Message from UWSA President

As we approach the end of summer and the beginning of the Fall term, a sense of renewal and the “calm before the storm” is permeating the campus. As President of the UWSA, it is a time for me to reflect on what I have done (and not done!) in the last nine months, and to make plans for the upcoming year.

At my address to the UWSA AGM last October, I spoke about the climate of change that is upon us. While it may seem that there have not been massive and sweeping changes to our workplace, I believe that the changes are beginning to happen. Before day-to-day changes can happen, we must understand what we like about working at uWaterloo, and what we don’t like. Since October, I have been spending much of my time listening to you, trying to get an understanding of what is working, what needs some fine-tuning and what needs a major overhaul. I have been in conversation with senior administrative staff, both on the Executive Council and in HR, to get a sense of the directions that they want to move the institution. I have been involved in the planning for the changes that are being discussed, and I am encouraged by what I see.

One of the new initiatives I undertook this year was the “UWSA round-table” series which let me and other UWSA Executive members hear directly from you about your concerns. Elsewhere in this issue is a summary of those sessions. Some of the new initiatives that are being planned directly address concerns raised at the round-tables. I hope to continue this forum during the fall term -- watch your mailbox for an invitation to attend one of these sessions.

Since October of last year, I have been involved as an observer in the major reorganization that has taken place in CECS (Co-op Education and Career Services). This was a stressful time for our colleagues in that department. Months (and years) of planning came to a crucial point in June, when a department-wide reassignment of staff occurred. The UWSA hosted meetings for CECS staff, independent of the CECS executive team, to hear concerns directly from the affected staff. I subsequently reported those findings directly to the University Executive Council.

Get to Know Stratford Event

The Staff Initiative Fund (SIF) has allowed us the opportunity to share our excitement about what we are building in Stratford. Based on the feedback, our excitement is catching!

Being 40 minutes away from Waterloo, the staff at the Stratford Campus want to foster a strong connection to the main campus through collaboration and information sharing. Through the SIF we were able to host 98 University of Waterloo staff at the campus July 25-26, 2011, for a “Get to Know the Waterloo Stratford Campus” event.

Kayleigh Platz, Social Media Specialist, greeted our guests each day at the Davis Centre. Kayleigh kept the bus ride entertaining with Stratford campus staff’s favourite YouTube clips and TED Talks and swan hats courtesy of the Stratford Tourism Alliance.

Stratford Mayor Dan Mathieson welcomed our first group to Stratford and talked about the city’s commitment to the campus. Tim Jackson, VP, External Relations, and Tobi Day-Hamilton, Director, Advancement, presented and shared our mission, vision, values and plans for the campus, including the new building. Dr. Christine McWeeb, the campus Director of Academic Programs then discussed the Master’s of Digital Experience Innovation and the Bachelor of Global Business and Digital Arts.

...continued on page 2
President’s Message

oversight committee. CECS staff are now planning the transition to their new roles. The department will be informing its student and employer clientele of the changes late in the fall term, and hopes to have the new organizational structure fully deployed by the end of the year. As one would expect with a reorganization of this magnitude, there were a few staff who will not be moving forward in the new organization. The UWSA has advised and advocated on behalf of staff in this situation.

The UWSA Members’ Advisory, chaired by our Executive Manager Gail Spencer, continues to be active in assisting and advocating on behalf of UWSA members. In a good-news/bad-news sort of way, Gail is busy with several cases at all times. In many circumstances, she works to bring together individuals to resolve differences. In other cases, she uses the various other support mechanisms on campus, from Counselling to Conflict Management, Occupational Health and the Safety Office. The new “Bill 168” regulations of the Ontario government have brought an increased awareness of the issues of workplace harassment and violence, and Gail is an integral part of the campus support mechanism in such cases.

Elsewhere on campus, I have represented the UWSA in observing organizational change to ensure that staff are treated fairly and according to policy: in AHS, the Library, CPA, and across campus in IT units. In the latter case, change arose from the implementation of the IT Task Force Report issued in May 2009.

Looking forward to the Fall, we are preparing for the election of three new Directors for the standard two-year term. I want to thank Annette Dietrich, Jason Gorrie (our Secretary) and Monika Bothwell for their advice, wisdom and energy as they complete their terms.

So if you have wanted to be more involved in the UWSA and how it serves to reshape our workplace, now is the time! Nominations for the Fall election are open. New directors will take office as of the UWSA AGM on Thursday October 27 – mark your calendars now and plan to attend!

As always, I encourage you to contact me at uwsa.president@uwaterloo.ca with your thoughts, concerns and suggestions. I read every email that I receive, and try to reply within a day or two.

Trevor Grove
President, UWSA

Stratford Event

Kayleigh came back on stage to present a “Digital Media 101” workshop to help main campus staff learn more about digital media, our focus at the Waterloo Stratford Campus, and how they could use it and benefit from it in their jobs.

Following a tour to the new build site, the Stratford Tourism Alliance directed a walking tour of historic downtown Stratford. The alliance also helped arrange lunches at local restaurants (three different ones each day). With a full stomach, staff went to the Stratford Shakespeare Festival Costume Warehouse for a tour of the facility. Staff even got to try on costumes!

On the way home, Kayleigh gave away goodie bags that included pamphlets about Stratford, gift certificates for businesses in the downtown core, and Waterloo Stratford Campus chocolate bars by Rheo Thompson. With more entertaining YouTube and TED Talks videos on the way home, staff could finally catch their breath. We received positive feedback in the survey that went out to all the attendees, and 97% of respondents said that they would return to the city of Stratford. One respondent said that “There’s more to Stratford than its famous festival.” But what really hit home for us at the Stratford campus was this feedback:

- “Digital media is coming fast and furious. It’s unavoidable and we need to learn more to embrace the changes to come. Stratford campus will put us on the front lines to these changes.”
- “I returned to the main campus with a far better understanding of what’s happening at the Stratford Campus.”
- “I found it [the information about the campus] very useful, engaging and exciting. Not only do I feel I would be able to talk about it, the presentation made me want to talk about it!”
- “I feel more engaged in the project and more apt to want to talk about it!”
- “I look forward to receiving the Digital Media 101 slide presentation and doing my best to help the School recruit masters and undergrad students.”

Jodi Szimanski
Marketing Manager, Waterloo Stratford Campus

James Wilkinson,
Stratford staff member
GOOD NEWS ABOUT CAREER ADVISING

Good news for staff! The Provost’s Advisory Committee on Staff Compensation (PACSC) has decided to continue support for career advising services for staff. Confidential career appointments have been available to staff since January, 2010, initially as part of a two-year pilot. This year, after seeing evidence of the pilot’s success, PACSC has opted to make the Staff Career Advisor position permanent.

What does this mean for staff? Well, so far it means that staff and postdocs have accessed 420 appointments since services were launched. Over 120 of you have participated in workshops in the Centre for Career Action (Tatham Centre), and close to 130 of you have participated in custom workshops arranged by your managers.

You also seem to value the services. 99% of you who responded to an anonymous survey after your appointment said that you’d refer colleagues to the service.

For the future, PACSC’s support means that you’ll continue to be able to meet confidentially with the Staff Career Advisor during regular office hours, and some lunch and evening appointments. You’ll be able to discuss how to:

- Plan your future career development
- Learn more about yourself through formal or informal assessment options
- Discuss further education and professional development
- Create a networking plan for uWaterloo or your network outside of campus
- Update your resume or cover letter
- Practice your interview skills
- Learn effective job search strategies
- Plan how to talk with your supervisor about your career development

You’ll also have a new Staff Career Advisor. The Centre for Career Action is welcoming Rebecca Burwell, MEd. She brings with her years of experience in individual advising and workshop facilitation, including time spent at uWaterloo advising alumni at various stages in their careers. In addition to helping people realize their career goals, Rebecca also teaches up-and-coming career advisors through Conestoga’s Career Development Practitioner Program. (If you’ve met with Liz Koblyk, the previous Staff Career Advisor, and you want to keep in touch, she’ll still be in the Centre for Career Action, now as the Assistant Director.)

If you’re interested in exploring your next career step, visit http://careeraction.uwaterloo.ca to schedule a confidential appointment, find out about upcoming workshops, and learn more about services.

Liz Koblyk
Assistant Director
Centre for Career Action

Run for the UWSA Executive Committee!

- Do you wonder what it’s like to be a UWSA Director?
- Are you interested in learning more about the benefits and personal rewards from being a part of the UWSA?
- Do you have questions about the qualifications, responsibilities and time commitment involved?

Get answers to your questions at a UWSA Election Brown Bag Lunch Info Session

Monday, September 12, 2011
12:00 noon - 1:00 pm; DC 1304

OR

Tuesday, September 13, 2011
12:00 noon - 1:00 pm; HH 373
Drinks and cookies will be supplied at both sessions.

Nomination Deadline:
Thursday, September 15, 2011

Nomination forms available online: uwsa.uwaterloo.ca
TEN THINGS I WISH I KNEW BEFORE I FOUND OUT I WAS LOSING MY JOB

The University of Waterloo is an institution that prides itself on innovation and risk-taking. With these two values influencing many of our on-campus operations, it is no surprise that “change” is a constant factor in our working environment. Organizational change impacts individuals in many ways, from how they do their job, to whom they do it with/for, or sometimes even if they will continue to have a job. Such change can lead to very challenging times for employees—especially if they are unprepared for a mandatory career change.

Fifteen months ago, I learned my department would be closing and all full-time employees would need to seek new employment. Thus began my own journey through change, as I have personally searched for new employment and assisted over 10 full-time staff with their career transition efforts. Together, we learned a great deal about career transitions and managing change within the University of Waterloo.

In light of the many changes still ahead for Waterloo staff, I recently approached my colleagues and asked for their aid in identifying the Top 10 Things I Wish I Knew Before Finding Out I Was Losing My Job, so that other Waterloo staff could benefit from our collective experience.

Before Finding Out I Was Losing My Job...

1. “I wish I knew how emotional it would be to compete with my colleagues for new job opportunities or to find a new career opportunity before colleagues in the same situation had a chance to do so.”

If you lose your job as a part of departmental restructuring, you could find yourself competing for positions against close friends and respected colleagues. This can take a serious emotional toll—especially if the process takes a long time. Even if you are successful in finding new employment on campus, it can be hard to celebrate knowing your colleagues are still struggling. While your colleagues can be a source of support though these challenging times, it is also important to have a personal support network independent of your colleagues. The Employee Assistance Program (EAP) is an excellent resource for providing and suggesting effective mechanisms of support.

2. “I wish I had considered the important role strong relationships with my co-workers can play in forming an effective professional network.”

Although you can spend eight hours (or more) each day working with colleagues, some people prefer to maintain very strict boundaries between their personal and professional lives. This is a valid choice, but not one without consequence, as a lack of strong personal connections with former colleagues can hinder career transitions. Colleagues can become great friends and mentors outside of work, and represent valuable contributions to a strong professional network. Professional networks are fast becoming the primary method through which people seek new employment. Leaving any place of employment without developing relationships with your colleagues that extend outside the workplace can leave a significant hole in your professional network.

3. “I wish I knew that if you wait for a job posting to appear before pursuing a job… it’s likely already too late.”

Career transition articles, career counsellors, and employment advisors routinely emphasize that most positions are now filled through networking. Applying to job postings in the absence of prior networking leads to significantly lower chances of success in securing the position. When drafting job descriptions, examining resumes or interviewing, employers—consciously or unconsciously—reflect on individuals from their networks when thinking of the “ideal candidate” for the role. This reflection can significantly influence the job description, perceived qualifications required, and selection of candidates to be interviewed. Through effective networking, you can be in contact with potential employers to find out about upcoming opportunities before they are posted—and hopefully be their “ideal candidate” for the role.

4. “I wish I knew what my ultimate career path and goals were.”

To effectively identify potential employers with whom to network, you need to have a good sense of your ultimate career path and goals. After receiving word you are losing your job, it is not uncommon to go into panic mode and begin searching for whatever employment you can. This can make networking less effective, because you have no direction in which to focus your efforts. Additionally, it would be ideal if your future employment moved you along a career path that you will ultimately enjoy. So it is very helpful if you know what you are truly interested in, where you want to live, what your desired lifestyle is, etc. far in advance of needing to pursue new employment.

...continued on page 5
Ten Things I Wish I Knew...

5. “I wish I knew how important it was to identify and take advantage of professional growth and development opportunities across the entire Waterloo campus.”

It is very easy to become comfortable with your own role and department, to the point where you become isolated from the “pulse” of the campus as a whole. Knowing what initiatives and programs other campus departments are working on can help you ensure that your skill sets and experience match the direction the institution is heading. Developing new skills and gaining experience in their application can take some time, so don’t wait until you are unemployed before taking steps to build new skills, or you will be at a disadvantage in your search for new employment.

6. "I wish I knew my options for lateral career progression in addition to vertical ones."

When many people think of career paths, they consider moving up a management chain, with increasing levels of pay and responsibility. Such “vertical career paths” are often relatively easy to see within one’s organizational unit (i.e., you would move into your supervisor’s role, then their supervisor’s role etc.). Lateral career changes (i.e., moving into positions of equal or slightly lower USG level) provide you with another perspective on the university’s operations and can greatly enhance your skill sets, improve your on-campus marketability, and ultimately make you more competitive if you choose to move into a position of higher pay and responsibility (i.e., a vertical career path) in the future.

7. “I wish I had directed my volunteer energies more strategically.”

This is two important points rolled into one! First, volunteering is an effective way to build skills, gain experience and form networks across campus that might otherwise be unavailable to you in your current role. However, there are a lot of volunteer opportunities on campus and it helps to be strategic in where you put your time and energy. While you can derive immense satisfaction from all the volunteer opportunities, it is best to focus your efforts on experiences that are more directly aligned with your career aspirations. This is yet another reason to have your career plan in place as early as possible.

8. “I wish I knew how much performance can be affected when people are told they’re eventually losing their jobs, but are still expected to do those jobs for any length of time.”

Having a great deal of notice can give individuals the time to search for new work, take training to upgrade their skills and expand their professional networks - while still being gainfully employed. On the other hand, the networking, researching and branding efforts required for an effective job search can be equivalent to a full-time job – and working two “full-time jobs” can gradually wear someone down. As colleagues leave for new jobs or return to school, shifts in workload and job duties occur as new people need training to fill the vacated roles or the roles are simply left vacant. This can add to additional job duties, stress and responsibilities for the remaining staff still seeking employment. While there are benefits to knowing about an upcoming career change, having support in place to manage stress and avoid burnout are extremely important.

9. “I wish I knew that employment policies are solely concerned with ensuring that appropriate procedures are followed and that employees are compensated when loss of employment is anticipated. The actual search for new employment is all up to the individual.”

While departments can sometimes find new positions for impacted staff during an organizational change, this is not always possible, and there is no obligation to do so. While regular staff maintain internal status for a period of time after termination, there is no special consideration provided when they apply for other positions on campus. “Terminated” staff must compete for positions along with all other internal candidates applying for the same position. In addition, identifying job opportunities, networking and successfully interviewing for positions is all up to the terminated staff member. This does not mean that there is no support for terminated staff. University of Waterloo Policy 18 clearly states entitlements for notice, pay in lieu of notice and severance pay to support staff after notice of termination is given. This financial support is invaluable for employees as they search for new employment. In addition, the University of Waterloo has a great deal of support available for staff undergoing career changes. The Staff Career Advisor through the Centre for Career Action, Human Resources, Organizational and Human Development and Counselling Services are just a few of the services available. All you need to do is ask them for help!

10. “I wish I had planned for contingencies.”

While the future is always uncertain, it is still useful to make plans for negative situations. It is important to make efforts to have savings to cover your expenses during an unplanned job search and to keep a close eye on trends within your...
PRESIDENT’S ROUND TABLE DISCUSSIONS

As part of our initiatives to improve communications with our membership, the UWSA Executive, in conjunction with the UWSA Area Representatives, conducted a series of round-table discussions in the spring. The topics were wide-ranging:

• April: Hiring practices
• May: Performance appraisals
• June: “If I were in charge at uWaterloo, I would...”

Discussions were lively in all of the sessions, and a wide variety of opinions was brought forward. Details of the discussions are available online at the UWSA website (or directly with the links above). We plan to continue the series of round-tables in the Fall. If you have ideas about topics of interest, please let me know. You can email me at uwsa.president@uwaterloo.ca. Here are some of the highlights of the spring sessions.

April: Hiring practices

In our first round-table, we talked about how positions are advertised and filled. Four scenarios were presented and the participants were invited to discuss how they would handle each case. It should be noted that the scenarios presented were all derived (with details changed) from actual cases that the Staff Relations Committee (SRC) has had to consider over the last couple of years. We talked about issues such as:

• How to handle “unadvertised” vacancies within a department, and whether or not the principle of in-department preference should be extended to all USG levels (currently it is capped at USG5). Issues such as: fairness to individuals, creating opportunity for everyone, loyalty (by individuals and by the institution) and openness in general were discussed.

• Situations where an incumbent is obliged to apply for their own job, either through reorganization or through conversion of a contract position to a permanent position. Once again, the issue of fairness came up. The “internal” versus “external” applicant issue was also discussed. An interesting aspect of this discussion was the recognition that in many cases, going through a hiring process is a waste of time where there is an eminently-qualified candidate.

• The consequences of organizational change were discussed, especially in the context of substantial change to job descriptions. We discussed the obligations of the institution, and of the individual, in a variety of situations.

The group concluded that transparency in process is really important. We acknowledged that long-term vacancies are bad for both the individuals and for the institution. Staff development that can help people to qualify for the many vacancies that will be occurring over the next five to 10 years was identified as important.

May: Performance appraisals

In May, the round-table groups tackled the issue of our performance appraisal system and the related merit-based compensation system that we have.

Our system was characterized as generally being a top-down, value-judgement system, intended to provide continuous improvement. Participants noted that the system is inconsistent, suffers from a lack of training for evaluators and isn’t scalable (what works in a department of three employees doesn't work in a department of 20 employees). Several participants noted that their own departments use a variety of techniques to supplement the standard system, including peer and “360 feedback” systems.

The issue of how performance appraisals affect our annual salary increase was discussed – in particular, the diminishing return for long-term high performers (whose increase will get smaller and smaller over time, as they approach the ceiling of their USG category).

Some basic questions were asked and discussed: should we have performance appraisals at all? Should they be linked to compensation? Alternatives for performance-management systems and compensation systems were discussed. Systems like “management by objective” and “360 feedback” were described and discussed. The advantages and problems of each system were identified, and participants provided examples from across campus.

...continued on page 10
STUDENT AWARDS

Undergraduate Award winners

Each term, undergraduate awards valued at $500 each are provided to deserving full-or part-time undergraduate students in a degree program at the University of Waterloo. Award recipients have contributed to the university or the community through extracurricular or volunteer activities and have a minimum overall average of 70%. To be eligible for consideration, a student must be a current member of the staff association or be the child, spouse, grandchild, or dependent of a current staff association member. This award is sponsored by the UWSA and the Education Credit Union.

Congratulations to the Student Award recipients from the past two terms:

Winter Term

Amanda Sadowski: Amanda is in Political Science and History. She is the daughter of Jacqueline Hanley in the English Language Proficiency Program.

Monique Potvin: Monique is in Honours Co-op Pharmacy. She is the child of Ken Potvin, School of Pharmacy.

Spring Term

Scott McGinley: Scott is in Honours Biology Co-op. He is the son of Luanne McGinley in Sociology and Legal Studies.

Erinne Lee Vargas: Erinne is in Urban Planning, Co-op. She is the child of Bonnie Bender-Vargas in Marketing and Undergraduate Recruitment.

Graduate Award winners

Each term, the Staff Association is pleased to offer an award of $500 to a graduate student. The award is provided to a full- or part-time graduate student in a degree program at the University of Waterloo. The student must be a member of the Staff Association or be the spouse, child, grandchild or dependent of a Staff Association member, have a good academic standing (minimum 70%), and if part-time, be taking a minimum of 2 courses.

Congratulations to the Student Award recipients from the past two terms:

Winter Term

Jon MacKay: Jon is in Management Science and he is the spouse of Karen Kawawada in Communications and Public Affairs.

Spring Term

Marwa Nabil Ismail: Marwa is completing a PhD and is the spouse of Abdelaziz Aboueleinin in the Library.

Ten Things I Wish I Knew... continued from page 5
organization to predict when you might want to consider switching careers.

Of course, these are just a few reflections and there is likely a great deal more knowledge and experience amongst UWSA members that can be shared! I encourage everyone to begin their own networking efforts by joining the University of Waterloo Staff Association (UWSA) group in LinkedIn. We will start a conversation surrounding this article and encourage members to share their experiences, ask questions and take the first steps to begin their own strategies for career development! We will also share additional details and insights that we were unable to fit into this article! Hope you can join the conversation!

Acknowledgements: A special thanks to all those contributing to the drafting of this article. Your willingness to share your thoughts and experiences with your fellow staff members during very difficult times is very much appreciated.

Jeremy Steffler
Associate Director, PDEng
Director, UWSA
Niagara Region Wine Tour

On Saturday June 4, 2011, 33 UWSA members and guests embarked on the Niagara region for the 3rd annual wine tour. This year our first stop included a tasting and Lunch at Creekside Estate Winery. Here we tasted four wines and enjoyed a gourmet lunch on the patio. The weather tried to dampen the spirits of our participants, but the torrential downpours were no match for the excellent wine and food that was served! After lunch we ventured into the small Village of Jordan and visited Cave Springs Winery. Once again, the wine tasting was well received and our tour guide was extremely informative. Participants were also able to spend some time in the small shops throughout the village before we boarded the bus for our final destination – Wayne Gretzky Estate Winery. Although Gretzky’s is not a working winery (all of their production and bottling is completed at Creekside) participants were treated to some great wines and a small snack of cheese and fruit before boarding the bus to head back home.

Although the weather didn’t cooperate for some of the day, everyone seemed to enjoy themselves. Another successful venture of the UWSA!

Jennifer Fleet
Wine Tour Coordinator

3rd Annual UWSA Golf Social

Thirty-two staff members and their guests enjoyed an afternoon of golf at Brookfield Country Club on Tuesday, July 12, 2011. After nine holes of golf the group returned to the club house for a BBQ dinner and each golfer received a fabulous prize, including golf bags (thanks to Johnston Insurance), putters and drivers, health club memberships, and various gift certificates. Thanks to Darlene Garside and Sheila McConnell for organizing a great tournament!

Upcoming Events

The 7th Annual UWSA Shopping Weekend - November 11-13, 2011

Join us for a fun-filled weekend trip to Erie, Pennsylvania for three days of great shopping, aka “Retail Therapy 101”. We are heading to Grove City, PA (Prime Outlets) and Erie, PA (Millcreek Mall and Summit Town Centre). The trip fills up fast and registration is on a first come, first served basis, so sign up now to avoid disappointment! Go to the UWSA website for a registration form, and itinerary.

Your hosts will be Peggy Day pd@uwaterloo.ca and Sue Fraser Fraser@uwaterloo.ca.

18th Annual UWSA Craft Sale is being held on Thursday, November 24 and Friday, November 25, 2011. 10% of all proceeds are equally donated to the uWaterloo Senate Scholarship Fund (University-wide) and the UWSA Award. Your hosts are Sue Fraser and Kelly Wilker-Draves.
CONGRATULATIONS TO THE FOLLOWING NEWLY HIRED STAFF

January to July 2011

New Hires

James Alderson, Plant Operations - Electrical
Saeed Bagheri, Office of Research
Anna Beard, Dean of Science Office
Laura Bland, Civil & Environmental Engineering
Jessica Bondy, Residence Life
Maria Buchtova, Housing & Residences
Pascal Calarco, Library
Angelo Chaves, Central Stores
Kung Chu, Finance
Colin Clark, Information Systems & Technology
Jennifer Collins, Biology
Rick Den Broeder, IST
Paul Dietrich, IST
Tara Dosman, Food Services
Leslie Eckel, Health Studies & Gerontology
Amy Ernst, Registrar
Cassandra Etheridge, Registrar - Student Awards
Catalina Eugenio, Finance
Debra Freedman, Centre for Extended Learning
Michelle Fluit, Health Studies & Gerontology
Chris Francis, Office of Research
Ana Freitas, Registrar
Andres Fuentes, Federation of Students
Geraldine Furlong, Housing & Residences
Victoria Gadon, Residence Life
Peter Gdyczynski, School of Pharmacy
Lisa Habel, Maintenance Records Clerk
Ian Herkert, Village 1 - Housekeeping
Kathy Holston, Electrical & Computer Engineering
Damir Huseljic, Housing & Residences
Sabrina Hutchison, Housing & Residences
Leigh Jackson, Registrar
Susan Johnston, Information Systems Technology
Rohini Kamakoti, Office for Persons with Disabilities
Lorna Kelly, School of Pharmacy
Justin Kieffer, Co-op Education and Career Services
Sean Kimpinski, Central Stores
Kerri-Lee Lewis, Registrar
Ling Loerchner, Office of Research
Diana MacFarlane, E & CE
Jamie Mahony, Finance
Brankica Marijanac, Housing & Residences
Laura Marrone, Chemistry
Matthew McDonnell, Federation of Students
Tracey McKee, Registrar
Linda McKessock, Applied Health Sciences
Dina Meunier, Centre for Extended Learning
Khosrow Modarresi, Office of Research
Bridget Moloney, Office of Research
Clarinda Morgado, Housing & Residences
Ally Morrow, Registrar’s Office
Samantha Murray, Registrar
Gene Nakonechny, Dean of Engineering Office
Jesi Neill, Housing Administration
Mike Nowakowski, Centre for Extended Learning
John Ogg, Central Stores
Martin Orwinski, Institutional Analysis & Planning
Viola Poletes Montgomery, ODAA
Gina Reicard, Information Systems & Technology
Christopher Rennick, Engineering U/G Office
Christine Robertson, Procurement Services
Gayle Sadler, School of Pharmacy
Daniela Seskar-Hencic, Institutional Analysis & Planning
Robert Sexton, Food Services
Maria Alice Seviora, Civil & Environmental Engineering
Sunita Shankar, School of Optometry
Hua Shen, Statistics & Actuarial Science
Pauline Smeaton, Sociology & Legal Studies
Franco Solimano, Residence Life
Tamara Stock, Kinesiology
Allister Talbot, Central Stores
Ingrid Town, Dean of Math Office
Nga Tran, Federation of Students
Stephen Utter, Electrical & Computer Eng.
Matthew Verlis, Information Systems & Technology
Erica Voisin, ODAA
Carlie Wardell, Housing & Residences
Olla Wasfi, School of Pharmacy
Susan Widdifield, Electrical & Computer Engineering
Samantha Wiebe, Housing & Residences
Adam Wlad, Information Systems & Technology

Winterfest 2011!
Mark your calendars for Sunday, December 11, 2011 (1:00 - 3:00 pm) for the UWSA family fun event with skating and a visit from Santa.
Your host is: Joanne Voisin
CONGRATULATIONS TO THE FOLLOWING STAFF ON THEIR NEW JOB OPPORTUNITIES

January to July 2011

Promotions & Transfers

Rina Salazar, Civil & Environmental Engineering  
Dipali Batabyal, ODAA  
Gwen Bender, Plant Operations  
Andrew Brunet, WatPD  
Nelson Carrillos, Plant Operations  
Jeanette Chapman, Library  
Courtney Collins, Registrar  
Annette Dietrich, E & CE  
Donna Ellis, Centre for Teaching Excellence  
Dana Evans Laity, Dean of Engineering Office  
Heather Westmorland, Student Success Office  
Heather Ferguson, Housing & Residences  
Daspina Fefekos, Centre for Extended Learning  
Marguerite Greavette, Chemistry  
Jacqueline Hilts, Mechanical & Mechatronics Eng.  
Heather Hudson, Registrar  
William Jennings, Office of Research  
Devon MacDonald, Arts Undergraduate Office  
Melissa McNown, Housing Administration  
Liam Morland, Information Systems & Technology  
Ally Morrow, Registrar  
Paula Petrie, Dean of Engineering  
Mirjana Radulovic, Registrar’s Office  
Jesse Rodgers, Student Success Office  
Stephen Sempson, Engineering Computing  
Andrew Smith, Registrar’s Office  
Elena Tabong, Graduate Studies Office  
Paul Thompson, Civil & Environmental Engineering  
Carol West-Seebeck, Health Studies & Gerontology  
Tanya Yoworski, Centre Business Entrepreneur & Tech  
Linda Zepf, School of Environment, Enterprise & Dev.  
Murray Zink, WatPD

President’s Round Tables

continued from page 6

June: “If I were in charge at uWaterloo, I would…”

In our June round-table I turned the tables on the participants and had them provide all of the topics for discussion. The results were interesting, revisiting some of the traditional issues that we have been facing for many years, along with some interesting new ideas. Here is the list of topics that came out of the session. To see the details of the discussions, visit the UWSA website.

1. Communication, transparency  
2. Acronyms and TLAs  
3. Vision care and bi-weekly pay  
4. Compulsory manager training  
5. Inequity of USG levels across campus  
6. Lack of accountability  
7. Strategic: 21st century way to engage staff,  
8. Free parking  
9. Fix “doing more with less”  
10. Staff facilities  
11. Benefits  
12. Child care  
13. Process – the way we do things  
14. Space  
15. Learn from other institutions about attracting and retaining staff

UWSA Annual General Meeting

October 27, 2011  
Location: TBA

8:45 a.m. Doors open  
Coffee and muffins served  
9:00 a.m. - 10:00 a.m.  
Annual General Meeting

Our representative from Johnson Inc. will be on hand to present the door prize.

Current UWSA Executive Committee:

President: Trevor Grove, Computer Science, Ext. 34679  
Past-President: Doug Dye, Safety Office, Ext. 35613  
Secretary: Jason Gorrie, IST, Ext. 37842  
Treasurer: Sheila McConnell, Computer Science, Ext. 33203  
Director: Jeremy Steffler, PDEng, Ext. 38082  
Director: Annette Dietrich, ECE, Ext. 38231  
Director: Darlene Ryan, Intl. Student Office, Ext. 32814  
Director: Monika Bothwell, Dean of Science Office, Ext 37830  
UWSA Executive Manager: Gail Spencer, Ext. 38668  
UWSA Office Manager: Darlene Garside, Ext. 33566