

# **University of Waterloo Staff Association and University of Waterloo Memorandum of Agreement**

This agreement outlines the official working relationship between the University of Waterloo Staff Association (UWSA), which is the official voice for University Support Staff, and the University of Waterloo (UW).

The essence of the agreement is that issues and policies which directly affect staff in their employment at the University will be managed in partnership by the Staff Association representatives and administration members who sit on the university-level committees which are assigned for this purpose -- the Staff Relations Committee, the Provost's Advisory Committee on Staff Compensation, and the Pension & Benefits Committee. The dispute resolution tribunal, a fourth venue for problem solving and resolution, consists entirely of staff members who hear formal complaints under [Policy 36, \*Dispute Resolution for University Support Staff\*](#).

The agreement is based on a principle of continuous improvement. The continuous improvement model is committed to regular and ongoing review of the working environment with a view to improving, modifying, adding and sometimes deleting policies that affect staff in their everyday work life. To this end, committees meet regularly throughout the year to make changes and discuss improvements and issues of concern.

Under University [Policy 1, \*Initiation and Review of University Policies\*](#), requests to initiate new policies or amend current ones (Class 'S' and 'FS') are reviewed by the Staff Relations Committee which then decides whether to proceed.

This document describes the three university-level committees and dispute resolution tribunals on which Staff Association members serve and outlines the Staff Association's relationship with the University, how decisions which affect staff are handled within these committees, and the infrastructure of decision making at the University of Waterloo. It also lists, at the end of the document, the committees on which staff have representation.

## **Staff Relations Committee**

### **Membership**

The [Staff Relations Committee \(SRC\)](#) consists of members of the Staff Association and the university administration. Members of the administration are the two directors from Human Resources, the Associate Provost, Human Resources & Student Services, the Associate Provost, Academic & Student Affairs, the Vice-President, Academic & Provost, a senior manager of an academic support department, and a faculty dean. Members of the Staff Association are six members of the Executive and one member-at-large. The committee chair alternates meeting to meeting between the Associate Provost, Human Resources & Student Services and the Past President of the Staff Association.

The membership is balanced between administration and Staff Association representatives to ensure that neither group has a clear majority. Decisions are almost always made by consensus, and on the rare occasions when issues or policy changes come to a vote, each group is encouraged to vote their conscience keeping in mind the best interests of the university. Because the administration members participate in and are full members of this committee, they are in positions to speak to and support committee decisions at subsequent approval levels.

## **Mandate**

Issues affecting staff members with respect to employment, working conditions, recruitment, organizational change, etc., are handled by this committee. It has the primary responsibility to draft and recommend new or amended university policy and to review decisions made under university policy which affect staff members. Staff Association representatives or representatives of the administration bring suggestions for revisions, improvement, interpretation, or new policies to the committee which then works on the issues as a group. Because the issues are often complex, subcommittees consisting of SRC committee representatives are frequently formed by SRC to work on proposed language or to find compromises where there are opposing views.

## **Decisions and Recommendations**

All policies affecting staff members must be approved by this committee before implementation, and the committee has a procedure for ensuring input from staff-at-large for all policies before final approval. Following approval by SRC (or by SRC and the Faculty Relations Committee [FRC] if both faculty and staff members are affected), recommendations for new or amended policies will be placed on view (e.g., posted on the Web) by the Secretariat for a period of two weeks to provide an opportunity for staff members' comments. All objections, suggestions and opinions reported to the Secretariat are shared with SRC for further discussion and modification of the recommendations as appropriate. Once this process is complete, recommendations are forwarded to the President of the University for approval. Should the President have concerns about the policy, he/she may return the policy to the Committee and ask for further discussion to address those concerns.

## **The Provost's Advisory Committee on Staff Compensation**

### **Membership**

The [Provost's Advisory Committee on Staff Compensation \(PACSC\)](#) consists of four members of the Staff Association (normally, members of the SA Executive) and four members of the administration (the Vice-President, Administration & Finance, the Associate Provost, Academic & Student Affairs, the Associate Provost, Human Resources & Student Services [Chair], and the Director of Staff and Labour Relations). The Manager of Salary Administration is a resource to the Committee.

### **Mandate**

PACSC determines the appropriate salary recommendations for the coming year(s) and other matters concerning compensation for University Support Staff and housekeepers. Staff compensation issues are annual salary range increases; changes to and determination of the merit system; the evaluation tool of the salary classification system; paid holidays; vacations; performance appraisals (design and process); and appeals on job classifications from department heads (pension and benefits issues are dealt with by the Pension & Benefits Committee). The committee also reviews data on performance appraisal ratings, the numbers and types of staff in each grade and any other relevant data regarding staff salaries and classifications that the committee requests.

The committee meets regularly throughout the year and annually reviews in-depth data concerning staff salaries at UW and in the community and other on-campus constituent groups. Following discussion and debate, the committee provides the Provost with a recommendation on the next year's compensation package. The Provost will consider the recommendation in light of the impact on the university's financial situation and endorses/revises it accordingly prior to presenting it to the [Board of Governors](#) for approval.

### **Decisions and Recommendations**

A manager may request that the committee hear an appeal concerning a USG grade classification, determined by Human Resources, of a member of his/her department. The committee hears information and explanation from both parties and recommends that the Provost either endorse the classification or

require Human Resources to change it. Members of Human Resources and the chair do not participate in the final decision.

In most instances the administration and Staff Association members agree on issues, policy changes, salary recommendations or interpretations. In the event that they do not, both the Staff Association and the administration members prepare a report to the Provost with appropriate explanation for their opinions on an issue. The Provost will make the ultimate decision but will consult with the committee in order to understand the issue and attempt a consensus resolution.

## Pension and Benefits Committee

### **Membership**

The Pension & Benefits Committee is a committee of the Board of Governors with representatives from all employee groups (two from the Staff Association, one from CUPE Local 793, three from the Faculty Association), the administration (two members appointed by the President -- at present, the Associate Provost, Academic & Student Affairs, and the Associate Provost, Human Resources & Student Services) and two *ex-officio* members (the Vice-President, Academic & Provost and the Vice President, Administration & Finance), two members from the Board of Governors, one member from the Retiree's Association and one non-voting member from the Federated University & Affiliated Colleges. The chair is appointed from the committee membership by the Board of Governors on the recommendation of the President, and is currently the Associate Provost, Human Resources & Student Services.

### **Mandate**

The Pension & Benefits Committee reports directly to the Board of Governors. There is one pension and benefit plan which covers all employee groups. The committee is responsible for all recommendations and decisions relating to the University's insured benefits plans (dental, extended health care, life insurance, long-term disability), sick leave and pension. Members are responsible for selecting the investment managers of the university's pension funds, reviewing their performance and recommending overall investment policy. These decisions are made with the help and advice of the Finance & Investment Committee of the Board of Governors. The committee also recommends appropriate levels of benefits coverage and makes administrative decisions relevant to these plans.

Because of the complexity of the issues managed by the Pension & Benefits Committee, the committee retains a consulting actuary to help it understand, among other things, constantly changing tax laws and other legislation, market variability, and trends and issues in the pension and benefits field. The consulting actuary also provides the committee with expertise, research and surveys.

### **Decisions and Recommendations**

The committee makes recommendations to the Board of Governors with respect to changes or additions to benefits and pensions and hiring and terminating investment managers, and conducts an annual review of the Statement of Investment Policies & Procedures. Issues to be discussed by the committee are brought forward by any committee member, the Human Resources department or the consulting actuary. In some instances, government rules and regulations regarding pension and/or insured benefits plans will necessitate the committee revising or amending plans and the respective coverages. Decisions and recommendations are reached by vote, the chair voting in the event of a tie. Recommendations are then forwarded to the Board of Governors for final approval.

## **The Dispute Resolution Pool**

[Policy 36, Dispute Resolution for University Support Staff](#), mandates a dispute resolution pool, which is the fourth venue for problem solving and resolution.

### **Membership**

The dispute resolution pool consists of 12 staff members appointed by the President for three-year overlapping terms from nominations determined as follows:

- Six full-time staff members chosen from nominations submitted by the Staff Association.
- Six full-time staff members chosen from nominations submitted by the Vice-President, Academic & Provost.
- The Staff Association President and the Vice-President, Academic & Provost will consult one another regarding their respective nominations so that all nominations are mutually agreed upon before the names of the 12 nominees are submitted to the President for consideration.

Members undergo a training program provided by the Secretariat and Organizational & Human Development which prepares them for hearing disputes and deliberating under the rules of natural justice. It also assists them in asking questions, dealing with emotional or conflict situations and handling the duties of chair. Each tribunal has three members chosen from a rotating list of 12 by the Secretariat.

### **Mandate**

The policy recognizes the importance of early, informal resolution to problems. The problem solving model provides for an effective and fair way to resolve problems, disputes, misunderstandings and disagreements concerning management action or inaction directly affecting a staff member. Complaints concerning the failure to apply or misapplication of a University policy, procedure or guideline may include matters such as abuse of supervisory authority, demotion, working conditions, discipline and discharge. The key components of dispute resolution are:

- A staff member has the right to question management decisions, in confidence and without reprisal or fear of reprisal.
- Questions, concerns and debate are healthy and encouraged.
- It is in the best interests of staff and UW to address concerns in good faith, informally and in a timely manner.
- Resources are available to staff to assist in the resolution process.
- A staff member has the right to proceed formally if the informal process proves unsuccessful or to bypass the informal stage and proceed directly to the formal stage.
- Everyone involved in the dispute resolution process will hold all matters in confidence and conduct themselves in a professional manner.

When a dispute cannot be resolved informally through discussion and mediation or when an employee wants to bypass this stage, the dispute resolution tribunal is struck to hear the complaint of the staff member.

### **Decision**

The dispute resolution tribunal's decision, which is final and binding on the parties, will be based on its determination of the relevant facts and a reasonable interpretation of a university policy, procedure or guideline as it applies to the situation under dispute.

## **Class ‘S’ and ‘FS’ Policies**

The following policies are those which require approval by the Staff Relations Committee (Class ‘S’) and the Staff Relations and Faculty Relations Committees (Class ‘FS’). A listing of A and G policies and selective guidelines can be found in Appendix A.

### **Class S**

Dispute Resolution for University Support Staff - #36  
 Leaves of Absence for Staff Members - #39  
 Overtime, University Support Staff - #16 Part-Time Teaching Appointments for Full-Time Staff - #47  
 Salary Administration, University Support Staff - #5  
 Staff, Definition of - #54  
 Staff Employment - #18  
 Teaching Appointments, Part-Time, for Full-Time Staff - #47  
 Vacation -- Staff - #6

### **Class FS**

Benefits to Faculty and Staff Undertaking Part-Time Educational Programs - #4  
 Conflict of Interest - #69  
 Conflict of Interest in the Employment and Supervision of Personnel - #62  
 Contract Research at University of Waterloo - #41  
 Employee Assistance Program (EAP) - #67  
 Ethical Behaviour - #33  
 Exchange of Teaching Resources and Arrangements for Transferring Teaching Services from or to Affiliated and Federated Colleges, or other Universities and Colleges - #9  
 Holidays, Paid - #38  
 Moving Expenses and Travel Allowances to Newly-Appointed Faculty and Staff Members, Payment of - #28  
 Pregnancy and Parental Leaves (including Adoption) - #14  
 Pension and Insured Benefits, Eligibility for - #23  
 Private Corporations - #52  
 Reduced Work Load - #59  
 Tuition Benefit for Children of Faculty and Staff - #24  
 Use of University Resources and Affiliation - #66  
 University Policies, Initiation and Review of - #1  
 Vacations and Vacation Pay for Non-regular Faculty Members, Including Graduate and Undergraduate Students with Academic Appointments - #56

## **Staff Participation on Other Committees**

Staff are represented on numerous university committees and *ad hoc* committees in addition to those described above. Several of these committees are described below. The list is not intended to be complete but serves to demonstrate the extensive involvement of staff members in the affairs of the University.

### *How staff are selected for UW committees and boards*

The process of selecting Staff Association representatives to university committees and boards is managed by the Staff Association Nominating Committee. When an opening arises, the chair of the Nominating Committee puts out a call for nominations by means of public advertisements (e.g., via a website such as the Daily Bulletin or the UW Staff Association website), or by direct e-mail solicitation to one or more membership lists.

Detailed resumes from the Staff Association applicants to committee and board positions are encouraged, as these are carefully reviewed by the nine-member Nominating Committee in order to select the best staff candidate(s) to represent staff members' concerns. The recommended candidate(s) are ratified by the Staff Association Executive Committee before decisions are finalized.

Staff representation on some UW committees and boards may be handled by appointment or election depending upon the policy/protocol governing the role and makeup of the committee.

Board of Governors ([University of Waterloo Act](#))

Two full-time staff members elected by the full-time staff members of the University.

President's Nominating Committee ([Policy 50](#))

One staff member elected by and from the regular staff of the University.

Vice-President, Academic & Provost Nominating Committee ([Policy 48](#))

Two staff members elected by and from the regular staff of the University.

Vice-President, University Research Nominating Committee ([Policy 68](#))

One staff member appointed by the Staff Association, and one elected by and from the regular staff in the Office of Research.

Dean of Graduate Studies Nominating Committee ([Policy 44](#))

One staff member appointed by the Staff Association, and one elected by and from the regular staff in the Graduate Studies Office.

Faculty Dean Nominating Committee ([Policy 45](#))

One or two staff members depending on the size of the Faculty elected by and from the regular staff of the Faculty, and one appointed by the Staff Association, normally from the Faculty concerned.

Department Chair Nominating Committee ([Policy 40](#))

One regular staff member, elected by and from the regular staff members of the department; departments with a membership of 10 or more regular staff members may choose to elect one or two additional regular staff members to the nominating committee.

Employee Assistance Committee ([Policy 67](#))

One staff member appointed by the Staff Association.

Honorary Member of the University Committee

Three staff members appointed by the [Senate Nominating Committee for Honorary Degrees](#) on the recommendation of the President.

Main Campus Joint Health and Safety Committee

Six staff members, four appointed by the Staff Association and two appointed by CUPE.

Staff Training and Development Committee

Three staff who are members of the Staff Association, one of whom sits on the SA Executive Committee, on the recommendation of the Staff Association. Two staff members, on the recommendation of the OHD Director.

Advisory Committee on Traffic and Parking

One staff member.

Appeal Committee on Traffic and Parking

One staff member.

## Communication Vehicles

The University of Waterloo is committed through the use of e-mail (HR lists) to the timely relay of information to its staff, students, faculty and administration. There are several vehicles of communication in place that successfully provide the University community with current information.

### Daily Bulletin

The Daily Bulletin, authored and edited by the University's Communications and Public Affairs Office, speaks for no one in particular and is updated each working day by 9:30 a.m. at [www.bulletin.uwaterloo.ca](http://www.bulletin.uwaterloo.ca). It is a summary of current news and announcements with brief mention of upcoming events and pointers to website addresses that provide elaborations on items included in the Daily Bulletin.

### UW Opinion

UW Opinion is "A moderated forum for members of the University of Waterloo community to discuss post-secondary affairs and campus issues" available on the web at [www.opinion.uwaterloo.ca](http://www.opinion.uwaterloo.ca).

### STAFFNews

*STAFFNews* is a newsletter published electronically by the University of Waterloo Staff Association and distributed to its membership. It includes a variety of information such as committee reports, updates and postings, articles of interest, staff profiles, notification of upcoming Staff Association events, announcements, and letters to the Editor.

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Signed on: \_\_\_\_\_

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Jesse Rodgers  
President, Staff Association

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David Johnston  
President

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Sue Fraser  
Past-President, Staff Association

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Amit Chakma  
Vice-President, Academic & Provost

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Trevor Grove  
Secretary, Staff Association

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Catharine Scott  
Associate Provost, Human Resources & Student Services

*This agreement is conditional upon approval by the UW Board of Governors*

*Approved by the UW Board of Governors on:* \_\_\_\_\_

## **Appendix A**

### **Other Policies and Guidelines**

#### **Policies**

##### **Class A**

Dean of a Faculty, The - #45  
Dean of Graduate Studies, The - #44  
Deans, Special Conditions of Employment for - #43  
Guelph-Waterloo Centre for Graduate Work in Chemistry, Search and Nominating Committee for Director - #58  
President of the University, The - #50  
Vice-President, Academic & Provost, The - #48  
Vice-President, University Research, The - #68

##### **Class G**

Alcohol Use and Education- #21  
Archives - #13  
Audio-Visual Centre Services, Use of -# 37  
Bookings -- Use and Reservation of University Facilities for Activities not regularly timetabled - #15  
Bulletin Boards, Temporary Signs, and Notices - #2  
Cash Handling - #51  
Computer Software, Use of Proprietary - #64  
Donations and Gifts-in-Kind, Approaches for - #7  
Emergency Response, University of Waterloo - #60  
Equality in Employment - #65  
Equipment in University Buildings, Regulations Governing the Installation of - #22  
Firearms - #35  
Capital and Non-Capital Assets - #74  
Health, Safety and Environment - #34  
Intellectual Property Rights - #73  
Library Facilities - #25  
Lost and Found - #20  
Pets on University Property - #32  
Quotations and Tenders - #17  
Record Management - #12  
Physical Recreation Facilities, Use of - #27  
Smoking - #29  
Sponsored Research Activities (grants, contracts and other research support), Provision for University Overhead in - #26  
Student Discipline - #71  
Student Appeals - #72  
Student Petitions and Grievances - #70  
Student Information, Access to and Release of - #19  
Travel - #31



## **Guidelines**

Animal Research  
Assessment of Penalties  
Bereavement Leaves  
Canadian Flag - Lowering  
Children's Camps on Campus / Associated Checklist & Appendices )  
Computing and Network Resources-Use  
Computing and Network Resources-Security  
Donation Guidelines  
Electronic Commerce Statement  
Emergency Leaves  
Harassment and Discrimination  
Human Research  
Human Resources Records  
Jury Duty  
Naming Principles & Procedures  
Personal Information Protection and Electronic Documents Act (PIPEDA)  
Political Leaves  
Protection of Privacy and Freedom of Information  
Retirees, Privileges for  
Safety Guidelines for Field Work/Field Trips in Canada  
Safety Guidelines for Field Work/Field Trips in International Locations  
Safety in Student Abroad Programs  
Short-term Stipends for Staff  
Staff Hiring Committee/Panel Interviews  
Staff Secondment  
Student Email  
Travel Requirements  
Weather / Emergency Closing Guidelines