



**Renewing  
Relationships:  
Strengthening  
Purpose**

## LINES OF SERVICE

A member service organization such as AAPS is not a “business” in the profit and loss sense of that word. We are a legal entity with the objective of providing services to our members. In that context we have “lines of service” rather than lines of business.

In all of these Lines of Service, we strive to be relevant and professional. Members interested in becoming involved in one of the volunteer committees that assist in providing these services should contact the AAPS office.

### ADVOCACY

## Representing Members on Issues

UBC is one of the largest and most complex employers in the province. As the size and complexity of an organization increases so too do the opportunities for friction. AAPS has an outstanding track record of working with members (individually and in groups) and the University to find effective solutions to issues. Our Advocacy Representatives and staff handle countless matters each year and most are resolved informally. Only a small handful of issues necessitate the filing of a formal grievance.

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#### NEGOTIATION

## Negotiating the Collective Agreement

The AAPS collective agreement is actually two documents: the Agreement on Conditions and Terms of Employment (ACTE) and the Framework Agreement (FA). The FA is the document dated 1995 under which UBC first recognized AAPS as the exclusive bargaining agent of the Management & Professional Staff group. The FA continues largely in its original format. The ACTE is in its fifth iteration, with the current agreement running from July 1, 2010 to June 30, 2012.

#### PROFESSIONAL DEVELOPMENT

## Enhancing Opportunities for Members

The AAPS Professional Development Program consists of an ongoing series of events that work in conjunction with UBC's offerings to enhance learning opportunities for members. The program focuses on job and life skills as well as issues of personal interest and is delivered in the form of workshops, seminars and lectures.

## MESSAGE FROM THE PRESIDENT



A blue ink handwritten signature of Jacqueline Smit, consisting of a stylized 'J' and 'S' followed by a horizontal line.

**Jacqueline Smit**  
President

### M&P Accomplishments

- M&P Staff assist in processing 30,000 student applications annually.
- M&P Recruiters have increased international student enrollment by 60% in the past five years.
- M&P Accountants and Administrators assist in managing \$880M in total revenue, including \$500M in research revenue.
- M&P Staff arrange 3,400 co-op placements annually for students.
- M&P Development Staff helped raise more than 50% of UBC's *Start an Evolution* target.

### Looking Forward

**UBC has a quote on their HR website: “Looking back, it’s always been about looking forward.” AAPS took a strategic look back this year, in an effort to look forward.**

Over the last several years, AAPS has been steadily moving towards the professionalization of our Association. For the Board of Directors this has meant moving from a board that was primarily focused on operational issues to a board that has a stronger focus on strategic leadership that will provide major, long-term impacts for our members. A particular emphasis during this past year has been transforming our relationship with UBC to better reflect AAPS’ maturity and growth over the last 35 years.

AAPS is now the largest bargaining group on campus, and our footprint on UBC is unmistakable. Management and Professional (M&P) Staff play a critical role in the successful implementation of *Place and Promise* and the core mission of UBC. UBC’s success as a leading research university is inextricably connected to the education, knowledge, skills and commitment of UBC’s 3,415 M&P employees.

While AAPS members have achieved many successes for the University, we notice some disturbing trends (see p. 4) that are having significant impacts on some of our members. It’s unsettling for AAPS that UBC’s rehire rate for M&P Staff who have been terminated on a without cause basis is less than nine percent, or that the average years of service for “fit & suitability” terminations is five years. It’s also unsettling that, as a public sector employer, some of UBC’s HR practices and ideologies regarding M&P Staff reflect the harder edge of the private sector.

In addition to looking back, we also looked around. Not only are M&P Staff treated differently than other employee groups on campus vis-à-vis terminations, but no other top-ranked Canadian university treats their staff this way. In an effort to initiate a strategic and substantive dialogue on this topic with UBC, AAPS undertook a detailed analysis of the long-term trends, issues and costs and presented our findings to President Toope and VP Human Resources Lisa Castle in February 2012. If we use UBC’s articulated values as our yardstick, we argued that our interests shouldn’t be that far apart: *Place and Promise* and *Focus on People* promote a working culture that is dedicated to excellence, equity and mutual respect. UBC pledges to “be a healthy, inspiring workplace that cultivates well-being, resilience and commitment,” and to strive “first to retain the ... staff who have shaped its present success”.

Dr. Linda Duxbury, one of Canada’s leading workplace researchers, argues that human capital is an organization’s most important asset and that, particularly with changing demographics, retention is critical. Looking forward, the AAPS Board is committed to working collegially with President Toope and UBC to enable a workplace culture and environment that motivates and inspires M&P Staff, ensuring successful implementation of *Place and Promise*. Ultimately, we know that exceptional work environments lead to exceptional results.

## MESSAGE FROM THE EXECUTIVE DIRECTOR



A handwritten signature in blue ink, appearing to read 'M. Conlon', written over a thin red horizontal line.

**Michael Conlon**  
Executive Director

The past year has been one of growth and development for AAPS as the organization and our relationship with the University evolves. AAPS members are integral to the implementation of *Place and Promise*, and Management and Professional Staff also provide vital strategic leadership as UBC makes its way in an increasingly fraught financial and political landscape.

However, this increasingly uncertain environment is also affecting our members and changing the nature of the employment relationship with UBC. The ostensibly private sector relationship that UBC has with AAPS has resulted in 117 AAPS members being terminated during this reporting year. Of particular concern are the number of terminations without cause for “fit & suitability.” These terminations are of particular concern because, while they carry the patina of fault or wrongdoing on behalf of the member, there is no accountable or transparent process allowing the member to rectify problems in the employment relationship. In our meeting with President Toope and VP Human Resources Lisa Castle in February 2012, AAPS produced quantitative and qualitative evidence which demonstrated that UBC is out of step with comparator institutions and with HR best practices.

In addition, we have also flagged the toll the recent changes at UBC are having on our members. There have been significant job losses in a number of areas, and members working in those areas have been left feeling alienated by the process. There have also been arbitrary and abrupt changes in working conditions in a number of units that have had a marked effect on morale. The depth of concern was reflected when close to 100 members registered for an AAPS-sponsored labour relations discussion of change at UBC in April.

The core principles of the employment relationship between UBC and Management and Professional Staff are articulated in the collective agreement. Any meaningful commitment to change must be reflected in collective bargaining provisions that enshrine best HR practices and accountable mechanisms to ensure that Management and Professional Staff are treated fairly.

The Agreement with the University expired June 30, 2012 but preparations for bargaining began in fall 2011. A series of roundtables were held at UBC Point Grey, the teaching hospitals and UBC’s Okanagan campus. Several consistent themes emerged: job security, compensation/salary and professional development. The feedback at the roundtables was instrumental in developing our bargaining proposals, which include monetary proposals as well as a series of proposals that attempt to bridge the gap between UBC’s current practice and best practices for performance management and employee retention. Bargaining will continue through the fall of 2012.

Beyond an extremely busy year of advocacy and collective bargaining, our professional development program continues to expand in both attendance and number of events. The program attempts to combine skills-based programs with wellness, lifestyle and leadership offerings. The expansion of the program has also allowed us to increase the number of speakers at both UBC’s Okanagan campus and the teaching hospitals.

The past year has laid the foundation for a renewed partnership with UBC that is more equitable and genuinely collaborative. It may well take some time to see the benefits of this transition but it has been very satisfying to chart a path toward a more sustainable working relationship with UBC. Let me close by expressing my gratitude to a wonderful volunteer Board and the dedicated staff of AAPS for sharing the past year of challenges and accomplishments.

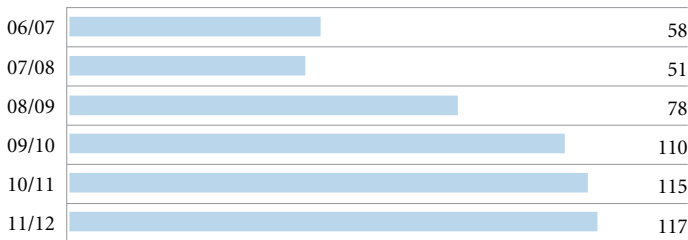
# highlights

Under the leadership of our Executive Director, AAPS staff undertook a detailed five-year data review and conducted interviews with comparator institutions across Canada.

In February 2012 AAPS President and Executive Director met with UBC President Toope and VP Human Resources Lisa Castle. While much has been done to contribute to a healthy, inspired workforce for staff, the AAPS Board of Directors is concerned about the pace and long-term effect of job turnover and job insecurity for our members. The focus of the dialogue at this meeting with UBC was to identify how we could work together to ensure that employment practices at UBC are synergistic with UBC’s ability to achieve its overarching goals outlined in *Place and Promise*.

Under the leadership of our Executive Director, AAPS staff undertook a detailed five-year data review and conducted interviews with comparator institutions across Canada. The findings were compiled into a presentation which highlighted AAPS key issues as well as the direct and indirect costs to UBC. The presentation was given to AAPS members at the 2012 Spring General Meeting. The following graphs represent a snapshot of some of our key issues:

### M&P TERMINATIONS: WITHOUT CAUSE\*



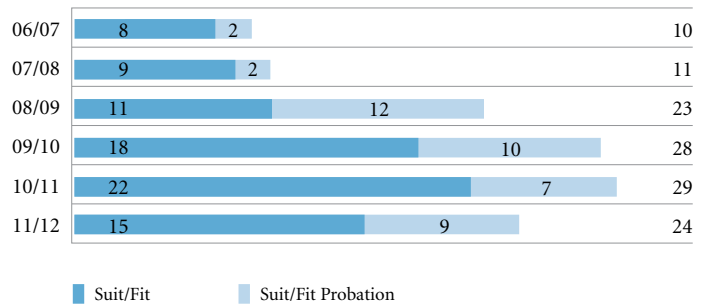
**What the data says:** When weighted by total membership, there has been nearly a 50% increase in terminations (2.4% to 3.4%) from 2006/2007 to 2010/2011. Over the last five years, this represents a loss of 471 AAPS members (or 15% average loss of AAPS membership) even in a period of substantial membership growth of 28%.

\*Data from earlier years (2006/2007 to 2007/2008) represent calculations based on comparing AAPS and UBC data, with adjustments made for data variances.

**AAPS response:** UBC’s high rate of terminations for Management and Professional Staff is unparalleled compared to any other university in Canada. While there has been some reorganization/ financial restructuring at UBC over the last few years, AAPS can find no global trend (beyond a few small clusters) that would explain the dramatic increase. The consistent and marked growth in AAPS membership during this period contradicts arguments that the increase in terminations without cause can be explained by financial exigency.

### M&P TERMINATIONS: SUITABILITY & FIT

(number of issues in each fiscal year)



**What the data says:** While there has been a leveling off of “fit & suitability” terminations over the past year to the 2009/2010 trendline, the data shows a 117% increase in terminations for “fit & suitability” from 2006/2007 to 2010/2011 (not including probationary employees), when controlling for membership growth. “Fit & suitability” terminations represent more than 20% of all terminations without cause.

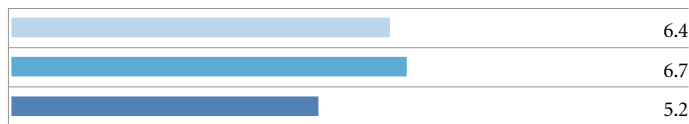
**AAPS response:** Based on our research, terminations for “fit & suitability” (outside the probationary period) that are not tied to a rigorous and transparent performance management system are out of step with best practices and exceptional workplace environment standards.



L-R: Jacqueline Smit,  
President Toope, Michael Conlon

#### M&P TERMINATIONS: AVERAGE LENGTH OF SERVICE (2006–2012)

(in years)



#### Reasons (Key)

- All Terminations (excluding probationary)
- Fiscal & Reorganization
- Lack of Suitability/Fit (excluding probationary)

**What the data says:** The average years of service for employees terminated without cause is six years. The average years of service for members terminated for “fit & suitability” reasons is five years. From 2009–2011, four members terminated for “fit & suitability” had over ten years of service.

**AAPS response:** There is significant loss of human capital to UBC as a result of its M&P termination rates, in addition to decreased morale and productivity for those left behind. High termination rates are also resulting in substantial direct costs to UBC through salary continuance, relocation expenses and turnover costs.

#### M&P TERMINATIONS: REHIRE RATE

(Jan 2010 – Dec 2011)



**What the data says:** Based on total terminations without cause over a two-year period, the rehire rate for M&P Staff is 8.1%.

**AAPS response:** The data is inconsistent with UBC’s commitment to staff retention, as articulated in our collective agreement, as well as in *Place and Promise* and *Focus on People*. UBC’s costs are substantial, in part, because so few AAPS members who are terminated are not assisted in finding new roles at the University.

#### Update

We are pleased to report that since our meeting in February, a new career consultant has recently been hired by UBC to provide support to M&P Staff who have been terminated without cause from a UBC position. We look forward to working with UBC to measure the success of this program for our members.

As a member-funded Association, AAPS is committed to promoting a healthy and productive work environment for our members at each stage of their employment. We strongly believe that UBC’s strategic plan should be reflected in UBC’s culture and environment. We look forward to continued dialogue with UBC in the year ahead around practices that are having significant impacts for our members and are influencing UBC’s ability to fully meet its commitments to be an exceptional work environment. The AAPS Board is deeply committed to working collaboratively with UBC in these areas of mutual concern and identifying strategies to improve working conditions for UBC’s valued M&P Staff.

# advocacy

While the UBC Statement on Respectful Workplace is a fine articulation of the principles of respect and equity, it is an ongoing challenge to ensure that the principles of the policy live and breathe in the workplace.

Advocacy is the defining service AAPS offers its members. As the bargaining agent of our members we have a legal responsibility to administer the collective agreement and ensure that our members' rights are protected. A recent decisive BC Superior Court ruling involving a member terminated with cause affirmed AAPS as the sole bargaining agent for our members.

In addition to formal grievances we also provide strategic advice to members on a myriad of challenging issues that arise in the workplace. Some of the more common advocacy issues include: sick leave, performance reviews compensation levels, bullying/harassment, and terminations without cause.

2011/2012 saw a continuation of the trend of terminations without cause. While there was a modest leveling of terminations for "fit & suitability," there were 117 terminations without cause in the reporting year.

As part of the research for the meeting with President Toope and VP Human Resources Lisa Castle, we examined the rehire rate for members terminated without cause and discovered it was a very disappointing 8.1%. We have had ongoing dialogue with the University about its responsibility under Article 9.1.4 to assist terminated employees with finding alternative employment. Based on feedback we have received from a significant number of members, it is clear the University is not fulfilling its responsibility under this Article. We continue to work with the University to develop proactive solutions to the problem, and the recent hiring of the Career Transition Consultant is a step in the right direction.

The past year has also seen a significant number of grievances filed in a wide variety of areas including: hours of work, bullying/harassment, treatment of members on working notice, and whistle-blowing. While we always work collaboratively with the University to settle these grievances before they go to arbitration, it is clear that a number of grievances filed this year will have to be decided through arbitration.

Respectful workplace issues remain particularly troubling because they invariably involve Management and Professional Staff who find themselves in unequal power relationships with faculty or senior administrators. While the UBC Statement on Respectful Workplace is a fine articulation of the principles of respect and equity, it is an ongoing challenge to ensure that the principles of the policy live and breathe in the workplace.

The past year has also been a year of transition as longtime Advocacy Committee members Anne-Marie Fenger and Moya Waters stepped down from the Committee.

Past President Isabella Losinger is currently serving as interim chair. The Advocacy Committee is also engaged in an exhaustive overview of its Terms of Reference to reflect the Committee's transition to an advisory body.

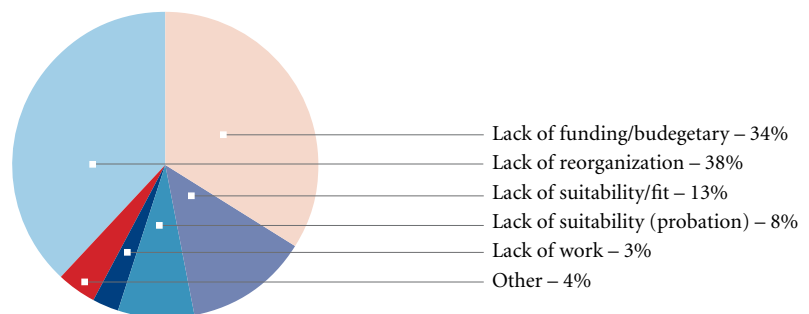
### Advocacy Report – July 1, 2011 to June 30, 2012

The following report provides the annual snapshot of support activities in which the MSO and AC are engaged. In this fiscal year there were:

- 306 Queries (singular contact assistance on a variety of subjects ranging from hours of work, leaves of absence, departmental reorganization, etc.)
- 117 Terminations Without Cause (letters issued to member and copied to AAPS)
- 172 Advocacy Issues (these consist of multiple activities of support, action, and mediation)

### TERMINATIONS WITHOUT CAUSE

(Reasons cited)





Advocacy Issues (Reporting Period: July 1, 2011 to June 30, 2012)

Issue	Description	Handled	Closed	Open
Appointments	Search/Selection/Offer Letters	18	12	6
Bargaining Unit	AAPS/CUPE/FACULTY	1	1	
Benefits	Coverage	2	2	
Classification/Reclassification	Job Family/Grade	5	4	1
Discipline		1	1	
Harassment	Personal/Bullying/Sexual/Gender	5	2	3
Health & Safety	Workplace Safety	1		1
Hours of Work	Time of Day/Day of Week	4	3	1
Investigations	Warning/Suspension	3	3	
Leaves of Absence	Unpaid	3	2	1
Maternity/Paternity Leave	Leave/SEB	4	4	
Pay	Appropriateness	5	3	2
Performance Review	Probation/Ongoing	11	9	2
Reorganization	Department or UBC Changes	3	2	1
Resignation	Voluntary Termination	2	2	
Return to Work	Accommodation	5		5
Secondment/Temporary Promotion	Other Positions	2	2	
Sick Leave	Pay/Duration/Qualifying for	9	4	5
Term Appointments	Date Moved/Notice/Pay	6	5	1
Terminations Cause	Gross Misconduct/Theft/Assault/Other	3	2	1
Terminations Probation	Suitability/Fit	1		1
Terminations Without Cause	Unsuitability/Position Elimination/Reorganization/Budget Cuts	52	47	5
Vacation	Accrual/Entitlement	1		1
Workload Overtime	Pay	1		1
Other General Interpretations		24	12	12
<b>Total</b>		<b>172</b>	<b>122</b>	<b>50</b>

# communications

Working with an external design agency, the new website was launched in December 2011 after extensive consultation and usability testing with AAPS members, staff and the Board.

**By Jamie Hall and Preeti Gill**  
Co-Chairs, Communications Committee

In recent years the Communications Committee has redeveloped many of the materials produced by AAPS, but the organization's website had remained essentially untouched since 2006. While always a rich source of information, the website no longer reflected the personality, priorities, or indeed daily activities of AAPS. It was also cumbersome to update and generally failed to deliver the kind of experience currently expected by website visitors.

Working with an external design agency, the new website ([www.aaps.ubc.ca](http://www.aaps.ubc.ca)) was launched in December 2011 after extensive consultation and usability testing with AAPS members, staff and the Board. Powered by the Drupal content management system, the new website still delivers the same level of information but with a more user-focused navigation system that provides multiple ways to access the most frequently requested information. The cleaner, more professional feel highlights the lines of service and can deliver news and information in a more dynamic manner. Initial feedback has been overwhelmingly positive, but an effective website is always undergoing tweaks and adjustments based on visitor experiences and comments, and as always, AAPS invites your feedback.

The new site also provides quick access to the AAPS LinkedIn group, established earlier this year to provide AAPS members with better member-to-member communication and a forum to discuss issues and highlight opportunities of interest and relevance to the AAPS community. Still in its infancy, the group has a little under 200 members, but we encourage all AAPS members to join and contribute to building a thriving online network. [www.linkedin.com/groups?gid=4217370](http://www.linkedin.com/groups?gid=4217370)

The Communications Committee is excited by the evolution of one of the Member Services Officer roles to incorporate a greater focus on strategic communications activities and looks forward to working with the new staff member to further enhance connections with and between AAPS members.

# engagement

With over 3,400 members, AAPS wants to promote a greater sense of belonging to both the organization and UBC and also ensure that all members clearly understand the benefits of their membership.

**By Nancy Vered**

Chair, AAPS Ad Hoc Member Engagement Committee

This year an ad hoc Member Engagement Committee was established to explore opportunities to increase member engagement with AAPS and to raise awareness of the Association and its membership within the University community.

With over 3,400 members, AAPS wants to promote a greater sense of belonging to both the organization and UBC and also ensure that all members clearly understand the benefits of their membership. To this end, increasing outreach and engagement not only benefits AAPS members but also benefits the organization in recruiting volunteers for service on committees, increasing opportunities for networking between members and by projecting a stronger, more unified membership to the University community.

The committee met over the past few months and developed five recommendations to be approved by the Board and a set of preliminary goals to increase engagement and outreach.

By increasing engagement and outreach, AAPS aims to:

1. Promote a greater awareness of AAPS and its activities among its members and at the University.
2. Increase the visibility of AAPS and its representatives on all campuses.

3. Encourage the participation of AAPS members on committees, on the Board, and at AAPS or University supported events.
4. Increase opportunities to bring AAPS news and highlights to the membership.
5. Build networking opportunities for AAPS members.
6. Promote an increased sense of community within the AAPS membership.
7. Produce a stronger, unified voice to the University on issues affecting AAPS members.

In keeping with one of the recommendations to the Board, the current ad hoc Member Engagement Committee will disband once its report is accepted. With the creation of a new standing Member Engagement Committee, AAPS members are encouraged to step forward to participate in this new and exciting initiative that will set the tone and associated activities of the organization over the next few years.

# professional developme

The offering of professional development events makes AAPS unique, and allows for member engagement and networking.

AAPS provides several professional development (PD) opportunities to its members across the province throughout the year on a variety of topics which fall generally into the categories of: Professional Skills, Personal Development and General Interest. Formats range from intensive small group seminars to large audience presentations, depending upon the content. Since 2009/2010, AAPS professional development events have been free to members. The number of events offered since then has increased by 71%, with more offerings at Point Grey, the Okanagan and VGH Area campuses. The 2010 PD survey and ongoing session evaluations continue to inform the type of events offered to members. This past year has not only included events to develop professional knowledge and skills, but personal health and well-being. The offering of professional development events makes AAPS unique and allows for member engagement and networking.

## 2011/2012 AAPS Professional Development Program Highlights

- A total of 24 events were offered; a 33% increase from 2010/2011.
- A total of 14 speakers/facilitators were featured; a 17% increase from 2010/2011.
- Over 1,300 members attended.
- Other campus locations such as the Okanagan, VGH, and Robson Square saw a 60% increase in the number of PD events offered from 2010/2011.

Work Campus	% of Membership *	% of PD Attendees
Children's & Women's Hospitals	4.6%	2.4%
Robson Square (Downtown)	1.5%	0.7%
Point Grey (Main Campus)	76.3%	78.7%
UBC – Okanagan	7.2%	7.2%
Other – BC	0.4%	0.1%
Other – Vancouver	0.4%	0.3%
St. Paul's Hospital	1.7%	0.7%
VGH & Area	7.9%	10.0%
<b>Total Members</b>	<b>100.00%</b>	<b>100.0%</b>

\* Based on data from AAPS Membership Database, June 30, 2012

## 2011/2012 AAPS Professional Development

Title	Presenter	Date	Locations	Attendance	Member Feedback
<b>Your Career — What's Next?</b>	Marlene	Jul/11	• Point Grey	76	AAPS has done a great job in offering a variety of topics.
<b>Tips for Discovering New Career Opportunities and Moving Forward</b>	Delanghe	Nov/11	• Point Grey	61	
<b>Bridges Of Trust: Creating an Inspired Workplace</b>	David Irvine	Aug/11	• Okanagan	35	Reaffirming your need to be inspired and connected to your job.
<b>I Can Fix That!</b>	Elaine	Sept/11	• Point Grey	55	Overall, I love the presentation — It was entertaining. It was worth my time and the principles are definitely applicable to my current work environment.
	Allison	Apr/12	• Point Grey	72	
		Apr/12	• Okanagan	25	



Title	Presenter	Date	Locations	Attendance	Member Feedback
<b>Transformational Performance Management</b>	Shauna Grinke	Oct/11	• Point Grey	39	Understanding how I need to account for personality styles (my own and others) when planning and carrying out performance management.
<b>Awareness of Workplace Mental Health</b>	Margaret Tebbutt	Oct/11	• Point Grey	52	The presentation was so inclusive that it was easy to see myself and my co-workers in the examples used. What a thoughtful and professional presentation — very well written and delivered by a compassionate, well-qualified expert.
<b>Brain Boosting Secrets — Making the Science of Cognitive Fitness Work for You!</b>	Terry Small	Nov/11	• VGH	39	Loved Terry's sense of humor! Great workshop!
<b>Briefcase Parents: How to Go from Balancing Your Home and Workplace to Harmonizing Your Roles and Responsibilities</b>	Lisa Martin	Dec/11	• Point Grey	34	These types of courses help identify tools I can take away and incorporate into my life... Anything to improve my work/family balance is always helpful.
<b>Escape The Balancing Act</b>	Lisa Martin	Jun/12	• Point Grey	65	Identifying and reflecting on my values. Sharing ideas with the peers at my table.
<b>Personal Taxes: Tax Tips When Filing your 2011 Personal Tax Return</b>	Dayna Holland	Jan/12 Feb/12 Feb/12 Feb/12	• VGH • Okanagan • Robson Square • Point Grey	43 13 11 84	We would like to see more of these types of seminars. Thanks for making this FREE seminar available to all AAPS members.
<b>The 10 Pound Shred: Get Fit! — And Stay Fit!</b>	Tommy Europe	Jan/12	• Point Grey	111	This was a great presentation! Tommy presented some very important facts about health and nutrition and his presentation was very interested and funny. I thoroughly enjoyed it!
<b>Practical Project Management</b>	The Berrant Group	Feb/12 May/12	• Point Grey • Point Grey	94 96	Project management skills and knowledge is essential to research coordinators/managers like myself. It is always a struggle to find funds to attend courses for this at UBC...I thank you immensely for this workshop and for allowing me to attend.
<b>Discover Practical Ways to Strengthen Your Immune System</b>	Patti Smyth / Nancy Buchanan	Mar/12 Mar/012	• Point Grey • VGH	55 18	It was great to learn about specific foods that strengthen the immune system and I liked that the presenters explained why each food was beneficial.
<b>New Paradigms of Retirement</b>	Tracy Theemes	Mar/12 Jun/12	• Point Grey • Point Grey	68 51	This was such a rewarding and informative presentation, and so very well presented. I am hoping she will do another one so I can recommend it!
<b>Critical Thinking and Problem Solving</b>	Russel Horwitz	Jun/12 Jun/12	• Point Grey • Okanagan	98 21	"To Think about Thinking" — the whole approach could be used for most all situations
<b>Total to date</b>	14		24	1316	



Photos from PD events this year

# volunteers

We wish to acknowledge and give thanks to the many volunteers who have helped AAPS in the last year.

## AAPS Committees (Italicized names indicate that, as of August 2012, the participant has either left the University or left the volunteer position)

Committee:	Role:	AAPS Participants:
Advocacy	Assist and advise M&P Staff on their rights under the collective agreement. Provide confidential representation to M&P Staff regarding disputes or grievances. Also deal informally with “front-line” issues in the workplace.	Catherine Alkenbrack, <i>Anne-Marie Fenger</i> , Isabella Losinger (Interim Chair), Daryl Stowe, Robert Tudhope, <i>Moya Waters</i> , (Damian Duffy)
Bargaining	Consult with the membership and develop the mandate for collective bargaining with the University. Work with the Board to communicate progress in the collective bargaining process and present the details of any deal to the membership.	Isabella Losinger, Adam McCluskey, Jacqueline Smit, Robert Tudhope
Communications	Work with the Board and the Executive Director to ensure good communication between the Board and the members of the Association. Give input to the website and help produce the Annual Report.	Lisa Allen, Kristie Bradley, Preeti Gill (Co-Chair), Jamie Hall (Co-Chair), Denise Lauritano, Wendy Ma
Finance	Provide input and advice on the Association’s budgeting and finances.	Sue Cutts, Paul De Leon, Lily Fung (Chair), Jacqueline Smit, Sharon Wu
Board Nominations	Seek out new members to join the Board. Collect and process the nominations. Present the successful candidates at the AGM.	Nadia Rad (Chair)
Disability Benefits Plan Governance	Govern the interests of the M&P Disability Benefits Plan with respect to its administration and management. (Joint committee with UBC)	Margaret Leathley, Isabella Losinger (Chair)

## External Committees (These committees have Representatives from all the UBC Employee Groups.)

Committee:	Role:	AAPS Representative:
Return to Work	Steers the Return to Work Program for ill and injured workers. Oversees the workplace accommodations policy.	Isabella Losinger
Health & Safety	Required under the Workers Compensation Act of BC, this committee plays a critical role in ensuring the health and safety of UBC employees and also fulfills an important oversight role at the University.	Eilis Courtney Nancy Vered
Employee & Family Assistance Program (EFAP)	The primary goal of this committee is to ensure that UBC faculty and staff are aware of the services provided by Homewood Human Solutions (the EFAP service provider) and to ensure easy-to-find access to these services.	Adam McCluskey
Provost’s Advisory Committee on Equity & Diversity	As it relates to UBC Vancouver, the committee provides advice to the Provost on matters related to equity and diversity. In addition, the mandate of this committee includes: being advocates for broad equity issues, raising awareness within the community, sharing information about programs and best practices across units, and providing mechanisms for enhanced coordination amongst units responsible for delivering on the Equity and Diversity Strategic Plan.	Preeti Gill

If you would like to become an AAPS Volunteer please contact the AAPS office.

# members

## SIZE OF JOB FAMILIES

(number of members in each family)

670	Information Systems & Technology
510	Research & Facilitation
351	Student Management
349	Administration
207	Educational Programming
175	Development Office
153	Accounting
124	Information Services
105	Nursing
69	Human Resources
65	Building Maintenance
59	Facilities Planning & Engineering
48	Business Development
47	Conf., Accom., Cerem. & Events
46	Marketing & Sales
38	Scientific Engineering
38	Business Operations Management
29	Cooperative Education
29	Unassigned Athletic Coaches
28	Health Safety & Environment
28	Museum
27	Unassigned Health Professional
25	Statistical Analysis
25	Editorial & Production Services
23	Industry Liaison
15	Investment, Finance & Insurance
15	Residence Life Management
14	Counsellors & Psychologists
14	Media Services
12	Supply Management
12	Graphic Design & Illustration
11	Genetic Counsellors
11	Security
10	Athletics & Recreation
10	Institutional Analysis
8	Clerk to Board or Senate
8	Unassigned
5	Forest Management
1	Drug & Poison Information
1	Horticulture

## SALARY DISTRIBUTION

(number of full-time members in each annual salary range)

thousands

4	\$30 to \$40
264	\$40 to \$50
607	\$50 to \$60
771	\$60 to \$70
574	\$70 to \$80
292	\$80 to \$90
175	\$90 to \$100
80	\$100 to \$110
64	\$110 to \$120
30	\$120 to \$130
21	\$130 to \$140
18	\$140 and up

## MEMBER EARNINGS

(not including benefits)

Average Earnings	\$70,680.49
Members Counted (full-time only)	2,900

## AGE DISTRIBUTION

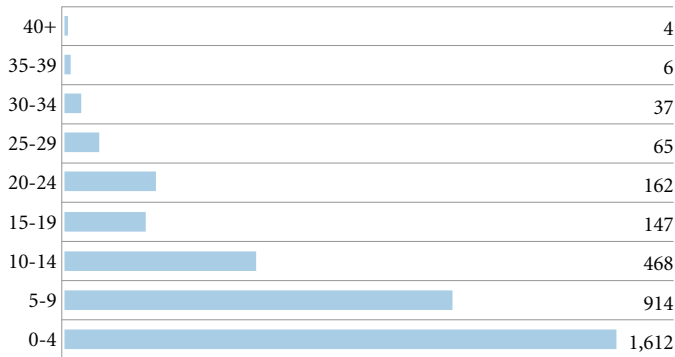
(number of members in each age range)

70-75	3
65-69	43
60-64	150
55-59	247
50-54	392
45-49	462
40-44	583
35-39	549
30-34	614
25-29	335
20-24	37



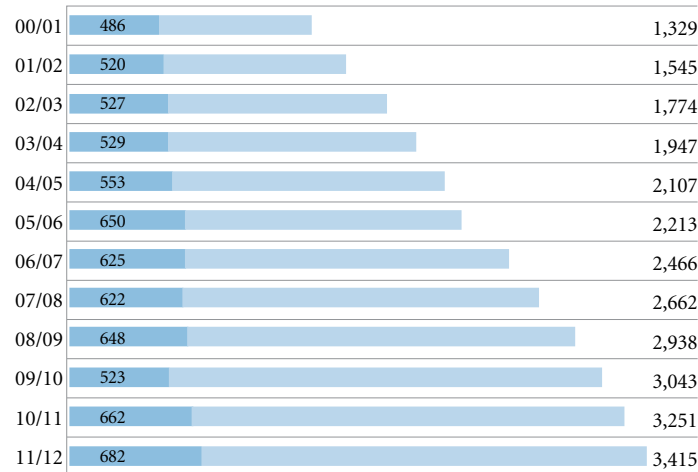
### UBC SERVICE YEARS

(number of members in each years of service range)



### MEMBERSHIP GROWTH

(number of members in each fiscal year)

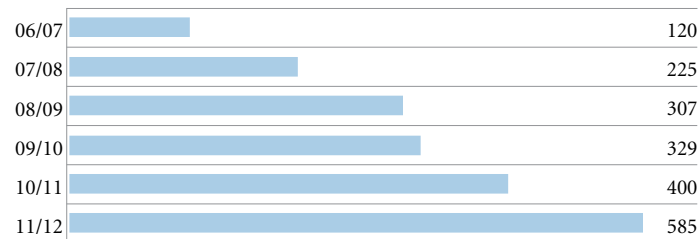


■ New members\* ■ AAPS members

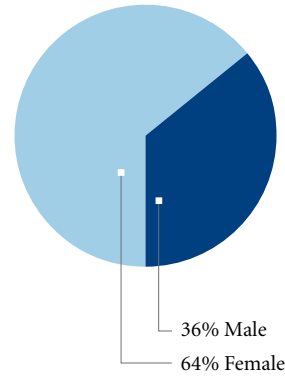
\* New members who have joined AAPS, also includes short-term and temporary positions.

### MEMBERSHIP ADVOCACY SUPPORT

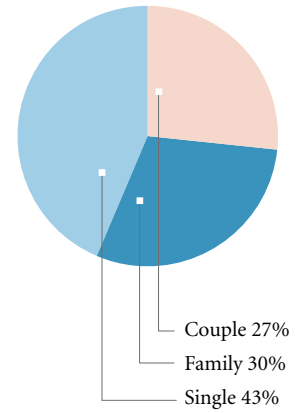
(number of documented advocacy issues in each fiscal year)



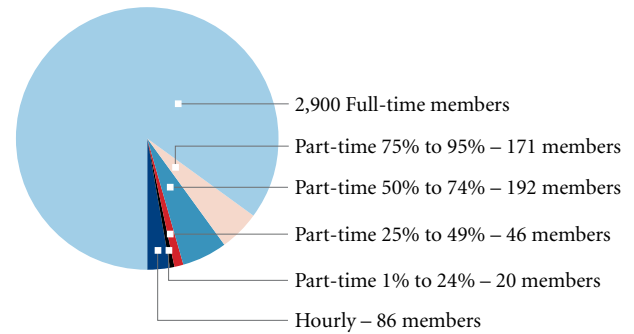
### GENDER



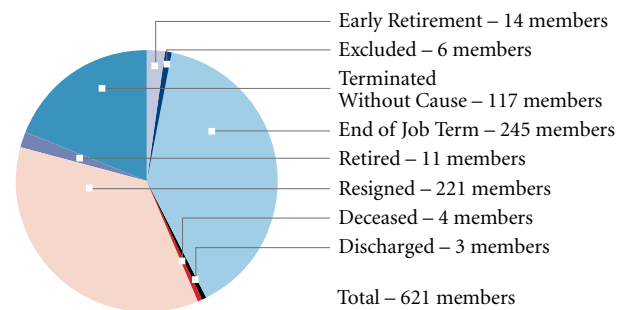
### FAMILY STATUS



### FULL TIME VS PART TIME



### REASONS FOR MEMBERS LEAVING DURING 2011/2012



# Financials

## Financial Report

The financial position of the organization remains robust. The 2011/2012 year ended with a moderate surplus of \$87,333, \$50,000 of which was moved into the Dissolution Fund in order to realize our stated goal of \$300,000. The remaining funds were added to the Contingency Reserve Fund.

There were two “dues holidays” this year, in May and June, as a result of lower than anticipated spending in several areas. Staff salaries were lower than budgeted due to our maternity leave replacement leaving the Member Services Officer position two months into the fiscal year. That position was subsequently staffed with a contract position which realized substantial savings. The other categories with substantial decreases in forecasted spending were Legal Advice and Arbitration. Both areas are inherently volatile and difficult to predict as they depend on the nature of the advocacy cases that present and the possibility of an arbitration process.

Earlier this year the AAPS Finance Committee was revamped with the addition of three new AAPS members — all senior financial professionals at the University. In the coming year they will be beginning a strategic review of the current dues level. Much progress has been made in revising revenue and expenditure projections and this year the Finance Committee will also offer their expertise in developing a long-term, strategic approach for the organization’s finances.

## Independent Auditors’ Report

### To the Members of the Association of Administrative and Professional Staff of the University of British Columbia

We have audited the accompanying statements of financial position of the Association of Administrative and Professional Staff (“the association”) of the University of British Columbia as at June 30, 2012, the statements of operations, changes in net assets and cash flows for the year then ended and a summary of significant accounting policies and other explanatory information.

### Management’s Responsibility for the Financial Statements

Management is responsible for the preparation and fair presentation of these financial statements in accordance with Canadian generally accepted accounting principles and for such internal control as management determines is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

## Auditors’ Responsibility

Our responsibility is to express an opinion on these financial statements based on our audit. We conducted our audit in accordance with Canadian generally accepted auditing standards. Those standards require that we comply with ethical requirements and plan and perform the audit to obtain reasonable assurance about whether the financial statements are free of material misstatement.

An audit involves performing procedures to obtain audit evidence about the amounts and disclosures in the financial statements. The procedures selected depend on the auditor’s judgment, including the assessment of the risks of material misstatement of the financial statements, whether due to fraud or error. In making those risk assessments, the auditor considers internal control relevant to the entity’s preparation and fair presentation of the financial statements in order to design audit procedures that are appropriate in the circumstance, but not for the purpose of expressing an opinion on the effectiveness of the entity’s internal control. An audit also includes evaluating the appropriateness of accounting policies used and the reasonableness of accounting estimates made by management, as well as evaluating the overall presentation of the financial statements.

We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our audit opinion.

## Opinion

In our opinion, the financial statements present fairly, in all material respects, the financial position of the Association as at June 30, 2012 and its financial performance and its cash flows for the year then ended in accordance with Canadian generally accepted accounting principles.

## De Visser Gray LLP

Chartered Accountants  
Vancouver, Canada, September 14, 2012

### Please note:

For the complete Financial Statements including the listing of the referenced notes please visit: [http://www.aaps.ubc.ca/sites/default/files/AAPS\\_Audited\\_Financial\\_Statements\\_20120630.pdf](http://www.aaps.ubc.ca/sites/default/files/AAPS_Audited_Financial_Statements_20120630.pdf)

**STATEMENTS OF FINANCIAL POSITION** As at June 30, 2012

	2012	2011
<b>ASSETS</b>		
<b>CURRENT</b>		
Cash	\$ 212,842	\$ 146,351
Term deposits and accrued interest (Note 2)	1,063,705	1,114,496
Accounts receivable	-	594
Prepaid expense	2,009	-
	<u>1,278,556</u>	<u>1,261,441</u>
TERM DEPOSITS AND ACCRUED INTEREST (Notes 2 and 4)	300,000	250,000
CAPITAL ASSETS (Note 3)	25,789	26,373
	<u>\$ 1,604,345</u>	<u>\$ 1,537,814</u>
<b>LIABILITIES</b>		
<b>CURRENT</b>		
Accounts payable and accrued liabilities	\$ 69,219	\$ 90,021
<b>NET ASSETS</b>		
Contingency reserve fund — unrestricted	1,235,126	1,197,793
Dissolution reserve contingency fund (Note 4)	300,000	250,000
	<u>1,535,126</u>	<u>1,447,793</u>
	<u>\$ 1,604,345</u>	<u>\$ 1,537,814</u>

Commitment (Note 6)

Approved on behalf of the Executive Board by

**Michael Conlon**  
Executive Director

Please note:

For the complete Financial Statements including the listing of the above referenced notes please visit:  
[http://www.aaps.ubc.ca/sites/default/files/AAPS\\_Audited\\_Financial\\_Statements\\_20120630.pdf](http://www.aaps.ubc.ca/sites/default/files/AAPS_Audited_Financial_Statements_20120630.pdf)

**STATEMENT OF OPERATIONS** Year ended June 30, 2012

	2012	2011
<b>REVENUE</b>		
Member dues	\$ 890,509	\$ 936,238
Interest income	23,342	18,068
	<u>913,851</u>	<u>954,306</u>
<b>EXPENDITURES</b>		
Board:		
Advocacy Committee	10,512	7,038
Communications Committee	23,909	13,234
Professional Development Program	95,032	72,524
Executive Board	20,795	18,454
Finance Committee	8,000	7,960
General Meetings	8,265	8,369
Negotiation Committee	12,435	8,076
Volunteer Recognition	3,131	2,769
AAPS Scholarships & Bursary	13,500	13,500
Consulting	8,775	12,675
Administrative:		
Office and rent	101,586	108,992
Wages and benefits	479,353	508,554
Legal	10,179	25,789
Amortization	4,387	5,580
Arbitration	26,659	40,709
	<u>826,518</u>	<u>854,223</u>
<b>EXCESS OF REVENUES OVER EXPENDITURES</b>	<b>\$ 87,333</b>	<b>\$ 100,083</b>

**Please note:**

For the complete Financial Statements including the listing of the referenced notes please visit:  
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## STATEMENT OF CHANGES IN NET ASSETS

	Dissolution reserve contingency fund	Contingency reserve fund — unrestricted	Total	
			Year ended June 30, 2012	Year ended June 30, 2011
NET ASSETS, BEGINNING OF YEAR	\$ 250,000	\$ 1,197,793	\$ 1,447,793	\$ 1,347,710
Excess of revenue over expenditures	-	87,333	87,333	100,083
Transfer of net assets to Dissolution reserve contingency fund	50,000	(50,000)	-	-
NET ASSETS, BEGINNING OF YEAR	\$ 300,000	\$ 1,235,126	\$ 1,535,126	\$ 1,447,793

## STATEMENT OF CASH FLOWS Year ended June 30, 2012

	2012	2011
<b>NET INFLOW (OUTFLOW) OF CASH RELATED TO THE FOLLOWING ACTIVITIES:</b>		
<b>OPERATING</b>		
Excess of revenue over expenditures	\$ 87,333	\$ 100,083
Non-cash items included in operations:		
Amortization	4,387	5,580
Write-off of property and equipment	-	8,381
Interest accrued on term deposits	791	(5,973)
Changes in non-cash working capital items:		
Accounts receivable	594	(594)
Prepaid expense	(2,009)	-
Accounts payable and accrued liabilities	(20,802)	34,545
Cash provided by operating activities	70,294	142,022
<b>INVESTING</b>		
Term deposits purchased	-	(239,445)
Purchase of capital assets	(3,803)	(19,005)
Cash used in investing activities	(3,803)	(258,450)
<b>INCREASE (DECREASE) IN CASH FLOWS DURING THE YEAR</b>	<b>66,491</b>	<b>(116,428)</b>
CASH — Beginning of year	146,351	262,779
<b>CASH — End of year</b>	<b>\$ 212,842</b>	<b>\$ 146,351</b>
Supplementary Information:		
Interest received	\$ 24,133	\$ 12,095

**Please note:**

For the complete Financial Statements including the listing of the referenced notes please visit:  
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# board & staff



L–R (standing): Adam McCluskey, Nancy Vered, Margaret Leathley, Andrea Han, Isabella Losinger, Ciprian Jauca, Aaron Andersen  
L–R (sitting): Lily Fung, Jacqueline Smit, Robert Tudhope, Elis Courtney

Absent from group photo: Preeti Gill



L–R: Petra Ormsby, Luisa Liberatore, Sharon Cory, Michael Conlon

**AAPS MEMBERS AROUND BC**



**St. Paul's Hospital**  
59 members



**Robson Square**  
51 members



**Point Grey**  
2,621 members



**Vancouver General Hospital & Area**  
270 members



**Children's & Women's Hospitals**  
158 members



**Okanagan Campus**  
248 members



While the highlighted sites represent the main areas where AAPS members are based, there are also members in other locations in British Columbia and across Canada.



**AAPS 2012/13 General Meeting Dates**

**Annual General Meeting** October 31, 2012

**Spring General Meeting** April 24, 2013

**Environmental Benefits Statement**

By using paper made with 30% post-consumer recycled content, the following resources have been saved.

trees	water	energy	solid waste	greenhouse gases
1	2,130	1	16	47
fully grown	litres	million BTU	kilograms	kilograms

Environmental impact estimates were made using the Environmental Paper Network Calculator. For more information visit <http://calculator.environmentalpaper.org>





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