

# Annual Report 2014/2015

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## President's Message

As we enter the third year of a full-time President, I am happy to report that our relationship with the University Administration is strong and positive. This means an increased level of consultation and collaboration which keeps the President busy with numerous committees and working groups.

One of the UWSA's challenges is the continued growth in the number of staff seeking support and services from our Members Advisory Committee and our Staff Advocate. There is also a notable increase in the complexity of the cases and the issues that the UWSA is handling, which leads to a direct increase in the UWSA's legal expenses and the time requirement for all members of the Members Advisory Committee (President, Executive Manager, Past-president, President-elect, but in particular for Gail Spencer, Executive Manager/Staff Advocate and for the President.

Another challenging issue that the board is facing is the continued downward trend in membership. This is not a new issue facing the UWSA, instead this is a cyclical issue that often requires significant resources to manage and, to date, only Band-Aid solutions have been found. The latest change was made approximately ten years ago when an agreement with HR was reached that every new staff hired into a regularized position would automatically be enrolled in the UWSA. That change led to approximately 85% of new staff remaining members of the UWSA. In 2013, Human Resources informed the UWSA that this practice was not in line with Ontario Employment Standards Act, which required new employees to explicitly sign a document (membership form) to allow for the deduction of dues. Reverting to the previous practice has led to approximately 25% of new staff choosing to join the UWSA. The result is that our membership rate has dropped to 65% from close to 70% in 2013, and the downward slide is expected to continue. This situation is critical and must be addressed in order for the UWSA to continue to be the official representative of staff.

The Board of Directors has spent a significant amount of time this past year analyzing this issue and consulting with our membership. This included a full-day facilitated retreat, numerous Board meetings, conversations at Area Reps meetings, four open meetings attended by over 140 staff, and meetings with Senior Administration. Based on these conversations, the Board has decided that the best way forward and the only long-term solution, which will allow us to maintain the current environment we have, is to pursue an agreement with the University of Waterloo that parallels that of the Faculty Association of the University of Waterloo (FAUW). FAUW's 1998 agreement that addressed the issue of declining membership had two parts. First a stronger Memorandum of Agreement (MOA) was required; and secondly, a referendum making dues a condition of employment by using the RAND formula as the framework and basis for their referendum.

The UWSA has started the first part of the process by creating a subcommittee of the Staff Relations Committee (SRC) comprised of two UWSA Directors and two members of Human Resources, to start to investigate the gaps in our current Memorandum of Agreement (MOA). Once we have some of the main issues addressed, the UWSA will consult with the membership. Once a stronger MOA is reached, a referendum will be required to have dues be a condition of employment. Stay tuned as there will be plenty of updates to the membership in the upcoming months.

This year was also significant in that we reached a new three-year agreement with the University that will run until April 30, 2018. Terms of the agreement are a 1.95% increase in each of the first two years, and a 1.5% increase in the third year, the same as was agreed upon for FAUX this year.

Members are indebted to outgoing UWSA Directors Theresa Bauer and Kathleen St. Laurent, who have completed their two-year terms.

2015-2016 will be a significant year for the future of the UWSA. A stronger MOA and the possibility of introducing dues as a condition of employment, along with an expected increase in the number of staff seeking UWSA's services means that the UWSA Board will need to evaluate its current structure and resources to ensure we can continue to meet the needs of our membership.

We have an excellent Board of Directors, and I am confident that we will continue to work hard to make continuous improvements to our policies, processes and labour relation issues.

Carlos Mendes

UWSA President November 2012-October 2015

## Treasurer's Report

The official Financial Statement for the fiscal year May 1, 2014 to April 30, 2015, prepared by the accounting firm Hemmerich, Flanagan, Kratz, Eamer & McRae LLP, is included with the agenda package. It shows that the UWSA once again had a modest surplus from activities in the year.

I am pleased to report that the financial state of the UWSA is good and that with the full-time President, we are able to offer more services to Members in the coming years.

Lawrence Folland

Treasurer, UWSA

## UWSA Standing Committee Reports

### Area Representatives

The UWSA Area Representatives meet monthly (the second Thursday of each month, from noon to 1pm) to discuss issues of concern with the UWSA Board of Directors. This open forum is crucial as it provides the Board the opportunity to share information and discuss issues that are important to UWSA members.

The UWSA makes an effort to invite guest speakers to provide Area Reps with a better understanding of the issues and initiatives across campus and moving forward. Some of the guest speakers over the previous year have been:

- Mahejabeen Ebrahim, Director of Equity – The Vision for Equity at UW
- Beth Jewkes, Associate Provost, Resources – Space Planning and Utilization
- Katrina Di Gravio, Organizational and Human Development – Learning and Development Initiatives for Staff
- Ian Orchard, Vice-President Academic & Provost – From 32 years at U of T to 9 months at UW – First Impressions
- Ray Darling University Registrar – Undergraduate Student Enrolments

We have also kept our Area Reps informed with updates from various committees such as Staff Relations and the Provost's Advisory Committee on Staff Compensation. By keeping Area Reps more engaged and informed and having meaningful conversations, the Board is better informed and better able to represent staff. I believe that we are on the right track to having a strong voice here on campus.

Our efforts over the past year seem to be paying off. We have increased our involvement with Area Reps to a total of 54. We continue to grow this group and try to have representation from all departments around campus. The UWSA Area Representatives meetings are open to all staff. Consult the list below to see who your representative for your area is. **If you do not see one, consider volunteering to be your area's representative!**

Report submitted by: Melissa Zapletal & Carlos Mendes

Name	Department	Building
Annette Dietrich	Engineering Office	CPH
Andrea Rose Santi	Undergrad Recruitment	SCH
Andrew Urschel	Engineering Machine Shop	E5
Barb Yantha	Arts Computing	PAS
Barbara Blundon	Inst, Analysis & Planning	NH
Beth Alemany	Bookstore & UW Shop	SCH
Brigitte Schneebeli	Classical Studies	ML
Carlos Mendes (also Board member)	UWSA	DC
Cathy Logan-Dickie	Chemical Engineering	E6
Christine Gillis Bilton	Office of Research	NH
Christinia Truesch	Graduate Studies Office	NH
Darlene Ryan	International Student Office	NH
Dianne Foreman	Psychology	PAS
Darlene Stegner	Waterloo International	EC
Doug Dye	Safety Office	COM
Edward Chrzanowski	Computer Science Computing	DC
Ena Devedzija	Political Science	
Erin Campbell	History	PAS
Gwen Bender	Civil & Environmental Engineering	E2
Jason Gorrie (also Board member)	Information System & Technology	MC
Jason Greatrex	Information System & Technology	MC
Jeremy Steffler	Co-op Education & Career Action	TC
Jessica Bondy	Student Success Office	SCH
Jennifer Calbery	Organizational & Human Development	MC
Jenny Conroy	English Language & Literature	HH
Kate Busse	Counselling Services	NH
Katie Damphouse	Faculty Association	MC
Katherine MacLean	SEED	EV3
Kristen Deckert	Systems Design Engineering	E5
Katy Wong	Propel Centre for Population Health	BMH
Kathleen St. Laurent (also Board member)	French Studies	ML
Laurie Strome	Library	LIB
Lorraine Albrecht	Earth Sciences	EIT
Luanne McGinley	Registrar's Office	NH
Lori McConnell	Faculty of Environment	EV1
Lawrence Folland (also Board member)	Computer Science Computing Faculty	DC
Katherine MacLean	SEED	EV
Margaret Ulbrick	English/Economics	HH
Murray Zink	WatPD	CPH
Michael Herz (also Board member)	Mechanical & Mechatronics	E3
Marina Ivanova	Dean of Arts	PAS
Priscila Carrara	Dean of Science	ESC

Patricia Duguay	Development & Alumni Affairs	SCH
Paula-Ann Zahra	New Media Services	DC
Robyn Landers	Math Computing	MC
Rose Vogt	Graduate Student Association	COM
Sheila McConnell	Political Science	ASA
Sara Landy	Electrical & Computer Engineering	EIT
Stephanie Filsinger (also Board member)	Office of Research	NH
Stephen Markan (also Board member)	Information & Systems Technology	MC
Susan Oestreich	Office of VP Acad Provost	NH
Stefaniada Voichita	Library	DC
Steve Bradley	Pharmacy	PHR
Terry Labach	Information & Systems Technology	MC
Tammy Vucicevich	Food Services	TH5
Tim Ireland (also Board member)	Library	LIB
Theresa Dam	Registrar's Office	NH
Theresa Bauer (also Board member)	Psychology	PAS
Tom Graham	Plant Operations	GSC
Wes Stewart	Central Stores	ECH

## Communications & Membership

The Communications and Membership Committee oversees communication with UWSA members and promotes awareness of membership benefits to University Support Staff.

### Committee projects for 2014-2015 were:

**Staff Conference Presentation:** Once again we presented at the Staff Conference. "Our Voice – Our UWSA" presented by Carlos Mendes, Gail Spencer and Michael Herz as a workshop session for staff. The session gave a brief history of the organization, described the work of the UWSA at various committee levels, and informed the audience about our member advocacy work. We also hosted an information booth at the conference with SWAG and had a membership draw with prizes each day.

**UWSA Facebook:** UWSA created a Facebook page, where we keep members up-to-date with events, news and stories. We currently have over a 100 likes and hope to keep this number rising.

**UWSA Twitter:** We also keep members informed via our Twitter account: @UWStaffAssoc.

**Committee Documents:** Given our increased social media presence, the committee established Social Media Guidelines. The committee also identified a need for a more consistent approach to sponsorship requests that come into the UWSA and established Sponsorship Standards for our organization.

**Communication Events:** The committee organized a second annual Open House for UWSA members in December 2014 in conjunction with Chicopee lift ticket sales. Interest among staff remains high so we will look at doing this again in December 2015.

Committee Members: Gail Spencer (Chair), Jason Gorrie, Stephanie Filsinger, Theresa Bauer, Kathleen St. Laurent

## Members' Advisory

The Members' Advisory Committee provides guidance and support for UWSA members navigating difficult workplace situations and University of Waterloo policies and procedures, both formally and informally, and provides recommendations to the Board of Directors. The Executive Manager's time is primarily used for staff

advocacy. This year, the committee supported a total of 60 individual UWSA members navigating difficult work situations: 34 individuals and 5 staff groups for a total of 60 people

General issues arising for which support and assistance were provided:

- Staff going through Performance Improvement Plans and the broader performance management process, including progressive discipline
- Difficult work environments/difficult relationships/bullying
- Workplace harassment
- Sexual harassment
- Job changes or loss due to department reorganizations
- Job description changes and reclassifications
- Job duty changes and job erosion concerns
- Conflict of Interest in the Employment and Supervision of Personnel (Policy 62)
- Compensation equity issues
- Policy 36 complaint process
- Policy 33 complaint process
- Performance appraisal concerns
- Workplace investigations
- Assisting staff with accommodation requests/process
- Terminations

The Executive Manager advocated for staff in various ways through the scenarios listed above, such as: assisting staff with responses to workplace discipline, making referrals to and working with other on-campus service providers on behalf of staff, attending meetings with employees and supervisors where there is a dispute or dispute potential, informing managers of informal workplace issues needing attention, assisting staff with performance appraisal responses, helping staff communicate around conflict with their supervisor, helping with documentation for formal Policy 33 and 36 complaints, supporting staff in return to work meetings, seeking legal advice for members, and consulting on legalities with the UWSA lawyer.

Early intervention is the best scenario and the UWSA will strive to reach out to line management when there is a clear path to an appropriate, workable solution for both parties. The Executive Manager may also work with Human Resources to facilitate a solution to a staff issue or concern.

With the full complement of Members' Advisory committee members (President-elect, Past President, and President at 100% release time) comes an increased capacity for the UWSA to support staff members in cases where both parties have requested UWSA member support, even if one of them is a supervisor/manager. Each person will be matched with a separate support person.

Committee Members: Gail Spencer (Chair), Carlos Mendes, Stephen Markan and Michael Herz

## Nominating

The purpose of the Nominating Committee is to nominate and/or appoint UWSA members to committees:

- UW or UWSA Standing Committees
- UW or UWSA ad hoc Committees requiring staff representatives

We encourage all staff to participate in committee work that is of interest as positions become available. The work of staff on University Committees and on UWSA business requires a variety of skills and experience that can complement and enhance their personal and professional development.

A sincere thank you to those staff who served on UW and UWSA committees in 2014/15:

**Employee Assistance Program:** Susan Martin, Alternate: Christina Zhang

**Joint Health & Safety (On Campus):** Melissa Zapletal, Mark Kuntz, Liam Morland, Sue Oestreich

**Joint Health & Safety (Architecture):** Sara Perkins

**Joint Health & Safety (Gage Avenue):** Charles King

**Joint Health & Safety (Health Sciences Campus):** Robin Andrade

**President's Advisory Committee on Parking:** Chad Bredin

**UWSA appointed Dispute Resolution for USG:** Brian Bailey, Katie Damphouse, Sarah Landy, Melinda Szilva, Derek Jajko, Heather Lang

**Traffic Parking and Appeal Board:** Edward Chrzanowski, Judy Reidt

**UW Pension & Benefits:** Monika Bothwell, Christine Wagner

**Provost's Advisory Committee on Equity (PACE):** Gail Spencer

**Fundraising and Social Committee:** Stephanie Filsinger, Peggy Day, Jenniffer Fleet, Joanne Voisin, Kelly Wilker-Draves, Louise Porter, Dianne Foreman, Paula Ann Zahra, Erin Campbell, Andrea Rose Santi

**Dean of Arts Nominating Committee:** Erin Campbell

**Co-op Working Group: Staff who manage co-op students:** Patty Mah, Carol Ann Olheiser, Margaret Ulbrick, Fenglian Qiu

**Chief Returning Officer:** Matthew Oliver

Committee Members: Gail Spencer (Chair), Michael Herz, Katy Wong-Francq, Victoria Bambrick, Jackie Serviss, Hanneke Smolders, Justin MacDonald.

## Pension, Benefits & Staff Compensation Subcommittee

The Committee met once to understand and discuss the Ontario Joint Pension Plan in order to make informed decisions at the UW Pension and Benefits Committee, if required.

Committee Members: Carlos Mendes, Tim Ireland, Monika Bothwell, Christine Wagner.

## Fundraising & Social Committee

We continue to have a very active and enthusiastic group of volunteers on our Fundraising and Social committee. We have long-term members organizing some of our traditional annual events such as the Craft Sale, Winterfest and the Erie Shopping trip, as well as new members who have some new ideas and suggestions for fun and interesting activities for our staff.

### 10<sup>th</sup> Annual Erie Shopping Trip

This year we celebrated our 10<sup>th</sup> anniversary of shopping! The event took place November 7 to 9<sup>th</sup>, 2014. With a total of 29 lively and eager participants. We started the trip with goodie bags for everyone and upon arrival at the hotel popped a bottle of Champagne! Once again we enjoyed the warm reception at the Hotel as well as a fun filled weekend of shopping. Big thanks to Peggy Day and Sue Fraser who make this event memorable for everyone. We look forward to another successful shopping trip in 2015.

## 20<sup>th</sup> Annual Craft Sale

The event took place November 6-7, with our new venue at Student Life Centre, Multi-Purpose room. Many thanks to Kelly Wilker-Draves and Sue Fraser for their time and dedication to make this event run smoothly. Every year 10% of the vendors' sales and 100% of the Raffle table proceeds go towards the UW Senate Scholarship Fund and the UWSA Award. This year's event resulted in a total contribution of \$503.75. Thanks again to everyone who helped with the sale and thanks to the staff, departments and vendors who donated items. Next year's craft sale will be held November 19-20 and it will return to its original location in the Davis Centre Fish Bowl Lounge.

## Winterfest 2014

Thanks to Joanne Voisin and her helpers for organizing another fun Winterfest event on Sunday, December 8<sup>th</sup>. Activities included skating, crafts, balloons, face painting and Santa even came for a visit! Stay tuned for exciting information for the upcoming Winterfest 2015!

## Annual Golf Tournament 2015

July 16, 2015 the UWSA held their 2<sup>nd</sup> Annual Golf Tournament at Foxwood Country Club. The afternoon involved nine holes of golf, including the chance to win \$10,000 at a hole-in-one contest sponsored by Johnson Insurance. Although there were some close calls, no one won; but there is always next year! This was followed by a tasty BBQ dinner where each golfer was rewarded with one of a variety of amazing prizes. Thanks to all of our sponsors and volunteers and the UWSA Social Committee for making this event fun and enjoyable for all who participated.

Committee Members: Lawrence Folland, Peggy Day, Jenniffer Fleet, Joanne Voisin, Kelly Wilker-Draves, Louise Porter, Dianne Foreman, Erin Campbell, Paula Ann Zahra, Andrea Rose Santi, Stephanie Filsinger.

# University of Waterloo Committee Reports

## Staff Relations Committee (SRC)

The Staff Relations Committee is our primary forum for candidly discussing staff and employment issues with the University's senior administration. Over the last year, SRC successfully dealt with a number of recurring themes, and some "one-of-a-kind" issues:

- **SRC Meeting Structure:** To enhance transparency, we **re-structured SRC** to mirror UW's Board of Governors, Senate and P&B committee processes. Each SRC meeting begins with an open session where anyone can attend observe, and comment, followed by a confidential session to deal with sensitive issues. It is our hope that staff will be more engaged and become part of the conversation. SRC has adjusted meetings to start at 12:30pm. This shift will allow more staff members to attend. SRC meeting dates, agenda and minutes are available at the Secretariat's website, and notices of meetings are also advertised in the Daily Bulletin. Please contact any member of the UWSA Board if there are any general concerns that you would like discussed during the open agenda portion of the meeting.

During the open session the following were presented:

- Employment Engagement Roundtables
- UWSA Membership

- Recognition of Service for Past Members
  - Memorandum of Agreement
  - Staff Feedback on Weather Closings
  - USG Staff Employment and Hours of Work
  - New Parking Guidelines and Employee Data Utilization
- 
- **Staffing Metrics:** HR now presents monthly metrics on staff, analyzing employee headcounts, labour market movement, new hires, age and years of service for staff, terminations, and retirements. HR updated on the implementation of the robust employer-employee relationship theme found in UW's Strategic Plan, including people development, psychological health, healthy workplace and the Excellence Canada framework.
  - **MOA** – UWSA has asked SRC to strike a subcommittee to review our Memorandum of Agreement to strengthen the relationship between UWSA and UW. The MOA lacks in formality and content in comparison to the agreement UW has with the University of Waterloo Faculty Association (FAUW). Obvious omissions are:
    - a. The MOA does not have a term. This is problematic in that there is a reference to the principle of continuous improvement as it relates to policy review and the working environment but there is no express process or recognition of a review process for the MOA itself.
    - b. There are no provisions to address issues when UW and the UWSA come to an impasse. In contrast that option exist both for CUPE members and FAUW
    - c. There are no provision for the deduction and remittance of dues by UW to the UWSA like those in the FAUW MOA. (This issue is noted for as an omission, but it is one that would need to be considered somewhat separately from the ones above).
  - **Inclement Weather Guidelines** – The snow event Feb. 2<sup>nd</sup> led to a request for feedback from staff via email. Safety concerns, child care issues, confusion about UW policies, message timing and communication problems were the main reasons staff were unsatisfied with the way UW handles bad weather days. Staff feels their safety is not being weighted appropriately, the decisions to stay open are subjective, and that the guidelines are inconsistently and unfairly applied across campus. These sentiments are contributing factors to increased tension in the workplace, and the feeling that upper administration does not care about them which was indicated in the 2013 UWSA engagement survey. UWSA recommended creating an inclement weather Policy G, which are decided by the President on a case-by-case basis. There should be an update coming this term.
  - **Hours of Work** – UWSA asked SRC to take a look at policies regarding hours of work and see if there is any way we can provide a current framework that reflects a digital world where staff are able to stay connected to their jobs 24/7, and provide some clarity on how the guidelines/practices can be fairly applied across campus. UWSA is going to start a communication campaign about employee workload concerns and encourage staff to always document all their time worked.
  - **UWSA Membership** – Although membership is currently 65%, a threat of decline poses a serious issue and threatens the relationship UWSA has with UW Administration. A change in 2013 that removed automatic new staff enrolment has forced us to recruit new staff to the UWSA and only about 25% of them do so, despite efforts to improve this number through orientation sessions. The Faculty Association has endured the same uncertainty in regards to their membership until 1998, at which point they had a referendum and decided to make dues a condition of employment.
  - **Parking Data Guidelines** – How data collected by a new parking system is being used needs to be looked at for privacy issues, and a campus parking policy needs developing. This in turn raises a bigger issue of how employee (and non-employee) data is gathered, retained, secured, and utilized for business operations and monitoring.
  - **Policy Reviews and Updates** – One key role of SRC is to review current Policy that govern staff terms of employment, and acceptable conduct while part of the University of Waterloo community. Currently a

number of reviews are underway. The most notable is a review of Policy 33 (Ethical Behaviour) which defines how all members of the University Community are expected to behave, and the consequences for violating those expectations. Other Policies that have been discussed at SRC are:

Policy 11 (new) – University Risk Management [G]

- Policy 14 - [Pregnancy and Parental Leaves \(including Adoption\)](#) [G]
- Policy 20 - [Lost and Found](#) [G]
- Policy 22 - [Regulations Governing the Installation of Equipment in University Buildings](#) [G]
- Policy 32 - [Pets on University Property](#) [G]
- Policy 33, 61, 65 - [Ethical Behaviour](#) [FS], [Religious Accommodation](#) [G], [Equality in Employment](#) [G]
- Policy 34 - [Health, Safety and Environment](#) [G]
- Policy 60 - [University of Waterloo Emergency Response](#) [G]

## Provost's Advisory Committee on Staff Compensation (PACSC)

There have been 7 meetings of PACSC in the 2014-2015 year, almost double that of the previous year. PACSC entered the final year of its (0%, 0%, 3%, 3%, 3%) agreement, and a new three-year agreement was reached that will run until April 30, 2018. Terms of the agreement are a 1.95% increase in each of the first two years, and a 1.5% increase in the third year, the same as was agreed upon for UW faculty this year.

Other Issues discussed at PACSC:

- PACSC discussed the Staff Excellence Fund, which was established in 2009 with funds previously allocated to the Special Recognition Award. A one-time carry-over of \$150,000 was approved with a stipulation to look at the goals of the fund and have strong future plans documented. The Provost is now funding an Employee Career Advisor, which used to be funded by the Staff Excellence Fund.
  - As per a memo sent to the community on March 2015<sup>th</sup>:

“In October 2014, the Associate Provost, Human Resources and the UW Staff Association President reviewed the Fund. Based on that review, PACSC approved a recommendation to reallocate the funding at its November 24, 2014 meeting. The committee is pleased to present the plan for the Staff Excellence Fund which will be allocated using the following guidelines:

**High-Quality Speakers.** The fund will continue to sponsor speakers and events coordinated by Organizational & Human Development on topics relating to staff training and development, both within and independent of the annual staff conference. Estimated cost: \$50,000/year.

**Service Recognition.** Service to the university will continue to be recognized through the Fund. This recognition is independent of 25- and 35-year club celebrations. Over the next year (2015/16), HR and OHD will work with Community Events to develop a recognition strategy with a plan for employee engagement and recognition. Estimated cost: \$50,000/year.

**Healthy Workplace Initiatives.** The salary previously allocated for the Staff Career Advisor position will be redirected to initiatives in 2014 and 2015 to establish Healthy Workplace Initiatives, with a review in 2016. Estimated cost: \$85,000/year.

**Engagement and Leadership Development:** The funding previously allocated for the Special Initiatives Fund will be redirected to activities, programs and services to enhance employee engagement and foster leadership development. Estimated cost: \$65,000/year.

PACSC will be coordinating a staff consultation process in the 2015/16 fiscal year to determine the most effective utilization of the Staff Excellence Fund and review the changes made to the Fund allocations.”

- PACSC approved a change to the Staff Salary Increase Process that follows a Position’s Re-evaluation.
- PACSC members discussed giving more recognition to staff who supervise co-op students because they are acting as managers/supervisors and accountable for the co-op students. The UWSA has established a working group, comprised of 2 Directors and 4 staff from various areas of campus to evaluate the current issues and make proposals as to how best to address them
- Staff Appraisal Forms had minor changes made this year but more significant changes will be made over the next 3 years to correct the gap between the intent of completing evaluations and the actual practice.
- A vacation trade-in for pension purposes was established when salaries were frozen for three years at UW to encourage retirement planning after the mandatory retirement age of 65 was repealed. The end date was set for 2020 so that the last enrolment year would be 2017. PACSC is considering whether or not to abolish the end-date and continuing the program indefinitely.
- A total Compensation Review will take place in the 2015-16 year. This will be driven by PACSC but it stems from broad consultations in 2013 (staff Survey and Staff Life Cycle) and the Robust Employer Employee Relations strategic plan theme group.
- In the context of a total Compensation Review, PACSC is to develop a clear compensation philosophy that reflects the target market position the university would use for competitive advantage. The philosophy should reflect not only the preferred market position but also be clear on who UW is competing against for talent. This philosophy needs to be affordable, sustainable and support UW’s Strategic Plan.

Committee members: Carlos Mendes, Stephen Markan, Michael Herz, Tim Ireland

## **Annual Reports from Staff Association Members Serving as Staff Representatives on University of Waterloo Committees**

### **Board of Governors**

In 2015, the Board of Governors was involved with the appointment of several new individuals to the University’s senior administration. Sandra Banks was appointed Vice-President, University Relations and George Dixon was re-appointed as Vice-President, University Research for another term. Several new Deans were also announced. James Rush will continue as Dean of Applied Health Sciences, and Jean Andrey as Dean of Environment after filling interim roles in 2014/15. Stephen Watt joined the University as Dean of Math and Robert Lemieux as Dean of Science.

The Board voted in a new Chair in June, with William Watson taking on the role and past Chair Kevin Lynch completing his term. Catherine Booth was selected into the Vice-Chair role. The new Chairs have emphasized their interest in having the Board apply its broad skills and experience to more actively support the University of Waterloo community.

The Board approved new construction projects on campus, including the construction of Engineering 7, an infill addition to Hagey Hall dedicated to student space and an expansion to Applied Health Sciences that will include a lecture theatre, School of Anatomy, and space for undergraduate experiential learning.

The Board of Governors continued to receive and consider special presentations and updates from the President on the University’s Strategic Plan as it proceeds through the implementation phase. Reports on University operations are regularly provided by Board committees and senior leaders. These include student application and enrolment

data, budget and finance, alumni relations, fundraising, research, public relations and global initiatives. The Board also welcomed special presentations throughout the year to highlight the achievements and initiatives of programs, students and researchers within the uWaterloo community.

Members of the University community are welcome to attend the open session of Board meetings. The meetings are an opportunity for staff to hear presentations from senior administration and Board committees and to become more informed on the strategy and operations of the University as a whole. Board of Governors meetings are held four times per year, normally at 1:30 p.m. on the first Tuesday in February, April and June and the last Tuesday in October. Meeting dates and agendas are available at <https://uwaterloo.ca/secretariat-general-counsel/governance>. We especially encourage you to review the Agenda for upcoming meetings and contact us to forward along any comments you may have. The more informed we are going into meetings, the better we can represent your interests.

Staff Representatives: Kate Windsor, Jeremy Steffler

## Employee Assistance Program

The committee did not meet in 2014/2015.

## Joint Health and Safety (main campus)

The committee met five times: Sep. 22/14, Nov.18/14 , Jan. 19/15, Mar. 24/15, and June 22/15. Meeting minutes are available here: <https://uwaterloo.ca/safety-office/committees-and-representatives/committee-minutes>

Throughout the year, JHSC members inspect various Academic, Academic Support, and Administration Areas both inside and outside of buildings.

Safety is the responsibility of every employee. If you see something that you feel is not safe, please speak up. You can talk to your supervisor, manager, or one of the UWSA representatives on the Joint Health and Safety Committee. The Safety Office serves as a resource and we want to hear from you.

### Major projects completed or ongoing during the past year:

- Sub-committee created to investigate Smoking Policies/Procedures
- Funds have been allocated to proceed with recommended traffic control changes to Ring Road on the east side of campus next spring.
- Parklane System, software used for recording deficiencies, has been upgraded to allow more space for notes and comments.
- On November 6<sup>th</sup> 2014 the government passed Bill 18 which replaces/updates the definition of a worker under the Occupational Health and Safety Act to include an expanded list of individuals such as; unpaid co-op students and other unpaid learners. This gives all workers protection under the OHSA such as the right to know about workplace hazards and the right to refuse unsafe work.
- Policy 34 – Health, Safety, Environment, being updated by the Secretariat's Office
- Policy 33 – Ethical Behavior, will incorporate information on Ontario's sexual violence and harassment action plan.
- All lifting devices on campus have now been identified and are on a yearly inspection plan.
- Natural Gas problem in E6 ongoing

- Outdated lighting is being replaced in older buildings
- Mandatory supervisor training is ongoing for anyone who has a paid or unpaid worker under their care.

Report submitted by: Liam Morland, Sue Oestreich, Mark Kuntz, Melissa Zapletal

Auxiliary Members: Tom Dean (Engineering); Michael Ditty (Science)

## **Joint Health and Safety (School of Architecture)**

The School of Architecture is a satellite campus located in the downtown Galt core of Cambridge. Along with housing the Musagetes Library, Design at Riverside Gallery, Melville Café, a fitness centre and a workshop, the School community includes approximately 400 undergraduate and 140 graduate students, 16 full-time staff and 20 full-time faculty members. The Joint Health and Safety Committee at the School of Architecture is comprised of Jason Brown (CUPE member), Heinz Koller (Management member), Sara Perkins (Certified Worker member), Kate Windsor (Safety Office Chair), and one graduate student representative. The faculty representative position is currently vacant. Injury reports are filed regularly, and are not uncommon due to the nature of the work students perform at the school, though the incidence has decreased somewhat this year. The School of Architecture's Joint Health and Safety Committee meets as a group once per term and the CUPE and Worker committee members each perform regular monthly inspections of the workplace.

Staff Representative: Sara Perkins

## **Joint Health and Safety (Gage Avenue)**

University of Waterloo rents part of a building at 335 Gage Avenue in Kitchener. The Gage Avenue building (GA) houses the Centre for Extended Learning (CEL) and provides some warehousing for library and archive materials. CEL is responsible for Online Learning and Waterloo Professional Development.

The Joint Health and Safety Committee (Gage Avenue) is only required to have two members because of the small number of employees at the site. The Management Member is Kate Windsor and the Worker Member is Charles King, who assumed the duties as of January 2012. Monthly workplace inspections are being carried out as are quarterly meetings. As Charles is also a Computing Support Technician, any issues regarding computer cables, possible trip hazards and small ergonomic adjustments to improve worker comfort at their workstations can be immediately addressed which are the most common concerns for users who are constantly at their desks.

Staff Representative: Charles King

## **Joint Health and Safety (Health Sciences Campus)**

The School Of Pharmacy (Health Sciences Campus) is a satellite campus located at 10A Victoria St. S. in Kitchener. The Joint Health and Safety Committee is comprised of: Shawn Wettig (Co-Chair/Faculty), Jonathan Blay has replaced Ken Potvin as a management member, Douglas Dye (Management), Robin Andrade (Co-Chair/Staff), Lucy Liu (Resource), Roger Chen (Graduate) and Caitlin Holt (Undergraduate). Almost all representatives are accounted for, but we require a CUPE member. This has been taken up with Sheila Hurley to find a replacement.

Monthly inspections are being performed with minimal instances being reported, and quarterly meetings are being held. One area of concern is that one of our Staff members was hit by a vehicle in June very close to the building. She has since recovered and returned to work. The construction surrounding the area is causing traffic to get increasingly worse, and the School Of Pharmacy is considering bringing in Dan Anderson, director of UW police services to provide more awareness. An ongoing concern is the humidity levels in the building. This is currently being fixed, but we have no set date for completion.

Staff Representative: Robin Andrade

## Advisory Committee on Parking

This committee is to consist of five active members, including at least one representative each from Faculty, Staff, CUPE, Graduate students, and Undergraduate students—with additional representatives from Parking Services—all under the jurisdiction of Tom Galloway of Plant Operations. Meetings of this committee were convened on 15 April 2015 and 23 April 2015, with Sharon Rumpel from Parking Services as Chair.

Items discussed at meetings and afterwards include:

- There will be no parking fee increase this year
- Roll-out of Radio Frequency IDs (RFIDs) at gated lot entrances is moving forward, starting with lot L.
  - Concerns were raised by UWSA and FAUW regarding the lack of a policy governing the storage and usage of data collected by the RFID system. As a result, there is a temporary policy in place (agreed to by UWSA and FAUW) ensuring no data will be collected until a policy governing data-usage has been agreed to by all parties. The intended end-use of these data is to maximise lot usage (how many cars are in a lot at any given time, and thus what is the maximum number of permits that can be issued to a lot?); the proposed policy will limit or restrict access to and use of these data by parties outside of Parking or beyond the scope of lot-maximisation.
- Lot construction and resurfacing:
  - Kiosks in D and H lots are being removed
  - H lot is being reconfigured this year, including more exits and payment options. Co-op parking will be retained
  - D lot will have 30 more spaces and a new payment system installed
  - Lots L, J, and V were resurfaced this summer
- The construction of the new Engineering 7 building (starting ~ October 2015) will result in a loss of permit spaces (~200) and visitor parking in B lot
  - It is hoped that permit holders can all be relocated to ECH 4 - Q Lot
    - If not, priority will be based on previously-used seniority rules
- The construction of a new residence building (starting summer 2015) will result in a relocation of ~200 permit spaces within UWP lot
- Summer permit suspension was continued this summer, allowing staff and faculty to not pay for parking in summer months (when it is more conducive to travel to work by bike or walking) while retaining their space in their current lot upon resumption in the fall.

Staff Representative: Chad Bredin

## Traffic & Parking Appeal Board

The Traffic & Parking Appeal Board consists of five active members, including at least one representative from Faculty, Staff, CUPE, Graduate students and Undergraduate students. From Parking Services, Sharon Rumpel and/or Ed Danhousen serve as a permanent non-voting member to ensure continuity of process and one Parking administrative staff member, on a rotating basis, serves as secretary for the Committee.

The Appeal Board meets monthly, or as required, and considers all appeals related to Traffic and Parking offences filed with them. During the period from September 2014 until April 2015, there were a total of 1,567 warnings and 11,446 violations issued.

A total of 335 appeals have been received and read since September 2014. Of those appeals the Traffic and Parking Appeal Board have approved 121 or 36.1%.

Monies collected through the issuance of citations on-campus, are donated by Parking Services, to the UW Scholarship and Bursary Funds. To date, \$52,394.00 has been donated to this fund.

Faculty, Staff and students are responsible for observing the signage and for making themselves aware of the regulations for parking at the University of Waterloo. Parking Regulations and fees are in effect 24 hours a day 7 days a week.

For more parking information please visit, <https://uwaterloo.ca/parking/>

### **Parking Updates:**

Work continues on the first implementation of RFID technology. A PCI (Payment Card Industry) secure environment had to be completely built by IST for this application. This has recently been completed and the servers now reside within this environment making the gating/credit card system completely secure. We are working with the vendor to test software and hope to have a “go live” date within the next month. L Lot will be the first lot followed directly by H Lot.

The kiosk at H Lot has been removed and a shed placed at the other end for the kiosk attendant. She will remain on site to assist visitors and permit holders until the gating system is completely operational and functioning, as it should.

Parking Services acquired all spaces formerly owned by Blackberry. Departments that are being relocated to the EC buildings will have parking guaranteed in those lots. There is a pay and display at the north/west corner of Philip and Columbia for visitor parking.

Spaces have been lost at UWP for the construction of the new residence building. The visitor/permit lot between E5 and E6 as well as half of gated B Lot will be lost in the next few months with the addition of E7. Permit holders being displaced will be contacted individually and likely moved to Q Lot (former Blackberry lot).

Staff Representatives: Judy Reidt, Edward Chrzanowski

## UW Pension and Benefits

### Registered Pension Plan (RPP)

The most recent (January 1, 2015) RPP valuation report shows the plan is in a deficit position; however, the going concern deficit position has improved since the last annual report. The University continues to make additional contributions to meet the unfunded liability.

A subcommittee of RPP, the Registered Pension Plan Investment (RPPI) committee, is currently examining alternative investment opportunities that would reduce the amount of investment manager fees paid out of the plan, and yet still provide equivalent (or better) results. The Pension and Benefits (P&B) Committee receives regular reports on the RPP's status and investments, and remains confident that the measures implemented will eventually alleviate current actuarial shortfalls.

Continuing challenges relating to the valuation of the RPP under the current uncertain economic climate include a low interest rate environment, which necessitates actuarial calculations remaining extremely conservative, and an updated mortality table reflecting improved longevity. The uWaterloo RPP is still in very good shape compared to many of our peers' defined benefit plans.

A link to the most recent RPP valuation can be found here:

[https://uwaterloo.ca/secretariat-general-counsel/sites/ca.secretariat-general-counsel/files/uploads/files/10769\\_2015\\_valuation\\_results\\_-\\_pb\\_meeting\\_-\\_march\\_27\\_2015\\_-\\_final.pdf](https://uwaterloo.ca/secretariat-general-counsel/sites/ca.secretariat-general-counsel/files/uploads/files/10769_2015_valuation_results_-_pb_meeting_-_march_27_2015_-_final.pdf)

**Jointly Sponsored Pension Plan (JSPP)** – a government initiative is underway to investigate the feasibility of a jointly sponsored University pension plan. This would aim to consolidate administration and investments across the University sector, and make University sector employees jointly responsible, along with the University employers, for all decisions and the status of the plan. One of the challenges to this initiative, which is proposed on a voluntary membership basis, is the amalgamation of differing pension plan designs and funding statuses. The UWSA is working with the Faculty Association for communications regarding this evolving initiative.

**Vacation Exchange Program** – a UWSA P&B member brought forward a staff concern that employees who have committed under the program be grandfathered in the event of changes to the RPP after the date of signature. Human Resources (HR) explained the complications of this request (administration; communication; and, regulatory compliance). HR has subsequently revised the form and has undertaken to caution employees of the implications of making this commitment before signing, as, once signed, the commitment is irrevocable by the employee.

**Benefit Improvements** – During the past year the staff UWSA P&B representatives supported the following benefit changes approved by P&B:

- Removal of the life-time maxima for out-of-province healthcare coverage for pensioners effective Oct. 28, 2014;
- Increased health and dental plan maxima, effective Jan. 2015, by a percentage equivalent to 3 years of inflation in recognition of the fact that maxima had not been indexed to inflation during that period of time.

Two P&B Committee staff representatives meet with UWSA board members to ensure that the UWSA perspective is reflected to the P&B.

More information about the Pension and Benefits Committee can be found here:

[https://uwaterloo.ca/secretariat-general-counsel/sites/ca.secretariat-general-counsel/files/uploads/files/2014-15\\_report\\_to\\_the\\_community.pdf](https://uwaterloo.ca/secretariat-general-counsel/sites/ca.secretariat-general-counsel/files/uploads/files/2014-15_report_to_the_community.pdf)

Staff Representatives: Monika Bothwell, Christine Wagner

## Staff Enhancement Grant (SEG)

The purpose of the Staff Enhancement Grant (SEG) is to help cover the costs associated with the pursuit of personal development for staff for initiatives not directly related to job duties. The University of Waterloo Staff Association reviews applications and determines recipients for a Staff Enhancement Grant. Applications will be judged on the basis of the overall merit of the objectives, activities, and benefits to the individual, and the community. All UWSA members are eligible to apply for a SEG.

The Staff Enhancement Grant Committee is the group that reviews applications and makes grant recommendations to the UWSA Board of Directors. There is a pre-determined individual limit (\$500) and an annual budget allocation for this award (currently \$3000). Membership of this committee consists of a Chair and two Board members, appointed by the UWSA Board. Please see the [SEG Terms of Reference](#) for the committee and for the fund in general.

Grant application due dates are June 1 and December 1 each year. In June 2015 the committee awarded a total of \$1500.00. The next application due date is December 1, 2015. Please see [all funds awarded](#) on the UWSA website.

Committee Members: Gail Spencer (Chair), Lawrence Folland, Tim Ireland.

## Provost's Advisory Committee on Equity (PACE)

As part of the strategic planning efforts at UW the [Equity Office](#) was established in 2014. Based on consultations with the campus community, the Equity Office developed a strategic plan for equity on campus with a vision, goals, and objectives. The University Diversity Advisory Committee also evolved with the hiring of the Director of Equity and a new committee, the [Provost's Advisory Committee on Equity](#) (PACE) is now in place.

From the PACE terms of reference:

*All members of the University of Waterloo community have the right to an environment of respect and fairness, while contributing to the advancement of equity on campus.*

*This committee is advisory to the Vice President, Academic & Provost. The mandate of the committee is to provide a forum for consultation on equity. The Committee advises on Inclusion, Diversity, Equity and Accessibility for Success (IDEAS) at University of Waterloo.*

*The mandate of the committee is to provide a forum for consultation on equity at the University of Waterloo. The committee advises on Inclusion, Diversity, Equity and Accessibility for Success (IDEAS) at University of Waterloo.*

*Therefore, the committee members will endeavour to:*

- *Discuss IDEAS;*
- *Monitor and advise on the campus climate for IDEAS;*
- *Recommend measures to promote IDEAS;*
- *Advise on policies relating to IDEAS;*
- *Receive information prepared by working groups;*
- *Monitor progress on implementation of initiatives related to IDEAS; and*
- *Be a champion for IDEAS.*

The committee approved two working groups:

- [Working group on Sexual and Gender Diversity](#) (LGBTQQIPAA+)
  - Campus climate for members of LGBTQQIPAA+ communities
  - Promoting equitable environments for members of LGBTQQIPAA+ communities at UW
  - Campus inclusive washroom plan and equity ally training
- [Working Group on Awareness and Prevention of Sexual Violence](#)
  - Includes work under the requirements of the Province of Ontario's Action Plan
  - Sexual Violence awareness and prevention education
  - Policy/response protocols for dealing with incidents of sexual assault
  - Reporting of sexual assaults
  - Availability and communication of university and community resources

The PACE committee created promotional materials (brochures and highlighters) for inclusion in the staff conference packages.

Staff Representative: Gail Spencer