

University of Waterloo   
**STAFF ASSOCIATION**

Special General Meeting  
July 23, 2013

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# Agenda

(Refer to [published agenda](#))

# Motion 1

- UWSA fees have not increased since 2007/2008 when the current three-tier flat rate system was put into place
- Inflation since then has been 7.58% compounded
  - Calculated on 2007 to 2011 only to account for two years of zero scale increase
  - (<http://www.bankofcanada.ca/rates/related/inflation-calculator/>)
- Inflation-adjusted fees should be:

<b>Tier</b>	<b>Current</b>	<b>Adjusted</b>
1 (USG1-6)	7	7.53
2 (USG7-10)	11	11.83
3 (USG 11-21)	15	16.14

# Current fee structure

Grade	current fee \$	current fee as % of JV
U01	7	0.24%
U06	7	0.17%
U07	11	0.24%
U10	11	0.19%
U11	15	0.23%
U21	15	0.10%

- Currently, fees as percentage of salary are unequal
- **Proposal:** change the UWSA fee structure to be a fixed, uniform percentage of salary
  - Same percentage for everyone

# Note about the numbers

- “Percentage of salary”
  - Uses the published “jobval” (JV) for 35 hour/week
  - Useful for estimating only
  - Real numbers *will* vary
- The UWSA does not, and will not, know an individual’s salary
  - If this fee structure is accepted, amounts will be provided in aggregate

# Example of fixed % fee structure

- Using 0.24% of salary
- Slight increase in revenue to UWSA
- Increases modest up to USG16

USG	current fee \$	proposed fee \$	change \$
U01	7	7.03	0.03
U02	7	7.41	0.41
U03	7	7.80	0.80
U04	7	8.28	1.28
U05	7	8.99	1.99
U06	7	9.90	2.90
U07	11	10.86	(0.14)
U08	11	11.87	0.87
U09	11	12.92	1.92
U10	11	14.07	3.07
U11	15	15.36	0.36
U12	15	16.75	1.75
U13	15	18.23	3.23
U14	15	19.86	4.86
U15	15	21.68	6.68
U16	15	23.69	8.69
U17	15	25.89	10.89
U18	15	28.28	13.28
U19	15	30.87	15.87
U20	15	33.69	18.69
U21	15	36.80	21.80

# Pros & Cons

- Pro:
  - It's fairer – fixed percentage for everyone
  - UWSA revenue depends on how well Staff do
  - Improves financial foundation for UWSA
- Con:
  - Fees need to go up
  - Higher USG are double++; potential loss of members
  - Bigger increases for Staff closer to “next” threshold

## **Motion 1:**

**'restructure the UWSA fee structure to be based on a 0.24 percentage of salary.'**



**Motion 2.1: Constitutional Changes**  
Indemnification of directors.  
(See Agenda)

# **Motion 2.2: Constitutional Changes**

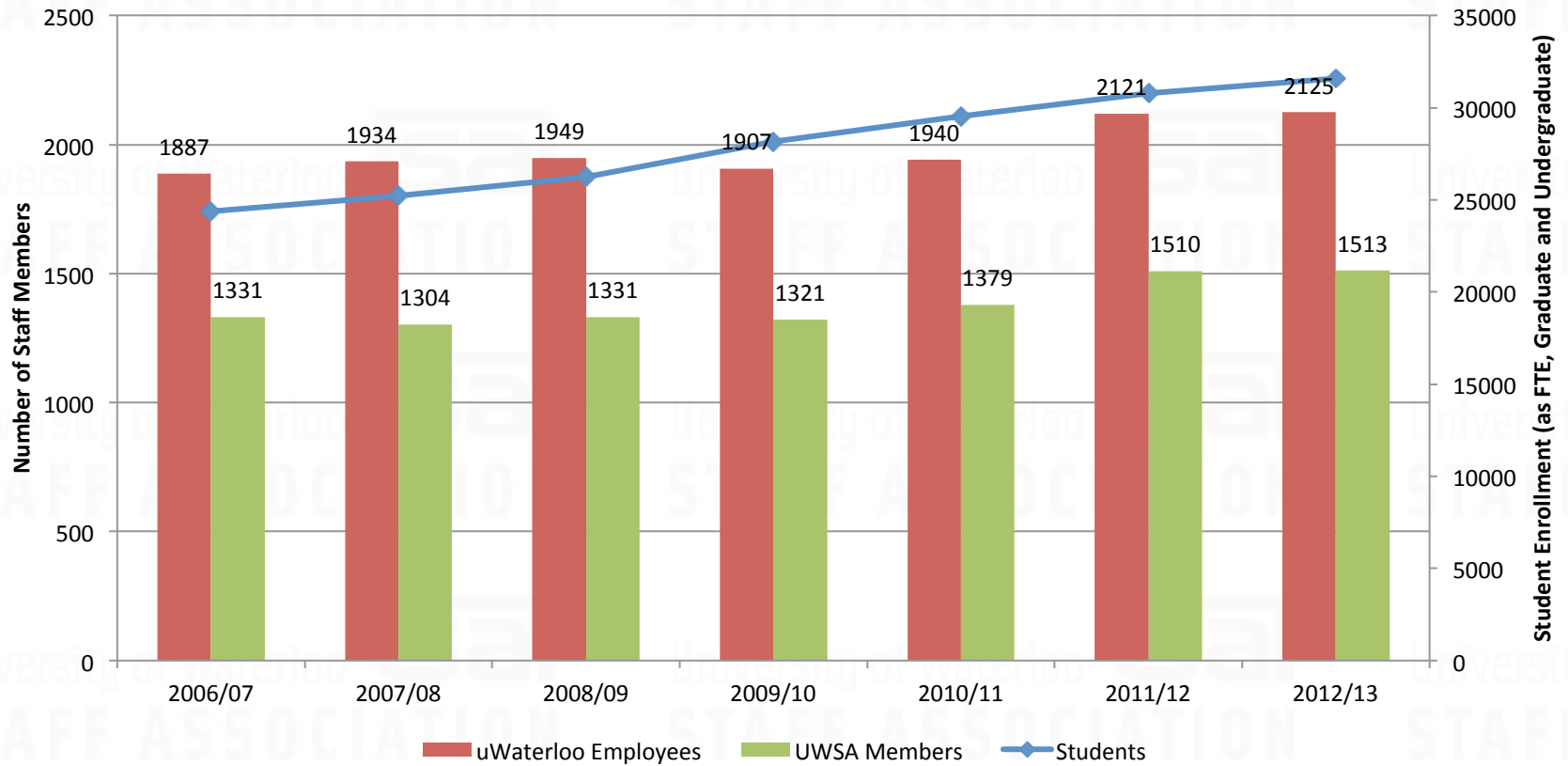
**Create president-elect  
(See Agenda)**

# Constitutional changes: Executive overview

- Current level of services are increasing
- They are not sustainable with current resources
- Recommendations:
  - Full time president
  - Modest increase in fees
- Or we need to reduce the level of services

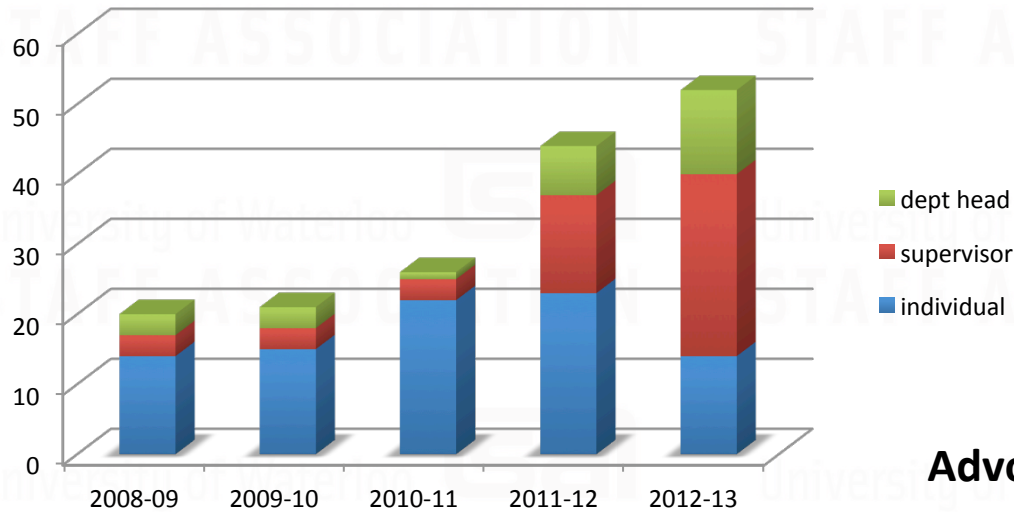
# Why Are Changes Needed?

## Annual uWaterloo Student Enrollment & Staff Complement

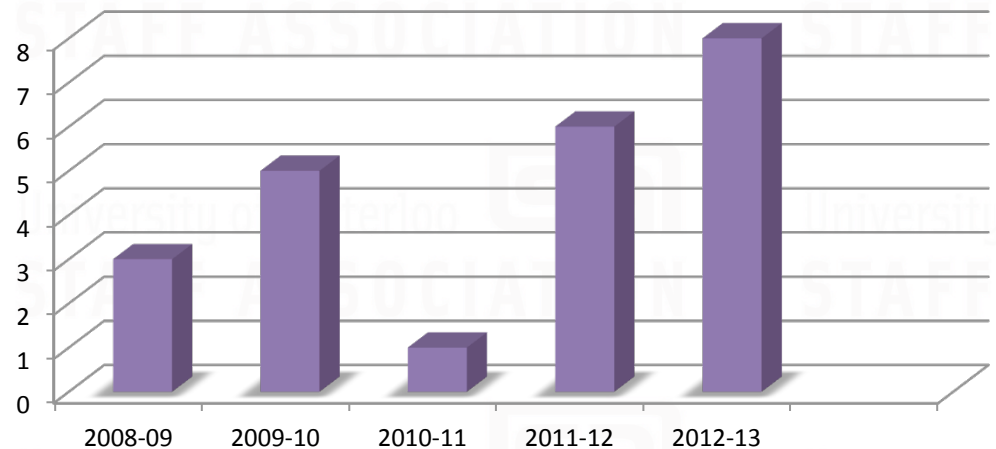


# Why Are Changes Needed?

## Member advocacy



## Advocacy for policy, legal, re-org



# Constitutional Changes

## Why Are Changes Needed?

- Student enrollment at the University of Waterloo has increased by 30% since 2006/2007
  - The number of uWaterloo staff has increased by 13% during the same period
  - UWSA membership has increased by 14% during the same period
- There has been a growing increase in demand for UWSA services.

# Constitutional Changes

## Why Are Changes Needed?

- To date, the UWSA has been able to respond to members increasing need for:
  - Staff Advocacy
  - Legal Services
  - Filing of Policy 36 Grievances
- In addition, the UWSA has developed closer working relationships with key campus stakeholders
  - More meetings with administration
  - Increased involvement with policy development at earlier stages

# Constitutional Changes

## Why Are Changes Needed?

- The UWSA has been able to champion and/or implement a number of initiatives within its current resource framework:
  - New Staff Relations Policy (Policy 18)
  - First Staff Survey
  - Staff Life Cycle Project and Report



# Constitutional Changes

## Why Are Changes Needed?

- Recent successes will place an additional, on-going demand on UWSA resources:
  - On-going policy changes (Policy 18, Policy 33)
  - Long term need to analyze survey results and build upon strengths and tackle weaknesses
  - Support implementation of recommendations adopted from the staff life cycle report

# Constitutional Changes

## Why Are Changes Needed?

- Increased level of service will continue to tax the current resources of the organization
  - Budget for legal services
  - Time demands exceeding available release time
- Resource limitations starting to have impact on operations
  - Slower response times
  - Burnout or impact on job performance of Directors, especially President

# Constitutional Changes Options Considered

- UWSA Directors engaged in Strategic Planning in 2012 to identify ways to address the issues
  - Conducted a detailed analysis of the organization's strengths, weaknesses, opportunities and threats
  - Developed and prioritized strategies to address the current resource issues
  - A subcommittee has continued to meet to implement strategies to address the issues

# Constitutional Changes Options Considered

- The Strategic Planning subcommittee explored a number of options to address the noted concerns:
  - Delegation of duties through our current structure (to staff or Board Members)
  - Prioritize and eliminate some services
  - Hiring additional resources
  - Reorganization of the President role and release time
  - Lobbying for clarification/change in release time policy

# Constitutional Changes

## Move to Full-time President

- Provide the President with 100% release time from regular duties to focus on the work of the Association
  - Would allow for greater capacity of the board to respond to members' needs
  - Allows for backup of the Executive Manager
  - Would help prevent burnout of President
  - **uWaterloo administration is willing to consider covering 50% of the salary of a full-time president, up to \$50K per year**

# Constitutional Changes

## Reinstate President Elect Role

- Move to full-time President requires the provision of adequate time for home department to backfill position for a year
- Term of “President” changed from 2 years to 1 year
- President Elect would be a Director for three years
  - One year as President Elect
  - One year as President
  - One year as Past President

# Constitutional Changes

## Ensuring Accountability

- President would be a full-time employee of the UWSA and a voting member of the Board
  - Added additional measures to allow the Board to hold any Director, including the President, accountable
- Aligned terms of office for all Directors
  - Change all terms of office to three years – for simplicity

# Constitutional Changes

## Financial Implications

- Move to full-time President will also have some financial implications (addressed later)
- Board supports constitutional changes even if we cannot immediately move to a full-time President



# Constitutional Changes

## Perceived Benefits

- Adds additional Board Member (President Elect)
- Better Board accountability and governance
- Additional support for members in partnership with our Executive Manager
- Better prepared to take advantage of opportunities that could benefit staff
  - Staff survey
  - Staff Life Cycle (particularly during the implementation phase)
- More effective lobbyist for staff relations issues
- Pursue association goals as mandated by the board

# **Motion 2.2: Constitutional Changes**

**Create president-elect  
(See Agenda)**

# Fee Increase to Support Service Expansion

- Proposal: to increase fee from 0.24% to 0.28% to support:
  - Full time president (0.03% of the 0.04% proposed increase)
  - Increase in reserve for legal services for members (0.01% of the 0.04% proposed increase)

# Service Expansion

- Using 0.28% of JV salary to estimate
- Every 0.01% is about \$802/month in UWSA revenue
- USG15+ increases are large; potential loss of members

USG	current fee \$	proposed fee \$	change \$
U01	7	8.20	1.20
U02	7	8.65	1.65
U03	7	9.10	2.10
U04	7	9.66	2.66
U05	7	10.49	3.49
U06	7	11.55	4.55
U07	11	12.67	1.67
U08	11	13.84	2.84
U09	11	15.07	4.07
U10	11	16.41	5.41
U11	15	17.92	2.92
U12	15	19.54	4.54
U13	15	21.27	6.27
U14	15	23.17	8.17
U15	15	25.29	10.29
U16	15	27.64	12.64
U17	15	30.20	15.20
U18	15	33.00	18.00
U19	15	36.01	21.01
U20	15	39.31	24.31
U21	15	42.94	27.94

# Comparison with other organizations

- FAUW
  - Percentage of salary based on average of each faculty rank, adjusted annually
    - 2012: 0.525%
- Association of Administrative & Professional Staff (AAPS); University of British Columbia
  - Non-union, 3600 members; mandatory membership
  - 0.45% of salary
    - ~1.5 times our proposed rate
    - For USG6 JobVal: \$18.56/month [proposed: \$11.55]
    - For USG10: \$26.37/month [proposed: \$16.41]

# Comparison with other organizations

- OPSEU:
  - 1.375% of salary
    - Rate is almost five times our proposed rate
    - For USG6 JobVal: \$56.75/month [proposed: \$11.55]
    - For USG10: \$80.58/month [proposed: \$16.41]

# Comparison with other organizations

- Ontario Elementary School Teachers (ETFO):
  - 1.25% of salary to the General fund, *plus*
  - 0.11% of salary to the Defense (strike) fund, *plus*
  - 0.04% of salary for a Political Action Committee
  - Total: 1.40% of salary
  - *And:*
    - If the Defense Fund is below \$100 Million, pay an additional 0.2% of salary

## **Motion 3:**

'restructure the UWSA fee structure to be based on a 0.28 percentage of salary.'