REPRESENTATION, ADVICE, AND SUPPORT

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 tension. As an AAPS member, you are not alone. Advocacy is the core service we provide and our level of support is distinct in the contemporary workplace. We provide professional representation for our members in meetings with the University and advocate on their behalf. Member Services Officers answer a significant number of queries and provide confidential, professional counsel on the employment relationship with the University. We are experts on the Collective Agreement and provide members with strategic advice that is in their best interest. When members need counsel or just simple reassurance, AAPS offers a welcoming environment, where no question or issue is too small.

OUR SOLE PRIORITY IS OUR MEMBERS

AAPS is solely focused on the issues facing the Management and Professional Staff group at UBC. As their legal bargaining agent, AAPS’ resources are dedicated to our members and to ensuring they are treated with professional respect. While the Collective Agreement is the core document that AAPS negotiates on members’ behalf, we also have ongoing conversations with the University related to the employment relationship. These include meetings with UBC Human Resources to discuss individual cases, share information and solve problems as well as regular sessions with UBC’s Senior Administration to review policy and administrative issues.

PROFESSIONAL GROWTH WITHIN A CONNECTED COMMUNITY

AAPS Professional Development helps to facilitate members’ professional growth within the UBC community. Through learning and networking opportunities, members build their capacity, enhance their workplace experience, and achieve their career 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 in social settings, designed to engage and connect members with colleagues across departments and units. Members also have the opportunity to broaden their knowledge of employment issues through information and education sessions, general meetings, and roundtable discussions.

AAPS IS YOUR INVESTMENT IN A QUALITY WORK EXPERIENCE
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 UBC.

As management and professional 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, and community engagement.

The Association of Administrative and Professional Staff (AAPS) helps nearly 4,000 members get the most out of their employment relationship with UBC. We negotiate and seek to advance your Collective Agreement and fight for you with determination and drive. We also support you in resolving workplace issues and striving to improve your overall work experience. AAPS offers an open and encouraging environment that helps you feel part of a connected professional community. Our membership is widespread, working at all three UBC campuses, three Vancouver hospitals, and around the province and the world.

AAPS MEMBERS@WORK PHOTO SERIES
Throughout this report, you will see images of AAPS members at work at UBC. Our members represent diverse professions, and all are committed to making UBC an outstanding university. A warm thank you to everyone who participated in this photo series.

Photo Credits
Don Erhardt – pages 3,5,21, IBC
Justin Lee – page 21
Martin Dee – pages 2,4,5,8,9,12,16, 21
Merlin Paart – page 13

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

REPORT CONTENTS
1 About AAPS 2 Message from the President 3 Message From the Executive Director 6 Collective Bargaining 7 Historic Victory 10 Advocacy 14 New Brand Identity 15 Health Benefits Review 16 Professional Development 18 Member Stats 21 Volunteer Acknowledgements 22 Financials
Reflecting on this past year, I am once again in awe of the tremendous energy and hard work our volunteers and staff dedicated to serving the best interests of AAPS members. They worked diligently on behalf of individual members who came to us in trouble. They created countless opportunities for members to get together to learn, socialize, and discuss workplace issues. Last, but certainly not least, they continued to develop effective strategies and innovative initiatives to enhance the overall work experience of the collective AAPS membership.

Our members also contributed untold hours in support of their colleagues’ professional development and workplaces, from member engagement and communications support to advocacy work. This has been achieved during a time of budget uncertainty, an ever-increasing workload, and a cycle of change that is now the norm rather than the exception.

As you read this Annual Report, you will note that AAPS continues to be productive and proactive on your behalf. This past year included another round of collective bargaining, and we were able to achieve some important gains. The five-year deal dictated by the Public Sector Employers’ Council means that AAPS will have an opportunity for a longer ramp-up to bargaining in 2019. This will afford AAPS the time to explore the many issues related to creating an outstanding work environment.

The successful settlement of a landmark arbitration case in November 2014 demonstrated that AAPS is here to defend your rights and ensure you are treated with respect and dignity. This is critical work that we will continue to do on your behalf. As well, in 2014/2015, AAPS was pleased to introduce several important initiatives. We started work on a strategic review of our health benefits, which included a series of presentations, roundtables, and the opportunity for members to give input about health benefits online. We hope this review will lead to a longer-term framework for a benefits plan that meets the changing needs of our diverse membership.

The branding initiative was another important process as it challenged the organization to consider its role and relevance to the membership. I encourage you to read the article about our new logo (page 14), which describes the meaning and intention behind the design. We feel it reflects what AAPS stands for, particularly our commitment to serving our members’ best interests.

I want to say a special word of thanks to our AAPS staff, who valiantly kept the office going and our members well served, despite the departure during the year of two colleagues (Michael Conlon, ED and Luisa Liberatore, MSO).

I also extend a warm welcome to our new Executive Director, Joey Hansen. Joey will be leading our team and supporting the Board as we meet the challenges of the University environment and continue to serve you.

I am honoured to have served you this past year and wish you all the very best for the year ahead.

Isabella Losinger, President
In June 2015, I had the good fortune to be appointed Executive Director of AAPS. In my brief tenure thus far, I have been struck by our members’ skills, experience, and dedication to UBC’s mission.

I also have been impressed by the diverse work that our members do, from the professionals who oversee our IT systems and research grants, to the individuals who maintain the integrity of UBC’s many buildings. Our membership also includes counsellors who help students through challenging periods, coaches of nationally ranked athletic teams, and development experts who work to keep tuition fees low, even in the face of declining government funding. In short, there is literally no aspect of life at UBC that isn’t touched by you or your fellow AAPS members.

Sadly, I also have observed how little this work is valued. Whether it is the University using Article 9 to replace long-service employees with younger and less expensive staff, faculty members commenting on UBC’s “administrative bloat,” or the general public referring to many of you as “paper pushers,” it is clear that much work needs to be done to improve awareness and understanding of the vital roles that you all play in making UBC a world class institution.

AAPS has started introducing a variety of initiatives designed to defend and promote the valuable work that you do.

In the coming year, you will begin to see the fruits of these efforts. We will be sure to keep you informed on the development of these initiatives as they progress.

In closing, I would like to thank AAPS President Isabella Losinger and the entire AAPS Board for their support during the first few months of my tenure. I would also like to thank the AAPS Staff for their tireless work on behalf of the members, which didn’t miss a beat during the leadership transition. Thanks as well to those members I have met to date—you have been very welcoming. I hope to meet many more of you in the years to come.

Last, I would like to express special thanks to former AAPS Executive Director Michael Conlon. Under Dr. Conlon’s leadership, AAPS experienced rapid and unprecedented growth. I hope to continue and build upon this valuable work.

Joey Hansen, Executive Director
Jayson To is Team Lead, Infrastructure Services - MedIT. He is 1 of 73 members in MedIT and 1 of 764 information technology professionals who provide strategy, applications, infrastructure, and support to the UBC community of more than 80,000 including Faculties, research facilities, and specialized areas such as the Centre for Teaching, Learning and Technology. UBC has one of the largest campus wireless networks in the world.
Effy Katahan is an Admission Advisor, Undergraduate Admissions. She is 1 of 134 advisors across UBC and 1 of 609 members providing student opportunities and services including Co-op Coordinators, Counsellors, Physicians, Athletic Coaches, Residence and Campus Life Managers, Academic and Diversity Advisors.
The 2014 round of bargaining saw gains to the M&P Staff PD Fund totalling $350,000 over five years. AAPS also was able to strengthen your rights in areas such as sick leave documentation, merit increases, PD Fund access, and interview eligibility for terminated members.

As bargaining began in 2014, we were hopeful that this round would be productive for both AAPS and UBC. Both parties agreed to first table non-monetary proposals before addressing monetary issues.

As in previous years, discussions about Article 9, which focuses on terminations without cause, continued to be difficult. The University refused to tie terminations for reasons of “fit and suitability” to performance reviews. This was disappointing, as several exemplary members who averaged seven years of service and regularly received three percent performance-based merit pay increases were terminated for this reason. We will continue to find new solutions to what we perceive as abuses of Article 9.

AAPS’ monetary proposal factored in inflation as well as UBC’s nearly 20-year-old commitment to compensate our members at the 50th percentile of a comparator market. UBC countered with a monetary offer that fell within the Public Sector Employers’ Council’s (PSEC) Economic Stability Mandate, which saw wage settlements across the public sector cumulatively totalling 5.5% over five years. As the provincial government funded general wage increases (gWI) in this round of bargaining, PSEC directed the terms. We will continue to work to ensure members are paid at the 50th percentile as we move into market survey conversations in the coming year.

As bargaining pressed into the fall, AAPS and UBC agreed to have Mediator Irene Holden act as a facilitator to help the parties achieve an agreement.

AAPS made the difficult decision to lower the notice entitlement to 18 months for term employees in exchange for an increase to the M&P Staff PD Fund. While we were hesitant to agree to this change, we were faced with balancing a substantial funding increase in return for a change that we estimate will affect only three to five members per year. In the end, we determined that an infusion of new PD funding was ultimately in the best interest of all our members.

In October 2014, AAPS and UBC reached a tentative agreement. AAPS staff and members attended roundtables at Point Grey Campus, Okanagan Campus, and the Vancouver General Hospital Site to discuss the five-year deal.

Members ratified the Tentative Agreement, with 920 in favour and 161 opposed. It was then ratified by the UBC Board of Governors in December 2014. The 2014 Agreement is in effect from July 1, 2014 to June 30, 2019.

**HIGHLIGHTS OF THE 2014 AGREEMENT**

- The new General Wage Increase (gWI) is in line with the PSEC mandate of 5.5% over five years.

- UBC agrees to invest an additional $70,000 per year into the AAPS PD Fund, increasing it to a total of $760,000 by July 1, 2018.

- UBC and AAPS agree on clear and distinct language about what the University may require from members to substantiate a sick leave.

- UBC agrees to change its guidelines to ensure that terminated employees on working notice will be eligible for the M&P Staff PD Fund and considered for merit.

- Employees who are terminated on a “without cause” basis will have greater assistance when applying for other UBC jobs.

- Changes to Letter of Agreement #1 on Salary Administration and Pay Structure reflect the terms of the 2012 Market Salary settlement between the parties.
AAPS WINS HISTORIC VICTORY
PROTECTING YOU FROM COERCION

On November 3, 2014, we settled an important grievance in what is a clear and significant victory for AAPS members. The settlement ensures that UBC is obliged to honour the terms and conditions of the Collective Agreement, and can only enter into agreements that meet or exceed its specific terms.

This complex case began in April 2013, when UBC pressured an employee with 24 years of service to sign away their entitlement to notice upon termination in exchange for $5.00. The premise of these so-called “$5.00 deals” was that the University felt it had the lawful and/or contractual right to negotiate with our members for terms and conditions less than they were entitled to in the Agreement on Conditions and Terms of Employment (ACTE), so long as the member received “fresh consideration.” In this instance, the “fresh consideration” was the aforementioned $5.00.

In these types of cases, you often are in a vulnerable position and feel forced to sign away your rights in order to maintain ongoing employment at UBC. Our fear was that if we let such a case stand, UBC could rely on these $5.00 deals to strip long-service members of their proper notice entitlements whenever the University felt there was a financial or other impediment to paying out proper and contractual notice.

AAPS grieved this issue and a demanding arbitration hearing began in February 2014. On November 3, 2014, AAPS and UBC signed a full and complete settlement of the grievance on all outstanding issues. Our success in this case ensures you will not be put in this precarious work situation.

Our fear was that if we let such a case stand, UBC could rely on these $5.00 deals to strip long-service members of their proper notice entitlements whenever the University felt there was a financial or other impediment to paying out proper and contractual notice.

OUTLINE OF THE SETTLEMENT TERMS

- UBC agrees in writing that there will no longer be any more deals for “fresh consideration,” i.e., no more $5.00 deals.

- Article 1.2.2 of the ACTE states:
  The parties agree that employees are entitled, at a minimum, to the standard set out in this Agreement. Individual agreements providing different terms and conditions than in this Agreement shall be provided to AAPS prior to being finalized.

- UBC agrees in writing that the phrase “…different terms and conditions…” can only mean terms and conditions that are the same or greater than those set out in the ACTE and not less.

- UBC agrees in writing to contact AAPS and ensure members are aware of their right to representation and consultation with a representative of AAPS, prior to any “substantive negotiations” taking place for potentially different terms and conditions.

- AAPS and UBC agree to an expedited arbitration process in cases where there is a disagreement between the parties as to whether the different terms and conditions UBC are offering, meet or exceed those set out in the ACTE. The process is designed to find a resolution quickly and efficiently within specific time frames.
Edith Czech and Dr. Elisabetta Pani are Research Scientists in the Electron Microbeam / X-ray Diffraction Facility in the Department of Earth, Ocean & Atmospheric Sciences. They conduct research in the education, public, and private sectors, and in conjunction with faculty researchers and graduate students. They are 2 of 29 members in the department of Earth, Ocean & Atmospheric Sciences, and 2 of 490 members in the Research and Facilitation job family.
Jim Torcov is the Chief Engineer and Operations Manager of the new Campus Energy Centre (CEC) and the Bioenergy Research Demonstration Facility. The new CEC (shown above) will provide high-efficiency energy production to heat Point Grey Campus and reduce UBC’s carbon footprint. Jim is 1 of 11 members in the Energy and Water Services department and 1 of 143 members in the Facilities Management job family.
ADVOCACY CASEx
GROW MORE COMPLEX

One of the unique benefits available to M&P Staff at UBC is access to professional representation, advice, and support through AAPS’ Advocacy Services.

Support can range from a quick question answered via email or phone, to working with a Member Services Officer through the formal grievance process.

We encourage you to contact AAPS with any employment concerns, especially if you are confronting a workplace issue or have questions about the application of the Collective Agreement.

This past year, AAPS saw an increase in the number of complex cases brought forward. There were more investigations conducted by the University, particularly in the areas of bullying, harassment and financial matters. These investigations are often lengthy, drawn out processes, with members waiting months for an outcome.

It is AAPS’ position that you have the right to be represented at any investigatory, discipline, human rights, or return to work accommodation meeting with your employer, as discipline may arise as an outcome of these meetings. In the event that you are summoned to an investigatory meeting with your employer and there is no AAPS representative present, indicate that you are exercising your right to have AAPS representation be provided. If you disagree with your performance review, you may contact AAPS after your performance review meeting to discuss next steps.

An AAPS representative will accompany you to the investigatory meetings and support you throughout the process. Investigations can be stressful, affecting your employment, your professional reputation, and even your health and well-being. We hope you never need this service, but if you do, we will ensure that none of your rights are violated and that you receive the benefits of due process.

In addition, the fear of reprisals via Article 9 makes it difficult for you to speak up and exercise your workplace rights. AAPS continues to use the grievance process to hold the University accountable for its use of this challenging component in the Collective Agreement.

This year, we filed several grievances against the University on behalf of long-service members who are being denied notice entitlements. AAPS members who meet the definition of manager under the BC Labour Relations Code have their notice of termination capped at 18 months. AAPS members who do not meet this definition have their notice capped at 24 months.

We take issue with how UBC defines who is a manager. Under UBC’s rather casual definition, many AAPS members with more than two decades of service are being unjustly denied the notice that UBC is contractually obliged to provide.

<table>
<thead>
<tr>
<th>Issue</th>
<th>Article</th>
<th>Status</th>
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<tr>
<td>Member terminated without cause</td>
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<td>Member employment appointment</td>
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</tr>
<tr>
<td>Policy Step 1 grievance process</td>
<td>7.7.4</td>
<td>Withdrawn</td>
</tr>
<tr>
<td>Hours of work/reclassification</td>
<td>10.4 / 5.4.4</td>
<td>Resolved / Withdrawn</td>
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<td>Member denied notice entitlements</td>
<td>9.1.7</td>
<td>Active</td>
</tr>
<tr>
<td>Member denied notice entitlements</td>
<td>9.1.7</td>
<td>Active</td>
</tr>
<tr>
<td>Member denied notice entitlements</td>
<td>9.1.7</td>
<td>Withdrawn</td>
</tr>
</tbody>
</table>
In recent years, lack of funding has been the primary reason given for terminations without cause. Many of the serious advocacy issues AAPS has seen have the appearance of the University trying to save money by skirting some of the rules. In our view, this is not how you treat highly skilled professionals who have dedicated their careers to UBC.

While tensions between AAPS and UBC Human Resources have been strained during the last few years, we remain optimistic that we can find ways to develop our professional relationship and find innovative ways to work together for the best interests of our members.

### ADVOCACY ACTIVITIES
Reporting Period: July 1, 2014 to June 30, 2015

<table>
<thead>
<tr>
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<th>Category</th>
<th>Description</th>
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<tbody>
<tr>
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<td>Queries</td>
<td>Queries (assistance on a variety of subjects, including hours of work, leaves of absence, departmental reorganization, collective bargaining, and market survey)</td>
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<tr>
<td>246</td>
<td>Advocacy Issues</td>
<td>Advocacy Issues (multiple activities of support, action, and mediation)</td>
</tr>
<tr>
<td>151</td>
<td>Terminations Without Cause</td>
<td>Terminations Without Cause (letter issued to member and copied to AAPS)</td>
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<tr>
<td>2</td>
<td>Open Grievances</td>
<td>Open Grievances</td>
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### TERMINATIONS WITHOUT CAUSE

<table>
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<tr>
<th>Lack of Funding</th>
<th>Reorganization</th>
<th>Lack of Suitability / Fit</th>
<th>Lack of Work</th>
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<tbody>
<tr>
<td>81</td>
<td>25</td>
<td>18</td>
<td>11</td>
<td>151</td>
</tr>
</tbody>
</table>

| Total: 151 |

...the fear of reprisals via Article 9 makes it difficult for you to speak up and exercise your workplace rights.

### ADVOCACY ISSUES IN DETAIL
Reporting Period: July 1, 2014 to June 30, 2015

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<tr>
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</thead>
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<td>Benefits</td>
<td>Coverage</td>
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<tr>
<td>6</td>
<td>Classification &amp; Reclassification</td>
<td>Job Family / Grade</td>
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<tr>
<td>3</td>
<td>Disability Benefits</td>
<td>Coverage</td>
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<td>0</td>
<td>Discipline</td>
<td>Warning / Suspension</td>
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<td>0</td>
<td>Discrimination Human Rights</td>
<td>Human Rights Code</td>
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<td>15</td>
<td>Harassment</td>
<td>Personal / Bullying / Sexual / Gender</td>
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<td>Health and Safety</td>
<td>Workplace Safety</td>
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<td>5</td>
<td>Hours of Work</td>
<td>Time of Day / Day of Week</td>
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<td>14</td>
<td>Investigations</td>
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<td>4</td>
<td>Leaves of Absence</td>
<td>Unpaid Leave</td>
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<td>2</td>
<td>Maternity / Parental Leave</td>
<td>Leave / SEB</td>
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<tr>
<td>13</td>
<td>Pay</td>
<td>Appropriateness</td>
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<tr>
<td>15</td>
<td>Performance Review</td>
<td>Probation / Ongoing</td>
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<td>Secondment / Temporary Promotion</td>
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<td>Resignation</td>
<td>Voluntary Termination</td>
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<tr>
<td>3</td>
<td>Reorganization</td>
<td>Department or UBC Changes</td>
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<tr>
<td>5</td>
<td>Return-to-Work</td>
<td>Accommodation</td>
</tr>
<tr>
<td>4</td>
<td>Term Appointments</td>
<td>Date Moved / Notice / Pay</td>
</tr>
<tr>
<td>7</td>
<td>Terminations Probation</td>
<td>Suitability / Fit</td>
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<tr>
<td>2</td>
<td>Terminations With Cause</td>
<td>Gross Misconduct / Theft / Assault / Other</td>
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<tr>
<td>78</td>
<td>Terminations Without Cause</td>
<td>Unsuitability / Position Elimination / Reorganization / Budget Cuts</td>
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<td>Workload Overtime</td>
<td>Overwork</td>
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<tr>
<td>0</td>
<td>Vacation</td>
<td>Accrual / Entitlement</td>
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<tr>
<td>19</td>
<td>Other General Interpretations</td>
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<tr>
<td>246</td>
<td>TOTAL</td>
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</tr>
</tbody>
</table>
Dionne Pelan is an original staff member of the UBC Learning Exchange and the Coordinator of Computer and Drop-In Programs. The Learning Exchange is one of UBC’s experiential learning environments, where community members from Vancouver’s Downtown Eastside, UBC students, faculty, and staff can come together to work with and learn from each other. Dionne is 1 of 6 AAPS members at the Learning Exchange and 1 of 269 members across UBC in the Educational Programming job family.
Dr. Danmei Liu leads the Research Operations Group at the Centre for Hip Health and Mobility at the Vancouver General Hospital Site. Through innovative translational research, the centre aims to enhance mobility for all Canadians. She is 1 of 20 members at the Centre for Hip Health and Mobility and 1 of 549 members based at hospitals around the province. The Centre for Hip Health and Mobility is just 1 of over 20 medical related research centres at UBC where you can find AAPS members.
A NEW AAPS BRAND IDENTITY

In March 2014, AAPS began a brand renewal process. In the 20 years since AAPS signed our initial Framework Agreement with UBC, both the organization and the membership have grown significantly.

Re-thinking our brand was an opportunity to look at the role AAPS plays for our members and ensure that we remain open, relevant, and professional in our service delivery. We hired the Vancouver-based communications design firm Signals to assist us with this project.

After a research and consultation process, we developed our “Brand DNA.” This document, which outlines our brand character, serves as a blueprint for all of our communications and outreach initiatives.

Next, we focused on a new visual identity for the organization. AAPS is dedicated to providing the best service possible for our members. We wanted the new brand to visually reflect our mission as well as how the organization has changed over the years.

In October 2014, AAPS unveiled our new visual identity to members. We are pleased with the feedback we have received to date, with many members praising the logo’s professional look, clean lines, and effective interpretation of our mandate.

We believe our character, our values, and our visual identity will continue to embody AAPS as we grow. As the organization evolves, we remain committed to supporting our members in making their work at UBC a great professional experience.

While the logo may appear simple, it is infused with meaning. The bold, geometric approach displays the “expert” and “determined” aspects of AAPS’ character and speaks to four aspects of our brand messages:

- The “P” that pushes out of the box reflects our ability to push boundaries, e.g., in collective bargaining.
- The plus sign refers to the added value that AAPS offers members through representation, advice, and support.
- The box that surrounds the acronym reflects the “protection” that AAPS offers members whenever needed.
- The interconnected lines and colours refer to the network of professional contacts that AAPS helps develop for members through our professional development and networking activities.

OUR BRAND CHARACTER

Expert
Trustworthy
Approachable
Driven / Determined
Influential

OUR VALUE TO MEMBERS

AAPS is your investment in a quality work experience at UBC
AAPS offers you representation, advice, support, and sometimes simple reassurance
AAPS works exclusively for you
AAPS facilitates your professional growth within a connected community
AAPS LAUNCHES HEALTH BENEFITS REVIEW

We have undertaken a strategic review of UBC’s Health Benefits program for M&P Staff to ensure the plan’s many elements are current and consistent with industry best practices.

The decision for this review was prompted in late 2014, when representatives from UBC Human Resources contacted AAPS to discuss the organization’s 1% Benefits Accord, which was projecting a deficit for the current fiscal year.

The Accord was first negotiated in 2000. At that time UBC agreed to designate 1% of AAPS’ payroll per year for M&P Staff’s health and welfare benefits in lieu of a general wage increase.

For 15 years, this arrangement has yielded both surpluses and deficits to the Accord, and changes have been introduced as necessary to keep the cost of benefit improvements within the 1% Accord. However, in the last several years the increasing cost of health expenses—prescription drugs, paramedical and vision benefits, dental fees—have outpaced the growth in salaries. As a result, the 1% Benefit Accord is again approaching a deficit position.

AAPS retained Pointbreak Consulting Group (Pointbreak) to conduct a review of the current Health Benefits plan with the hope of finding a benefits solution that is consistent with, and addresses the needs of our diverse membership. Pointbreak representatives presented a review of the current Health Benefits plan at AAPS’ Spring General Meeting, followed by a series of roundtables at the Child and Family Research Centre, Vancouver General Hospital, and UBC’s Okanagan and Point Grey campuses.

You were asked to respond to the question, “What does your ideal Health Benefits plan look like?” The top three qualities that emerged were flexibility; more choice in how much members can spend on each benefit; and greater selection of benefits. This valuable information will be factored into the review process.

Concurrently, AAPS and UBC Human Resources met to review the current Accord and discuss options to avoid a deficit position. After considering various alternatives, it was determined that ending the MSP premium subsidy would keep the Accord onside and allow other key benefits to remain intact.

AAPS thanks everyone who participated in this phase of the review process. Please share your ideas with AAPS at aaps.pd@ubc.ca.

YOUR HEALTH PLAN PREFERENCES

FLEXIBILITY • More choice on how to spend on each benefit
• More choice on the kinds of benefits offered • Ability to customize benefits for individual medical needs • Change the benefits mix as you age • Fewer restrictions on kinds of practitioners • Fewer restrictions on types of prescriptions • MSP covered at 100% as it is a basic benefit everyone can use • Increased paramedical coverage, especially massage and physiotherapy • Ability to focus benefits on preventative care • Better vision care, including eye exams • Increased dental benefits • Benefits that reflect health issues created in the modern workplace such as chronic pain and stress • Adjustments to the requirement for annual doctor’s note to access specific services • Better mental health coverage
AAPS is committed to helping you build your professional network and meet your career goals. Our aim is to offer a wide variety of programming that meets the different needs and interests of our members, from learning and information opportunities to social gatherings.

Between July 2014 and June 2015, AAPS offered more than 100 professional development, member engagement and AAPS education events.

In February 2014, AAPS launched a new Senior Leadership Series as a pilot project at Point Grey Campus. AAPS had long identified the need for more leadership training that would enable senior managers to upgrade their skills while also providing a forum for fruitful dialogue with other leaders. The program featured sessions with many experienced facilitators, including UBC Sauder School of Business faculty members who shared contemporary best practices and case studies. The series was well received, with excellent representation from a cross section of our membership, including many hospital site members. We will review the feedback from the pilot project and determine if this series meets your leadership learning needs and how we can improve future programming initiatives.

AAPS also hosted another season of our successful Summer Networking Series. It was clear from the start that our members have a sense of adventure, as the Greenheart Canopy Tour at the UBC Botanical Garden was easily the most popular event of the year! We were delighted to expand our networking program to VGH, where ICORD generously hosted a session at the Blusson Spinal Cord Centre. In addition, two new social events were included on the roster: a summer pub night at the Point Grill and a wine education event at the Rugby Pavilion. Our Active Networking Program headed outdoors this year with beach stair climbing and strengthening facilitated by the UBC BodyWorks Fitness Centre.

Whether touring a new space, learning about your workplace rights, enhancing your skills, or sharing a meal with colleagues, the opportunity to come together in educational and social settings is a valued part of the workplace experience and your AAPS membership.

### Connecting with Members in 2014/2015

<table>
<thead>
<tr>
<th>Percentage</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>47%</td>
<td>Members connected with AAPS through educational events, socials, advocacy, or member meetings</td>
</tr>
<tr>
<td>45%</td>
<td>New members attended a New Member Information Session</td>
</tr>
</tbody>
</table>
Great mix of instructional approaches (mini-lectures, discussions, small group activities, videos, etc) that kept me engaged throughout. Practical strategies that were relevant to my realities and opportunities to collaborate with colleagues.

—Senior Leadership Series participant

**AAPS Professional Development 2014/2015**

<table>
<thead>
<tr>
<th>Count</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>2</td>
<td>General Meetings</td>
</tr>
<tr>
<td>8</td>
<td>Roundtables</td>
</tr>
<tr>
<td>19</td>
<td>Networking Events</td>
</tr>
<tr>
<td>26</td>
<td>New Member Information Sessions</td>
</tr>
<tr>
<td>47</td>
<td>Professional Development Sessions</td>
</tr>
<tr>
<td>21</td>
<td>New Professional Development Programs</td>
</tr>
<tr>
<td>14</td>
<td>New Professional Development Facilitators</td>
</tr>
<tr>
<td>3,319</td>
<td>Overall Event Attendance</td>
</tr>
<tr>
<td>1,817</td>
<td>Unique Participants</td>
</tr>
</tbody>
</table>

**AAPS EVENTS BY NUMBERS**

**ACTIVE NETWORKING–STAIR CLIMB EDITION**

- 3 sessions
- 38 participants
- 26,112 stairs climbed

**WINE EDUCATION EVENT**

- 1 session
- 63 participants
- 149 on wait list

**SUMMER PUB NIGHT**

- 100 participants
- 1 courtyard
- 6 different outdoor games

**SUMMER NETWORKING SERIES**

- 14 sessions
- 9 trips to the Greenheart Canopy Tour
- 1 session at VGH (ICORD)
- 2 hidden museums discovered

**SENIOR LEADERSHIP SERIES**

- 6 thought provoking programs
- 195 thoughtful participants
- COUNTLESS new ideas and new connections

**AAPS FINANCIAL WELLNESS SERIES**

- 5 sessions
- 87 participants
- 1 online Q&A
- 87 confident new investors using their TFSA

*Touring the Museum of Anthropology during the Summer Networking Series*
MEMBERS BY LOCATION

While these highlighted sites represent the main areas where AAPS members are based, there are also 35 members in other locations across Metro Vancouver, British Columbia, Canada, and around the world. The top three job families at these sites are Educational Programming, Research & Facilitation, and Administration. Of the 35 members, 19 are Continuing versus 16 who are Term. They average 6 years of service at UBC.

BC Children’s Hospital and BC Women’s Hospital & Health Centre
Members I 170
Top Three Job Families I Research & Facilitation, Nursing, Administration
Continuing vs. Term I 28 vs. 142
Average Years of Service at UBC I 7

St. Paul’s Hospital
Members I 60
Top Three Job Families I Research & Facilitation, Statistical Analysis, Educational Programming
Continuing vs. Term I 9 vs. 51
Average Years of Service at UBC I 7

Vancouver General Hospital & Area
Members I 316
Top Three Job Families I Research & Facilitation, Administration, Educational Programming
Continuing vs. Term I 141 vs. 175
Average Years of Service at UBC I 7.5

UBC Point Grey Campus
Members I 2,988
Top Three Job Families I Information Systems & Technology, Student Management, Research & Facilitation
Continuing vs. Term I 2,285 vs. 703
Average Years of Service at UBC I 8.5

UBC Robson Square
Members I 50
Top Three Job Families I Development Office, Educational Programming, Business Development
Continuing vs. Term I 43 vs. 7
Average Years of Service at UBC I 7.5

UBC Okanagan Campus
Members I 285
Top Three Job Families I Student Management, Information Systems & Technology, Research & Facilitation
Continuing vs. Term I 236 vs. 49
Average Years of Service at UBC I 6

SIZE OF JOB FAMILIES
Number of members in each family

Information Systems & Technology = 742
Research & Facilitation = 490
Student Management = 427
Administration = 377
Educational Programming = 269
Accounting = 212
Development Office = 191
Facilities Management = 143
Information Services = 141
Nursing = 105
Human Resources = 97
Business Development = 72
Conferences, Accommodations, Ceremonies & Events = 57
Marketing & Sales = 54
Scientific Engineering = 53
Business Operations Management = 47
Cooperative Education = 40
Unassigned Health Professional = 40
Museum = 37
Statistical Analysis = 37
Unassigned Athletic Coaches = 34
Health Safety & Environment = 27
Editorial & Production Services = 24
Counsellors & Psychologists = 23
Industry Liaison = 23
Graphic Design & Illustration = 20
Media Services = 20
Institutional Analysis = 17
Residence Life Management = 16
Athletics & Recreation = 15
Supply Management = 14
Security = 12
Genetic Counsellors = 10
Clerk to Board or Senate = 9
Unassigned = 9

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Media Services = 20
Institutional Analysis = 17
Residence Life Management = 16
Athletics & Recreation = 15
Supply Management = 14
Security = 12
Genetic Counsellors = 10
Clerk to Board or Senate = 9
Unassigned = 9
**MEMBER EARNINGS**
Based on 3,369 full-time members (not including benefits)

<table>
<thead>
<tr>
<th>Average Earnings</th>
<th>Members Counted</th>
</tr>
</thead>
<tbody>
<tr>
<td>$77,182.91</td>
<td>3,369</td>
</tr>
</tbody>
</table>

**UBC SERVICE YEARS**
Number of members per year of service

<table>
<thead>
<tr>
<th>0-4</th>
<th>1,780</th>
</tr>
</thead>
<tbody>
<tr>
<td>5-9</td>
<td>974</td>
</tr>
<tr>
<td>10-14</td>
<td>561</td>
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<tr>
<td>15-19</td>
<td>250</td>
</tr>
<tr>
<td>20-24</td>
<td>140</td>
</tr>
<tr>
<td>25-29</td>
<td>134</td>
</tr>
<tr>
<td>30-34</td>
<td>52</td>
</tr>
<tr>
<td>35-39</td>
<td>11</td>
</tr>
<tr>
<td>40+</td>
<td>2</td>
</tr>
</tbody>
</table>

**MEMBERSHIP GROWTH**
Number of members per fiscal year

<table>
<thead>
<tr>
<th>2000/2001</th>
<th>1,329 / 486</th>
</tr>
</thead>
<tbody>
<tr>
<td>2001/2002</td>
<td>1,545 / 520</td>
</tr>
<tr>
<td>2002/2003</td>
<td>1,774 / 527</td>
</tr>
<tr>
<td>2003/2004</td>
<td>1,947 / 529</td>
</tr>
<tr>
<td>2004/2005</td>
<td>2,107 / 553</td>
</tr>
<tr>
<td>2005/2006</td>
<td>2,213 / 650</td>
</tr>
<tr>
<td>2006/2007</td>
<td>2,466 / 625</td>
</tr>
<tr>
<td>2007/2008</td>
<td>2,662 / 622</td>
</tr>
<tr>
<td>2008/2009</td>
<td>2,938 / 648</td>
</tr>
<tr>
<td>2009/2010</td>
<td>3,043 / 523</td>
</tr>
<tr>
<td>2010/2011</td>
<td>3,251 / 662</td>
</tr>
<tr>
<td>2011/2012</td>
<td>3,415 / 682</td>
</tr>
<tr>
<td>2012/2013</td>
<td>3,658 / 769</td>
</tr>
<tr>
<td>2013/2014</td>
<td>3,838 / 742</td>
</tr>
<tr>
<td>2014/2015</td>
<td>3,904 / 536</td>
</tr>
</tbody>
</table>

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

**MEMBERSHIP ADVOCACY SUPPORT**
Number of documented advocacy issues and queries per fiscal year

<table>
<thead>
<tr>
<th>2006/2007</th>
<th>120</th>
</tr>
</thead>
<tbody>
<tr>
<td>2007/2008</td>
<td>225</td>
</tr>
<tr>
<td>2008/2009</td>
<td>307</td>
</tr>
<tr>
<td>2009/2010</td>
<td>329</td>
</tr>
<tr>
<td>2010/2011</td>
<td>400</td>
</tr>
<tr>
<td>2011/2012</td>
<td>585</td>
</tr>
<tr>
<td>2012/2013</td>
<td>590</td>
</tr>
<tr>
<td>2013/2014</td>
<td>609</td>
</tr>
<tr>
<td>2014/2015</td>
<td>617</td>
</tr>
</tbody>
</table>

**AGE DISTRIBUTION**
Number of members in each age range

<table>
<thead>
<tr>
<th>19-24</th>
<th>43</th>
</tr>
</thead>
<tbody>
<tr>
<td>25-29</td>
<td>386</td>
</tr>
<tr>
<td>30-34</td>
<td>655</td>
</tr>
<tr>
<td>35-39</td>
<td>653</td>
</tr>
<tr>
<td>40-44</td>
<td>582</td>
</tr>
<tr>
<td>45-49</td>
<td>562</td>
</tr>
<tr>
<td>50-54</td>
<td>464</td>
</tr>
<tr>
<td>55-59</td>
<td>315</td>
</tr>
<tr>
<td>60-64</td>
<td>175</td>
</tr>
<tr>
<td>65-69</td>
<td>55</td>
</tr>
<tr>
<td>70-74</td>
<td>12</td>
</tr>
<tr>
<td>75-80</td>
<td>1</td>
</tr>
<tr>
<td>80+</td>
<td>1</td>
</tr>
</tbody>
</table>

**SALARY DISTRIBUTION**
Number of full-time members in each annual salary range ($ in thousands)

| $30-$40 | 1 |
| $40-$50 | 154 |
| $50-$60 | 552 |
| $60-$70 | 805 |
| $70-$80 | 651 |
| $80-$90 | 442 |
| $90-$100 | 325 |
| $100-$110 | 175 |
| $110-$120 | 94 |
| $120-$130 | 74 |
| $130-$140 | 43 |
| $140+ | 54 |

**MEMBERSHIP ADVOCACY SUPPORT**
Number of documented advocacy issues and queries per fiscal year

<table>
<thead>
<tr>
<th>2006/2007</th>
<th>120</th>
</tr>
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<td>329</td>
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<tr>
<td>2012/2013</td>
<td>590</td>
</tr>
<tr>
<td>2013/2014</td>
<td>609</td>
</tr>
<tr>
<td>2014/2015</td>
<td>617</td>
</tr>
</tbody>
</table>
MEMBER STATS

GENDER & FAMILY STATUS

- 64% Female
- 36% Male
- 38% Single
- 33% Family
- 29% Couple

CONTINUING VS. TERM EMPLOYEES

- 2,683 Continuing Employees (69%)
- 1,221 Term Employees (31%)

JOB CHANGES 2014/2015

- 347 Members Promoted
- 173 Members Transferring to a New Role at UBC
- 331 Member Rehired / Terms Extended
- 34 Terms Extended More than Once
- 62 Temporary Promotions
- 288 Resignations

FULL-TIME VS. PART-TIME MEMBERS

- 3,369 Full-Time
- 166 Part-Time 75%-97%
- 209 Part-Time 50%-74%
- 38 Part-Time 25%-49%
- 12 Part-Time 1%-24%
- 110 Hourly

REASONS FOR MEMBERS LEAVING DURING 2014/2015

Total of 680 members

- 288 Resigned
- 250 Term Position Ended
- 93 Terminated Without Cause Notic Period Ended
- 21 Retired
- 14 Temporary Promotion Ended
- 7 Early Retirement
- 3 Discharged
- 3 Deceased
- 1 Transfer to CUPE 2950 Position

TYPES OF MEMBER LEAVES DURING 2014/2015

Total of 262 members

- 109 Maternity followed by Parental Leave
- 96 Personal Reasons
- 20 Health Reasons
- 14 Disability Leave
- 14 Parental Leave
- 3 Maternity/Paternity
- 2 Adoption Leave
- 2 Compassionate Leave
- 1 Medical Reasons
- 1 Study Leave

TOP FIVE JOB FAMILIES – RESIGNATIONS

2014/2015

- Research & Facilitations 52
- Information Systems & Technology 46
- Development Office 26
- Student Management 25
- Administration 20

TOP FIVE JOB FAMILIES – TERM POSITIONS ENDING

2014/2015

- Nursing 81
- Research & Facilitation 41
- Information Systems & Technology 18
- Educational Programming 15
- Student Management 14
THANK YOU, AAPS VOLUNTEERS

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

Aaron Andersen | Director, International Recruitment, AMEA, International Student Initiative | AAPS Board Member / Member Engagement (Chair)

Alexey Baybuz | Category Analyst, UBCV - Strategic Sourcing | AAPS Member Engagement

Alicia Harder | Senior Manager, Planning and Operations, Centre for Teaching, Learning and Technology | AAPS Professional Development

Andrea Han | Associate Director, Strategic Curriculum Services, Centre for Teaching, Learning and Technology | AAPS 1st Vice President / Bargaining / Professional Development (Chair)

Ara Beittoei | Officer, Community Based Experiential Learning, Centre for Community Engaged Learning | AAPS Professional Development

Cheryl Dumaresq | Director, Go Global: International Learning Programs | AAPS Advocacy

Cheryl Rubuliak | Human Resources & Administration Manager, Human Early Learning Partnership | AAPS Advocacy

Chris Skipper | Facilities Manager, Building Operations | AAPS New Member Information Session Facilitator

Christina Salvatori | Associate Director, Alumni Relations, Applied Science, Alumni UBC | AAPS Member Engagement

Ciprian Jauca | Manager, Therapeutics Initiative, Anesthesia, Pharmacology & Therapeutics | AAPS Board Member

Dale Dreffs | Manager, Clinical Affairs, Medicine - Dean’s Office | Disability Benefit Plan Governance (Rep)

Debbie Mason | Business Analyst II, UBC IT – IT Application Development | AAPS Communications

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

Effy Katalan | Admissions Advisor, Undergraduate Admissions | AAPS Member Engagement

Ellis Courtney | Director of Ceremonies, Ceremonies Office | AAPS Member Engagement

Ellen Siu | Manager, Operations & Finance, School of Nursing | AAPS Finance

Emily Wu | Program Coordinator, Continuing Studies—International | AAPS Member Engagement

Isabella Losinger | Director of Administration, Family Practice | AAPS President / Finance / Advocacy (Chair) / Disability Benefit Plan Governance (Chair)

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

Jenny Reilly | Director, UBC Engineering Co-op Program and Professional Development | AAPS Professional Development

John Parry | Coordinator, Graduate & Teaching Assistant Program, UBCO-Centre for Teaching and Learning | AAPS Events at UBCO

Judy Winkskelle | Faculty Relations and Office Manager, Chemistry | EFAP (Rep) / Return to Work (Rep)

Justin Marples | Managing Director, Integrated Student Services & Operations, Continuing Studies—Domestic | AAPS Advocacy

Katie Teed | Senior Manager, Marketing & Communications, Botanical Gardens & Centre for Plant Research | AAPS Communications

Katie Teed | Senior Manager, Marketing & Communications, Botanical Gardens & Centre for Plant Research | AAPS Communications

Kristie Bradley | Administrative Coordinator (CCBR Program), Paediatrics | AAPS Communications

Lia Cosco | Administrative Manager, Language & Literacy Education | AAPS 2nd Vice President / Bargaining / Communications

Lisa Allen | Administrator, Creative Writing Program | AAPS Communications

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

Marie Krbavac | Instructional Designer / Project Manager, Centre for Teaching, Learning and Technology | AAPS Member Engagement

Michael Shepard | Systems Administrator II, UBC IT - Systems | AAPS Advocacy

Mike Devolin | Architectural Trades Manager, Building Operations | AAPS Board Secretary

Minghui Yu | Programmer Analyst I, UBC IT - Web Services | AAPS Board Member / Professional Development

Miranda Huron | Ch’nook Program Manager, The Sauder School of Business Business | AAPS Board Member

Moira McDermott | Marketing and Communications Manager, Vancouver School of Economics | AAPS Communications

Nancy Vered | Director of Administration, Finance & Operations, Chemistry | AAPS Board Member / Health & Safety (Rep) / Advisory Committee on Equity & Diversity (Rep)

Paul de Leon | Director of Finance and Operations, Physics & Astronomy | AAPS Board Treasurer / Finance (Chair) / Disability Benefit Plan Governance (Rep)

Renee Haggart | Director of Resources and Operations, Earth, Ocean and Atmospheric Sciences | AAPS Finance

Sandy Reichert | Human Resources Coordinator, Dentistry, Dean’s Office | Health & Safety (Rep)

Sharon Wu | Financial Director, VP Research and International | AAPS Finance

Suzanne Jolly | Manager, Physical Activity, Athletics and Recreation | AAPS Member Engagement

Tamiza Abji | Manager, Operations, Evaluation Studies Unit | AAPS Professional Development

Left to Right: Lia Cosco, Miranda Huron, Alicia Harder, Mike Devolin
Financial Report
The financial position of the organization remains strong. The 2014/2015 year ended with a surplus of $116,073, which was added to the Contingency Reserve Fund and is reflected in the Financial Statements.

Final revenues were slightly lower than originally forecast as a result of a dues holiday in January 2015. Expenses were substantially less than budgeted. Member Services was under budget, primarily due to reduced arbitration and mediation requirements. Board and Governance expenses were higher than originally planned because of additional branding costs and benefits presentations. The biggest variance was seen in Administration costs. This was a result of Executive Director and Member Services Officer vacancies as well as the new database and PD registration system being deferred to 2015/2016.

In order to clarify, and adjust as necessary, the Association’s overall Reserve Fund position and standing with Canada Revenue Agency, the Finance Committee has engaged the services of an actuarial firm and tax lawyer. Pending release of the Reserve Calculation and Legal Opinion, dues will remain at 0.45% of gross salary.

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, 2015 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, 2015. We expressed an unmodified audit opinion on those financial statements in our report dated September 2, 2015. 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.
# SUMMARY STATEMENTS OF FINANCIAL POSITION

<table>
<thead>
<tr>
<th></th>
<th>As at June 30, 2015</th>
<th>As at June 30, 2014</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>ASSETS</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>CURRENT</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Cash</td>
<td>$316,468</td>
<td>$207,126</td>
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<tr>
<td>Term deposits and accrued interest</td>
<td>1,063,611</td>
<td>1,063,436</td>
</tr>
<tr>
<td>Accounts receivable</td>
<td>98,013</td>
<td>95,747</td>
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<tr>
<td>Prepaid expense</td>
<td>-</td>
<td>2,036</td>
</tr>
<tr>
<td><strong>1,478,092</strong></td>
<td><strong>1,368,345</strong></td>
<td></td>
</tr>
<tr>
<td>TERM DEPOSITS AND ACCRUED INTEREST</td>
<td>300,000</td>
<td>300,000</td>
</tr>
<tr>
<td>CAPITAL ASSETS</td>
<td>21,206</td>
<td>20,400</td>
</tr>
<tr>
<td><strong>$1,799,298</strong></td>
<td><strong>$1,688,745</strong></td>
<td></td>
</tr>
</tbody>
</table>

| **LIABILITIES**      |                     |                     |
| CURRENT              |                     |                     |
| Accounts payable and accrued liabilities | $90,543 | $96,063 |
| **$1,799,298**       | **$1,688,745**      |                     |

|                      |                     |                     |
| **NET ASSETS**       |                     |                     |
| Contingency reserve fund - unrestricted | 1,408,755 | 1,292,682 |
| Dissolution reserve contingency fund | 300,000 | 300,000 |
| **1,708,755**        | **1,592,682**       |                     |
|                      | **$1,799,298**      | **$1,688,745**      |

**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, 2015, 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 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

<table>
<thead>
<tr>
<th></th>
<th>Year ended June 30, 2015</th>
<th>Year ended June 30, 2014</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>REVENUE</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Member Dues</td>
<td>$1,083,932</td>
<td>$1,127,318</td>
</tr>
<tr>
<td>Interest Income</td>
<td>20,451</td>
<td>21,000</td>
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<tr>
<td><strong>Total Revenue</strong></td>
<td>$1,104,383</td>
<td>$1,148,318</td>
</tr>
<tr>
<td><strong>EXPENDITURES</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Member Services:</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>AAPS Scholarships &amp; Bursary</td>
<td>13,500</td>
<td>13,500</td>
</tr>
<tr>
<td>Compensation Market Survey Analysis</td>
<td>-</td>
<td>33,300</td>
</tr>
<tr>
<td>Membership Engagement Committee</td>
<td>12,202</td>
<td>30,050</td>
</tr>
<tr>
<td>Negotiations: ACTE Bargaining</td>
<td>13,313</td>
<td>10,750</td>
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<tr>
<td>Professional Development Program</td>
<td>122,454</td>
<td>124,267</td>
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<tr>
<td>Legal Advice</td>
<td>25,350</td>
<td>17,211</td>
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<tr>
<td>Arbitration/Mediation</td>
<td>86,561</td>
<td>149,882</td>
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<tr>
<td><strong>Total Member Services</strong></td>
<td>273,380</td>
<td>378,960</td>
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<tr>
<td><strong>Board/Governance:</strong></td>
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<td></td>
</tr>
<tr>
<td>Advocacy Committee</td>
<td>5,461</td>
<td>6,844</td>
</tr>
<tr>
<td>Communications</td>
<td>32,327</td>
<td>21,587</td>
</tr>
<tr>
<td>Executive Board</td>
<td>23,949</td>
<td>26,653</td>
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<tr>
<td>Finances</td>
<td>8,062</td>
<td>7,205</td>
</tr>
<tr>
<td>General Meetings</td>
<td>12,620</td>
<td>8,428</td>
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<tr>
<td>Volunteer Recognition</td>
<td>3,620</td>
<td>3,694</td>
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<tr>
<td><strong>Total Board/Governance</strong></td>
<td>86,039</td>
<td>74,411</td>
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<tr>
<td><strong>Administration:</strong></td>
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<tr>
<td>Consulting</td>
<td>5,616</td>
<td>7,126</td>
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<tr>
<td>Operations</td>
<td>97,258</td>
<td>101,790</td>
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<tr>
<td>Staff</td>
<td>526,017</td>
<td>533,910</td>
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<tr>
<td><strong>Total Administration</strong></td>
<td>628,891</td>
<td>642,826</td>
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<tr>
<td><strong>Total Expenditures</strong></td>
<td>988,310</td>
<td>1,096,197</td>
</tr>
<tr>
<td><strong>Excess of Revenue Over Expenditures</strong></td>
<td>$116,073</td>
<td>$52,121</td>
</tr>
</tbody>
</table>
2014/2015 AAPS EXECUTIVE BOARD MEMBERS

Left to Right: Mike Devolin, Andrea Han, Miranda Huron, Lia Cosco, Margaret Leathley, Isabella Losinger, Minghui Yu, Nancy Vered, Aaron Andersen, Paul de Leon (absent), Ciprian Jauca (absent), Jacqueline Smit (on leave)

AAPS STAFF

Left to Right: Petra Ormsby, Sarah Muff, Sharon Cory, Joey Hansen, Bill West (absent)
+ aaps.ubc.ca

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