

# **Queen's University Faculty Association**

## **Policies & Protocols**

**January 2015**

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# 1 EXECUTIVE COMMITTEE

## 1. Revised Release Time Policy Guidelines 2011-15

### 1. Units of Course Release Time Provided by the University in 2011-15 Collective Agreement

Article 7 (Association Rights) in the Collective Agreement guarantees that the University shall accord twelve (12) units of release time and/or overload payment (for up to a maximum of \$97,050) annually to QUFA at no cost. These are specified as being for the President and other officers designated by the Association. The twelve Units shall be made available to QUFA annually on September 1 if requested prior to the preceding May 15.

Each half-course credit (.5 credit or equivalent) course release or ten hours per week per academic term for librarians and archivists, shall be considered one (1) unit of release time. The cost of release time for Members who are faculty is calculated at the cost of replacement teaching of each individual. The cost of release time for Members who are librarians or archivists shall be 9.5% of the Member's nominal salary for 10 hours of release time per week for one academic term.

### 2. Additional Units Purchasable by the Association

Article 7 also specifies that additional units of release time can be purchased from the University at the rate of replacement teaching and that accommodation of such requests for release time for September 1 are guaranteed, if the request is made prior to the preceding May 15. In most recent years, QUFA has requested several such units of release time in addition to the twelve (12) provided by the Administration units. The number of additional units requested has depended on the activities expected to be undertaken by our officers and volunteers in other positions or who have assumed multiple positions in the same academic year.

### 3. Payments in lieu of Release Time

If an officer or other volunteer eligible for release time is unable or unwilling to take the release time as teaching relief, a payment of \$7630 (2013-14) + increase of scale per .5 unit in lieu of release time at the request of the Association may be granted either

i) directly to the individual as taxable income

or

ii) to a QUFA Release Time Research Account (RTRA) for the benefit of an affected faculty Member's Unit with the intent of supporting scholarly work, which might otherwise be impaired by the Member's service to QUFA.

Arrangements are made for (ii) through the transfer of \$7630 + increase in scale to a QUFA RTRA account set up through the Office of Research Services. (See below)

**Procedure for Setting up an RTRA (Office of Research Services online application):**

- 1) *No proposal is necessary.*
- 2) The member granted the RTRA is listed as Principal Investigator on the data summary sheet. Fill in a brief budget. Fill in the section on whether an ethics review is required or not.
- 3) Fill in a brief Project title and list several Key Words for the ORS' database.
- 4) The Sponsoring Agency is QUFA in the drop down menu and in the drop down menu for Type of Project choose "unrestricted research grant" or "other."
- 5) In the "comments" section, add the following text:

*A QUFA Release-Time Research Account is for the benefit of an affected faculty Member's Unit with the intent of supporting scholarly work, which might otherwise be impaired by the member's service to QUFA. This project related to the QUFA service of XXXX is to be administered under the signing authority of Dr. XXXXX, my Head or Dean, XXXX.*

**4. Decision-Making on Release Time for QUFA**

The President of the Association, after consulting with the other Officers, has the authority each Spring to approve release units for the coming year in accordance with paragraphs 5 and 6 below. The basic criteria for deciding on the award of release time units are the priority accorded to activities in any year and the number of hours per week required by each individual to perform anticipated duties. The Collective Agreement equates a 0.5 course release unit with 10 hours per week per term of Librarian or Archivist work. This equivalence may be extended to other academic work: i.e., one stipend is the equivalent of 10hours a week X 13 weeks = 130 hours. Those holding more onerous positions in the Association as well as those occupying more than one position may thus be given multiple release time units.

**5. QUFA Positions Usually Receiving Release Time Units or Equivalent**

The President, Vice-President, Chair of the JCAA, Treasurer, and Past-President shall receive the number of release time units specified below, unless particular circumstances indicate either that such an award is inadequate or that it is not warranted. If requested, the President shall receive up to three (3) units, the Vice-President two (2), the Chair of JCCA two (2), the Secretary one (1), the Treasurer one (1), the Past-President one (1).

**6. Other QUFA Positions Which May Be Eligible for Release Time**

Volunteers holding the following other positions in QUFA may, but will not necessarily, be eligible for one or more release time units: The Secretary, Chair (Chief Negotiator) and Members of the Bargaining Team, Chair of the PACC, Members of the JCAA, Grievance Chair, Chair of Council, and/or Members of the Anomalies Side Table. Other positions will not normally be considered for the award of release time units. However, if an unusual level of activity is anticipated in another position or position(s) held by an individual, exceptions can be made by application to the President.

## 7. Future Recognition of the Workload of President of the Association

It is the aim of QUFA that the President of the Association should be provided by the University with 50% release time from all the responsibilities normally associated with his/her appointment. Such a provision should be sought in the next round of collective bargaining.

**Note:** Appendix A of the previous sets of Guidelines approved by Executive in 2002 and 2006 has been eliminated because “QUFA Research Awards” with an account set up through the Office of Research Services with the member having signing authority are no longer possible. Due to the tax advice received by the University in 2005 from KPMG during 2004-05 bargaining and subsequently during 2005-06 JCAA follow-up discussions, the MOA signed in March 2006 was designed to accommodate those volunteers who were compelled or preferred to take the research grant option over a course release.

## 2. Solidarity Donations Policy

*Approved by QUFA’s Executive Committee April 7, 2004*

*Approved by QUFA’s Council of Representatives October 13, 2004*

*Approved by QUFA Executive January 2014*

*Approved by QUFA Council January 2014*

Since 2000, QUFA has had a policy for solidarity donations on humanitarian and practical grounds--i.e., to support others in related (or potentially related) circumstances and to support the principles of collective bargaining. In accordance with this precedent, an annual budget line of \$15,000 was set aside for solidarity donations. The Executive may approve donations totaling the amount of the budget line, with a maximum per instance related to the nature of the donation.

<u>Maximum</u>	<u>Category and Nature of Donation</u>
\$5000	<b>Other Canadian Faculty Associations</b> to support other Canadian faculty Associations experiencing protracted labour problems as the result of unfair treatment or intransigence on the part of their employers (university administrations, Boards of Trustees, and/or provincial governments) or involved in precedent-setting negotiations or labour conflict where principles of collective bargaining or significant academic issues (related to working conditions, academic freedom., etc.) are at stake;
\$5000	<b>Other Employee Groups at Queen’s University</b> to support other employee groups at Queen’s University experiencing protracted labour problems as the result of unfair treatment or intransigence on the part of their employer; and/or to support other employee groups who are seeking to defend principles of collective bargaining with implications for QUFA as a certified bargaining agent;

- \$3000      **Other Employee Groups**  
to support other employee groups or organizations, especially those within the public sector (e.g., education and health care) that are involved in labour disputes over members' rights and/or that have implications for QUFA as a certified bargaining agent;
- \$500      **Miscellaneous Humanitarian Causes**  
to respond to miscellaneous requests for humanitarian aid in exceptional circumstances (natural disasters, economic crises, etc.).

The Executive may support in writing and without a donation other faculty associations--and other employee groups whose work has implications for QUFA members--that are involved in labour disputes as the result of unfair treatment or intransigence on the part of their employers. Any communication of written support will also be reported to Council.

Any solidarity donation approved by the Executive under the above terms must be reported to Council, along with a brief statement of rationale.

Any extraordinary donation that does not fit the above categories must be approved by the Executive Committee and by Council.

### **3. Protocol for Motions Considered by the QUFA Executive by Email**

*Approved by the QUFA Executive June 2010*

*Amended and approved by the QUFA Executive November 2013*

*Approved by QUFA Council November 2013*

From the QUFA Constitution Article 9.9 (ii)

“The Executive Committee may, between meetings, pass resolutions required to expedite the normal day-to-day operation of the Association by means of electronic mail transmissions (*see Section 1.8 Executive Handbook*) or telephone calls exchanged between the President of the Association and the members of the Executive Committee. Approval of such resolutions requires the consent of a majority of all Executive members. If any Executive member wishes to have the matter discussed, the email/telephone vote will be cancelled and the matter deferred to the next meeting. Votes of the Committee members submitted by email/telephone shall be recorded and filed with the records of the Association until the vote has been recorded in the following month's Executive Committee minutes, at which time the record of individual votes will be destroyed.”

**MOTION:** Moved that any member of the Executive Committee who would like to have a

motion considered will send it electronically to the Executive Director/ or designate. The motion must include a mover and seconder. Electronic votes will be returned to the Executive Director. Approval of such resolutions requires the consent of a majority of all Executive Members (Executive Committee/2 +1). Votes of the Committee members submitted by email/telephone shall be recorded and filed with the records of the Association until the vote has been recorded in the following month's Executive Committee minutes, at which time the record of the individual votes will be destroyed. R. Linley; P. Young Carried

**MOTION:** Moved that electronic votes will take one of two forms:

1. Regular Motion: A vote on an item of regular business shall remain open for 48 hours from the time of circulation (with mover and seconder) unless all eligible Executive members have voted which will close the vote sooner.
2. Emergency Motion: A vote that is time sensitive, duly indicated in the subject line as 'EMERGENCY MOTION' and accompanied with an explanation about why it is time sensitive, shall remain open for 24 hours from the time of circulation (with mover and seconder) unless all eligible Executive members have voted which will close the vote sooner. Emergency motions shall require that at least 2/3s of the Executive vote to be valid (abstentions are not votes).

Weekends and statutory holidays are not counted in the 24/48 hour limits so that an Emergency Motion that opens on Friday at noon will close Monday at noon if Monday is a regular business day. P. Young; K. Ko Carried

**MOTION:** Moved that permanent records of electronic votes include the total number of votes cast. C. Adamson; S. Iscoe Carried

#### **4. Planning a QUFA Meeting or Event?**

*Approved by QUFA Executive May 2011*

**MOTION:** Moved that the President (in consultation with the Treasurer) and the Executive Officers (when necessary) make decisions about serving food at QUFA events. These decisions shall be guided by the principle of limiting expenses (money and staff time) at all times. C. Christie; G. Olivo Carried

To ensure that any meeting or event you wish to hold is planned in advance and runs smoothly, we have designed the following Meeting Request Form which can be found here on our website. You will also find a copy in the pocket of your binder for easy reference.



## MEETING and EVENT SPACE REQUEST FORM

This form has been designed to help coordinate meetings/events. In order to best accommodate your request, please return the COMPLETED REQUEST FORM via email to [ep43@queensu.ca](mailto:ep43@queensu.ca) at least 4 weeks prior to the date of the meeting/event or as soon as you can. Please note that if we do not have the necessary lead time, we may not be able to organize your meeting the way you want it.

For any questions, comments and concerns please contact Elizabeth Polnicky at 613-533-2151

### **CONTACT INFORMATION**

<i>Full name:</i>	
<i>Group/Department:</i>	
<i>Queen's email address:</i>	
<i>Phone (business):</i>	<i>Phone (mobile):</i>

### **EXISTING CORRESPONDENCE**

*With whom have you been in communication about this meeting/event thus far?*

<i>Can finalized details of this meeting/event be shared with others for the purpose of advertising (website, Voices, Digest, email, etc.)</i>	<input type="checkbox"/> YES <input type="checkbox"/> NO
--	--

*If yes, please provide instructions*

### **GENERAL MEETING /EVENT INFORMATION**

<i>Name of meeting/event:</i>	
<i>Purpose of Event:</i>	
<i>Meeting/Event Date(s):</i>	
<i>Meeting/Event Start Time:</i>	<i>Meeting/Event End Time:</i>
<i>Video Conference</i>	<input type="checkbox"/> YES <input type="checkbox"/> NO
<i>If yes, please provide conference Call # and PIN details</i>	
<i>Is this a re-occurring meeting/event:</i>	<input type="checkbox"/> YES <input type="checkbox"/> NO
<i>If yes, please enter an end date</i>	
<i>Meeting/Event Location (Building/Room requested):</i>	
<i>Do you have special accessibility needs?</i>	<input type="checkbox"/> YES <input type="checkbox"/> NO
<i>If yes, please specify</i>	
<i>Expected Number of Attendees:</i>	
<i>RSVP required:</i>	<input type="checkbox"/> YES <input type="checkbox"/> NO
<i>Who is organizing the RSVP list?</i>	

<b><u>BUDGET INFORMATION</u></b>	
Do you have budgetary approval for the meeting?	<input type="checkbox"/> YES <input type="checkbox"/> NO
If yes, Source of Approval and any honoraria	
What is the budget for the meeting including space, equipment and refreshments?	
Will honoraria be paid in addition to amounts budgeted above	<input type="checkbox"/> YES <input type="checkbox"/> NO
If you answered yes, please contact Rhonda Clark-George with details ( <a href="mailto:qufa2@queensu.ca">qufa2@queensu.ca</a> ; ext. 36367)	
<b><u>SETUP &amp; CLEANUP</u></b>	
Who will be responsible for setup & cleanup?	
Please provide description of setup and cleanup plan:	
<b><u>FOOD &amp; BEVERAGE</u></b>	
Do you require food catering services?	<input type="checkbox"/> YES <input type="checkbox"/> NO
Will alcohol be served?	<input type="checkbox"/> YES <input type="checkbox"/> NO
If you indicated yes, please provide description of your catering and dietary restriction needs or contact Elizabeth.	
<b><u>EQUIPMENT</u></b>	
Will you require a data projector and screen	<input type="checkbox"/> YES <input type="checkbox"/> NO
Will you require a laptop	<input type="checkbox"/> YES <input type="checkbox"/> NO
Will you require a sound system	<input type="checkbox"/> YES <input type="checkbox"/> NO
Microphone	<input type="checkbox"/> YES <input type="checkbox"/> NO
Podium	<input type="checkbox"/> YES <input type="checkbox"/> NO
Flip Chart	<input type="checkbox"/> YES <input type="checkbox"/> NO
White Board	<input type="checkbox"/> YES <input type="checkbox"/> NO
WiFi	<input type="checkbox"/> YES <input type="checkbox"/> NO
Other	
<b><u>ADDITIONAL INFORMATION</u></b>	
Please include any additional information, set up requirements, equipment or any other special needs that will be helpful in scheduling this meeting/event.	

## 2 GRIEVANCES

### 1. QUFA Protocol Regarding Representation: Carriage, Confidentiality, Disclosure and Duty of Fair Representation

*Approved by QUFA Executive Committee July 2011*

*Amended and approved by QUFA Grievance Committee September 2013.*

*Amended and approved by QUFA Executive Committee October 2013*

*Approved by QUFA Council October 2013*

#### **Carriage**

If a Member wishes QUFA to proceed with a complaint or inquiry about their terms and conditions of work, the Member will give QUFA control of the process by allowing the union to decide strategy, mode, substance of representation and advocacy, and how far to take the matter. The member's input to these decisions will be sought. This form of control is called carriage.

If Members take complaints to forums where QUFA does not have carriage, this Protocol does not apply. It is important for Members to remember that strategy and actions in those other forums may have a bearing on what QUFA is able to accomplish, and so ongoing communication is advised.

#### **Confidentiality**

Confidentiality is important to QUFA's work. QUFA will treat information provided by the Member as confidential. This does not mean that the information will remain only between the Member and the QUFA person contacted. It means that the information will be shared only with those who need to know.

Some of the people who may need to know as the process unfolds are:

- QUFA staff dealing with member services: Grievance Officer, Administrative Officer, Labour Relations Officer, and Executive Director;
- Grievance Committee volunteers who sometimes accompany a Member to meetings;
- Grievance Committee or JCAA (Joint Committee to Administer the Agreement) Members may be asked for advice, but they are given only limited and necessary information;
- Office of Faculty Relations and anybody they might have to contact at the university to achieve resolution of the issue.

Everyone involved in this process is aware of or made aware of the requirement of

confidentiality. Nonetheless, it is important that Members realize that other people at the university may come to know about issues and attempts to resolve them.

Breach of confidentiality can have serious repercussions, including tainting the process or jeopardizing resolution of the matter. If QUFA has carriage of a matter, then the Member must treat all information about the case as confidential unless given permission by QUFA to discuss specific issues with designated persons. QUFA staff will let the Member know if they find it necessary to involve others so that the Member may decide whether to continue with the query or complaint.

### **Disclosure**

If QUFA is assisting a Member, she or he must provide all relevant information, whether favourable or unfavourable, so that QUFA can put forward the best case possible. It is a common misunderstanding that unfavourable information should be hidden because revealing it will reflect negatively on the Member. However, at some point, unfavourable information will come out and it is best for the QUFA representative to know about it in advance so that she or he is not surprised; it is much easier to come prepared to deal with unfavourable information. In addition, concealing information can reduce the credibility of the Member and of QUFA, and could stand in the way of reaching a satisfactory solution.

QUFA has an obligation to all Members of the bargaining unit. It may have to investigate complaints in order to make an informed decision about whether to pursue them or not. If QUFA must speak to someone other than QUFA staff to gather information about a complaint, then it will seek the Member's permission. If that permission is denied, then QUFA will have to assess whether and how it may take the complaint forward.

### **Duty of Fair Representation**

The union owes a duty of fair representation (DFR) to Members and this is described in the *Ontario Labour Relations Act*:

*74. A trade union or council of trade unions, so long as it continues to be entitled to represent employees in a bargaining unit, shall not act in a manner that is arbitrary, discriminatory or in bad faith in the representation of any of the employees in the unit, whether or not members of the trade union or of any constituent union of the council of trade unions, as the case may be.*

This is a procedural right rather than a right to a particular outcome. It may be that a Member is dissatisfied with the outcome of a grievance process, for example, but that does not necessarily mean that the union (QUFA) acted in a manner contrary to the DFR provision. It is necessary to keep in mind that QUFA represents the whole Membership, so that sometimes the best interests of the bargaining unit as a whole might override the best interests of a particular Member.

If a Member believes QUFA has not represented him or her fairly as per the Duty of Fair Representation, the Member may file a complaint with the Ontario Labour Relations Board.

## **2. Protocol: Handling of Grievance Inquiries by QUFA Council of Representatives**

*Approved by QUFA Council November 2010*

*URL updated October 2013*

1. All matters of grievance shall be kept strictly confidential. Any information about a member's issues or concerns should not be shared with co-workers, superiors, friends, or spouses. Bear in mind that when someone talks to you about an issue or a problem, it will not always immediately present itself as a "grievance" per se. Minor problems may turn out to be grievable issues, so it is prudent to refer all matters of concern to QUFA staff.
2. Because the Collective Agreement is bilateral, Council Representatives are not in a position to provide an authoritative interpretation of the terms of the Agreement. QUFA and Queen's Administration may have discussed a vague or ambiguous provision, for example, and have arrived at a mutually agreed upon interpretation that has not yet been incorporated into the wording of the Collective Agreement. Council members should not interpret the Collective Agreement for their colleagues. Instead, Council Representatives should refer their constituents to the Grievance-related documents on the QUFA website and to QUFA staff for clarification about the meaning or scope of the provisions of the Collective Agreement.
4. Members must contact QUFA personally if they wish further assistance. It is up to the member and not the Councillor, QUFA staff, or anyone else to make the decision about whether the member pursues a matter with QUFA's assistance or not. The Councillor who brought the matter to the attention of QUFA staff will not be informed of the member's decisions or actions as contact by the member moves the matter into the realm of confidential proceedings.
5. QUFA staff enter all inquiries from members or Councillors into a confidential database. (See Queen's "FIPPA Contact: Freedom of Information and Protection of Privacy Guidelines" at <http://www.queensu.ca/accessandprivacy/resources/FIPPAguidelines.pdf>.) Confidentiality allows QUFA staff to consult with each other without explicitly informing the member so that they can take advantage of the various sorts of expertise and knowledge they have about University matters. This is done in the member's best interests and QUFA staff will not discuss or take the matter any further without the member's consent.

7. A member's wishes to remain anonymous and to determine whether QUFA intervenes must be respected. However, QUFA appreciates receiving timely indications from Councillors of individual or multiple instances (whether a member's name is provided or not) where violations of the Collective Agreement may have occurred in their unit.

8. The Grievance Officer will contact the inquirer to gather and record as much information as possible from him/her. If there is a potentially grievable issue, the inquirer will be asked to submit a brief written account of the events in question to the Grievance Officer and/or to the QUFA office so that the query will be followed up with an accurate account of the individual's concern.

### **3. Policy for Step 2 Grievances**

*Approved by QUFA Council September 2010*

*Amended and approved by QUFA Executive February 2014*

*Amended and approved by QUFA Council March 2014*

The exercise of our right to proceed to arbitration is normally reserved for the most serious of cases because of cost, limited nature of remedies and uncertainty of outcome. The following represent the kinds of cases that require serious consideration of the use of that right.

#### **Primary Importance:**

1. Job threatening decision.

#### **Items 2-5 are of Equal Weight:**

2. Serious violations of non-discrimination provisions.
3. Major violations of academic freedom.
4. Policy interpretations of the CA that significantly threaten the integrity of the Collective Agreement.
5. Excessively punitive action against Member(s).

#### **Residual:**

6. Abuse of management rights.
7. Any other University action that in the circumstances is deemed to require QUFA assistance.

The Executive Committee decides whether to move a grievance to Step 2, Arbitration, on the basis of recommendations from the Grievance Committee or the Committee to Manage the Collective Agreement.

At least one Member of the Executive will attend arbitration proceedings to represent QUFA's interests.

# 3 BARGAINING

## 1. QUFA Protocol Regarding Authority and Process for Collective Bargaining

*Approved by QUFA Executive and QUFA Council September 2010*

*Approved by QUFA Executive and QUFA Council September 2014*

This protocol is designed to clarify the process by which decisions related to collective bargaining are made within and by the Queen's University Faculty Association.

### 1. Membership

The Association is the sole bargaining agent for members of the Bargaining Unit. As a result of amalgamation, members of the Bargaining Unit are defined as those who would have been members in the two Bargaining Units that existed prior to amalgamation as defined in the respective Certificates issued by the Ontario Labour Relations Board. There are two types of membership: membership in the Bargaining Unit and membership in the Association.

#### a) Membership in the Bargaining Unit

Membership in the Bargaining Unit refers to all Academic Staff covered by one of the Ontario Labour Relations Board (OLRB) Certificates and therefore by the current Collective Agreement. Bargaining Unit members are represented by the Association. All Queen's University Academic Staff (with a few exceptions, e.g., clinician faculty who are members of the OMA and therefore excluded by the OLRB) are automatically members of the Bargaining Unit. Dues are deducted automatically by the University's Financial Services. Members of the Bargaining Unit can vote on the Collective Agreement: ratification and strike action.

#### b) Membership in the Association

Membership in the Association is open to all members of the Bargaining Unit. Membership is voluntary and may be obtained by completing an application form and ensuring that it has been received by the QUFA office. No additional payment of dues is required to become a member of the Association. Members can participate in the day-to-day decision making processes of the Association by being elected to hold an office on the Executive Committee or on the Council of Representatives, or by serving on the Negotiating Team and/or on supporting committees. Members of the Association may vote on the election of officers and on policy matters of the Association at general meetings.

In addition to those members of the Bargaining Unit consisting of the Faculty, Librarian, and Archivist, and the Sessional Adjuncts, membership in the Association is open to clinical faculty in the Faculty of Health Sciences who are eligible for membership in the Clinical Teachers' Association of Queen's University (CTAQ), and to such other groups as the Association may determine.

## **2. Enabling Power or Authority**

- a) Members of the Bargaining Unit have the power or authority to accept or reject a negotiated Collective Agreement. Ratification of a negotiated Collective Agreement shall be conducted by secret ballot.
- b) Members of the Queen's University Faculty Association have the power or authority to delegate authority to run the affairs of the Association and manage the negotiated contracts. Members of each Council unit have the power to elect Council representatives. Members of the Association have the power to elect Officers of the Association, the right to convene special meetings, and alter the Constitution, under the authority provided by the QUFA Constitution.
- c) All members of the Bargaining Unit may attend meetings of the Bargaining Unit, which may be convened to present negotiating objectives in principle or to ratify a proposed Collective Agreement, or vote on a request for strike or other action.
- d) Progress reports on negotiations may be presented as part of the agenda at regular general meetings of the Association which are open only to members of the Association. When this is the case, members of the Bargaining Unit who are not members of the Association may attend with the permission of the Association membership then in attendance at the meeting. Special general meetings called solely for the purpose of progress reports on negotiations or a vote on a request for strike or other action for the Bargaining Unit are open to all members of the Bargaining Unit.

## **3. Delegated Authority**

### **a) The Executive Committee**

Under the QUFA Constitution, the Executive Committee of the Association has the responsibility to supervise collective bargaining which includes selecting and appointing and, if necessary, removing or replacing the members of a Negotiating Team, including the Chief Negotiator. The Executive Committee must report the composition of a Negotiating Team to Council for approval and must inform the membership through appropriate channels (for example, the QUFA website, general meetings, email, publications, etc.). Under the QUFA Constitution, the Executive Committee is responsible for approving bargaining positions and strategies recommended by a Negotiating Team. Accordingly, the responsibility for instructing a Negotiating Team

rests with the Executive Committee. The President or designate will serve as the Chief Spokesperson, responsible to handle media inquiries; the Chief Negotiator or designate is responsible to present bargaining updates to the membership.

b) The Negotiating Team

The Negotiating Team will choose its own recorder(s). The QUFA President and other members of the Executive or staff, and selected members of the Bargaining Unit, may, on the invitation of the Negotiating Team, attend at the negotiating table from time to time as observers or experts on particular negotiating issues.

The Negotiating Team has the sole authority to represent the Bargaining Unit in Collective Bargaining negotiations with the Employer. The Negotiating Team will develop proposals, supported by the Executive Committee, based on consultations with Bargaining Unit members which may take the form of surveys, unit meetings, QUFA meetings, special purpose advisory groups or other forms of outreach. They will consult regularly with and take instruction from the Executive Committee as to general strategy and responses in principle to proposals from the Employer.

c) The Council of Representatives

Upon recommendation by the Executive Committee and the Negotiating Team, and in accordance with the QUFA Constitution, the Council is responsible for approving general collective bargaining principles, as well as approving a Collective Bargaining Protocol. The Council also serves as a mechanism for communicating information from the Executive Committee to the general membership, and vice versa.

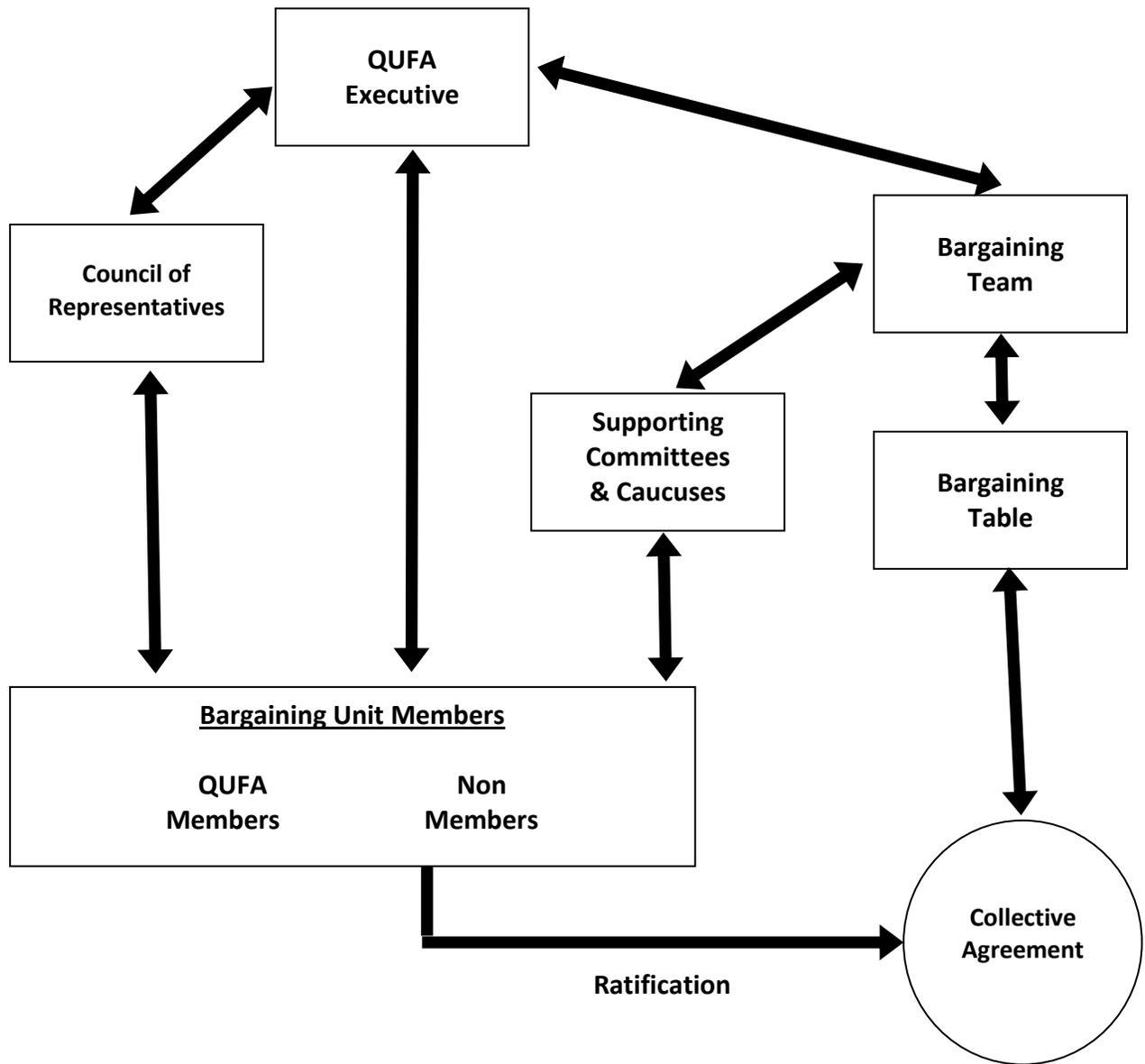
**4. Supportive Committees**

Any committees to support negotiations, such as a Normative Issues Advisory Group, a Compensation and Benefits Advisory Group, or an Adjunct Advisory Group, shall be appointed by the Executive and announced to the Council of Representatives following a call-out to Council for volunteers or nominees. From time to time, the Executive and Bargaining Team may adopt other mechanisms for consulting the general membership, such as caucus meetings, focus groups, and surveys, etc.

**5. Reporting Structure**

- a) Prior to the start of negotiations, the Negotiating Team shall present a list of bargaining objectives to the Executive for approval.
- b) During the period that a new Collective Agreement is being prepared and negotiated, a representative of the Negotiating Team, normally the Chief Negotiator, will regularly attend meetings of the Executive Committee and Council to report on the development of proposals and the progress of negotiations with the Employer.

- c) Substantive changes in normative or economic provisions developed by the Negotiating Team during negotiations will be presented to the Executive Committee for approval.
- d) Regular bargaining reports will be provided to Council, and Council feedback will be solicited on a regular basis. Any oral or written reports to Council or to the membership during the negotiating process will be presented by the Chief Negotiator, the President, or delegated to a member of the Negotiating Team or the Executive Committee. Detailed discussions of such reports shall be kept confidential.
- e) When the Negotiating Team determines that negotiations have concluded, members of the Team will present key changes to the Collective Agreement to the Executive Committee and Council. The Executive Committee will vote to recommend the changes to the Collective Agreement to the membership or not. Council members will vote to recommend the changes to the Collective Agreement to the membership or not. Key changes to the Collective Agreement will be presented to the Bargaining Unit, along with the recommendations of both Executive and Council, for ratification by secret ballot.
- f) If the Employer exercises its option to force a ratification vote, key changes to the Collective Agreement will be presented to the Bargaining Unit for ratification by secret ballot.



## **2. Principles for Strike Action**

*Approved by QUFA Executive June 2011*

### **In the event of a strike:**

1. Our initial stance will be symbolic pickets that do not slow traffic (people and cars). Members on our picket lines will not cross the streets (for safety reasons).
2. With regard to strike pay, we will be inclusive and all members are eligible as long as they observe the strike action and do not cross picket lines.
3. We will be generous in our interpretation of why an individual might not be available for picket duty. Other duties may be assigned.
4. QUFA Members with Term or Continuing Appointments will receive full strike pay.
5. Members on pre-approved sabbaticals will not be asked to participate in job action activities. If in Kingston, they will be expected to observe the picket lines and can volunteer to join the picket lines as visitors.
6. Members on leaves (maternity, sick, etc.) will be exempt from job action duties.
7. We will provide passes for minimal support of time or nature sensitive research projects.
8. We will not prevent graduate students from working.
9. When asked by other unions and student and employee groups how they can support us, we will not say anything about crossing picket lines. We will respond to this request by inviting them to participate in events such as rallies or barbeques that are well-advertised and will be well-attended by QUFA members and media.

## **3. Facilitating Communication with the Job Action Committee**

*Approved by the Executive June 2011*

*Reference to QUFA Staff members amended September 2013*

### **Facilitating Communication among JAC, Executive, Negotiating Team and Staff**

The President is an ex-officio member of the Job Action Committee (JAC) and will be included in all communications of the Committee.

When a decision has been reached by the JAC, the President will forward that decision to:

1. the Chief Negotiator and the Labour Relations Officer (QUFA Staff) to share with the bargaining team;
2. any QUFA Executive Officers not on the JAC and/or the whole QUFA Executive when appropriate;
3. the Executive Director and any other QUFA staff who need to be aware of the decision.

### **Communications to QUFA Members**

All communications to members must be approved by the President and the Chief Negotiator. The Executive Director must be copied on any decision to post, email, mail or otherwise contact members and shall be sent a copy of the message.

When circulating drafts of member communications, the sender should clarify whether the draft is to be edited, approved or is for information purposes only, so as to avoid duplication of work.

# 4 POLITICAL ACTION & COMMUNICATIONS

## 1. Protocol for Communications to QUFA Members

*Approved by the QUFA Executive February 2011*

*Amended and Approved by QUFA Executive December 2013*

*Approved by QUFA Council December 2013*

### General Principles

1. All communications are previewed for accuracy and style unless they are formulaic and have already been vetted.
2. All sensitive communications should be approved by relevant Executive Officers which may include PACC Chair, JCAA Co-Chair, Grievance Chair, President, Vice President, Past President, Council Chair, and Chief Negotiator.
3. Not every communication is 'sensitive' and so may be approved by smaller numbers of people.
4. All emails are authored and list specific contacts for more information in the body of the email.
5. Normally, emails will include proper salutations (Dear Members, Sincerely, etc.)
6. All emails will have an accurate subject line with 'QUFA' included for ease of searching.
7. QUFA-L includes all Members all of the time – no exceptions, no 'unsubscribe' possible so that it can be used for essential notice of meetings.
8. QUFANews is for informational emails (Voices, Digest).
9. Notices of meetings shall be sent from qufa@ with qufa2@ as the alternate when the ED is away.
10. As much as possible, all communications can also be found on the website in appropriate places and in a timely manner.
11. Every key role in the communications process will have a back-up to ensure timely processing.

### 1. Notices of Meetings

#### a. General Meetings

Medium: Sent to the QUFA-L listserv that includes all Members

Timeline: Constitutional and other motions are sent two weeks prior to the meeting; agenda packages are sent one week prior. General Meeting Agendas (not Agenda Packages) are posted on the website Events page on the day they are sent and an Announcement is created on the home page to indicate that the Agenda is available.

Author: Notification emails are authored by the Secretary.

### **b. Council Meetings**

Medium: Sent to QUFREP-L listserv that includes Reps and Executive.

Timeline: Notice of Meeting and Draft Agenda are sent one week prior. A complete Agenda Package is sent before the weekend preceding the meeting.

Author: The Executive Director is the contact person on these emails.

### **c. Bargaining-Related Meetings (Proposal Review, Updates, Strike Vote, Ratification when there is no job action)**

Medium: Sent to QUFA-L listserv (all Members).

Timeline: One week in advance of the meeting with appropriate notices (as determined by the Chief Negotiator and President) posted to the website.

Author: The President and Chief Negotiator are the contacts.

### **d. Ratification Meetings During Job Action**

Medium: Sent to QUFA-L listserv (all Members).

Timeline: One day (24hrs) in advance of the meeting with *appropriate notices* (as determined by the Chief Negotiator and President) posted to the website.

Author: The President and Chief Negotiator are the contacts.

## **2. Educational & Mobilization Communications**

### **a. Reminders of Deadlines & Procedures**

Medium: Sent to appropriate listserv (Adjuncts, all Members, Representatives) from appropriate staff email with announcement posted to website.

Timeline: As appropriate.

Author: As appropriate with contact information.

Content: As determined by the CA and relevant committees.

### **b. QUFA Voices**

Subject Line: QUFA Voices [Month Year]

Medium: Sent by Voices editor (Communications Support Person) to QUFANews listserv (and Faculty Relations) and posted to website.

Timeline: As determined by the Executive and Editor and allowing for editorial review.

Author: Editor is the contact in the email.

Content: As approved by the Executive Committee.

### **c. QUFA Digest**

Subject Line: QUFA Digest [Month Year]

Medium: Sent from qufanews@ to QUFANews listserv with linked material on the website.

Timeline: Monthly following each Executive Committee meeting.

Author: Executive Director is the contact.

Content: As approved by the PACC and Executive Committees.

**d. General Collective Agreement Information/Interpretations (KYCA, Infosheets, brochures etc)**

Medium: Sent from staff emails to appropriate listserv OR posted directly to website using appropriate template for consistency of colour, design and style.

Timeline: As required and following preview for content, accuracy and style.

Author: As required so that brochures may carry no specific attribution though there will always be contact information.

Content: As determined by the CA and approved by relevant committees.

**e. Bargaining Updates**

Medium: Sent from qufa/fitzgibb to QUFA-L listserv and posted on the website as appropriate.

Timeline: As determined by the Chief Negotiator in consultation with the President and with preview for accuracy and style.

Author: Chief Negotiator is the primary contact.

Content: As approved by the Chief Negotiator and President.

**3. Website Management**

**a. Structure/Layout**

The Website Committee considers changes to this and sends its recommendations to the Executive Committee.

**b. Content**

Website content mirrors other communications such that approval is generally pre-determined under #2 above. Novel content (website only) will be approved following protocols for commensurate types of information or General Principles. The Executive Director and Communications Support Person will be responsible to update the website with GoSaBe (Sarah and Ben) as back-up.

**4. Social Media (Twitter, Facebook)**

**a. Management**

The Communications Support Person is responsible for QUFA's Twitter and Facebook accounts. The Executive Director will serve as back up.

**b. Content**

The Executive Director and Communications Support Person will determine what to tweet or post to Facebook from among pre-approved communications. During bargaining, the Chief Negotiator and President will decide what can be cross-posted to these media.

## **2. Municipal, Provincial and Federal Elections Policy**

*Approved by QUFA Executive December 2014*

*Approved by QUFA Council January 2015*

1. When an election at any level involves issues germane to QUFA and its Members, a message will be sent to Members and posted on the QUFA website that includes:
  - a. a reminder to vote with the date of the election;
  - b. links to reliable sources of information, news and analyses from organizations with which we are affiliated (CAUT, OCUFA, CLC, OFL, KDLC).
2. This message and web post may additionally include:
  - a. details of community or campus events such as all-candidates meetings;
  - b. information about voter registration for Members new to Kingston.
3. QUFA will not endorse particular candidates. The QUFA website may link to online candidate endorsements made by organizations with which we are affiliated (see list above) for information only. QUFA will not distribute candidate endorsement flyers or links by email.

# 5 MISCELLANEOUS

## 1. Travel Information for QUFA Volunteers & QUFA Staff

*Revised April 2013 to reflect new CAUT per diem rates and staff changes*

### **Permission for QUFA Sponsorship in Attending Conferences or Meetings**

**MOTION:** Moved that the President (in consultation with the Treasurer) and the Executive Officers (when necessary) make decisions about selecting volunteer delegates to attend conferences and events that are aligned with QUFA's mandate. These decisions shall be guided by the principles of alignment with the QUFA mandate and limiting expenses (money and staff time) at all times. C. Christie; M. Jones Carried

*Approved by the Executive Committee May 2011*

**QUFA delegates are expected to submit a brief written report to the President and the QUFA Executive Director after each event.**

### **QUFA Administrative Processes for Travel**

#### **Advanced Approval for Travel**

Your travel on behalf of QUFA must be authorized in advance with the signature of an Executive Officer or the Executive Director. To fulfill QUFA's obligations to our auditor, please fill out an advance travel form and forward it to Rhonda Clark-George, our Administrative Assistant. The Advance Approval Form is attached.

#### **Car Rental**

Rental cars should be used when they provide the most economical form of transportation. In many cases one-day vehicle rental is more economical than public transportation or use of your own private automobile. This especially holds true where more than one individual is attending the same event. Use of your personal vehicle may become a personal liability issue in the event of an accident. Please contact Rhonda for information about car rentals.

Please see Potential Expenses list below for rationale of different means of travel if car rental is not an option.

#### **Claiming Travel Expenses from QUFA**

The fundamental principle underlying these guidelines is that people should not be out of pocket for necessary expenses incurred while on QUFA business, providing such expenses are reasonable. QUFA will not be responsible for undue charges. A list of Potential Expenses is found below.

QUFA will pay for return transportation (including airport transfers, taxi, or public transit fares, parking), hotel accommodation, and necessary meals following the current CAUT Per Diem Rates listed below.

In most cases, meal receipts are not required for QUFA purposes while attending conferences or workshops. QUFA does require receipts for accommodation and travel (eg., air, train, taxi).

All receipts should be attached to a list of all claimable expenses, with a date and your signature, and submitted to Rhonda.

Payment of expenses is contingent upon full attendance at the authorized meeting, submission of receipts where required, and authorization by the Treasurer or delegate for reimbursement of the expenses incurred.

### **Potential Expenses**

**TRAIN** Book economy fares; business class is to be used only if you are travelling over the evening meal time. If there is a VIA RAIL sale when you are booking, please take advantage of the promotional rates.

**CAR** Please consult with Rhonda about using a rental car because it is cheaper than the use of your own vehicle. If you must use your own car, mileage will be reimbursed at the current CAUT rate of \$0.555/km.

**PARKING** Parking may be claimed where necessary. Please save receipts when available.

**PUBLIC TRANSIT/TAXI** Use public transit when efficient and safe to do so. Taxi charges are allowable where necessary.

**MEALS** Follow the CAUT per diem rates: Breakfast \$15, Lunch \$15, Dinner \$40, Sundry \$15 = Potential Total per day \$85. Meals are sometimes provided at conferences and workshops, so claim only the meals you had to buy.

**HOTELS** When possible, reserve early using the lower conference rates arranged by CAUT, OCUFA, and others for their events. Receipts are required.

**MISCELLANEOUS** The following items will not be reimbursed: hotel services such as movies, mini-bars, laundry, etc.; pet care, personal entertainment and refreshments.

### **Travel Paid by OCUFA**

For workshops and meetings sponsored by OCUFA, travel arrangements need to be made through their travel agent and the agent, in turn, will bill OCUFA directly.

For accommodation at OCUFA events, please make arrangements through Lisa Alexis (ocufa@ocufa.on.ca); the hotel will invoice OCUFA directly.

For other expenses incurred, i.e., mileage, parking, calculations will be based on the rate at

which OCUFA reimburses. Check with Lisa for the current mileage rate. Send receipts to Lisa Alexis along with a completed OCUFA Expense Claim form for reimbursement. The form is at: <http://www.ocufa.on.ca/OCUFA/docs/expense.pdf>

OCUFA expenses are not paid by QUFA except for some OCUFA sponsored events which require pre-approval by QUFA.

### **Travel Paid by CAUT**

#### **i. CAUT Council**

CAUT pays for one Delegate's travel (car/VIA/flight) for each affiliated local per CAUT Council meeting. The travel claim form is part of the Council package and can also be found on the CAUT website. There are two Council meetings per year, one in November and one in April. Normally QUFA's delegate is the President or Vice- President. The Executive Director normally attends the two CAUT Council meetings as the Alternate Delegate. To receive reimbursement for all other expenses incurred to attend, type up an expense claim form on plain paper and submit to the QUFA office.

See Travel Expenses Paid by QUFA above for current rates.

#### **ii. CAUT Committees**

If you have been elected to a CAUT Committee, all your meeting-related expenses will be paid by CAUT according to their policies. Expense claim forms are provided on their website, at the committee meeting or in the agenda package.

#### **iii. CAUT Workshops or Conferences**

With pre-approval QUFA pays expenses for your attendance at CAUT Workshops or Conferences unless you are an organizer. If you are an organizer you are likely a member of a CAUT Committee in which case CAUT will cover your expenses.

# Queen's University Faculty Association Advance Notice of Travel and Preliminary Budget Form

Date: \_\_\_\_\_

Name: \_\_\_\_\_

Position in QUFA: \_\_\_\_\_

Conference or Meeting: \_\_\_\_\_

Date(s) of Travel: \_\_\_\_\_

Destination: \_\_\_\_\_

## Estimated Cost of Trip

Transportation\* \_\_\_\_\_

Hotel \_\_\_\_\_

PerDiem\*\* \_\_\_\_\_

Other \_\_\_\_\_

TOTAL \_\_\_\_\_

\*Please refer to Travel Information for Volunteers on the QUFA website  
[http://www.qufa.ca/about/policies\\_and\\_protocols/Travel\\_Information\\_QUFA\\_Volunteers\\_and\\_Staff\\_2011.05.pdf](http://www.qufa.ca/about/policies_and_protocols/Travel_Information_QUFA_Volunteers_and_Staff_2011.05.pdf)  
or phone the QUFA office (32151) for our preferred means of travel.

\*\*QUFA follows the CAUT reimbursement fees of \$15 Breakfast, \$15 Lunch, \$40 Dinner, \$15 Sundry for a potential total of \$85 per day and Mileage is \$0.555 km.

Signature of Traveler: \_\_\_\_\_

Signature of QUFA Executive  
Officer or Executive Director: \_\_\_\_\_

## **2. Recording Member Attendance at QUFA Events**

*Approved by QUFA Executive September 2013*

*Amended and approved by QUFA Council September 2013*

QUFA invites Members to a variety of events each year. Some are required by the constitution and have quorum requirements for business to be conducted (Executive Committee, Council, General Meetings). Proper procedure dictates that we keep records of attendees at these meetings to demonstrate to any Member or auditor that quorum was met when decisions were made.

Other meetings are for information sharing or mobilization purposes (Annual Lecture, Socials). Any time a Member takes the time to respond to a QUFA callout, we should be aware of who they are and what drew them to us. In addition, all events require the expenditure of resources and so should be 'accounted for' in our records. Member completion of attendance sheets at non-business meetings will be voluntary and QUFA would retain these records in strictest confidence.

**MOTION:** Moved that attendance records be kept for all QUFA events (formal or informal) to which general Members are invited. These records should include name, department/unit of work and contact information (email or work telephone). C. Christie; J. Morelli Carried

## **3. QUFA Distinguished Service Award Policy**

*Approved by QUFA Executive December 2013*

*Approved by QUFA Council December 2013*

QUFA will honour dedicated and long-serving Members or those who have gone above the call of duty with a Member appreciation award as follows:

**Name:** QUFA Distinguished Service Award

**Frequency:** Annual

**Number of Awards:**

- There are two categories of award:
  - one to acknowledge those with continuing appointments;
  - one for those on term contracts.
- There is no minimum or maximum number of awards. There may be years with no suitable recipients and others where we wish to honour a number of people (e.g., when a number of long-serving members retire or following bargaining).

**Awards Committee:** the Nominations Committee struck each January.

**Process:** In the same way that the Nominations Committee seeks candidates for committee positions, it will invite all active volunteers to suggest anyone they think ought to be considered for a DSA (by direct contact, Voices or other announcements). Nominators will complete the Nomination Form (see below). Nominations will be accepted from QUFA Members but staff are encouraged to suggest names. The Nominations Committee will submit its recommendations to the Executive Committee for final approval by March each year.

**Criteria:**

- The primary criterion is outstanding service to QUFA Members either over a long period of time or through intensive participation in specific activities like bargaining or strike preparation.
- The types of contributions that will be considered include:
  - committee participation/leadership;
  - alliance building on campus or in the community;
  - leadership on particular projects of import to QUFA members (eg. pension analysis/reform);
  - intense behind-the-scenes work to support more public activities; and,
  - long-term and consistent contributions to QUFA's mandate.
- Current or past Membership in QUFA.

The Nominations Committee will take into consideration the fact that Term Contract Members often take greater risks and make bigger sacrifices to participate when making its recommendations.

**Outcome:** Members selected to receive a DSA will be notified in advance of the Spring General Meeting and invited to attend the meeting where the Award will be presented. With the permission of DSA recipients, their names will appear in QUFA Voices and on the website.

**Appendix A**  
**QUFA Distinguished Service Award**  
**Nomination Form**

Date: \_\_\_\_\_

**Nominee Information**

Name: \_\_\_\_\_

Type of employment contract:

- Continuing Appointment
- Term Contract
- Retired
  - Continuing Appointment
  - Term Contract
- Not sure

Unit or Faculty: \_\_\_\_\_

**Nominator Information**

Name: \_\_\_\_\_

Unit or Faculty: \_\_\_\_\_

**Reason for Nomination**

Please outline why you think this person should receive a QUFA DSA. Attach additional documents if necessary.

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\_\_\_\_\_  
Nominator Signature

# 6 HISTORICAL POLICIES

## 1. Policy on Accessibility

*Approved at the AGM April 2001*

### **MOTION:**

Given that,

1. Undergraduates in Ontario now carry, on average, a \$20,000 debt at graduation, while graduates carry debts of \$50,000 and up (in the professional programmes these figures are much higher);
2. Accessibility studies reveal declines of up to 9% throughout Ontario between 1991-1998 in enrollment of students from lower socio-economic backgrounds and it has been demonstrated that nothing even close to an adequate study of the full implications of rising tuition costs in Canada has been made;
3. Tuition increases have been used to meet shortfalls in public funding so that fees, as a share of Canadian university operating revenues, have increased from 11.6% in 1981 to 26.7% in 1999 and at Queen's the increase is from 15% (1981) to 28.2% (1999);
4. In a referendum of Queen's Arts and Science Students (Fall 2000), 91% of students, in a record turnout, opposed tuition deregulation;
5. QUFA has endorsed the Queen's Senate document "Accessible Education for Citizens and Leaders in a Global Society of the 21<sup>st</sup> Century," (March 30, 2000);
6. Canada endorses the UN Universal Declaration of Human Rights, which reads, in part: "Everyone has the right to education ... [and] higher education shall be equally accessible to all on the basis of merit.";
7. To rapidly move Queen's with its (CAN) \$350 million endowment toward an American model of a private university with an endowment of (US) \$8 billion is unfeasible;

It is moved that QUFA supports Queen's status as a publicly-funded university that shall be accessible to all students motivated and talented enough to enroll in any of the University's programmes;

That QUFA opposes additional deregulation of tuition that would lead to increased economic burdens placed on students, and to a further decline in accessibility in terms of both entry and retention of students;

That accessibility be defined in terms of affordability, without unmanageable debt for students independent of socio-economic background; and

That any studies of accessibility must include factors such as those linked to class, race and gender than may prevent potential students from considering Queen's.