

The background image shows a modern building with a glass facade. A curved walkway with a glass railing is visible in the foreground. The building's facade features large windows with red and green tinted glass panels. The text 'Annual Report 2011-2012' is printed in blue in the upper right corner. The BCIT FSA logo and name are overlaid on a blue banner at the bottom. The website address 'bcitfsa.ca' is in the bottom right corner.

Annual Report 2011-2012

BCIT FSA

**British Columbia Institute of Technology
Faculty & Staff Association**

bcitfsa.ca

Mission Statement

The Faculty and Staff Association defends and advances the employment interests of its members through representation, collective bargaining and advocacy with BCIT, the government and the community. We are committed to:

- Fostering high standards of excellence in education;
- Improving members' employment conditions, working environment and opportunities;
- Maintaining transparency in FSA activities;
- Fostering a well-informed and engaged membership; and
- Promoting participation in decision-making, team-building, and nurturing a sense of community amongst its members and all of BCIT.

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Paul Dayson, Communications Officer

Message from Your President and Executive Director

Engage and Organize.

The work of the FSA Board of Directors and staff over the past year has been guided by two imperatives: organizing and engaging. Engaging and involving our membership emerged as a key priority for the Board through our strategic and operational planning process. FSA staff are increasingly focussed on organizing and managing information as a key tool in protecting member rights.

Engage

As we move ahead with implementing the FSA strategic plan, we are taking on the challenge identified by members and directors of engaging faculty and staff, improving our communications, and tracking issues and solutions. Members want to see themselves in their union, and directors want the confidence of knowing the FSA is representing members appropriately. Engagement makes those things possible.

That task was made a bit more difficult over the past year due to significant change on the FSA Board. Our long serving leaders, President Amy Fell and VP Terry Gordon, decided to step aside. Amy is putting her energy and time into gaining her Masters in Leadership through Royal Roads University. Terry is bringing his energy and time back to his Program Head role in the Accounting BTech Degree and the courses he teaches. Our new President Teresa Place and VP Silvia Raschke have taken on the job of maintaining and building on the vast network of connections with members, management, and external partners that Amy and Terry had developed over several years.

With both Teresa and Silvia moving from their Directors positions, the FSA board has two new Directors; Brian Ennis (AI) from Mechanical Engineering and Jim Booth (Faculty) from Physics. It has been a few years since we have had an AI on the board or a Faculty member from our service departments. Our new Directors will offer the FSA Board a good representation of our membership.

You will be seeing Silvia, Teresa, and FSA Director Kat Stewart at your departmental meetings to encourage your support and to communicate with your Tech Reps. We will continue to bring compelling guests to Tech Rep meetings, providing a forum for member issues and ideas, and try new things to make those meetings even more informative and engaging. All members will see an increased use of the web site to report things relevant to your working life and to provide opportunities to exchange information on workplace matters with colleagues and FSA staff.

Organize

With our members having faced more than three years of no wage increase, we've been called upon to find ways to maximize the value that already exists in our Collective Agreement (CA).

Our CA has excellent language for our members to be involved in their workplace: how the work will be done, who they will work with, who their



managers and leaders will be and how they will manage their own workload. Not all work places have the sort of involvement to which our members have rights. We are currently working on a Departmental Rights and Responsibilities document that outlines what departments/members have the right to be involved in and to give them practical ideas on how to apply these rights in their departments and for themselves. Our hope is that this will contribute to job satisfaction and better involvement by members with their department and BCIT. Departmental decision making is a no-cost way managers can improve job satisfaction for our members while leveraging our members' insight and experience to improve programs and services.



Operationally, the FSA office has put more emphasis on organizing information so we can provide our members with accurate and helpful information in a timely way and achieve greater success in our advocacy and negotiations. In the past year we staffed a new Executive Assistant position dedicated to organizing the work of the Board of Directors and our association governance. This position frees directors from administrative tasks and allows them to dedicate more of their time to engaging with members and management. With the retirement of our Financial Administrator, we replaced that position with a Labour Relations Administrative Analyst as a dedicated resource for managing our labour relations files and data. Financial administration is now handled by a contract bookkeeper with the involvement of our Office Assistant, Executive Assistant, and Executive Director.

The FSA has made other concrete improvements in organizing its work. We've taken first steps toward better electronic file management. We have engaged a provider of custom solutions for labour unions to build and migrate us to an integrated case management and membership database that will also track ancillary agreements and bargaining proposals. We are creating and tracking opinions and commentaries on collective agreement issues and putting these to use for members. Through the web site, we are developing and making available an archive of questions, answers, and comments on collective agreement issues.

Frustratingly, bargaining is about to continue into its third year. We gave notice to begin bargaining on May 31, 2010 and we are negotiating based on proposals tabled on October 15, 2010. We have fully made our case to the employer for improvements to the collective agreement and mostly what we've gotten back have been requests for concessions. The Bargaining Team completed the June sessions feeling that the employer needed to come to the table or we would have to look to members for new direction to bring about a suitable agreement.

Bargaining is the most immediate of the many challenges the FSA faces in the next year. We are confident that, through increased engagement and organization, we will continue to build an organization that will meet any challenges that may come our way.

*Teresa Place
Paul Reniers*

Message from

Your Labour Relations Representatives

The FSA reps turned their attention to systematizing the FSA's labour relations work, by focusing energy on systemic problems and needed changes in BCIT's administration of the Collective Agreement, as well as other issues affecting conditions of employment. Related to this, the staff significantly reduced its negotiation of ancillary agreements (or "memags") that vary or otherwise depart from the Collective Agreement. This arose in part from the FSA's determination to bargain necessary changes to the Collective Agreement and to ensure that members' rights are contained within that agreement, rather than other separate agreements and documents.

The staff advocated on a range of themes for individual members and the bargaining unit as a whole:

Member Rights to Applicable Compensation and Benefits

Much of the reps' work was directed to ensuring that members receive their due entitlements, whether in the form of applicable salary, qualification differentials, administrative allowances or professional development funds, as well as appropriate employee classification and regularization of employment.

Security of Employment

This category of advocacy is vital to ensuring that members are treated fairly when issues of alleged misconduct are raised. The reps dealt with a higher number of these cases, and were successful in ensuring due process and minimizing the chances of disciplinary findings and consequences. The reps also advocated for members who retained recall rights from the 2010-2011 layoffs, and intervened to prevent layoffs that were unnecessary.

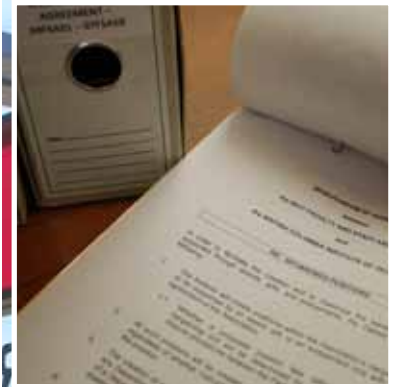
Working Conditions and Departmental Processes

Workload concerns predominated and the reps advocated for individuals and departments facing these issues. The reps also navigated the implementation of BCIT's new climate audit process, which demonstrated some potential for addressing conflict and tensions in departments. Staff also intervened to reinforce the right to proper consultation and transparent departmental decision-making processes.

Rights of Auxiliary (or Part-Time Studies) Employees

A major focus for the reps was ensuring that bargaining unit work was not improperly classified as auxiliary work on "yellow" contracts, as opposed to work for regular or temporary employee classifications. The FSA staff closely monitored situations concerning the rights of auxiliary/PTS employees and intervened to ensure the rights of these members were respected.

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Policy-Level Advocacy

The staff participated in stakeholder groups addressing problematic student conduct and fostering greater diversity and inclusiveness in the workplace. The reps also advocated for clearer and better communication of BCIT policies to FSA members.

Between July 1, 2011 and June 30, 2012, we can report the following statistics:

- 128 issue/grievance files were opened
- 63 files were resolved
- 102 contracting-out requests reviewed for the FSA bargaining unit
- 63 student employee requests reviewed
- 7 memoranda of agreement (“memags”) were negotiated with BCIT

Noteworthy accomplishments included the settlement of several grievances concerning significant individual member rights (like security of employment), as well as an FSA policy grievance that BCIT allowed by rescinding its practice of automatically prorating administrative allowances based on a member’s percentage of FTE.

*Heather Neun
Christine Nagy
Tess Rebbitt*

Looking forward

Building a bigger lever: adding torque to bargaining

Bargaining has been ongoing for the last two years and we have struggled to meet our members' needs under a provincial mandate that offers nothing. We have seen through the examples of other public sector unions that the government's approach to this round of negotiations is entirely without concern for the present and future conditions of public institutions.

We've also learned that traditional means of influencing bargaining outcomes have lost their strength in the face of government indifference. The Faculty Association at Vancouver Island University, for example, went on strike for an entire month in the spring of 2011 without gaining any ground. Due to the tremendous commitment and effort of the faculty and staff, VIU managed to salvage that term despite the strike.

While the FSA Bargaining Team continues to push BCIT management to do what it can to make a reasonable settlement, the FSA is also looking further ahead. A strategic goal of the FSA is to ensure that we are positioned to strategically affect the decisions being made by BCIT or other bodies that affect our members. We have to build better, stronger tools to advance members' interests.

With that purpose in mind, the FSA Board of Directors made many changes to the organization, including budgeting, staff structure and duties, communications, and association management. We've likened it to building a better lever to move a heavier stone. We have reinforced the fulcrum on which the lever sits and lengthened the bar to add torque to our negotiating power at the bargaining table.

The Fulcrum: Collective Agreement Enforcement

While we have a strong Collective Agreement, we continue to see our members lose ground to their counterparts in other sectors. The government has adopted a bargaining policy of allowing no substantive improvements to collective agreements. To realize the improvements needed in wages and working conditions, we are encouraging and supporting our members in better exercising their current collective agreement rights. Using these rights is like exercising a muscle – and repeated use makes them stronger. Making better use of existing rights gives us a stronger base, or fulcrum, for negotiating improvements.

Much of the Labour Relations Representatives' work has already been directed to ensuring that members receive their due entitlements:

- salary
- allowances
- benefits
- professional development
- job security

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We've made notable strides in representing auxiliary employees working on Part-Time Studies or 'yellow' contracts. We are closely monitoring what work is being contracted through auxiliary employment and increasingly intervening to ensure respect for the rights of those members.

The FSA has developed new practices for negotiating Memoranda of Agreement (MemAgs) and settling grievances that we believe will better serve our members. Dramatically reducing the number of side deals we make with management and pushing them to acknowledge mistakes makes our rights easier to understand and enforce. We will not continue to compromise our existing rights when the employer is unwilling to compromise in negotiating improvements.

A focus in the coming year will be ensuring that FSA selection committee members are aware of their role in determining the placement of new employees on the salary scale and that these new employees are aware of their rights to appeal if they feel they have not been fairly placed. If we can't make significant gains in bargaining, we'll do our best to make sure members don't walk away from wages that are rightfully theirs.

Lengthening the Bar: Data Management

To better support bargaining and our labour relations activities, we have been increasing our investment in the development and maintenance of effective tools for tracking, storing and accessing labour relations information, as well as for tracking current events that impact us.

The strategic planning process identified several unfulfilled projects that highlight the information gap between the union and the employer. To close that gap, the FSA created a Labour Relations Administrative Analyst position. This new position is fully focused on gathering, organizing and reporting bargaining unit and grievance information.

This year the FSA will be introducing a new data management system to the office. This will improve our ability to store and retrieve the information needed to assert members rights under our collective agreement and illustrate the need for improvements in future rounds of bargaining.



Lengthening the Bar: Budgeted Strike Fund

The Board proposed, and members accepted, an increase in dues in the 2012-13 FSA budget. The largest proportion of this increase will go to a budgeted contribution to the strike fund. If our strike fund had enough money to take members out long enough for BCIT to lose a full semester, we will have more leverage in our future negotiations. BCIT will be extremely reluctant to take us to the point of a walk out if management knows at the outset that it will lose a full term of registrations.

Strengthening the Bar: Engagement, Outreach and Education

Reaching out and engaging our members, is a vital part of enhancing our bargaining strength as a union.

Increasingly we have been seeking feedback from our members about their best interests, their work environment and their perceptions of the post-secondary employment landscape. We have redoubled our efforts to educate members about their collective agreement and to provide the resources to assist them in enforcing these bargained rights.

Last year, for example, we organized a successful meeting on workload. Organized as an exploration of the workload issues members are facing here at BCIT, the meeting drew 80 members and highlighted some broad-ranging and some department-specific concerns about the increasing workload. Tech Rep meetings have also been revitalized through a new more interactive and responsive format that has increased member feedback to the Board and staff. Board members also have increased the number of meetings they hold with departments.

Online at bcitfsa.ca, we have been increasing our capabilities – adding resources for members, encouraging you to ask questions on our forum and providing an increasing number of updates to keep members informed about the FSA, BCIT and the post-secondary employment sector.

Through these changes throughout the Association and its functioning, we intend to provide additional leverage for bargaining, to be better representatives, negotiators and advocates for members and improve their working life here at BCIT.



Highlights of Your Association's Activities

FSA Elections

This year the membership elected by acclamation two directors – Teresa Place and Silvia Raschke – as President and Vice-President. A by-election was held to fill the director positions with Brian Ennis being acclaimed. No other nominees being forthcoming, the Board appointed James Booth.

Implementing the strategic plan

This year the FSA began the implementation of its strategic plan. Hiring a staff member responsible for data management, increasing meetings with members and departments, enhancing communications and refining how the association is managed.

Tech Rep Meetings: member involvement and feedback

A change in the structure of the FSA's monthly meetings of the Tech Reps increased the flow of members' feedback and concerns on BCIT-wide issues to the Board, and continued to provide a venue for cross-department discussion of members' needs.

Meeting with members about workload

In February, over 80 FSA members – 10 percent of full-time members – attended a meeting on workload issues. Organized as an exploration of the workload issues members are facing here at BCIT, the meeting highlighted the widespread concern felt by members, who raised broad-ranging and department-specific concerns about the increasing workloads.

I'm worth more than zero campaign

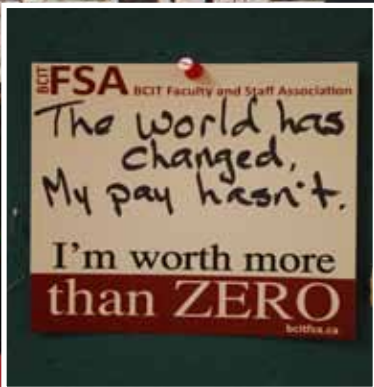
The FSA launched the 'I'm worth more than zero campaign' in January to empower members to voice in their own words their contributions to the student experience at BCIT, industry and provincial economic development in contrast with the province's 'net zero' bargaining mandate.

Supporting striking teachers

FSA members joined with striking BC Teachers' Federation members to walk picket lines at Moscrop High School, as well as at their local schools.

CUPE-FSA Bargaining

The FSA reached an agreement with its staff, represented by the Canadian Union of Public Employees (CUPE) local 1004. Over the next few years they will receive a reasonable pay increase, as we expect from our employer.



FSA Finances 2011-2012

The FSA finished the 2011-12 fiscal year in a very strong financial position with net assets (assets in excess of liabilities) of \$2.16 million at June 30, 2012. During the year, the FSA experienced a 2.8% increase in membership dues revenue, corresponding with an increase in BCIT’s part-time studies activity. Investment income saw a modest 6.3% increase over the previous year due to continued better management of our short-term investments. Despite the increases over the last two years, investment income remains well below what it was five years ago, due to continued low market interest rates.

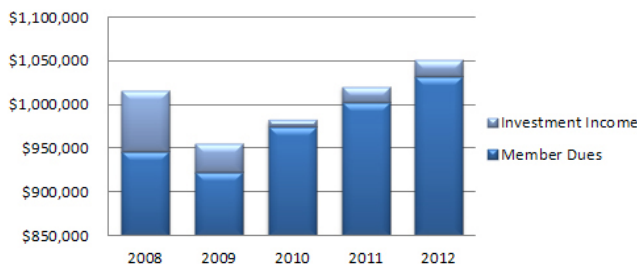
The FSA reported its seventh consecutive annual operating surplus and was able to grow its strike fund by over \$40 thousand, approaching \$1.68 million. The capital reserve fund was partially replenished with \$8,500.

Other financial highlights for 2011-12:

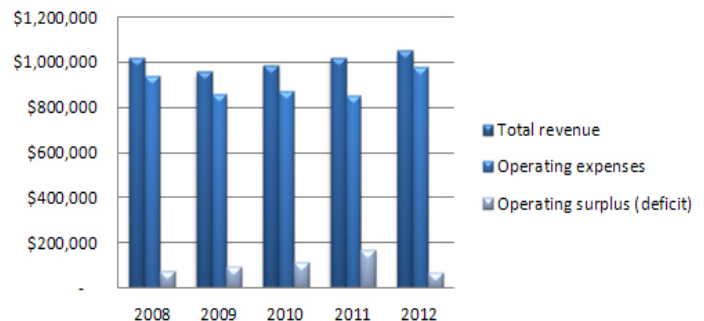
- The 2011-12 financials were not impacted by the dues increase approved by members in April which only took effect on July 1, 2012. The new dues rate of 1.65% continues to be the lowest in the sector.
- Operating expenses were higher in 2011-12 due to the wage settlement with our CUPE staff, vacation time not taken, increased professional fees for the strategic planning process, and bookkeeping expenses.
- Strike fund balance at June 30, 2012: \$1.679 million.
- Auditors have restated our 2010-11 results to account for a delayed dues payment received after the audit for that year.

	Member Dues	Investment Income	Total revenue	Operating expenses	Operating surplus
2008	\$945,640	\$69,936	\$1,015,576	\$938,087	\$77,489
2009	\$922,078	\$33,120	\$955,198	\$860,275	\$94,923
2010	\$974,577	\$8,085	\$982,662	\$870,447	\$112,215
2011(restated)	\$1,002,164	\$18,192	\$1,020,356	\$851,658	\$168,698
2012	\$1,031,222	\$19,348	\$1,050,570	\$980,162	\$70,408

Total Revenue
Years Ended June 30

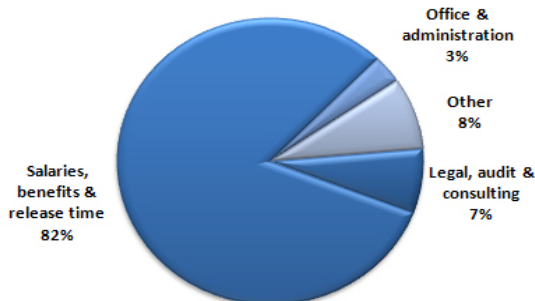


Operating Results
Years Ended June 30



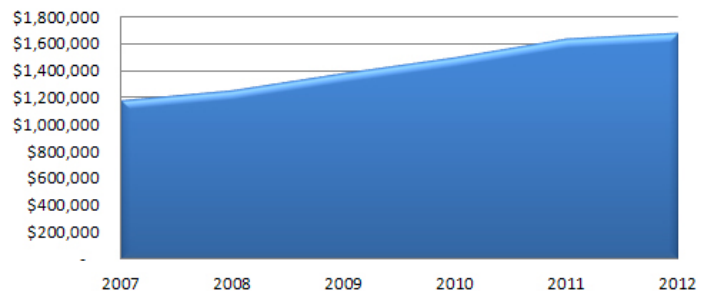
Operating Expenses
Year Ended June 30, 2012

Legal, audit & consulting	\$70,588
Salaries, benefits & release time	\$799,053
Office & administration	\$30,860
Other	\$79,661
Total	\$980,162



Strike Fund
At June 30

2008	\$1,257,413
2009	\$1,386,089
2010	\$1,498,304
2011 (restated)	\$1,639,923
2012	\$1,679,876





The FSA Board of Directors

Current (2012-2013)

Teresa Place, President
Silvia Raschke, Vice-President
Steve Finn, Treasurer
James Booth, Director-at-Large
Alistair Calder, Director-at-Large
Brian Ennis, Director-at-Large
Joe Newton, Director-at-Large
Taco Niet, Director-at-Large
James (Ted) Rutledge, Director Associate Members
Kathryn Stewart, Director-at-Large
Amy Fell, Past-President

Past (2011-2012)

Amy Fell, President
Terry Gordon, Vice-President
Teresa Place, Treasurer
Alistair Calder, Director-at-Large
Steve Finn, Director-at-Large
Joe Newton, Director-at-Large
Taco Niet, Director-at-Large
Silvia Raschke, Director-at-Large
James (Ted) Rutledge, Director Associate Members
Kathryn Stewart, Director-at-Large

Representation. Negotiation. Advocacy.

