

Mandate of the Committee

As per the November 2017 general membership meeting, the mandate of the committee was to explore the continuation of the second paid position for the local which was approved at the January 2017 membership meeting, and propose any necessary changes if continued.

Committee Members

Robert Cadigan, Christine Gillard (executive), Christine Gollop (executive), Shawn Organ (executive), Steve Smith, Bobbie Whelan

Key Considerations for the Committee

In meeting its mandate, the committee identified six key areas for consideration while making its recommendations: (1) Cost Analysis; (2) Present and future needs of the local; (3) Appointment and Employment structure; (4) Scope and Duties of the Position; (5) The financial position of the local and long-term sustainability of the position; and (6) Compensation and Job Title. The discussion of these areas and any recommendations resulting from these discussions are as follows:

1.) Cost Analysis

- a. A cost analysis was completed estimating all costs to the local per band level. These costs included salary and benefits. Other costs such as a cell phone, a desk phone, a desk, and other office supplies were deemed minor, and would not need to be calculated at this time to deem whether this position could be funded.

2.) Present and future needs of the local

- a. Given the current and projected economic climate of the province, and the budgetary issues associated with the university, it is believed that cost-cutting measures by the university through redundancies and layoffs is a strong possibility in the near- and medium-term. This will increase demands on the president, executive, shop stewards, other volunteer members, and stress for our members. Therefore, the committee decided that a paid position which assists with the duties of the president, executive, shop stewards, and other volunteer members would best serve the local by allowing for leadership to focus more on issues surrounding pensions, redundancies, and layoffs.
- b. A unique issue with having a paid president is the concentration of knowledge and experience when it comes to leadership. Our local needs to address the issue of knowledge transfer and succession when it comes to our leadership. A second paid position allows for the potential for such knowledge transfer with the added benefit of continuity in leadership.

Recommendation 2-1: The committee recommends continuing with a second paid position but with modifications to the current structure of the position.

3.) Appointment and employment structure

- a. **Recommendation 3-1:** The committee recommends that this position be assigned to the secretary treasurer on the executive with the addition of the duties described by recommendation 4-2.

Given the importance of the secretary treasurer's position to the local, and the continued instability in maintaining a member in this role, the committee recommends that this executive position be assigned as a paid position.

- b. **Recommendation 3-2:** Similar to the president's paid position, the committee recommends a secondment of the successful candidate from the university, with the local reimbursing the University for salary and benefits.
- c. **Recommendation 3-3:** It is recommended that appointment of a member to this position would follow the local's by-laws as it pertains to the election of members to the executive board.

The committee did discuss the benefits of having this position elected by the membership versus hired by a committee. In keeping in line with our core union values and belief in the democratic process, the committee believes that the appointment of a member to this position should be by an election. Moreover, there is an associated risk with the hiring of a person for this position as the local would have to assume all of the duties and responsibilities associated with being the employer.

- d. **Committee Suggestion 3-1:** The committee suggests that the member currently occupying the position of secretary treasurer on the executive board step down from their position effective on the date of the April monthly membership meeting to allow for a by-election for the position of secretary treasurer. The member currently occupying the position of secretary treasurer may run for the position at the time in which they step down. This is suggested by the committee and has not been made a full recommendation as the by-laws state that an executive member has a term of two years or a term up to the next biennial meeting where the election of executive officers takes place. Any recommendation requiring an executive member to step down from their elected role would violate the local constitution. The committee is making this suggestion as the committee recognizes that there may be members who might have considered running for the position of secretary treasurer at the time of elections in January if the position had been paid.

4.) Scope and duties of the position

- a. **Recommendation 4-1:** The committee recommends that all reasonable efforts should be made for the person in this position to be available during regular office hours, at the CUPE 1615 office on the St. John's campus, whenever the president is unavailable. This does not mean that there must be someone available at all times at the cupe office. The committee recognizes the uniqueness of situations that may arise with members and other related issues. The committee also recognizes the importance of training and professional development of all members in the local, including the member in this position.
- b. **Recommendation 4-2:** The committee recommends the following list of duties:
 - i. The duties as described within the local's by-laws for the secretary treasurer
 - ii. In consultation with the executive board and/or any other body designated by the membership, the secretary treasurer shall develop a budget for the upcoming fiscal year
 - iii. The secretary treasurer shall present a budget to the membership for approval during the March membership meeting of each year
 - iv. Assist with the coordination of activities of the local's committees
 - v. All other related duties as directed by the president
 - vi. All other related duties as directed by the executive board

5.) The financial position of the local and long-term sustainability of the position

- a. At this time, our local does have enough funds in our bank account to cover the salary, benefits and incidentals of another paid staff member for a trial period up until our next biennial

meeting. An amount of approximately \$60,000.00 would be the additional cost to the local for funding this position.

- b. The financial position of our local from the treasurer's monthly reports is as follows:

YEAR	BALANCE (As of April 30)	Audited by Trustees
2017	209390	No
2016	162119	No
2015	167756	Yes

Note: A second salary would erode this balance (see 5-d below for details)

- c. At this time, the long-term financial position of the local is undetermined as the local does not currently have a working budget.

Recommendation 5-1: As an updated budget is expected to be completed for the 2018-2019 fiscal year, the committee recommends this position be a trial position up to the next biennial meeting, with another review to be completed at the end of the trial term.

- d. Given the financial position of the local with an approximate surplus of \$30,000 (these are irregular expenses), in conjunction with the potential for a \$60,000 cost for a band 5 position and a \$90,000 cost for a band 10 position, there is not a sufficient surplus remaining at the end of the year to cover the cost of this position from general revenue alone based on current spending practices. This minimum funding deficiency would have to come from the local's general bank balance, which is currently around \$165,000. Extra funds of approx. \$80,000 are available from term deposits. As such, this will require approx. \$40,000 - \$60,000 per year from the locals bank balance depending on the step of the candidate and the spending practices of the local. Assuming no change in expenses and revenue, funding for this position solely by the local would last for approx. 3-5 years. Moreover, given the added cost involved with paying for legal and actuarial support for our current negotiations associated with moving towards a jointly sponsored pension plan, the actual amount of money available in our bank account is substantially less. This means funding for this position solely by the local without any change in the spending practices of the local would last for less than that projected above.

Recommendation 5-2: The committee recommends that this position be automatically terminated when the total of the local's bank balance and term deposits (excluding the strike fund) falls below \$30,000. This will provide a stop mechanism for the situation where the local is moving towards a situation where it can no longer afford the position.

Recommendation 5-3: The committee recommends that under no circumstances that dues be increased to cover the cost of the second paid position. All efforts should be made to reduce expenses to cover the cost for any paid positions out of general revenue. This was a concern based on the responses from the membership survey.

Recommendation 5-4: The committee recommends that a budget be presented to the membership for approval prior to any further continuation of this position beyond the termination date imposed by the next biennial meeting.

6.) Compensation and job title

Recommendation 6-1: The committee recommends a band 5 appointment as an appropriate starting point for this position. The committee recommends for a re-evaluation of the pay level at a future date. Members seconded to this position would follow the local's collective agreement language pertaining to job promotion or demotion. The title for this position is recommended as Secretary Treasurer.

Recommendation 6-2: The committee recommends that the person in this position record the tasks and duties of the position so a suitable band level and job duties can be assigned should this position be continued or re-evaluated in the future.

Committee Suggestion 6-1: While this has not occurred during the previous term of the second paid position, the committee suggests that the secretary treasurer not receive their honorarium as per our local by-laws for the duration of the term in which the secretary treasurer is in a paid position. This is due to the duties of the position now being completed and paid on work time and not on personal time as was the case for the previous volunteer position. The committee is unable to make this suggestion a recommendation as it would violate our local by-laws.

Summary

Recommendation S-1: The committee recommends the dissolution of the current committee and the reformation of a new committee in September 2019 with the mandate to review the position and to make any required recommendations for changing or terminating the position based on the needs and finances of the local.

Recommendation S-2: The committee recommends that the executive board be empowered to vote the secretary treasurer out of office during the term in which the secretary treasurer is in a paid position if it is deemed that the secretary treasurer is not completing the duties as described by recommendation 4-2. This vote of confidence by the executive board shall require the majority of the executive board to be in favour of termination.

Recommendation S-3: The committee recommends that the voting on the motion made by this committee occur via secret ballot. Given the contentious nature of the issue presented by this committee in its motion, the committee is making this recommendation in order to respect member's privacy and confidentiality at the meeting in which the motion made by this committee is voted.