



ASSOCIATION of
MCGILL
UNIVERSITY
SUPPORT
EMPLOYEES

AMUSE Annual Report

2011-12

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Executive Council Report 2010-2012

Fariduddin Attar Rifai

Introduction

AMUSE was accredited almost exactly two years ago, following a referendum organized by the Quebec Labour Board. For those casual workers who were involved in the unionization efforts, and most importantly for the members who voted 'yes' to the accreditation of the Union, the purpose of AMUSE was to initiate Collective Bargaining in order to improve their working conditions. Since the first Executive Council was elected on April 2010, all mobilization and administrative efforts put in by all AMUSE activists were marshaled in support of the Collective Bargaining process, which requires, amongst other things, a solid administrative structure, oversight on constitutionality and responsibility on all levels of government, effective knowledge and advocacy of Labour laws, and an informed and active membership. Because this was the first time that casual workers at McGill are unionized, the task of the Executive Council was therefore to 1) establish these administrative, constitutional, advocacy, and mobilization procedures and 2) to abide by them consistently so that they become part of our union culture that would be inherited for future activists of AMUSE.

Developing these procedures and providing support for the bargaining process were the two main tasks of the Executive during the past two years. Despite our best efforts, we were not able to conclude the Bargaining process before the end of our mandate. It is therefore the important task of the next Executive to ensure that Bargaining concludes in a manner satisfactory to the membership, and, equally important, that its provisions are respected by all levels of management at McGill University.

What follows is a detailed report on the development of the administrative, constitutional, advocacy, and mobilization procedures and activities during the past two years. I have divided the report into nine topics that have taken up much of the work of the Executive. In each, I begin with a description of the topic and the various activities related to it; I then offer a list of recommendations for the membership and succeeding Executive Councils. I also include in this report a Timeline Spreadsheet that lists all the various activities that have taken place during the past two years. This spreadsheet is simply illustrative and is meant to contextualize the events I mention in this report and list other events that I do not mention.

A report on Finances is delivered separately by our Treasurer, Kevin Nzomo; a more complete report on constitutional and oversight matters is delivered by our Chair of the Board of Representatives (BoR); while the Bargaining Team will deliver a report on Bargaining.

I. Executive Council (January 19 - April 10, 2010)

The Executive Council underwent a number of drastic changes since its inception as the Interim Executive on January 2010. The constant change of executives is perhaps the single most destabilizing factor in AMUSE's first two years of existence. The following is a list of all Executives involved in AMUSE following the first General Assembly of April 10, 2010:

Fariduddin Attar Rifai (President)

Bilal Ruzzeh (Treasurer; resigned September 2010)

Charmaine Borg (Labour Relations Officer; resigned May 2011)

Essam Hallak (Vice President; resigned September 2010)

Dan Ahmad (Communications and Secretariat Officer; disciplined and non-active since July 2011; formal resignation January 2012)

Jaime MacLean (Vice President)

Dave Howden (Labour Relations Officer)

Kevin Nzomo (Treasurer)

Andrea Clegg (Communications and Secretariat Officer)

Following the publication of the results of the referendum on December 21, 2019, the PSAC advisers assigned to AMUSE held a meeting with members who were interested in participating in the administration of the newly-accredited union. The result of this meeting was the establishment of the Interim Executive Council that was tasked with a twofold mandate of organizing AMUSE's first General Meeting and drafting a constitution (bylaws) that would thereupon be approved by the membership. The General Meeting was also meant to elect AMUSE's first Executive Council and Stewardship representatives who would perform the administration and day-to-day operations of the union in lieu of Bargaining.

AMUSE's inaugural General Meeting took place on April 10, 2010. All Executive positions were filled and the bylaws proposed by the Interim Executive Council were approved. The newly elected officials were tasked with preparing a survey and outreach campaign in preparation for Bargaining.

During the first few months of the first Executive's mandate, much of their work was taken by the efforts for mobilization and outreach in view of Bargaining. In later months, especially by November 2011, following the election of Jaime MacLean and Kevin Nzomo, the portfolio of each Executive became increasingly specialized, each with their own 'project' including but not limited to the provisions of the bylaws. This has continued to this moment. The following is a non-exhaustive summary of the division of work that has been performed by each Executive:

President: External affairs (Interunion, CQSU, PSAC, DCL); coordination of Executive Council; *ex officio* member of all committees of the union.

Vice President: Mobilization; outreach; Stewardship coordinator alongside Chair of the BoR, *ex officio* member of all committees of the union.

Labour Relations Officer: Labour advocacy; liason with McGill HR, external affairs (Interunion, CQSU, DCL, and PSAC).

Treasurer: Book-keeping; budget custodian; oversight of ethics in spending, liability, and financial procedure.

Communications: Maintaining and improving communications network, e.g. website, newsletter and email; coordinates with other Executives on publications and press-releases on the Union.

A more complete description of the Executive Council's activities will be described in the rest of this report. Other activities not listed here are outlined in the timeline as aforementioned.

Recommendations:

1) The previous Executive was charged with the immediate task of preparing and mobilization for Bargaining. The next Executive will naturally be charged with the task of implementing the Collective Agreement, informing the membership about the details of it that pertain to different groups of casual workers, making sure that management respects the new regulations, documenting compliance and non-compliance. One important aspect of this work is making sure that Hiring Units enforce the Collective Agreement's provision on membership form signing, required by all casual workers. This effort will likely require coordination by whichever Executive is in charge of mobilization and outreach.

2) The upcoming office move with AMURE will also perhaps alter the way the Executive operates. Secretariat work such as archiving of documents will take on a more permanent form, so it's important to get this right the first time, namely: determining classification, which data to classify, access to documents, etc. It may be the case also that both AMUSE and AMURE would want to hire an administrator for the office. This then would require a rearrangement of the tasks of the respective portfolios of the Executives.

3) The previous Executive underwent too many changes in its members to sustain an more effective administrative program. Though there is a good chance that this will not occur in the same scope as the past two years, the Executive must be prepared to absorb abrupt restructuring of the administration. A division of work that is not rigidly divided between Executives can help alleviate the effect. For instance, the work of the Communications and Secretariat, Vice President, and Labour Relations Officer often overlap. Tasks can therefore be shared, depending on the different skills of the occupants of the office. This would lead me to my next point.

4) Distribution and formulating of tasks, projects, and the like should be outlined during the beginning of the Executive's mandate and reviewed by the Board of Representatives. This document should serve as the blueprint of the Executive's activities and responsibilities and outline evaluative procedures that would measure the effectiveness thereof. This document would serve as a means for the BoR to evaluate the Executive's governance and administration. There may also be an option of external auditing not only of the Executive as a whole, but also finances of the union.

II. Mobilization

1. Survey Campaign (May - October 2010)

The Executive Council began a survey and outreach campaign on May 2010. The goal of this campaign was to provide data for the Bargaining Team and PSAC researchers on the working conditions of Casual workers at McGill. A large part of the survey was asking members on what they think should change in their working conditions in both economic and non-economic issues. The result of this survey was to discover what members thought to be the priority demands in Bargaining. From the survey there also emerged patterns of working conditions that

are unique to the experience of McGill Casual workers and which would inform the strategies and demands of the Bargaining Team.

The methodology adopted by the Executives in running this campaign was a combination of 1) “door-to-door” approach, where members are visited in their workplace and are asked to fill out a survey, 2) events-oriented approach, where Executives organize an event, e.g. free ice cream, hot chocolate, coffee, and members are invited to socialize and talk about their working condition in a less pressured environment. By this time the Executive managed to establish a communications system (newsletter and website) that was able to inform a large number of our membership regarding these events. Furthermore, we were able to enlist a number of volunteers during the campaign. This was important as the elected members of the Executives not only had to lead the way in the campaign, but also establish the procedures and content of their respective portfolios (e.g. finances, labour advocacy, external relations, etc).

The result of this survey campaign, which ended around the month of October, 2010, was a return number of around 200 surveys. This was in many ways a very low return rate given the average membership we have at a given time (1700 during study fall and winter semester; 1400 during spring and summer period). The following is a few problems that most likely contribute to the low numbers:

- 1) A communications system that was not able yet to reach all members of AMUSE. McGill Human Resources does not have data on the email addresses of Casual workers. The Executives had to devise a generic formula based on the combination of the first and last name of an employee with either “@mcgill.ca” or “@mail.mcgill.ca”. We were able to reach many of our members through this method, but many others were excluded if they did not have a McGill email.
- 2) An overstretched Executive Council who were not able to commit consistent and extended hours for mobilization. Very few members of the Executive thought they would be elected into their positions, and so had commitments of work, research, internship, etc, during much of the summer. They were also tasked with developing the content and procedure of their respective portfolio in addition to the work of mobilization and outreach.
- 3) A membership still unaware that AMUSE exists and represents them. This was understandable given the very nature of casual work itself, with its high worker turnover: the same people who voted for the union (some 86%) no longer worked or was not working during the spring and summer months. Compounded with limitations on communications, it was a difficult task in recruiting activists and volunteers.

Recommendations: some of these problems were addressed during the next summer campaign AMUSE organized in 2011. I shall discuss these improvements in the following item. (Much of this consist in more availability of activists, better communications system, and overall better exposure of AMUSE’s existence amongst the membership after a year of activities, being featured in campus newspaper, and recruitment of stewards).

2. Outreach Campaign Summer 2011 (May 2011-August 2011)

The outreach campaign of Summer 2011 focused on establishing a closer rapport between the Bargaining Team and Executive with the membership. To this end, the Executive published a guidebook on all important things related to the Union: governance structure, Bargaining updates, campaigns, advocacy channels, etc. This guidebook was distributed during the various

door-to-door mobilization and events hosted by AMUSE. The mobilization model followed closely with that of the previous year, relying on free-food events and “door-to-door” mobilization. To this was added several sessions of “tea talks with the Bargaining Team”, where members can drop-in between the allotted hours and discuss bargaining issues with the Team. This campaign involved more volunteers than last year, mainly because of the increasing exposure of AMUSE and also because of the membership of Stewards in the Board of Representatives.

However, unlike last year, this mobilization campaign did not produce statistical data that would allow us to measure reach. The events also tended to draw the same crowd of interested members, though each time there was always a good number of new faces. A number of AMUSE’s stewards were recruited from these events.

Recommendations:

- 1) Mobilization should continue well into the winter and fall semesters when there are more Casual workers on the work site. Summer employment also include many workers who would not work during the other period of the year, while there is good chance that those who work during other periods of the year work during the summer.
- 2) The Executive should make it part of their yearly routine to recruit a group of activists--under liberation--whose task is to reach out to members during the fall. The purpose of this mobilization should be to gather data for research and also to inform members of the union. We should be able to know how many Casuals are hired on average per year in the library systems, Bookstore, Athletics, and other hiring units that employ many casuals. Recruiting Stewards from these workplaces is important to ensure that AMUSE is in touch with the working conditions of their members. We should also have accurate data on those casual workers who are replacing MUNACA members on leave. Often, these are the most vulnerable of workers because some do not have McGill email addresses, and are often disconnected from the wider McGill community because of their temporary stay and other obligations.
- 3) Communications systems needs to be further developed, even through the improvements made during the past year. At the moment, we rely on a formula based on a data of names McGill HR provides. Verifying member’s email can be difficult and require much mobilization. But if this is done in tandem with the Fall and Winter mobilization and summer as well, then it is possible to make up for what’s lacking.
- 4) We need to reach out to a number of hiring units that are beyond the downtown campus, either above the hill (hospitals, science buildings, MAC Campus, etc). These areas a usually neglected during mobilizations.
- 5) Future recruitment of Stewards must focus on non-student and/or full-time workers. This group has been sorely under-represented in the Board of Representatives and Executive, despite their large number, around 35% of the AMUSE membership.
- 6) All outreach must be accompanied by a comprehensive and up-to-date information network of the AMUSE website, Newsletter, and social media, whose content not only features news about AMUSE but about the larger happenings in McGill and beyond that are relevant to workers rights and activism. All our previous efforts were to establish the skeleton of the network that would make this possible. A more concerted project is perhaps required.

III. Bargaining Research, Preparation and Recruitment (October 2010 - March 2011)

Bargaining research began in earnest on November 2010, following the survey and outreach campaign. The data used was a number of spreadsheet documents McGill HR produced upon request of our PSAC adviser and Bargaining Team. The content of the data confirmed our observation on the state of management of Casual workers at McGill: disorganized. Casual workers are the most diverse labour group on campus. Professional musicians hired for concerts to web designers to cashiers are all part of AMUSE's bargaining unit. Any support worker (or any worker that does not fall into the other union groups of McGill fall under the title of "casual." We found in many instances such vague job titles as "casuals", "student", "summer", etc. The task of the researchers at the PSAC and the AMUSE Bargaining Team was to formulate a list of priority demands and draft a Collective Agreement proposal that takes into account the diverse needs of Casual workers, and which also introduces some measure of organization that clarifies the working relationship between workers, the union, supervisors, managers and HR. More description and reflections on the methodology the Bargaining Team undertook in interpreting the data will be discussed in the separate Bargaining Report.

Recruitment of members of the Bargaining Team was carried out through a general call to the membership. All interested members were then included in the "interim bargaining team" who prepared research and presented the results thereof to the membership during an emergency General Meeting held on November 30, 2010. The President and Labour Relations Officer of AMUSE were deemed *ex officio* members, though constitutionally this was true only to the President. Elections of membership in the Bargaining Team took place during the Nov. 30 General Meeting.

During the progress of Bargaining research, three of the four members of the Bargaining Team resigned from their position due to unforeseen circumstances, respectively during the months of December 2010, May 2011, and July 2011. In order to fill this void, the reinstated Board of Representatives (see item IV), which acts as the highest governing body of the union between General Meetings, elected two more members to the Bargaining Team on May 18, 2011. The following are the members and ex-members of the Bargaining Team:

Andrew Seo (Chief Steward; resigned November 2010)
Charmaine Borg (Labour Relations Officer; resigned May 2011)
Hope Makena (Chief Steward; resigned July 2011)
Dave Howden (Labour Relations Officer following Ms. Borg's resignation)
Sheehan Moore (Chair of the Board of Representatives)
Fariduddin Attar Rifai (President)

Recommendations:

1) Though PSAC researchers and our Bargaining Team have sifted through the bulk of data and narrowed down an effective approximation of the working conditions of Casual workers, more research needs to be done in order to get a more accurate picture. For this we cannot rely upon HR to obtain such data, but must launch our own comprehensive research. The first immediate task would be to produce a list of job titles and the variation of wages therein in relation to the hiring unit that manages these positions. The job titles should not be pegged upon McGill's classification, because theirs is rather arbitrary: similar jobs are at times named differently, while different jobs can share the same title; further, some job titles are meaningless, e.g. "student", "casual", "summer", etc. Unlike other workers on campus, the method of classification of Casual

workers are made through the payment system at accounting, rather than a separate structure that organizes workers in terms of their jobs or portfolio or working conditions rather than the circumstances by which they are paid. This will allow us to have a better understanding of the membership for both mobilization efforts and future Bargaining rounds.

2) Bargaining began long after AMUSE's research was done. The first meeting was on March 22, 2011, whereas the results of research were published On November 30, 2010. There are many reasons for this, the foremost being the sudden increase of union activities on Campus: 1) Three other unions were simultaneously beginning bargaining (MUNACA, SEU, AGSEM), 2) Research Associates and Assistants were in the last stages of being accredited as AMURE, 3) Invigilators and Course Instructors were organized by AGSEM. McGill HR had their hands full, and though they eventually hired more staff to initiate bargaining with the various bargaining units, this still prolonged the entire process. Since AGSEM and AMURE would have their contracts expire in the next three years, and given that, most likely, AMUSE too will have their contract end in three years, the next Bargaining Team will have to take this into consideration when filing notice for Bargaining. Coordination with the other unions should be done long before the contract expires, and notice or communication to HR should likewise take place early.

IV. Constitution and Rules of Order

The Interim Executive drafted AMUSE's first bylaws, which was approved by the membership during the first General Assembly held on April 2010. Since then a number of minor amendments have been added to the bylaws, mainly to maintain consistency of terms and clarify some vague articles. These were past in previous emergency General Meetings. On May 18, 2011, the BoR decided to strike a Standing Committee on Constitutional Reform whose task is to propose reform on the existing bylaws drafted by the Interim Executive more than a year ago. The reasoning behind this is that the existing bylaws, which were modeled after bylaws of other similar labour unions, did not truly reflect the realities that AMUSE faced during the one year of its operations. Amendments were required that takes account the unique situation of our union in view of the principles of transparency, democratic oversight and participation, and division of power. Since many aspects of the existing bylaws needed to be amended, the BoR decided that this ongoing effort should be carried out by a Standing Committee, whose mandate is to review and propose reform on these bylaws. The immediate task of the this Committee was reform of the bylaws governing the BoR. A separate report on this is presented by Dave Howden, coordinator of the Standing Committee, and Sheehan Moore, the Chair of the BoR.

The Standing Committee also produced a guideline for the use of Bourinet's rules of order for the Union that have served as the basis through which every meeting in AMUSE have been conducted.

The AMUSE operated without the oversight of the Board of Representatives from the first General Meeting on April 2010 to March 2011. Previous efforts to launch the BoR did not succeed in recruiting stewards to fill the seats. This would change following a more concerted campaign launched during January and February to recruit stewards from the membership. A BoR meeting was thus called, sponsored by the Executive. During this meeting, the chair of the BoR, Sheehan Moore, was elected, and the Board began in earnest as the second highest governing body of AMUSE that performs oversight over the Executive Council and are custodians of the constitution. During the period when the Board was inactive (between April 2010-March 2011), the Executive refrained from proposing drastic changes to the bylaws--other than the clarifications and consistency of terms aforementioned--and from taking on political

decisions on behalf of the membership. The only exception to this was an interunion solidarity pact signed by the executives of AMUSE, AGSEM, and MUNACA, ON January 16, 2011.

Recommendations:

1) The Standing Committee on Constitutional Reform must continue their work in reviewing and proposing improvements to our bylaws. The current members of the Standing Committee have opted to focus on the regulations governing the Board of Representatives. However, a number of amendments may be entertained on other issues such as elections procedure; the procedure for replacement of an Executive during their mandate; tasks and responsibilities of the Executive; etc. Some proposals for amendments arises through experience, and we should not hesitate to propose changes if these lead to more effective governance; constitutional clarity on the division of power between the various governing bodies; more transparency; and democratic oversight and participation that is clear, direct, and uncomplicated.

V. Inter-Union Solidarity

The inter-union solidarity between labour unions at McGill solidified during the MUNACA strike of Fall 2011. Before this however, the solidarity links between union groups were forged in other ways: 1) the PSAC managed to unionize three bargaining units in the span of two years, namely Casual workers, Research Assistants, and Research Associates, all of which accounts for roughly 3200 workers, 2) the solidarity pact between MUNACA, AMUSE, and AGSEM set the tone for future links between union groups. This pact led to the creation of the Interunion Council where representatives from Labour and Student unions meet to discuss common fronts and share information. These groups are MUNACA, AMUSE, AMURE, AGSEM, SSMU, and PGSS. The Interunion Council began meeting soon after the signing of the pact on January 18, 2011. This was to form the kernel of interunion solidarity whose mobilization and support manifested itself during the MUNACA strike.

The AMUSE Executive and Stewards played an important role in this Interunion solidarity, especially during the MUNACA strike. We have a particularly close relationship with MUNACA and its members, given that many of our members work alongside MUNACA members on a daily basis and therefore share similar working conditions.

VI. Labour Relations (Grievances, HR, Procedures)

The main task of the Labour Relations Officer (LRO) was to act as a liaison between McGill HR and the membership and to provide advice, advocacy and mediation when problems arise in the workplace affecting casual workers. In most of these cases, the LRO was notified by a casual worker directly implicated in the problem; in some other cases, we receive tips from members of other union groups. Individual reports usually involve changes in work environment that has allegedly caused disadvantage to the worker; harassment; unreasonable termination of work; unpaid overtime, etc. Only in rare cases do these problems go to an official grievance. Usually, the LRO, having received the notification and description of the problem, responds with the options of recourse that the worker has in resolving the issue. At times, being informed of current Labour Laws that pertain to the problem was enough to clarify the problem. In other cases, the case is taken up to the Labour Relations Committee (AMUSE and HR representatives) which then attempts to resolve the issue. Though there are a steady stream of

questions from casual workers regard certain aspects of Labour laws and management rights, in only a few cases has the issue been brought up to the Labour Relations Committee.

Problems that affect a group of members have been known mainly through interunion communications and in two cases tips from individuals of other labour groups on campus. The issue of McGill's non-compliance of the federal and provincial government requirement on Employment Equity assessments--that union groups must be consulted for the assessment--was tipped by MUNACA during an interunion meeting. Through coordinated campaign with MUNACA, AMUSE was able to gain a seat in non-academic sub-committee in McGill's Employment Equity Committee. AMUSE is also member of McGill's Health and Safety Committee following negotiations at the bargaining table. One persistent issue that arises is frequent exclusion of Casual workers from the policies or communications that are addressed to "McGill Employees". One such instance was a letter sent by HR addressed to "All McGill Employees" that notified that they were entitled to an extra four days of paid vacation during the Winter holidays in recognition of their work. AMUSE Executives brought this issue up on the Bargaining table: whether casual employees are also entitled to this vacation. The initial response was a negative; though following an exchange of letters with the Head of HR and a notification to our membership of the matter, HR was able to extend their provision to Casual workers who worked full-time. This issue of 'being left out' from the rest of McGill employees in terms of benefits and recognition is a persistent one.

Recommendations:

- 1) To draft and publish a guidebook on the Collective Agreement, summarizing how its different provisions apply to Casual workers on a daily basis.
- 2) To investigate the current assignment of Employment status of workers who seem to perform "casual" work but who are not listed as such, namely "academic casuals". It has come to my attention that a class of highly specialized workers, i.e. physiotherapists, are listed as "academic casuals", which according to HR is not part of AMUSE's bargaining team. The question is whether indeed Physiotherapists are 'academic' in any practical way. This designation is appropriate if the *raison d'être* of their work is part of an academic program or if it involves as a necessary part of their portfolio a teaching component; or else, whether it can be argued that Physiotherapy in McGill's private clinic is tied to academic programs in any way. If not, then the assignment is arbitrary and denies them the benefits and rights they should otherwise receive as a Casual worker. I believe there are many other instances of this.

VII. PSAC (CQSU, DCL Assemblies, National Congress)

AMUSE is part of a larger family of the PSAC, the Public Service Alliance of Canada, one of Canada's largest union with 176,000 members. During the past few years the PSAC has been responsible for the unionization of University sector workers all over Quebec. Most of these unions are academic-based, such as researchers, teaching assistants, etc. AMUSE is one of the few unions to exclusively represent non-academic staff. When AMUSE was accredited in January 2010, it joined the ranks of other PSAC-affiliated University-sector unions in UQAM, UQAC, UdeM, Concordia, Laval University, and Sherbrooke University. These unions are affiliated to the PSAC as Directly Chartered Locals (DCL).

By virtue of its affiliation to the PSAC, AMUSE joins a number of other bodies within that union. The DSLs of the province of Quebec hold a bi-annual general assembly where labour, political,

social issues internal and external to the PSAC are discussed. As an independent group within the PSAC structure, DCL's wields some political clout and has influence over the internal politics of the PSAC. AMUSE is also part of the Conseil Québécois des Syndicats Universitaires (CQSU), which is a body within the PSAC-Quebec that comprises of the various University sector unions of the PSAC. Its purpose, *inter alia*, is to forum to exchange information, build common fronts and solidarity, and protect the interests and rights of University sector labour.

AMUSE participated in two DCL General Assemblies, and two CQSU congresses. On May 2011, AMUSE sent an observer, Fariduddin Attar Rifai (President), to the PSAC-Quebec's regional congress. On April 2012, PSAC's national congress will be held in Ottawa. AMUSE have registered three delegates for this congress: Jaime MacLean (Vice President), Amber Gross (Chief Steward), and Justyn Teed (Chief Steward). These congresses discuss policies and issues internal to the PSAC, such as asking the PSAC to adopt certain policies on liberation of University sector workers, or asking the PSAC to take a stand on fracking, and other such issues.

Recommendations:

- 1) Attending the DCL General Assembly and CQSU congresses requires good knowledge of french. Sometimes, translators are offered, but this has been the case only once. AMUSE's delegation should have good command of French to properly engage in the issues.
- 2) I would recommend that the next Executive Council arrange a vote at the next General Meeting for AMUSE's formal membership in the CQSU, and pursue efforts that would lead to that. At the moment, given the lack of certainty regarding our Collective Agreement, and given our budgetary constraints, we are not confident that we would be able to pay the dues necessary for formal membership. Meanwhile, the Executives can still send observers to the CQSU Congress, in which case they would have voice but not a vote.
- 3) Maintaining links with these organizations keeps us in the loop with regards to the issues that the PSAC and public sector workers face in Canada. Participation also keeps us involved in labour issues on other campuses and their relationship with the student movement. Being abreast in these issues would keep AMUSE relevant to its members.

VIII. The Case of Dan Ahmad (former Communications and Secretariat Officer)

On July 22, 2011, Kevin Nzomo, Treasurer, received an invoice from Fido for a cellphone contract that to our knowledge had been terminated on November 2010. This cellphone contract was set up on May 2010 to facilitate mobilization and was under the responsibility of Dan Ahmad as coordinator thereof. The Executive decided on November to end the use of the cellphone since it has served its purpose for mobilization. Mr. Nzomo requested the final monthly bills from Mr. Ahmad, who confirmed that the contract was terminated. However, the invoice received on July 2011 had a bill of an excess of \$2000 of unpaid bills. The Executive, coordinated by Mr. Nzomo, requested information from Mr. Ahmad regarding the invoice. After two weeks of silence on his part and during which the Executive made more attempts at communication, the Executive decided to suspend Mr. Ahmad from his office. He was sent a formal letter asking for his resignation. (The AMUSE Executive does not have the powers to fire Mr. Ahmad from his office. Only the body that elected him to office--the General Meeting--could). After investigation by the AMUSE Executive, Fido released information regarding the

use of the cellphone: that it was still in use after the month of November and that it included exorbitant international calls. Without the testimony of Mr. Ahmad, who refused to cooperate with the investigation, the Executive reached the conclusion that he has committed fraud against the Union. On August 9, 2012, AMUSE's PSAC adviser, Jean-Michel Fortin confirmed, having consulted with PSAC's legal team, that AMUSE is not liable for the bill, since it was signed under the personal name of Mr. Ahmad. On January 2012, Dan Ahmad formally turned in his resignation letter.

In a separate issue involving Mr. Ahmad: on April 2011, the courts summoned AMUSE as a third-party in a civil lawsuit case against him. AMUSE was asked to confirm whether the union is his employer and whether we owe money to him. On both counts we responded in an affidavit in the negative. However, the President and the PSAC made the mistake of not fulfilling all the requirements of the affidavit, that is to send it to the claimant party pursuing the case. On January 26, 2012, we received the courts ruling that stipulated that we ought to pay what we would have paid Mr. Ahmad in liberation from the date of the signing of the affidavit until the amount raised matches the amounts being claimed by the claimant. Since Mr. Ahmad was suspended on July 27, the amounts involved would be limited to the liberation paid up to that date. This decision would not normally negatively affect the third-party employer because it is meant to take directly from the employer what would otherwise been earned by the defendant while working. The Executive was left with a number of options: 1) redo the affidavit, which involves convincing a judge that we had done an honest mistake and subsequently defend our case in the small courts claim, pay court fees, and drag the process for months end; 2) settle out of court. The Executive decided on the latter option. After negotiations between the claimant and PSAC's legal adviser, an amount of \$1000 was agreed upon, \$600 less than the amount stipulated in the court decision. At the moment, we are lobbying that the PSAC contribute to the amount that we ought to pay.

On these two issues, the Executive, notably the President, was responsible in the following ways: 1) not asking Mr. Ahmad for proper documentation of termination of contract, relying too heavily on trust; 2) lack of oversight during the months of September to November, during which the position of Treasurer was vacant, given Billal Ruzzeh's resignation from office on September; 3) lack of vigilance in reading court documents.

Kevin Nzomo will deliver in his separate report recommendations on how to avoid such problems from arising again in the future.



Bargaining Report

Dave Howden and Sheehan Moore

On November 16, 2010, following AMUSE's Outreach and Survey Campaign, which ended by October, the AMUSE bargaining team sent the McGill Administration notice to bargain. They were not ready to bargain immediately. The first Bargaining session was to begin on March 22, 2011. Since then the Bargaining Team has negotiated with McGill a tentative Collective Agreement from the ground up, beginning with non-economic issues and ending (still pending) on economic issues. Our counterpart on McGill HR's side of the table includes two representatives of HR, and a representative from major Hiring Units: Athletics, Bookstore and Student Services, respectively.

During that time, we met twice a month. There are many reasons for this slow process, the foremost being the sudden increase of union activities on Campus: 1) Three other unions were simultaneously beginning bargaining (MUNACA, SEU, AGSEM), 2) Research Associates and Assistants were in the last stages of being accredited as AMURE, 3) Invigilators and Course Instructors were organized by AGSEM. McGill HR had their hands full, and though they eventually hired more staff to initiate bargaining with the various bargaining units, this still prolonged the entire process. During the beginning of the Fall semester the Bargaining Team pressured McGill HR to hasten the process. Since then we have been meeting once a week and was able to deal with all non-economic issues by December 2011, at which point we began negotiating on economic issues.

However, after two sessions of exploratory talks regarding economic demands, and following an offer McGill submitted to the Bargaining Team, we decided, having reviewed the offer, to call for Conciliation from the Ministry of Labour to work with the two parties. AMUSE voted to unionize in 2009 because, as McGill hires more and more casuals, members wanted to ensure they received fair wages and reasonable conditions. The McGill team's offer on a number of key economic issues, such as salary scale, benefits compensation, and holiday pay, do not represent a significant improvement over the status quo. Our team feels that at this point, our visions are too far apart to proceed without a third party present.

By the time of the writing of this report, the AMUSE Bargaining Team has met once on January 26, 2012, with the government-appointed conciliator, who introduced us to the procedure of conciliation. The three parties (AMUSE, McGill, and the Conciliator) held discussions on the main points of difference, which are: salary structure, description of work classifications, benefits compensation, vacation pay, etc. We reiterated our position that we demand, among other things, a more detailed job classification that recognizes the varying degrees of responsibilities and skills that casual workers perform, and a salary structure that is an improvement on than the status quo. Having heard both sides of the argument, the conciliator requested that McGill produce new and more organized statistical data on Casual Workers that would present an accurate description of our current working conditions. According to the conciliator, this would

allow us to speak in more concrete terms regarding the demands of both parties. Our next round of conciliation will take place on February 15, 2012.

The following is a summary of some of the non-economic gains we've made in Bargaining so far:

Grievance Procedure. Both parties agreed that conflict resolution should ideally occur at the lowest management level. If that is not feasible, we negotiated that that procedure should not be as quick and efficient as possible.

Priority Rehiring. A kind of seniority system where casuals receive priority in rehiring if they apply to the same assignment within the same hiring unit.

Sick Leaves. Casual workers under six-month contracts or more accumulates one sick day per month up to six months, which then is valid for the year. The accumulated sick days are not carried over to the next year.

Strikes. In addition to stating, as per the law, that the Union may not strike for the duration of the agreement, this article also reinforces the right of employees to refuse to cross picket lines as a matter of conscience.

Workplace Accidents. This article obliges McGill to almost entirely reimburse employee wages lost due to an injury incurred in the workplace for the first 14 days of absence.

Termination Notice. This article guarantees a minimum of 1 week notice before termination for part-time or short-term employees (an improvement for workers in their first 3 months of employment) and a minimum of 2 weeks for those working a full-time assignment for a term of at least 6 months.

Rest and Meal Periods. This article stipulates minimum breaks. For a shift of 4 to less than 5 hours you will be guaranteed a 15 minute paid break. For shift of 5 to less than 7 hours you will have this first break as well as a 30 minute meal break, in most cases unpaid. For a shift of 7 hours or more you will be entitled to two 15 minute paid breaks as well as the half-hour meal break.

Employee Service Agreement. This article outlines the procedure by which all employees will receive a written contract and a union membership form before their first shift, ensuring greater protection for the working conditions of us all.

Schedule of Work. This article does no more than state the preexisting management right to determine the schedule of work and their legal obligation to pay a minimum of a three hour shift per day except in cases where the nature of the work requires differently (the classic example being school bus drivers who work in short shifts multiple times per day).

Acquired Rights: This article guarantees that any employee enjoying salary privileges greater than those upon which we will be coming to an agreement shortly, will retain this privilege as part of their working conditions for the length of the agreement.

Financial Report

Kevin Nzomo

AMUSE is financially sound and there are no major variances between actual spending and forecasts.

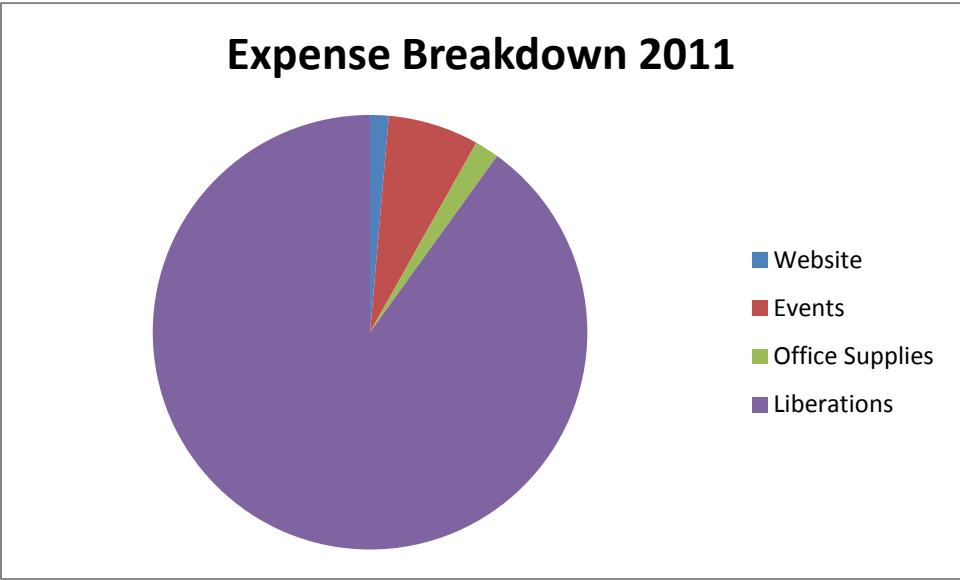
Some of the key improvements that have been made include:

- ✓ Implementing strict financial procedures to enhance control and cash management
- ✓ Improved accountability
- ✓ Better planning for events

Statement of Operations (Year ended December 31, 2011)

	2011
Receipts	
Gross Receipts	59,844
Expenses	
Total Expenses	49,525
Excess (deficiency) of revenue over expenses	10,319
Fund Balance, beginning of year	-
Fund balance, end of year	10,319

Breakdown of expenses for 2011



AMUSE began the year with a healthy balance sheet with the ability to finance short term commitments.

Financial statements as of February 10th, 2012

Balance sheet

Assets		
Cash		\$ 8,849
Liabilities		
PSAC Loan Payable		\$ 15,000*
Fund Balance		\$ (6,151)

Receipts statement 2012

Receipts		\$ 4,229
Expenses		\$ 5,699
Cash at the beginning of the year		\$ 10,319
Cash Balance		\$ 8,849

*Public Service Alliance of Canada (PSAC) was generous enough to loan us \$15,000 when AMUSE was accredited as a Quebec directly chartered local. The non-interest loan is payable once a collective agreement is signed. Therefore, it is not an immediate liability.

For more information, please contact the Treasurer: treasury.amuse@gmail.com



Communications Report

Andrea Clegg

I was voted in as Acting Communications and Secretariat Officer at the AMUSE Board of Representatives meeting on September 12, 2011.

Since assuming this position I have: researched and contracted out the building of a new website for the union; taken minutes at meetings of the Board of Representatives and Executives; organized data from the Communications GMAIL account; created members' email lists, and edited and sent out numerous AMUSE newsletters; participated in the hiring of several mobilization workers; and as well, have participated in the decision-making processes of the union as a member of the Executive and Board of Representatives.

Website

In the Fall of 2011 I began looking into options for building and hosting our new website. I received estimates on the cost of building the site from a number of web developers and explored the possibility of hosting the site with several different webhost companies. In the end, the Executives, myself included, decided to retain the services of an independent web developer who had previous experience building a website for an activist organization, and for webhosting we chose Montreal-based Koumbit, a non-profit that "...promotes the use of free & open source software by community groups in Quebec."

The AMUSE website has been up and running since late January 2012, and contains: information about various aspects of the AMUSE, including a guide for casual workers at McGill, a list of archived newsletters, information about collective bargaining; links to our Facebook page and to other unions at McGill; a sign up function to our email list; and an "upcoming events" section.

Newsletter

Our newsletter is sent out weekly and is currently reaching about 80% of our membership. As we only have access to a list of AMUSE member names, and not to their email addresses, I am forced to "guess" their McGill email address and create a list that will hopefully reach as many members as possible (with most members having an @mail.mcgill.ca, some having an @mcgill.ca address, and some not having a McGill email address at all). Tighter restrictions on bounce rates allowed by our newsletter provider have also posed an additional challenge to successfully reaching our members by email.

Only a few months of statistics are currently available from our newsletter provider as they are in the process of changing over to a new database system, but here's what available for now:

AMUSE Newsletter		
Date	Sent	Viewed
6-Feb-12	1078	224
26-Jan-12	1083	252
13-Jan-12	1083	237
23-Dec-11	1097	226
12-Dec-11	1099	281
6-Dec-11	1101	287

Varia

During the past month I read through a total of roughly 2000 emails stored in the communications GMAIL account. I filed all essential emails, deleted non-essential ones, and downloaded and organized over 100 attachments.

As well, I took minutes at Board of Representatives meetings in Nov 2011 and Jan 2012 and finalized minutes of the BoR from meetings dating from November 2011 to the present. I also took minutes at the five AMUSE Executive members meetings since I assumed the position of Acting Communications Officer.

Finally, I kept the flow of information going at AMUSE, by responding to emails from members, and forwarding requests for specific information to the appropriate members of the Executive. I also created an electronic timesheet for use by all Executives as we changed the way Executives accounted for hours of work for the union.



Board of Representatives Report

Sheehan Moore

Over the past year, AMUSE's Board of Representatives has taken shape and grown tremendously to become a central part of the union's structure. Prior to last year's General Meeting, the Board had met only once due to a lack of Stewards to represent the membership. As of our last meeting, though, we have seven Stewards from across the university: myself, Amber Gross, Justyn Teed, Jessica Rozon, Tim Gauger, Jenna Hornsby, and Derek Tyrrell.

The Board's main function is as a bridge between the membership and the executive, and can act if necessary as a means of checking and balancing responsibilities. This year, some of the greatest accomplishments that the Board oversaw were thanks to the work of several sub-committees and campaigns, including AMUSE's summer activities, bylaw reform, and logo redesign. Board members were keen to volunteer their time for all of these efforts, and their successes are elaborated in other reports presented here. In my report, I would like just to highlight several events over the last year to give members a sense of how the Board has developed.

I was elected Chair on March 16, 2011, at the first Board meeting after last year's AGM. As the semester finished, the Board focused on member outreach and "rebranding" for the summer. Many Stewards went to workplaces on both campuses to contact casuals and inform them about AMUSE. Our new logo design – by member Tom Acker – was finalized in July and has since been integrated with AMUSE's website and on merchandise like water bottles and pins. July also saw the election of Justyn Teed as Vice-Chair, meaning she would lead Board meetings if ever the Chair were unable.

Since mid-summer, and per the recommendations of the Constitutional Reform Committee, the Board has operated under Bourinot's Rules of Order. This was done in order to better organize the meetings as well as to provide structural continuity over meetings. Printouts and information on Bourinot's Rules are made available at every meeting, and we work to ensure that the Rules do not inhibit members' ability to participate.

During last semester's MUNACA strike, a team of Stewards mobilized to inform members about their rights while their MUNACA colleagues were on the picket lines. Many Stewards and members were also active on the lines and at protests supporting MUNACA workers. Since the strike ended, our outreach efforts have been geared towards preparation for the AGM and, eventually, the ratification vote for our collective agreement once bargaining has finished. We have had several discussions this year about how the structure of the Board should adapt as it expands. In the interest of total inclusion, we continue to invite all members to participate in and vote at Board meetings. Additionally, recommended changes to the bylaws – approved by the Board and to be voted on at this year's AGM – would help bring meetings more in line with

AMUSE's constitutional structure. Our central goal remains: to continue to reach out to members as potential Stewards and to encourage their participation in the union's governance and future.

Constitutional Reform Committee Report

Dave Howden

By the summer of 2011, AMUSE's activists had begun to notice serious shortcomings in our By-Laws. Some of this is and was due to the difficulty for a new and growing organization to function at the level dictated by By-Laws written with a robust, full-strength union in mind. Other problems were found simply due to trial and error, discovering that what seemed sensible on paper was in fact unrealistic or unhelpful in practice.

With this in mind, a Committee was struck, referred to most formally as the Standing Committee on Constitutional Reform, and abbreviated as ConstComm. It was tasked first with looking at reforms for article 11 which concerns the Board of Representatives, a body made up of Stewards and the Executive Committee, which supervises the activity of the Executive and holds more power than the Executive and is only outranked in terms of decision-making power by the General Meeting of the membership.

The standing article features a very detailed and, it is believed, impractical structure. It was the opinion of the Board of Representatives (BoR), who struck the committee, and the members of the committee, that the BoR could not function according to these provisions. It was therefore felt that in order to be in accordance with the By-Laws, the By-Laws would have to be changed to reflect the learning experience of the BoR's first few months of existence, while still staying true to the union principles of democracy and accountability.

The article as it stands is as follows:

Article 11: Board of Representatives

11.1. *The Board of Representatives shall comprise of the following members: The five (5) members of Executive Board, and ten (10) delegates of the membership. Each unit of the membership (Unit A and Unit B, as defined in Article 2.2.) are represented by five (5) delegates, who also act as Stewards.*

11.2. *Delegates as Chief Stewards*
Delegates are elected during the General Meeting with a simple majority of members present. In addition to performing the duties common to all members of the Board (Article 11.3), delegates also act as Chief Stewards whose task is to coordinate and supervise the work of Stewards (see Article 14). In the Board of Representative Chief Stewards represent the interest of their respective member Unit and department.

11.3. *Duties of the Board are as follows:*

- a) The principle task of the Board is to recommend course of action with regard to bargaining negotiations and set out general policies of the Local;*
- b) It decides on questions of internal organization in general;*
- c) It recommends a budget to the General Meeting;*

- d) *It arbitrates on grievances relating to internal affairs of the Local that are submitted to its attention;*
- e) *It forms the all necessary committees that serve to promote the goals of the Local;*
- f) *It proposes amendments of Bylaws and increases of Local dues for the consideration of the General Meeting;*

11.4. *The Board shall meet on a bimonthly basis. Special meetings can be called by consensus of the Board when such a need arises.*

A detailed evaluation led the Committee to the conclusion that a full rewrite was the best thing in this case. The Committee then worked to draft a proposal, which, at the July 12th BoR meeting, was discussed, modified, and finally recommended to the General Meeting for approval. The changed article, which will be put before the Annual General Meeting (AGM) on February 15th, is as follows:

Article 11: Board of Representatives

11.1 *The Board of Representatives shall consist of the following members: the five (5) members of the Executive Committee, and the delegates of the membership, who also act as stewards.*

11.2 *Election of Delegates*

Delegates are elected individually during the General Meeting by standing for election, being seconded, and receiving a simple majority of the members present. As many as are elected shall become delegates. A Delegate's term shall be until the next Annual General Meeting.

Should the Board deem that more delegates are required to enable the Board to consistently achieve quorum (see Article 11.7), due, for example, to resignation(s) or few members standing for election during the GM, they may, by unanimous decision, appoint one or more additional delegate(s). Any member who has been voted down or censured by a GM more recently than elected shall not be appointed (see Article 10.5). The Appointment of these Delegates shall last until the next General Meeting.

11.3 *Delegates as Chief Stewards*

In addition to performing the duties common to all members of the board (Article 11.5), delegates also act as Chief Stewards (see Article 14). While representation by one or more delegate(s) of each workplace is impractical due to the nature of the bargaining unit, effort should be made to reflect the diversity of the membership, the jobs performed, and the workplaces.

11.4 *Delegate Honouraria*

Each Delegate shall receive an honourarium of fifty dollars (\$50) for each Board of Representatives meeting.

Any delegate performing BoR work outside of BoR meetings will be remunerated by the Union.

11.5 *The tasks of the Board are:*

- a) *to recommend a course of action with regards to bargaining;*
- b) *to set out general policies of the Local;*
- c) *to recommend a budget to the General Meeting;*
- d) *to oversee the activities of and give recommendations to the Executives;*
- e) *to arbitrate on disputes relating to the internal affairs of the Local;*
- f) *to form the necessary committees that serve to promote the goals of the Local;*

and,
g) to propose amendments of the By-Laws and changes of Local dues for the consideration of the General Meeting.

11.6 The Board shall meet on a bimonthly basis (once every two months). Upon the request of any member(s), the Chair (see Article 11.7) shall organise an additional meeting at the earliest possible opportunity, balanced with the goal of maximal participation.

11.7 Quorum

The minimum attendance at a Board of Representatives meeting for it to operate as such shall be 6 Delegates and 2 Executives. All members are expected to make the utmost effort to attend every meeting.

11.8 Chair of the Board of Representatives

The Chair of the Board of Representatives shall be a member of the BoR duly elected by $\frac{2}{3}$ of the Board at the first meeting. Where necessary, the President shall act as interim Chair. An Executive can be the elected Chair if and only if no Delegate stands and is elected.

The Chair is responsible for running meetings, facilitating the setting of meeting times and locations, informing and reminding Board Members of meetings, and drawing up an agenda for each meeting. The Chair shall also be responsible for giving a report on the activities of the Board of Representatives at General Meetings.

11.9 The Agenda of Board of Representatives Meetings

The Chair shall be responsible for drafting an Agenda prior to each meeting which shall include, but not be limited to, the following:

- i) a call for additions to the agenda;*
- ii) a call for approval of the agenda;*
- iii) reports from Officers and Committees; and*
- iv) a Varia point (immediately prior to adjournment).*

Given how much work had been put into this article, the extent of the changes, and the amount of discussion which it provoked at the BoR meeting, it was felt that any further recommendations for By-Law reform would be excessive for a single General Meeting, given time and energy constraints. Instead, the Committee decided to work on another pressing issue for the day-to-day functioning of the union: rules of order.

According to our By-Laws, AMUSE uses the PSAC Rules of Order in formal meetings. These rules, however, were not widely well-understood and thus rarely properly practised. The Committee entered into this second phase of work with two principles in mind: rules of order should facilitate rather than hinder discussion and democratic decision-making and, relatedly, they should be able to be used by someone who is at a meeting for the first time. In reviewing the PSAC Rules of Order, the Committee felt that these Rules of Order were excessively complex and contained many provisions which are a hindrance rather than an aid in an organization of our much smaller size. However, it was learned that these Rules of Order had been created by adopting as foundational Bourinot's Rules of Order, and making additions or modifications as was found to be necessary. The Committee decided to by-pass PSAC's additions and adopt the same practice of beginning with Bourinot's and proceeding from this baseline.

In order to make the use of these rules both possible and helpful, the Committee begun a process of self-education, which was followed by the production of a single sheet, double-sided summary of the rules of order intended to be useful as a reference, or as an introduction depending on the needs of the member. The document which was in the end produced will be distributed at the AGM on the 15th. The document has been used for consultation at all BoR meetings subsequent to it's drafting. We hope it is useful to you, and if you have any responses, critiques, or comments they would be appreciated.

With this completed, the Committee suspended itself until after the AGM's decision regarding the changes to Article 11.

Appendix A: Timeline of Activities 2009 - 2011

Year	Months	Day	Activities	Documentation	Comments
2009	Sept & Oct	ALL	Accreditation vote campaign by PSAC		
	Nov	8	Voting for referendum by Labour Board ends		
	Dec	21	Results of referendum announced: AMUSE/PSAC accredited with 85% approval	Accreditation certificate	
2010	Jan	19	First meeting between members and Representative Jean-Michel Fortin		
		19	Interim executive council established		President, VP, Secretariat, and Finance positions filled
	Jan & Feb	ALL	Drafting of Bylaws;	drafts	
			Communications setup;		Email setup
			Publicizing AMUSE to campus community;	AD in the Daily and Tribune	Paid by PSAC
			Preparation for first General Meeting		
			"Resignation" of Interim President and Interim Treasurer		They both disappeared never to be heard of again
	April	10	General Meeting (GM) I	Minutes	
			Bylaws approved	Bylaws of April 2010	
			Executive Council (EC) established with all positions filled		Fariduddin Attar Rifai (President); Essam Hallak (VP); Charmaine Borg (LRO); Bilal Ruzzeh (Treasurer), Dan Ahmad (Communications Officer)
	May & June	ALL	Consolidation of EC continues		
			Opening bank account at Laurentian Bank		

			Board of Representatives Meeting (BoR) I (documentation on this is on the VP and Communication's email)	Minutes and planning?	
			Survey research and drafting	various drafts	
			Summer outreach and mobilization planned with eye on Bargaining		
			Received \$15,000 loan from PSAC		
			GM II scheduled for September 20, 2010		
	June	7	Fariduddin Attar Rifai leaves for three-month internship in Jakarta, Indonesia. Essam Hallak is acting President		
		3 & 4	CQSU Congress		Dan Ahmad attended as observer
		23	Budget and Guidelines for Survey published by EC	Survey Guidelines and Budget	Dan Ahmad receives hourly compensation for full-time work as head coordinator of the Survey/Outreach campaign. Other members of EC remains with honorarium
		29	Survey Training held by PSAC		
	July	1	AMUSE receives first dues from McGill		
		9	First Labour Relations Committee (LRO) meeting		This is first official meeting between AMUSE and HR McGill
		ALL	Survey campaign begins: door-to-door, ice-cream parties, members meeting, etc		
	August	ALL	Survey Campaign continues		
	Sept	1	Bilal Ruzzeh and Essam Hallak resigns from office; Dan Ahmad is acting Treasurer	verbal resignation to EC	
		24 & 25	Union Basics Training		
		28	MUNACA & AMUSE BBQ		
		30	GM II (emergency)		
			Jaime MacLean elected as VP		
	October	ALL	Surveying continues with various events		
			Preparation for Bargaining: data collection and management from survey		
			Research based on survey		
			Official office move to current location: archiving, office supplies, arrangement with MUNACA		
		15 & 16	Union Basic training II		

		28	Collective Agreement (CA) Proposal Draft I complete	CA Proposal Draft I	
	Nov	ALL	Surveying continues with various events		
			Steward and volunteers recruitment campaign		
			New website development		
			Bargaining team recruitment: three members joined, Andrew Seo, Hope Makena, and Zoe Paquin-Gagnon		Members of Bargaining Team: Fariduddin Attar Rifai, Charmaine Borg, Hope Makena, Andrew Seo, Zoe Paquin-Gagnon
			GM III (emergency) scheduled for November 30, for member's voting on the Bargaining Priorities		
			A series of Bargaining Team meeting focusing on studying data and preparing a list of Priority Demands for Collective Bargaining	Charmaine's graphs and tables	Results presented to membership in GM III
			CA Proposal undergoes changes and improvements		
		8	Directly Chartered Locals (DSL) of PSAC Quebec Assembly		
		11	Kevin Nzomo becomes acting Treasurer of AMUSE		
		16	Bargaining notice sent to McGill		
		26	Zoe Paquin-Gagnon withdraws from bargaining team		
		30	GM III (emergency)	minutes	
			Kevin Nzomo elected Treasurer		
			Bargaining Priorities approved by membership		
			Steering Committee for Bargaining created with Jaime MacLean and Dan Ahmad as coordinators		
	Dec	1	Meeting with McGill VP Administration and Finance, Michael Di Grappa		
		6	Kevin Nzomo drafts financial policy, which members of the EC signed	Financial Policy	
		ALL	Steering Committee prepares mobilization and outreach for Bargaining		
2011	January	ALL	GM IV (annual GM, not emergency) scheduled for February 2		
			Regular AMUSE-MUNACA meetings: bargaining strategy, common campaigns, information-sharing		

			Steering committee events: Tea Talks (on bargaining) AMUSE Guidebook being developed; volunteer meetings for door-to-door		
			BoR Meeting planned for March		
		16	Inter-Union Solidarity meeting and signing of Pact (AMUSE, MUNACA, & AGSEM)		
		28	PSAC training for grievance procedure		
		31	Pay Equity issue tipped by MUNACA		
			Charmaine fills out a complaint on Pay Equity issue on behalf of AMUSE		
	February	2	GM IV	minutes	
		4	Major update of membership list obtained from McGill after requests; salary information obtained		
		14	Kevin Nzomo begins research on drafting a Financial Procedure and Regulations		
		ALL	Bargaining meetings		Members of Bargaining Team: Fariduddin Attar Rifai, Charmaine Borg, Hope Makena, Andrew Seo
			Steering Committee events		
			Interunion meetings scheduled		
	March	7	Kevin Nzomo drafts Conflict of Interest Policy to be proposed in BoR meeting	Conflict of Interest Policy	
		16	AMUSE Guidebook first draft		
		16	BoR Meeting II	minutes	
			Sheehan Moore elected as Chairman of the BoR		
		17	Employment Equity Issue campaign begins		
		22	Collective Bargaining begins with preliminary meeting and more dates scheduled		
		ALL	Bargaining meetings continue		
			Steering Committee continues events and prepares for Summer mobilization and outreach campaign		
			PSAC Quebec Regional Congress preparation		
			Andrew Seo resigns from Bargaining Team		

	April	4	Call out for membership to the Bargaining Team: Dave Howden and Sheehan Moore responds		
		11	Summer Campaign Committee formed		
		15	AMUSE re-branding begins		
		ALL	BoR Meeting III scheduled for May 18, 2011		
	May	3	Charmaine Borg elected as MP into the Parliament of Canada		
		4	Charmaine Borg resigns as LRO	verbal resignation to President	
		5	Call out for interim position of LRO: Dave Howden responds		
		6	Dave Howden acts as acting LRO pending official approval in the EC meeting of March 17		
		17	EC approves the appointment of Dave Howden as acting LRO	minutes	
		18	BoR Meeting III		
			Dave Howden and Sheehan Moore elected by the BoR as members of the Bargaining team	minutes	Members of the Bargaining team: Fariduddin Attar Rifai Hope Makena, Dave Howden, Sheehan Moore
		26	Alexandre Leduc hired by PSAC to assist with AMUSE's Summer Outreach Committee and interunion solidarity		
		27, 28 & 29	PSAC Quebec Regional Congress	report in BoR meeting and report to EC	Fariduddin Attar Rifai attends as observer
		30	McGill responds to Employment Equity campaign	response letter	
		31	Standing Committee on Constitutional Reform established with Dave Howden as Coordinator		The committee will submit proposals for bylaws amendments at the closest possible opportunity, i.e. the next GM
		ALL	AMUSE Guidebook finalized		
	June	ALL	Summer Campaign Committee events: door-to-door; pizza parties; ice-cream parties		
			Bargaining sessions planned out throughout summer with a hiatus from mid-July to Mid-August		
			Standing Committee on Constitutional Reform regular meetings		Research on PSAC rules of order, bourinots; amendments on articles relating to BoR

		3	McGill response to Employment Equity	Letter from Lydia White	AMUSE enters McGill Committee ?
		10	AMUSE Guidebook finalized again	final draft	
		13	Response to Lydia White's letter on Employment Equity	Joint response with MUNACA	
		15	Merchandise purchase prepared by Jaime MacLean for Summer Committee		
		15	CQSU June Congress postponed		Due to raid attempt by CSN at UDeM
		16	Joint response to McGill's proposal for Employment Equity settlement	Joint response	
		20	BoR Meeting IV called by Sheehan Moore for July 12		
	July	ALL	MUNACA drums up pressure tactics		
			AMUSE guidelines to rules of order researched and published	Guidelines	
			Summer Campaign continues		
			Bargaining sessions continues		
		12	BoR Meeting IV	minutes	
			Standing Committee on Constitutional Reform formally established		Priority mandate to propose amendments to BoR articles in Bylaws, and regularized practice of Rules of Order
			Acting LRO Dave Howden appointed as Interim LRO by Board		
		16	Farid takes leave for Jakarta, Indonesia; Jaime MacLean becomes acting President of AMUSE		
		22	Fido phone bill problem	invoice from Fido	
			Letter sent to Dan Ahmad for clarification of Fido phone bill	letter	Dan Ahmad responded with a promise to respond, but produced no response ever since. He was also invited to an EC meeting but did not attend despite confirming his attendance.
		27	Investigation launched by Kevin Nzomo and Fariduddin Attar Rifai regarding the facts of the problem	email thread	
			Dan Ahmad suspended from his duties as Communications Officer		
	August	ALL	Summer Campaign continues		
			Bargaining sessions continues		
			MUNACA prepares for possible strike: meetings with AMUSE EC		
			BoR Meeting V scheduled for September 12		

			Website re-development begins with Jaime MacLean as coordinator		
			Jaime MacLean takes over as coordinator of Summer Campaign and Communications systems	email thread	
		1	EC takes over secretariat accounts of website and newsletter	email thread	
		2	First interaction with Dan Ahmad on Fido phone bill problem	email thread	Dan Ahmad was given time to clarify his position. He failed to respond and the EC was forced to take action based on the facts that we have.
		4	Kevin Nzomo sends old email thread regarding request he made to Dan Ahmad to provide cellphone bills. These requests were not fulfilled		
		4	Jaime MacLean calls Fido and gets full disclosure on the facts of cellphone bills	email thread	abuse of cellphone plans transpired, specifically on overuse of the plan and deception over assurances that cellphone plan was ended on October.
		4	Cancellation of website service at Star NYC	email thread	With Dan Ahmad gone, we did not want to compromise our access to information so decided then to setup a new website and Newsletter system
		9	Jean-Michel Fortin confirms that AMUSE is not liable for Fido phone bills	email thread	Having consulted with PSAC lawyers
		10	EC's request for Dan Ahmad to resign from office sent	email thread	no response
		15	Hope Makena resigns from Bargaining Team	email thread	Members of the Bargaining Team: Fariduddin Attar Rifai, Dave Howden, Sheehan Moore
		24	Newsletter account with Madmimi underwent first trial		
		26	Call out for interim Communications Officer position	email	
		26	MUNACA sends strike notice	email thread	
		27	MUNACA Strike Interunion Mobilization begins		
		30	AMUSE Information Campaign on MUNACA strike begins		
		30	AMUSE participates in Interunion support for MUNACA Strike		
Sept		ALL	Interunion mobilization for MUNACA		
			AMUSE temporary blog published		

			Two candidates steps up for acting Communications Officer position: Michael Flynn and Andrea Clegg		
			Guide on the MUNACA Strike for AMUSE members published		
			Bargaining sessions continue		
			Website development commissioned		
		8	'crossing the picket line' issue with McGill	email thread	reports came in that some managers are taking punitive measures against casual workers who do not cross the picket line. EC acted with preemptive email to HR
		8	MUNACA releases strikebreaking research. Many AMUSE members named	document	One of many reports to come in and shared to AMUSE execs
		9	AMURE, AMUSE & AGSEM letter of support for MUNACA Strike	letter	
		12	BoR meeting V	minutes	
			Elections for Acting Communications & Secretariat Officer: Andrea Clegg wins secret ballot and assumes office		
		16	MUNACA Support Rally		the first of many each week.
					Some AMUSE members named as potential strikebreakers. Most AMUSE members are not strikebreakers under Appendix 5 of MUNACA's CA
		23	Strikebreaking investigation report released by Labour Board	report	
		26	Injunction against MUNACA		
		28	Employment Equity Committee meeting		
		30	Merchandise received		
	October	ALL	Round-table discussions between AMUSE, PSAC Quebec, and MUNACA on Strikebreaking issue		
			Another round of call for Stewards		
			Bargaining sessions continues		still on non-economic issues
		3	Bargaining scheduled, but members of the Bargaining Team refused to cross the picket lines. Bargaining moves to 1000 le Gauchetiere (McCarthy-Tetreault Law Firm)		

		12	Labour Commission turned down MUNACA's request to suspend workers named as strikebreaking in Investigator's report		
		12	First visit to potential new office location with AMURE		
		13	AMUSE enters University Health and Safety Committee	invitation to meeting	Part of bargaining demands
		19	PSAC National Congress call out to Chief Stewards	email thread	
		21	CQSU congress	minutes and documents	Fariduddin Attar and Dave Howden attends
		24	Access to Information request on numbers of Casual workers and global salary	request doc.	For assessing potential strikebreaking practices at McGill
	Nov	ALL	Amendment on mandate period proposed: from two year to one-year mandates		
			New Office visits with AMURE		Agrees on location; Move in planned for February
			Bargaining sessions continue		
		3	Procedure for strikebreaking research and court action established by relevant parties (PSAC Quebec, AMUSE, MUNACA)	email thread	
		4	AMUSE submits Third Party Intervention request in court case against McGill on Strikebreaking practices	request	named AMUSE members contacted and research continues on AMUSE's part
		9	AUS passes strike vote		
		10	Nov. 10 event where riot police entered campus		solidarity letter being drafted
		14	BoR Meeting V	minutes	
			Solidarity Letter on Nov. 10 events signed by BoR	letter	
		17	AMUSE delegation members sent to PSAC: Jaime MacLean, Andrea Clegg, Amber Gross	EC meeting minutes	
		22	Economic demands exchange at Bargaining		
		23	TA's of AGSEM accepts McGill offer		

		25	HR sends message to "all McGill employees" promising extended vacation. AMUSE inquires to HR on status of casuals		Robert Comeau acts as messenger for Lynne Gervais stating that this letter does not include casual workers. AMUSE responds with a letter to Lynne Gervais and outreach campaign through newsletter to membership
	Dec	ALL	Bargaining sessions continue		Location returned to McGill campus (Sherbrooke 1010) on December 12
			Website development in final stages		
		2	New Office Budget drafted by Kevin Nzomo		
		5	MUNACA ratification vote		
		5	Withdrawal of MUNACA's filing for injunction against McGill Strikebreaking practices		
		13	PSAC Quebec DCL Assembly		Fariduddin Attar Rifai attended. Briefing on PSAC national congress
		13	Mme. Lynne Gervais responds to AMUSE letter and outreach tactics. Casual workers are entitled to 4 days vacation also, depending on situation		
		19	Demand for Conciliation with Labour Board sent	request	After reaching a wall in bargaining economic demands, the Bargaining Team decided to file for conciliation
		22	Conciliation dates set: January 26 and 31		
		22	Annual report preparation begins	Annual report timeline	