



Queen's University Faculty Association

Committee Terms of Reference

September 2025

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1 STANDING COMMITTEES

Article 10 of the Constitution: Standing Committees

- i) There shall be the following Standing Committees on:
 - (a) Finance Committee
 - (b) Grievance Committee
 - (c) Nominations and Elections Committee
 - (d) Political Action and Communications Committee (PACC)
 - (e) Staff Relations Committee
- ii) Standing Committees shall have such duties and responsibilities as may be assigned to them by the Executive Committee, with Council approval;
- iii) Standing Committees shall report to Council through the Executive Committee. They shall, however, have the right to report to Council directly, and Council may request that they do so;
- iv) Standing Committees shall submit annual reports to the Spring General Meeting;
- v) The Grievance Committee shall be as representative as possible of the academic and cultural diversity of the University;
- vi) Each Standing Committee shall meet at the call of its Chair or at the call of any two of its members;
- vii) A Standing Committee may appoint temporary sub-committees and assign them such duties as it deems advisable.

1.1 Finance Committee

Approved by the Finance Committee February 2014

Approved by QUFA Executive March 2014

Approved by QUFA Council March 2014

1. The Finance Committee shall consist of the four Signing Officers of the Association (President, Vice-President, Past President, and Treasurer) as voting members and the Executive Director as a non-voting member.
2. The Treasurer or his/her designate shall chair the committee.
3. Quorum is three voting members.
4. The Committee shall meet at least once per Academic year and shall otherwise communicate by email to review the finances of the Association as needed.
5. The primary mandate of the Committee is outlined in Article 15 of the QUFA Constitution as follows:
 - a. Consult with the Treasurer in drafting the annual budget and financial report for approval by Council and Members at the Spring General Meeting;
 - b. Monitor expenses;
 - c. Recommend changes in membership fees to Council as required;

- d. Select investment options in accordance with any duly approved investment policies of the Association.
- 6. The secondary mandate of the Committee is to make recommendations to the Executive Committee on the following matters:
 - a. Selection of investment managers and auditors;
 - b. Investment policies and protocols.

1.2 Grievance Committee

Approved by QUFA Executive March 2003

Amended and approved by QUFA Council November 2010

Amended and approved by Grievance Committee October 2013

Approved by QUFA Executive December 2013

Approved by QUFA Council December 2013

Approved by Executive and Council December 2024

The Grievance Committee

1. The Grievance Committee shall consist of a minimum of five (5) Members of QUFA and the Grievance Chair, the Grievance Officer, the Executive Director, and the President of QUFA. Staff members are non-voting. The elected members shall be as representative as possible of the academic and cultural diversity of the University. Quorum shall be three (3) voting members.

2. The mandate of the Grievance Committee shall be:

- i. to provide input and advice to the Grievance Officer on grievances brought to the attention of the Grievance Committee;
- ii. to provide other assistance in specific cases at the Grievance Officer's request;
- iii. to assess any policy issues that arise in the context of individual grievances, and consider whether further action should be taken to address systemic problems;
- iv. to bring policy issues of general concern to the attention of both Council and Executive, without breaching confidentiality or in any way jeopardizing the anonymity of potential grievors;
- v. to identify issues related to equity, bias, and discrimination that may arise in relation to complaints and grievances; where necessary, to consider whether a group or association grievance might be warranted;
- vi. to monitor the practices of University administrators to ensure that the collective agreement is being respected;
- vii. to make recommendations to the Executive Committee about whether to carry grievances forward to arbitration;
- viii. to report at least twice a year to the Executive Committee and the Council; to report to the membership at large in a written report and/or an oral report at the two regular general meetings;

- ix. to identify deficiencies in the collective agreement and to report, with recommendations, to the Executive Committee and the negotiating team.
- x. to attend and take notes in grievance meetings, hearings, and investigations where requested by the Grievance Officer.

3. If a majority of the voting members present at a Grievance Committee meeting disagrees with the Grievance Officer's recommendation or decision on how to proceed with a complaint, the Grievance Committee Chair will provide a written report to the Executive Committee outlining their position and/or providing alternative recommendations.

The Grievance Officer

The Grievance Officer is a staff position and is an ex-officio member of the Grievance Committee.

The mandate of the Grievance Officer shall be:

- i. to investigate and assess individual and group complaints arising under the collective agreement, consult with the Grievance Committee, and make recommendations to the Executive Committee about whether to carry grievances forward to arbitration;
- ii. to handle grievances as they are carried forward to arbitration or settlement, alone or in association with legal counsel for the Association or with CAUT;
- iii. to seek advice and guidance from the Grievance Committee on disputes and informal grievances where possible and where the timeline permits;
- iv. to obtain input from the Grievance Committee prior to proceeding to a Step 1 in any grievance where possible and where the timeline permits; and to keep the Committee informed throughout the formal grievance process;
- v. to oversee QUFA volunteer note-takers who may accompany members to non-regular meetings with the administration about potentially serious collective agreement-related matters;
- vi. to consult with the JCAA as necessary.

1.3 Nominations & Elections Committee

From By-Law No. 1 – General, Amended at 2013 Fall General Meeting

A. NOMINATIONS, ELECTIONS, APPOINTMENTS

- i) There shall be a Nominations and Elections Committee appointed annually by Council by January. At least one member of the Nominations and Elections Committee must be a Term or Continuing Adjunct faculty member. Membership shall include:
 - (a) the Vice-President (or in the absence of a Vice- President, the Past President)

- who shall serve as Chair of the Committee;
 - (b) two members of Council who are not on the Executive Committee;
 - (c) one additional member of the Executive Committee who is not on Council;
 - (d) one member who is not on the Executive Committee who shall be designated as the Equity Representative to the Nominations and Elections Committee;
 - (e) two members who are neither on Council nor on the Executive Committee.
- ii) The mandate of the committee shall be:
 - (a) To prepare a slate of candidates for those Officer positions (President, Vice-President, Secretary, Treasurer) which are vacant or for which the current incumbent's term will expire on June 30th. Note: The Past President position is not elected.
 - (1) All QUFA Members shall be invited in January and/or February to submit names of persons to fill all vacant Officer positions. Nominations need not be seconded but the nominee must agree to stand for election. Members may nominate themselves.
 - (2) Should a person holding one elected Office (President, Vice-President, Secretary, Treasurer) within the Association wish to hold another, he or she shall resign the first upon election to the second position. Any vacancy thus created shall be filled according to the same procedures and at the same time as the election of other Officers;
 - (3) Nominations shall close one week prior to the Spring General Meeting for all positions for which there is at least one candidate.
 - (4) Nominations will be accepted after the close of Nominations, including nominations from the floor. Such nominations require a two thirds approval vote at the meeting for the candidate to stand for the position.
 - (5) A slate of candidates will be presented at the Spring General Meeting of the Association each year.
 - (6) If there is only one candidate for a position, that candidate is acclaimed. If there is more than one candidate nominated for a position, an election will be held at the meeting by written ballot. Election will be by simple plurality.
 - (b) To prepare a slate of candidates for those positions of Chair and Alternate Chair of Council which are vacant or for which the current incumbent's term will expire on June 30th:
 - (1) An invitation shall be issued to all Councillors by the March Council meeting to submit names of persons to fill the positions of Chair and/or Alternate Chair of Council. Nominations need not be seconded but the nominee must agree to stand for election.

- Members may nominate themselves.
- (2) A slate of candidates shall be presented at the April Council meeting. For positions with no candidate, nominations will be accepted from the floor at the meeting.
 - (3) If there is only one candidate for a position, that candidate is acclaimed. If there is more than one candidate for a position, an election will be held at the Council meeting by written ballot. Election will be by simple plurality.
- (c) To notify electoral units of expiring terms and vacancies on Council and the need to elect new representatives:
- (1) A Candidate for Council must be a member of the electoral unit that he/she represents. Joint appointees may represent one but not both electoral units simultaneously; cross-appointees may represent only the electoral unit that includes their home unit.
 - (2) Candidates for Council must be nominated by at least two members within the candidate's electoral unit, who are also members of the Association. The candidate must be a member of the Association and must indicate in writing his or her consent to run. The election shall take place by secret ballot of the members of the electoral unit.
 - (3) If there is only one candidate for a position, that candidate is acclaimed. The name of the candidate must be circulated by email or other means that will ensure that all QUFA bargaining unit members in the unit are informed.
- (e) To recommend to the Executive Committee, candidates for the positions of Chair (or Co-Chair) of and membership on the Committee for the Management of the Collective Agreement (CMCA), the Joint Committee to Administer the Agreements (JCAA), the Grievance Committee, and the Political Action and Communications Committee (PACC), and for the positions of the Equity Representative on Council and the Executive and Members-at-large on the Executive. The Treasurer is *ex officio* Chair of the Finance Committee; the Past President is *ex officio* Chair of the Staff Relations Committee.
- (f) To prepare a list of Members upon whom the Association might draw to fill mid-term vacancies as well as positions on Association committees, joint employer-Association committees, university committees, task forces, and external bodies.
- (g) In the absence of a protest in writing to the Secretary, to destroy written ballots one month after public announcement of the results or a vote.

1.4 Political Action & Communications Committee - PACC

Sent to Council January 25, 2000

Approved by QUFA Executive March 2010

Approved by QUFA Executive January 2014

Approved by QUFA Council January 2014

Amended by Constitutional Change April 2016

The Political Action & Communications Committee (PACC) is a Standing Committee of QUFA under Article 10 of the QUFA Constitution. In addition to Article 10, the following terms shall govern the operation of PACC:

1. The PACC Chair is a member of the Executive Committee and is elected or appointed according to Article 9.2 of the Constitution.
2. In addition to the Chair, PACC shall be constituted by 5-12 Members who represent a range of interests.
3. The President of QUFA is an ex officio member of the committee with voting rights as per Article 9.5 of the Constitution.
4. Quorum is 4 voting members.
5. PACC shall meet at least 3 times per term in Fall and Winter and at least 7 times per academic year (July-June).
6. PACC's purpose is to make proposals for political action and communications with the membership to QUFA Council of Representatives and/or the Executive Committee as appropriate and to implement their policies and instructions concerning political action and communications.
7. All PACC campaigns, communications and actions shall be approved by the Executive Committee and/or the Council of Representatives.

Definitions and Limitations:

"Political action" includes cooperation with other university bodies to monitor and influence university decisions that have implications for the terms and conditions of employment of QUFA members. Specifically, PACC is responsible to monitor Queen's Administration and work with the QUFA President to liaise with other employee and student groups at Queen's, as well as with OCUFA, CAUT, and other interest groups, parties and unions. "Political action" also includes those activities that QUFA undertakes to further its purposes by influencing the public and government at any level (municipal, provincial, federal, or international). Among the forms of action included are influencing public opinion, lobbying politicians and civil servants, and presenting briefs and other submissions to governmental bodies. Finally, PACC will work with the President, the Executive Committee and the Council of Representatives to create and disseminate communications with QUFA Members.

Direct contact with the Principal, Provost, Senate, Board of Trustees or the media shall be channelled through the President or designated Officers of the Association.

1.5 Staff Relations Committee - SRC

Approved by QUFA Executive December 2013

Approved by QUFA Council December 2013

1. The Staff Relations Committee shall consist of the five Officers of the Association (President, Vice President, Past President, Treasurer, and Secretary) as voting members and the Executive Director as a non-voting member.
2. The Past President or his/her designate shall chair the committee.
3. Quorum is three voting members.
4. The Committee shall meet at least twice per term (Fall, Winter, Summer); at least one of those meetings each term must include all staff.
5. The Officers of the Association shall supervise the work of the Executive Director who is responsible for the day-to-day management of staff.
6. The Committee shall provide oversight and input, where necessary, regarding the following staff matters:
 - a. Staff hours, lieu time, overtime and vacations;
 - b. Staff requests for accommodation, additional leaves or counsel;
 - c. Annual performance reviews including the determination of job category and pay level;
 - d. Staff workload;
 - e. Staff professional development;
 - f. Safe and healthy workplace practices and policies;
 - g. Disputes among staff;
 - h. Staff concerns or complaints about Volunteers;
 - i. Volunteer concerns or complaints about staff;
 - j. Disciplinary meetings with staff including termination meetings; and,
 - k. Hiring committee constitution.
7. The Committee shall make recommendations to the Executive Committee on the following matters:
 - a. Appropriate staffing levels;
 - b. Hiring of new staff (job description, salary, qualifications, recommended candidates);
 - c. Assessment of probationary staff;
 - d. Dismissal of staff;
 - e. Staff policies and protocols;
 - f. Distribution of discretionary release time to Volunteers; and
 - g. Release time policies and protocols.
8. In addition, the Committee shall:
 - a. Report to the Executive Committee and Council of Representatives as required;
 - b. Track QUFA attendance at external events (workshops, conferences, governance meetings of affiliated organizations (CAUT, OCUFA, KDLC, NUCAUT, CLC)) and

make recommendations to the Executive Committee, where appropriate, about QUFA staff, Volunteer and Member participation at these events.

2 OTHER COMMITTEES & GROUPS

2.1 Pension Committee

Approved by QUFA Executive June 2019

Approved by QUFA Council September 2019

The primary duty of the Pension Committee is to advise the QUFA Executive and Council on pension matters of interest to QUFA members. This duty includes the following tasks:

- Suggesting, to the Executive Committee, nominees for the Sponsor or Trustee boards of the University Pension Plan;
- Suggesting, to the Executive Committee, nominees for the Queen's Pension Plan Joint Pension Committee;
- Serving as a consultative group for a QUFA Sponsor board delegate to the University Pension Plan;
- Keeping apprised of pension plan performance for QUFA members;
- Reviewing UPP Reports to Sponsors and Plan Members;
- Keeping apprised of pension industry developments;
- Keeping apprised of legislative and policy frameworks for university pension plans and JSPPs
- Advising the QUFA Executive and Bargaining Team of pension-related issues.

The secondary duty of the Pension Committee is to be aware of the concerns of QUFA members and to help the Executive Committee with member education on pension matters when needed. This duty includes the following tasks:

- Managing relevant research projects, including surveys of members;
- Designing member education on pension matters;
- Preparing member communications like *Voices* articles, pamphlets or web pages;
- Attending QUFA general member meetings;
- Reporting to general member meetings as needed.

The Committee shall consist of a Chairperson appointed by the Executive Committee, the QUFA President (ex officio), and 4-6 QUFA members who are interested in and reasonably knowledgeable about pensions, who represent different faculties and career stages and who, as a group, are reflective of the diversity of QUFA's membership.

The following terms shall govern the Committee's work:

- All members shall have voice and vote;
- Quorum shall be 50%+1 of the current membership of the Committee;
- The Committee will meet as often as circumstances warrant;

- The Committee shall meet at the call of the Chair or at the bequest of the QUFA Executive or Council;
- A list of Committee members shall be posted on QUFA's website.

A QUFA Staff member shall be assigned to assist the Committee in its work and to assist the Committee Chair with scheduling. The Committee Chair shall have primary responsibility for communicating with the QUFA Executive and may, from time to time, attend Executive or Council meetings at the invitation of the President. The Chair will be supported to attend any general member meetings of the UPP as a QUFA delegate.

2.2 QUFA Ad Hoc Finance-Budget Review Committee

Approved by Executive, June 2021

Extended by Executive, April 2022 (to April 2023)

Extended by Executive, September 2023 (to SGM 2025)

Approved by Executive and Council, February 2024

Approved by Executive and Council September 2025

Initially formed as a partial response to the concerns raised by the Laurentian University CCAA process in 2021, and now focused on the recent financial pressures facing the Queen's community, the QUFA Executive Committee authorizes the continued work of an ad hoc committee to review and analyze Queen's budgeting and finances with the following terms of reference:

- This committee replaces the Budget Analysis Review Committee established in 2015.
- This committee will operate for as long as their work is deemed useful.
- The committee will consist of at least 3 knowledgeable members plus the QUFA President as ex officio. Ideally, at least one member will be drawn from the Smith School of Business.
- The committee shall determine its own principles of operation, including frequency and format of meetings and internal governance rules.
- The committee shall report annually about its work to the Executive, Council and the Members at the General Meeting in April but may choose to make additional reports throughout the year and/or to other QUFA bodies such as Bargaining Teams or other committees.
- QUFA staff will provide logistical support (setting up meetings for example).
- Requests for additional support, such as training, attendance at relevant conferences or workshops, release time, or money for research or professional opinions shall be submitted to the Executive through the President for consideration.

- The committee and the Executive shall have the flexibility to refine or redefine the committee's mandate as work progresses, as long as part of the work is always to alert QUFA leadership if there are signs of Queen's impending financial contraction or collapse of an order that could impact QUFA Members' jobs either through reassignment or redefinition of terms of employment, or by way of contraction of the delivery of academic programs.

2.3 QUFA Ad Hoc Adjunct Advocacy Committee & Advisory Board

Approved by Executive June 2021

The Executive Committee authorizes the formation of an ad hoc committee to compile research about QUFA Adjunct terms of work and other concerns in preparation for bargaining in 2022 with the following terms of reference:

- This committee will operate for as long as their work is deemed useful and at least until bargaining begins in 2022. The first meeting of the committee will precede September 2021.
- The core committee shall consist of 4-6 members, not including the QUFA Term Adjunct and Continuing Adjunct Representatives to the Executive and the QUFA President as ex officio members.
- QUFA's representatives to OCUFA's Contract Faculty/Faculty Complement Committee and CAUT's Contract Academic Staff Committee will have seats on the core committee.
- General members of the committee shall be drawn from across the campus but must include at least one adjunct from each of the Faculty of Arts and Science and the Smith School of Business and at least one current or former Head of unit.
- Micheline Waring will serve as staff support for the committee's research activities. Other staff support may be provided as needed.
- The primary mandate of the core committee is to produce a report to the Executive by December 2021 outlining areas of the CA that could be productively amended or augmented through bargaining and to suggest the principles that should govern such bargained changes; the committee is not expected to craft CA language or bargaining proposals. To complete this mandate, the core committee may:
 - Gather and analyze data available about QUFA members;
 - Analyze available comparative data about contract academics elsewhere;
 - Interview or run focus groups to explore key issues facing adjuncts.
- Requests for financial support for the committee, including release time, training or conference/workshop attendance, purchasing resources or data analysis tools, providing meeting space or refreshments or other reasonable costs shall be forwarded to the Executive via the President.

- The committee and the Executive shall have the flexibility to refine or redefine the committee's mandate as work progresses and following completion of the initial report.

In addition to this core committee, an Adjunct Advisory Board of unlimited size will be formed. The Board may be asked to test-run surveys, attend focus groups or otherwise advise the core committee on its work and mandate.