



Association of Administrative  
and Professional Staff

Annual Report 2012/2013



# NEGOTIATING CHANGE

## AAPS Members Around BC



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



**Robson Square**  
51 members



**Point Grey**  
2,825 members



**Vancouver General Hospital & Area**  
280 members



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



**Okanagan Campus**  
255 members

While the highlighted sites represent the main areas where AAPS members are based, there are also 29 members in other locations across Metro Vancouver, British Columbia, and Canada.

## Contents

1 Lines of Service 2 Message from the President 3 Message from the Executive Director 4 Negotiation 6 Advocacy 8 Professional Development  
10 AAPS Members at a Glance 12 Engagement & Communications 14 Financials 16 AAPS Executive Board and Staff

## Acknowledgements

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

## Lines of Service

The Association of Administrative and Professional Staff is a member services organization representing the Management & Professional group in their employment relationship with The University of British Columbia.

AAPS strives to be open, relevant, and professional to our members through our three lines of service.

### NEGOTIATION

## Improving Members' Workplace Experience

AAPS is the sole bargaining agent of the Management & Professional group at The University of British Columbia. The current Collective Agreement runs from July 1, 2012 to June 30, 2014. While the Collective Agreement is the principal document AAPS negotiates on behalf of its members, the organization also has ongoing conversations with the University related to the employment relationship. These include one-on-one meetings with UBC Human Resources to discuss individual cases, quarterly *Information Sharing and Informal Problem Solving* meetings with UBC Human Resources to discuss systemic issues, and regular communications with the University President and the VP Human Resources.

### ADVOCACY

## Representing Members on Issues

UBC is one of the largest and most complex employers in the province. As the size and complexity of an organization increases, so do the possibilities for tension. Advocacy is the core service AAPS provides to its members. Member Services Officers answer a significant number of queries and provide professional counsel on the employment relationship with the University. When there is a differing interpretation or violation of the Collective Agreement and the issue cannot be resolved through dialogue with the University, AAPS will file a formal grievance. AAPS always advocates in the members' best interests and supports them through the advocacy process until the matter is settled.

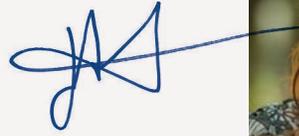
### PROFESSIONAL DEVELOPMENT

## Enhancing Opportunities for Members

The AAPS Professional Development Program encourages members at all locations to develop essential workplace skills to enhance their work environment, support their career goals, and maintain work/life balance through in-person learning sessions in multiple formats. The areas of focus for the professional development program include management and leadership skills, workplace skills, interpersonal relations and communications, and personal development.



The Board is positioning itself to take the lead on driving real change in our dealings with UBC.



Jacqueline Smit  
President



### Building a Strategy

The Board of Directors has been working diligently on behalf of AAPS' members over the past year. Through a series of board retreats, the Board has taken on a significant commitment to long-term organizational planning in order to determine how to address systemic issues that we are observing across the University.

Some of these issues were reported in our last Annual Report and at recent general meetings, but they became all the more apparent during the last round of bargaining and UBC's response to the recent market survey.

With the help of a skilled facilitator, the Board is moving away from planning "one-bargaining-session-to-the-next" to a more structured and long-term approach to systemic change. With input from our Executive Director, Michael Conlon, we considered the cumulative impact of the various styles the AAPS leadership has taken in negotiating and resolving advocacy issues with the University. It quickly became apparent that, regardless of the style we used, the outcomes have generally not been favourable for our members at both the individual and broader organizational level.

The Board is positioning itself to take the lead on driving real change in our dealings with UBC. We are identifying assumptions and established behaviours that we bring to the relationship — behaviours that may have been comfortable to the Board as members of the UBC community but have not been productive. Our goal is to cease being reactive in the relationship with UBC in order to create change in areas that we feel are of vital importance to our membership — areas that are equally vital to UBC's ability to affirm a respectful and exceptional workplace.

The Board has identified three priority areas for our members: Job Security, Market Survey, and Professional Development. We are building a long-term strategy that we believe will have the greatest impact structurally for our members in these areas. It is our intent that the strategy will be a living "map" so that future AAPS Directors will realize a comprehensive understanding of our organizational history and resist retreating into unproductive relationship patterns with UBC.

I am proud of the work and dedication of the Board during this past year. As always, we are guided by our legal and ethical responsibility to represent you, and we look forward to communicating with you further regarding the blueprint for our strategy.

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## Message from the Executive Director

“As we move forward and lead the organization through this transition, our primary guiding principle is serving the best interests of our members.”



**Michael Conlon**  
Executive Director



The past year has been one of transformation and change for both AAPS and UBC.

For several years UBC has been transforming its management culture and HR practices and that change is reflected in the relationship between AAPS and the University. As outlined in some detail in this Annual Report, the last round of collective bargaining and the related market survey grievance fundamentally changed the nature of the employment relationship.

From AAPS' perspective, this is a transition from a loose partnership based largely on what was convenient and beneficial for UBC to a more structured business relationship that better reflects the private sector model adopted by UBC HR in the past few years.

In terms of the external relationship with the University, it has been a very taxing period of difficult conversations and a reassessment of respective positions. While this has been a challenging time for both parties, there is a now a candour to the discussion which may well provide a transition to a more realistic and productive relationship. We continue to work on the relationship, and both parties have agreed to a day of informal mediation with a professional mediator in the fall of 2013.

In addition to this work in external relations, it has been a very busy year in a number of other areas. Our core function as an organization is to support and advise members in the employment relationship. As you will see in the advocacy report, the pace of change at UBC is mirrored in the increased advocacy case load. In addition, we continue to re-evaluate our other lines of service to better reflect our strategic goals. In particular, a revamped version of the Professional Development Committee has been struck to examine how to meld our PD offerings with our long-term strategic objectives. The recently created Member Engagement Committee has also held a series of successful events that bring members together for informal networking opportunities.

As we move forward and lead the organization through this transition, our primary guiding principle is serving the best interests of our members. Transitions are rarely easy, but the scope and depth of the challenges we have faced in the past year make us ready for whatever lies ahead. On a personal note, I would like to express my gratitude to the dedicated AAPS Board and the wonderful staff team who have shared the past year of change and renewal.

.....  
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.....

### Collective Bargaining and Market Survey Recap

The 2012 round of collective bargaining between AAPS and the University was a turning point in the relationship between the parties.



While collective bargaining was well under way, UBC refused to table a monetary offer. This despite the fact that we now know that the bargaining plan UBC submitted to the provincial government budgeted for a 2% general wage increase for M&P staff. Because AAPS signaled its intention to file a grievance on the market survey, UBC stopped the bargaining process and proposed mediation as a way to resolve both bargaining and the market survey grievance. In order to resolve all outstanding issues, AAPS agreed to a mediation process.

One of the hallmarks of collective bargaining is an agreement between the parties on how to resolve disputes over the interpretation of bargained language. In this case UBC's tactic was to use the bargaining process to pressure AAPS into settling the market survey grievance, essentially employing bad faith bargaining. While collective bargaining is often a difficult and adversarial process, UBC compromised its relationship with AAPS as a result of these tactics.

While the market survey has been in the Collective Agreement between AAPS and UBC since 1995, UBC consistently resists its commitment to pay AAPS members at the 50<sup>th</sup> percentile of the comparator

market. Market surveys evaluate the competitiveness of UBC's M&P salaries against the market in order to retain fair and competitive compensation for our members and, as stated by UBC, "to recognize the significant contribution that M&P staff members make to the effective operation of the University." The surveys undertaken since 2000 have consistently found our members to be, on average, at least 10% below market. The market survey undertaken in 2004 led to a prolonged grievance process that was not settled until late 2006.

The most recent survey, conducted in fall 2011, was no exception with members 10% below market on average and a small number of members 20% below market. In addition, UBC's implementation plan was deeply flawed. The so-called "go forward" model proposed by UBC would have resulted in our members being paid at or close to the 2011 market by 2014. The monetary offer to remedy the gap identified by the market survey fell far short of honouring UBC's modest commitment to pay at the 50<sup>th</sup> percentile. While there is an "ability to pay" clause in the Collective Agreement, UBC has consistently avoided budgeting for this liability and then disingenuously argued that they could not afford

to honour the clause. As a show of good faith coming out of the 2008 market survey, UBC committed to budget for the market adjustments, but they reneged on this commitment by removing funding from the budget in 2011 and then claimed they were unable to pay competitive salaries to their valued M&P staff.

In addition to market data being a year out of date once it was finally presented to AAPS, UBC's proposal lacked a credible plan to deal with the job families not surveyed. While it is typical practice in an organization as large as UBC to survey only a representative sample of jobs, best practice suggests that credible market adjustments must be undertaken of jobs not surveyed. UBC proposed to generally treat jobs not surveyed as if they were already being paid at market. A specious claim when you consider that of the 45% of jobs actually surveyed, more than 80% of those jobs were below market.

On December 9, 2012, after five days of mediation, AAPS and UBC agreed to a tentative collective agreement. The Collective Agreement was ratified by AAPS members in voting held between December 14, 2012, and January 5, 2013; 1,351 members voted, with 1,316 voting in favour and 35 opposed for a 97.5% mandate.



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During the voting period four information sessions were held at Point Grey (2), VGH, and UBC Okanagan. The UBC Board of Governors unanimously ratified the deal on January 18, 2013.

The mediation also settled the grievance filed by AAPS on November 5, 2012, dealing with the market survey:

- \$4 million to be disbursed in increments of \$1 million
  - January 1, 2013
  - January 1, 2014
  - July 1, 2014
  - December 1, 2014
- The first installment follows UBC's implementation model with suggestions from AAPS; the last three installments must be disbursed by mutual agreement. Where there is no agreement the matter is sent to binding mediation.
- Strong language regarding consultation with AAPS on future surveys.
- A commitment to share and implement the results in a timely manner.
- While retroactive pay was not included this time, it was agreed that it would be on a without prejudice basis.

## HIGHLIGHTS OF THE RATIFIED COLLECTIVE AGREEMENT

- **Term: July 1, 2012 to June 30, 2014** — all terms, including the monetary settlement are retroactive to July 1, 2012.
- **2% General Wage Increase:** July 1, 2012 and July 1, 2013.
- **Transition Counselling (Article 9.1.10)** — Terminated employees with more than five years of service can now opt for three months of coaching from a certified coach instead of relocation counselling.
- **Statutory Holidays (Article 11.1)** — Family Day (2<sup>nd</sup> Monday in February) is added.
- **Sick Leave Documentation (Article 12.3.1)** — UBC agreed to clarify the requirements for sick leave documentation. Once the member has satisfied this requirement, UBC will pay for any further requests for medical documentation.
- **Employee Data (Article 16)** — UBC agreed to enhance and simplify member information to AAPS in order to serve our members better.
- **Leave for Adoption** — The leave benefit for adoptive parents is changed from a post-adoption benefit to a pre-adoption leave of 20 paid days.
- **Professional Development Fund** — An additional \$5,000, resulting from changes to the adoptive leave, will be re-invested in the Professional Development Fund.

As the recognized bargaining agent for over 3,600 members, advocacy is the defining service of AAPS.



We provide strategic advice to our members about the employment relationship with UBC that is solely in the member's interest. Advocacy spans a range from quick enquiries about collective agreement provisions to grievances which ultimately lead to formal arbitrations.

UBC M&P staff have access to two full-time Member Services Officers (MSOs): Sharon Cory and Luisa Liberatore. Sharon and Luisa are fully trained and experienced labour relations specialists who offer confidential advice to members on a variety of challenges in their workplace.

Article 9, the unique provision in the Collective Agreement that allows UBC to terminate without cause, remains the primary driver of our advocacy work. In the 2012/2013 reporting period, there were 125 terminations. Our MSOs assist members through this difficult transition and ensure that their rights are protected during the process. Termination is often a traumatic event, and our MSOs provide sound advice that allows members to make informed decisions about their options. As outlined in last year's report, the alarming rate of terminations remains a priority for the AAPS Board, and the issue is a key theme of our ongoing dialogue with

UBC President Stephen Toope and Vice-President Human Resources Lisa Castle.

In addition to terminations without cause, we continue to see an increase in allegations of workplace harassment and bullying. AAPS members are often hesitant to make formal complaints under the Respectful Environment Statement (*UBC Statement on Respectful Environment for Students, Faculty and Staff*) because they fear reprisal and have little faith that an objective, fair investigation will take place. Regrettably we have seen several cases this past year in which those fears were entirely founded. In one case in particular, very serious allegations were raised by a member. The internal investigation into the matter by the University was, in our opinion, shoddy and one-sided. Neither the member nor the alleged harasser was interviewed by the investigator. As a result, AAPS pursued the matter through a formal grievance process. On the cusp of arbitration, a fair settlement was reached for the member. In addition to the significant financial (and emotional) costs of this case, the University's disappointing approach to the Respectful Environment Statement has undermined our confidence in UBC's commitment

to protect our members from bullying and harassment.

Another area of note in our advocacy work over the past year is the change in the administration of the sick leave provision under the Collective Agreement. By and large, the generous six months fully paid sick leave provision has not been abused. However, as part of the University's move to a more private sector-oriented model of HR management there has been a marked increase in disputed sick leaves. Paradoxically it is this hardened edge that is in part responsible for increased sick leave — job loss, job insecurity, and poor management are at the root of the increase in medical leaves related to mental health issues. Instead of addressing these root causes, the University is focusing its efforts on enforcement. In some cases the University is asking for onerous, unnecessary medical information at the member's expense. In one particularly disturbing case, the University simply cut an individual off of sick leave (and off of payroll) the week after Christmas, despite the sick leave being fully substantiated. After a vigorous grievance process the University admitted its error and placed the member back on sick leave, retroactively, after six weeks without pay.

Paradoxically it is this hardened edge that is in part responsible for increased sick leave — job loss, job insecurity, and poor management are at the root of the increase in medical leaves related to mental health issues.



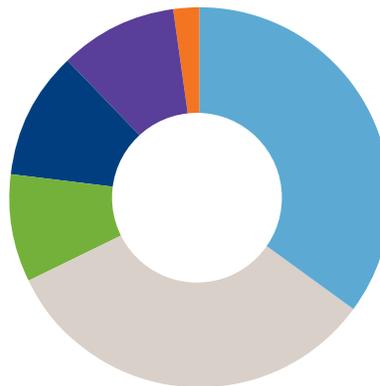
While some of the cases highlighted in this report are the exception, the reality is that UBC has undergone a transition in recent years to a more private sector-oriented management model. That transition is reflected in the increased volume and complexity of our advocacy load. Simply put, this transition has taken a toll on our members. Despite these challenges UBC remains a very good place to work for many of our members. AAPS is fully committed to leading and participating in the dialogue to ensure UBC honours its commitment to make the University a respectful and fulfilling workplace for all of our members.

### Advocacy Activities

July 1, 2012 to June 30, 2013

- **577** Queries (singular contact assistance on a variety of subjects ranging from hours of work, leaves of absence, departmental reorganization, collective bargaining, and market survey)
- **212** Advocacy Issues (these consist of multiple activities of support, action, and mediation)
- **125** Terminations Without Cause (letters issued to members and copied to AAPS)
- **3** Open Grievances

### Terminations Without Cause



- Reorganization : 44
  - Lack of Funding : 41
  - Lack of Suitability (probation) : 11
  - Lack of Suitability / Fit : 14
  - Lack of Work : 13
  - Other : 2
- Total : 125

### Grievances (Reporting Period: July 1, 2012 to June 30, 2013)

The following is a list of the grievances filed by AAPS against the University

ISSUE	ARTICLE	STATUS
Member terminated for lack of suitability (work responsibilities)	2	Arbitration — scheduled for 10/2013
Member denied notice entitlements	9.1.8	Withdrawn
Member denied sick leave provisions	12.3	Resolved
Member terminated for lack of funding	9.1.8 / 9.1.7	Withdrawn
Member denied notice entitlements	1.2.2	Arbitration — scheduled for 02/2014
Policy grievance — termination without cause — notice entitlements	9.1.8	Arbitration — preliminary hearing scheduled for 11/2013

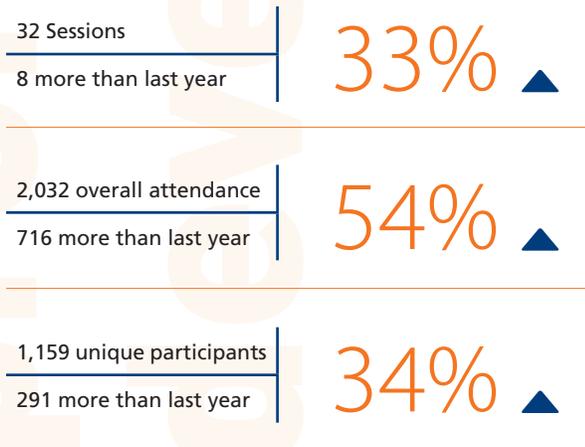
AAPS has long recognized the integral role professional development plays in our members' workplace experience.



Our current program of in-person sessions, held at most campuses and hospital sites at no upfront cost to our members is well received and often over-subscribed, despite annual increases in our budget and program offerings. While the AAPS Board continues to make external professional development funding a priority in their conversations with the University, the Board is also exploring ways to evolve the AAPS Professional Development Program to align with our strategic vision.

To support this new direction Member Services Officer Sarah Muff was hired, a professional development program survey was conducted, a review of our professional development program was initiated, and the AAPS Professional Development Committee was reinstated. Through these steps AAPS can evaluate alternative ways to address the changing professional development needs of our members and meet our organizational goals.

### 2012/2013 AAPS Professional Development Program



### Programs

CW: Children's & Women's Hospitals  
PG: Point Grey  
RS: Robson Square

UBCO: UBC Okanagan  
VGH: Vancouver General Hospital

### Workplace Skills

	LOCATION	ATTENDED
Practical Project Management	PG (2), UBCO	204
Process Mapping	PG	78
Rituals of High Performance	UBCO	41
Time Management	PG (2)	198
Tools for Strategic Planning	PG (2)	160
Your Career: What's Next?	UBCO, RS	55

**Total: 736 members, 11 sessions**

### Management and Leadership Skills

	LOCATION	ATTENDED
How to Make a Difference as Managers and Leaders in Your Organization	PG	76
Your Unique Leadership Style	PG, VGH	91

**Total: 167 members, 3 sessions**

### Communications and Interpersonal Relations

	LOCATION	ATTENDED
Strategies for Building Your Negotiating Power	PG, VGH	140
Conquer Conflict: Step Into Your Power and Resolve With Respect	CW, PG, UBCO, VGH	156
I Can Fix That!	PG	28
Awareness of Workplace Mental Health and Workplace Influences	PG	40
Making "Respectful Environment" a Reality	PG	58

**Total: 422 members, 9 sessions**



“Of the workshops I’ve attended, I appreciate the range in subject matter from parenting to strategic planning.”

Survey Respondent

### Personal Development

	LOCATION	ATTENDED
Get Organized	PG	95
I Like Me! Building Self-Esteem in Our Children	PG	64
Personal Financial Wellness	PG	88
New Paradigms of Retirement	PG	57
Sometimes You’re the Windshield and Sometimes You’re the Bug	PG	158
Tax Tips	PG (2), UBCO, VGH	245

**Total: 707 members, 9 sessions**

### 2013 Professional Development Survey Highlights

In February of 2013, AAPS launched an online survey of our membership to gather information about members’ experience of our professional development program as well as their experience of professional development at UBC in general. This feedback is informing the Board’s review of the AAPS PD Program.

#### Who Responded

- **1,051** members completed the survey and all the job families were represented
- **42%** held a managerial role with direct staff reports
- **11%** held a managerial role with no direct staff reports
- **47%** held a professional role
- **35%** Senior Level
- **38%** Mid-career
- **27%** Entry Level

### Top Professional Development Needs

1. Leadership and management skills
2. Skills for communicating with people
3. Accreditation
4. Field-specific training

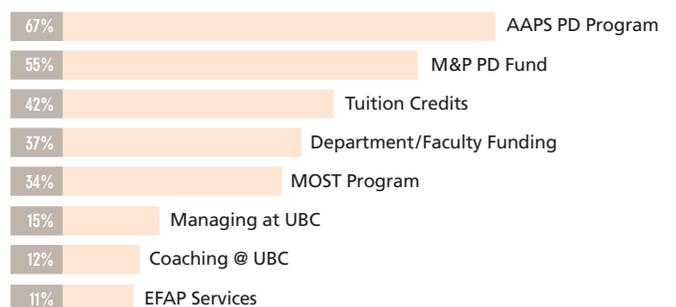
### Why Members Participate in Professional Development

1. Improve skills for current job
2. Career advancement
3. Subjects are of personal interest

### Barriers to Participating in the AAPS PD Program

- Time
- Availability of programs
- Distance
- Value for time spent

### Usage of Professional Development Opportunities at UBC in the Last Two Years



# AAPS Members at a Glance (as at June 30, 2013)

## Size of Job Families

(number of members in each family)



## Salary Distribution

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



## Member Earnings

(not including benefits)

Average Earnings	\$73,030.93
Members Counted (full-time only)	3,141

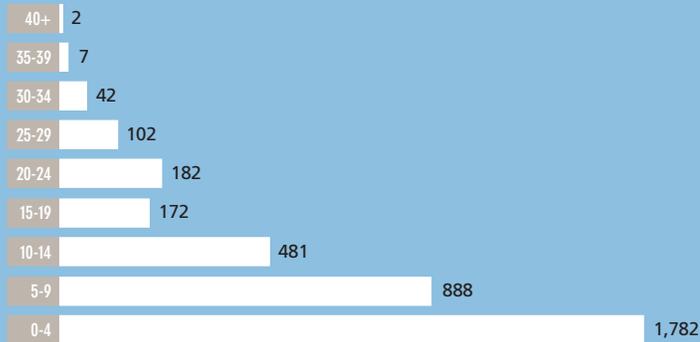
## Age Distribution

(number of members in each age range)

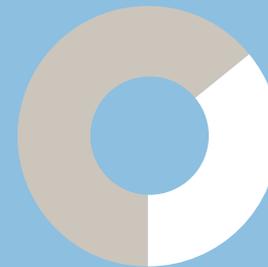


## UBC Service Years

(number of members in each years of service range)

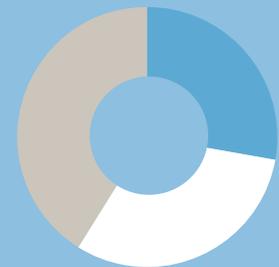


## Gender



Female : 64%  
Male : 36%

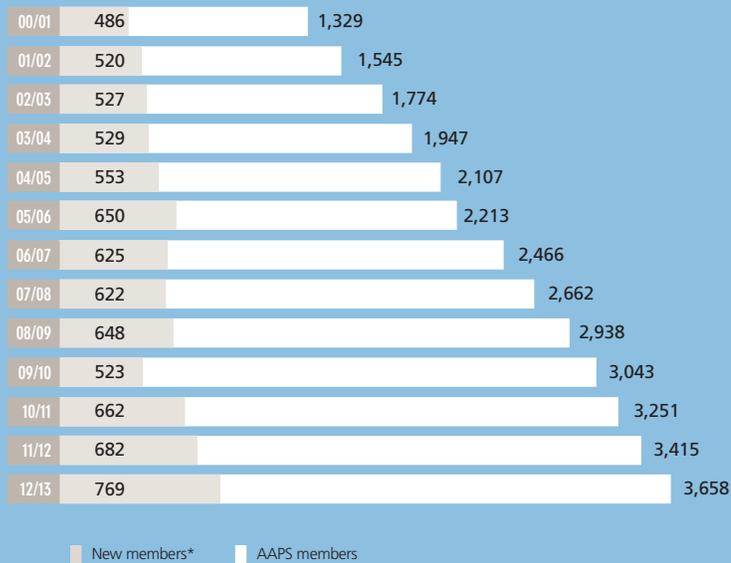
## Family Status



Couple : 28%  
Family : 31%  
Single : 41%

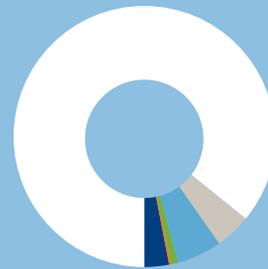
## Membership Growth

(number of members in each fiscal year)



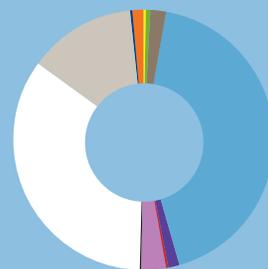
\*New members who have joined AAPS, also includes short-term and temporary positions that ended within the year

## Full-time vs Part-time Members



Full-time : 3,141  
Part-time 75% to 95% : 163  
Part-time 50% to 74% : 206  
Part-time 25% to 49% : 35  
Part-time 1% to 24% : 9  
Hourly : 104

## Reasons for Members Leaving during 2012/2013

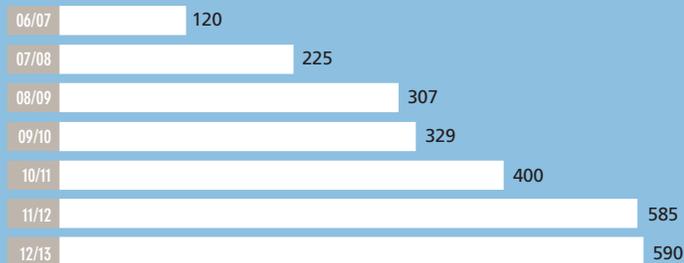


Deceased : 2  
Discharged : 4  
Early Retirement : 14  
Resigned : 280  
Retired : 9  
Return to School : 2  
Temporary Promotion Ended : 20  
Temporary Promotion to Excluded : 1  
Term Position Ended : 229  
Terminated Without Cause Notice Period Ended : 87  
Transfer to CUPE 2950 Position : 1  
Transfer to Excluded Position : 9

Total : 658 members

## Membership Advocacy Support

(number of documented advocacy issues in each fiscal year)



AAPS is fortunate to have a membership base that is actively engaged in their workplace and the activities of their professional association.



Working in a large, complex organization, like UBC, with busy schedules means that AAPS members do not always have the opportunity to network with and benefit from the experience of others outside of their immediate work group.

Recognizing the importance of communications to the growth of the organization, the recently hired Member Services Officer oversees the communications and engagement portfolios as well as professional development. Through our communications channels we strive to ensure that members are kept up-to-date with important issues that may affect their employment relationship with the University.

Through our LinkedIn group we encourage members from all of our campuses and hospital sites to connect, post work-related events, and discuss how to thrive in a contemporary work environment.

Our new Member Engagement Committee kicked off the AAPS networking series with an informal pub night in March, followed in June by a series of events that gave members the opportunity to visit UBC's unique spaces and get to know one another over lunch. The Committee was overwhelmed by the response to this series and the positive feedback from members.

### AAPS Engagement by Numbers

#### On the Radar

- 4 issues
- 36 percent of members read *On the Radar* the day it is published

#### Website

- 16,113 unique visitors in 2012/2013
- 76,473 unique page views in 2012/2013

#### New Member Information Sessions

- 187 members attended the sessions
- 21 sessions were held

#### AAPS Pub Night, March 7, 2013

- 64 members in attendance
- 40 different buildings on campus represented
- 9 questions on the UBC/AAPS trivia quiz
- 1 goal scored by Canucks during game televised vs Blue Jackets

#### LinkedIn Group

- 337 members at year end
- 337 networking opportunities from the comfort of your desk
- 3 professional development articles posted in the month of June 2013
- 25 minutes a week spent on LinkedIn will help foster relationships and a stronger professional network

#### AAPS Summer Networking Series, CIRS Building, June 27, 2013

- 30 members touring CIRS building
- 10 lively conversations consumed during post-tour networking lunch
- 2 members who met a colleague face-to-face they had only communicated with online

## Inaugural Volunteer Award



AAPS President Jacqueline Smit honouring Outstanding Volunteer Award winner Anne-Marie Fenger

Through our communications channels we strive to ensure that members are kept up-to-date with important issues that may affect their employment relationship with the University

AAPS is a member-driven organization, with volunteers supporting the community through work on the Board, AAPS committees, external University committees, and volunteering at AAPS events. On behalf of all AAPS members, thank you for your time, energy, and commitment to making UBC a better workplace.

**Aaron Andersen**

**Adam McCluskey**

**Alicia Harder**

**Andrea Han**

***Anne-Marie Fenger***

**Barbara Crocker**

***Catherine Alkenbrack***

**Chris Skipper**

**Ciprian Jauca**

**Dale Dreffs**

**Damian Duffy**

**Daryl Stowe**

**Denise Lauritano**

**Eilis Courtney**

**Effy Katahan**

**Isabella Losinger**

**Jacqueline Smit**

**Jamie Hall**

**John Parry**

**Judy Wrinskelle**

**Justin Marples**

**Kristie Bradley**

**Lily Fung**

**Lisa Allen**

**Margaret Leathley**

***Moya Waters***

**Nadia Rad**

**Nancy Vered**

**Oliver Zihlmann**

**Paul de Leon**

***Preeti Gill***

**Rebecca Shaw**

**Robert Tudhope**

**Sharon Wu**

**Sue Cutts**

**Suzanne Jolly**

**Tracey Hawthorn**

**Vania Chan**

***Wendy Ma***

Names written in italics are members that have left their volunteer position or the University

The AAPS Outstanding Volunteer Award is presented by the Executive Board to an AAPS member who has made a significant and longstanding contribution to AAPS and its members. Volunteers make this organization thrive. They commit to the well-being of their colleagues and work towards building a strong, informed, and engaged membership. This important work often goes on unseen. Recognizing the generous contributions our members make, the Board created the AAPS Outstanding Volunteer Award. It is our small way of celebrating the recipient's dedication to our community here at UBC.

We are very pleased to give the inaugural award to Anne-Marie Fenger. Throughout her career Anne-Marie has dedicated herself to bettering the workplace for AAPS members, understanding that one's professional career is so much more than the job description.

Anne-Marie joined AAPS as a volunteer in 1998, serving on the Advocacy Committee and spending five years as its Chair. She also sat on the AAPS Board from 2007 to 2010. During her tenure on the Advocacy Committee, Anne-Marie saw it evolve to a strategic level and include two full-time Member Services Officers. Her senior role with the University afforded the Advocacy Committee invaluable input and a diverse perspective on advocacy issues.

Anne-Marie Fenger has worked at UBC for over 25 years and is the Assistant Dean of the Faculty of Arts. She sits on the UBC Board of Governors and is a volunteer coach at Coaching @ UBC.

# Financials

## Financial Report

The financial position of the organization remains strong. The 2012/2013 year ended with a modest surplus of \$5,435, which was added to the Contingency Reserve Fund.

Final revenues were slightly higher than originally forecasted (which had included a budgeted dues holiday in December 2012), and this higher than anticipated revenue helped offset several areas in which spending was higher than forecast. In particular, mediation, legal advice, and collective bargaining all came in well above budget as a result of a particularly fractious round of collective bargaining.

With regards to the formatting changes in this year's Annual Report, the summary statement of operations are now divided into three categories: Member Services, Board/Governance and Administration in order to better reflect the work done on behalf of the membership. Several of the expense account descriptions were updated as a transparency measure, in addition, the Member Engagement Committee was added as a new budget item.

During the past year, the Finance Committee also reviewed the dues rate which was presented and approved for the 2013/2014 Budget at the Spring General Meeting in April 2013. The dues rate change, effective July 1, 2013, lowers the dues from 0.5% to 0.45% of gross salary. The Finance Committee will continue to monitor the dues rate to ensure that it is at the appropriate level for proper servicing and operational demands.

## 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, 2013, 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, 2013. We expressed an unmodified audit opinion on those financial statements in our report dated August 28, 2013. 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* footnote to *Exhibit A*.

### Auditors' 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, 2013, are a fair summary of those financial statements, in accordance with the footnote entitled *Basis of Presentation*.



Chartered Accountants,  
Vancouver, BC, Canada  
August 28, 2013

## SUMMARY STATEMENTS OF FINANCIAL POSITION Exhibit A

	As at June 30, 2013	As at June 30, 2012
<b>ASSETS</b>		
CURRENT		
Cash	\$ 146,588	\$ 212,842
Term deposits and accrued interest	1,067,255	1,063,705
Accounts receivable	96,840	-
Prepaid expense	2,025	2,009
	<b>1,312,708</b>	1,278,556
TERM DEPOSITS AND ACCRUED INTEREST	<b>300,000</b>	300,000
CAPITAL ASSETS	<b>22,277</b>	25,789
	<b>\$ 1,634,985</b>	\$ 1,604,345
<b>LIABILITIES</b>		
CURRENT		
Accounts payable and accrued liabilities	\$ 94,424	\$ 69,219
<b>NET ASSETS</b>		
Contingency reserve fund — unrestricted	1,240,561	1,235,126
Dissolution reserve contingency fund	300,000	300,000
	<b>1,540,561</b>	1,535,126
	<b>\$ 1,634,985</b>	\$ 1,604,345

**Basis of Presentation**

These summary financial statements are derived from, and consistent with, the audited financial statements of AAPS as at and for the year ended June 30, 2013, 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/sites/default/files/AAPS\\_Audited\\_Financial\\_Statements\\_20130630.pdf](http://aaps.ubc.ca/sites/default/files/AAPS_Audited_Financial_Statements_20130630.pdf)

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 Exhibit B

	As at June 30, 2013	As at June 30, 2012
<b>REVENUE</b>		
Member Dues	\$ 1,075,048	\$ 890,509
Interest Income	22,073	23,342
	<b>1,097,121</b>	913,851
<b>EXPENDITURES</b>		
Member Services:		
AAPS Scholarships & Bursary	13,500	13,500
Compensation Market Survey Analysis	71,089	-
Membership Engagement Committee	1,422	-
Negotiations: ACTE Bargaining	11,026	12,435
Professional Development Program	114,198	95,032
Legal Advice	16,976	10,179
Arbitration/Mediation	175,390	26,659
	<b>403,601</b>	157,805
Board/Governance:		
Advocacy Committee	4,968	10,512
Communications	12,626	23,909
Executive Board	19,193	20,795
Finances	10,927	8,000
General Meetings	9,367	8,265
Volunteer Recognition	3,670	3,131
	<b>60,751</b>	74,612
Administration:		
Consulting	4,613	8,775
Operations	106,962	105,973
Staff	515,759	479,353
	<b>627,334</b>	594,101
<b>TOTAL EXPENDITURES</b>	<b>1,091,686</b>	826,518
<b>EXCESS OF REVENUE OVER EXPENDITURES</b>	<b>\$ 5,435</b>	<b>\$ 87,333</b>

## 2012/2013 AAPS Executive Board Members



**Back Row:** Ciprian Jauca, Margaret Leathley, Andrea Han, Nancy Vered, Isabella Losinger, Oliver Zihlmann

**Front Row:** Adam McCluskey, Robert Tudhope, Jacqueline Smit, Paul de Leon

**Absent:** Aaron Andersen

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## AAPS Staff



**Back Row:** Michael Conlon, Petra Ormsby

**Front Row:** Luisa Liberatore, Sarah Muff, Sharon Cory



[www.aaps.ubc.ca](http://www.aaps.ubc.ca)

**AAPS**

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