



Piecing the puzzle together: *U of T's \$100k list*



"You would expect that people in charge of a \$2 billion pension fund would know how to deal with a market decline to at least preserve market value."

THE GOVERNMENT of Ontario's latest list of public sector employees who receive more than \$100,000 in salary reveals that despite claiming that it has to implement costs containment measures, the University of Toronto still chooses to compensate some of its senior employees generously.

While pay raises for this group moderated in 2004, (coincidentally when we were collecting data for collective bargaining), the average increase picked up in 2005.

Some of these raises could be attributed to academic staff members taking on administrative responsibilities but when, for example, a professor of strategic management receives an increase of 112% in one year, you would be right to wonder why. What kind of extra responsibilities justify the awarding of a salary increase of \$112,000 in one year? It would be interesting to know.

At least this particular professor is, presumably, working hard for the money. What happened to former provost Shirley Neumann is even more difficult to understand. She apparently resigned in February 2004 but the details of her departure were never disclosed. Although the university can be a compassionate employer, to give some \$700,000 in severance to an employee who only worked for U of T for nineteen months and apparently quit of her own volition appears to be generous to a fault.

In addition, she kept getting paid as if she was still on the job. According to a Toronto Star article dated



April 10, 2006, Neuman is currently on "research and administrative leave" but she has been paid \$390,000 a year for the past two years.

George Luste, Professor and President of the U of T Faculty Association, called the salary issue "unfortunate".

"I believe it offends most, if not all, of my faculty colleagues who are hard working and will never achieve this level of annual income." The article stated that the average salary for a U of T professor in 2004-2005 was \$134, 680.

This brings us to the University of Toronto Asset Management Corporation (UTAM). ...continued on page 6

index

| | |
|----|--|
| 2 | On the move |
| 3 | President's message; Letters from you |
| 4 | On Other Fronts |
| 5 | Workers Out! conference |
| 6 | \$100k list continued... |
| 9 | A million reasons to vote |
| 10 | District 6 conference; Effective leadership style |
| 11 | Financially speaking |
| 12 | Fact or fiction |

U of T denies experience counts: Local pursues arbitration

When revised job descriptions finally were delivered to our members in the latter part of 2005, the Job Evaluation Committee (JEC) was beleaguered by dozens of calls from staff who had discovered that the University quietly had changed the education and experience requirements of their positions. A Learning Strategist who devises specialized programs for students with learning disabilities was distressed to find out that a graduate degree and broad teaching experience were no longer prerequisites to serving a special needs

population by analyzing and planning appropriate strategies for the intersection of a variety of disabilities with a range of specific academic programmes. A Telescope Operator who describes himself and his coworker as "practical astro-physicists" who not only maneuver the telescope but also serve researchers world-wide by analyzing celestial events and ...continued on page 8



on the move

Local news for members of Steelworkers Local 1998



Valerie Ferrier (Registrar's Office, Victoria University), is the newest member of the Job Evaluation Committee, representing the Victoria University Unit.



Martin Aiello (Univ of Toronto Schools) and Nikki Redman (Student Services) were elected in September as Co-Chairs of the new SteelPride Committee. SteelPride advocates issues important to Local 1998 LGBTQ members.



Lori Wells (Criminology), has joined the Local 1998 Executive. Lori is the new Casuals Unit Chairperson.

Three lucky members of 1998 won prizes (DVD or MP3 player) simply by completing their USW Local 1998 *Air Quality* and *Needs Assessment* survey forms by deadline.

Congratulations to (left to right) David Haans from Arts & Science, and Mark Roberts and Barbara Atelevik, both from Engineering!



Steeldrum wins big at USPA Conference

Steeldrum won five awards at the United Steelworkers Press Association (USPA) Bi-ennial Conference held in Pittsburgh this August.

The awards are for **Best Front Page** (*U of T's \$100K list* designed by Kim Walker); **Best Editorial or Column** (Merit - *Blue Man Boycott* by Robin Breon); **Best Health, Safety and Environment Article** (*Bullying and Its Impact* by Steve Rutchinski, Edith Fraser and Deborah Ohab); **Best Civil Rights Article** (Honourable Mention, *Hijab article*); and **Best Union Website** (Judith Wilson and Web Committee members). This is the second time the Local has won for **Best Website**.

Local 1998 was represented at the conference by P. C. Choo, Jenny Fan, Glenda Gillis, Lidia Mestnik and Kim Walker.

P. C. Choo was also acclaimed as the Vice-President for USPA District 6.

International President Leo Gerard congratulated the winners and gave away the awards. He also invited our delegation to visit the Steelworkers Headquarters and introduced us to the Board of Directors.



LEO GERARD, INTERNATIONAL PRESIDENT OF THE STEELWORKERS, CONGRATULATES LOCAL 1998 DELEGATES ON THEIR AWARDS IN PITTSBURGH.

FROM LEFT TO RIGHT: LIDIA MESTNIK, JENNY FAN, GLENDA GILLIS, LEO GERARD, P.C. CHOO & KIM WALKER.

errata

In the Summer issue of the Steeldrum (vol. 6, no. 3), "Members Have Right to Attend Union Meetings", we incorrectly described an email as being sent to staff by the "manager" of the department.

The "manager" in question was in fact the director.

Steeldrum apologizes for the error.

Newsletter Committee

John Ankenman
Marjorie Bhola-Swami
Mary Bird
Robin Breon
P.C. Choo (Editor & Co-Chair)
Allison Dubarry
Jenny Fan
Glenda Gillis
Halyna Kozar
Lillian Lanca
Lori May (Co-Chair)
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Deborah Ohab
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Photography & Images

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All inquiries and submissions are encouraged. Submissions by email are preferred.

Non-email submissions should be on a 3.5" disk or CD accompanied by a hard copy.

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who we are





PRESIDENT'S MESSAGE

“Prioritizing issues is essential. The needs assessment identified the core issues for us as Steelworkers in Local 1998 and will guide how our energies and resources are spent.”

Needs Assessment Survey Reveals Members' Top Priorities

THIS SUMMER, YOUR EXECUTIVE consulted with members through a needs assessment survey on priorities and issues within the local. Many members responded to the needs assessment and have results have been, and will continue to be, useful in helping us to prioritize key issues and address concerns that can be dealt with outside the collective bargaining process.

The survey results will be used in developing plans for the union over the next three years, determining the staffing needs of the local's office, and looking at key issues for our next set of negotiations.

Not surprisingly, the number one priority for members is the next round of collective bargaining in 2008. All of the units in our local made substantial gains in the last set of negotiations, and members clearly want to build upon those gains in the next round of bargaining. We know from experience that developing priorities and a strategic plan in advance are essential components in successful negotiations. We want to ensure that our priorities remain focused and reflect the key issues identified by members. We also know that communication with the membership is vital, and the survey results indicate that two way communications is also a priority for members. The first step in planning for bargaining in 2008 occurred in mid-October when the executive, along with Communication Action Team (CAT) members, spent two days discussing issues and developing a strategy for the next two years leading up to collective bargaining.

The needs assessment survey revealed that job evaluation is the second highest priority. This is a critical issue for all of our members and it is quite clear that you want us to continue to prioritize it. Comments indicate that many members understand the impact of job evaluation on each person and job, want it done correctly, and also completed by the negotiated deadline.

We are working with Mary Cornish, a well known lawyer, who is one of the best legal

experts on pay equity and job evaluation. We will continue to advocate on your behalf in this area and fight any further delays by the university. Our members' work is what makes the university work and it is not an unreasonable or unrealistic expectation that members' jobs should be evaluated fairly and equitably. A new series of lunchtime Job Evaluation Committee meetings will be scheduled later in the fall. At these meetings, members will get an update on the process and be able to ask questions.

Prioritizing issues is essential in decision-making, whether those decisions involve one's personal life, the union local or the university. Prioritizing issues is especially important in determining how resources are used, particularly financial resources. The needs assessment identified the core issues for us as Steelworkers in Local 1998 for the next several years and will be a guide to how our financial resources will be spent.

Each year the university also prioritizes its issues, and the expenditure of resources is a clear indicator of its priorities. The \$100k list of those who earn more than \$100,000 per year is one of the clearest indicators of the university's priorities and its financial resources. U of T again leads all Ontario universities with a \$100k list of over 1,600 - more than double York University at the number two spot with 692. It is time for U of T to make an equitable and fair job evaluation process for U of T Steelworkers a priority and this must be completed by the negotiated deadline of 2008. We deserve nothing less.

■ **Allison Dubarry, President**



‘Coming out’ in workplace never easy

Coming out is never easy. Almost every person we meet in the workplace will assume that we are straight. But in this coming of age and generation we should be accepted for who we are, not what we affiliate with. Our workplace is a daily aspect of our lives and we should feel safe and accepted. Even if you've already come out to your family and friends, those who come out as gay in the workplace are often met with ignorance and a lack of respect. Some people lose their jobs, face discrimination and bigotry or are forced to quit in order to avoid negative reactions and hostility.

To analyze the experience in the coming out phase can be a dramatic change for many individuals involved in your daily life. It can also be a very emotional step.

My coming out phase only involved my family and friends, and most importantly my kids, but we all look for acceptance throughout our lives, most importantly to be accepted for who we are, and not be judged for our orientation.

I have considered coming out in my workplace for many years, but throughout my experiences of hearing co-workers ridicule and judge people for their sexuality, this scared me back into the "closet". Being judged for being gay is sad. I always felt the need to hide my feelings. There were too many times I felt the need to speak out against those who ridicule others, but still I didn't and today I wish I had.

Our lives and decisions affects our self endurance and self respect - be proud!

Humberto Rocha

P.S. Since I wrote this letter, I came out to two co-workers and it was positively received.

Irregularities on U of T job posting site

I have been checking the job postings at U of T and found two irregularities.

First, each job posting indicates as part of the requirements for any particular position the

applicant must possess either some level of formal education or its equivalent combination of education and experience.

However, when applying using the new on-line system, it is mandatory to indicate your level of education as well as the institution granting the degree, for which it displays a partial list of universities and colleges from around the world you have to choose from. If your institution is not there you can put it under "other".

Secondly, whether because you are not computer literate or because you want to indicate in your application some information the on-line questionnaire does not ask, and you want to submit your resume in person or by fax, you are out of luck. As it is clearly written on the FAQ page of U of T's website:

“How do I apply to U of T?”

To apply for an administrative, technical or service job at any of the three campuses, please check our online careers listing. You can apply for jobs online, except for those affiliated with CUPE 3261, which includes skilled trades and Facilities and Services positions such as caretaking, landscape technician and maintenance

...continued on page 11

relevant news
for steelworkerson other
fronts

Quebec Rules on Psychological Harassment

ON JANUARY 13, 2006, THE QUEBEC LABOUR RELATIONS Commission rendered its first decision on psychological harassment since the provisions of Quebec's Labour Standards Act dealing with psychological harassment came into force on June 1, 2004.

The Commission ruled that the plaintiff, a manager in a fast-food restaurant, *Subway Sandwiches & Salades*, had been the victim of psychological harassment. The psychological harassment involved the manner in which the owner of the establishment had treated her, including reprimanding her in front of customers, commenting on her sexual orientation, and refusing to speak to her.

Since the employer was not present at the hearing and was also not represented, the Commission did not hear the employer's side of the story. A motion for review has been filed regarding the decision.

OLRB Interim Powers Vital to Union Organizing

IN 2005, WHEN TEAMSTERS LOCAL 938 BEGAN A UNION DRIVE TO ORGANIZE employees at the Point Edward Charity Casino, near Sarnia, Ontario, Cheryl Waters quickly became one of the union's key organizers. Just as quickly, she was fired on May 10, 2005, after seven years of working at the casino. When she enquired why she was fired, she was told that there was "no particular reason." The casino later claimed that Waters was fired for cause. Weeks earlier however, she had been given a favourable rating on her performance evaluation. The union suspected that the employer had a reason for firing Waters that it did not want to admit - her union involvement.

The union filed an unfair labour practice complaint with the Ontario Labour Relations Board (OLRB). In addition, it also filed an application under the OLRB's interim relief powers which allow the OLRB to order employees back to work temporarily before conducting a full hearing into the labour practice complaint.

On May 25, the OLRB considered Waters' application for interim relief. Without making

findings of fact, the OLRB was satisfied that there was "an appearance of a causal connection and her organizing activity." It ordered the casino to take Waters back immediately. She returned to work the same evening.

Without interim relief, Waters would have to wait until the OLRB conduct a full hearing into the unfair labour practice complaint and issue its decision. The OLRB did not acquire the power to order interim relief until the Labour Relations Act was amended in June 2005. This may take months - and give the impression that anyone who is caught participating in the union drive will be fired. This would have effectively killed the momentum of the organizing drive.



Chicago endorses living wage for big-box employees

CHICAGO CITY COUNCIL PASSED a ground-breaking ordinance this summer that will require "big box" stores such as Wal-Mart and Home Depot, to pay a "living wage" of at least \$10.00 an hour plus \$3 an hour worth of benefits by the year 2010.

A gallery packed with supporters of the bill broke into cheers as the measure passed, by a vote of 35 - 14, after four hours of debate.

"This is a great day for the working men and women of Chicago," said Alderman Joseph A. Moore, the measure's chief sponsor.

The ordinance would only apply to companies with more than \$1 billion in annual sales and stores of at least 90,000 square feet.

Under the bill, minimum wages in the covered stores would rise to \$9.25 in 2007 and to \$10.00 in 2010, and be indexed to inflation after that. Benefits would have to total \$1.50 an hour in 2007 and \$3.00 in 2010.

The drive to raise state and city minimum wages has grown out of frustration with Congress, which has left the federal minimum wage at \$5.15 an hour since 1997. At least 22 states have enacted somewhat higher minimum wage laws. The minimum wage in Illinois is \$6.50 an hour.

Mayor Richard M. Daley, a Democrat who opposed the measure, has not said whether he will veto it. It takes 34 votes to override a veto - and the bill passed with 35 votes in favour.

Alderman George Cardenas, who voted for the ordinance, said: "We had to make a stand. This is good for people and good for the country."

Jerry Roper, president of the Chicago Chamber of Commerce, said he expects to challenge the ordinance in court.

The bill would affect 35 stores already in Chicago, including branches of Kmart, Target, Toys "R" Us, Sears and Lowes.

A Note to Bosses...

WHAT WORKPLACE ISSUES ARE MOST DAMAGING TO EMPLOYEE MORALE?

In this post-Enron era, one would not be amiss if your answer is financial misconduct.

However, according to the *Workforce 2004: An Ongoing Study of Employee Attitudes and Opinions*, by HR consulting firm Watson Wyatt, the issues most likely to damage employee morale have less to do with financial misconduct than plain bad behaviour.

The top five issues deemed most damaging to employee morale are:

| | |
|----------------------|-----|
| Hypocrisy | 62% |
| Favouritism/Nepotism | 60% |
| Dishonesty | 53% |
| Breaking promises | 52% |
| Disrespect | 37% |

"While most employees do not believe there are concrete ethical breaches in the workplace, some clearly feel compromised by day-to-day hypocrisy and broken promises," says Ilene Gochman, Director of Organization Measurement at Watson Wyatt.



Watson Wyatt surveyed 1,200 workers across all industries in the U.S.



LOCAL 1998 DELEGATES AT THE INTERNATIONAL CONFERENCE ON LESBIAN, GAY, BI-SEXUAL & TRANS-GENDER HUMAN RIGHTS. FROM LEFT TO RIGHT: MICHAEL GODWIN, KAI LAI (STEELWORKERS CANADIAN NATIONAL OFFICE), MARTIN AIELLO, PAUL MORRISON & NIKKI REDMAN.

STEELWORKERS LOCAL 1998 participated in the International Conference on Lesbian, Gay, Bi-Sexual and Trans-gendered (LGBT) Human Rights, held in Montreal this summer.

The conference brought 2000 people from around the world together to discuss LGBT human rights. Steelworkers were represented by seven members, including four representatives from Local 1998 and two representatives from the Steelworkers Canadian National office. Local 1998 was represented by Michael Godwin, Martin Aiello, Paul Morrison, and Nikki Redman.

Conference delegates participated in five plenary sessions, featuring a number of internationally renowned keynote speakers, and chose from 200 workshops (40 simultaneously during each of the five workshop sessions). These workshops focused on the five conference themes: essential rights, global issues, the diverse LGBT community, participation in society and creating social change.

Workers Out - Making the Difference was organized by labour organizations in Québec and the rest of Canada and was the main priority of Local 1998 delegates. *Workers Out* concentrated on developing an international strategic plan to help unions worldwide in taking up the struggle for lesbian, gay, bisexual and transgender rights in the workplace and in the broader society to end discrimination on the basis of sexual orientation and gender identity.

At the close of the conference, the Declaration of Montréal was presented to the delegates, who had a chance to comment on it before and during the conference. The Declaration was then presented at the opening ceremonies of the first *World Out Games* to the United Nations and to national governments, with

the view to mobilize unequivocal support for LGBT rights.

Highlighting the trade union component of the Declaration of Montréal, the delegates of the *Workers Out Conference* recommended:

- the promotion of education concerning human rights and trade union rights to create awareness, prevention and elimination of prejudices and problems caused by discrimination based on sexual orientation, gender identity and sexual diversity;
- the recognition by the labour movement of LGBT rights and the fight against homophobia, lesbophobia and transphobia;
- the establishment of LGBT rights committees or groups within each local, national or international union structure;
- the negotiation of collective agreement clauses prohibiting any form of discrimination based on sexual orientation, gender identity and sexual diversity, and ensuring that LGBT issues are included in the contents of collective bargaining, notably the recognition of same sex partners and their families, and by addressing the issue of harassment and bullying in the workplace;
- the establishment of HIV-AIDS policies in the workplace that respect the rights of infected and affected workers, and to recognize the double discrimination experienced by LGBT people living with HIV-AIDS;
- the involvement in political action

targeting all levels of government in support of legislation and policy changes that recognize full equality and respect for LGBT people;

- the development of different forms of cooperation between unions in countries from the global north and those from the global south in order to reinforce the fight for recognition of LGBT rights in the workplace and in society.

As a result of this conference, Local 1998 is proud to announce the creation of a new Steel Pride standing committee committed to advancing the recommendations as outlined in the Declaration of Montréal. For a complete review of the Action Plan, please visit our Local website www.uswa1998.ca. Our new Steel Pride committee is organizing lunchtime meetings and everyone is welcome. To participate on the Steel Pride committee, please contact either of the committee co-chairs, Martin Aiello and Nikki Redman (refer to back page contact info).

■ Michael Godwin, Career Centre

“Workers Out! developed an international strategy to help unions take up the struggle for lesbian, gay, bisexual and transgender rights and to end discrimination on the basis of sexual orientation and gender identity.”

\$100k list

@university of toronto

Piecing the puzzles together... U of T's \$100k list

...continued from page 1

UTAM was set up in 2000 with the objective of managing investments and our pension fund more profitably. Prior to that, investments had been managed by the old Treasury Department advised by a committee of business and economics professors.

UTAM calls itself a "manager of managers". It doles out blocks of money to various investment firms and sets parameters by which those firms must operate.

The first two years of UTAM's existence were quite rocky. It managed to lose \$238 million in market value from the pension fund and comparable amounts from the university's endowment funds. UTAM claimed it was the victim of a market downturn. You would expect that people in charge of a two billion dollar pension fund would know how to deal with a market decline to at least preserve market value.

Enter Felix Chee. Mr. Chee had been the University's Vice President of Business Affairs but was asked by the Governing Council to sort things out at UTAM.

With Mr. Chee as president and working within Governing Council's insistence on more conservative investment strategies, UTAM has managed to regain lost market value in the pension plan. Despite poor results so far this year, UTAM has within the last couple of years at least, managed an investment performance about equal to results obtained by the old Treasury Department.

Unfortunately, this improvement has come at the expense of skyrocketing compensation costs for UTAM's senior managers. Mr. Chee received a pay raise of 80% in 2005 which brought his annual salary up to \$581,868 (plus \$13,563 in taxable benefits) from \$321,827. Not to be out-done, John Lyon, one of three managing directors brought in to UTAM saw his pay increased by 122% last year to



\$369,167 (plus \$77,634 in taxable benefits). The other two managing directors started with the organization halfway through 2005 so we do not have information on them but it is probably safe to assume that their pay is comparable. Remember, these employees are not responsible for direct investment decisions. Their chief function is to monitor and analyze the performance of the firms who actually do the investing. In any case, they received these raises for doing just OK. Not brilliantly, just OK.

These salary levels may be acceptable and even normal in the banks and finance houses but this is the public sector. Just to put this into perspective, Ontario's Deputy Minister of Finance, the person who looks after the economy of the province, earned just \$240,655 last year.

The level of pay that these people receive is determined by a compensation committee whose members include U of T President, David Naylor. The rest of the committee is

made up of members of the board of directors of UTAM who come from the finance industry. It is understandable that these people have a limited grasp of reality and the decisions to award these raises were probably made before Professor Naylor took on his responsibilities as president. We can only hope that he will look at UTAM's activities more critically.

At a time when it is still spending more money than it is taking in, should not the university administration be taking measures to control these enormous yearly pay increases? It is no wonder that the Government of Ontario is reluctant to provide more funds to universities when it sees astronomical pay increases like these!

■ **John Malcolm, Local 1998 Retiree.** *John Malcolm is a former President of the University of Toronto Staff Association (UTSA), a retired Steelworker and a former member of Governing Council.*

The complete \$100k list is available at www.uswa1998.ca

“Just to put this into perspective, Ontario’s Deputy Minister of Finance earned \$240,655 last year while at U of T, Felix Chee (UTAM President) and John Lyon (UTAM Managing Director) were paid \$581,868 and \$369,167, respectively.”

\$100k list

@university of toronto

| Name | Title | Department/Faculty | Total % Increase: 2003-05 | 2005 Salary | % Increase in 2005 | 2004 Salary | % Increase in 2004 | 2003 Salary | % Increase in 2003 | 2002 Salary |
|---------------------|----------------|--------------------------------|---------------------------|--------------|--------------------|--------------|--------------------|--------------|--------------------|--------------|
| Golden, Brian | Professor | Strategic Management | 153.6 | \$286,416.04 | -4.6 | \$300,070.06 | -4.8 | \$315,239.04 | 163 | \$120,000.02 |
| Tombak, Mihkel | Professor | Management/Chair | 128.9 | \$244,326.99 | 13.9 | \$214,600.02 | 115 | \$100,000.02 | 0 | \$0.00 |
| Smith, Brian Cantwe | Prof./Dean | Information Studies | 123.8 | \$248,412.96 | 118 | \$114,166.50 | -4.8 | \$119,975.50 | 10.6 | \$108,499.96 |
| Lyon, John | Managing Dir. | Investment Strategy, UTAM | 122 | \$369,167.04 | 122 | \$166,666.64 | 0 | \$0.00 | 0 | \$0.00 |
| Edwards, Aled | CEO | Structural Genomics/Prof., BBD | 121.5 | \$340,999.96 | 12.5 | \$302,999.96 | 109 | \$145,045.67 | 0 | \$0.00 |
| Soman, Dilip | Professor | Marketing | 116.9 | \$295,338.04 | 20 | \$246,099.96 | 96.9 | \$124,999.98 | 0 | \$0.00 |
| Oxley, Joanne | Professor | Strategic Management | 112 | \$212,113.04 | 112 | \$100,000.02 | 0 | \$0.00 | 0 | \$0.00 |
| Riggall, Catherine | Vice President | Business Affairs | 111.64 | \$243,060.92 | 0.143 | \$242,714.48 | 28.8 | \$188,447.00 | 82.7 | \$103,152.17 |
| Neuman, Shirley C. | Prof. | English/Vice Pres./Provost | 108.6 | \$351,972.17 | 1.18 | \$347,864.53 | 3.42 | \$336,352.62 | 104 | \$165,000.06 |
| Gaskell, Jane | Professor | Education/Dean, OISE/UT | 105.07 | \$243,535.92 | 2.07 | \$238,599.96 | 103 | \$117,499.98 | 0 | \$0.00 |
| Fisher, James | Associate Dean | MBA Programs | 101.62 | \$264,309.90 | 9.32 | \$241,778.94 | 14.9 | \$210,388.10 | 77.4 | \$118,599.96 |
| Dyck, Alexander | Professor | Finance | 100 | \$234,000.00 | 100 | \$117,000.00 | 0 | \$0.00 | 0 | \$0.00 |
| Iacobucci, Frank | Prof. | Law/President | 92.9 | \$225,000.02 | 92.9 | \$116,666.68 | 0 | \$0.00 | 0 | \$0.00 |
| Dart, Beatrix | Prof. | Strategic Management | 89.52 | \$221,088.96 | 2.82 | \$215,027.04 | 35.4 | \$158,805.87 | 51.3 | \$104,934.65 |
| Gillespie, Nora | Legal Counsel | Off. of VP/Provost/VP, HR | 83.6 | \$203,025.54 | 77.8 | \$114,166.50 | -4.8 | \$119,975.50 | 10.6 | \$108,499.96 |
| Mahrt-smith, Jan | Professor | Finance | 82.14 | \$230,289.04 | 3.44 | \$222,636.00 | 10 | \$202,399.96 | 68.7 | \$119,999.98 |
| Chee, Felix P. | President/CEO | President/CEO | 80.8 | \$581,868.04 | 80.8 | \$321,827.96 | 0 | \$0.00 | 0 | \$0.00 |
| Kramer, Lisa | Professor | Management | 79.5 | \$198,359.16 | 73.7 | \$114,166.50 | -4.8 | \$119,975.50 | 10.6 | \$108,499.96 |

| Name | Title | Department/Faculty | Total % Increase: 2003-05 | 2005 Salary | % Increase in 2005 | 2004 Salary | % Increase in 2004 | 2003 Salary | % Increase in 2003 | 2002 Salary |
|-------------------------|--------------------------------|--------------------------------|---------------------------------|--------------|--------------------------|--------------|--------------------------|--------------|--------------------------|--------------|
| Milner, Joseph | Professor | Operations Management | 78 | \$185,269.96 | -4.3 | \$193,537.02 | -2.6 | \$198,725.00 | 84.9 | \$107,500.00 |
| Lu, Hai | Professor | Accounting | 76.6 | \$195,000.00 | 70.8 | \$114,166.50 | -4.8 | \$119,975.50 | 10.6 | \$108,499.96 |
| Baird, George | Prof./Dean | Arch., Landscape & Design | 76.6 | \$195,000.12 | 70.8 | \$114,166.50 | -4.8 | \$119,975.50 | 10.6 | \$108,499.96 |
| Fernie, Geoffrey | Professor | Surgery | 75.91 | \$233,070.00 | 7.41 | \$217,000.01 | 48.3 | \$146,308.02 | 20.2 | \$121,745.04 |
| D'cruz, Joseph | Professor | Strategic Management | 73.4 | \$177,886.04 | 2.4 | \$173,724.98 | -25 | \$232,678.02 | 96 | \$118,696.02 |
| Doidge, Craig Andrew | Professor | Finance | 72.03 | \$209,863.00 | 1.54 | \$206,675.02 | 2.49 | \$201,649.96 | 68 | \$119,999.98 |
| Bisanti, John | Chief Capital Projects Officer | Chief Capital Projects Officer | 68.42 | \$272,240.54 | 6.28 | \$256,160.50 | 6.54 | \$240,446.96 | 55.6 | \$154,499.97 |
| Sinervo, Pekka | Professor | Physics/Dean, Arts & Science | 65.55 | \$256,005.00 | 7.29 | \$238,599.96 | 2.76 | \$232,182.50 | 55.5 | \$149,295.00 |
| Hodges, Brian | Professor | Psychiatry | 65 | \$203,382.00 | 0 | \$203,382.00 | 65 | \$123,284.23 | 0 | \$0.00 |
| Goel, Vivek | VP/Provost/Prof. | Health Admin. | 63 | \$366,845.07 | 13.8 | \$322,256.08 | 17.5 | \$274,249.98 | 31.7 | \$208,299.96 |
| Ching, Andrew Tat T. | Professor | Marketing | 59.1 | \$174,999.96 | 53.3 | \$114,166.50 | -4.8 | \$119,975.50 | 10.6 | \$108,499.96 |
| Farrar, David H | Dep. Provost/V Provost | Stdts/Prof, Chem | 58.61 | \$206,076.00 | 5.11 | \$196,066.52 | 11.1 | \$176,462.52 | 42.4 | \$123,960.00 |
| Pfeiffer, Susan | Dean | Grad Studies/Vice Provost | 58.05 | \$183,422.94 | 27.9 | \$143,425.28 | 5.75 | \$135,628.98 | 24.4 | \$109,064.00 |
| Simcoe, Timothy | Professor | Strategic Management | 58 | \$181,666.67 | 58 | \$115,000.00 | 0 | \$0.00 | 0 | \$0.00 |
| Vaccarino, Franco | Professor | Psychology | 57.89 | \$180,157.02 | 46.6 | \$122,915.04 | 3.22 | \$119,074.98 | 8.07 | \$110,184.96 |
| Hejazi, Walid | Professor | Management | 57.5 | \$178,047.46 | 14.8 | \$155,034.02 | 20.6 | \$128,567.43 | 22.1 | \$105,320.03 |
| Iacobucci, Edward | Professor | Law | 54.5 | \$180,587.04 | -11 | \$203,883.04 | 19.7 | \$170,337.99 | 45.8 | \$116,857.90 |
| Gulak, Glenn | Prof | Elec & Comp Eng/L Lau Chair EC | 54.01 | \$160,022.97 | 0.41 | \$159,369.72 | 53.6 | \$103,761.36 | 0 | \$0.00 |
| Dyzenhaus, David | Prof. | Law & Philos./Assoc. Dean | 52.95 | \$203,635.08 | 7.85 | \$188,821.02 | 12.6 | \$167,749.84 | 32.5 | \$126,626.47 |
| Gullane, Patrick J | Prof./Chair | Otolaryngology | 52.59 | \$182,715.00 | 2.65 | \$177,999.00 | 4.64 | \$170,100.00 | 45.3 | \$117,100.02 |
| Moate, Steven | Sr. Employment Relations Legal | Sr. Employment Relations Legal | 51.7 | \$209,538.00 | 12.9 | \$185,614.84 | 7.7 | \$172,350.00 | 31.1 | \$131,478.31 |
| White, Alan | Professor | Finance | 51.6 | \$256,413.00 | -1.2 | \$259,405.58 | 10.3 | \$235,112.64 | 42.5 | \$165,000.00 |
| Byrick, Robert | Professor | Anaesthesia | 51.2 | \$178,453.50 | 43.3 | \$124,517.52 | -2.5 | \$127,686.18 | 10.4 | \$115,626.72 |
| Macfarlane, Avon | Asst. VP | University Advancement | 49.86 | \$212,209.40 | 30.4 | \$162,754.54 | 10 | \$147,959.04 | 9.46 | \$135,176.52 |
| Wiecek, Irene | Senior Lecturer | Management | 49.47 | \$164,858.99 | 12.3 | \$146,738.52 | -0.93 | \$148,113.81 | 38.1 | \$107,254.98 |
| Baker, Michael | Professor | Economics | 48.43 | \$162,511.92 | 6.31 | \$152,868.62 | 5.02 | \$145,561.00 | 37.1 | \$106,199.75 |
| Ericson, Richard | Professor | Centre of Criminology | 48.1 | \$162,499.98 | 42.3 | \$114,166.50 | -4.8 | \$119,975.50 | 10.6 | \$108,499.96 |
| Boutillier, Craig | Professor/Chair | Computer Science | 46.5 | \$179,490.00 | 12.5 | \$159,481.98 | 19 | \$134,039.46 | 15 | \$116,590.04 |
| Buchweitz, Ragnar-olaf | Professor | Mathematics | 46.06 | \$168,484.01 | 13.9 | \$147,915.96 | 23.1 | \$120,199.96 | 9.06 | \$110,211.00 |
| Li, Baochun | Prof. | Electrical & Computer Eng. | 44.55 | \$150,906.68 | 27.7 | \$118,178.18 | 10.2 | \$107,220.96 | 6.65 | \$100,535.04 |
| Sinclair, Anthony | Professor/Chair | Mech. & Ind. Eng. | 44.41 | \$164,948.04 | 4.41 | \$157,980.06 | 10.4 | \$143,090.04 | 29.6 | \$110,418.42 |
| Schneider, Manfred | Senior Lecturer | Senior Lecturer | 43.82 | \$177,288.96 | 22.2 | \$145,057.98 | 5.72 | \$137,205.01 | 15.9 | \$118,335.01 |
| Frankle, Rivi M | VP/Chief Advancement Officer | VP/Chief Advancement Officer | 43.61 | \$235,514.85 | 24.8 | \$188,733.00 | 9.08 | \$173,016.96 | 9.73 | \$157,677.50 |
| Krashinsky, Michael | Prof | Econ for Mgmt Studies/Chair, M | 43.51 | \$203,718.96 | 5.51 | \$193,086.00 | 16.9 | \$165,137.58 | 21.1 | \$136,349.96 |
| Charpentier, Louis | Secretary of the Governing Cou | Secretary of the Governing Cou | 43.13 | \$159,628.98 | 17.8 | \$135,509.52 | -0.07 | \$135,610.08 | 25.4 | \$108,110.46 |
| Baum, Joel | Professor | Strategic Management | 43.01 | \$298,440.00 | -0.16 | \$298,914.02 | 5.27 | \$283,962.42 | 37.9 | \$205,932.98 |
| Mccurdy, Thomas | Professor | Finance | 42.4 | \$288,348.96 | -9.3 | \$317,811.48 | 13.9 | \$279,112.46 | 37.8 | \$202,500.08 |
| Powers, Richard | Sr Lecturer/Asst Dean/Exec Dir | MBA Prog | 41.8 | \$210,458.44 | 15 | \$182,999.62 | 13.8 | \$160,810.98 | 13 | \$142,250.84 |
| Dickinson, Sven Josef | Professor | Computer Science | 41.73 | \$153,955.50 | 3.19 | \$149,190.48 | 9.44 | \$136,320.54 | 29.1 | \$105,613.93 |
| Miller, Renee J. | Professor | Computer Science | 41.6 | \$155,079.00 | 35.8 | \$114,166.50 | -4.8 | \$119,975.50 | 10.6 | \$108,499.96 |
| Stawinoga, Andrew | Senior Lecturer | Management | 41.43 | \$150,335.84 | 10.3 | \$136,278.18 | 5.63 | \$129,017.46 | 25.5 | \$102,807.95 |
| Brown, Sheila W | Chief Financial Officer | Chief Financial Officer | 41.29 | \$213,564.13 | 0.592 | \$212,306.50 | 24.7 | \$170,204.96 | 16 | \$146,779.12 |
| Elitzur, Ramy | Professor | Accounting | 41.1 | \$254,606.04 | 20 | \$212,181.99 | -24 | \$278,774.96 | 45.1 | \$192,125.04 |
| John, Sajeev | Professor | Physics | 41.07 | \$195,382.02 | 30.1 | \$150,223.98 | 2.73 | \$146,237.58 | 8.24 | \$135,099.96 |
| Hildyard, Angela | Prof. | Ed./VP, HR & Equity | 40.83 | \$246,230.04 | 12.7 | \$218,470.02 | 1.23 | \$215,811.48 | 26.9 | \$170,000.04 |
| Lemieux-charles, Louise | Prof/Chair | Health Policy, Mgmt. & Eval. | 40.58 | \$163,288.52 | 23 | \$132,745.02 | 2.18 | \$129,913.50 | 15.4 | \$112,605.96 |
| Kan, Raymond | Professor | Finance | 40.53 | \$225,540.96 | 1.13 | \$223,017.00 | -6.2 | \$237,649.96 | 45.6 | \$163,218.79 |
| Spragge, Suzanne | Asst Dean | Ext Rel/Chief of Staff, Mgmt. | 39.7 | \$182,499.97 | 10.6 | \$164,999.94 | 10.4 | \$149,500.00 | 18.7 | \$126,000.02 |
| Cole, Joanne | Exec. Director | Advancement, Medicine | 39.33 | \$175,412.00 | 7.53 | \$163,134.00 | 8 | \$151,050.02 | 23.8 | \$121,979.54 |
| Walker, Gilbert | Professor | Chemistry | 39.2 | \$152,241.30 | 33.4 | \$114,166.50 | -4.8 | \$119,975.50 | 10.6 | \$108,499.96 |
| Singer, Peter | Prof | Med./Dir, Joint Ctr. for Bioet | 39.19 | \$176,108.04 | -0.82 | \$177,564.56 | 0.511 | \$176,662.02 | 39.5 | \$126,670.54 |
| Gertler, Meric | Professor | Geography | 39.12 | \$171,848.94 | 21.6 | \$141,357.96 | 4.62 | \$135,117.48 | 12.9 | \$119,652.00 |
| Kherani, Nazir P | Professor | Electrical & Computer Eng. | 39.1 | \$145,274.96 | 29 | \$112,576.50 | 10.1 | \$102,247.50 | 0 | \$0.00 |
| Andrews, Brenda Jean | Professor/Chair | BBDMR/Dir., CCBRI | 39.06 | \$181,045.92 | 14.8 | \$157,720.98 | 17.1 | \$134,680.56 | 7.16 | \$125,677.68 |
| Pleinys, Ramune | Chief Administrative Officer | Chief Administrative Officer | 39 | \$151,370.54 | 39 | \$108,899.79 | 0 | \$0.00 | 0 | \$0.00 |
| Boone, Charlie | Prof. | Banting & Best, Medical Res. | 39 | \$151,907.04 | 15 | \$132,048.54 | -11 | \$149,029.26 | 35 | \$110,385.00 |
| Duncan, Kirsty Ellen | Research Associate | Research Associate | 38.9 | \$151,905.89 | 33.1 | \$114,166.50 | -4.8 | \$119,975.50 | 10.6 | \$108,499.96 |
| Hull, John | Professor | Finance | 38.76 | \$306,482.04 | -1.4 | \$310,981.00 | 3.36 | \$300,862.60 | 36.8 | \$219,999.96 |
| Manners, Ian | Professor | Chemistry | 38.64 | \$169,436.04 | -0.06 | \$169,535.92 | 27.9 | \$132,547.44 | 10.8 | \$119,661.00 |
| Nevitte, Neil | Professor | Political Science | 38.45 | \$151,124.04 | 2.39 | \$147,600.00 | 35.6 | \$108,881.79 | 0.455 | \$108,388.56 |
| Ripstein, Arthur S | Professor | Law & Philosophy | 37.99 | \$165,200.88 | 4.58 | \$157,973.28 | 9.01 | \$144,910.18 | 24.4 | \$116,531.64 |
| Baker, Robert | Professor/Chair | Zoology | 37.48 | \$142,847.52 | 20.2 | \$118,872.96 | 3.78 | \$114,542.94 | 13.5 | \$100,926.00 |
| Julian, Stephen R. | Professor | Physics | 37.2 | \$150,000.00 | 31.4 | \$114,166.50 | -4.8 | \$119,975.50 | 10.6 | \$108,499.96 |
| Averill, Gage | Professor/Dean | Music | 37.2 | \$149,999.88 | 31.4 | \$114,166.50 | -4.8 | \$119,975.50 | 10.6 | \$108,499.96 |
| Abrams, Peter | Professor | Zoology | 36.76 | \$153,231.96 | 2.36 | \$149,695.02 | 12 | \$133,606.58 | 22.4 | \$109,121.34 |
| Cleghorn, William L | Professor | Mechanical & Industrial Eng. | 36.6 | \$146,477.04 | 5.3 | \$139,105.98 | -3.2 | \$143,771.46 | 34.5 | \$106,926.96 |
| Sossin, Lorne | Prof. | Law/Associate Dean | 36.21 | \$161,745.34 | 14.9 | \$140,752.96 | 7.71 | \$130,679.49 | 13.6 | \$114,999.96 |
| Miller, Eric J | Prof | Civil Eng/Dir, Jt Prg Tran/B/T | 36 | \$156,376.04 | -4.4 | \$163,605.02 | 28.8 | \$127,066.50 | 11.6 | \$113,904.00 |
| Rowley, Timothy | Professor | Strategic Management | 35.76 | \$196,897.30 | 2.26 | \$192,549.17 | -8.7 | \$210,900.18 | 42.2 | \$148,333.36 |
| Hillan, Edith | Prof./Assoc. Dean | Nursing/Vice Provost | 35.7 | \$175,923.00 | 24.7 | \$141,096.01 | 11 | \$127,097.52 | 0 | \$0.00 |
| Kawaji, Masahiro | Professor | Chemical Engineering | 35.69 | \$145,228.00 | 3.19 | \$140,740.96 | -2.7 | \$144,627.46 | 35.2 | \$107,007.96 |

Local Pursues Arbitration

...continued from page 1

making choices about the objects that are best observed at any specific time, noted that, when he was hired, the job required a B.Sc. and several years of observational experience. The educational requirements in his new job description call for a mere "one year certificate with a background in astronomy and technology," which he believes to be grossly insufficient preparation for the responsibilities of the position.

A senior Laboratory Technician who was hired after meeting requirements that included more than ten years of diverse experience in a biochemical laboratory and a high precision versatile machine shops, with addition experience in store-keeping, saw that extensive experience reduced, at least on paper, to five years.

Was the University admitting that it was an educational institution that didn't have much use for education? Was it suggesting that positions that are important to student success and advanced research my filled easily by the unschooled and inexperienced?

The unsurprising answer is: not exactly. The Union's administration and review of approximately fifteen hundred job evaluation questionnaires documents that the University's workforce, in fact, is both highly trained and very experienced. Indeed, the University's hiring patterns regularly belie the requirements laid out in its own job descriptions.

Our conclusion, then, is that the University deliberately is manipulating the experience factor in job descriptions at a critical time. For the past two years, the University and the Union have struggled to rate sixty-nine Benchmark positions, representative of the variety of jobs at the University of Toronto's three campuses, according to the SESU gender-neutral, point-based system. An impasse was reached with twenty four individual scores outstanding; nineteen of the disputed scores are concerned with the experience necessary to assume the duties and responsibilities of a position.

The University and Union agreed to refer the disputed scores to an arbitrator, Gerry Lee. The arbitration hearings began on the evening of October 12th, 2006.

The Union contends that the University under reports the necessary experience because this is a factor that carries significant weight in the job's final evaluation and which may influence compensation.

For its part, the University insists upon its right to determine the qualifications for each position while refusing to provide rationales for the preferences that it proposes or to explain why these preferences are so inconsistent with its hiring practices. University representatives merely assert that their criteria for determining the necessary years of experience are "sound."

However, the comparison of job descriptions for positions with similar duties, levels of responsibility and identical classification reveals that the University's current practices of determining appropriate years of experience are grossly inconsistent and unsystematic. Jobs with the same title (for example, three Research Officer III positions) which are classified at the same level, may require from three to six or more years of experience. When one adds in information gleaned from the interviews and questionnaires, it is clear that the University's hiring practices regularly reflect the demand for significantly more experience than is attested to by the position descriptions.

Finally, the Union asserts that the University's practices of determining the requirements for experience are gender biased to the detriment of the majority of the Union's membership who serve in administrative roles.

There is a well-documented, virtual ceiling for the largely female staff who work in office administration of three years; it is exceptional for the University to acknowledge that it relies upon and benefits from significant experience and a broad understanding of the culture of the University evinced by senior administrative employees who engage in complex work, address a wide variety of tasks and shoulder significant responsibility. In essence, the University is denying that these senior positions require senior skills and that experience breeds expertise.

In contrast, the University routinely awards top scores for experience to senior positions that involve fabricating, information technology or operation of machinery. In these admittedly few and predominately male positions there is a discernable path of employees moving from entry to senior positions that is reflected in the job descriptions by the years of experience required. Why do female career tracks not follow the same pattern of moving from entry level to senior positions?

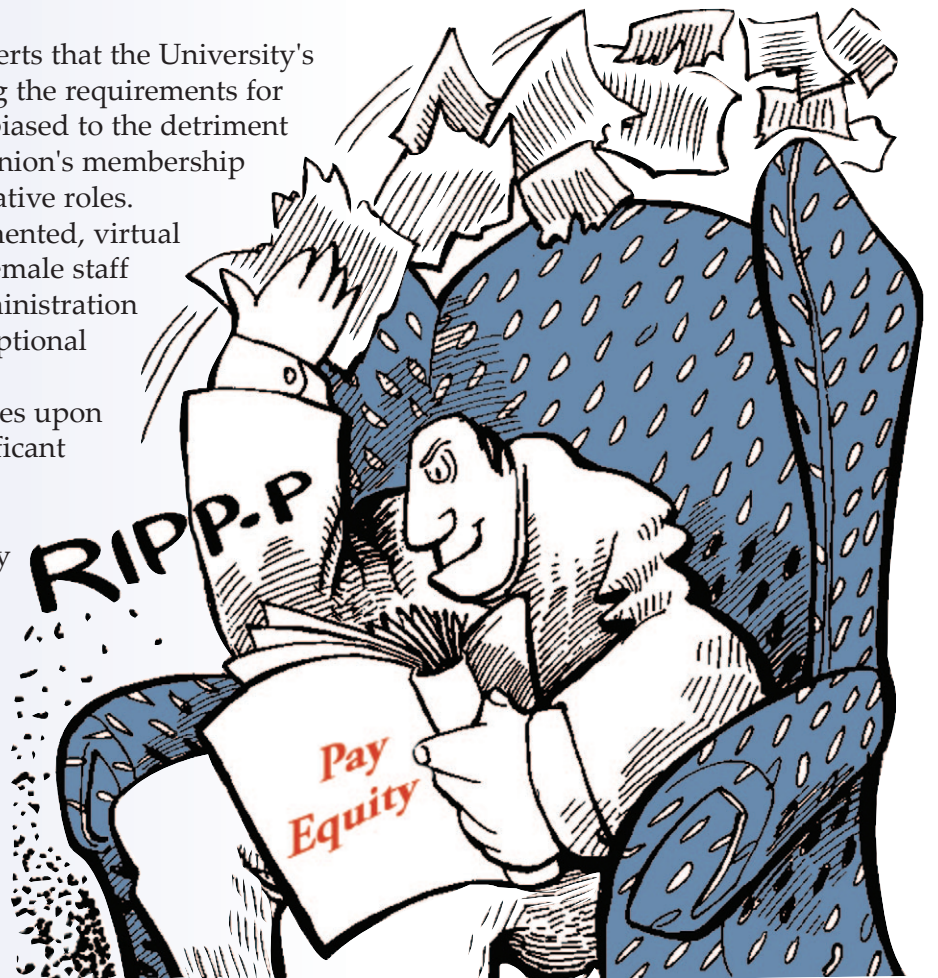
The apparent application of different standards in the description and evaluation of male and female classes of jobs was raised during the Union's consultation with Provincial Pay Equity Officer, Doreen Lurie. She informed the Union that scrutiny of the gap between stated requirements and hiring practices is significant to analyzing an employer's compliance with pay equity legislation.

Further, following the advice of the Union's legal counsel, Mary Cornish, co-founder of the Ontario Equal Pay Coalition which persuaded the Ontario Government to enact pay equity laws and an internationally recognized expert in the fields of labour and human rights, the Union repeatedly has requested that the University provide documentation of its maintenance of the Pay Equity Plan that was enacted in 1991. To this date, the University has refused to provide evidence that it has properly applied and documented the provisions of its Pay Equity Plan in response to task and organizational changes in female workplaces and to reflect the changes to male comparator positions during the past sixteen years.

The Job Evaluation Committee is confident that it can present compelling arguments to the arbitrator that will ensure that the Benchmark positions, which will influence the decision making concerning the rating of all other positions, are rated correctly and fairly.

The Union does not dispute that management has the right to determine job qualifications, but it does insist that the University has a responsibility to publish accurately what those requirements are and to acknowledge the skills and experience of you, their work force, in all job descriptions and with appropriate compensation.

■ *Job Evaluation Committee*



ON NOVEMBER 14TH THE ONTARIO FEDERATION of Labour is hosting a seminar *Pay Equity Maintenance: Union Obligations and Liabilities* featuring [Mary Cornish](#), pay equity advocate and internationally recognized expert in the fields of labour and human rights.

The seminar will focus on the legislative obligation to "maintain" pay equity as mandated under the *Ontario Pay Equity Act* which requires both employers and unions to achieve and maintain pay equity. Training will be delivered by pay equity legal experts.

Participants will receive training on the steps needed to ensure ongoing monitoring of pay equity, what is needed when jobs change, businesses are reorganized or sold, merged or amalgamated.

Local 1998 will be sending twenty five members to this important educational session.

IN MAY 2005, THEN PRESIDENT DESIGNATE [Professor David Naylor](#) was asked during an interview:

"What role do you see for administrative and support staff in achieving the university's goals?"

Professor Naylor's reply was:

"To me they're the backbone of U of T. If you don't have enough skilled and satisfied staff, three bad things happen: the quality of the student experience suffers in multiple dimensions; the quality of working life for academic staff declines; and the administrative and support staff themselves get overloaded, leading to a negative spiral for everyone.

"...We also need to ensure that mechanisms are in place to acknowledge and thank outstanding staff members."

A MILLION REASONS TO VOTE!

What kind of city do we want for the 21st century?

On November 13th, the municipal elections will determine the politics of Toronto and surrounding municipalities for the next four years. The Labour Council endorses candidates who we expect to take the lead on issues that matter to working families. We want them to fight for:

- 1. A city that is committed to good jobs, workers rights and a strong economy throughout the region
- 2. A city that is committed to quality, accessible public services
- 3. A city that is committed to environmental sustainability
- 4. A city that is committed to equity and full social inclusion of people from a wide variety of backgrounds
- 5. A city that plays an active role in providing the social and physical infrastructure needed for every community and all residents
- 6. A city that is actively engaged in a community safety agenda that addresses both the root causes of crime and the impact of violence on residents
- 7. A city that embraces the central role of schools and the education system in the development of both healthy neighbourhoods and a strong economy
- 8. A city that undertakes civic engagement and democratic processes for all of its decision-making
- 9. A city that is fiscally sustainable - based on fair Sharing of program costs and tax revenue from Queen's Park and Ottawa

Public education is the foundation of a healthy society.

Labour's commitment to lifelong learning is described by the slogan: Give Our Students What They Need to Succeed! The Labour Council endorses candidates for school board who we expect to fight for:

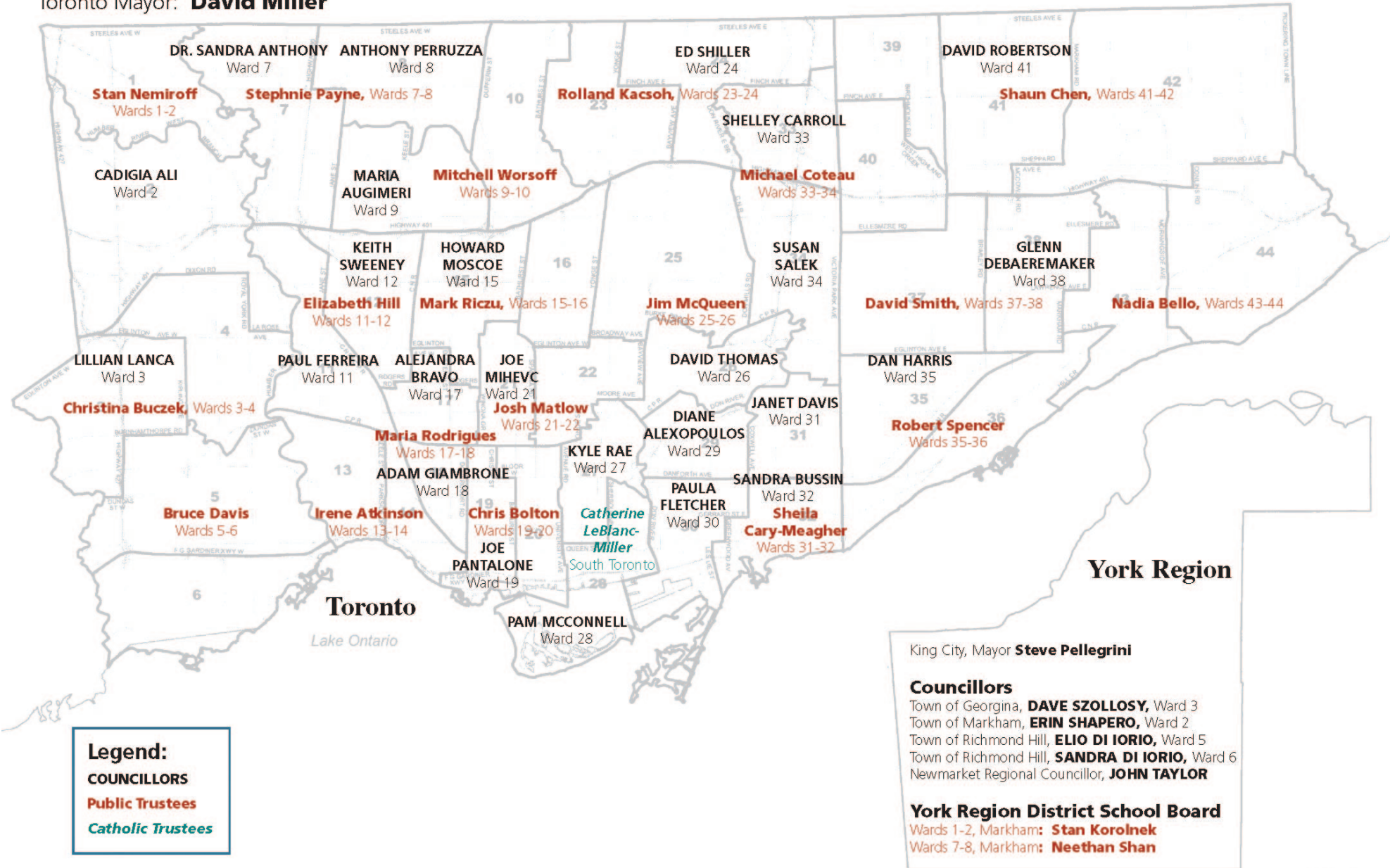
- 1. A school system that provides excellent and accessible programs for all its diverse communities of learners, from early childhood through older adults and seniors
- 2. A school system committed to the equity agenda in programs, curriculum and staffing
- 3. A school system that is properly and publicly funded to support both programs which have proved their value to our diverse communities and to meet new and emerging needs
- 4. A school system which engages the participation of parents, community, student and labour organizations in planning and achieving its goals
- 5. A school system governed by democratically elected full time trustees who are given the same financial and political respect as other levels of government
- 6. Schools which act as vital community hubs in co-operation with the city and other agencies



cope343

Candidates Endorsed by the Toronto & York Region Labour Council

Toronto Mayor: **David Miller**



17th Annual Steelworkers District 6 Conference



THE SEVENTEENTH United Steelworkers District 6 Conference was held in beautiful St. John's, Newfoundland this past June. District 6 represents Steelworker locals in Ontario and the Atlantic Provinces.

Over four hundred members participated in this annual conference. Most of those present represented workers in the steel, paper and forestry, rubber, manufacturing and energy sectors.

Six delegates from Local 1998 attended the proceedings: David Chew (University of Toronto Schools), Allison Dubarry (President), Dave Johnson (St. Michael's College), Tom Mohr (University of Toronto at Scarborough), Linda Oliver (Victoria College) and Melba Remedios (Physical Education).

Opening remarks were made by Wayne Fraser, Director and Conference Convener. He stressed that the key issues that would be

discussed were: collective bargaining policies, pensions, health and safety, and the link between trade unionism and progressive political action. The agenda was therefore designed to be a blend of information, dialogue and celebration of the work of trade unionists. Other notable speakers were Leo Gerard, International President; Ken Neumann, Canadian National Director; Lorraine Michaels (NDP); and Jack Layton, leader of the Federal New Democratic Party. Carolyn Egan, Vice President of Toronto Area Council chaired the Women of Steel and Human Rights Forums on Day 1 of the Conference. While the Local 1998 delegation thought it worthwhile to attend and

participate in these forums, they were disappointed that less than one third of the total number of delegates remained to participate in important issues owing to the fact that these forums were tacked on to the end of the day. However, when suggested, Wayne Fraser repeated his speech before the entire conference on the following day.

International President Leo Gerard spoke at length about the current right-wing political agenda of governments both in Canada and the USA. The significant loss of jobs in the industrial and manufacturing sectors continues to plague the Steelworkers. Earlier, Wayne Fraser had appealed to delegates to commit to the proposed District 6 Strike Assistance Fund. He implied that increasingly members are struggling with longer strike periods. A 0.1% increase in dues would help towards the financial support to those on the picket line. However, participation in the Fund is completely voluntary and decisions to participate could be made on a local-by-local basis. There was debate and discussion at the conference regarding this issue. Local 1998's current policy is to ask our membership to vote on requests for assistance made by striking locals to lend support on a needs basis.

Health and safety issues in all environments continue to be of major concern to members.

Jack Layton, leader of the federal New Democratic Party voiced concerns regarding Canada's military participation in Afghanistan. For those of us who were first time attendees at this conference it was interesting to observe the political dynamic that moves the agenda and frames the outcomes.

■ **Melba Remedios, Physical Education**

What is the best leadership style?

A RECENT SURVEY of 3,871 Executives suggests that truly effective bosses vary their leadership style according to the situation.

The survey identified six leadership styles.

Do what I tell you. Goleman calls this the "coercive" style of leadership and it is the least effective of the six. Who wants to be bossed around? But in a short-term crisis, it can mobilize people quickly.

Do as I do, now. This is the "pacesetting" style and it is the second least effective. This leader is obsessed with doing things better and faster but doesn't make her

expectations clear. "If I have to tell you, you're wrong for the job," she thinks. As a result, responsibility and initiative evaporate because people focus on second guessing her expectations. Pacesetting can be effective with highly motivated, competent teams, if used in combination with other styles.

Try this. In this "coaching" style of leadership, leaders help employees identify their strengths and weaknesses, offer lots of feedback, and delegate challenging assignments to help people grow. Interestingly, while the leader's focus is on long-term results (the employee's

growth), coaching delivers solid short-term payoffs as well because employees tend to rise to the level of their boss's expectations.

What do you think? This is the "democratic" style of leadership in which leaders build trust and commitment by soliciting people's ideas and buy-in. Not surprisingly, morale and productivity rise. A drawback can be the extra time required. The downfall can be using consensus to avoid decision-making.

How do you feel? Goleman calls this the "affiliative" style. The leader tends to his or her employees' emotional concerns, offers ample praise, and gives workers great freedom in doing their jobs. The result is fierce loyalty. This style is particularly effective for rebuilding teamwork, trust and morale. However it can leave some workers feeling rudderless, so is best used in combination with the authoritative style.

Let's do this together. This is the "authoritative" (not authoritarian!) style of leadership. Authoritative leaders state a precise vision for their people and motivate them by making clear how their work contributes to that vision. People see why their work matters and are given flexibility in achieving their goals. This is the most positive leadership style and works in most situations - unless the leader is less experienced than his team.

Vary your leadership style to the situation and you should not have to worry about any self-inflicted wounds.

■ **Bob Rosner is the author of *Working Wounded* (Warner, 1998) and a speaker and founder of award-winning [workingwounded.com](http://www.workingwounded.com). Read about leadership styles in *Leadership That Gets Results* by Daniel Goleman.**





financially speaking

The Big Scoop on your Investment Choices

A colleague asked: "What can I do with my income once I have maximized my Registered Retirement Savings Plan contribution for the year?" While it is true that once upon a time, the average person hid their riches under the mattress or buried it in the flower garden, nowadays there is a stunning array of investment vehicles that can overwhelm even the most seasoned amateur investor. The common use of the term "vehicle" reminds us that we can work toward our financial goals by driving the right investment vehicles. The investments we choose depend on our knowledge, experience, time commitment, interest level, and risk tolerance. Other considerations include investment tax implications, their ability to keep up with and surpass inflation, and our goals for the future. The following is a brief review of some investment options.

Stock certificates are issued by companies in order to raise money. Stock-holders are part owners, and therefore asset-holders of companies. Although we cannot normally trade our Toyota stock for a new Toyota Camry, we can trade (i.e. buy or sell) this stock on the New York Stock Exchange. If we sell it for more than our purchase price, we make a profit. Traditionally, hot stocks - highly desired stocks that are newly issued, are seen as the race-cars of the investment road. Their stock prices can go from 0 to 60 in mere seconds, but they can crash just as quickly. That is the trade-off some investors

are willing to take: high risk and volatility for a potentially higher return on the investment (ROI). Blue chip stocks are more like Hummers: they are normally large, well-established companies; their stock prices are often expensive, which can affect the ROI; but they are usually safe if they are driven (i.e. managed) well.

On the other side of the spectrum, bank accounts remind me of golf carts - handy on the golf course, but much too slow for the road to financial freedom! Most bank accounts earn us very little interest and do not even keep up with inflation. With all the fees banks charge for debit transactions and other services, we usually end up losing our own money! Investments such as Guaranteed Investment Certificates (GICs), bonds and T-Bills tend to fall somewhere in between. They do not necessarily have a lot of horse-power, but depending on their interest pay-out, they can be very useful in preserving our capital.

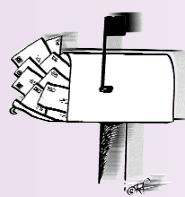
We can also invest in mutual funds. Each mutual fund is a pool of investments bundled together in an attempt to achieve a particular goal. If a fund contains stock of a particular company, then each person who invests in that mutual fund has a fraction of those shares. The diversification found in mutual funds decreases investors' exposure to risks, especially when funds invest across economic sectors and investment vehicles. Despite this diversification, as with any investment, there is risk involved. Funds are run by fund managers, and the managers need to be capable and trustworthy.

Before creating an investment portfolio, we should assess our current financial situation and set some goals for the future, including timelines. For example, if a goal is to purchase a home in a year, how much of a down-payment should be available? If a goal is to retire in ten years, what lifestyle will we want? We must also examine our tolerance for risk and volatility, which, among other things, depends upon:

- our age and health;
- our current financial worth and future earning potential;
- our family obligations;
- when we plan to retire;
- the standard of living we have and aspire to in the future; and
- the slumber factor - how much risk can we handle and still sleep soundly?

Finally, we must decide how much time and effort we want to allocate to planning and maintaining our financial portfolio. Our financial advisor must understand our financial resources, needs and goals. While some of us prefer to manage our own portfolios, a good financial advisor can make us money, with little effort on our part. In choosing an advisor, we must again look to our needs and goals, as well as our comfort level. Enlisting the services of a trusted financial advisor can really help us get on track and stay on track.

■ Lidia Mestnik, Admissions and Awards



your letters

...continued from page 3

technician. The University does not accept unsolicited resumes, but we encourage you to register your profile with us."

And to make sure you understand, they also say:

"Is applying online the only method I can use?
Yes. Please note that you must complete all pages in order for your application to be considered. Be sure to include all the fields that are marked with an asterisk (*)."

Last, but not least, since the servers that receive the information are located in California, all the data you submit might be subjected to the "Patriot Act".

I must say I am surprised the University of Toronto, a non-discriminatory employer, has

chosen this path for its recruitment system and I truly hope it will be rectified soon.

Thank you.

Name withheld upon request

the Local responds...

The union has confirmed with management that paper applications will still be accepted. Please contact your Steward if you experience any problems with this.

Long wait for staff Metro Passes

I just found out that the TTC metro pass had been sold out.

I was talking to a student in my office and he said that he had to wait for one and a half hours to get the TTC pass the previous day. I believe the passes are on sale from 10 a.m. until 5 p.m. That basically gives staff no chance at all to get the pass as we would have to be away from work for one hour plus to be able to get the metro pass at the reduced rate. Why can't staff have a separate place to purchase the passes so we don't have to

spend this time during office hours?

Gerald Romme

Data, Map, & Government Info Services

the Local responds...

The union has raised this issue with management and they are investigating other options for the purchase of staff Metropasses.

Union must stand up to University

I read the last issue of Steeldrum and am perturbed that U of T employees who are members of the Steelworkers bargaining unit have been excluded from decisions surrounding the evaluation of job descriptions. The SES(U) is one document that employees must see to compare what they actually do with what appears vaguely on their job descriptions.

I am very glad the Union has taken the stance they did and gladly hope the outcome will be of benefit to our members. Thank you.

Name withheld upon request

fact or fiction

WORKPLACE MYTH de-bunked



MYTH: If I take a leave of absence without pay, I risk losing seniority.

REALITY: I now have the ability to extend my unpaid leave of absence by 6 months.

In the course of our working lives, many of us have used leaves of absence for various situations.

A leave of absence generally means that a member is away from work for an extended period without ending his/her employment status. A leave of absence may be either paid or unpaid.

Article 13 of our Collective Agreement documents the types of benefits associated with leaves of absence and this article highlights the gains that were made during the last round of negotiations.

Seniority will continue during all leaves of absence granted under *Article 13*.

Leaves of absence without pay are allowed for up to one year. Such requests are to be submitted at least 4 weeks in advance in writing with a possible extension of 90 days. The 90 days extension has now been increased to 6 months.

Whereas **union leave** had to be requested at least 3 months in advance, now it has changed to 2 months in advance. Year to year extensions can now be done with 2 months notice prior to the end of the year also. On returning to the position, any training deemed required by the University to fulfill the duties of the position will be provided by the University.

For employees who are on **pregnancy leave**, the University will pay 95% of salary during the 2 week waiting period for EI and for the next 16 weeks the difference between Employment Insurance (EI) and 95% of salary will continue to be paid, provided that the employee applies for and receives EI benefits. This represents a one week increase from the former 15 week period.

In the case of **primary caregiver and adoption leave**, the University will pay 95% of salary during the 2 week waiting period for EI

benefits, and for the next 15 weeks, will pay the difference between EI and 95% of salary. This is a 5 week increase from 10 weeks.

Please note that in the case of an adoption, the primary caregiver leave shall not apply to adoptions which arise through the blending of families.

Please contact your union steward or the local union office if you have any questions concerning leaves of absence.

■ **Marjorie Bhola-Swami, Research Services**



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LOCAL 1998

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