



ASSOCIATION OF
ADMINISTRATIVE +
PROFESSIONAL
STAFF AT UBC

ANNUAL REPORT 2015 – 2016



The Association of Administrative and Professional Staff of The University of British Columbia is the professional employee association for the Management and Professional staff group at the University.

As management and professional (M&P) staff, you play a critical role in every function of the University. Your leadership and professional expertise are essential to creating a world-class institution of learning, research, innovation, and community engagement.

You work at UBC's campuses, three Vancouver hospitals, and around the province and the world. You work in all University departments and units in a variety of roles, from coordinators to directors. Although you come from a wide range of fields of expertise and perform different functions at the University, you have interests and concerns in common with your fellow members.

The Association of Administrative and Professional Staff at UBC (AAPS) negotiates and enforces the Collective Agreement. We fight for your rights in the workplace. We support you in resolving workplace issues and strive to improve your overall work experience. AAPS offers an open and encouraging environment that helps you connect to a professional community. We provide dynamic and progressive leadership on University policy and workplace issues, ensuring UBC flourishes by integrating your experience and expertise into the University's decision-making process.

AAPS is an independent organization, separate from UBC. We are a society under the BC Societies Act, and the lawful representative and sole bargaining agent for M&P staff. All AAPS staff are employees of the Association.

AAPS MEMBERS@WORK PHOTO SERIES

Throughout this report, you will see images of AAPS members at work at UBC. We wanted to show the drive, creativity, and leadership of members that so often goes unseen. All of you contribute to making UBC an outstanding post-secondary institution. A warm thank you to everyone who participated in this year's photo series.

Cover: AAPS Members Shannon Remillong, Coordinator, Pipeline Integrity Institute and Michael Kam, Web Developer, Communications & Marketing

Photo Credits:

Martin Dee — cover, 2, 3, 6, 7, 10, 11, 14
Don Erhardt — 5, 9, IBC
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IBC Board and Staff Photos

The AAPS Annual Report is created under the guidance of the AAPS Communications Committee.



UBC is one of the largest and most complex employers in British Columbia. As the size and complexity of an organization increases, so do the possibilities for your rights as an employee to be violated. As an AAPS member, you are not alone.

+ REPRESENTATION

AAPS is your bargaining agent and lawful representative to the University. We provide professional representation throughout the disciplinary process, in meetings with the University, and in collective bargaining. We represent you individually as well as the membership as a whole. AAPS resources are solely dedicated to members to represent your interests and ensure that you enjoy a respectful work environment. We advocate on your behalf and make certain UBC follows the Collective Agreement and the principles of natural justice in any meeting that has the potential to lead to discipline. AAPS negotiates your Collective Agreement. We also have frequent conversations with the University related to the employment relationship. These include meetings with UBC Human Resources to discuss ongoing issues and resolve process problems as well as regular sessions with UBC's Senior Administration to review policy and administrative issues.

+ ADVICE

Member Services Officers answer more than 700 questions annually and provide confidential, professional counsel on your employment relationship with the University. We are experts on the Collective Agreement and give strategic advice that is in your best interest. AAPS is solely focused on the M&P staff group at UBC. We work exclusively for you and are immersed in your issues. We are your first call if you have workplace questions and concerns about issues such as bullying/harassment; conflict in the workplace; negotiated benefits; preparing for a leave of absence; preparing for a difficult conversation with a supervisor or colleague; required medical documentation; and before signing termination or appointment letters. You should also contact us to represent you in any meeting that could lead to discipline.

+ SUPPORT

Whether you need counsel or just simple reassurance, AAPS offers a welcoming environment where no question is too small. Along with our advocacy services, we support you through professional education and social events. AAPS Professional Development (PD) helps facilitate professional growth within the UBC community. Through learning and networking opportunities, you can build capacity, enhance your workplace experience, and achieve your careers goals. The AAPS PD Program offers sessions with industry experts to develop essential work, leadership, and life skills. The AAPS Member Engagement Committee hosts networking events designed to engage and connect members with colleagues across different departments. You also have the opportunity to broaden your knowledge of employment issues and ask questions through information and education sessions, general meetings, and roundtable discussions. AAPS promotes an inclusive, respectful, and engaging environment for all members.

+ aaps.ubc.ca

Emily Fung, CPA, CGA, is a Senior Financial Analyst with Campus+Community Planning. She is one of 215 AAPS members in the accounting job family. Emily works with unit directors to plan, implement, advise, and report on all aspects of financial management, supporting the strategic goals of the portfolio.



members@work

Joseph Topornycky, PhD, is the Manager of Graduate Student Programs with the Centre for Teaching, Learning and Technology (CTLT). The CTLT focuses on professional development, the integration of technology in teaching and learning, and the development and delivery of distance education and other technology-enhanced learning opportunities. Here, Joseph facilitates a training session on mentoring for senior Teaching Assistants.





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In a year of complex advocacy cases and increasing investigations, AAPS continues to work on your behalf.

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Dear AAPS Members,

It's been a pleasure to serve as your Acting President during the last eight months. The role provides the unique opportunity to gain a fulsome view of AAPS member experiences at UBC.

It's always a joy to hear from those of you who enjoy a positive workplace experience, where you feel your work is valued and appreciated. As M&P staff, you are regularly recognized for your commitment to the University through initiatives like the President's Awards for Staff. Current Board members Jacqui Brinkman and Past President Isabella Losinger were both recently honoured with these awards.

However, for a growing number of you, the workplace is not a positive experience. You may be exposed to bullying or harassment, or be accused of such. You may face uncertainty in your job, needless disciplinary procedures, or termination. Even worse, you may not be made aware of your right to representation. If you are unsure of your rights and benefits as an AAPS member, please contact the AAPS Office and speak with a Member Services Officer.

In a year of complex advocacy cases and increasing investigations, AAPS continued to work on your behalf. AAPS Executive Director Joey Hansen completed his first year in office and made significant progress in improving member engagement at all locations. He also looked for ways to strengthen our Collective Agreement and hold the University accountable for fair and consistent labour relations practices. I want to extend a special thank you to Joey and all of the amazing AAPS staff for their hard work in supporting members.

During the past year, the Board focused on updating our constitution and by-laws. While the update was prompted by changes to the BC Societies Act, the Board embarked on a thorough review of the by-laws and updated several sections to provide more clarity and detail around roles and processes. A draft of the proposed changes was circulated to you; the Board then discussed and responded to your feedback. The revised constitution and by-laws were adopted at the Spring General Meeting on April 28, 2016.

I'd also like to highlight the 2016 Spring General Meeting as an important step in the Board's commitment to engaging all AAPS members, regardless of location. In addition to being able to view the meeting via web simulcast, you were offered the opportunity to attend in person at four different sites. This was significant, as it was the first time that members at several locations were able to vote simultaneously on motions presented at the meeting. Although there were a few delays, we received strong positive feedback about this initiative. The Board is presently working to ensure a similar process can be extended to the Annual General Meeting in October.

In the new academic year, the Board has turned its attention to the Market Survey implementation, advocating for you with University senior leadership, and updating the Society's policies. As always, the Board exists to serve AAPS members. If there are any issues that you think the Board should address, please feel free to contact me or AAPS staff. Let us know how we can make AAPS work for you.

A handwritten signature in blue ink that reads "Andrea Han". The signature is fluid and cursive.

Andrea Han
Acting President



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AAPS staff awe me every day with their skill, their hard work, and their dedication to improving the working lives of AAPS members.

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Dear Members,

My first full year as your Executive Director has certainly been both interesting and challenging. On a positive note, we have improved our outreach to the campus community and beyond. We are starting to meet more regularly with other employee groups on campus, and we are more regularly communicating with government officials about the importance of the work you do and why it is critical that adequate funding be devoted to that work.

On a much more troubling note, I must advise you that the manner in which the University treats AAPS members is appalling and seems to be getting worse. Since our last Annual Report we have seen the University pursue disciplinary investigations and, often, terminate AAPS members for their private social media presence, for second jobs they hold while off-duty, and for the actions of their supervisors.

We have also seen University officials mislead and, in my opinion, occasionally outright lie to members about the purpose of these meetings. AAPS remains vigilant against such matters and the significant increase in the number of grievances we filed is a sign of such vigilance.

On a happier note regarding our relationship with the University, UBC has completed its survey of the salary market for AAPS members. We are currently negotiating the implementation of the survey's findings and hope to be able to report more positive news in the coming months.

I would also like to take a moment to thank the AAPS Board and staff. The Board has been very supportive during a time of transformation and challenges, and I can't say enough about how important that support is. Similarly, AAPS staff awe me every day with their skill, their hard work, and their dedication to improving the working lives of AAPS members. It is a privilege to work with such a fantastic group and makes it a joy to come to the office every day.

Finally, I would also like to thank the many AAPS members I have met at various functions during the last year. I am attempting to get to know as many of you as possible, and it is always interesting to learn about you and the very diverse roles that AAPS members play on campus. I hope to get out more and meet more of you during the next year.

Sincerely,

A handwritten signature in blue ink, appearing to read 'Joey Hansen', with a horizontal line extending to the right.

Joey Hansen
Executive Director



Helen Gabor, CMP, (right) is an Events Manager with the UBC Ceremonies and Events Office. In addition to graduations, Ceremonies is responsible for coordinating a wide range of ceremonial, recognition, and University-wide events. Helen oversees a number of special events and annual university functions, such as the 25 Year Club, Quarter Century Club, Breakfast with the President, and the Vancouver Staff Welcome Back BBQ (pictured here).

members@work



Kirk Karasin, Media Specialist, and **Saeed Dyanatkar**, Executive Producer are part of UBC Studios' 10-member award-winning team. Along with video production, design, and interactive services, UBC Studios offers free media consultations, DIY media support, and studio space to the UBC community. The light-board studio (pictured above) is one of three studio spaces that faculty, staff, and students can use to capture talks or self-produce media.

A VOICE IN GOVERNANCE

During the past year, AAPS has focused on how we can more strategically support you by connecting with the University's stakeholders and leaders. There have been, and will be, more significant leadership changes at the University. At the same time, we have a relatively new federal government, while our provincial government is in an election year. AAPS is presently exploring how we, as an organization, can best be part of the governance conversation at these different levels.

A New Plan for UBC

As the University's new president leads the development of a new strategic plan, your voices will be a vital part of the conversation. In his letter to the UBC community, President Ono spoke about the importance of *"making strategic investments in the people who form our community"* and *"understanding how the world has changed."* These two ideas are important to staff and will impact the development of this new strategic plan. As M&P staff, you must take a leadership role in shaping the future of the UBC.

Leadership Shifts

A new UBC president means other leadership shifts for the University. All new University leaders must clearly understand your value and your role as well as AAPS work at UBC. We support the new president and are optimistic about his genuine interest in building a connected and transparent community at UBC. AAPS staff looks forward to working with him in the years ahead.

With the new president in place, we would like to extend thanks on your behalf to our Acting President Andrea Han for her role on the Presidential Search Committee. She took on the task as well as the significant time commitment to be a voice for M&P staff and to inform the selection process. A special thank you to the 12 AAPS members who stepped up to represent you in the election for the M&P seat on the Presidential Search Committee as well as all of you who participated in the search by providing feedback at each stage. Without a doubt, your level of engagement made a positive impact on the process.

Presenting Our Position

The UBC Board of Governors invited representatives of student, faculty, staff, and alumni groups to attend the April 2016 Board meeting for a discussion on governance. AAPS Board members Isabella Losinger and Paul de Leon delivered a presentation on behalf of AAPS that focused on the make-up of our membership and the vital role you play in post-secondary education. We emphasized the importance of hearing and valuing all voices

As M&P Staff, you must take a leadership role in creating and shaping the future goals and priorities of the University.

in the UBC community with regard to governance issues and strategic decisions. AAPS appreciated the opportunity to address the UBC Board of Governors and to connect with our fellow on-campus labour relations organizations.

At the provincial level, AAPS 2nd Vice President Lia Cosco and Executive Director Joey Hansen delivered a presentation to the Legislative Assembly of British Columbia's Select Standing Committee on Finance and Government Services, asking the government to restore operating funding to UBC. The Committee conducts public hearings around the province each fall and hears presentations from individuals, associations, organizations, and corporate enterprises on priorities for the provincial budget. We will be presenting to this Committee on an annual basis in an effort to encourage more funding for the University and better working conditions for you.

Members Services Officers Sharon Cory and Ashkon Hashemi



DEFENDING YOUR RIGHT TO REPRESENTATION

A Year of Challenges

AAPS has seen an increase in the number of disciplinary investigations conducted by the University. These disciplinary investigations are typically related to issues of bullying/harassment or financial impropriety. While AAPS supports the University in its efforts to improve the work environment by dealing with workplace bullying and rooting out those who would misuse public funds, UBC's heavy-handed and occasionally duplicitous approach is a concern. In many instances, the University chooses not to follow the Collective Agreement or uses tactics that make representation confusing and uncomfortable for all employees involved. AAPS is working hard to structure a process with the University that is fair, respectful, and professional. This includes clarifying the process, the meeting attendees, and the timeframe for responses during the investigation.

The Value of Professional Representation

The importance of exercising your Right to Representation during a disciplinary investigation cannot be overstated. Whether you are the subject of an investigation, a witness, or a complainant, you are entitled to professional representation by AAPS. It is always distressing when we learn that you have said no to representation. Waiving the Right to Representation has resulted in many troubling situations, including terminations that may have otherwise been prevented. We have seen instances where members were subsequently terminated with cause, subjected to additional investigations, or suffered such severe stress that it caused them to resign. You must have professional representatives on your side who ensure that you are being treated fairly, respectfully, and within the law.

Say "Yes" to Representation

When you say "yes" to representation, an AAPS representative can explain what to expect throughout the process, work with you, and be a reliable resource for information that is in your best interest. AAPS can ensure that UBC's questions are fair and reasonable, provide advice, and take notes. AAPS spends countless hours working on each case to settle the matter in your best interest.

We often hear that you initially decline representation because you have a good relationship with your supervisor and HR manager, and thus you feel you do not need AAPS. The reality is that your immediate manager or supervisor does not determine the outcomes of a disciplinary investigation. In these situations, managers, supervisors, HR, and internal audit are there to represent the University's interests.

You also tell us that you did not seek representation because you did nothing wrong and were simply answering some of UBC's questions. Due to the legal nature of the disciplinary investigation process, a line of questioning can implicate you in an unintended or unexpected way. Sometimes, in stressful situations, people say the wrong things. AAPS staff help you prepare for this difficult interview, so you can cooperate with the disciplinary investigation while keeping your rights intact.

Occasionally, members have been called to investigations under the pretense of another kind of meeting. Even in these surprising circumstances, say "yes" to representation.



WHEN TO SEEK AAPS REPRESENTATION

1. If you are called to a meeting or at a meeting and you are told you can have an AAPS representative, say "yes" to representation and contact the AAPS office immediately
2. If you are a witness, complainant, or a subject to any disciplinary investigation, for example:
 - Allegations of bullying and harassment
 - Allegations of financial impropriety
 - A situation that can result in discipline
 - A situation in which you believe the University or one of its employees discriminated against you



Lerato Chondoma, LLB, MBA, is the Director of First Nations Economic Development with Sauder S3i. Currently she is working on the Aboriginal Natural Resources Centre with a group of researchers and staff from both Vancouver and Okanagan campuses in the faculties of Forestry, Applied Science, and the Sauder School of Business. The Aboriginal Natural Resources Centre aims to improve UBC's engagement with Indigenous communities across BC and to create opportunities for collaboration on research about natural resource development issues.

Research and Finance Administrator **Mike Thai** and Manager **Karen Gibbs**, RN CCRP, both support cutting-edge medical research. They work alongside specialists, patients, technicians, and researchers as part of the Inherited Heart Rhythm Research Office (HIRO) at St. Paul's Hospital. They are two of more than 550 members involved in research studies at hospitals around the province.



members@work

EXPANDING OUR ADVOCACY SERVICES

New Staff and New Initiatives

This past year we were very pleased to welcome to our advocacy team two full-time staff members to support and advise you. Member Services Officer Ashkon Hashemi is an experienced labour relations specialist in the post-secondary education sector. He represents you in disciplinary investigations and meetings with the University and advises you on complex advocacy issues. Ashkon has been our point person on Hours of Work/Workload issues. Administrative and Technical Officer Bill West has a combined HR/IT background. Bill receives and assesses your enquiries, provides answers and advice in close collaboration with the Member Services Officers, and escalates more complex concerns to them.

While AAPS has experienced a significant increase in complex cases and new issues such as job reclassification, challenges around leaves of absence, and pay, we are confident that with our full advocacy team in place we can continue to provide you with responsive service and expert advice. Our new "Office Hours" initiative is a convenient way for you to connect with us. Our Labour Relations Specialists Sharon Cory, Ashkon Hashemi, and Joey Hansen have been holding regular appointment days at different campuses and hospital sites. We aim to make it easier for you to meet with us in-person or to drop by to ask a quick question. Not only will we be expanding this service in the coming year, but you will also see more of the advocacy team at professional development and member engagement events.

Bullying / Harassment Issues

Bullying/harassment continues to be a complicated workplace issue. Instances of harassment issues alone have doubled during the last year, and it is good to see you coming forward to address

these workplace concerns. Concurrently, we have seen an increase in the number of claims of bullying/harassment filed against you. Any formal complaint that is filed will trigger a formal investigation process by the University, regardless of the merit of the complaint. AAPS is a space where you can have confidential conversations and ask difficult questions, regardless of your side in a harassment situation. The bar for bullying/harassment in the workplace is set quite high for a formal resolution. Sometimes fellow members can be frustrated or disappointed by a manager's or a colleague's challenging work or leadership style. In these situations, we try to offer alternative solutions. Regardless of the situation, AAPS encourages you to speak to us for advice and support.

Article 9 Terminations

The number of Terminations Without Cause under Article 9 continues to be a source of frustration for AAPS. In addition to the University's continued use of this article as a tool of convenience, AAPS has seen an increased number of errors and unusual clauses in these termination letters. AAPS reviews each termination letter carefully to ensure the years of service are calculated correctly, and that any additional clauses are fair and reasonable. AAPS is one of the few organizations with a Collective Agreement that contains a Termination Without Cause article like Article 9. We understand the undue stress that a lack of job security can have on you and your workplace experience. AAPS will continue to push the University to make a documented case for terminations and to put programs in place that encourage rehiring professional staff with in-depth institutional knowledge.

ADVOCACY ACTIVITIES

Reporting Period: July 1, 2015 to June 30, 2016

522	Queries	Assistance on a variety of subjects, including hours of work, leaves of absence, reorganization, conflict in the workplace, reclassification, salary issues, and market survey
210	Advocacy Issues	Multiple activities of support, action, and mediation
127	Terminations Without Cause	Letters issued to members and copied to AAPS
3	Open Grievances	Active cases in the grievance process

TERMINATIONS WITHOUT CAUSE

Total = **127**

Lack of Funding = **45**

Reorganization = **36**

Lack of Suitability = **21**

Lack of Work = **10**

End of Project / Job = **8**

Probationary = **4**

Other = **3**

Grievances and Arbitrations

Due to the actions taken by the University against AAPS members, the number of grievances doubled that of 2014/2015. We strive to resolve issues informally; however some cases necessitate filing a grievance. AAPS staff supports you throughout this process. Before filing a grievance, Member Services Officers do countless hours of research and look for ways to resolve a situation informally. In most instances, you decide if you want to file a grievance. While the process may seem extreme or uncomfortable, it is simply a formal way of letting the University know that AAPS disagrees with an action or how it has interpreted part of the Collective Agreement. For the AAPS membership as a whole, having legal decisions from grievances and arbitrations sets precedence and helps to resolve issues more quickly and definitively in the future.

AAPS is a space where you can have confidential conversations and ask difficult questions, regardless of your side in a harassment situation.

GRIEVANCES

Reporting Period: July 1, 2015 to June 30, 2016

List of the grievances filed by AAPS against the University

Issue	Article	Status
Member denied notice entitlement	9.1.7	Open
Member denied notice entitlements—service	9.1.7	Open
Member denied pay entitlement	L.O.A. #1	Open
Member received imposed discipline	8	Settlement
Member terminated without cause	9	Settlement
Member terminated without cause	9	Settlement
Member denied service entitlement	9.1.7	Settlement
Member denied notice entitlements—sick leave	9.1.7	Settlement
Member denied notice entitlements—vacation	9.1.7	Settlement

ADVOCACY ISSUES IN DETAIL

Reporting Period: July 1, 2015 to June 30, 2016

Handled	Category	Description
52	Terminations Without Cause	Unsuitability / Position Elimination / Reorganization / Budget Cuts
29	Harassment	Personal / Bullying / Sexual / Gender
19	Sick Leave	Pay / Duration / Qualifying for
16	Appointments	Search / Selection / Offer Letters
15	Investigations	
14	General Interpretations	
12	Pay	Appropriateness
10	Classification & Reclassification	Job Family / Grade
8	Hours of Work	Time of Day / Day of Week
8	Performance Review	Probation / Ongoing
4	Service	
3	Benefits	Coverage
3	Return-to-Work	Accommodation
2	Maternity / Parental Leave	Leave / SEB
2	Professional Development	
2	Resignation	Voluntary Termination
2	Terminations Probation	Suitability / Fit
1	Disability Benefits	Coverage
1	Discipline	Warning / Suspension
1	Health and Safety	Workplace Safety
1	Leaves of Absence	Unpaid Leave
1	Promotion	
1	Secondment / Temporary Promotion	Other Positions
1	Reorganization	Department or UBC Changes
1	Terminations With Cause	Gross Misconduct / Theft / Assault / Other
1	Vacation	Accrual / Entitlement
210	TOTAL	

ACCOUNTABILITY FOR THE 50TH PERCENTILE PROMISE

In the first Collective Agreement between AAPS and UBC, negotiated in 1995, the parties agreed to a binding commitment to pay AAPS members at the 50th percentile of the comparator market. It has been a 20-year struggle to get the University to abide by that modest agreement, and today many of your jobs still remain out of market.

This is shocking, considering the critical role that you play at the University and the need to retain highly skilled workers with institutional knowledge of UBC's complex working environment. The previous market survey undertaken in 2011 for UBC by Mercer determined that you were 10 percent out of market on average (10 percent below the 50th percentile). There was a bitter dispute to have UBC commit to four million dollars in adjustments and to use an implementation plan that followed acceptable best practices. The matter was eventually settled in 2013.

2015 Market Survey

For the 2015 Market Survey, the University has again contracted Mercer to conduct the compensation review. Both AAPS and the University are currently reviewing the survey results. All job families were included in this survey. AAPS aims to hold the University accountable to pay you at the 50th percentile, but we believe it will, as in past years, be a challenging negotiation process. AAPS will endeavour to keep you informed as talks get underway. We made gains in the last round of bargaining that clarify the language around market survey implementation. Due to these gains, AAPS is optimistic that the upcoming implementation process will follow recognized standards in the compensation field.



AAPS members at the 2016 Spring General Meeting

MARKET SURVEY DEFINITIONS AND COMPARATORS

A market survey is a common method for both the public and private sectors to ensure that employers are compensating their employees at a competitive rate. UBC's market surveys are based on comparing the salaries of UBC job families with similar or equivalent job families from a list of comparator employers.

Letter of Agreement #1 states:

"External equity/competitiveness—the 50th percentile of a representative comparator market is the midpoint of a job."

Comparator Organizations used in the 2015 Market Survey:

- McGill University
- Queen's University
- Simon Fraser University
- University of Alberta
- University of Calgary
- University of Northern B.C.
- University of Toronto
- University of Victoria
- University of Western Ontario
- BC Hydro
- City of Vancouver
- Finning International
- FortisBC
- HSBC or Vancity
- ICBC
- Telus
- Vancouver Coastal Health Authority
- WorkSafe BC

HOURS OF WORK / WORKLOAD ISSUES

The Collective Agreement between AAPS and the University stipulates that the standard workweek for full-time employees is 35 hours, but that M&P staff may, from time to time, be required to work over and above this. M&P staff cannot be compelled to perform significant additional hours of work on a regular basis without an arrangement to compensate or offset these additional hours.

AAPS has seen a steady increase in the number of issues reported around workload and hours of work. Many of you are expected to work in excess of the 35-hour workweek without concern for increased workloads and added stress. A growing number of you have reported that despite having to put in significant additional hours of work, you are being denied any reciprocal considerations, such as flexible work arrangements and/or time off with pay.

In addition to increased workloads, an issue arose this past winter wherein many of you were told that you must use vacation time for medical appointments, regardless of the number of additional hours worked over and above the standard workweek. This advisement came in the form of a memo that was distributed and/or shared among several departments and units in different faculties. To be clear, those of you who regularly work over and above the 35-hour workweek are, in consultation with your supervisor, entitled to take time off with pay (without using

vacation time) to attend to personal appointments. You can also request flexible work arrangements to work around personal appointments, subject to approval by your supervisor. This request for flexible work arrangements to accommodate appointments should not unreasonably be denied.

AAPS has been monitoring and gathering data on Hours of Work/Workload issues, and we have been successful in resolving a number of cases on an individual basis. We appreciate your input regarding your workload and hours of work, as it has given us a better understanding of how additional hours of work and flexible schedules are addressed across UBC. We will be developing a comprehensive strategy for dealing with these issues as we move towards bargaining. We encourage you to speak with a Member Services Officer regarding any workload challenges or questions.

M&P staff cannot be compelled to perform significant additional hours of work on a regular basis without an arrangement to compensate or offset these additional hours.

ARTICLE 10.4 – ADDITIONAL HOURS OF WORK

The University recognizes that the contributions of M&P staff may often take the form of hours worked outside of the standard work week. This contribution is recognized in the greater flexibility in working conditions and the accelerated pace of earning vacation time afforded to M&P staff relative to other staff groups, and is generally left to the best judgment of the employee in consultation with her/his supervisor.

The University and AAPS acknowledge that M&P staff and their supervisors have an obligation to communicate in a timely way about required additional hours of work. Supervisors should strive to achieve a balance between employees' additional hours of work and the recognition of their contributions.

The University does not expect staff to perform significant additional hours of work on a regular basis without additional compensation, time off with pay or other offsetting arrangements. For greater clarity of the following provisions where M&P staff perform a significant number of additional hours of work on a cyclical or project basis then the person performing such work will be granted either additional compensation or time off with pay.

In circumstances where an employee is required to work significant amounts of hours over and above the usual job requirements, additional compensation or other offsetting arrangements, including benefits, are appropriate. Operational requirements usually will dictate an appropriate solution. Examples of additional compensation or other offsetting arrangements, including benefits, are (but not limited to):

- Time off with pay;
- Three (3) days' leave of absence with pay to be taken between Boxing Day and New Year's Day;
- Honoraria;
- Additional professional development opportunities; or
- Providing financial assistance with memberships in professional organizations where such memberships are an asset but not required to perform the position.

THE IMPORTANCE OF ENGAGEMENT

New Member Information Sessions

This year we revamped the AAPS New Member Information Sessions (NMIS) and expanded the program to include more sessions at the Okanagan Campus and the Vancouver Hospital sites. This session is usually the first time that you meet AAPS staff and are introduced to the concept of a professional employee association. We know that it is important to clearly articulate who we are and how we serve you as well as the benefits and challenges you may experience when working for this large and complex employer. We have received a lot of positive feedback about these sessions and have had the pleasure of welcoming long-service members, who attend for a refresher. We encourage new and long-service members alike to attend a session if you want to gain a better understanding of your Collective Agreement and AAPS services.

More Programs at More Locations

The close of the academic year always means a ramp-up in member engagement events. This year we hosted two lively pub nights, one at the Loafe Cafe and another at the Ideas Lounge. We also introduced a new feature, 5X5 Presentations. Five members had five minutes to present a workplace idea. We had fantastic presentations about leadership, the value of service, and a new networking app. It was rewarding to hear the number of post-presentation conversations and see all of you making new connections.

Okanagan AAPS members on a campus sustainability tour, part of the Summer Networking Series

We expanded our Summer Networking Series this year to include more programs at the Okanagan and Vancouver sites. Now in its fourth year, this series remains a favourite, and you are still coming up with more places for us to tour. This year we visited TRIUMF and took advantage of UBC's strong cycling community to participate in Public Art on a Bike! We also were thrilled to have you volunteer your workplaces for a tour. We learned about the innovative Interprofessional Clinic at Okanagan Campus and toured the historic Chemistry Building at Point Grey.

Our expanded engagement committees supported much of our work. In addition to the Member Engagement Committee at Point Grey, members from Okanagan Campus and the downtown Vancouver sites gathered to talk about issues specific to their respective locations and to discuss their specific programming needs. We thank all of you who made the time to participate in these meetings. We look forward to working with you in the coming year and encourage new members to participate.

We have increased our programming budget so that we will be able to offer you more sessions at more locations. We also hope to look into technology solutions that would allow you to participate in the AAPS Professional Development Program online. This year we aim to bring back Advocacy Education. Facilitated by AAPS Member Services Officers, this initiative provides professional development on common workplace issues reflected in the Collective Agreement. Our goal is to equip you with a clear understanding of how key aspects of your Agreement protect and support you in the workplace. Like all AAPS services, our programs are designed specifically for you. Let us know how we can help.



WHAT MEMBERS DO

Your work so often defies categorization. You interact with the UBC community in many different ways: as teachers, leaders, technical experts, field experts, community liaisons, and managers.

365 of you are communicators and community engagers

You build bridges between the traditional university structure and the public through communications, public facilities, and community education that shares new research and findings. You collaborate on research projects with external partners that, in turn, serve the community through education, research, and connection.

660 of you teach and facilitate learning

You are the athletic coaches, career development instructors, co-op managers, and academic program managers. You incorporate technology in the classroom, provide educational programming and instructional design, manage and mentor students in their first jobs or graduate projects, and oversee continuing studies programs and international learning experiences like Go Global. You teach and coordinate community programs. You provide professional development opportunities for graduate and post-doc students, curators, and nurses. And yes, some of you lecture.

888 of you are involved in research activities

You are scientific researchers, research managers, lab directors, and health care researchers who liaise with industry. You are grant writers, fundraisers, and business development directors. You also develop new technology for UBC's 8,000+ research projects.

462 of you look after the wellbeing of students

You are admissions and academic advisors, enrolment services providers, residence life managers, security providers, mental health counselors, doctors, nurses, nutritionists, executive chefs, and athletics and recreation organizers.

709 of you run the operations of the University

You are administrators, analysts, accountants, planners, auditors, and governance staff. You oversee municipal services, including utilities, water, and building maintenance. You ensure the University runs smoothly and with transparency.

1,000+ of you are focused on leadership and innovation.

You provide guidance, leadership, and institutional knowledge in the face of constant organizational change through new initiatives, program creation, and ways of teaching. You develop and manage sustainability programs, laboratories and living laboratories, and industry partnerships. You lead institutes, museums, and centres that are clusters for cutting-edge research. You manage projects and raise money. You oversee one of the largest wireless campus networks in the world. You turn ideas into reality through your expertise and your leadership.

MEMBERS BY LOCATION

While the highlighted areas represent the locations where most AAPS members work, there are also **32** members in other places across Metro Vancouver, around the province, and the world. For this group, the top **3** job families are Educational Programming, Administration, Research & Facilitation. **22** of these members are Continuing and **10** are Term. They have an average of **7** Years of Service with UBC.

BC CHILDREN'S HOSPITAL AND BC WOMEN'S HOSPITAL & HEALTH CARE CENTRE

Members | 163

Top Three Job Families | Research & Facilitation, Nursing, Information Systems & Technology

Continuing vs. Term | 32 vs. 131

Average Years of Service at UBC | 8

ST PAUL'S HOSPITAL

Members | 63

Top Three Job Families | Research & Facilitation, Statistical Analysis, Administration/Educational Programming

Continuing vs. Term | 8 vs. 55

Average Years of Service at UBC | 8

UBC OKANAGAN CAMPUS

Members | 307

Top Three Job Families | Student Management, Information Systems & Technology, Research & Facilitation

Continuing vs. Term | 252 vs. 55

Average Years of Service at UBC | 6

UBC POINT GREY CAMPUS

Members | 3,083

Top Three Job Families | Information Systems & Technology, Student Management, Research & Facilitation

Continuing vs. Term | 2,346 vs. 737

Average Years of Service at UBC | 8.5

UBC ROBSON SQUARE

Members | 57

Top Three Job Families | Development Office, Educational Programming, Business Development

Continuing vs. Term | 51 vs. 6

Average Years of Service at UBC | 7.5

VANCOUVER GENERAL HOSPITAL & AREA

Members | 324

Top Three Job Families | Research & Facilitation, Administration, Educational Programming

Continuing vs. Term | 149 vs. 175

Average Years of Service at UBC | 8

MEMBER STATS

SIZE OF JOB FAMILIES

Number of members in each family

Information Systems & Technology = **745**

Research & Facilitation = **496**

Student Management = **451**

Administration = **380**

Educational Programming = **287**

Accounting = **215**

Development Office = **188**

Information Services = **148**

Facilities Management = **147**

Human Resources = **100**

Nursing = **96**

Business Development = **76**

Conferences, Accommodations, Ceremonies & Events = **65**

Unassigned Health Professional = **64**

Scientific Engineering = **57**

Marketing & Sales = **56**

Business Operations Management = **48**

Cooperative Education = **42**

Statistical Analysis = **42**

Museum = **37**

Unassigned Athletic Coaches = **35**

Counsellors & Psychologists = **30**

Health Safety & Environment = **28**

Industry Liaison = **23**

Graphic Design & Illustration = **22**

Editorial & Production Services = **20**

Media Services = **20**

Athletics & Recreation = **19**

Institutional Analysis = **18**

Residence Life Management = **16**

Supply Management = **14**

Security = **13**

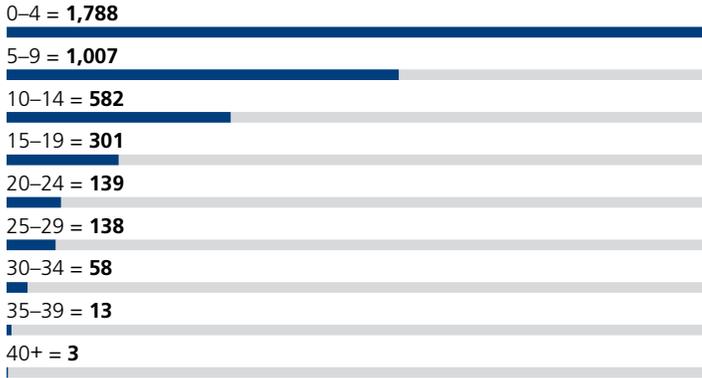
Unassigned = **13**

Genetic Counsellor = **10**

Clerk To Board or Senate = **8**

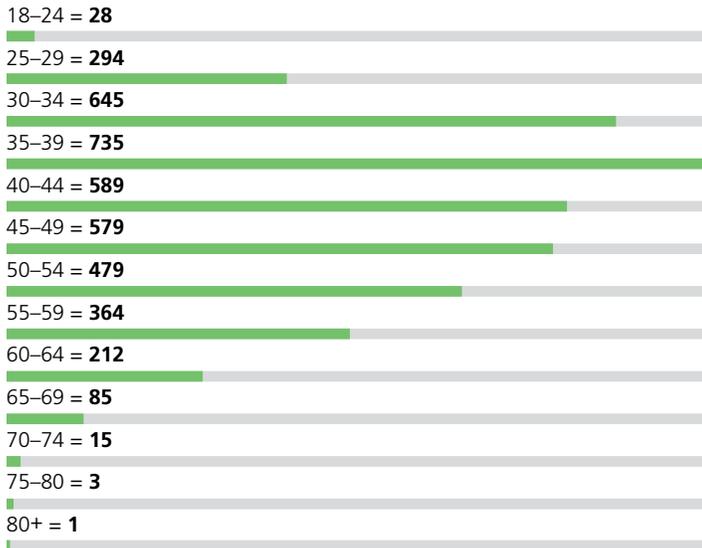
UBC SERVICE YEARS

Number of members per year of service



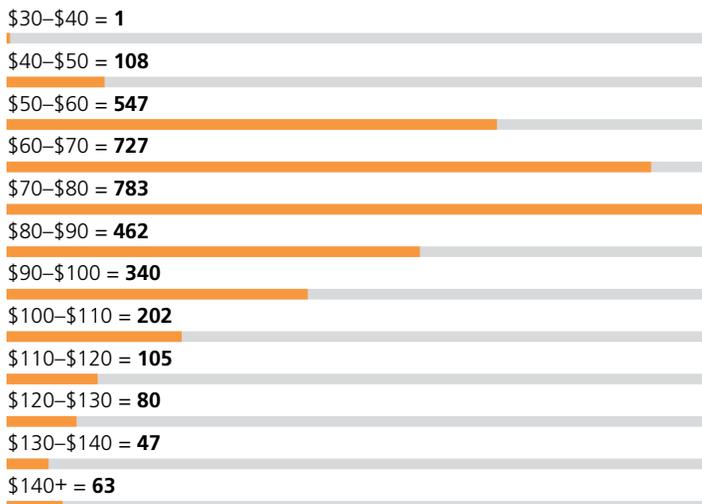
AGE DISTRIBUTION

Number of members in each age range



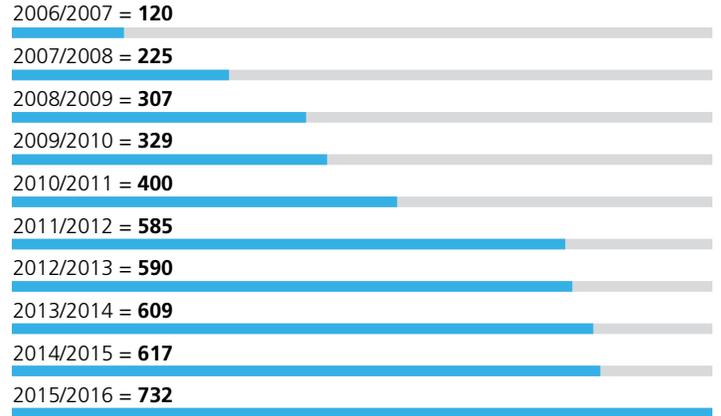
SALARY DISTRIBUTION

Number of full-time members in each annual salary range (\$ in thousands)



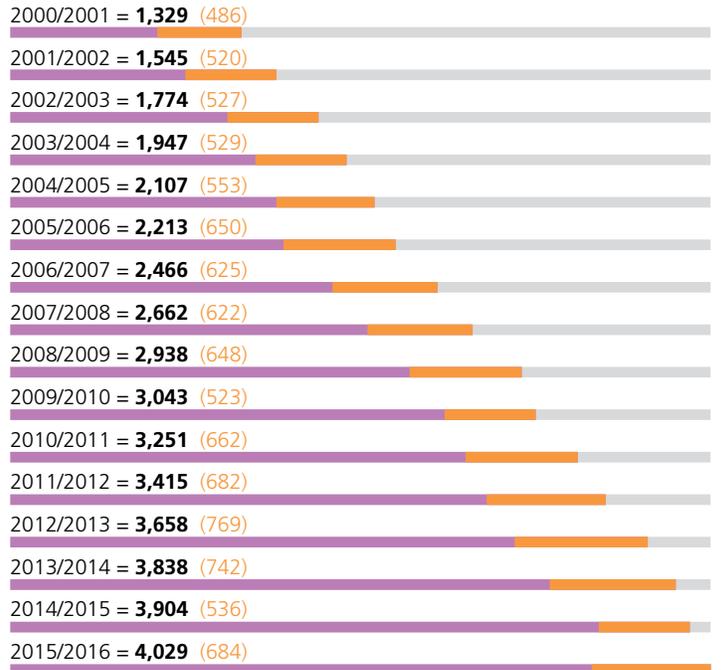
MEMBERSHIP ADVOCACY SUPPORT

Number of documented advocacy issues and queries per fiscal year



MEMBERSHIP GROWTH

Number of members per fiscal year



■ AAPS members ■ New members* *New members who have joined AAPS, also includes short-term and temporary positions that ended within the year

MEMBER EARNINGS

Based on 3,465 full-time members (earnings not including benefits)

Average Earnings

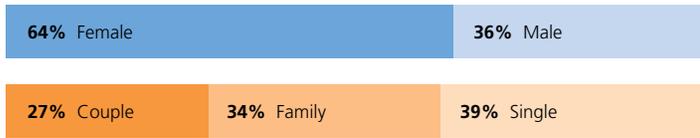
\$78,291

Median Earnings

\$73,695

MEMBER STATS

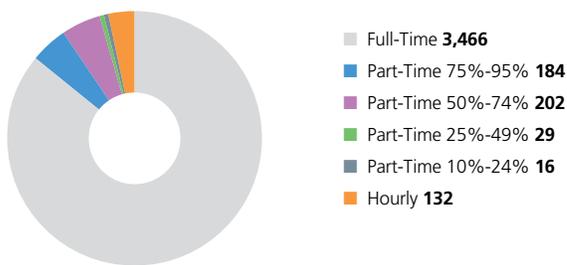
GENDER & FAMILY STATUS



CONTINUING VS. TERM EMPLOYEES

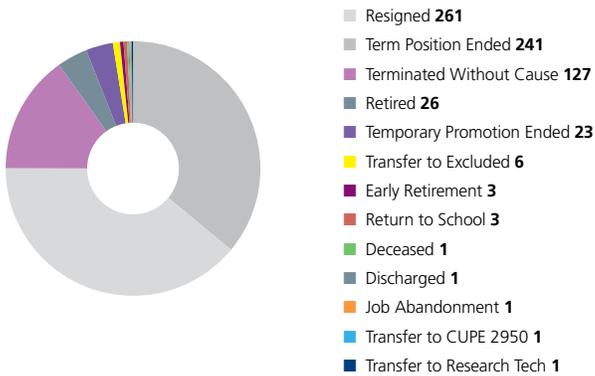


FULL-TIME VS. PART-TIME MEMBERS



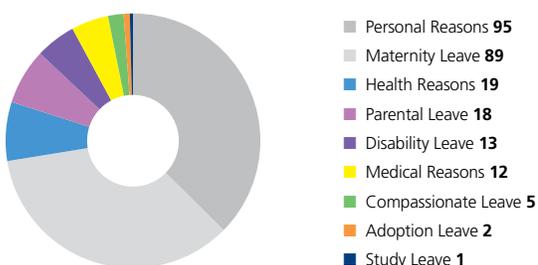
REASONS FOR MEMBERS LEAVING DURING 2015/2016

Total of 695 members



TYPES OF MEMBER LEAVES DURING 2015/2016

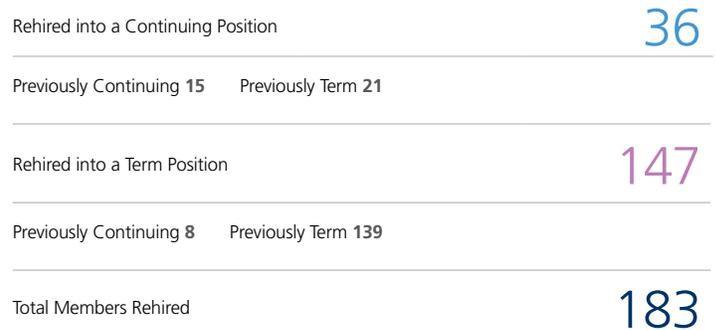
Total of 254 members



JOB CHANGES 2015/2016

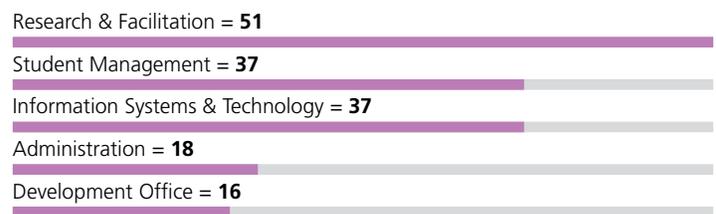


AAPS MEMBERS REHIRED



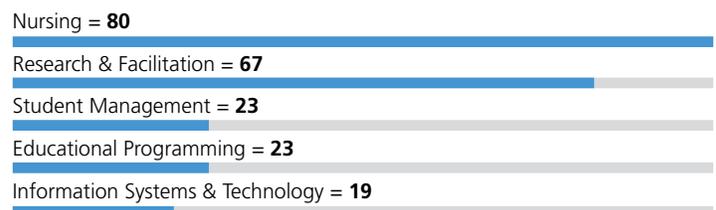
RESIGNATIONS – TOP FIVE JOB FAMILIES

2015/2016



TERM POSITIONS ENDING – TOP FIVE JOB FAMILIES

2015/2016



THANK YOU, AAPS VOLUNTEERS

AAPS could not serve our members as well as we do without the time, energy, and leadership that volunteers contribute to making AAPS accessible and relevant. Thank you for all your hard work and strategic advice.

Aaron Andersen AAPS Board Member / Member Engagement (Chair) | International Student Initiative

Adam Lukasiewicz AAPS Member Engagement | Student Support & Advising

Adam Schubel AAPS Engagement Committee UBCO | UBCO – Deputy Vice Chancellor & Principal Office

Afsaneh Sharif AAPS Board Member | Center for Teaching, Learning and Technology

Alexey Baybuz AAPS Member Engagement | UBCV – Strategic Sourcing

Alicia Harder AAPS Professional Development (Chair) | Center for Teaching, Learning and Technology

Alisa Dewald AAPS Engagement Committee UBCO | UBCO – Barber School of Arts & Sciences – Dean's Office

Andrea Han AAPS Acting President / Finance | Center for Teaching, Learning and Technology

Barb Thomson AAPS Engagement Committee UBCO | UBCO – Finance

Bill Upward AAPS Professional Development | Family Practice

Bonny Thorne AAPS Engagement Committee UBCO | UBCO – Faculty of Health & Social Development – Dean's Office

Cheryl Dumaresq AAPS Advocacy | Arts Academic Advising

Cheryl Rubuliak AAPS Advocacy | Human Early Learning Partnership

Chris Skipper AAPS New Member Information Session Facilitator | Building Operations

Christina Salvatori AAPS Member Engagement | Alumni UBC

Dale Dreffs Disability Benefit Plan Governance (AAPS Rep) | Medicine – Dean's Office

Debbie Mason AAPS Communications | UBC IT – IT Application Development

Deirdré Fang AAPS Engagement Committee VGH & Downtown | Medicine – Undergraduate Education – Dean's Office

Denise Lauritano AAPS Advocacy / Communications | VP Academic & Provost Office

Diane Hananol AAPS Communications | Earth, Ocean & Atmospheric Sciences

Effy Katahan AAPS Member Engagement | Undergraduate Admissions

Elis Courtney AAPS Member Engagement | Ceremonies Office

Elena Polishchuk AAPS Summer Network | Series Event Coordinator, Chemistry

Ellen Siu AAPS Finance | School of Nursing

Emily Wu AAPS Member Engagement | Continuing Studies – International

Isabella Losinger AAPS Board (Past President) / Advocacy (Chair) / Disability Benefit Plan Governance (Chair, AAPS Rep) | Family Practice

Jacqui Brinkman AAPS Board Member / Professional Development, | Faculty of Graduate and Postdoctoral Studies

Jamie Hall AAPS Communications (Chair) | VP Research & International Office

Jennie Barrows AAPS Engagement Committee VGH & Downtown | Continuing Professional Development

Jennifer Suratos AAPS Professional Development | Faculty of Arts

Jenny Reilly AAPS Professional Development | Co-op Education Program

Jianhua Ren AAPS Engagement Committee VGH & Downtown | Gastroenterology Division

Jie le Baik AAPS Finance | First Nations House of Learning

John Parry AAPS Engagement Committee UBCO | UBCO – Centre for Teaching and Learning

Judy Wrinskelle UBC EFAP (AAPS Rep) / UBC Return To Work (AAPS Rep) | Chemistry

Justin Marples AAPS Advocacy | Continuing Studies – Domestic

Katie Teed AAPS Communications | Botanical Gardens & Centre for Plant Research

kele fleming AAPS Professional Development | Center for Teaching, Learning and Technology

Kristie Bradley AAPS Communications | Paediatrics

Laura Prada Silva AAPS Engagement Committee UBCO | UBCO – Campus Life

Levi Semadeni AAPS Member Engagement | Food Services

Lia Cosco AAPS 2nd Vice President / Communications / Disability Benefit Plan Governance (AAPS Rep) | Allard School of Law

Lisa Allen AAPS Communications | Creative Writing Program

Margaret Leathley AAPS Board Member / Member Engagement / Disability Benefit Plan Governance (AAPS Rep) | Pension Administration Office

Marie Krbavac AAPS Member Engagement | Center for Teaching, Learning and Technology

Marilyn Gale AAPS Engagement Committee UBCO | UBCO – Health & Social Development – Social Work

Michael Shepard AAPS Advocacy | UBC IT – Systems

Michelle Hyndman AAPS Engagement Committee VGH & Downtown | Paediatrics

Mike Devolin AAPS Secretary, UBC Health & Safety (AAPS Rep) | Building Ops – Trades Admin

Minghui Yu AAPS Board Member / Professional Development | UBC IT – Web Services

Miranda Huron AAPS Board Member / UBC Vice-Presidential Strategic Implementation Committee for Equity and Diversity (AAPS Rep) | The Sauder School of Business

Moira McDermott AAPS Communications | Economics

Nancy Vered UBC Vice-Presidential Strategic Implementation Committee for Equity and Diversity (AAPS Rep) | Chemistry

Natalia Richer Bussard AAPS Engagement Committee VGH & Downtown | Sauder School of Business

Nina Zoric AAPS Engagement Committee VGH & Downtown | Continuing Professional Development

Olga Pena AAPS Engagement Committee VGH & Downtown | Respiratory Medicine Division

Paul de Leon AAPS Treasurer / Finance (Chair) / Disability Benefit Plan Governance (AAPS Rep) | Physics & Astronomy

Philipp Reichert AAPS Engagement Committee UBCO | UBCO – AVP Students – International Programs & Services

Renee Haggart AAPS Finance | Earth, Ocean & Atmospheric Sciences

Sam Charles, AAPS Engagement Committee UBCO | UBCO – IT Services

Sandy Reichert UBC Health & Safety (AAPS Rep) | Dentistry, Dean's Office

Sharon Wu AAPS Finance | Finance & Operational Strategies

Suzanne Jolly AAPS Member Engagement | Athletics and Recreation

Tamiza Abji AAPS Professional Development / Engagement Committee VGH & Downtown | Evaluation Studies Unit

Vania Chan AAPS Engagement Committee UBCO | UBCO – Centre for Teaching and Learning

Virginie Fostroy AAPS Engagement Committee UBCO | UBCO – International Student Initiative

Wendy Mohns AAPS Engagement Committee UBCO | UBCO – Creative & Critical Studies – Dean's Office

FINANCIALS

FINANCIAL REPORT

The 2015/2016 year ended with a planned operating deficit of \$466,260. Prompted by a series of member queries and changes to CRA reporting, the AAPS Finance Committee initiated the task of addressing the amount in the Reserve Fund. After consulting with a tax lawyer, AAPS contracted Westcoast Actuaries to complete an Actuarial Valuation Report based on the 2014/2015 financial statements. The report concluded that the AAPS Reserve Fund had a surplus of \$725,000 that needed to be spent in a timely manner.

At the 2015 Annual General meeting, the Board announced a request for feedback on how to best spend the Reserve Fund surplus; 565 members provided feedback. The suggestions were compiled in a report and ranged from direct member refunds and increasing professional development opportunities to funding

charitable causes and other interesting ideas. Based on this feedback, the AAPS Finance Committee proposed a “money in pocket” usage for the excess Reserve Fund, which would redistribute the money directly back to members. The least costly option was to implement a series of dues holidays from December 2015 to June 2016.

AAPS member dues will remain at 0.45 percent of gross salary for the 2016/2017 fiscal year. There are three scheduled dues holidays for this fiscal year. Increased spending in Professional Development and Member Engagement will ensure the Reserve Fund remains at an appropriate level.

INDEPENDENT AUDITORS' REPORT

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

The accompanying summary financial statements, which comprise the summary statement of financial position as at June 30, 2016 and the summary statement of operations for the year then ended, are derived from the audited financial statements of the Association of Administrative and Professional Staff of The University of British Columbia as at and for the year ended June 30, 2016. We expressed an unmodified audit opinion on those financial statements in our report dated September 22, 2016. Those financial statements, and the summary financial statements, do not reflect the effects of events that occurred subsequent to the date of our audit report on those financial statements.

The summary financial statements do not contain all the disclosures required by Canadian accounting standards for not-for-profit organizations. Reading the summary financial statements, therefore, is not a substitute for reading the audited financial statements of the Association of Administrative and Professional Staff of The University of British Columbia.

Management's Responsibility for the Summary Financial Statements

Management is responsible for the presentation of a summary of the audited financial statements in accordance with the basis of presentation disclosed in the Summary Financial Statements.

Auditor's Responsibility

Our responsibility is to express an opinion on the summary financial statements based on our procedures, which were conducted in accordance with Canadian Auditing Standards (CAS) 810, Engagements to Report on Summary Financial Statements.

Opinion

In our opinion, the summary financial statements derived from the audited financial statements of the Association of Administrative and Professional Staff of The University of British Columbia as at and for the year ended June 30, 2016 are a fair summary of those financial statements, in accordance with the footnote entitled “Basis of Presentation.”



CHARTERED PROFESSIONAL ACCOUNTANTS
Vancouver, BC, Canada
September 22, 2016

SUMMARY STATEMENTS OF FINANCIAL POSITION

	As at June 30, 2016	As at June 30, 2015
ASSETS		
CURRENT		
Cash	\$ 551,214	\$ 316,468
Term deposits and accrued interest	506,153	1,063,611
Accounts receivable	-	98,013
	<u>1,057,367</u>	<u>1,478,092</u>
TERM DEPOSITS AND ACCRUED INTEREST	300,000	300,000
CAPITAL ASSETS	18,588	21,206
	<u>\$ 1,375,955</u>	<u>1,799,298</u>
LIABILITIES		
CURRENT		
Accounts payable and accrued liabilities	\$ 133,460	\$ 90,543
NET ASSETS		
Contingency reserve fund - unrestricted	942,495	1,408,755
Dissolution reserve contingency fund	300,000	300,000
	<u>1,242,495</u>	<u>1,708,755</u>
	<u>\$ 1,375,955</u>	<u>\$ 1,799,298</u>

Basis of Presentation:

These Summary Financial Statements are derived from, and consistent with, the audited financial statements of the AAPS as at and for the year ended June 30, 2016. However, they do not include the presentation of certain financial statements and footnote disclosures, both of which are required in order for a formal presentation pursuant to Canadian accounting standards for not-for-profit organizations. Accordingly, readers are directed to read the Summary Financial Statements in conjunction with these annual audited statements, available for viewing at <http://aaps.ubc.ca/member/annual-report>.

In the opinion of management, the Summary Financial Statements included herein faithfully reflect the financial information considered material to the expected users of the information, and accordingly the summarized presentation is not misleading in these circumstances.

SUMMARY STATEMENTS OF OPERATIONS

	Year ended June 30, 2016	Year ended June 30, 2015
REVENUE		
Member Dues	\$ 507,925	\$ 1,083,932
Interest Income	16,270	20,451
	<u>524,195</u>	<u>1,104,383</u>
EXPENDITURES		
Member Services:		
AAPS Scholarships & Bursary	13,500	13,500
Compensation Market Survey Analysis	8,000	-
Membership Engagement Committee	10,455	12,202
Negotiations: ACTE Bargaining	5,312	13,313
Professional Development Program	121,086	122,454
Legal Advice	29,456	25,350
Arbitration/Mediation	55,469	86,561
	<u>243,278</u>	<u>273,380</u>
Board/Governance:		
Advocacy Committee	4,121	5,461
Communications	17,703	32,327
Board of Directors	9,624	23,949
Finances	18,515	8,062
General Meetings	13,311	12,620
Volunteer Recognition	4,462	3,620
	<u>67,736</u>	<u>86,039</u>
Administration:		
Consulting	520	5,616
Operations	134,840	97,258
Staff	544,081	526,017
	<u>679,441</u>	<u>628,891</u>
TOTAL EXPENDITURES	<u>990,455</u>	<u>988,310</u>
EXCESS (DEFICIENCY) OF REVENUE OVER EXPENDITURES	<u>\$ (466,260)</u>	<u>\$ 116,073</u>

2015/2016 AAPS EXECUTIVE BOARD MEMBERS



Top Row: Minghui Yu, Paul de Leon, Jacqui Brinkman, Miranda Huron, Aaron Andersen
Front Row: Afsaneh Sharif, Margaret Leathley, Andrea Han, Mike Devolin, Lia Cosco *Absent: Isabella Losinger*

AAPS STAFF



Joey Hansen, Sarah Muff, Bill West, Ashkon Hashemi, Petra Ormsby, Sharon Cory

Your investment in a quality work experience at UBC

We are advocates for an environment of fairness, respect, and security. AAPS was founded in October 1977 to provide networking opportunities and to create a shared workplace culture. Slowly, the group began to present common concerns to the University Administration. These presentations grew into liaison meetings. Throughout the 1980s, AAPS met with University Administrators to discuss shared issues and challenges.

In 1987, without warning, the University distributed a Handbook to M&P staff. The Handbook unilaterally imposed new terms and conditions of employment on M&P staff without consultation or forewarning. The terms included a reduction in benefits and allowed the University to “terminate without cause.” This prompted AAPS members to organize themselves and assert for an environment of fair labour practices, through the negotiation of a Collective Agreement. The Framework Agreement was ratified in May 1995 after three years of formal negotiations. The Agreement on Terms and Conditions of Employment followed in April 1997.

Since that first Handbook was released in 1987, M&P staff have struggled to have fair labour practices and a just work environment, and that struggle continues today. Although the landscape in higher education has changed, many of our challenges remain the same. AAPS has grown to meet the demands of an increasing membership and a complex work environment by professionalizing AAPS staff, procedures, programs, and our relationship with UBC. Regardless of new initiatives or programs, we remain true to our origins. Our mission is to ensure that all AAPS members are treated with respect and dignity in the workplace, that lawful workplace practices are followed, and to create an outstanding work environment for all members. It is, of course, the members that make The Association of Administrative and Professional Staff at UBC a vital part of the community. Your tireless efforts on behalf of your colleagues demonstrate the leadership and innovation most needed for a contemporary world-class University.

Tef III Building

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Vancouver, British Columbia V6T 1Z3

T 604.822.9025 E aaps.office@ubc.ca

+ aaps.ubc.ca