

QUFA VOICES

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PRESIDENT'S VOICE

Per Diems, ConfidenceLine among QUFA's Focus Issues

The QUFA President's visits to various units have been productive and useful

By Diane Beauchemin
President, QUFA



Per Diems

You may have heard that that several institutions (York, Ryerson, UOIT, Brock, McMaster, Carleton, and Laurier) have gone back to per diems for expenditures funded from sources other than the Ontario government (NSERC, CIHR, etc.). Well, I have been unsuccessful at convincing the Administration here at Queen's to follow suit. The Provost has indeed indicated

that no change will be made because a majority of universities in Ontario have not reinstated per diems at all. So, it appears that we will have to wait either for more universities to revert to per diems or for electronic travel and expense tools to be put in place at Queen's (the latter would make easier reinstatement of per diems on a partial basis), as the Administration may then review its decision.

Active Learning

A proposal entitled "Focus on Active Learning: Redesigning Courses and Learning Spaces" by Queen's Administration to the Productivity and Innovation Fund of the Ministry of Training, Colleges, and Universities was approved for funding.

QUFA Fall General Meeting

The QUFA Fall General Meeting will take place

Tuesday 17 December 2013
1.15 p.m. - 3.00 p.m
The Auditorium, Ellis Hall

The Notice of Meeting will be sent out by e-mail on 3 December 2013 with an attachment containing Constitutional amendments. The full agenda package will follow on 10 December 2013.

One of the Orders of the Day will be initial results from the **Faculty Workload Survey** that will shortly arrive in your inbox. Please complete the survey and come for a discussion of its findings.

If you haven't done so already, you will meet QUFA's new Executive Director, **Leslie Jermyn**. You will also have the opportunity to say goodbye to retiring Administrative Officer, **Elaine Berman**, who has served both the Faculty Association and Members of the bargaining unit for the past fifteen years.

We look forward to your participation in these deliberations.

It includes two main items: the redesign of the third floor of Ellis Hall into Active Learning Classrooms and the conversion of all introductory statistics courses into a single big course. Queen's was also a partner institution on successful applications from other universities, but details have yet to be released.

Queen's ConfidenceLine

At the Senate meeting on 29 October 2013, Allan Manson spoke against the new Queen's ConfidenceLine, saying that the advisory committee, on which he was QUFA representative and which was responsible for the safe disclosure policy that was approved by Senate in January 2011, did not recommend a tip line for various reasons. In answer to his questions, we found out that the Audit and Risk Committee of the Board of Trustees had put the mechanism in place as a result of a recommendation from an internal auditor, and that it was a one-year contract for \$6,000 per year, which will be reviewed.

The Secretary said that the line was not contradictory to the policy but complemented it. Allan responded that there was a big difference between promoting anonymous tips (the ConfidenceLine) and allowing them (as recommended by the advisory committee). He requested that the line be suspended while a review of the process that led to its establishment takes place. The Principal said that he would call a meeting with the Secretary, Provost, and Vice-Principal (Finance and Administration) regarding the matter and either reply in writing to Allan or bring the response back to Senate. Following this, the motion before Senate on striking an ad hoc committee to review the safe disclosure policy was tabled.

Campus Master Plan

Members who are interested in seeing the Campus Master Plan panel display

and open house will have to get up early on a weekend, as it has been scheduled at 8.00 a.m. on Saturday 7 December 2013. It is to be held on the second floor of Richardson Hall (before the Saturday-morning meeting of the Board of Trustees, which will start at 9.00 a.m.).

Visiting Your Unit

Leslie and I are continuing to visit units where we are invited. By the end of this term, we will have visited fourteen units. These visits are allowing us to hear concerns from more Members than have ever attended general meetings. While there may be some differences in opinions between units, there are clearly some recurrent themes, such as workload and merit. Information gathered during these visits will be used to draft surveys to determine what the majority wishes, which will, in turn, form the basis of a bargaining strategy.

In most of the units visited so far, Members were clearly appreciative of having an opportunity to speak out without fear of reprisal. All concerns and issues are indeed held in confidence and only shared on a need-to-know basis with the appropriate QUFA committees and staff. Needless to say, we will continue to accept invitations to visit units (three more visits have already been scheduled in the winter term).

You may also informally meet with Leslie and me on Friday 6 December 2013, in Ban Righ Dining Hall at 12.00 noon, or contact us by e-mail, phone, etc. We welcome all your comments, criticisms, and praise alike, as we are at your service.

Diane Beauchemin can be reached at qufapres@qufa.ca.

TAKE ACTION

Help Defeat Bill C-377

The Conservative private member's bill seeks to force employee associations to report their finances to the Canada Revenue Agency

**By Leslie Jermyn
Executive Director, QUFA**



Bill C-377, "An Act to amend the Income Tax Act (requirements for labour organizations)," is a Conservative private

member's bill that seeks to force employee associations (including all unions) to report their finances to the Canada Revenue Agency, which will then publicize all expenses over \$5,000 and salaries over \$100,000. On the face of it, what could be wrong with a little more transparency? The problem is, however, that the Bill is discriminatory, unconstitutional, and unnecessary, and it will cost taxpayers at least \$30 million to implement.

The last time Bill C-377 went to the Senate (in Spring 2013), Senators, led by Conservative Senator Hugh Segal (from Kingston), amended the bill significantly to limit its impact on labour and employee groups. They restricted application of the Bill to unions and associations with more than 50,000 members, restricted reporting of expenses to those over \$150,000, and restricted reporting salaries to those over \$444,661—the same threshold the Conservatives approved for disclosing Federal public salaries. When Parliament resumed in the Fall, Conservative MPs rejected the amendments and sent the Bill, in its original form, back to the Senate.

There are a number of problems with this Bill:

- It is discriminatory against employee associations and unions; other professional, dues-collecting associations are not included, and neither are businesses.
- It is an infringement on provincial jurisdiction over labour issues.
- It is an infringement of privacy rights of individuals and companies that provide services to employee associations.
- It will be costly and defies the rule that private member's bills can have no financial costs associated with them.
- It is wasting Parliament's and Senate's time; Senators already did their democratic duty, but that work is being undermined by Parliament.

In short, this time around, Senate should reject the Bill outright.

There is more information available from the following sources:

- QUFA's letter to the Senate (http://www.qufa.ca/files/pdf/Bill_C377_Letter_to_Senate_2013.pdf)
- Canadian Association of University Teachers' Backgrounder to the Bill (<http://www.caut.ca/news/2013/10/21/urgent-action-stop-bill-c-377>)

You can take action and send your own letter to the Senate (sencom@sen.parl.gc.ca) and to Senator Segal (kfl@sen.parl.gc.ca), asking them to defeat this Bill once and for all.

Leslie Jermyn can be reached at qufa@queensu.ca.

Spread the Word!

QUFA encourages you to print out and post a copy of this issue of **QUFA Voices** in a visible place in your department or unit. Thanks!

FYI

Workplace Stress and You

Instalment One: Workplace Stress Basics

**By Leslie Jermyn
Executive Director, QUFA**



Recently, I attended a conference that focused on psychosocial health in the workplace. A couple of the presentations¹

really grabbed my attention because of their relevance to the University workplace in the twenty-first century. I want to share what I learned with QUFA Members. This will be the first in a series of short articles that will explore what causes workplace stress, how much is too much, and what to do to reduce it for a happier, healthier life.

The first concept I learned about was "Job Strain." Job strain is a measure of how much control a person has over their work as compared to how many demands are placed on them. For example, an emergency-room doctor works in a high-demand environment but also exercises a great deal of control in the workplace. By contrast, the driver of a public bus faces high demands (the public, traffic) but has little control (schedules, supervisory oversight) over the work performed. The bus driver faces more job strain than the doctor even though one might argue that the doctor's work is more demanding or even more stressful. In the academic context, it is useful to think about what factors increase or decrease demand and control, and how people with different types of appointments (Term vs. Continuing), teaching loads (large introductory courses), research commitments, and service loads experience job strain.

High job strain has been linked to

increased risk of cardiovascular disease, hypertension (often a precursor of cardiovascular disease), and depression. In fact, a study of 6500 Ontarians by the Institute for Work and Health showed that job strain was a better predictor of developing hypertension than smoking or drinking.

We understand intuitively that feeling stressed all the time has negative health consequences, but it's worthwhile to explore how this works. We are designed to react to stressors to reduce our exposure:

- we move away from danger or confront and overcome it;
- we attempt to complete urgent and important work;
- we try to maintain good relationships with those around us.

However, when people are exposed to stressors and have no way to reduce, eliminate, or escape from them because of high demands, low control, or both, the body generates a hormonal reaction, and it is these hormones that are damaging to our health over time.

One hormonal consequence of long-term stress is the production of cortisol in the brain. When our brains are bathed in cortisol, we lose neural connectivity because cortisol destroys the very ends of neurons, the dendrites, making connections among neurons weaker. When this happens, we lose focus, become forgetful, and have a harder time making decisions.

The biology of chronic stress is coupled with social and emotional responses in what Dr David Posen calls a "cascade" of consequences. People who are stressed by work—47% of Canadians say work is their biggest source of stress—set up a positive feedback loop where they work longer, take fewer breaks, eat poorly, sleep less, skip exercise, sacrifice social time, and generally neglect themselves

and their families. All of these behaviours exacerbate the experience of stress, which makes doing the work more difficult as mental function and physical well-being are compromised, so they work even longer hours to make up the difference. Their self-neglect may turn to self-harm if they use substances to try to counteract the symptoms of chronic stress (alcohol, sleep aids, stimulants, etc.). If nothing is done to interrupt the feedback loop, the person may become quite ill or burn out, and become incapable of working at all.

All of this is pretty grim, especially if you have experienced rising demands or declining control over your work life and are feeling stressed, but there is hope. Dr Posen has been counselling the super-stressed for nearly thirty years and shared with us a number of excellent strategies for dealing with workplace stress. He divided the causes of work stress into three categories: Volume (how much), Velocity (how fast), and Abuse (in what social context). In the next issue of *QUFA Voices*, I'll tell you more about controlling the volume and timing of work to reduce stress while increasing productivity.

If you have any questions or comments about workplace stress, please send them to me.

Note

¹"Low Job Control: Is It More Harmful Than Smoking or Drinking?", Dr Cameron Mustard, President and Senior Scientist, Institute for Work and Health (<http://www.iwh.on.ca/>) and "Treating Workplace Stress: A Doctor's Prescription," Dr David Posen, Physician and Author (<http://www.davidposen.com/>).

Leslie Jermyn can be reached at qufa@queensu.ca.

GRIEVANCE CORNER

Voice Your Views

Send us your feedback about RTP and Continuing processes, and Great West Life benefit claims

By Ramneek Pooni
Grievance Officer, QUFA



In this Grievance Corner, I am asking you for feedback on two important topics: the new electronic RTP and Continuing processes, and Great West Life benefit claims.

This year, the University launched an electronic process for the review of Renewal, Tenure, Promotion, and Continuing applications of faculty, librarians, and archivists. QUFA found out about the launch too late to defer the process to next year so that adequate consultation could be conducted first. We need to hear from you about how the process is working. Please send your feedback directly to me, and I will compile a list of pros and cons for the Joint Committee to Administer the Agreement (JCAA).

We hear mixed stories about Great West Life. Their record on reimbursing prescription drug costs does not seem to elicit comment, but other situations do. One example: two claims for orthotics by two different people—same foot-care clinic, same doctor, same tests and actions taken, same cost—but one claim was reimbursed at \$470 and the other at \$612. Another example: other university insurance plans cover registered massage therapy and psychotherapy, recognized rehabilitative and preventive therapies, but Queen's GWL plan does not. Please send me your stories. It is the only way we can know if Great West Life is providing Members adequate service.

Ramneek Pooni can be reached at poonir@queensu.ca.

VOICE YOUR OPINION

Revision of the Employment Equity Policy

Send us your feedback about the Administration's revision of the Employment Equity Policy

By Susan Fitzgibbon
Labour Relations Officer, QUFA



The Employment Equity Policy has been revised, and we want your input.

While the University has given only two weeks for input (the announcement was made on 14 November, the deadline for input was 28 November),¹ QUFA believes this sort of policy warrants greater and more thoughtful scrutiny.

Tell us what you think, even though it is after 28 November.

The old policy and procedure is found on the Human Resources Web site.²

Notes

¹<http://www.queensu.ca/news/articles/proposed-policy-supports-queens-commitment-employment-equity>

²<http://www.queensu.ca/humanresources/policies/employment/employmenteq.html>

Susan Fitzgibbon can be reached at fitzgibb@queensu.ca.

Voice your Views

Do you have an opinion about anything you have read in *QUFA Voices*? If so, send a letter to the editor: robert.may@qufa.ca

NUMBER GAMES

Do Big Fundraising Campaigns Translate into Big Donations?

According to the Consolidated Statement of Operations, it appears that donations have increased little since 1996, despite the University's mounting of several big fundraising campaigns

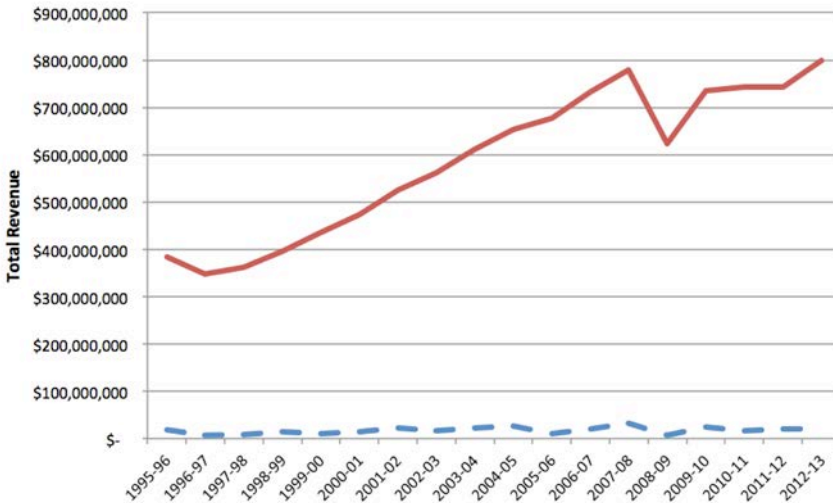
By Susan Fitzgibbon
Labour Relations Officer, QUFA

Spending on big fundraising campaigns or not, donations as recorded in the Consolidated Statement of Operations have shown little increase since 1996.

In the years ending 30 April 1996 to 2013, the average percentage of Total Revenue that donations represented was 3.0%, with the highest percentage of 4.6 in 1996 and the lowest percentage of 1.2 in 2009 after the most recent banking and stock-market perturbation.

You will also see from this chart that, if the trend in revenue had continued unabated from 2008 onwards, the revenues for Queen's would be somewhere in the region of \$1 billion a year.

Donations as a percentage of Total Revenue, Queen's University 1996-2013



From Queen's University, Consolidated Statement of Operations, 2007 to 2013 and Consolidated Statement of Revenue and Expense, 1997 to 2006

■ Donations
■ Total Revenue

Susan Fitzgibbon can be reached at fitzgibb@queensu.ca.

ON THE WEB

QUFA Online

Members can interact online with QUFA in many different ways!

1. QUFA Web Site



www.queensu.ca

2. QUFA Forum



qufa.wordpress.com

3. QUFA on Facebook



facebook.com/groups/qufagroup

4. QUFA on Twitter



[@QUFAtweet](https://twitter.com/QUFAtweet)

ANNOUNCEMENT

The Henry Mandelbaum Graduate Fellowship

Spread the word to eligible Graduate Students about the Henry Mandelbaum Graduate Fellowship



Established in 2011 by the Ontario Confederation of University Faculty Associations (OCUFA) to

honour their retired Executive Director, the Henry Mandelbaum Graduate Fellowship is awarded to a full-time graduate student at a publicly assisted Ontario University who has demonstrated academic excellence, shows exceptional academic promise, and has provided significant community service in his or her university career. Financial needs of students may be a selection factor.

See more at <http://ocufa.on.ca/ocufa-awards/guidelines-for-the-henry-mandelbaum-fellowship-award/>

ANNOUNCEMENT

CAUT 2014 Equity and Diversity Conference

“Perpetual Crisis? Diversity with Equity in the Academy” (7-9 February 2014)



The CAUT 2014 Equity and Diversity Conference is an important opportunity for Members to meet colleagues from

other associations, to share high-level discussion and best practices, and to build a network of contacts and support to enable the promotion of equity at Queen’s and in the larger society.

The Forum begins on Friday 7 February 2014, with registration beginning at 12.00 noon and the opening session at 1.30 p.m. The conference will end at 12.00 noon on Sunday 9 February 2014.

The registration form and hotel information are available on the CAUT Web site, at <http://events.caut.ca/equity-diversity-2014/>. See the conference agenda here: http://events.caut.ca/equity-diversity-2014/Agenda-Equity_and_Diversity_Forum_2014.pdf

The Forum will be conducted in English; there will be no simultaneous translation.

ANNOUNCEMENT

OCUFA 2014 Conference

Future U: Creating the Universities We want (27-28 February 2014)



The OCUFA 2014 Future U conference will provide an opportunity to contemplate the universities that we

would like to see in the future and to chart a path to achieving that vision.

Key themes include:

- Current trends and the possibility of alternatives in the future of higher education;
- Re-imaging research, teaching, community service, and governance;
- The real uses of technology to improve teaching, learning, and research;
- The shifting relationship between higher education and the state;
- Promising developments in higher education across the globe.

The 1.5-day conference will be held at the Intercontinental Hotel Toronto, Yorkville.

Register now to take advantage of the early-bird rate:
<http://ocufa.on.ca/conferences/future-u-creating-the-universities-we-want/>.

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QUFA Voices publishes QUFA-related news and information for QUFA Members and provides QUFA Members with a forum to express their QUFA-related ideas and opinions. We want to hear from you! Please send your QUFA-related story ideas, news items, opinion pieces, letters to the editor, photographs, and other submissions to the editor at robert.may@qufa.ca.

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