

A | M | A | P | C | E | O MEMBER NEWS

Association of Management, Administrative and Professional Crown Employees of Ontario

www.amapceo.on.ca

Gary Gannage and Robert Stambula Re-Elected

Fragale, Miller and Sullivan Join Board

Best wishes for a happy holiday and a prosperous New Year from the Board of Directors and staff at AMAPCEO.

AMAPCEO President **GARY GANNAGE** and Vice-President **ROBERT STAMBULA** were both re-elected with a strong vote of confidence at the Annual Delegates' Conference held in December.

Gary Gannage (Health and Long Term Care/Toronto) and Robert Stambula (Transportation/Toronto) were first elected to their positions in 1995, having previously served as members of the Board of Directors.

Both incumbents were re-elected on Saturday, December 4, with votes from well over two-thirds of the Delegates: Gannage with 71 per cent support and Stambula with 69 per cent.

The nine members of the Board are elected for two-year terms, with the terms of approximately one-half of the members expiring each year. Retiring from the Board in December were **LINDEN HOLMES** (Community and Social Services/Ottawa) and **LYNN PARDOE** (Agriculture and Food/Guelph), both of whom decided not to seek re-election.

Three new Directors were also elected to the Board: **DOMENIC FRAGALE** (Community and Social Services/Toronto), **CATHERINE MILLER** (Community and Social Services/Peterborough) and **LINDA SULLIVAN** (Labour/Toronto). Fragale is Chair of the MCSS Chapter and, for the past three years, has chaired the Provincial Council. Miller is Chair of the Peterborough Regional Chapter and was Chair of the Audit Committee last year. Sullivan has been a member of the Ministry of Labour's Employee Relations Committee and is Chair of the Membership Development Committee.

Two other candidates were running for President this year, in addition to Gannage: **GRAHAM HOWE** (Agriculture and Food/Guelph) and **SOLOMON SPENCER** (Labour/Toronto). Besides Stambula, there was one candidate nominated for Vice-President: **MARGARET KIPP** (Municipal Affairs/Toronto), whose term as a Director on the Board continues for another year. A complete list of the new Board appears inside.

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The three new Directors elected to the Board (left to right): Linda Sullivan, Domenic Fragale and Catherine Miller

Delegates Approve Hiring More Staff

In approving the 2005 annual budget recommended by the Board of Directors, AMAPCEO's Delegates also endorsed a staffing plan that will see four new staff added to the Association's office to improve member services. The staff complement will increase from fourteen to eighteen.

A balanced budget of \$4.7 million for 2005 was approved at the Annual Delegates' Conference held in Toronto on December 3 and 4. One of the major achievements in 2004 was the resolution of two long-standing issues: MCP exclusions and the Recognition Clause policy dispute. As a result of these settlements, both of which were resolved in AMAPCEO's favour, a significant number of currently -excluded positions are being added to our bargaining unit, which means additional revenue from dues. The additional revenue will, in turn, pay for the following new office staff:

- One new Dispute Resolution Officer, bringing the complement of DROs to five;
- One new Project Officer, to focus on challenging excluded positions;
- A new position of Research Officer, to provide research and analysis for bargaining, benefits and to build up an ongoing research capacity;
- A new Administrative Assistant to focus on our membership data base and IT needs.

Board of Directors Tables 2004 Annual Report

The 2004 Board of Directors submitted its Annual Report to the ADC in December. In an overview of the year's achievements, the Board concluded that the Association is on a firm footing as it moves into the new year and is well positioned to expand service to members and continue providing leadership in HR and labour relations matters within the OPS. The Annual Report described progress over the past year on several important fronts:

- *Organizationally* (our membership is up, the size of the bargaining unit is expanding and the level of participation by activists is unprecedented);
- *Fiscally* (our budget is balanced, we have a surplus going into next year, we are in a position to increase our staff to expand service to members);
- *Government relations* (we have improved our capacity to be proactive in providing comments to government and have submitted briefs on a number of important topics);
- *Labour relations* (we have resolved a number of long-standing issues with the employer; initiated a unit-wide job evaluation project; and persuaded the employer to commence bargaining without wasting time negotiating an Essential Services Agreement);
- *Policy development and governance* (we have continued the systematic review of our policies and practices to ensure good governance, accountability, transparency and membership engagement);
- *Strategically* (the foundations have been put in place to promote future membership development and mobilization initiatives).

The full report is posted on the Association's Web site (amapceo.on.ca), as are the annual reports from 2003 and 2002.

Members of the 2004-05 Board of Directors:

President	GARY GANNAGE
Vice-President	ROBERT STAMBULA
Secretary	DAVID COLVIN
Treasurer	PHYLLIS WAUGH
Director	KEITH BAIRD (Board Chair)
	DOMENIC FRAGALE
	MARGARET KIPP
	CATHERINE MILLER
	LINDA SULLIVAN

Mandatory Retirement Brief

The Board of Directors approved a brief on mandatory retirement that was submitted to the Ministry of Labour on September 30 during public consultations on the government's proposal to eliminate mandatory retirement in Ontario. The brief, which is posted on the Association's Web site (amapceo.on.ca) gave qualified support for the proposal in principle, on the grounds that discrimination based on age is unfair and that elimination of mandatory retirement strikes a blow against ageism and negative attitudes about the abilities of older or aging workers. We also argued in favour of providing more flexibility and choices to employees (e.g., continuation of existing early and "normal" retirement options and benefits, expansion of flexible work arrangements to ease the transition to retirement) and the need to treat OPS employees the same as other workers, i.e., no special exemptions for civil servants.

Greg Sorbara and Michelle DiEmanuele Speak at Delegates' Conference

The Honourable **GREG SORBARA**, Minister of Finance, and **MICHELLE DIEMANUELE**, Associate Secretary of Cabinet, were guest speakers at AMAPCEO's Annual Delegates' Conference held on Friday and Saturday, December 3 and 4, 2004, in Toronto.

Sorbara Wants OPS to be a Model for North America

The Honourable Gregory Sorbara, Minister of Finance, was the keynote speaker at the December 3 session of the Annual Delegates' Conference.

In his remarks, Mr. Sorbara referred to the recent Provincial Auditor's Report and noted that the previous administration "blew a hole in the Ontario Public Service" through its approach to downsizing. He deplored the demoralized and understaffed condition to which the OPS has fallen, and said that his goal was to leave the public service in a much stronger position at the conclusion of the government's term than when they took office.

Although he cautioned that changes will not occur overnight, it is important to note that, "unlike our predecessors, we believe profoundly in the role of government as a positive force to build a better society". This approach, he said, would "permeate down" and influence the relationship between the government and its bargaining agents.

Mr. Sorbara noted that the government has identified four major priorities in its first mandate: education, health care, reduction of the deficit and the need to build a stronger economy. Even though his Fall Economic Statement described the Ontario economy as doing better, however, he said there were a number of "challenges" facing the government (such as the electricity system, rising health care costs and the potential fallout from the huge U.S. deficit) that will force the government to remain focused and disciplined in carrying out its stated plans.

The minister was frank in stating that he and the Premier had tried to send a message to the broader public sector that it is time to show restraint with regard to salary increases. Instead, he suggested, it would be an appropriate time to look at trying to put in place human resource or workplace changes other than monetary items.

With regard to his "modernizing government" agenda, Mr. Sorbara said the government would have to stop doing certain things, pointing as an example to the recent announcement with the federal government to move to a single tax collection system for corporate taxes. He rejected privatization, however, noting that it hasn't worked, and in response to a question, agreed that the government had made too much use of consultants in the past. In response to another question, he said the government has a commitment to its own workforce to be

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DiEmanuele Wants Good Relations with Bargaining Agents

In remarks delivered to Delegates on Saturday, December 4, Ms. DiEmanuele gave an overview of the initiatives she believes the Ontario Public Service needs to introduce if we are to become an employer of choice - for both prospective and existing employees. She described some of the organizational changes she has made since her appointment last April as Associate Cabinet Secretary and Deputy Minister, Centre for Leadership and Human Resource Management, explaining that one of her goals has been to look at human resources horizontally - across ministries - to ensure that resources are shared more effectively.

Noting that the first document she read after accepting her new position was AMAPCEO's submission to the OPS Ideas Campaign, Ms. DiEmanuele said that the Premier is committed to continuing the employee ideas process and that she is determined to rebuild the corporate HR policy function in order to generate solutions that can address a decade of decline.

"Leadership is not just about being a manager," she said, suggesting that leadership and learning occur at all levels of the organization. She said we need to focus on "talent management", with strategies to support both future managers (who typically come from the ranks of AMAPCEO employees) as well as specialists who may not want to move into management but who want to be "best in class" at what they do. She said she is committed to providing the supports "to help you do your jobs".

Ms. DiEmanuele said she is convinced that the OPS can compete effectively with the private sector for employees: "We offer more interesting work, provide much more flexibility in terms of HR practices and we will invest in learning". Although she said she wants to focus on attracting young and mid-career professionals to the OPS in order to get ahead of the problem of looming retirements, current OPS employees with years of experience will need to be re-engaged as the mentors of new staff and to make full use of their knowledge and expertise.

Ms. DiEmanuele spent most of her time at the conference responding to questions - some skeptical - from Delegates, many of whom indicated that they had heard these kind of messages in the past but had yet to see them actually implemented. She was pressed, in particular, on whether

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New Feature: Book Review

2004 Annual Report of the Provincial Auditor

AMAPCEO Member News would like to initiate a new feature: a book review to be written by one of our members in each future issue. We invite members to send in their suggestions and we will follow up to let you know when we'll need the review and how much space is available. The reviews need not be long: a few sentences describing the book and a few sentences assessing it. Examples might include the latest text on public policy, an old favourite from the past, a book that influenced you to become a civil servant or to pursue a particular profession or discipline, even a novel or short story. The only condition is that the text should have some connection with public policy, politics, government, Ontario history, labour relations or human resources.

In lieu of a proper review, for this edition, we thought we would start the process by recommending a good read: yes, we are actually recommending the *2004 Annual Report* of the Provincial Auditor (now known as the Auditor-General of Ontario), particularly Chapter 3.02 on "Human Resource Renewal". The objective of this value for money audit was to assess whether the government had adequate policies and procedures in place to ensure that the HR renewal and revitalization strategies were being implemented effectively.

The report's conclusions echo many of the concerns that the Association and its members have raised over the past few years about the poor state of human resource management and planning in the OPS: downsizing and a hiring freeze have resulted in a workforce older than those in other Ontario workplaces; 32 per cent of civil servants surveyed indicated dissatisfaction with their jobs; minimal promotion opportunities; an increasing trend to hire contract staff, consultants and retired employees; the OPS spending on training per employee lags behind the rest of the public sector; and almost one-third of employees surveyed indicated they did not have access to training needed to do their jobs.

The report includes the auditor's recommendations and the employer's responses. Bound paper copies of the 519-page report are available for \$7.50 at the government bookstore, although the report is available electronically from the Auditor-General's Web site: www.auditor.on.ca.

News You Can Use

No Cap in Accumulating Compensation Option Credits (formerly MCO Days)

We have received reports that some managers are not aware that AMAPCEO employees do not have a cap on the number of Compensation Option Credits (COCs, formerly known as MCO Days) that they are permitted to carry forward from one year to the next. Managers themselves do have such a limit (they are restricted to a maximum of 20 carry over COO days in a year), but AMAPCEO employees have no restriction. The Employer acknowledged this in March 2003.

While AMAPCEO represented employees now have more flexibility in managing their use of credits, caution should be used in accumulating COCs to excess. Unlike unused vacation credits that are "cashed-out" when leaving/retiring from the OPS, unused COC credits are lost when you leave.

Other ADC News

In addition to electing members to the Board of Directors and approving the 2005 annual budget, AMAPCEO Delegates conducted other business at the annual conference on December 3 and 4. Audited financial statements for 2003 were accepted, external auditors were appointed for the 2004 fiscal year, a number of changes to the Elections By-law were approved, and the Board was authorized to address AMAPCEO's office space needs. The Board and Provincial Council submitted annual reports, updates were given on collective bargaining and the job evaluation project and two guest speakers addressed the conference: Finance Minister **GREG SORBARA** and Associate Cabinet Secretary **MICHELLE DIEMANUELE** (see summary of their remarks elsewhere in this newsletter).

Three new members were elected to the Audit Committee: **MICHELLE BLOUIN**, **ARTHUR BROWN** and **ANNETTE GODZIEK** (joining continuing members **MIKE KUJAN** and **ARTHUR MOHIP**). In addition, all incumbent members of the Elections and Credentials Committee and the Resolutions Committee were re-elected.

Re-elected to the Elections and Credentials Committee were: **ROGER BANGS**, **TOM BERTRAND**, **ANDREW OAKES**, **JAMES QUIGLEY** and **RAY WRIGHT**.

Re-elected to the Resolutions Committee were: **SHARYN BIR**, **FRANK CERILLI**, **MIKE KUJAN**, **CATHY MCPHERSON** and **STEPHEN SMITH**.

Continuing on the Member Reconciliation Committee are: **FRANK CERILLI**, **BARBARA GOUGH**, **ROGER NEWELL** and **HILARY SALTER**; although a committee of the ADC, members are elected by the Provincial Council.

Further details on the conference are posted on the Association's Web site (amapceo.on.ca). AMAPCEO members who would like any of the ADC reports, including the audited financial statements and the 2005 budget, are invited to contact **MICHAEL MOURITSEN**, Director of Operations and Planning, by e-mail at mouritsen@amapceo.on.ca or by phone at extension 2724.

LHINs, Corporate Tax Update

AMAPCEO members in the Ministries of Health and Finance have been concerned about two developments that have potential, but as yet unclear, impacts on their jobs. In September, the government announced its intention to establish Local Health Integration Networks. AMAPCEO represents most of the employees working in the ministry's regional offices, whose future role and relationship to LHINs are ambiguous. President **GARY GANNAGE** convened a teleconference of affected members on November 19 and it was agreed that an advisory group consisting of representatives from each regional office will be established to look at next steps. Further updates will be provided to affected members in early January.

In a separate development, the Premier announced in November that negotiations were underway with the federal government to harmonize the collection of corporate income taxes, potentially affecting many AMAPCEO employees who work in the Tax Revenue Division of the Ministry of Finance. President Gannage wrote to affected members on November 16 and, although we are waiting for more information, AMAPCEO will be establishing an advisory group shortly to monitor and keep members up to date on developments.

Chapter Chair Changes

President **GARY GANNAGE** paid tribute to retiring Chapter Chairs and welcomed new ones at the Annual Delegates' Conference that was held in December. He thanked both retiring and new Chairs for their willingness to accept the responsibilities of representing their colleagues.

Stepping down over the past year were: **DAVE MOORE** in Education/TCU, **TERRY PETERS** in Kingston, **JONAS FOSSITT** in Ottawa, **ALEX LAMOTHE** in Windsor and **GORD MCAUSLAND** in MTO.

Newly-elected Chapter Chairs include: **ALAN HAYTON** in Environment and Energy, **BARBARA GOUGH** in Education/TCU, **ROY SCOTT** in MTO, **BILL MCNAMARA** in Kingston, **JEANNIE NIKOLIC** in Ottawa, **DAN SCHNEIDER** in Culture, Tourism and Recreation, **MICHAEL HELFINGER** in Economic Development and Trade/ Intergovernmental Affairs, **MARTIN WILSON** in Community Safety and Corrections and **CONRAD MARIER** in Windsor.

Briefly Noted

Generation X not Following Parents' Footsteps

According to a new study, today's workers are not following in their parents' footsteps when it comes to work. The study, commissioned by the American Business Collaboration (ABC) and conducted by the Families and Work Institute, compares the attitudes of Boomers (38-57), Matures (over 58), Generation X (23-37) and Generation Y (under 23) towards career and family.

The study found that younger workers (Gen-X and Gen-Y) are less "work-centric" (putting higher priority on their jobs than family) and more "family-centric" or "dual-centric" (with equal priorities on both career and family) compared to members of the Boomer generation. The study also found that employees who are "family-centric" exhibit significantly better mental health, greater satisfaction with their lives and higher levels of job satisfaction than employees who are "work-centric".

Among married couples with children, mothers are spending the same amount of time with their children on days when they are working today as they did 25 years ago (approximately 3.3 to 3.4 hours per workday), but fathers' time has increased dramatically—from 1.8 to 2.7 hours per workday.

"With baby-boom and Gen-X employees making up the majority of our work force, it is important for employers to understand the priorities and issues these groups bring to the workplace", says Betty Purkey, manager of Texas Instruments (an ABC member). "This information can help us create a workplace that is more effective in attracting and retaining top talent both now and in the future."

Born To Work

Canadians have a dirty little secret—they like to work! We are creatures of routine and work gives a framework to our everyday lives. No matter how humble the occupation, work provides us with a sense of purpose.

According to a recent report in the Globe and Mail, some of the world's longest-lived people are those who work well past the typical retirement age.

Considering humans tend to crave and want to work, it's a mystery as to why so many Canadians dream of an early retirement of rest and relaxation. However, too much work can be as bad as none. You need a comfortable balance between leisure time and work.

Have You Looked at Your Pay Stub Lately?

According to a study conducted for ADP Canada, a payroll firm, almost half of all working Canadians do not bother to check their paycheque.

Thirty-five per cent of Canadian workers file away their pay stubs without reading them and checking for accuracy. Another 10 per cent throw them away without even taking a look. The study also stated that men are twice as likely (11 per cent) as women (5 per cent) to throw out their pay stubs.

AMAPCEO Office Staff Vacancies

Project Officers (2) Research Officer (1)

Full-Time, Permanent
(\$50,613 - \$67,844)

Reporting to the Director, Operations and Planning, the incumbents in these three positions will be responsible for: conducting, leading or overseeing policy analysis, research and special projects; advising AMAPCEO members on work-related issues; membership development and mobilization; providing staff support and advice to committees; liaising with members, Association elected officials, government officials and other bargaining agents; monitoring and conducting research on job jurisdiction matters, bargaining issues and reasonable efforts compliance. One Project Officer will have a focus on membership development and mobilization initiatives; the other Project Officer will have a focus on job jurisdiction/exclusion issues; the Research Officer will be responsible for research and analysis on bargaining, benefits and labour relations issues.

Qualifications: A thorough knowledge of labour relations, collective bargaining and public service; qualitative and quantitative analytical and research skills; excellent verbal and written presentation skills; strong interpersonal skills and the ability to work with, and provide leadership to, volunteer officials and committees; ability to use a networked personal computer to produce own correspondence, reports and analyses with text and numeric elements, to manipulate data base information and to perform internet searches. Prior direct or related experience in labour relations/collective bargaining; membership orientation, development or mobilization; or research would be helpful. All positions are based at 1 Dundas Street West, Toronto.

Interested applicants should submit a *résumé* with a covering letter to the attention of **FARRAH KARIM**, Senior Administrative Officer, no later than 12:00 noon on Friday, January 21, 2005, by any of the following means. E-mail: <karim@amapceo.on.ca>; fax: 416 340 6461; by hand or post: Suite 2310, Box 72, 1 Dundas Street West, Toronto Ontario M5G 1Z3.

New Workplace Representatives Appointed

The AMAPCEO Board of Directors has appointed the following five AMAPCEO members to two-year terms as Workplace Representatives following their successful completion of workplace rep training on November 2.

Workplace Representatives are trained colleagues who assist members on site with questions about the interpretation of the collective agreement. Workplace rep training is also required for AMAPCEO representatives sitting on AMERCs (AMAPCEO-Ministry Employee Relations Committees). The new appointees are:

RANDY MCCUNN	Attorney General, Toronto
ANN MORRIS	Finance, Toronto
HEATHER TROJEK	Finance, Toronto
JAMES TREGONNING	Health, Toronto
GREG IRELAND	Community Safety and Correctional Services, Hamilton

A complete list of AMAPCEO's 101 Workplace Representatives appears on the Web site. Anyone interested in taking Workplace Representative training is encouraged to contact **ROB SMALLEY** at 416 595 9000 (ext 2703) or by e-mail at <smalley@amapceo.on.ca>.

Wal-Mart Watch

Many readers will no doubt have heard that Management Board Chair **GERRY PHILLIPS** has cancelled the proposed Wal-Mart Study Tour that was offered as a training opportunity for OPS senior management by the Centre for Leadership. The tour, which was oversubscribed, was scheduled to take place at Wal-Mart Canadian headquarters on November 30. *AMAPCEO Member News* reported this item in our September edition and our article was subsequently picked up by the *Toronto Star*.

Wal-Mart is facing a number of Canadian challenges to its anti-union activities. The Saskatchewan Labour Board has been upheld by that province's Court of Appeal in requiring Wal-Mart to produce, as part of a certification hearing, a document apparently entitled "Wal-Mart: A Manager's Toolbox to Remaining Union Free". The only union at any Wal-Mart store is in Jonquiere, Quebec, where employees won a certification fight and a first collective agreement is about to be negotiated (but only after the company was told to start bargaining by the Quebec labour board).

The first successful organizing drive at a Wal-Mart store, however, occurred in Windsor, Ontario, in 1996, when the Labour Relations Board certified the CAW based on the number of employees who signed union cards (automatic certification was permitted at that time if at least 55 per cent of the employees signed cards). The union collapsed when a number of employees subsequently left for other jobs and an agreement was never negotiated. Wal-Mart successfully lobbied the previous government to change the law to eliminate automatic certification and require a vote in all cases. (An amendments recently proposed by the current government, the card-based automatic certification will be re-instated, but only in the construction sector.)

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Bargaining Update

The AMAPCEO Bargaining Team has a new member: **STEPHEN SMITH** (MCSS Peterborough) has replaced **NORM MOHAMID** (MCSS Toronto), who was unable to continue because of other demands. Steve is a former member of the Board of Directors, currently sits on the MCSS Employee Relations Committee (AMERC) and the Association's Workplace Relations Committee and is a Delegate and Chair of the ADC Resolutions Committee. Welcome to Steve and many thanks to Norm (who was also a member of the 2000-01 bargaining team).

The AMAPCEO team now consists of **FRANK CERILLI** (Community Safety and Corrections North Bay), President **GARY GANNAGE** (Health and Long Term Care Toronto), *ex officio*, **MARILYN HYDE** (Northern Development and Mines Toronto), **STEVE SMITH** (MCSS Peterborough) and Vice-President **ROBERT STAMBULA** (MTO Toronto) as Chair.

The AMAPCEO and Employer bargaining teams met on September 15 to address logistics and establish a schedule for the exchange of proposals and bargaining. The parties agreed to proceed with non-monetary and job security-related issues during the first stage of collective bargaining, recognizing that salary issues are pending the completion of the job evaluation project in early 2005. Although AMAPCEO was ready to table its material in September, the Employer needed more time to have its bargaining mandate approved.

Initially, the Employer was not willing to proceed to substantive bargaining without first negotiating an Essential Services Agreement (ESA), which is required before either party can take steps to either go on strike or lock-out employees. (The ESA determines who is considered "essential" and thus required to work during a strike or lock-out.) Since AMAPCEO has no interest in resolving bargaining differences through a strike or lock-out, our team argued that spending time on an ESA is redundant and that we should focus our efforts on concluding a new collective agreement. The Employer has since agreed to proceed with collective bargaining dates without first negotiating an ESA, which we consider to be an encouraging and positive step.

The first formal bargaining session was held on November 5, at which time the parties formally tabled their proposals. Subsequent negotiating sessions were held on November 18 and November 29 and 30. Dates are also scheduled for the weeks of January 10 and January 24. At our first session, AMAPCEO tabled its brief on binding arbitration (originally submitted last March to Management Board Chair Gerry Phillips). AMAPCEO members identified binding arbitration as a key objective in the 2003 collective bargaining survey.

In separate discussions, AMAPCEO and Employer representatives are working collaboratively on the joint job evaluation project. The job evaluation model is being tested using the reference jobs selected by the parties and the questionnaires completed by members and their managers. While both sides have worked hard to keep to the schedule, it has become clear that we need to revisit what was likely an ambitious project timetable. Please watch our Web site for updates as information becomes available.

AMAPCEO Staff News

Arrivals

ALEXANDER SABHARWAL joined the staff on November 29. Alexander, who earned a law degree from Osgoode Hall, has been in private practice and has also represented trade unions in the public sector, employees and non-profit associations. He has practiced civil and constitutional litigation, administrative, labour, employment, human rights, pay equity, disability and poverty law.

Alexander can be contacted at 416 595 9000 x 2705 or by e-mail at <sabharwal@amapceo.on.ca>.

MARY BYBERG joined the staff on December 6. With a law degree from Osgoode Hall, Mary was called to bar in July 2003. Most recently, Mary worked at Planned Parenthood in fundraising and Best Start Barrie, where she created programs that assisted pregnant women. Her experience also includes working at a labour law firm, representing union interests and members in collective agreement issues, grievances, mediation and resolving disputes.

Mary can be contacted at 416 595 9000 x 2722 or by e-mail at <byberg@amapceo.on.ca>

Departures

Dispute Resolution Officers **CHRISTOPHER DEBICKI** and **PAUL PELLETIER** are moving on: Christopher to practice law in Nunavut and Paul to pursue a career change following his self-funded leave.

AMAPCEO members **GORDON MCAUSLAND** and **MARTIN BARCLAY** have returned to their ministry home positions following brief assignments while on leave to the AMAPCEO office, Gord as a Dispute Resolution Officer and Martin as a Project Officer.

We wish Christopher, Paul, Gordon and Martin all the best and extend our appreciation for their work at AMAPCEO.

Wal-Mart Watch

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In the United States, the largest civil rights class-action suit in history was filed on behalf of 1.6 million women against Wal-Mart, alleging discrimination against women in both pay and promotions. A judge in California ruled in favour of the women, although Wal-Mart is appealing the decision. (The case has been chronicled in a recent book, *Selling Women Short: The Landmark Battle for Workers' Rights at Wal-Mart* by Liza Featherstone.)

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Do We Have Your Current Information?

If your home or work contact information (address, phone, e-mail) should change, please notify us by sending an email to Aleksandra Osvald at <osvald@amapceo.on.ca> or fill out a form on the Web site (www.amapceo.on.ca) by clicking on "Address Change" on the Home page.

OPS Job Competition: No Area of Search Restriction

Under our Collective Agreement, AMAPCEO employees may apply for any position, regardless of whether the job ad identifies an area of search restriction. Also, did you know that not all AMAPCEO job vacancies are advertised in *Topical*? Additional job ads can be found on the following government intranet site: <http://142.108.46.59/amapceo/welcome.htm>.

Sorbara Wants OPS to be a Model

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sensitive to the impacts of proposed changes on the lives of employees. "Our commitment to our employees will be a driving force" as the government engages in negotiations with the federal government and others regarding possible changes in service delivery.

Although he made no specific commitments, Mr. Sorbara concluded his remarks by urging Delegates to "take as an expression of good faith" that the government wants to strengthen the Ontario Public Service so that it is seen as "the standard of public service that shines on this continent".

Michelle DiEmanuele Wants Good Relations

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OPS salaries are competitive with the private sector, on what incentives are being offered to managers to take their human resource responsibilities more seriously and on why flexible work arrangements such as compressed work weeks and flex-time are being cut back rather than expanded.

She said she does not believe that OPS salaries are significantly lagging behind the private sector, but acknowledged that we have to fix a number of specific chronic issues, "some of which affect your members". In her discussions with younger employees, both within and outside the OPS, she said flexible and alternative HR practices were cited as a major priority, so we have to be able to make alternative work arrangements more accessible. With respect to providing incentives to managers, she noted that new performance contracts with Deputy Ministers and other senior managers make it clear that it is not only *what* you do but *how* you do it that will be assessed and that "we should not tolerate poor management that leaves staff in the wake".

Ms. DiEmanuele was also asked to comment on the process that was followed in communicating with employees in Ministry of Health regional offices with respect to the proposed introduction of Local Health Integration Networks (LHINs). She noted that, as Assistant Deputy Minister of

Health, she had been instrumental in establishing the regional offices but that "we didn't provide the actual accountability structure" at that time to enable the offices to do the job. The LHIN proposal, she said, should not be seen as a criticism of civil servants in the regional offices. She acknowledged that there had not been sufficient attention given initially to the HR issues in announcing the LHIN proposal and that, on her advice, the Director of Human Resources in Health has now been added to the planning team to ensure better communication with employees.

Ms. DiEmanuele concluded her remarks by predicting that the immediate future will be difficult, given the hard decisions that need to be made as the government moves forward to balance the budget. Nevertheless, she said, she is committed to forging a good relationship with bargaining agents, since "you have to be able to talk about tough issues, with respect for each other" and be able to continue communicating even while disagreeing on some issues. A relationship has to exist beyond the bargaining table and she observed that AMAPCEO has been a good advocate of this approach: "You are always well prepared (sometimes better than me) and make effective arguments."