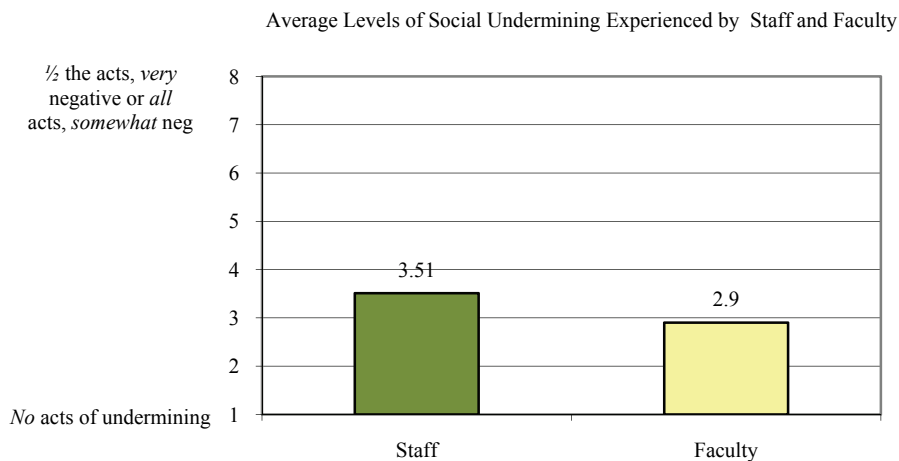
i. Social Undermining

Twenty-three undermining behaviors were combined to measure overall undermining (alpha reliability = .99). Examples of these behaviors include “prevented or discouraged you from expressing your opinion,” “ignored or failed to respond to a communication from you,” “excluded you from important work activities or meetings,” “tried to turn others in your work environment against you,” “did things to embarrass you,” “delayed action on matters that were important to you,” “kept information from you that you should have known,” and “threatened or harassed you for ‘blowing the whistle’ about activities at work.”

Frequency. On average, staff members experienced 28 events of undermining in the past year. Compared to results for the same acts of undermining from a UofT faculty survey conducted a year earlier, this rate is a bit higher than that experienced by faculty (about 20 acts). As seen in the graphs below, more faculty than staff experienced low levels of undermining, but more staff than faculty experienced high levels of undermining.



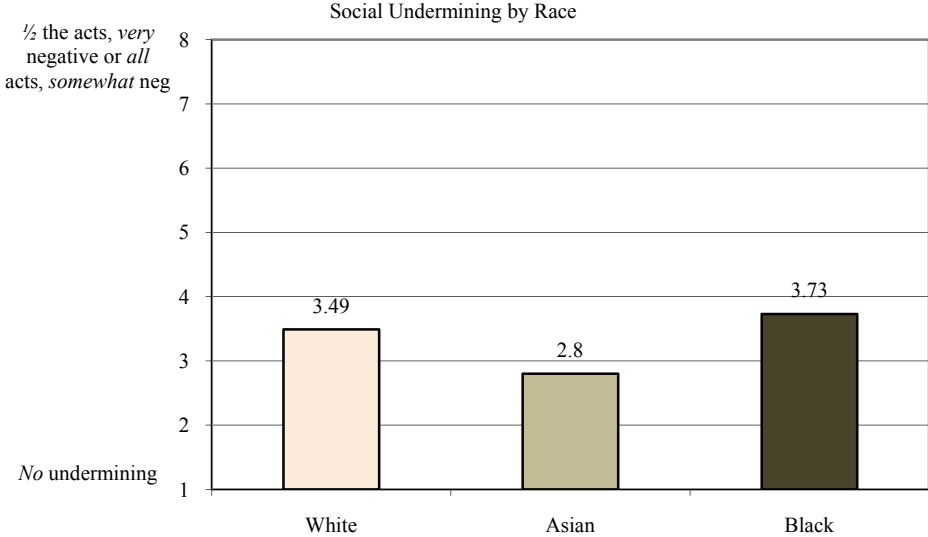
Severity. On the scale of 1 to 16 that multiplies frequency with negativity ratings, the average level of social undermining experienced by staff is quite a bit higher than that experienced by faculty. This average was 3.51 for staff and 2.90 for faculty. In addition to experiencing more acts of undermining, staff members are likely to experience the same acts more negatively if, on average, they are less powerful and feel more vulnerable than faculty do in their work environments.



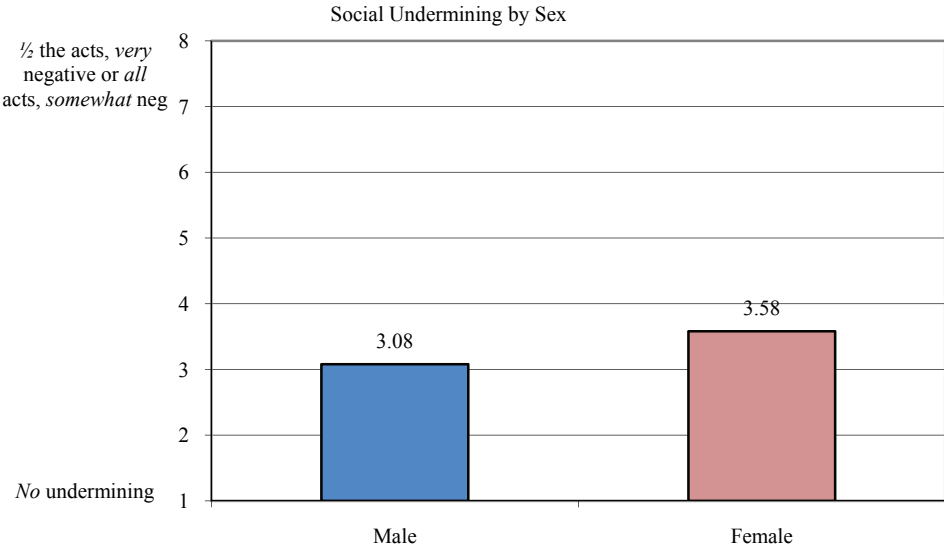
**Note: Values between minimum (1) and maximum (16) values can represent a range in frequency and negativity. The value reflects the product of the frequency and the negativity of acts. Therefore, a mid-value could represent half the number of acts experienced very negatively, all the acts experienced moderately negatively, or something in-between.*

By work and demographic groups. There were no significant differences in experiences of undermining by job classification, location, work experience, salary, age, or sexual orientation. Only race and sex were significant predictors of social undermining experiences.

Race. Race was highly significant in predicting employee experiences of social undermining. Blacks reported the most social undermining and Asians reported the least.



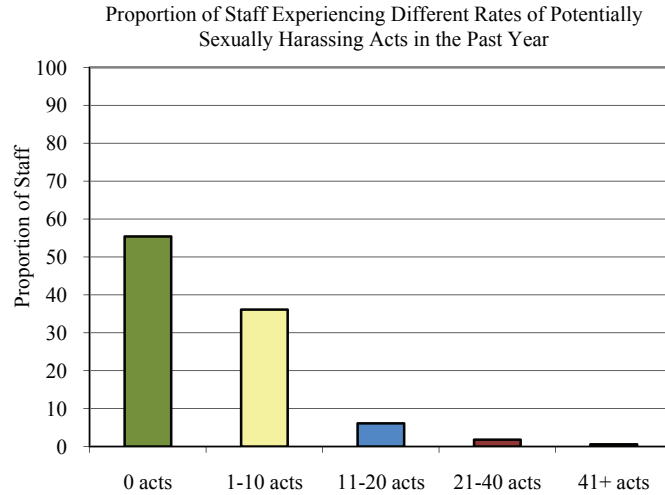
Sex. Sex was also highly significant, with women experiencing more undermining than men.



There was no interaction between sex and race on experiences of undermining.

ii. Sexual Harassment

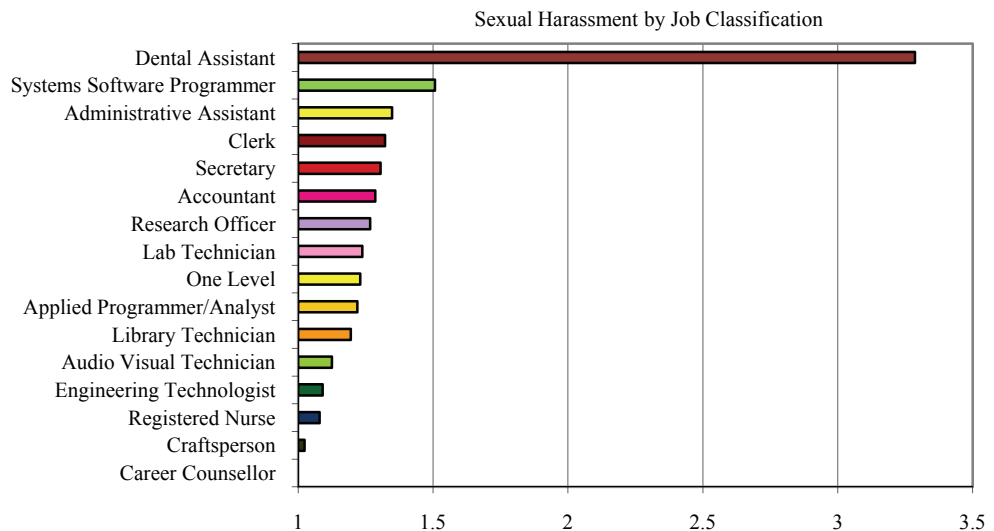
Sexual harassment was measured with 14 items (alpha = .99), for example, “made sexist comments or jokes,” “made you feel pressured to ‘play along’ with sexual jokes and behaviour,” “made you feel you needed to flirt with them to be treated well,” and “treated you badly for refusing to have sexual relations with them.” Staff members averaged two to three of these acts per year (1.12 on a scale of 1 = never to 4 = five or more times).



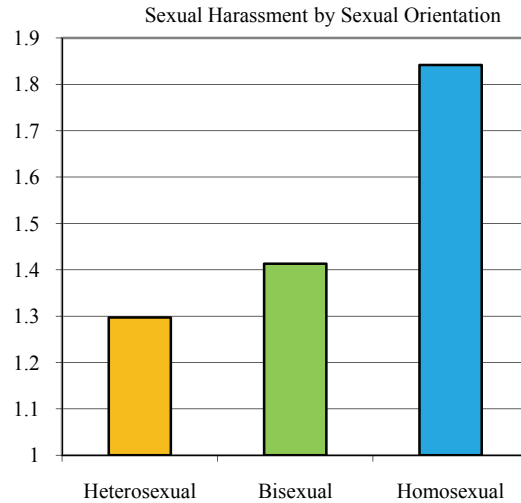
The average level of sexual harassment was 1.34 (SD = .95), quite low on the scale of 1 to 16. This is lower than the average obtained for social undermining (3.51, SD = 2.70). (Sexual harassment was not measured in the 2006 faculty survey.)

By work and demographic groups. There were no significant differences in sexual harassment by location, work experience, salary, age, race, or even sex. There were significant differences by job classification and sexual orientation.

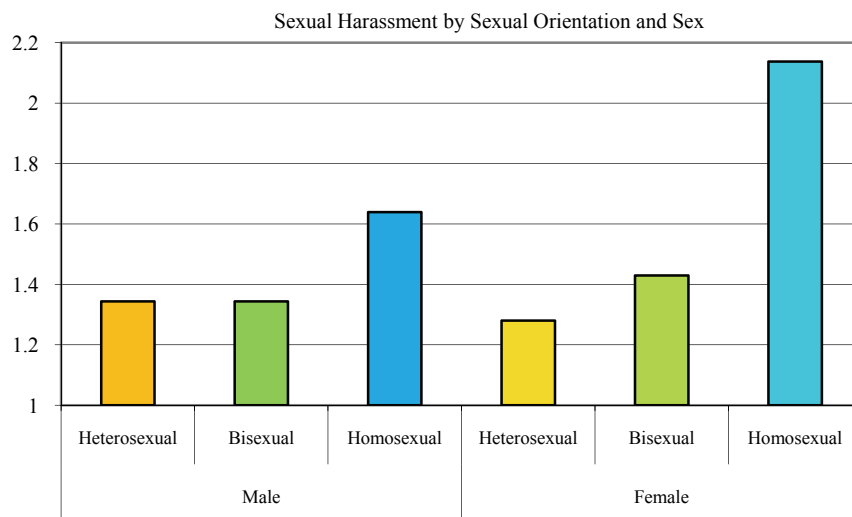
Job classification. Dental assistants were significantly more likely than others to be sexually harassed.



Sexual Orientation. Homosexual staff members were significantly more likely than others, especially heterosexuals, to be sexually harassed. This is consistent with prior research and theory showing that sexual harassment is less about sexual desire than it is about derogating gender role deviants.

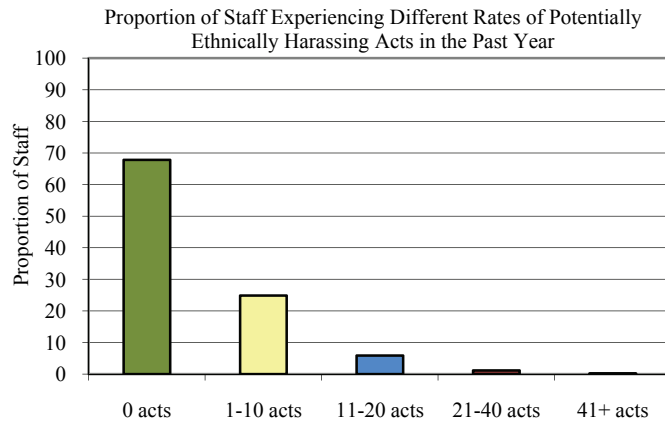


Follow-up analyses examining whether it was mainly male or female homosexuals who were targeted for sexual harassment revealed a significant effect for sex and a significant interaction between sex and sexual orientation. Sexual orientation was no longer significant by itself when sex was included in the model. It appears that most sexual harassment is targeted at women homosexuals, or lesbians. Also consistent with prior research and theory, this reveals sexual harassment to be primarily targeted against female gender role deviants.



iii. Ethnic Harassment

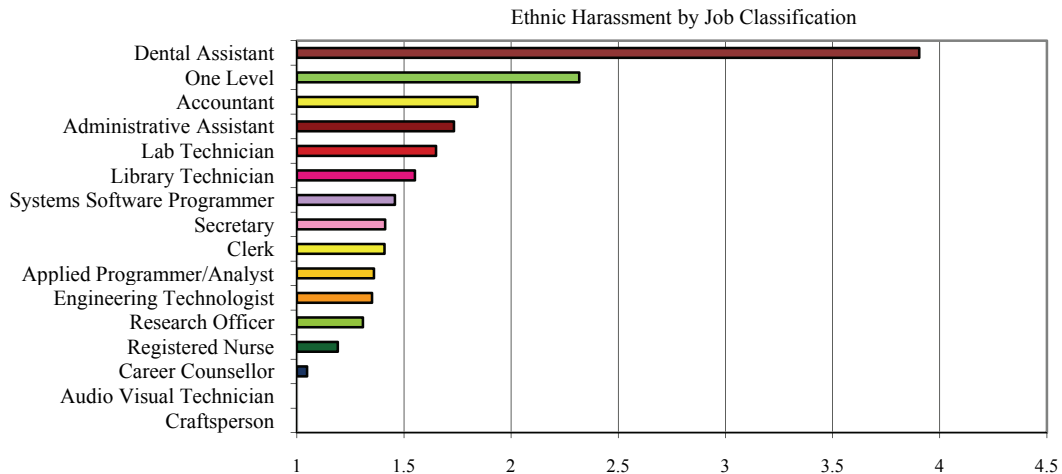
Ethnic harassment was measured with seven items ($\alpha = .99$), for example, “used ethnic slurs to describe you,” “told jokes about your ethnic group,” and “made you feel as if you had to give up your cultural practices or traditions to get along at work.” Staff members averaged just over one of these acts per year (1.16 on a scale of 1 = never to 4 = five or more times). They were less common than potentially sexually harassing acts and a lot less common than socially undermining acts.



The average level of ethnic harassment was 1.64 ($SD = 1.61$), slightly above that of sexual harassment (1.34, $SD = .95$). This reflects the fact that employees rated ethnic harassment more negatively than potential acts of sexual harassment. Like sexual harassment, the average level of ethnic harassment was much lower than that of social undermining (3.51, $SD = 2.70$).

By work and demographic groups. There were no significant differences in ethnic harassment by location, work experience, salary, age, sex, or sexual orientation. There were significant differences by job classification, and by race when the ethnic composition of the work environment was accounted for.

Job classification. Dental assistants experienced more ethnic harassment than staff members in other job classifications.



Race. There were no significant effects of race on experiences of ethnic harassment when race was examined by itself. However, when the *ethnic composition of the work environment* was accounted for (with the question, “Are the people in your work environment (1) All or almost all the same ethnicity as you to (5) All or almost all another ethnicity than yours”), ethnic composition was significant and interacted with race. Employees reported more ethnic harassment when they worked mostly with people of other ethnicities. This was especially true for Whites, who are apparently more sensitive to, or have more negative experiences in, work environments dominated by people of different ethnicities than do non-Whites.

iv. **Effects on Health**

Social undermining had highly significant effects on employees’ mental and physical health. Analyses demonstrated that staff members experiencing higher levels of social undermining were more depressed and reported a variety of physical health problems. This underscores just how damaging this seemingly minor, but cumulatively major, form of mistreatment at work is to those who experience it.

a. *Depression*

Depression was measured with the Center for Epidemiological Studies Short Depression Scale (CES-D 10, Radloff, 1977). Regressions were run controlling first for characteristics other than undermining and harassment that may relate to depression: age, sex, race, and salary. None of these proved significant in predicting depression. In the next step, social undermining, sexual harassment, and ethnic harassment were entered. Of the three, only **social undermining** was significant in predicting depression, and highly so. The more staff members were undermined, the more symptoms of depression they reported. Because depression was measured long before undermining in the survey, answers to undermining could not have affected answers to depression items.

b. *Physical Health*

Physical health was measured with 13 items tapping a variety of physical health indicators (e.g., heart disease or condition, high blood pressure, headaches, stomach pains, use of alcohol or other drugs, trouble falling asleep at night or difficulty staying asleep, colds). Health was first regressed on age, sex, race, and salary. **Sex** and **age** were significant: women had worse health conditions than men, and older employees had worse health conditions than younger ones. When undermining, sexual harassment, and ethnic harassment experiences were included, **social undermining** and **sexual harassment** predicted overall physical health (sex was no longer significant, suggesting that undermining and sexual harassment account for the effects of sex on physical health).

Sexual harassment was not related to any one health symptom alone (only overall health). Social undermining was related to 10 of 13 of the health symptoms. Experiencing social undermining at work significantly predicted higher levels of heart disease, respiratory problems, high blood pressure, headaches, stomach pains, shortness of breath, use of alcohol or drugs, trouble falling or staying asleep, nightmares, and feeling exhausted.

C. Salary at UofT

Analyses on actual salary levels were possible for respondents who entered their survey keys, allowing their responses to be linked with data provided USW-1998 by the university administration. Determinants of salary were analyzed to see what factors accounted for differences in salary levels between staff members at UofT.

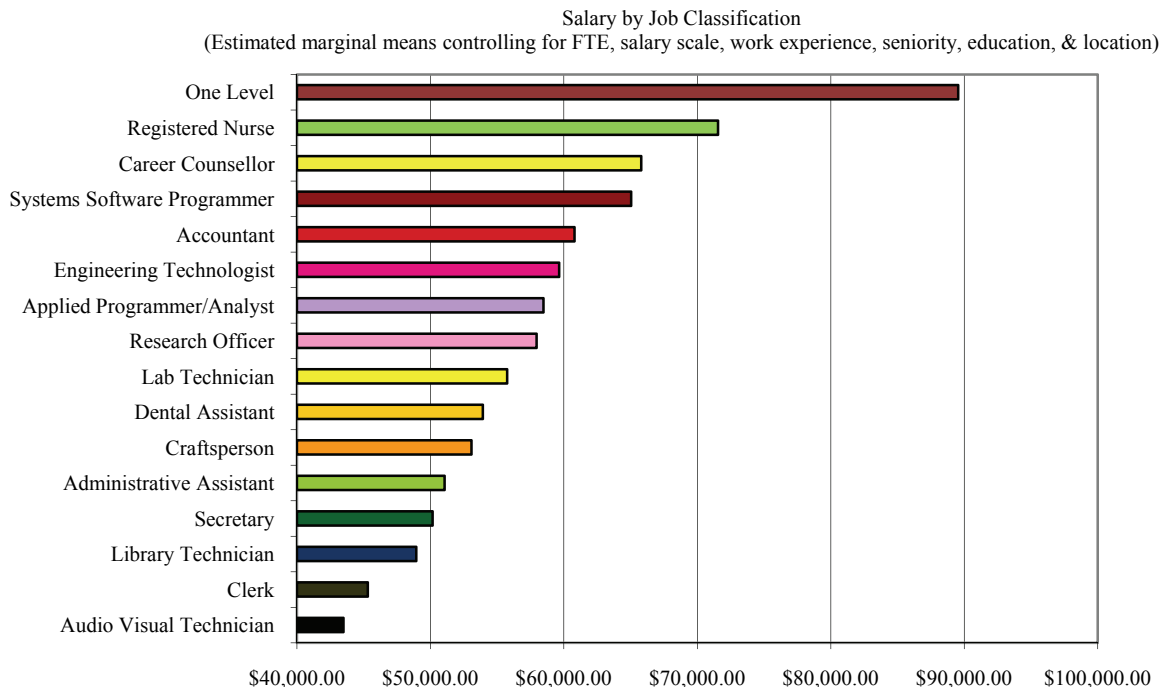
i. **Salary Overall**

The average salary of USW-1998 members is \$51,657.97. The average salary of survey respondents who entered their survey keys was slightly higher: \$53,483.21 (SD = \$14,080.79). The minimum salary was \$11,670 and the maximum salary was \$99,220 (held by eight respondents). One-fourth had salaries under \$45,382 and one-fourth had salaries above \$60,813.

ii. **By Background Qualifications and Work Groups**

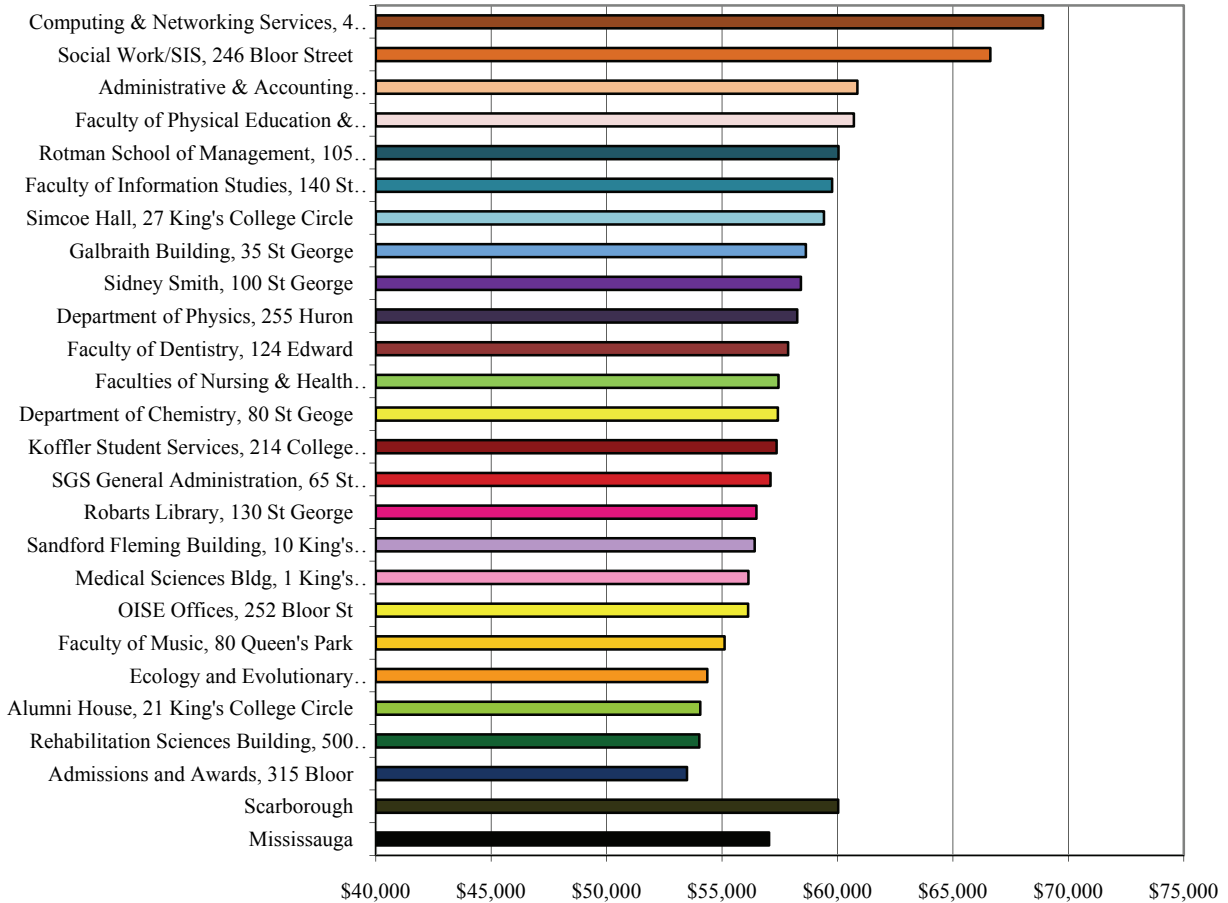
Because several factors are likely to legitimately influence salary levels, these were all entered into the same regression to analyze salary. The most obvious candidates were USW-1998 members' salary scale positions, their percent FTE, their relevant work experience prior to UofT, their seniority at UofT, their highest level of education, and their job classification and department/location at UofT.

All of these variables highly significantly predicted salary. Salary was higher with higher levels on the *salary scale*, *FTE*, *relevant work experience*, *seniority at UofT*, and level of *education*. Salary was also highly significantly related to *job classification* and *location*, as shown in the figures below.



As seen in the above figure, employees classified as “One Level” earned by far the highest salaries, whereas Audio Visual Technicians earned the lowest.

Salary by Location
(Estimated marginal means controlling for FTE, salary scale, work experience, seniority, education, & job classification)



As seen in the figure above, employees in Computing & Networking Services and in Social Work/Student Information Services earned the highest salaries, whereas employees in Admissions and Awards earned the lowest.

Controlling for FTE, salary scale, and so on, employees at Scarborough earn relatively more than employees at Mississauga and St. George. Not controlling for these factors, however, these average salaries are not so far apart: Scarborough staff average the highest salaries (\$54,668.79), Mississauga staff average the lowest (\$50,851.84), and St. George staff average salaries in-between (\$53,926.57).

iii. By Demographic Groups

Differences between demographic groups in salary were examined while controlling for salary scale, FTE, relevant work experience prior to UofT, seniority at UofT, highest level of education, job classification, and location at UofT. In other words, any effects that salary scale, FTE, work experience, etc. may have had on salary were already accounted for in analyses on the effects of sex, race, age, etc. on salary.

This was done because differences between demographic groups might be due to differences between those groups in other factors. For example, salary differences based on age (employees over 50 average \$56,337 and employees under 40 average \$49,211) might simply be due to differences in experience, seniority, and/or position on the salary scale that are related to age; salary differences based on sex (male staff average \$59,102 and female staff average \$51,246.43) could simply be due to FTE, educational level, job classification, or department/location if these measures of merit or position are related to sex.

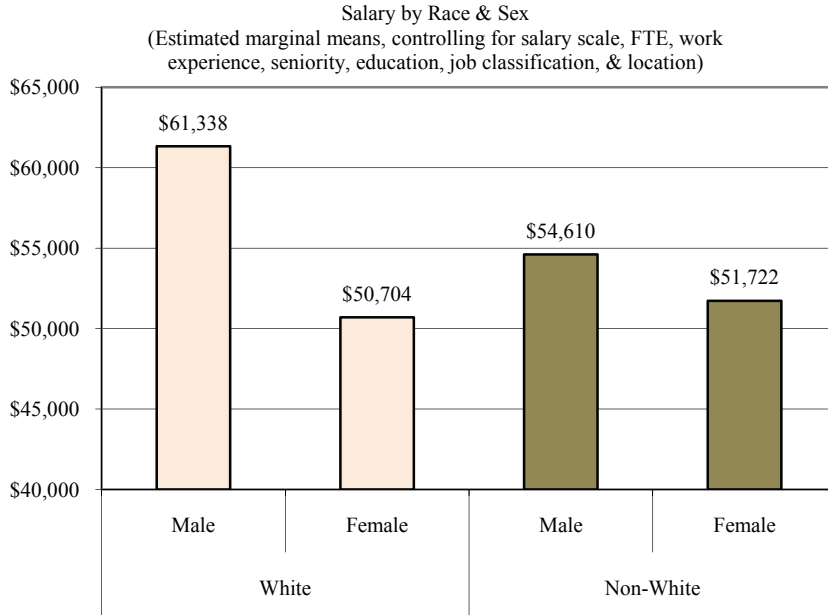
Analyses controlling for measures of merit and position, however, still showed significant differences between demographic groups. These are presented below.

a. *Age*

After controlling for salary scale, FTE, relevant work experience, seniority, education, job classification, and location, age remained highly significant in predicting salary. Older employees earn more than younger employees. The effect of age on salary canceled out the effect of prior relevant work experience, which was no longer significant with age in the model; apparently age is used more strongly than prior work experience to decide salary.

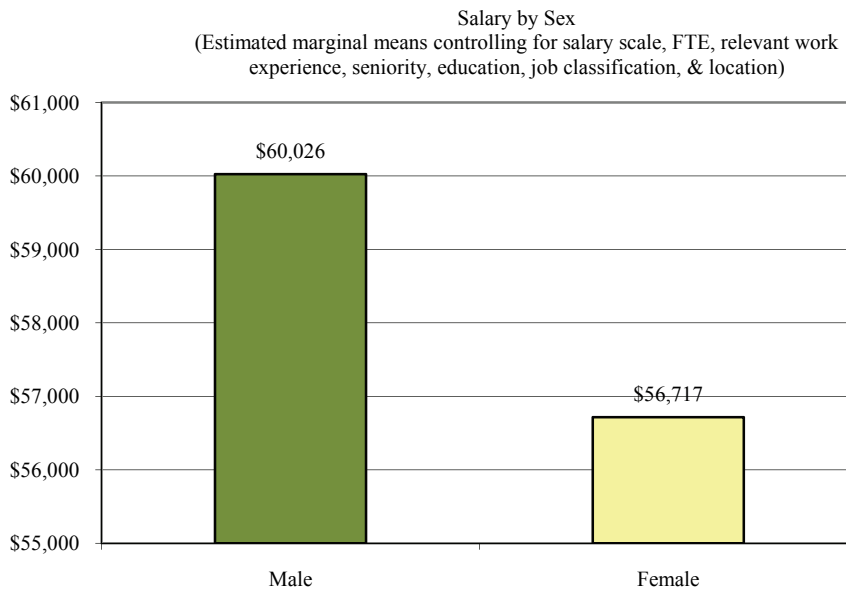
b. *Race*

Race was not a significant predictor of salary after controlling for other relevant predictors. When sex was added to the model with race, however, race became significant and sex and race interacted to predict salary. As can be seen in the figure on the next page, Whites earned significantly more than non-Whites, men earned significantly more than women, and White men earned by far the most – all this, keep in mind, is after controlling for salary scale, FTE, relevant work experience, seniority, education, job classification, and location,



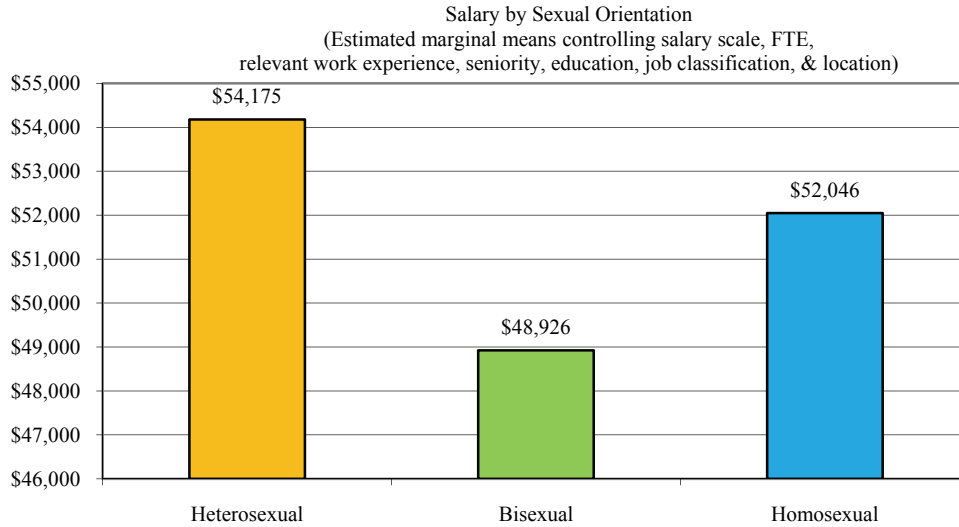
c. *Sex*

Sex remained a highly significant determinant of salary after controlling for salary scale, FTE, relevant work experience, seniority, education, job classification, and location. Taking these qualifications and work groups into account, men still earned \$3,308 (or 6%) more per year than women.

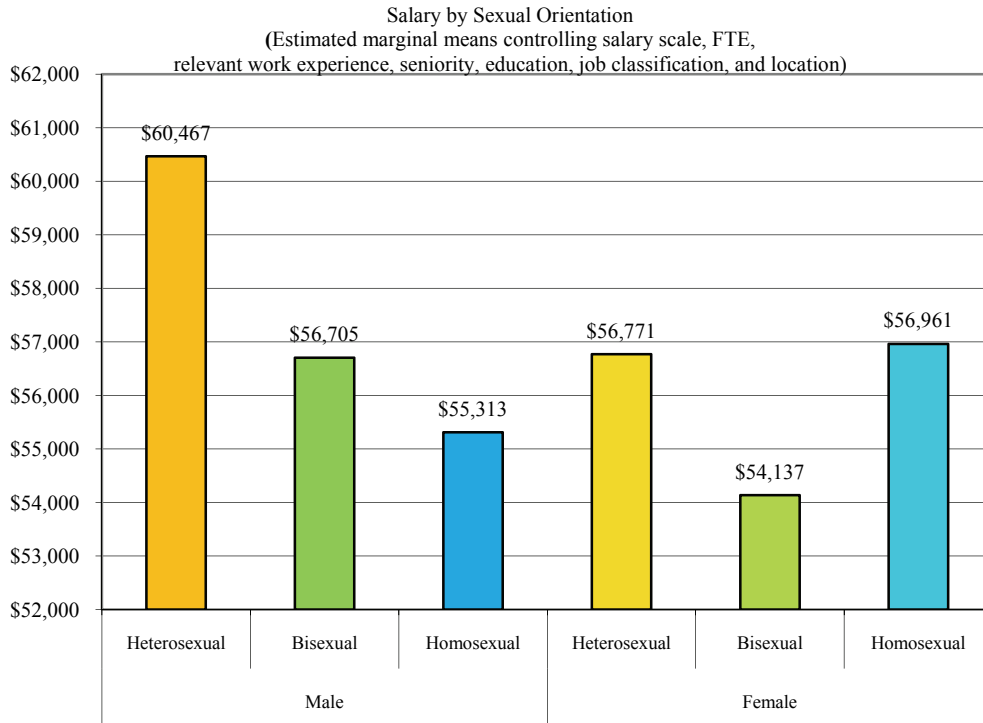


d. *Sexual Orientation*

There was a highly significant effect of sexual orientation on salary. After controlling for salary scale, FTE, relevant work experience, seniority, education, job classification, and location, heterosexuals earned more than homosexuals and bisexuals earned the least. Heterosexuals earned a full \$5,249, or 11%, more than bisexuals per year.



When sex was added to the model with sexual orientation, sex was no longer significant, sexual orientation remained significant, and there was a highly significant interaction between sex and sexual orientation. As seen in the graph below, heterosexual men earned the highest salaries.



These results by salary and demographic groups contradict principles of equity and merit.

An oft-given argument against the validity of results such as these is that the data did not capture some aspect(s) of merit that are systematically related to demographic group membership. The measures of merit available here are quite objective and comprehensive – salary scale, FTE, years of relevant work experience prior to UofT, seniority at UofT, education level, job classification, and job location. Despite controlling for all of these, there remained significant differences in salary based on age, race, sex, and sexual orientation.

All of these salary differences favored higher-status social groups (men, Whites, and heterosexuals). Unless White heterosexual men are more deserving than others of higher salaries in ways not captured here, there is race, sex, and sexuality-based pay discrimination at UofT.

It is important to keep in mind that there are several possible explanations for salary differences based on gender and race. One is that the university operates in a broader job market that discriminates against employees based on gender and race, and the inequities in pay at UofT may be at least in part due to market pressures surrounding the university. For example, men in this survey were more likely than women to say they would leave the UofT to increase their salaries and benefits and to improve their careers. If these men have (or seek) more outside job opportunities at higher salaries than their female counterparts at UofT, this may put upward pressure on men's salaries at UofT. Another possibility is that prejudice, however unintentional, may be driving salary offers and raises. The reasons for the pay discrepancies observed here need to be better understood.

iv. Perceived Effects of Gender and Ethnicity

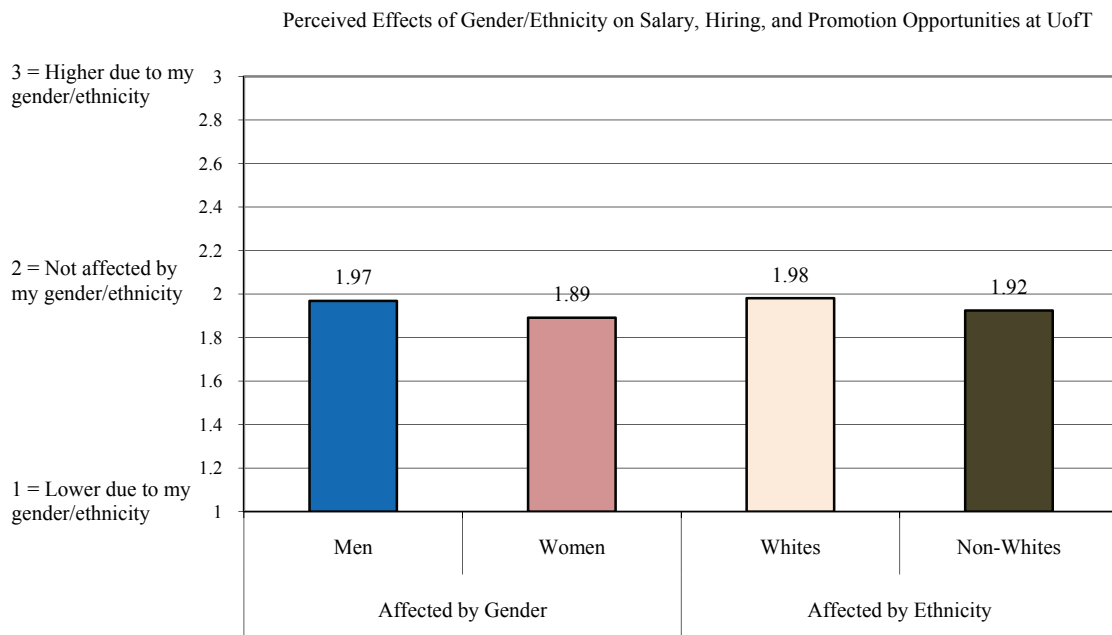
Toward the end of the survey, staff members were asked to indicate whether they thought their (1) hiring position on the salary scale, (2) pay, (3) employment opportunities, (4) chances of receiving a job, and (5) efforts to get promoted were affected by their gender (1 = lower due to my gender, 2 = not affected by my gender, 3 = higher due to my gender) or ethnicity (1 = lower due to my ethnicity, 2 = not affected by my ethnicity, 3 = higher due to my ethnicity). Answers to the five different questions were highly correlated (that is, if people thought pay was lower due to their gender, they tended to think their efforts to get promoted were too). Answers to these questions were therefore averaged for overall ratings of the effects of gender (alpha = .82) and ethnicity (alpha = .83) on hiring, promotions, and salary at UofT.

Despite the results based on actual salary data reported above, most employees did not think their salaries or their hiring and promotion opportunities at UofT were affected by their gender or ethnicity. On an individual level, these discrepancies are usually invisible, or impossible to prove. Therefore, in the absence of information otherwise, staff may choose to assume or trust that their gender and their ethnicity has nothing to do with their

hiring, promotion, and salary at UofT. Nevertheless, at the aggregate level we see that gender and ethnicity significantly affect salary at UofT.

Men and women differed significantly in their assessments of how gender affected their hiring, promotion, and pay. Women more likely than men to think these outcomes were lower due to their gender.

There was also a significant difference between Whites and non-White's assessments of how ethnicity affects their outcomes. Non-Whites are more likely than Whites to indicate that their hiring, promotions, and pay are lower due to their ethnicity.



IV. COMMENTS AT THE END OF THE SURVEY

At the end of the survey, staff members were invited to express any reactions or thoughts they had after taking it, or to comment on any other aspects of their work experience at UofT that they would like to share. About one-third (316) of staff members chose to comment. Their comments could be classified into three general categories, in order of frequency: (1) issues or problems at UofT, (2) reactions to the survey, and (3) general appraisals of working at UofT.

A. Issues/Problems at UofT

The most common type of comment (representing about half of those made) made at the end of the survey was one raising or elaborating on an issue or problem at UofT.

i. **Exploitation**

Being exploited means being mistreated or unfairly used for the benefit of others as mere means to their ends, with little or no consideration to one's physical or psychological well-being. This captures the feeling behind many comments made by staff (over 30) who complained about being overworked and underpaid and not receiving recognition and respect for their efforts. For example:

“The main concern is that I have done about twice as much work as I was hired to do, and this has caught up with me physically and emotionally. I see a lot of people around me that work at the pace I have been working at. It seems there is a culture of over working here...”

“I think staff are underpaid at UofT. Staff hired with a university degree, ought to make a living wage and frequently don't - at least not for several years. There are a lot of inequities as to how much various people are paid for similar work... The work load is also unbelievable. Managers won't approve overtime but there is still an expectation that somehow the work will get done. Even if that isn't explicitly stated, employees know that they will be seen as unreliable or incompetent if work doesn't get finished on time - thus lots of unpaid overtime.”

“Senior academic administrators do not give enough respect to the skills and knowledge of administrative staff. We are frequently ignored, unless we are telling them what they want to hear. We are excluded from input into decisions. We are only treated like full members of the UofT community when they want something from us.”

“I do not feel appreciated, but taken for granted for the job that I do which I think is an extremely common atmosphere at U of T. Training should be given to academics to let them know what non-academics do and that their work should be valued more. Benefits could also be increased to raise the employee morale. Non-academics are rarely consulted in major decision making, which translates to a lack of respect. We are human beings and deserve the same respect as anyone... Students say "thank you for helping me", that's the only satisfaction we get, or from others with whom we interact who appreciate our efforts to make their job easier and make the work go smoother.”

ii. Lack of Advancement

Another common theme, mentioned by about 30 employees, was being frustrated by a lack of opportunity for advancement at UofT. Staff bemoaned unfair selection and promotion, insufficient opportunities for advancement, and/or a lack of managerial accountability in this regard. For example:

“I find that there is little or no advancement in the area I work. I find that UofT doesn't support continuation. I feel that I'm ‘pigeon holed’ and can't get ahead.”

“I like working for UofT. I am happy with my salary, but not my current position. After applying recently (and unsuccessfully) to a number of positions, I am becoming frustrated about working here. I would like to be hired to a position that is more related to my education, interests and career aspirations. If I do not find this in a little while, I believe I will leave the university.”

“I feel that there's not enough promotional opportunity within department where you work. I often hear that it's because of the union prevent it from happening, but I know that it's not true. Please try to come up with a strategy to break this wrong impression from managers that saying unionized environment is making it very difficult to reward people who perform well on the job.”

“UofT HR seems recently to be lumping many job characteristics under one classification. Therefore, current employees sometimes don't have the opportunity to advance as the jobs are then posted externally. Also, administrative managers often don't allow employees to leave the department for career development even though it's stated university policy in their advertising. If the course you want to take isn't already related to what you're doing, you may not be allowed to take it and improve your skills.”

“I have spent the past 4.5 years interviewing for jobs here for which I am extremely well qualified, with no success. Something desperately needs to be done about the fact that in order to get a better job here you have to 1) be young 2) be a friend of the interviewers. Our supervisors have way too much power over us. If your supervisor is non-supportive, you can forget ever getting anywhere in your present job. It shouldn't be like that. The pay scale grid system does not work. People outside the university have never heard of such an incredibly backward system. There is too much overlap between categories, and it takes way too long to move up in your category.”

iii. Work Environment

Many staff members (about 25) also commented on the general work environment at UofT. For example:

“I am very much satisfied with my work environment.”

“I find the working environment at U of T to be overwhelmingly positive. I have worked in a number of different fields and institutions, and U of T is definitely the best place I have worked. I am actively engaged in my work, I have good peer-to-peer interactions and the best boss I have ever had.”

“I am discouraged and disheartened by my experience at UofT. I have had to lean upon support from Steelworkers on numerous occasions, including at the present moment. It has basically been a continuum of flare-ups with me at the centre of them. I regret to say that I do not see the situation improving and as such I have been liaising closely with USWA and am in the process of consulting with several doctors about a medical leave. Just last week, an academic colleague described our work environment in our program area as ‘poisonous.’ I agree. It is a pity as the students are very strong and by and large administrative staff are excellent. [UofT] functions in an autocratic, patriarchal, non-consultative manner which only serves to disengage 'front line' staff members, leaving us feeling completely demoralized and isolated.”

“I am somewhat satisfied with the work environment. It is friendly, so far no stress but the professionalism is very low. People don't feel responsible in completing the job in appropriate time and find ways in delaying things. Since it is non-profit organization, Managers are very relaxed and don't plan, organize and show enthusiasm. Things move very slow and sometimes just crawl. It is very stressful for a professional person classified as unionized and his/her supervisor is not a person who motivates & encourages subordinate to take extra responsibilities in order to move fast in the career ladder. It seems to me that if UofT has ever compared with the private profit organization, it would stay much lower in terms of productivity and man-hours in completing the assignment.”

iv. Discrimination and Bullying

Another common theme expanded upon, perhaps due to the focus of the survey on harassment and undermining, was discrimination and bullying at UofT. Many staff members (about 20) mentioned problems with race, age, and sex discrimination and mistreatment in their work environments.

a. Discrimination

“I hope this survey will not serve only to put on a report; but to get involve in solutions for minorities. Many of them are scared to talk or just to give an opinion. ‘The network of buddies’ exists. They are all white; and I experienced several situations involve them. An opening position moves around the buddies only. Management knows about it and because of the Collective Agreement, they are forced to invite USW people for interview, just to show how fear the university is. This situation occurs not only at the administrative level but at the faculty level too.”

“When I was hired, I received very bad advice about joining the UofT pension plan. I was 23 years old at the time and was told not to bother joining the pension plan because I was a woman and likely wouldn't be working at the University by the time it was compulsory to join at age 35. Several other women that were hired around the same time received the same advice. WE HAVE LOST OVER TEN YEARS OF PENSIONABLE SERVICE due to the biased and incompetent advice we were given by our HR specialist 30+ years ago. This has resulted in a greatly diminished pension for those of us that find ourselves in this situation. And, yes, we are very angry!!!! This information really isn't relevant to the survey but it is important that it be heard.”

“The one thing that I have found that affected getting work here was age. Most people are not interested in older employees, they would prefer to hire a younger person.”

“I am uncomfortable with the amount of racist and personal comments that older staff members make. We are a very diverse campus and I've heard so many awful remarks. One of my co-workers even got asked repeatedly if she was anorexic by a staff member she barely knows. She asked management to do something about this and the problem kept happening. It was finally mentioned at a staff meeting that no one should make personal comments to other people but as far as I know the person that was making the rude comments was not spoken to at all personally. She still is very judgemental and makes rude comments to others. Every time I (or anyone of my younger co-workers) phones in sick we will be asked the next day if we are pregnant or not by the older staff members.”

“I had nowhere to turn when being sexually harassed. I complained to my manager and was told to keep the situation between myself and the academic. It was disgusting. I feel very unhappy the way these situations are handled and would like to see people have to be accountable for their behaviour. It cost me my job and a good salary, he just sailed through it, and to this day still is.”

“I worked in an area of the University where administrative positions were awarded almost exclusively to young, unqualified gay men. The "club" not only excludes the majority of women who work in staff positions, but is openly contemptuous of, particularly, older women. We are "The cows." "The girls." It is completely acceptable for this group, while flaunting their own sexual orientation to demonstrate how politically correct they are, to denigrate women for their appearances, dress and family obligations. This has been brought to the ombudsman by many department members, with no effect.”

b. Bullying

“It's not just my personal experience that is of concern to me. I have witnessed harassing, bullying, discriminatory behaviour against others (staff, students, faculty). I have also seen inaction, tacit approval, and a permissive environment that allows this negative behaviour.”

“Even though we are unionized, there is still favouritism in the workplace by Management given to employees who do not question Management in any way. I feel most staff in the office feel intimidated by Management if they were to speak up. A lot of things are still done that do not respect the Collective Agreement and the Union representative at UTM is not helpful as they are too accommodating to Management and Human Resources. If I had a problem, I would not feel comfortable dealing with them but would go directly to the Executive downtown.”

“After I completed the section relating to a stressful situation, I recalled another ongoing situation involving a faculty member. He e-mails me 10-20 times a day with requests and will also follow up with telephone calls to confirm that I received the e-mails. If I don't respond immediately to his requests he will verbally threaten and belittle me, explaining how important he is and that in his position he can easily cause problems for me with my superiors. On one occasion, he made false accusations against me to a senior staff member. Fortunately I was able to defend myself with the appropriate documentation. I've learned that this person has a history of bullying, therefore I must "grin and bear it"

like everyone else. It's too bad that we must "turn the other cheek" to the inappropriate behaviour of those in status positions. For the most part the faculty and staff that I've dealt with at the University of Toronto has been professional and a pleasure to work with and I'm proud to be in association with them. They are the ones that inspire me to get out the door every morning! Good luck with you survey!"

"I am pleased the Steelworkers are completing this survey. Being bullied here at the university I have a wealth of experience. I found the book by Gary Namie very helpful. I asked management if we could utilize a mediator but they did not want to spend the money. I suggest the university be asked to establish a central fund to pay for mediators. The two other available methods are problematic. The grievance procedure is too adversarial and the HR generalist is probably biased towards management. As the complainant I would have volunteered to submit to a psychological evaluation. I think anyone who is going to have the authority to supervise someone should complete a psychological evaluation when being hired. If there are complaints made against a supervisor regarding bullying and the supervisor denies it I think the university or union should ask for a psychological evaluation. All the resources seem to go towards protecting the university and the manager and/or bully and few if any resources toward protecting the victim. It is difficult to put into words how much my health, family, marriage and friendships suffered during the bullying. My health has stabilized but I cannot get my child's precious early years back and I was too consumed by being the victim of bullying and trying to survive, physically, psychologically and financially to be really there as a parent"

"In my experience, for administrative staff - there is a definite sense that faculty members (professors), most especially older faculty, feel that admin staff are inferior and not worth of respect. This is not helped when in some cases faculty members are rude and aggressive towards admin staff, and the admin staff then receive no support from the unit head/manager. Supervisors of admin staff are often not willing to confront someone who is behaving badly toward them."

v. Poor Management

Several employees brought up the issue of poor management at UofT. For example:

"U of T can be a very good place to work. However, bad managers who operate with impunity spoil it for everyone."

"Most of the negative impressions that I have from my work experience at the University are based upon poor management."

"I find that management does not tell us anything that is going on and does not listen to our concerns. I work at a library and we are not told our opening hours until the semester begins. We aren't told when renovations are starting until we see the workmen around. We are told that 'you will now be in charge of X task/project' but with no instructions whatsoever. When we ask about more details to the project it is always said 'you will figure it out.' Management does not ask for input from employees and when we give our opinions they do not listen to them at all. There are numerous safety concerns that we all talk about and try to get management to take seriously. For example, we have a lot of doors within the library that are unlock. Students steal books by using these doors

without getting caught and nothing is done about this at all. Everyone knows what goes on and how to fix the problems but we are told that there is no money to fix the doors. We are supposed to be open 24 hours in the fall (five days a week) and no one is fixing these problems.”

vi. Union

Several respondents also commented on the USW, or union, role in their experience at UofT. Many of these were positive comments, mentioning the fact that there is now a body supporting abused staff members they can turn to when management turns a blind eye, but some were negative comments, particularly from staff members with more elite positions at the university. For example:

“Belonging to a Union has made a great difference in the behaviour of tenured professors and senior administrators toward staff. No longer can you be threatened with losing your job on the whim of some superior, which is a great relief. The young professors hired in recent years have been more approachable and kind and many of the old-timers have retired or have been retired.”

“This survey touched on many sensitive issues. It is encouraging to note that this union is interested in approaching these subjects, and perhaps dealing with some of these controversial issues. I feel happy to belong to such a union, keep up the good work.”

“My experience working at U of T has generally been a very positive one and I plan to remain here. It is an excellent place to work, in my opinion. I would like to see membership in the union as optional.”

“UofT has been an excellent place to work. The thing I dislike most in all my years was becoming a union member. I feel the union dues are not spent wisely and the union has done little that the Staff Association had accomplished in the past. The Union is a pay reduction for me.”

“My personal observation is that for someone with my educational and professional profile the unionized structure that I belong to hinders my opportunities to advance more than it helps. I do not feel that either the position or the union is well served by having positions like mine classified as unionized.”

vii. Poor Safety Standards or Physical Work Conditions

Some comments (8) focused on poor safety standards or physical work conditions at UofT. For example:

“Well I have to bring up the lack of support for nursing, working mothers, many of which do not have access to private offices to pump milk in during the workday. I was advised to pump in the washrooms, which I find to be an unacceptable place for food preparations for infants and adults alike. Breast milk is the best food for babies and UoT as a good employer should support it.”

“Something needs to be done about the poor air quality in the OISE building (252 Bloor St. W.), which contributes to workers being ill more often than they typically would be.

Also, we need heat in the winter time, not cold air blowing down on us. Windows we can open would be nice as well, to let the fresh air in.”

“... my biggest concern at work is the physical environment. Way too cold. With global warming being a concern there is no reason for the air conditioning being as high as it is.”

viii. Inconsistency Across Jobs/Departments

Another issue, brought up by about half a dozen staff members, was the inconsistency in experiences across jobs and/or departments at UofT. For example:

“All the (my) negative responses in this survey are related to my previous job. After switching jobs and departments (thanks to USW) life is looking up.”

“Getting a job in a work environment that's respectful and supportive is really a crap shoot at U of T. If you get a job like that, that's great. If you don't, too bad for you.”

“My experience varies drastically from department to position. My last department was awful, but my current department is wonderful.”

“Although, I have answered positively to most questions, I feel that my work environment is an above average work environment compared to other depts on campus - it is very diverse, open and welcoming.”

B. Reactions to the Survey

The next most common comment made, by about 50 staff members, involved commenting on the survey. Many of these reactions were general expressions of appreciation; many staff commented on how the survey could be improved. Several people said the survey was too long; others pointed out the non-applicability of some of the questions to their own experience and the wish to have a “not applicable” or “don't know” choice among some of the answers; some expressed surprise at some of the questions (especially the last section, which asked respondents how satisfied they were with neutral objects like the size of their refrigerator and stop signs, included for research purposes to control for the tendency to complain); several pointed out other issues they would have liked to have seen covered; and some staff members reacted to the negative focus of the survey on harassment and bullying. Examples of comments include:

“Thank you for putting out this survey. It was a very well-designed survey.”

“Thank you for doing this survey. I don't normally complete these types of surveys but I must say I look forward to reading the results, to see if others are having comparable experiences.”

“This survey is a little too long - I was lucky to sit and complete it at work - Some individuals will not have time to complete this in a composed manner as we all do not have an enclosed office to work in.”

“This survey deals very little with issues that I find lacking in the workplace environment, namely a lack of proper management and flexibility for employees to manage their own positions more effectively. There is no mention of workload or other non-interpersonal (?) issues in this survey, especially with respect to unpaid overtime, administrative policies, and the ability to

telecommute. I expect these issues are outside of the scope of this survey. It is my experience that the union is mostly interested in finding cases where minorities have been affronted in the workplace. While I feel this is important, I do not think it adequately addresses the concerns of many union members, and I feel somewhat isolated from the union.”

“I don't think this type of survey really captures how a person might feel in the workplace when the answers are multiple-choice - especially when some "feeling" or "treatment" may not be asked about in the questions.”

“In your question about our education level, you did not include community college diploma. Also, I was unclear if a Master of Arts is a professional degree.

“I am a little befuddled as to why one would ask about the refrigerator?”

“I'm looking forward to the explanation of reason to include the last set of questions! And thank you for taking the time to ask my opinion.”

“A very thorough survey, but overwhelmingly favouring efforts to identify negative experiences. There were virtually no/few questions about: - the frequency of rewards & kudos - frequency of informal positive personal interactions with senior-level colleagues - the depth of positive personal working relationships - the number of personal friendships developed from the workplace (and the occasional inappropriate humour that takes place privately between friendly co-workers) - the positive interactions and collaborations across units and departments.”

C. General Comments about Working at UofT

There were also several general comments (almost 40) appraising the experience of working at UofT. For example:

“I love working at UofT. I think it is a great community. These surveys interest me and make me think that there is a considerable amount of care with respect to how employees feel. That is really nice to know and it makes me happy.”

“I consider working at UofT a special privilege. There are always opportunities to learn and grow.”

“It seems that you are looking for negative experiences people have had at UofT. On average, I think we have a great workplace with fewer problems than in other sectors. I hope your survey will confirm this. I would like to think that everyone at UofT has a great a work environment as I have! Thanks.”

“In 1972 I was sexually harassed by one of my professors. I am convinced that my daughter will not have a similar experience at this university. We came a long way.”

“I am general very satisfied with my employment at UofT. This survey did make me recall a few unpleasant moments, however, I do work hard at finding that peaceful balance between my needs and those of other at work. It also made me concerned for workers that do not have a good work environment. It is very important to have a job that feels safe, comfortable, and meaningful.”

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