



ASSOCIATION OF
ADMINISTRATIVE +
PROFESSIONAL
STAFF AT UBC



THE ASSOCIATION OF ADMINISTRATIVE AND PROFESSIONAL STAFF OF THE UNIVERSITY OF BRITISH COLUMBIA (AAPS)

Strategic Plan 2022–2025





MESSAGE FROM THE PRESIDENT

On behalf of the AAPS Board of Directors, I am pleased to present **The Association of Administrative and Professional Staff of The University of British Columbia (AAPS)** Strategic Plan for 2022-2025. Our strategic plan process began in January 2021. After months of thought-provoking planning sessions based on members' needs, requests, and previous goals, we completed the strategic plan in February 2022 along with new mission, vision, and value statements to guide us going forward as an organization. We are grateful to have had the opportunity to work with Alderhill Planning and to have had their professional expertise, care, and Indigenous practices as part of this process.

We now have a three-year plan to move AAPS towards becoming a more inclusive community through effectively engaging Indigenous, Black and People of Colour (IBPOC) and marginalized groups and striving to excel the workplace experience for all members. Our vision articulates our primary goal and serves as a call-to-action for us to recognize the context of our diverse members at UBC and their struggles for inclusion. Our mission statement for the Association is simple and member-focused. To support the vision and mission, we have identified the following five key strategic goals and action pathways that we will focus on, and I look forward to our work in accomplishing our goals. The Board will keep the membership updated with our progress.

1. Promote Diversity, Equity, and Inclusion
2. Enhance Member Services and Support
3. Improve Communication and Engagement
4. Strengthen Relationships
5. Advance Advocacy

I would like to thank the AAPS Board of Directors for their commitment and thoughtful contributions prior to and during our formal engagement with Alderhill. I would also like to thank the AAPS staff for sharing their insight, history, and expertise. Finally, I would like to thank the AAPS membership for their ongoing participation in the Association. Whether through an event, a phone call, an email, or a meeting, your experience and contributions have all gone into creating this strategic plan.

Afsaneh Sharif, AAPS President

WELCOME

We are pleased to share **The Association of Administrative and Professional Staff of The University of British Columbia** (AAPS) Strategic Plan for 2022-2025, which sets out our key goals and objectives to enhance service delivery to the dynamic group of members we represent. This plan, created in collaboration between the AAPS Board of Directors and staff, outlines renewed direction through the established Mission, Vision, and Values that will guide a strategic and innovative path forward. Goals and action pathways further specify direction for the future.

ABOUT THE ORGANIZATION

The Association of Administrative and Professional Staff of The University of British Columbia (AAPS) is the professional Association for Management and Professional Staff at the University of British Columbia (the University).

AAPS represents over 5,000 members in collective bargaining and dispute resolution with the University. AAPS supports members in resolving workplace issues and strives to improve their work experience at UBC. The Association creates a connected community of members through networking and professional development opportunities.

Management and Professional Staff play critical roles in every function of the University. Their leadership and professional expertise are essential to creating a world-class institution of learning, research, engagement, and innovation.

AAPS' work focuses on these areas:

- Advocacy
- Negotiation
- Professional Development
- Community Relations

BACKGROUND

STRATEGIC PLAN RENEWAL

The last Strategic Plan document, developed at a Board retreat in January 2017, simply set out three main priorities of Bargaining, Member Representation, and Professional Development with core objectives, success measures, key strategies, and next steps in each priority. Reviewed at each subsequent annual retreat, achievements were acknowledged and furthering action plans were made. In November 2020 with a new President, it was agreed that a new Strategic Plan be developed. In early 2021 the Board decided that outside assistance would be welcomed to help with navigating the organization's vision, purpose, mission, and values as well as the setting out of new goals aligned with the membership's evolving expectations. After consultations, Alderhill Planning, Inc. was engaged to facilitate the planning process.

PLANNING PROCESS

Together, the AAPS Board of Directors and staff engaged in two strategic planning sessions with the intention to develop a plan that would guide:

- Achieving goals and making decisions
- Movement, process, engagement, and conversations with members
- Creating a welcoming space for members seeking guidance and consultation
- An inclusive and collaborative approach to service delivery and advocacy

Alderhill Planning, Inc.'s Senior Planner and Partner Elaine Alec led the first session that employed the Syilx planning methodology, *Enowkinwixw*, which is based on the creation story called, "How Food was Given" or the "Four Food Chiefs' Story." This story explains how important it is for us to include all voices and perspectives in decision-making and how to listen to each other so we can make good decisions. *Enowkinwixw* is not a process in which groups come together and try to figure out something new. It is a process of clarification and of what people already know. There are specific ways and protocols that are set out in the beginning of sessions that allow participants to honour one another's voices in decision-making. This process allows for different perspectives, experiences, and ways of doing things to be balanced and acknowledged; each voice is given equal importance.

The second session was facilitated by Alderhill Planner Cara Basil and focused on key themes that were identified in session one to provide space for all participants to elaborate on these themes to establish key goals and objectives. Further, the participants collaborated on developing AAPS' Mission, Vision, and Values statements, which were a group priority for these sessions. Both sessions defined a path forward that reflects operating in the best interest of all members, individually and collectively.

VISION

AAPS champions optimal employment conditions, including equity, diversity, inclusion, and a just workplace for its members.

PURPOSE

As enshrined in the AAPS constitution, AAPS exists to:

- Promote the welfare of the Association's members employed by the University of British Columbia
- Act as the bargaining agent of Management and Professional Staff employed by the University of British Columbia

MISSION

AAPS works to improve employment conditions and create a safe and fair work environment through individual and collective advocacy and diverse engagement initiatives. AAPS seeks first to understand our members and support their needs, then strives to better the workplace experience for all members.

VALUES

ACCOUNTABILITY

We are accountable to each of our members and promote accountability between members, colleagues, and leaders in our community.

COLLABORATION

We practice an inclusive and collaborative approach to create a welcoming space for members.

EQUITY AND DIVERSITY

We provide services for and represent people of all backgrounds in an equitable and welcoming manner. We embody antiracism, reconciliation, and inclusion.

RESOLUTE

We are steadfast in representing our members' individual and collective needs. We will not waiver in our responsibility as advocates to our members.

WELLBEING

We hold member wellness in high regard and provide services and support in ways that promote positive experiences and accessibility.

TRUST

We are trusted advocates for our members and work with them in ways that respect their privacy and rights.

GOALS AND ACTION PATHWAYS

Through the dialogue at the two sessions, **five** overarching goals were identified to help guide AAPS into the future. Action pathways appear under each goal below:

1. PROMOTE DIVERSITY, EQUITY, AND INCLUSION

- a. Instill the importance of equity, diversity, and inclusion in everything we do.
- b. Listen, educate, and drive change.
- c. Prioritize engaging IBPOC and marginalized groups appropriately and effectively to support meaningful relationships.
- d. Advocate for and represent AAPS member interests in implementation of EDI and Anti-racism plans (e.g., Inclusion Action Plan and Anti-Racism and Inclusive Excellence Recommendations) at UBC by engaging with Executive Leads on an ongoing basis.

2. ENHANCE MEMBER SERVICES AND SUPPORT

- a. Implement a data-informed approach to determine which member groups are underserved and inform meaningful approaches to better serve them.
- b. Engage members to ensure professional development needs of our membership are met.
- c. Embody antiracism and anti-discrimination practices throughout policies, procedures, and member services.
- d. Enhance accessibility for people with disabilities, IBPOC and marginalized groups to ensure all individuals feel safe and comfortable accessing services.

3. IMPROVE COMMUNICATION AND ENGAGEMENT

- a. Develop short-term and long-term engagement mechanisms to check in with members regularly.
- b. Create channels for members to share feedback, including virtual surveys, comment portals, and/or other accessible options.
- c. Identify multiple avenues to enhance accessibility for members to engage with AAPS.
- d. Strengthen internal communication and engagement between the Board of Directors and staff and between the Vancouver and Okanagan campuses.
- e. Ensure proper documentation and comprehensive data collection for internal sharing between the Board of Directors and staff to inform decisions.

4. STRENGTHEN RELATIONSHIPS

- a. Collaborate with IBPOC and marginalized groups to develop insight into diverse needs and appropriate responses.
- b. Create a safer, more accessible, and welcoming environment within AAPS to strengthen and broaden relations with members.
- c. Establish internal processes that will ensure proactive versus reactive responses to members' needs.
- d. Provide members with the opportunity to give feedback on their interactions with AAPS to inform future service provision.
- e. Regularly evaluate engagement channels to determine effectiveness in supporting relationships with members.

5. ADVANCE ADVOCACY

- a. Promote individual and collective advocacy;
 - i) Individual advocacy may include responding to member questions and concerns via form or consultation;
 - ii) Collective advocacy may include collective bargaining efforts and influence at provincial or other levels.
- b. Promote the definition of advocacy services on the website and public-facing documents.
- c. Institute a data- and member-informed approach to bargaining with clear communication to members throughout the process.
- d. Improve advocacy and access to advocacy for IBPOC and marginalized groups as determined by such groups.



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