

Association of McGill University Support Employees
Le Syndicat des employé-e-s occasionnel-le-s de l'Université McGill
Public Service Alliance of Canada, local 17600

Annual Reports 2018 – 2019

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Thursday, January 31st, 2019



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Reports of the Executive Committee

Report of the President

Prepared by Ella Hartsoe

Interim President May 2018 - January 2019

pres.amuse@gmail.com

The President is responsible for ensuring that all elected Executives, Delegates, and Stewards are performing their roles properly in order to ensure that all AMUSE By-Laws and the will of the General Assembly are followed. The President is the main administrator of the Union, working closely especially with the Executive and Board of Representatives to make sure the Union is running well. Additionally, the President acts as the main spokesperson to external groups; supervises the portfolios of other Executives; sits as an ex-officio member on all internal committees and on various external committees, including both Labour Relations Committees; and acts as a liaison and addresses the McGill administration and its policies.

This report is broken up into the following sections: Union Delegates, Committees, Outreach, Solidarity, and Campus Projects, Resource Curation Projects, Conventions, and Mandates.

Union Delegates

Board of Representatives

This year, the Board of Representatives was chaired by Catherine Jeffery.

The Board this year focused on a number of issues and projects. As has been the case for a number of years, the Board experienced high turnover due to the transitory nature of casual employees and students' involvement capacities. However, towards the end of the 2018 year we saw a full Board with little turnover, which helped the Board run smoothly and for folks to gain a better footing and make meetings less burdensome and more accessible. As well, a number of projects were taken on by Board members and Committee and Stewarding engagement increased. Finally, a Board Training was also implemented this year. We hope to continue this going into 2019 in preparation for bargaining.

The Board struck a number of ad-hoc committees to handle hiring processes, as well as the question of dues and the initial phases of the Pay Equity compensation process. The Board met every month excluding May and December. Please see the Board report for more details.

Executive

Communications and Outreach Officer: Kirsten Whelan acted as Communications and Outreach Officer throughout 2018 after being elected at the 2018 Annual General Meeting.

Internal Affairs Officer: Alexandra Lelyuk acted as Internal Affairs Officer throughout 2018 after being elected at the 2018 Annual General Meeting.

Labour Relations Officer: Heather Holdsworth was elected Labour Relations Officer at the 2018 Annual General Meeting and acted as Labour Relations Officer until August 2018. Tuviere Onookome-Okome was elected Interim Labour Relations Officer by the Board of Representatives at the August 2018 meeting.

President: Inori Roy was elected President at the 2018 Annual General Meeting and acted as President until May 2018. Ella Hartsoe was elected President by the Board of Representatives at the May 2018 meeting.

Treasurer: Imane Ait Ouahmane acted as Treasurer throughout 2018 after being elected at the 2018 Annual General Meeting.

Vice President Floor Fellow: Tuviere Onookome-Okome was elected Vice President Floor Fellow at the 2017 Unit B Annual General Meeting. Kiera Sheppard was elected Vice President Floor Fellow in May 2018 at a Unit B Special General Meeting. Aurélie van Oost was elected Vice President Floor Fellow at the Unit B Annual General Meeting in September 2018.

The turnover this year in the Executive is typical at AMUSE.

Stewards

The implementation of a formal steward network in the residences for Floor Fellows continued this year with a Unit B Steward Training in December 2018. As well, more formal structures were put in place to aid Board of Representative members with their Chief Steward responsibilities. As well, we had a handful of Stewards across the downtown campus who worked with us mobilizing for various events and General Meetings and attended trainings, including ones funded by the PSAC. As well, the PSAC offered a handful of trainings in Montreal, but unfortunately they were all in French so not many AMUSE members were able to attend, although a few did.

One goal for the upcoming year is to strengthen and formalize our Steward Network in preparation for bargaining in the near future. We have laid the groundwork for this expansion and are exciting about the future possibilities of even more members being active within the Union.

Committees

Internal Committees

The President is an ex-officio member and sat on the following committees which met regularly in 2018: Mobilization Committee, Grievance Committee, Finance Committee, ByLaw and Policy Committee. Solidarity Committee was re-instituted and met in December 2018 to revive a mandate and set about with initial procedures. The AMUSE-AMURE Library Committee was re-instituted and met a handful of times throughout the spring and summer to re-open the AMURE/AMURE Labour Library and hold a series of events.

Additionally, the Board struck a series of ad-hoc committees that the President also sat on: the Outreach Coordinator Hiring Committee, the Pay Equity Committee, and the Dues Committee. Additionally the Board struck a Translator Hiring Committee, on which the President did not sit.

External Committees

Externally to the Union, in 2018 the President sat on the following committees: Unit A and Unit B Labour Relations Committees, Work Study Committee, the University Health and Safety Committee, McGill Communities Council, Employee Groups Committee, Employment Equity Oversight Committee and the Administrative and Support Staff Equity Sub-committee, MUNACA-AMUSE Joint Health and Safety Committee, and ID Cards Committee.

Campus Involvement and Projects

Outreach

This year, Mobilization Committee was very active and held a number of events, especially after receiving funding from the PSAC to train more stewards and hold more events. We had a number of successful coffee and pizza events at both the downtown and Mac campuses. Efforts were also made to orient outreach more towards Mac campus than in past years, especially to residences at Mac. As well, an informational workshop was held in workplaces across campus with success, including at Rad Frosh and in the Faculty of Law. The President worked closely with both the Communications and Outreach Officer and Mobilization Committee to expand efforts for outreach and is looking forward to continuing this focus in 2019!

Projects

Additionally, a number of projects were overseen by the President. The President pulled facilitated a Board Training in the spring, and in the summer a introductory pamphlet (“zine”) was compiled for new Board members that contained basic information about labour unions and AMUSE in order to make Board meetings and duties more familiar and accessible. These efforts helped in solidifying a confident Board by the end of the year. In addition, Catherine (the Board of Representatives Chair) and Ella wrote a pamphlet for ushers upon Catherine’s bringing to the Union’s attention the many questions and concerns that Convocation Ushers often have in their workplace. In addition, Catherine and Ella, with the initial help of Heather Holdsworth (Labour Relations Officer) filed a pay stub information video to help members navigate the often confusing format of online pay stubs. In addition, Ella, Aurelie (VP Floor Fellow), and Board members Delali and Moizza started work on a Floor Fellow Know Your Rights pamphlet, which will hopefully be distributed in the next few months. As well, along with Kiera (VP Floor Fellow), Ella also oversaw the Floor Fellow zine project in the summer.

Solidarity

Finally, the Solidarity Committee was revived with much help from Alexandra (Internal Affairs Officer), which hopes to start raising awareness about workers rights and labour precarity in tandem with other social justice and political causes both on campus and in the city. Solidarity Committee is planning outreach, trainings, events, and much more for 2019.

McGill Sexual Violence Policy

In the summer of 2017, after a group of students drafted a Sexual Violence Policy that was supported for some time by Andre Costopolous, Dean of Students, but then scrapped by the McGill Administration, a draft was written by Angela Campbell, Associate Provost Policies,

Procedures, and Equity. AMUSE, along with MUNACA and AMURE, provided extensive feedback on this policy, which was then adopted in early December at the McGill Senate. However, this year a new policy has had to be drafted and passed in consolidation with new legislation. The President sat through the fall semester and into the winter semester on the Sexual Violence Policy Working Group, where Ella worked with others representatives particularly from AMURE, SSMU, and SACOMSS to draft a new policy. The new policy is due to Senate later in the spring, as the drafting process is ongoing.

Conventions

PSAC 2018 National Convention

From Sunday, April 29th to Friday, May 4th, 2018, Moizza UI Haq (a Board member) and Kirsten Whelan (Communications and Outreach Officer) represented AMUSE at the PSAC National Triennial Convention in Toronto. At the convention, PSAC union delegates from across the country gather to vote on issues that have varying degrees of impact on individual Locals like AMUSE. Initially, PSAC stated that they would be allowing 3 delegates from our local to attend the convention, but after a memo circulated in mid-December, they decided to reduce the number of delegates every local is permitted. While there is certainly pushback against this decision, two AMUSE reps were sent to the Convention. One major motion that will benefit AMUSE is that the PSAC passed a motion against precarious work, and resolved to dedicate \$750,000 to fight precarious work. Moizza and Ella compiled a larger, detailed report on the Convention including an explanation of why PSAC Conventions are essential for the functioning of AMUSE. You can read that report upon request.

DCL Conference

Alexandra Lelyuk, our Internal Affairs Officer, attending the DCL Conference in Fall 2018. It was great to hear back about developments within the DCL sphere and have her report back on networking with other union leaders. With the new budget and a renewed budget for conventions, we hope to expand our presence at upcoming meetings in the first few months of 2019.

Reflections and Goals for 2019

I am deeply grateful for being able to work at AMUSE since May. I believe that especially in recent months, we have worked together to create an environment at the union which is welcoming and accessible for workers, whether they are stopping by with a quick question or working consistently on various committees and as a steward. I think that we are growing and strengthening the union in ways that will prepare us well for the months and years ahead, and I am constantly amazed by the people I work with who make the challenges of my position enjoyable and exciting. Thank you to everyone who was part of our union this year!

I also have some recommendations for the upcoming year. Formalizing, expanding and strengthening our steward network and re-establishing various campaigns, as well as increasing the number and size of our events, with ensure we are reaching more people in a helpful way. This is especially important in the coming months before bargaining. I hope to keep creating

resources that can be distributed, because members are entitled to information detailed in the Collective Agreement and it is our job to get them that information to people, which is powerful in their workplaces. I believe also that reaching out and working with ally groups on campus and in Montreal ensures that AMUSE stands in solidarity with marginalized workers on campus and beyond. Finally, I hope to make sure AMUSE continues doing work of a high standard, and making sure that we are doing so in a democratic, transparent way that ensures the healthy functioning of our union. Again, thanks so much everyone for a really great year; 2019 looks bright for AMUSE!

Report of the Internal Affairs Officer

Prepared by Alexandra Lelyuk

Elected at 2018 AGM

internal.amuse@gmail.com

Internal Affairs Officer (IAO) is responsible for record keeping of the union and serves as an operational manager to coordinate tasks of AMUSE's governing bodies and streamline organizational processes.

Record keeping:

It has been by responsibility to record minutes for the meetings of the Board of the Representatives and executive meeting. I ensured that minutes and other records are well organized and accessible in both paper and digital formats. This required some reorganization of files in the office and within our digital drives. Additionally, I revamped document sharing system to facilitate board members' access to relevant files. I was also responsible was receiving and processing our union membership forms and their delivery to PSAC. Overall, I've been keeping track of AMUSE's documentation and made sure that everyone has access to the information they need to do their job well.

Office space management:

As part of my portfolio of ensuring smooth operations of AMUSE's day to day tasks, I was responsible for the management of the office space. I made sure that we had necessary office supplies, did routine cleaning of the office and kitchen spaces, and was in contact with the McGill Facilities Management to address office building issues. I also took care of the office computers by performing back ups and necessary software updates.

Bylaws and Policy committee:

The Bylaws and Policy committee was resurrected from indefinite hiatus by the previous Internal Affairs Officer, Bradley Powell. I continued his work of keeping the committee active as the chair of the committee. The Bylaws and Policy committee is an essential part of AMUSE's operations since it is responsible for outlining the governance practices and keeping AMUSE's governing bodies transparent and accountable. It is also essential for preserving institutional memory

which is especially necessary in a high exec turnover organization as ours. For more details about the Bylaws and Policy projects this year, please refer to the Committee report.

Committee Coordination and Engagement:

Another task that falls within the IAO's portfolio is internal committee coordination. I kept track of the committee membership, kept record of their minutes, and made sure that committees were chaired and having regular meetings. I also actively participated in several internal committees: I acted as the chair of the Bylaws and Policy Committee and served as an interim chair for the Grievance Committee and Finance Committee. Additionally, I was a member of the Dues Committee and the Outreach Coordinator hiring committee.

Continuous restructuring of the Internal Affairs Officer Role:

The flexibility of the Internal Affairs Officer's role within AMUSE makes this portfolio perfectly suited for recognizing the dynamic needs of the union. This in turn requires a strong ability to fill in any gaps in the operations by taking on a vast variety of roles. The Internal Affairs Officer's involvement with the Bylaws and Policy Committee is an amazing opportunity for the IAO to gather knowledge and understanding of AMUSE's internal policy as well as PSAC's constitution. This makes the IAO a valuable knowledge source for guiding the decision making processes of AMUSE's governing bodies. Paired with close work with the Finance Committee, the IAO's role in internal committees coordination gives invaluable insight into AMUSE's internal processes which is an important experience for understanding AMUSE's day to day operations in detail. This is a truly flexible role that, along with the President, makes up the backbone of AMUSE and is absolutely essential for the governance oversight.

Looking forward:

The Internal Affairs Officer should continue working closely with the President, the Treasurer, and the Communications and Outreach Officer to help achieve our goals as a labour and political organization while being conscious of our needs and limitations. For the upcoming bargaining period, it will be especially important for the IAO to keep AMUSE's internal processes organized while the rest of the executive is concentrating on the research and negotiations. I would like to see the Internal Affairs Officer to continue acting as the chair of the Bylaws and Policy Committee and assist the President with overseeing dutiful implementation of the internal policies. To summarize, the Internal Affairs Officer should continue to act as a link between AMUSE's activities, policies, and finances.

Report of the Communications & Outreach Officer

Prepared by Kirsten Whelan

Re-elected at 2018 AGM

communications.amuse@gmail.com

Portfolio

The Communications & Outreach Officer is broadly responsible for disseminating information to members, ensuring the visibility of AMUSE on campus, being the first point of contact for members on many issues, and mobilizing our membership. The Communications & Outreach Officer also sits on the Mobilization Committee and is the primary supervisor of our Outreach Workers.

Events & Mobilization

Among other events, we hosted free pizza events during the summer, led a workshop at QPIRG's Rad Frosh, and tabled at SSMU's Winter Activities Night. AMUSE also co-hosted a holiday party with AMURE (Association of McGill University Research Employees) in December, which saw increased turn-out from last year. We designed and ordered new buttons, have grown our steward network, and have generally been working on expanding our visibility across campus!

External Representation

In April-May 2018, Moizza and I represented AMUSE at the 2018 PSAC National Triennial Convention, which is the highest governing body of our parent union, the Public Service Alliance of Canada. We voted on a number of important resolutions, including for a national campaign against precarious work, and got to meet representatives from other unions across the country.

I also sit on the PSAC-Quebec Education Committee, which is responsible for determining the budget allocation for member training initiatives.

Newsletter

I've continued to work on maintaining a consistent schedule for the newsletter so that information was being sent out regularly, as well as ensuring complete bilingualism of every listserv, and on making it easier for members to engage with our content. Despite not having the types of major news we did last year (particularly the signature of two Collective Agreements) we've continued to see growth in newsletter readership and engagement, which is a good sign that our content is reaching our members effectively.

Objectives for 2019

For 2019, the Communications & Outreach Officer should continue to focus on in-person outreach events and prioritize AMUSE's resources towards those which are most likely to reach (potential) members. Both the Unit A and Unit B collective agreements expire in 2020, so this

upcoming year is important in terms of preparing for bargaining. That means extra attention should be paid on reaching and mobilizing members and determining what AMUSE's priorities should be going into negotiations. As always, it's important to work towards expanding our steward network and to build off work that has been done to make organize stewarding work.

Website updates should also continue to be a focus, both in terms of adding/updating content and making the website bilingual throughout. Recent updates to our content management system have changed the way that content is coded in a way that particularly affects bilingualism, so looking into that and ensuring that our website remains accessible will also be something to keep in mind in the coming year.

Report of the Treasurer

Prepared by Imane Ait Ouahmane

Re-elected at 2018 AGM

treasury.amuse@gmail.com

Treasurer's Portfolio:

The treasurer is responsible for handling all internal and external financial matters pertaining to Amuse. Some of the treasurer's duties include: meeting with the bank representatives, overseeing the budget with the help of the finance committee and overseeing the issuance of cheques for any operational expenses incurred by AMUSE.

Overview of last year's implemented measures:

This past year, the executive committee and the board have worked hard to make the best financial allocations possible to the budget lines enabling operations within AMUSE to run smoothly. Moreover, the executive committee's cap of one month for timesheet submissions (set as a goal for 2018) has been widely respected by AMUSE members. This has been preventing unforeseen expenses to occur as well as underflows in various budget lines. This enabled the ledgers to accurately reflect AMUSE's financial situation at all times and sound financial decisions to be made by the executives and the board.

Overall goals for 2018 have been met with our cushion having an overflow of 2000\$ over what's been budgeted in 2018.

Bank relations in 2018:

Due to their lack of transparency and efficiency, the Amuse executive and board decided to leave the Laurentian Bank switching financial institutions to TD bank. The Laurentian account closing procedures were concluded on October 26th. A 3 month delay occurred between the start and the end of the closing procedure as the Laurentian bank executives were both unorganized and uncooperative. Our new bank account contract results in the creation of a budget line dedicated to bank expenses in 2019.

Late income:

The LRO and I filed a grievance as McGill has been sending the income they owe us late which slows down some of our operations. AMUSE received a 300\$ compensation following the grievance. This grievance was also accompanied by a note urging McGill to respect income submission deadlines.

Budget and dues:

As our operational expenses increase to meet the demand of our membership, the dues committee has met to study the question of implementing a dues percentage better suited for our local's needs to better serve our membership. As a result some of the budget lines have been increased (refer to budget section of the AGM).

Goals for 2019:

- * To keep our finances as transparent as possible by issuing simplified financial statements.
- * To remain within budget bounds as much as possible.
- * For the committees' allocated hours to increase to meet our membership's demand.

Report of the Labour Relations Officer

*Prepared by Tuvire Onokome-Okome
Interim LRO August 2018 - January 2019
labour.amuse@gmail.com*

- I. Role
- II. Working hours
- III. Grievances
 - i. Define
 - ii. Filed this year
 - iii Themes & issues that arose
 - iv. Grievance Committee
- III. Labour relations
 - i. Labour Relations Committee
- IV. Pay equity
- V. Bargaining
- V. Thank you & Looking forward to 2019

I. Role of Vice President Labour Relations / Labour Relations Officer

The Labour Relations Officer (LRO) acts as a liaison between the AMUSE membership made up of casual workers from across McGill, McGill Human Resources (HR), currently Sharon Sharma and Robert Comeau, and PSACs legal representatives, currently Jean-Michel

Fortin and Karine Dubois.

The LRO provides advice and advocacy when problems arise in the workplace that affect the working conditions of those deemed casual employees. The implementation of the of Collective Agreement throughout workplaces is one of the LRO's main concerns.

I was elected as Interim LRO in August 2016, replacing outgoing Heather Holdsworth, and began transitioning into the position over the course of the summer. She has worked most closely with me throughout my term to help me follow up on issues and grievances she had commenced as well file new ones; her guidance has been integral to my growth and learning in this position.

II. Working Hours

This past year. I have been working within or above the 20 hours assigned to me as labour relations officer. This is mostly due to the fact that the Pay Equity was in its last stage of negotiations. Thankfully, this year we were able to pass Pay Equity. I have also spent a lot of my hours attending the disciplinary meetings of members and working on numerous grievances.

III. Grievances

Grievances (August 2018- January 2019)

One of the primary ways in which the AMUSE can advocate for individual members and groups of members who have the same concern is by filing a grievance, for violation of our Collective Agreement, or a complaint, for a violation of a law or code.

So far, in my time as LRO, I have mostly been following up previous grievances filed by Heather before I took over her role. These grievances mostly had to do with the changes happening in the labour standard acts which came into effect this year. Specifically, we were dealing with cases relating to the changes of article 141. These article allows that individuals cannot be paid differently based on the status of their job (ex. If they are full-time or part-time). This is a large issue when it come to students working at McGill. They get paid a fraction of what MUNACA members make even though they are often doing the same work. This is where article 141 comes into play

Most of the complaints filed under the pay-equity have been resolved and a media release by McGill has been shared with members.

Themes in Grievances and Motions of 2018-2019

Psychological Harassment

Just at the end of the year, we received complaints about hostile employment environments for several members. We are just in the process of filing and reporting these events and hope that the members will receive reconciliation action from McGill.

Union Grievances

Yet another recurring theme for this year were late fees coming in from McGill. This year we were able to successfully file a grievance about a late payment to the AMUSE. In the future, we hope to stay diligent in making sure that we are receiving the proper funds from McGill at the appropriate timeline.

Member issues

This year issues surrounding the timeliness of payment was a big theme for many departments across McGill. At the labour relations committee, we had a larger conversation about the issues with paystub and we were assured that this will not be happening in the future. McGill also put up concrete steps to help curb this issue for specific departments.

Misclassification of employment

Finally, in my portfolio, I have had ongoing issues with the misclassification of what we believe are our members. These members are often listed as managers even though they have the same task description as AMUSE members. I have been working with our lawyer, Karine Dubois on correcting this use by using article 31 of the labour standard act. There was also issues about our members essentially doing the work of a manager and not being paid accordingly. We are still in talks with McGill about this situation and figuring out way these membres can be retroactively paid

Health and safety issues

Due to the ongoing construction at McGill, we have had many complaints about health and safety in our member's health and safety. This is an ongoing conversation with McGill about a worker's right to know what they are being exposed to at their workplace. This summer, because of the heat wave, there was also concerns about McGill not being properly insulated and members suffering from heat strokes as a result of this. We are still in talks with McGill about how this can be prevented especially because we will be seeing more and more heat events in Montreal (i.e. climate change).

Disciplinary meetings

This year myself and the president, Ella Hartsoe, have attended numerous disciplinary meeting. We spend a lot of our time prepping members for the meeting and in general we have seen favorable outcomes from these meetings.

Grievance Committee

The purpose of the grievance committee is to provide guidance and support to the LRO as they work through grievances or labour related issues, as well as offer the space for the LRO to maintain accountability for the grievances that have been filed as through updating and including the Committee members on any decisions made or agreements reached. This past year's grievance committee was active throughout the year. I would like to extend my my deepest gratitude to our outgoing committee: Sydney Lang, Ella Hartsoe, Alexandar Lelyuk, Catherine Jeffery and Azad Kalemkour Committee Chair for your patience, support and active engagement as an integral working committee of the union.

IV. Labour Relations

Labour Relations Committee

This meeting meets about once of a month and in attendance is usually myself, the president and HR administration from McGill. In August 2018 while I transitioned into interim LRO, AMUSE was appointed a new HR advisor by McGill who was previously on maternity leave. This year, AMUSE had tried to keep a more cordial relationship between McGill and we have resolved a plethora of issues reactions.

V. Pay Equity

Please see Pay Equity Progress Report written by myself for full update on Pay Equity complaints & movement towards settlement.

VI. Bargaining

Bargaining for the unit A collective agreement will begin this year. The plan currently is to assemble a bargaining unit from a diverse of workplaces. Additionally, we will be collecting information from members on what they want to see in the next collective agreement and what our priorities should be in the bargaining process.

VII. Thank You & Looking Forward to 2019

Thank you to all the Representatives of the Board, members I have met throughout my term at various events, actions, and conversations. I feel proud and grateful to be a members of this Union and look forward to involvement in the coming year.

The incoming LRO will be in a position to work closely with the proceedings of the Union's Pay Equity complaint which will be challenging, exciting, and an excellent learning opportunity. Also, the elected LRO for 2019 will continue develop a working relationship with the McGill HR Advisor. Finally, using the Union's ever strengthening network of stewards and the Union's presence in on-campus workplaces, the new LRO will be working this year to start the bargaining process in efforts to create a new and improved Unit B collective agreement.

Report of the Vice President Floor Fellow

*Prepared by Aurélie van Oost
Elected at the 2018 Unit B AGM
floorfellow.amuse@gmail.com*

The Vice President Floor Fellow is responsible for ensuring that the rights of floor fellows are being followed as per the collective agreement between Floor Fellows and their employer (McGill University). The VP Floor Fellow also serves as a liaison between the Floor Fellows and

their employer, representing the concerns of the Floor Fellows in Labour Relations Committee (LRC) meetings.

Steward Network

The steward network serves to ensure strong communication links between the VP Floor Fellow and employees in each building, allowing the VP Floor Fellow to accurately support Floor Fellow concerns in LRC.

The steward network of 11 Floor Fellows (with each building represented) was created in mid-November 2018 and trained on the 1st December 2018. The budget approved by the Floor Fellows at the AGM in September 2018 mandated that we have 12 stewards to include Mac campus in the steward network. However, due to workplace turmoil and difficulty mobilizing, the Mac steward position is as of now unfilled.

Steward meetings have two main focuses: building updates/concerns, and discussion of LRC topics. In cases where Floor Fellow stewards are unable to attend a steward meeting, minutes are made available to them and a separate one-on-one meeting time is arranged between VP Floor Fellow and the steward. This allows me to keep up to date on all the buildings and their particular issues.

LRC

During my time as VP Floor Fellow, we have had two LRCs - one on October 24th, and the other on November 28th. Some of the issues that we have been discussing are as follows: Solin Floor Fellows receiving OPUS fare compensation, full-time vs. part-time requirement for the job position, "presence" in residence (i.e. whether Floor Fellows can go on weekend trips), the hiring policy for 2019, and changing RLM structure.

Meetings are tense at times, and I feel a lot of push-back and defensiveness when we bring up items on the agenda. A lot of the time our concerns are met with promises of "getting back to us" about it. While we are told we are being kept up to date on things, often we find ourselves asking for things that are stipulated in the Collective Agreement (such as membership lists and the 2019 job listing). This delays the process significantly.

As of right now my main concerns with the changing job structure are twofold: Residence Life Managers (RLMs) have historically had to live in the buildings that they manage. Throughout the course of 2018, two RLMs have been hired that not only do not live in the buildings, they do not live at a reasonable distance from Downtown campus ("reasonable" here is defined as a 30-minute transit time by any form of transport). My other current concern still remains to be addressed in LRC. Floor Fellows have been told by their RLM that the hiring process for 2019 is being completely restructured. The process seems to be shifting away from hiring employees that are suited to the job as well as suited to the team they would be joining. Instead, Floor Fellows do not get to choose which building they work in, including returning Floor Fellows. The method will be hire first, allocate to buildings second. This has not yet been

confirmed in LRC, but if this is the case it is a concerning shift from what has historically been done, and results in a complete loss of autonomy for Floor Fellows in relation to decisions about their workplace.

Goals for 2019

1. Continue to strengthen Steward network
2. Continue to protect the original values of Floor Fellow job as stipulated in the Collective Agreement

Report of the Board of Representatives

Our 2018 year was amazing! Thank you to everyone who was involved with AMUSE. This report is prepared each year by the Chair of the Board of Representatives, outlining major events for the Board during the year.

Elections

Throughout the year, Board members and even executives sometimes have to leave AMUSE. This year, we had some Board turnover, but in turn elected some amazing new members! As well, we had two executive elections.

Board members: Christian, Mario, Olivia, Maddy, Victoria, Azad

President: Ella

Labour Relations Officer: Tuviere

VP Floor Fellow (elected at Unit B AGM): Aurélie

2 Unit B delegates were also elected at the Unit B AGM in September: Delali (re-elected) and Maeve

Committee creation

Ad-hoc committees are created and given a specific, time-sensitive mandate by the Board. Once they fulfill their mandate, they are disbanded (for example, a hiring committee). Standing committees are formed and remain in place indefinitely (for example, AMUSE's mobilization committee or finance committee).

Dues committee (Ad-Hoc)

The Dues Committee was launched because PSAC resolved at their National Convention to lower the portion of dues they get. This sparked a wider conversation about our dues rate, and the committee's mandate was to determine whether we would like to raise, lower, or maintain our current dues rate.

Translator hiring committee (Ad-Hoc)

Our previous translator left AMUSE this year, and this committee was formed to undertake the hiring process for a new translator.

Outreach coordinator committee (Ad-Hoc)

Similar to the translator hiring committee, this committee was formed to hire a new outreach coordinator, because our past coordinator had to step down.

Pay Equity Committee (Ad-Hoc)

McGill and AMUSE signed a Pay Equity agreement over the winter, and this committee will work to ensure that all AMUSE employees get their payout.

Solidarity committee (Standing)

We used to be part of MUNACA's joint solidarity committee, but that committee became inactive in 2017. This was part of the reason to form our own, which happened in the fall of 2018. This committee is meant to create links between AMUSE and other organizations on campus and in Montreal. This committee is a new standing committee.

Board member engagement

Going into this year, having strong engagement by the Board was a priority. Board members are a key part of the Union and have many responsibilities, and there were a few systems we set up to help Board members achieve success in their roles.

Buddy system

Newer Board members paired up with Board members who had been on the Board for longer. The "older" Board member acted as a point-person to help new Board members get acquainted with AMUSE and Board responsibilities.

Trainings

We had very successful trainings in the spring for Board members and in the summer for Board members as well as general stewards. These trainings outlined AMUSE's history as well as stewarding responsibilities and mobilization strategies.

Intro zine

Ella prepared a small introduction zine for new Board members, outlining the basics of union activity, Board responsibilities, and procedures for stewarding and Board meetings, to help new Board members get to know AMUSE and their role here.

Stewarding database

Ella created a database of stewarding sites and gave each Board member specific sites to cover each month. The database housed contact information for members and templates to use when reaching out to members, to help Board members with their stewarding.

PSAC National Convention

The PSAC National Convention was held in May in Toronto. AMUSE sent two delegates: Kirsten and Moizza. One major motion that will benefit AMUSE is that the PSAC passed a motion against precarious work, and resolved to dedicate \$750,000 to fight precarious work. Moizza and Ella wrote a large report that future delegates can use.

Discretionary funding and endorsements

Discretionary funding is a monthly sum that is kept in the AMUSE budget and made available to groups that decide to apply. Funding can be for social-justice oriented events or campaigns. We also offer non-monetary support: for example, AMUSE offers to let groups use its space and printing. We also will occasionally sign open letters and circulate social media posts. Some organizations we supported this year, either through funding or endorsements include:

- Prison palliative care conference presentation
- The Villanueva Family Support Committee
- Women's War Stories
- Rad Frosh
- NYE Noise Demo, prisoner solidarity demonstration in Laval
- Pop Ed event about migrant detention centre in Laval
- Books Not Bombs
- Let Lucy Stay (an initiative that was aiming to stop a deportation)
- Réseau de résistance anti-G7
- Change The Name demo
- Social Work student strike
- Human Rights Defenders in Philippines

Goals for next year

Every year, AMUSE should become even stronger. Some goals we have for next year include:

- Sending more members to conferences
- Having more trainings for Board members and stewards
- Making our discretionary funding more visible to potential applicants

Signed,

Olivia Berkowitz, Delegate

Maeve Botham, Unit B Delegate

Delali Egyima, Unit B Delegate

Alina Ivlev, Delegate

Catherine Jeffery (Chair), Delegate

Madeline Jennings, Delegate

Azad Kalemk, Delegate

Sydney Lang, Delegate

Victoria Leopardi, Delegate

Mario Roy, Delegate

Moizza Ul-Haq, Delegate

Christian Vlcek, Delegate

Ella Hartsoe, President

Alexandra Lelyuk, Internal Affairs Officer

Kirsten Wheelan, Communications and Outreach Officer

Aur lie van Oost, Vice President Floor Fellow

Tuviere Onookome-Okome, Labour Relations Officer

Imane Ait Ouahmane, Treasurer

Committee Reports

AMUSE Mobilization Committee Report

Presented to the General Membership on January 31st, 2019

The Mobilization Committee holds events, creates publicity materials, and undertakes projects for AMUSE. The aim is to raise awareness about AMUSE and ensure that members know about our resources.

Events

This year AMUSE held several events around campus. We had three different free pizza dinner events, where members could come together to talk to board members and executives and grab a free slice and drinks. The first two were over the summer, one on lower campus and one in Parc Mont-Royal, right behind the Athletics centre. We analysed the work locations of all our members and decided on these two spots to be close to nearby workplaces, many of which are either around McLennan and the south-west of campus or the upper residences, the athletic centre, and the Neuro. Our third pizza event was in November on Macdonald Campus. The event was attended by many Mac floor fellows and some field workers.

We also held a free coffee event on campus this year, stationed at the Y-intersection.

All these events were very successful. We were able to hear from many members and gain exposure.

Projects

In addition to events, Mobilization Committee undertook several projects this year.

May Day posters

AMUSE created a series of posters for May Day and put them up on campus. Some were specific to May Day while others were re-creations of old posters that we still loved.

Usher pamphlet

This originated through the realization that many convocation ushers, being new and very temporary employees, didn't know about AMUSE. The pamphlet outlines some of the most basic CA articles (like the timing of breaks and pay periods). While originally created for ushers, we are also making this into a generic pamphlet that can be given to various groups of new employees.

Pay stub video

This video was created in response to questions about reading your pay stub on Minerva. AMUSE had an old video, but some points were outdated, so we took on the creation of a new one. The video explains how to access your pay stub on Minerva and how to read each line of it.

Steward database

As mentioned in the Board Report, this database houses employee information and made it easier to assign stewards to specific areas.

Goals

Goals for Mobilization Committee include expanding our steward network and having more steward trainings, having more outreach events on campus, and continuing to undertake projects that can be useful for the union in the coming years.

Thanks for a great year!

Signed,

Kirsten Whelan

Ella Hartsoe

Sydney Lang

Delali Egyima

Maddy Jennings

Moizza Ul Haq

Catherine Jeffery (Chair)

Grievance Committee Report

Grievance Committee is responsible for assisting the Labour Relations Officer in handling various grievance processes that come up throughout the year. The membership of the Grievance Committee is voted on at Annual General Meetings, and then at Board Meetings for interim members.

While this report will not discuss the details of grievances as those are private to individual members, it does look at general structures of the Grievance Committee in 2018.

Members:

Tuviere Onookome-Okome, Interim Labour Relations Officer

Ella Hartsoe, Interim President

Alexandra Lelyuk, Internal Affairs Officer and Interim Chair (November to December 2018)

Azad Kalemk, Interim Chair (Starting December 2018)
Catherine Jeffery, Member
Sydney Lang, Member

Past members:

Christelle Tesson, Interim Chair (until August 2018)
Heather Holdsworth, Labour Relations Officer (until August 2018)
Inori Roy, President (until May 2018)
Alina Ivlev, Chair (until November 2018)

Key Points:

1. Efforts to formalize Grievance Committee

Heather Holdsworth worked at the beginning of the year to integrate regular meetings of the Grievance Committee into her portfolio. She wrote in her 2017 Annual General Meeting report:

“My goals and aims for 2018 embodiment of grievance committee would be the following: all grievance committee members would undergo a steward grievance-handling training, ideally by the PSAC, and the grievance committee would be equipped and trained to file grievances themselves, triage workplace issues and possible grievances, participate in LRC meetings on occasion, and actively help track individual grievances the union has filed.”

While not all of these aims have been achieved, the core goals were met this year. Grievance Committee met regularly despite high turnover in the committee in the first half of the year. Trainings were also provided to all members of the Grievance Committee, including interim members and new executives. Members participated in the grievance writing process as well as strategizing on ways to handle complicated processes. By the end of the year, the committee was providing feedback and working hands on with the Labour Relations Officer to make sure grievances were handled in the best ways possible.

2. Moving Forward and Recommendations

There are a few recommendations for the future of the Grievance Committee in order to make sure we continue making progress with formalizing this Committee and its work:

- It is vital that the Committee has an active Chair who is able to schedule things at regular intervals. This becomes hard during the summer when Board members often travel, but grievance processes still go on during the summer and so the Committee work is still needed to support the LRO. A consistent meeting schedule is imperative for the functioning of this committee; regular meetings are what allow this Committee to get off the ground and work well!
- We would recommend that perhaps, with the oversight of the President, LRO, and VP Floor Fellow, Unit B issues be discussed on occasion at the Grievance Committee with Unit B Stewards present. This would be helpful both in training Unit B Stewards more extensively on grievance processes (although they already receive a basic training

during stewarding training), as well as being a great tool for helping on the often complex nature of Unit B grievances and work.

- Finally, the Grievance Committee should continue its dedication to training and making meetings accessible, especially with the possibility of AMUSE's turnover becoming more rapid once again. Making sure that everyone is on the same page in meetings, as well as explaining some of the more complex parts of the Collective Agreement and Labour Standards Act, would be helpful to make sure that all are able to contribute in a constructive way.

Signed,
Ella Hartsoe, President
Tuviere Onookome-Okome, Labour Relations Officer
Catherine Jeffery, Delegate
Sydney Lang, Delegate
Azad Kalemk, Delegate
Alexandra Lelyuk, Internal Affairs Officer

Library Committee Report

The Library Committee was a joint committee with AMURE with about 3 members. We haven't been active since the summer, but we had plans to have movie nights in collaboration with Mobilization Committee to do outreach for the library.

At the moment, there isn't anyone on the board with the capacity to recommence the meetings, but hopefully the library can be promoted in other ways.

Solidarity Committee Report

The Solidarity Committee was reestablished this year, with its first and only meeting being held on December 11, 2018. The next meeting will be scheduled following the AGM for the month of February.

Mandate

The current mandate is: *"Representing the union mandate and membership in engaging with the greater Montreal community and activist organisations."*

At its first meeting, the committee agreed that it would be beneficial to rework the mandate to emphasize engaging directly with and within the community. This task will be undertaken in the upcoming meetings.

Vision and Goals

At the first meeting, the committee envisioned the kind of work its members hope to accomplish. The following are some suggestions:

- Ensuring that AMUSE is on the same page that about the ways it is a politica
- Collaborative event planning with activist organizations
- Offering resources to activist organizations
- Offering trainings on labour and workers rights

Moving Forward

The committee hopes to recruit more members in order to realize its goals of forming genuine connections of solidarity and support in the community. We look forward to an exciting year ahead!

Finance Committee Report

Finance Committee is responsible for assisting the Treasurer with overlooking AMUSE's financial needs and with the creation of the annual budget.

Members:

Imane Ait Ouahmane, Treasurer
Victoria Leopardi, Delegate
Maeve Botham, Delegate
Olivia Berkowitz, Delegate
Ella Hartsoe, President (ex-officio member)
Alexandra Lelyuk, Internal Affairs Officer (interim chair)

Past members:

Chaired by Cassie Chaloux, Delegate (until July 2018)
John Poole, Delegate (until May 2018)
Malcolm McClintock, Delegate (until August 2018)

Key Points:

1. Adjustments to last year's budget

With the approval of the AMUSE Board of Representatives, the Finance Committee added a Hardware and Software line for total of \$250 under the Office supplies to cover our software and hardware related needs. Additionally, some changes were made to accommodate the change in our bank account terms of service. In addition, with the switching of financial institutions, there was an increase in bank fees

that needed to be accounted for. Other than these, no other adjustments were deemed necessary. Please refer to Treasurer's report for more details.

2. Switching Banks

With approval of the Board of Representatives the Treasurer and the Finance Committee moved forward with switching financial institutions to handle AMUSE's accounts. The move was deemed necessary due to unfavorable changes to our account servicing terms in addition to numerous issues encountered with our old financial institution. As a result, the Finance Committee restructured the payroll and reviewed other regular transactions to ensure that our financial operations are distributed in a cost effective manner with regards to the new account terms.

3. Finance Policy

This year, the Treasurer proposed a draft of a Finance Policy intended to streamline financial operations. The Finance Committee assisted the Treasurer with editing of the draft. The recommendations have been passed over to the Bylaws and Policy Committee for integration into the Bylaws and other policy documents.

4. Creation of the budget for 2019-2020

The finance committee is responsible for assisting the Treasurer with creation of the budget that effectively responds to AMUSE's operational needs as well as represents AMUSE's goals. Some major changes proposed by the Committee were introduced in anticipation of the upcoming bargaining process. Specifically, the Committee increased the amounts allocated to improving member engagement and representation. These include outreach events, committee liberations, and increase in the President's and Outreach and Communications Officer's hours of work.

5. Moving Forward

Following the increase of the Finance Committee membership from both Unit A and Unit B, the committee hopes to retain this high participation and continue its functioning in a transparent manner.

Bylaws and Policy Committee Report

The Bylaws and Policy committee was in session from August 2018 to December 2018. The majority of the committee's projects were completed remotely with regular in person meetings for brainstorming and discussions.

Committee Members:

Catherine Jeffery, Delegate

Christian Vlcek, Delegate

Ella Hartsoe, President (ex-officio member)
Imane Ait Ouahmane, Treasurer (advisor for the Finance Policy)
Chaired by Alexandra Lelyuk, Internal Affairs Officer

Meetings held:

Meeting 1: September 22nd, 2018: The Committee overviewed AMUSE's current policies and established the goals and priorities for upcoming meetings. Began discussion of the Finance Policy submitted by the Finance Committee.

Meeting 2: October 1st, 2018: The Committee continued discussion of the Finance Policy. Discussed the Bylaws sections 1 to 10.

Meeting 3, October 31st, 2018: The Committee went over contentious points of the sections 1 to 10 of the Bylaws. Continued discussion of the Bylaws through section 13.

Meeting 4: November 26th, 2018: The Committee discussed the rest of the Bylaws sections.

Meeting 5: December 5th, 2018: The Committee finalized Bylaws Amendments to be presented to the Board.

Other Bylaws and Policy Committee Projects in 2018:

- Amendments to *AMUSE Hiring Policy* (approved at September meeting of the Board of representatives)
- Creation of *AMUSE Finance Policy and Procedures* (pending final review from the Treasurer)
- Creation of *AMUSE Best Practices Policy* (rough outline created)

Goals for the upcoming year:

The Bylaws and Policy committee will concentrate on completing the projects started this year as well as establishing a timeline for creation of a Conflict of Interest Policy. The Bylaws and Policy committee will continue reviewing policy requests from the Board of Representatives and general membership and oversee their integration into the Bylaws and Policy documents. The Bylaws and Policy committee will continue assisting the Internal Affairs Officer with ensuring that all of AMUSE's policies are up to date and address AMUSE's dynamic operational needs. Lastly, the committee would benefit from Unit B membership engagement to ensure representation of Unit B's interests.

Pay Equity Report

2018 Settlement of 2010 and 2015 Postings

By: Heather Holdsworth, Ella Hartsoe, Sydney Lang, and Tuvieri Onookome-Okome

I. Background

Under the Quebec Pay Equity Act, all businesses and organizations with more than 10 employees must review their employee data every five years to ensure that they are in compliance with the principles of pay equity as outlined in the Act. The purpose of the Act is to compensate for the systemic undervaluation of female-dominated jobs. At the end of 2015, the University posted the information for its 2010 pay equity maintenance exercise. This was the first such exercise in which AMUSE could intervene, having been certified as a union in 2010.

Under the Act, the University had to complete an assessment of all job classes and determine whether female-dominated positions are paid at equal rates to male-dominated positions with similar duties and responsibilities. If the female-dominated positions were underpaid compared to the male dominated positions, all female-dominated positions must be paid retroactively, for every hour worked, to the correct rate. This pay equity assessment is supposed to be completed once every five years.

The information that the University posted and the resulting calculations were inaccurate and were completed improperly, and did not reflect the realities of the workplaces of AMUSE members. AMUSE, and others, filed an official complaint. Some of the grounds for this complaint included:

- Floor Fellows were not included
- Vastly different AMUSE jobs with different qualifications and skills were grouped together in the same classification of "Casual," making accurate comparison across job classes impossible
- Benefits that other job classes receive, such as health and dental plans, life insurance, and vacation days, were not taken into consideration when comparing jobs

After the filing of individual and union complaints to the Pay Equity Commission on these and other aspects of the pay equity audit, the University did not implement their pay equity adjustment. The University announced that the retroactive payments were not to be made until all complaints have been resolved or withdrawn from the Pay Equity Commission. At best, this appeared to be an attempt by McGill HR and senior administrators to stall the pay equity process and encourage unions and individual complainants to settle for less.

In October 2016, both sides agreed to conciliation and in April 2017, McGill heard AMUSE's offer for a settlement. However, they did not move on or respond to this offer. In December 2016, McGill posted information for the 2015 pay equity maintenance exercise. The same errors from the 2010 exercise were presumably made and a second, almost identical complaint was filed by AMUSE about this 2015 exercise. In efforts to resolve the two complaints, BOR Delegate Sydney Lang and Labour Relations Officer Heather Holdsworth worked on two fronts simultaneously. One approach included a Pay Equity Committee that would have aimed to redo the pay equity exercises from both 2010 and 2015 with the guidance of the CNESST conciliator. This committee would have been made up of $\frac{1}{3}$ representatives from McGill and $\frac{2}{3}$ representatives on behalf of employees and employee groups, like AMUSE. Of the employee and employee group representatives, 50% would have been required to be women. It is worth noting the composition of this Committee in case this tactic becomes necessary for AMUSE in the future.

In addition to this work on comprising a Pay Equity Committee, Sydney, Heather, and Bradley Powell, Internal Affairs Officer, met with a McGill representative in December 2018, who responded to AMUSE's settlement offer, which demanded less in financial compensation than earlier proposals.

II. 2018 Negotiations and Settlement and Upcoming Pay Equity Related Affairs

In the spring of 2018 negotiations began on the pay equity settlement between AMUSE and the University. AMUSE's settlement was joined with the Association of McGill University Research Employees (AMURE), so Sean Cory was present during negotiations as well as Jean-Michel Fortin, at times. While initially MUNACA was present at negotiations, they withdrew in June 2018. Ella Hartsoe, Heather Holdsworth, and Sydney Lang negotiated on behalf of AMUSE, finally landing on a final settlement draft at the beginning of August 2018. There were a number of points which had to be addressed in negotiations, including:

- **The inclusion of Unit B members (Floor Fellows) in the settlement.** This became an issue because the University cited that the Floor Fellows were not a predominantly female job class. AMUSE argued over the course of several months that Floor Fellows should be included because the data on female predominance initially accessed was not from 2010 to 2012, and because the union's dues list showed the class in 2017 to 2018 as predominantly female. As well, AMUSE argued that Floor Fellow labour could be considered predominantly female based on Article 55(1), "a job class may be considered predominantly female or male if it is commonly associated with women or men owing to gender-based occupational stereotyping," i.e. that Floor Fellow work is care work and involves large amounts of emotional labour. Although this argument was not eventually successful and Unit B members are not included in the final settlement, it is something to keep in mind for the future. This was a large sticking point that AMUSE had to move on in order to continue the negotiations.

- **The inclusion of MUNACA replacements in the settlement.** AMUSE originally asked for adjustments to MUNACA replacements, recognizing that replacements were being paid less than the MUNACA job that they were replacing and were not receiving benefits that the MUNACA workers received. McGill's first counter-offer did not include MUNACA replacements. AMUSE fought to have MUNACA replacements included, since they were AMUSE members at that time and since their job categories were incorrectly evaluated.
- **The use of a Committee in 2020.** As previously mentioned, AMUSE was working on compiling a committee that had to meet certain standards to review the pay equity exercise. McGill did not confirm that it would participate in a committee review process in 2020 because it could not reach that decision before the outcome of the committee that MUNACA was undergoing with McGill was decided.
- Below is a picture detailing the settlement agreed on by AMUSE and McGill:

Casuals (Group 3, Class A, B and C)	
Period	Lump Sum Adjustment
December 21, 2010 to December 31, 2012	3.5%
January 1, 2013 to December 31, 2015	5.5%
January 1, 2016 to the end of the pay period following the signature of the present Agreement	7.5%

MUNACA Replacements (Group 1 and Group 2)	
Period	Lump Sum Adjustment
December 21, 2010 to December 31, 2012	3.5%
January 1, 2013 to December 31, 2015	5.5%
January 1, 2016 to the end of the pay period following the signature of the present Agreement	0%

- **The amount of money given to the Union to contact retroactive pay recipients.** After some back and forth the settlement includes a \$40,000 payment to AMUSE that will go towards finding of the almost 10,000 members AMUSE is responsible for contacting in a period of six months. While McGill is required to do contacting of members and initial retroactive payments, it will be AMUSE's job to find the harder to reach employees who might have worked at McGill in a casual, temporary, non-academic position from over a decade ago. This will be a challenge! The AMUSE Pay Equity Committee, which has been struck by the Board, has been tasked with comprising a structure to handle this large task. The structure under review by the Pay Equity Committee is to hire a coordinator, who will oversee the execution of this project and train AMUSE members who can help with contacting past members over the phone or through email, messenger, etc. The \$40,000 was asked for because it gives AMUSE

an average of 15 minutes to contact each of the 10,000 members included in the settlement, assuming payment to the person contacting of \$15/hour.

Additionally, the settlement included a 7.5% raise for current AMUSE employees. We have received positive feedback from members about this, which is great--we hoped during negotiations to prioritize our current members of the Union and try to get compensation to them as fast as possible. As well, McGill is obligated to pay current AMUSE members within 60 days of the signing of the agreement, which happened in December 2018.

Finally, Tuvire Onookome-Okome and the Pay Equity Committee will be working on a social media campaign to get the word out about retroactive payments through this settlement, because the more people know about their payments the easier our jobs will be. We also only have six months to complete this process so spreading the word on Facebook and over a specific pay equity email will help us streamline this process. The LRO, President and Committee are excited for this work, and are beginning a hiring process for a coordinator in the next few weeks.

VI Suggestions for future Pay Equity work

One final note for the future: we believe that continuing to push McGill to establish a Pay Equity Committee with union representation is essential in order to make sure that postings like the 2010 and 2015 postings are easier to change, and that McGill does not drag its feet as it did in 2017.

As well, it's worth considering the often complicated and confusing nature of pay equity as a concept, and working to educate members of the Board and Executive about what pay equity is and why it is especially important for casual, temporary and non-academic worker unions like AMUSE to pay attention to, given that a very large portion of our members are in female dominated workplaces. If mobilization was necessary in the future, a knowledge about this topic and its implications would be essential in order for the Union to mobilize and settle in the best way possible.