

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

Association of Management, Administrative and Professional Crown Employees of Ontario

www.amapceo.on.ca

Watch for Spring Elections

If you are in one of the following chapters, you will be receiving an e-mail soon calling for nominations for various elective positions, including chapter chair, member of the chapter executive and delegate. Full information will also be posted on the website.

Citizenship, Immigration, Culture, Francophone Affairs, Tourism & Recreation; Community Safety & Corrections; Energy & Environment; Health & Long-Term Care; MBS; Sudbury & MNDM; Northwestern Ontario; MCSS & CYS; Peterborough.

The Responsibilities of Active Membership

Gary Gannage, President

Now that we have successfully ratified our new Collective Agreement, we must look forward to the next steps in what probably seems like an interminable process of negotiation, ratification, implementation and then back to the bargaining table again. Many members must be asking: "Is it ever over?"

Well, not really. It is the nature of bargaining that you never get everything you want in any one agreement, so the strategy is to build on the gains made in the last one and work to make improvements in subsequent rounds. There is always unfinished business and this is especially so with the recently-ratified agreement, since it was clearly intended as a "bridging agreement", i.e., an agreement that focused on a narrow range of issues in order to bridge us through the additional time

needed to finish the job evaluation project.

AMAPCEO and employer representatives are already back to work on job evaluation and that work will continue outside the formal bargaining process (please refer to the article inside for more information on job evaluation). In the meantime, however, our first priority is to make sure we implement the terms of the current agreement and this requires action by *you*, as well as by your bargaining agent.

AMAPCEO, as your bargaining agent, has clear responsibilities: to listen to its members, put together credible bargaining proposals, engage the employer in negotiations and balance the various interests of the membership in recommending a final agreement.

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AMAPCEO Members and Employer Ratify Two-Year Agreement

AMAPCEO members have voted to ratify a two-year renewal of their collective agreement with the Government of Ontario. Over 96 percent of those participating in the telephone ratification vote were in favour of the agreement that was negotiated on April 5th. The employer has also ratified.

The results were announced on May 5th after five days of voting, sixteen information meetings that were held across the province and two teleconferences for those unable to attend a meeting in person.

The term of the agreement is from April 1, 2004, through March 31, 2006. The principal features include: a 2 percent salary increase for 2004 and 2005 (retroactive to April 1st in each year); historic improvements in compensating members for overtime; an extra paid COC (MCO) day off annually for all classified employees; and clarification of rules governing the job evaluation and classification project that is currently being conducted jointly by the employer and AMAPCEO.

In addition, we maintained our existing provisions on job security, merit pay, pensions and benefit plans. AMAPCEO continues to enjoy the best job security protections in the OPS.

The employer has committed to implement the salary increases and pay retroactive amounts no later than June 30, 2005. The new overtime provisions (see separate article inside) will become effective on August 15, 2005.

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Recent News from the Board and Council

Recent business at meetings of the AMAPCEO Board of Directors and Provincial Council included the following items:

Membership Development Committee. The final report of this committee was submitted at the April meeting of the council. Established by the council in 2003, the committee was asked to develop proposed strategies to promote membership development. Among the recommendations endorsed by the council and referred to the board were: establishment of a reward and recognition program for activists, regularization of the successful membership sign-up drive conducted last spring, expansion of chapter executive committees to include all local activists, refresher training for workplace reps and AMERC reps, and the introduction of periodic focus groups to gauge the views of new members.

Committee Chair **LINDA SULLIVAN** and members **SHARYN BIR**, **IRENE BUTENKO** and **TERRY PETERS** noted that their principal recommendation, however, is that chapter chairs take on membership development as their most important responsibility.

Member Mobilization Committee. This committee, also established in 2003, tabled its final report at the May meeting of the council. Members **KEVIN KILLOUGH** and **BILL MCNAMARA** reported that the committee endorsed many of the initiatives that were introduced during the 2001-02 mobilization campaign (e.g., expansion of the network of building co-ordinators, use of teleconferences to communicate with members, targeted advertising, revision of the labour disruption manual) and noted that, although it was not necessary to mobilize the membership in order to achieve a renewal of the collective agreement in 2005, the organization is better prepared for the next round of bargaining with a firm foundation on which to build.

Board Work Plan. The Board of Directors tabled its 2005 Work Plan at the April council meeting. The board identified a number of continuing and new priorities for the Association for the current year and invited comments from chapter chairs. In addition to the "usual suspects" (negotiation of a collective agreement, job evaluation, pension plan reform, implementation of recommendations on membership development and mobilization), the board proposed a number of internal policy initiatives, by-law and constitutional reforms and the development of an agenda for improving communications with both the government and the general public.

Audit Committee. Following a call for nominations that appeared in the last newsletter and on the website, the Provincial Council has elected **RICK BERTOZZI** (MTO Toronto) to fill the vacant position on the Association's Audit Committee.

Staff Agreement. The AMAPCEO Board of Directors has successfully negotiated a second collective agreement with the Communications, Energy and Paperworkers Union (CEP), which represents all of the AMAPCEO office staff other than the four management-excluded employees. The new agreement was ratified by both parties in April and extends to December 31, 2007.

Chapter Chair Changes

There have been a number of recent changes in chapter chair positions. AMAPCEO members are assigned to a ministry or regional chapter, based on their work location. The members in each chapter elect a chapter chair, who provides leadership to the chapter, presides at membership meetings and sits on two important decision-making bodies: the Annual Delegates' Conference (which elects the Board of Directors, approves the annual budget and adopts constitutional amendments) and the Provincial Council (which acts for the Delegates in between meetings of the ADC).

Because **DOMENIC FRAGALE** was elected to the Board of Directors, he was required to step down from his chapter chair position in Community and Social Services and Children and Youth Services. **JOHN KIRK** is serving as acting chair until elections can be held later this spring. **DAN SCHNEIDER**, who had been pressed into service as acting chair in the Citizenship & Immigration, Culture & Francophone Affairs and Tourism & Recreation Chapter has, unfortunately, been unable to continue and that vacancy will also be filled this spring.

Both **MARTIN WILSON** in Community Safety and Correctional Services and **ALAN HAYTON** in Environment and Energy have recently accepted management-excluded assignments and both have been succeeded by acting chairs: **ROGER NEWELL** in MCSCS and **ADAM SOCHA** in Energy and Environment. Roger and Adam are both Delegates from their chapters and Adam is a former chapter chair.

AMAPCEO thanks Domenic, Dan, Martin and Alan for their work as chapter chairs and welcomes John, Roger and Adam as they take over in an acting capacity. Members of the Association are always grateful to those colleagues who are willing to volunteer their time, experience and skills to represent their fellow employees.

Best wishes to Martin and Alan as they leave the bargaining unit (Martin temporarily and Alan to a permanent management position). Once again, this is confirmation (if any were needed) that not only is participation as an AMAPCEO activist not a career limiting move, the experience can actually contribute generic skills that enhance career progression. The AMAPCEO bargaining unit has always been the principal source of candidates for senior management positions, which ultimately is a good thing for the OPS, although the loss of good activists does occasionally disrupt our own leadership ranks.

Book Review

If You Build It...: Business, Government and Ontario's Electronic Toll Highway

by Chandran Mylvaganam and Sandford Borins

(University of Toronto Centre for Public Management, 2004)



Many commentators have noted that, in spite of the defeat of the Conservatives by the Liberals in 2003, Ontario will be paying for the Harris -Eves legacy for many years to come. Nowhere does this assessment seem more accurate than with the decision to "sell off" Highway 407, considered to be the world's most advanced

electronic toll road. *If You Build It...* is a methodical, fascinating and instructive history of the 407, beginning with the construction of the highway by a public-private consortium under Premier Rae's NDP government, detailing the negotiation of a 99-year lease of the highway to a private sector consortium by Premier Harris's government and concluding with a thorough analysis of the leasing arrangements, the tolls, the benefits and the costs.

Chandran Mylvaganam and Sandford Borins write with considerable authority. Mylvaganam, a transportation consultant, worked on the political staff of the Minister of Transportation during the Rae government. Borins, a management professor at the University of Toronto, was on the board of the Ontario Transportation Capital Corporation, which developed Highway 407. The authors interviewed many of the key players and also make use of their own personal experiences.

This book will be of particular interest to AMAPCEO members, who will appreciate the authors' discussions of political and bureaucratic leadership in the OPS, public management theories, the relationship between the private and public sectors, alternative privatization models and the various (in many cases competing) ways in which those involved believed they were serving the public interest.

The authors conclude that the decision to essentially give away the store, in the form of a 99-year lease, was a huge error in judgement that was driven partly by ideological fervor (a blind belief that the private sector would manage public enterprises better than the public service) and partly by the short-term need to balance the budget before the Conservatives headed to the polls in 1999.

The result: a one-time payment of \$3 billion (for an operation now valued just five years later at \$13 billion), giving a private company the unrestricted right to toll the highway for the next century, with no ability of the public to influence the level of tolls. (Some members of the previous government actually argued for a lease term longer than 99 years.) To add insult to injury, the 407 corporation is suing the Ontario government to force it to deny license plate renewals to drivers who don't pay their tolls (another gift of the previous government that was codified in the lease but then was suspended after numerous errors were found in the process of identifying delinquent drivers).

Those who value public services and the benefits that the public sector provides in our society (among other things, accountability, transparency, value for money, public interest, social utility) will take no joy from reading about this approach to the provision of services intended for the public good. We can only hope that our political masters and our private sector stakeholders learn the lessons that the authors have drawn and that we can avoid making the same mistakes again.

If You Build It... (153 pages) retails for \$19.95 and can be ordered on line at <www.407etrbook.com> or at the University of Toronto bookstore.

Know Your Agreement: Focus on Overtime

Since AMAPCEO was established, its members have identified fair hours of work as a major bargaining priority. To understand why something so basic (and something that is considered routine in many other workplaces) has been so difficult to achieve, it is necessary to remember two things.

First, our employer, in its capacity as legislator, exempted itself from the provisions of the *Employment Standards Act*, with the result that the minimum overtime provisions enjoyed by every other employee in the province were alien to the OPS.

Second, a culture developed in which AMAPCEO employees were told that they enjoyed a unique "perq": the professional autonomy to self-authorize unlimited unpaid overtime! Indeed, this was considered, erroneously, a hallmark of professionalism.

This system also made it possible for managers to cope with budget cuts; employees who left were not replaced and their work was simply re-distributed to the remaining staff, who were expected to do the same amount of work and meet the same deadlines.

At some point, the need for a *life* comes into conflict with the demands of work. Compensating for overtime both recognizes the value of an employee's time (i.e., treats it as a resource) and no longer rewards poor management practices (e.g., overtime compensation should encourage managers to focus on managing program or service delivery on the basis of a more realistic branch or unit workplan).

AMAPCEO first negotiated compensating time off for overtime in 2002: one-half hour off for every hour worked between 36.25 and 48 hours per week and one hour for every hour worked over 48 hours per week.

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Introducing the Dispute Resolution Team

As indicated in previous issues of *AMAPCEO Member News*, an increase in the size of the AMAPCEO bargaining unit has made it possible to add staff and expand service to members. One of the priorities identified by the Board of Directors and subsequently endorsed by the Annual Delegates' Conference last December was an increase in the number of Dispute Resolution Officers (DROs).

Among other functions, DROs provide members with advice on and interpretation of the Collective Agreement, attempt to resolve potential disputes through informal mediation and represent members in formal disputes with the employer. DROs also attend meetings of AMERCs (AMAPCEO-Ministry Employee Relations Committees), whose role and responsibilities are described elsewhere in this issue. Each Dispute Resolution Officer is responsible for working with a specific group of ministries.

What follows is a brief introduction to the members of AMAPCEO's Dispute Resolution team – a highly qualified group of professionals who, along with all of the other staff in the AMAPCEO office, work to represent and defend the interests of AMAPCEO members across the province.

ROB SMALLEY is the Director of Dispute Resolution, leading the team of five Dispute Resolution Officers. He has been with AMAPCEO since March 1998. Besides supervising the work of DROs, Rob is the lead staff support to several AMAPCEO - Employer joint committees, including ACERC (the AMAPCEO Central Employee Relations Committee) and handles a good number of the policy disputes on behalf of the Association. He also coordinates and delivers training for workplace representatives and AMERC representatives.

Prior to joining AMAPCEO, initially as a DRO, Rob spent four years as a policy/legislation manager in the Ministry of Health, two years working on the political staff of an Ontario cabinet minister and six years as a union activist with both the Public Service Alliance of Canada (PSAC) and OPSEU. Rob can be contacted at 416 595 9000 x2703 or by e-mail at <smalley@amapceo.on.ca>.

DON GRANT has been a Dispute Resolution Officer since March 1998. Prior to joining the AMAPCEO staff, Don worked in the OPS for 24 years. He held various positions in MBS and was an employee counsellor at the Ministry of Community and Social Services. Don brings to his position experience in training and consulting with employees and managers.

He is responsible for serving members in the Ministries of Education, Management Board Secretariat, and Training, Colleges and Universities and also provides staff advice to the Joint Benefits Review Committee. Don can be contacted at 416 595 9000 x2704 or by e-mail at <grant@amapceo.on.ca>.

MICHELE HAMILTON joined the AMAPCEO staff in July 2000. A graduate of the University of Toronto, with a law degree from Osgoode Hall Law School at York University, Michele worked for the Toronto Association for Community Living as a residential counsellor/supervisor in a group home for developmentally

and behaviourally challenged adults. While there, she became active as a member of CUPE, taking on roles in various committees, including labour-management relations, stewarding and employment equity and was elected to the executive and the bargaining committees. Michele took a one-year leave last year to pursue other professional activities, returning to AMAPCEO in January.

Michele's ministries include Consumer and Business Services, Health and Long Term Care, Intergovernmental Affairs, Municipal Affairs and Public Infrastructure Renewal; she can be contacted at 416 595 9000 x2728 or by e-mail at <hamilton@amapceo.on.ca>.

JOSEPHINE PETCHER was appointed Dispute Resolution Officer in October 2003. She is a graduate of McGill University and earned a law degree from the University of Toronto. Josephine came to AMAPCEO from Greenpeace, where she was a union steward and a member of the negotiating committee for that organization's first Collective Agreement for canvass staff.

Josephine's ministries include Finance, Economic Development and Trade, Community and Social Services and Children and Youth Services; she can be contacted at 416 595 9000 ext 2709 or by e-mail at <petcher@amapceo.on.ca>.

MARY BYBERG joined the AMAPCEO staff as a Dispute Resolution Officer in December 2004. She holds a law degree from Osgoode Hall Law School at York University. Before joining AMAPCEO, Mary worked at Planned Parenthood in fundraising and at 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's ministries include Agriculture and Food, Attorney-General and ONAS, Citizenship and Immigration, Culture and Francophone Affairs, Community Safety and Correctional Services and Tourism and Recreation; she can be contacted at 416 595 9000 x 2722 or by e-mail at <byberg@amapceo.on.ca>.

MARK BONAPARTE is the most recent Dispute Resolution Officer, joining AMAPCEO on April 11th, 2005. Mark has a Master's degree in Industrial Relations from Queen's University and came to AMAPCEO from the OPS as a Labour Relations Analyst in the Ministry of Community and Social Services. His experience includes providing specialist advice and direction to human resource practitioners, managers and employees on a wide variety of staff relations matters. Mark also has professional management and training experience from several years of working in the private sector.

Mark is responsible for the following ministries: Natural Resources, Northern Development and Mines, Transportation, Energy, Environment and Labour. He can be contacted at 416 595 9000 x2705 or by e-mail at <bonaparte@amapceo.on.ca>.

What is . . . An AMERC?

The AMAPCEO Ministry Employee Relations Committee (AMERC) is a joint committee of ministry and AMAPCEO representatives established under Article 12 of the Collective Agreement to “discuss and resolve matters of interest between the parties.” An AMERC has been established in each ministry.

The mandate of AMERC representatives from both AMAPCEO and the employer is to discuss and attempt to resolve workplace issues and problems, such as: ministry or local issues relating to the administration of the Collective Agreement, ministry or local initiatives involving changes to the work place affecting employees, and corporate, ministry or local initiatives that are disclosed through the President of AMAPCEO that have an impact on the AMAPCEO membership in the ministry.

Typically, each AMERC consists of two or three representatives named by AMAPCEO and two or three members appointed by the ministry’s senior management. AMAPCEO’s representatives are appointed by the Association’s Board of Directors and all AMAPCEO reps undergo training in the administration of the Collective Agreement and in dispute resolution. An AMAPCEO staff Dispute Resolution Officer also attends each AMERC meeting as a resource to the Association’s members.

Some of the duties and responsibilities of the AMAPCEO AMERC Representative are as follows:

- Establishing and maintaining a positive and constructive relationship between the Association and the employer at the ministry level;
- Bringing forward ministry-wide issues arising from the administration of the Collective Agreement;
- Within the confines of the mandate of AMERCs, ensuring the employer complies with obligations contained within the Collective Agreement, within employer policies, directives and guidelines, and within relevant legislation;
- Working with the employer representatives on the AMERC to resolve AMAPCEO members’ ministry specific issues in the workplace;
- Notifying the AMAPCEO office, through the appropriate Dispute Resolution Officer, of any issues and/or workplace problems still unresolved at AMERC.

In addition to helping informally resolve issues before they become disputes and conveying their colleagues’ views to senior management, AMERC reps also perform an important role in providing feedback to the AMAPCEO Board and central officers. All of AMAPCEO’s AMERC reps (fifty in total) meet three times a year for a half-day information exchange and training session. They are able to share information on the issues in each ministry, learn what is happening at the AMAPCEO Central Employee Relations Committee (ACERC, which is co-chaired by President Gary Gannage and which meets with corporate senior management) and contribute to the development of AMAPCEO-wide policies and strategies.

Minutes of each ministry’s AMERC meetings should be accessible to all AMAPCEO employees in the ministry; in many ministries, they are posted on the intranet or distributed by e-mail; in others, the minutes are posted on bulletin boards. The names and contact information for all AMERC Representatives can be found on the AMAPCEO website. Further information on the role and responsibilities of your AMERC can be found in the Collective Agreement, but if you have any questions, please feel free to contact your Chapter Chair or an AMERC member directly.

Know Your Agreement: Focus on Overtime

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If the compensating time off was not taken by the end of the calendar year in which it was earned, it could be paid out as a lump sum with the agreement of your manager, but it had to be paid out if the time off was not taken by June 30. Any time worked in excess of fifteen minutes was rounded up to the next half hour.

In the most recent agreement that was ratified on May 5, the overtime provisions now exceed those in the *Employment Standards Act*: one hour for every hour worked between 36.25 and 44 hours per week and 1.5 hours (time and a half) for every hour worked (a) over 44 hours per week and (b) on the weekend or on a scheduled day off. In addition, work-related travel outside normal working hours continues to be deemed overtime. The provision for a cash payout will continue. Details are spelled out in Article 46 of the Collective Agreement.

There is, however, a transition period. The old rules continue until August 14 and the new overtime rates become effective on August 15. To be claimed, overtime must continue to be authorized by your manager, although it need not be explicit. Nevertheless, if you have any doubt, ask your manager before you work the extra time – and always remember to record it and claim it.

The work you do has value and the time you spend at work (all of it) deserves to be compensated. Your life also deserves balance. With these new hours of work provisions in your Collective Agreement, you now have more control over your work—and your life.

Briefly Noted: Recent Media & Other Reports

UK Report Supports Strong Public Pension System plus Employer Plans

A recent research report prepared by the Association of British Insurers, a lobby group for the U.K. insurance industry, has concluded that an effective private pension system needs a strong publicly-supported pension plan as a base, supplemented by automatic enrolment in employer pension plans.

The study looked at pensions in New Zealand, Sweden, Australia and the United States and suggests a few lessons that British policy planners (and by extension those in Canada who are looking at changing our pension system) could learn from the experience in other countries, including: private, compulsory accounts are not necessarily effective; automatic enrolment in employer pension plans, combined with workplace advice and financial education, are critical; and a strong public pension is essential and should not be permitted to fall below its current levels.

A copy of the free report can be obtained from www.abi.org.uk, click on "ABI Publications" and scroll down to "Recently Published".

Creating Healthier Work Environments

In the last few years, Canadian employers have identified mental health issues as a leading cause of disability claims. Mental health problems, such as stress and depression, have reached crisis proportions. To combat this escalating problem, a coalition of senior business leaders have announced that they are backing research to look at creating healthier work environments.

The Global Business and Economic Roundtable announced two major research initiatives aimed at identifying management practices that lead to depression and mental illness among employees.

"One-third of Canadians will suffer from some form of depression or anxiety or substance abuse in their lifetime," said Michael Wilson, the former federal finance minister who was recently appointed by the federal government to act as a special adviser on mental health and who participated in the roundtable's announcement. He also noted that mental disorders are estimated to cost Canada \$33-billion annually in lost industrial production alone.

[Source: *Globe and Mail*, April 12, 2005]

What Canadians Really Think About Their Workplace

According to recent findings of Darrell Bricker and John Wright of the polling firm Ipsos Reid, "One-quarter of Canadians contemplates leaving their current organization at least once a week." Bricker and Wright have devoted a chapter of their new book, *What Canadians Think...About Almost Everything*, to the workplace.

This book probes what Canadians think of the worlds in which they live – home and work, local community and country. Here are some more of the findings with regard to the workplace:

- "A majority of white-collar workers would change jobs for less than a 30-per-cent salary increase"
- "Thirty-one per cent of employed Canadians say stress in their lives has a positive impact on the quality of their work"
- "Twenty-two percent of Canadians with internet access have used the internet to post a resume"
- "Eleven per cent of Canadians dread going to work every-day because of their boss"
- "Fifty-per cent of white-collar workers often skip lunch or eat at their desks to leave work on time"

[Source: *Globe and Mail*, April 20, 2005]

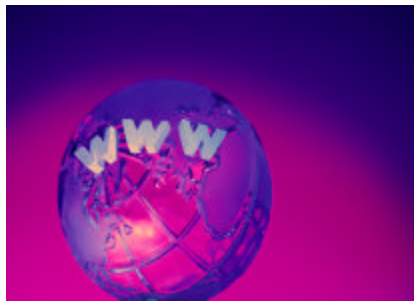
Study Shows Connection Between Bargaining Rights and Competitiveness

A report prepared by staff at the International Labour Organization challenges a widely-held view that collective bargaining rights interfere with a nation's productivity and competitiveness. In a working paper prepared last year, ILO staffers David Kucera and Ritash Sarna conclude, after reviewing data from over 160 countries, that jurisdictions with high labour standards do better in world trade than those with poorer standards. The stability brought about by strong unions and collective bargaining rights contributes to increased exports.

The ILO is a specialized agency of the United Nations, consisting of representatives nominated by governments, private sector employers and bargaining agents.

Copies of the paper, entitled "How do trade union rights affect trade competitiveness (Working Paper No. 39)" can be obtained from the ILO website: www.ilo.org.

Featured Website Page: Job Evaluation



As noted in the last newsletter, the AMAPCEO website (www.amapceo.on.ca) has grown quite large and it is easy to forget the many useful resources that have been posted there. As a result, we have decided to highlight a

different section of the site in each issue as a way of reminding members who may only check to see what's new.

Recent stats indicate that, on average, the AMAPCEO website has 8,000 visits per month. During April, however, when members were checking the site for information on the tentative agreement, the schedule of meetings and the voting process, that number increased to over 20,000. The website has become the principal means through which members obtain information about AMAPCEO.

This month, we are featuring the "Job Evaluation" page, since many members asked questions about the job evaluation project during the sixteen ratification information meetings and two teleconferences that were held across the province in April and May. This section of the website can be found under "Quick Links" and contains the most recent updates as well as background material and major historical documents, which enable you to get a better understanding of why the Association is engaged in a joint job evaluation project with the employer and how it has developed.

Members have indicated for some time that they are dissatisfied with the current classification system, which is so old that it contains language and standards that, by the employer's own admission, are no longer used by HR professionals elsewhere. In the membership surveys conducted prior to the 2001-2002 bargaining cycle, members again identified reform of the job classification and evaluation system as a priority.

One of the documents posted in the job evaluation section of the website is the job classification brochure that AMAPCEO prepared during the "for Fairness" campaign in 2001. It identifies two major reasons for wanting to reform the system: to eliminate the many anomalies and inequities that have arisen in classification levels (not only between ministries but within ministries and even branches) and to better match salary levels to responsibilities.

As it turns out, the employer also recognizes the need to reform the system as a means of addressing recruitment and retention problems, which led to a letter of understanding that was signed in February 2002, included in the Collective

Agreement that was finalized at the same time. Under the terms of the letter, both AMAPCEO and the employer agreed to establish a joint review of the job evaluation system, to be completed in time for the next round of bargaining.

Despite the best intentions, however, due to employer delays, the process did not actually begin until after November 2003, following the signing of a memorandum of agreement that spelled out the process and the timelines. Both the letter of understanding and the memorandum of agreement are posted in this section of the website, along with subsequent updates and progress reports.

The most recent update, of course, was contained in the announcement that the parties had agreed on a tentative two-year renewal of the Collective Agreement, through March 31, 2006 (subsequently ratified by the members on May 5). One of the reasons why AMAPCEO wanted to seek a short-term renewal was that the job evaluation project was taking longer than anticipated and it was unfair to expect members to continue to wait for a salary increase.

Although the intention was to address only a few items in bargaining, a last-minute disagreement over the future direction of the job evaluation project arose, with the result that the parties spent time to resolve matters, re-negotiating the terms of the project in such a way that, in AMAPCEO's view, we now have renewed confidence that the project will continue as anticipated.

We have agreed that there will be eight classification levels in the new system; the eight levels of work have been fixed and described in the revised memorandum of agreement. In addition, the parties have agreed that the number of levels cannot be changed in bargaining, nor can salary bands be introduced. Our goal has been to keep the number small; the employer cannot now demand a change in the next round of bargaining. Finally, descriptions of compensable factors for the new system have been confirmed and migration rules have been set for reference job ratings to be integrated into the new eight-level system.

The new completion date for the job evaluation project has been revised to January 31, 2006. The current collective agreement expires on March 31, 2006. Our plan is that AMAPCEO and the employer will negotiate monetary aspects of the new classification system, including the eight new salary bands, in the next round of bargaining in early 2006. It is critically important that *all* AMAPCEO members engage in this process to protect the integrity of the new job evaluation system, your position and the AMAPCEO bargaining unit.

Please continue to check this section of the website for future updates as well as relevant background information on the joint job evaluation project.

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The Responsibilities of Active Membership

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You elect representatives to do that job for you.

Individual AMAPCEO members also have responsibilities, too – responsibilities that I would argue cannot be delegated to elected officials or hired staff: to be involved in the consultation process that precedes bargaining, to participate in meetings and to become familiar with the provisions of your Collective Agreement.

Most importantly, however, each member of AMAPCEO has a responsibility to know when your rights are not being respected and when provisions of the Collective Agreement are not being observed by your manager or your ministry. One of the major achievements in this agreement has been the improvements in overtime. In survey after survey, members identified hours of work and the need for more work-life balance as a critically important priority. Finally, with this agreement, building on what some saw as modest gains in the last agreement, we made a major breakthrough that now exceeds the overtime provisions in the *Employment Standards Act*.

Only you, however, can enforce this provision of the Collective Agreement – by claiming the overtime you work. AMAPCEO can, and will, back you up and insist that your overtime be recognized, but you have to claim it first. You have to insist that your manager respect your right to work-life balance. You have to view yourself as an active participant in your workplace and not as a passive victim. In standing up for yourself, you are contributing, in your own small way, to “transforming” the OPS into a more modern, accountable organization.

Gary Gannage is the President of AMAPCEO.

AMAPCEO Members and Employer Ratify Two-Year Agreement

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As noted in previous issues of *AMAPCEO Member News*, it had been AMAPCEO’s original intention to bargain a three-year agreement that would have included a new job classification system with new salary ranges. When it became apparent that this work could not be completed in a timely way without sacrificing quality, AMAPCEO sought to bargain a shorter bridging agreement.

Unexpectedly, prior to the settlement, the parties encountered roadblocks at the bargaining table with regard to the job evaluation process and could not agree on certain key fundamental issues. The two-year bridging agreement represents a breakthrough on those issues, with the result that the employer and AMAPCEO have amended their original memorandum of understanding that governs the job evaluation project in order to codify the new rules. AMAPCEO

is optimistic that the favourable resolution of these important issues provides a basis for confidence as we move to the next phase in the job evaluation project.

Both the Board of Directors and the Provincial Council voted unanimously to recommend the changes to the membership.

Members of the AMAPCEO Bargaining Team included: **FRANK CERILLI** (Community Safety and Correctional Services, North Bay); **GARY GANNAGE** (Health and Long Term Care, Toronto, and President); **MARILYN HYDE** (Northern Development and Mines, Toronto); **STEPHEN SMITH** (Community and Social Services, Peterborough); and **ROBERT STAMBULA** (Transportation, Toronto, and Vice-President), Chair.