

AIMIAPICIEIO MEMBER NEWS

Association of Management, Administrative and Professional Crown Employees of Ontario

www.amapceo.on.ca

Reminder to Update Contact Info

Just a reminder to check your WIN account contact information to make sure your office and home address and phone numbers are accurate. In addition, if your home or work contact information, particularly your home/personal e-mail address, have changed, please also visit the AMAPCEO website and take a few seconds to fill in the information update form.

Did you know that, even though you pay dues as an AMAPCEO-represented employee, you are not actually a member of the Association until you sign a membership form? If you have not done so, please visit the website and click on "Membership and Volunteering" for a membership form and more information.

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The Issue is Respect for Public Servants

Gary Gannage, President

AMAPCEO has been in the news recently and I thought I would use this space to elaborate on some of the important issues that we have been raising.

First, of course, was the successful negotiation in March of a Memorandum of Understanding that was endorsed overwhelmingly by members at the end of April (please also see the related article elsewhere in this newsletter). The Memorandum of Understanding contains salary increases retroactive to April 1, 2006; gives AMAPCEO the right to negotiate rates and salaries and other monetary consequences arising from the job evaluation project, retroactive to April 1, 2006; makes improvements in job security, health benefits, recruitment rules and leave provisions; and makes a number of other amendments to the existing Collective Agreement.

Full details, of course, are on the website, but I want to mention in particular the two joint working groups that will be established by AMAPCEO and the employer – one to study and make recommendations on psychological harassment in the workplace and one to look at ways to expand and improve alternative work arrangements in the OPS (e.g., flextime, compressed work weeks, job sharing, telecommuting, etc.). These two issues have been identified consistently as priorities by AMAPCEO members in bargaining surveys and at membership meetings over the years and we believe the employer's agreement to work with us in this way is a significant achievement.

The final working group reports, including recommendations, will be submitted to both the AMAPCEO-Central Employee Relations Committee (ACERC) and the Civil Service Commission (which consists of the Secretary of Cabinet and a number of Deputy Ministers) by March 31, 2008 (in the case of the psychological harassment working group) and by March 31, 2009 (in the case of alternative work arrangements).

Secondly, on a related item, AMAPCEO has written **STEVE PETERS**, the Minister of Labour, to urge that the provincial government combat workplace psychological harassment for all employees in Ontario by amending the *Occupational Health and Safety Act*. Quebec was the first Canadian jurisdiction to ban workplace harassment, in 2004, and Saskatchewan recently announced that it plans to do the same by amending its health and safety legislation. In our letter, we remind the minister that four private members' bills have been introduced on this topic during the life of the current Legislature, including one by Laurel Broten before her appointment as Minister of the Environment.

Finally, AMAPCEO has written **GERRY PHILLIPS**, Minister of Government Services, asking him to review the government's decision to ban access to the Facebook website from within the OPS. This is an issue that has touched a nerve with many of our members, who have asked how this action promotes a "modern" OPS that empowers employees and tries to attract younger workers and mid-career professionals from the private and broader public sectors. It suggests an employer more concerned with employee "face time" in the office than in the quality of their work. More importantly -and this is why I felt AMAPCEO had to respond- both the minister and the Premier, in their comments to the media, have left the distinct impression that there was a major problem with civil servants ignoring their jobs, wasting their time and visiting inappropriate websites.

We have a difficult enough time fighting false and negative stereotypes about public servants in the media without our political leaders fueling the flames. Our members are dedicated professionals who work hard on behalf of the citizens of this province and they deserve to be treated with more respect by people who, frankly, should know better.

AMAPCEO Members Endorse MOU; Challenges Expected in Next Phase

By a vote of 96.8 per cent to 3.2 per cent, AMAPCEO-represented employees have endorsed the Memorandum of Understanding negotiated with the employer in March. Voting took place by telephone over five days from Thursday, April 26th through Monday, April 30th, following a one month period during which President **GARY GANNAGE** and Vice-President **ROBERT STAMBULA** toured the province to conduct eighteen information sessions, supplemented by a teleconference for over 200 members who were unable to attend a meeting in person.

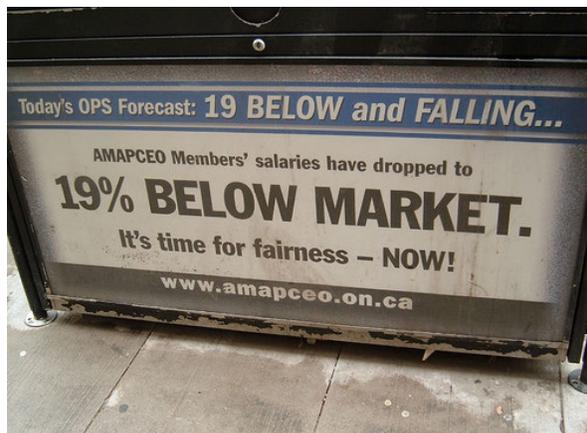
The amendments to the Collective Agreement contained in the Memorandum of Understanding have also been approved by the Ontario Cabinet and are now in effect. The employer has committed to implementing the retro-active salary increases (2.75 per cent on April 1, 2006 and 3 per cent on April 1, 2007) no later than August 9, 2007. A third increase of 3 per cent is scheduled for April 1, 2008.

Full details, including the text of the MOU, are posted on the AMAPCEO website. A revised Collective Agreement incorporating the changes is expected to be posted shortly.

In commenting on the results of the endorsement vote, Gary Gannage paid tribute to his fellow negotiating team members: **BOB STAMBULA**, chair of the negotiating team; **JANET DAVIES** (Municipal Affairs and Housing, Toronto); **CONRAD MARIER** (Health and Long-Term Care, Windsor); **ADAM SOCHA** (Environment, Toronto); and legal counsel **MICHAEL MITCHELL**.

Gannage noted that, while pleased with the membership's vote of confidence in the collective leadership, "we still have our challenges, working hard on the job evaluation project and the two joint working groups that will be established under the MOU", one on psychological harassment and the other on alternative work arrangements.

"The next phase of bargaining," according to Gannage, "will be particularly challenging, as we try to implement a fair and equitable job evaluation system without acceding to employer demands for concessions to pay for it."



From the streets of Toronto to the internet highway - someone posted this picture of one of our bin ads (at the corner of Yonge and College Streets) on the photo sharing website Flickr (www.flickr.com), with the following caption: "This ad contradicts the traditional assumption that government workers are paid better than their private sector counterparts."

News from the Board of Directors

The AMAPCEO Board of Directors met in March and April and, among other business:

- Appointed **BARBARA GOUGH** (Training, Colleges and Universities/Toronto) as a member of the Board's Workplace Relations Committee;
- Appointed **MAGGY MURRAY** (Finance/Toronto) as a member of the Ministry of Finance AMERC (AMAPCEO-Ministry Employee Relations Committee);
- Conducted the annual review of AMAPCEO's AMERC and Workplace Representatives;
- Agreed to expand the Association's existing office space on the 23rd floor of 1 Dundas Street West in Toronto in order to accommodate the hiring of new staff and position the organization for future growth.

AMAPCEO To Prepare Submission to Ontario Pension Review

AMAPCEO will be preparing a submission on behalf of its members to the Ontario Expert Commission on Pensions, headed by former York University President **HARRY ARTHURS**. The commission was established by Finance Minister **GREG SORBARA** last Fall, with a mandate to review and make recommendations concerning the funding of defined pension plans; the rules relating to pension benefits and surpluses; and other issues relating to the security, viability and sustainability of the pension system in Ontario.

If you have comments or suggestions with regard to what we should include in our brief, which will be reviewed by the Board of Directors and its Pension Committee before submission in October, please contact **MICHAEL MOURITSEN**, Director, Operations and Planning, at ext 2724 or by e-mail at mouritsen@amapceo.on.ca. To view the full terms of reference of the pension commission and its February 2007 discussion paper, please visit the commission's website: www.pensionreview.on.ca.

Update on AMAPCEO's Bargaining Unit Integrity Dispute

On February 4, 2007, the *New York Times* began a series on what it calls the "Fourth Branch" of the U.S. federal government: private contractors and consultants who are increasingly being retained to do the work of civil servants. The amount spent on federal contracts grew from \$207 billion in the year 2000 to \$400 billion last year.

If this all seems vaguely familiar to you, it is because this newsletter has given you updates from time to time on a long-standing AMAPCEO policy dispute on a similar issue with another government – our own employer. Members have long complained about working alongside fee-for-service consultants, transfer payment agency secondees and others who do the work of civil servants but who are not employees. The practice is sometimes called "contracting in". This dispute over bargaining unit integrity ("BUT") was filed in 2002.

While some of these arrangements are temporary, we have found that most of them extend for some time and many for several years. In some cases, the individual has a legitimate job with an external agency and can return after his or her secondment, but in other situations, the arrangement is entirely artificial and the agency is used as a "flag of convenience". Examples of such arrangements include those seconded or contracted from school boards, hospitals, social service agencies, information technology companies and consulting firms.

Among the problems with these practices: they circumvent the *Public Service Act*; misrepresent the Public Accounts; mislead the Legislature and the public as to the actual complement of public servants; deprive AMAPCEO-represented employees of the opportunity to apply for these positions; constitute unstable working arrangements and insecurity for the affected incumbents; are an insult to the experience and qualifications of public servants; and are often more expensive than simply hiring civil servants. The knowledge and experience gained by improper secondees and consultants are lost to the OPS when the contracts end. Finally, these kind of arrangements fly in the face of good management practice; they do not make effective use of our human resources, undermine the morale and pride among public servants and compromise service to stakeholders and clients.

Another significant problem is that, because contracted individuals are not employees, they are not subject to many of the HR and other policies that apply to civil servants.

The employer has conceded the merits of this dispute, i.e., that there are consultants, fee for service and transfer payment agency workers who are not on the OPS payroll but who are engaged in ongoing bargaining unit work. Several decisions favourable to AMAPCEO have been awarded by the arbitrator, all of which have dealt with the process of disclosure of positions and how the parties will determine if a position properly belongs in the bargaining unit. Although some new positions have been added to the bargaining unit as a result of settlements with the employer, the process has been excruciatingly slow.

Despite criticism from the Provincial Auditor-General, these efforts by ministries to skirt the normal hiring rules have continued. In the meantime, our dispute carries on. We are optimistic that we will continue to add positions to the bargaining unit, but it appears as if the employer is making us fight for every one.

In commenting on the American government's widespread use of contractors, **DAVID M. WALKER**, comptroller-general of the United States, said "There's something civil servants have that the private sector doesn't. And that is the duty of loyalty to the greater good – the duty of loyalty to the collective best interest of all rather than the interest of a few." We couldn't have said it better.

Second Annual AMAPCEO Health and Safety Conference A Huge Success

AMAPCEO's health and safety representatives from across the OPS gathered for their second annual conference on Wednesday, April 25th, in Toronto. The first conference last year was a half-day session; this year's meeting was an all-day event that featured two guest speakers and two hands-on workshops.

In calling the meeting to order, AMAPCEO President **GARY GANNAGE** noted that the number of our health and safety representatives keeps increasing, an indication of the importance that our members attach to health and safety issues in the workplace.

Keynote speakers included Deputy Finance Minister **COLIN ANDERSEN**, whose ministry has been identified as one that tries to promote best practices in the area of health and safety, and **GLENN FRENCH**, President of the Canadian Initiative on Workplace Violence, an organization that conducts research and education on bullying, psychological harassment and violence in the workplace.

In addition, two workshops were offered: one on psychological harassment, facilitated by Mr. French, and the other on ergonomic issues in office settings, featuring a presentation from **JANE SLEETH** of Optimal Performance Management, Inc.

A round-table discussion in the morning allowed members to report on the major issues at their workplace locations. Among the issues that seemed to dominate:

- Air quality;
- Mould;
- Ergonomics;
- Basic building hygiene and housekeeping issues;
- Workplace noise;
- Personal safety for those who have to travel on government business or use ministry vehicles; and
- Psychological harassment and workplace bullying.

The central AMAPCEO Health, Safety and Wellness Committee pledged to review the comments and suggestions that were made at the conference and follow up as required. The overall feedback from those in attendance was that the event was extremely worthwhile and would help members be better representatives on their local committees.

Member Profile: Communications

This month's issue of *AMAPCEO Member News* is pleased to feature the work of AMAPCEO-represented employees who work in the field of communications.

There are over 300 AMAPCEO colleagues working in all aspects of communications across the OPS, including issues management, media relations and communication planning.

Communications staff provide senior management and program branches with advice and support in the planning, design, development and delivery of communication strategies, media releases, backgrounders, publications, newsletters and public outreach products. Other responsibilities include trying to anticipate issues and trends that have potential impacts on the government, its programs and its stakeholders, through environmental scanning, media analysis and other research methods.

"We add real value with our analysis and knowledge of current events and situations to help the ministry and the minister's office deal with contentious issues or problems that may come up," says **MURRAY GAUDREAU**, an Issues Coordinator in the Ministry of Education. "We also work with the policy area to determine potential issues/problems. Everyday we make a real substantive difference in ensuring that our message gets out to the public."

Gaudreau had worked in communications in the private sector prior to joining the OPS, but was drawn to government issues management because of the constantly changing daily challenges.

"No day is the same," says Gaudreau. "We may have competing requests that are due within extremely short timelines. Sometimes immediately, [in] five minutes or [with] 30 minute deadlines. We must negotiate daily with the wants and needs of the minister's office versus the ability of the ministry to deliver in a timely manner."

External communications is not the only focus in the OPS. Effective internal communications is valuable in any organization. Employees who are better informed are more satisfied, feel more involved and ultimately are better able to contribute more effectively to the work of their employer.

"Internal communications is currently my focus and I find that rewarding, in that I directly contribute to making the workplace a more pleasant place to be on a daily basis," say **JILL NURSE**, a Communications Officer in the Ministry of Community and Social Services.

Nurse spends most of her day making sure her colleagues are well informed of various issues. The communications department has many challenges daily. "As in most jobs, the approval process is challenging and in government it seems longer," says Nurse. "If you don't manage the "approval chain" well, your work may be outdated by the time it's approved."

ANDREA KELLY, a Media Relations Coordinator in the Ministry of Municipal Affairs and Housing, echoes the challenges of Nurse and Gaudreau. "Dealing with my colleagues at the ministry to get timely/accurate information responding to media inquiries is the biggest challenge."

Our communication colleagues in the AMAPCEO bargaining unit make sure that the policies, programs and services that many of us work on are publicized and explained to the public, directly or through the media and stakeholder groups. They play an important role in managing issues that naturally arise in a parliamentary democracy in which there are competing interests and a free press. They ensure that their colleagues have the information they need to do their jobs. Communications staff are an indispensable part of the Ontario Public Service.

This is the third in an occasional series on the work of AMAPCEO-represented employees in the Ontario Public Service. Previous articles have focused on Psychiatric Patient Advocates and Chaplains. Please send us your comments and suggestions.

Results of Spring Elections

Nominations closed at 12:00 noon on Friday, April 27, for a number of representative positions in ten Chapters.

Three Chapter Chair positions have been filled through election by acclamation. **DAVE BULMER**, was elected chair of the Ottawa-Eastern Ontario Chapter; **PAUL GLASSFORD** is the new chair of the Sault-Ste Marie Chapter and **JAMES TREGONNING** was re-elected chair of the MOHLTC-Health Promotion Chapter.

Six delegates to the Annual Delegates' Conference were also elected: **LINDA SUTTON** and **PAUL FOSTER** in MCI/CUL/TOU/OFA; **MIKE BARBER** in MGS; **DAVID BURNFIELD** in OMAFRA/Guelph; **TABITHA BERRIAULT** in MOHLTC-Health Promotion; and **DIONNE SINCLAIR** in the Ottawa Chapter.

Elected to Chapter Executive Committees were: **DONNA DAVENPORT** (Northwestern Ontario); **ADAM KOZLOWSKI** (MGS), and **ADRIENNE TSIROS** (Energy & Environment).

The Annual Delegates' Conference this year is scheduled for Friday, November 30 and Saturday, December 1, in Toronto.

A few positions are still vacant and will re-open for nomination in the Fall election cycle, along with positions in the other Chapters that hold their nomination and election process in September. Vacancies remain, unfortunately, in three Chapter Chair positions: Ministry of Labour; Northwestern Ontario and Sudbury (where **DOUG PLAUNT** continues as Acting Chair).

Congratulations to all those who were elected or re-elected. You are joining (or rejoining) almost 300 AMAPCEO members who are serving as Association representatives in various capacities across the OPS. Your colleagues are always grateful for your willingness to assume these responsibilities. Many thanks to retiring Chapter Chairs **RAY WRIGHT** (Sault Ste Marie) and **DIONNE SINCLAIR** (Ottawa).

AMAPCEO Office Staff News



Congratulations to Dispute Resolution Officer **MARK BONAPARTE** and his wife Sandra on the birth of their baby boy, Daniel Thomas, born March 31, 2007.

Chapter Chairs

GRAHAM HOWE	Agriculture, Food & Rural Affairs/ Guelph
TIM SIM	Attorney General/ Aboriginal Affairs
JOHN KIRK	Community & Social Services/Children & Youth
GREG IRELAND	Community Safety & Correctional Services
BENNETT MCCARDLE	Culture, Citizenship & Immigration, Tourism & OFA
MICHAEL HELFINGER	Economic Development & Trade/Intergovernmental/ Research & Innovation
BARBARA GOUGH	Education/Training, Colleges & Universities
ADAM SOCHA	Environment & Energy
STAN SOSIN	Finance
SHARYN BIR	Government Services
JAMES TREGONNING	Health & Long-Term Care and Health Promotion
STEPHEN STEIN	Municipal Affairs & Housing & Public Infrastructure
ROY SCOTT	Transportation
TERRY PETERS (A)	Kingston
TOM BERTRAND	London
FRANK CERILLI	North Bay
DAVID BULMER	Ottawa & Eastern Ontario
STEVE SMITH	Peterborough/ Natural Resources
PAUL GLASSFORD	Sault Ste Marie
DOUG PLAUNT (A)	Sudbury
CONRAD MARIER	Windsor

Briefly Noted: How to Create a Good Workplace

Gap Between Personal Values and Workplace Values: Desjardins Survey

A recent survey conducted for Desjardins Financial Security found that almost two-thirds of Canadian workers (65 per cent) believe there is a gap between workplace and personal values, while only 27 per cent of Canadians said they were convinced that work-life balance is possible.

On a more optimistic note, however, the survey found that only 22 per cent considered themselves to be workaholics. Family, honesty and good health were identified as the values most important to Canadians, while work and money were among the least important. Approximately 72 per cent reported that they plan to take vacations.

While many employers are implementing programs or policies to promote work/life balance, the study results show that 65 per cent of Canadians feel that the values at their workplace are not in tune with their personal values. Only 29 per cent of respondents feel their employer truly cares about their work-life balance.

According to Toronto psychiatrist Dr. **IRVIN WOLKOFF**, "if employees do not feel that they can balance their work and their personal priorities, not only are we going to see the number of Canadians struggling with mental health issues increase, but we are also going to face an employee base who are resentful, disengaged and stressed."

"Employers who tune their workplace policies and culture to complement and support employee values will attract the best and brightest talent", said **ALAIN THAUETTE**, senior vice-president at Desjardins.

[*Globe & Mail*, April 25, 2007]

Canadians Want More Wellness Programs at Work: Monster.ca Poll

Only 20 per cent of Canadian employees enjoy corporate wellness programs that include such benefits as fitness and nutritional coaching, gym memberships and opportunities for professional growth, according to a recent online poll at Monster.ca.

Nearly 70 per cent of about 2,900 Canadians who participated in the recent poll said they wished their employers offered such incentives. Twenty per cent of those who already receive corporate wellness programs said they really appreciate them. And 10 per cent of respondents said such programs are a waste of resources and they would not be interested even if their employer provided such services.

"While not everyone appreciates a corporate wellness program, conventional research has always indicated that a contented and happy worker is typically more productive," said **GABRIEL BOUCHARD**, vice president and general manager, Monster Canada.

"Canadian businesses lose billions of dollars every year on sick days, employee absenteeism and stress leaves. With the labour shortage already affecting much of Canada, it will be interesting to see the rise in corporate wellness programs and other workplace benefits."

Meanwhile, in a separate Monster.ca poll of about 3,600 participants, less than 20 per cent of Canadians receive pay increases or have flexible scheduling and other work-life balance initiatives. Most respondents said their employers are doing very little to try to retain them with alternative or flexible work arrangements.

"The workplace has become increasingly competitive," said Bouchard. "In this new labour market, the power now shifts from traditional employers to job seekers. Employers will soon have to provide incentives to retain their employees or risk disruptions in productivity."

[*Canadian HR Reporter*, May 1, 2007]

Flexible Work Arrangements and Career Success

A recent survey conducted for Hewlett-Packard by the Simmons College School of Management in Boston found that women were increasingly using flexible or alternative work arrangements to remain in the workplace rather than opting out – a development the authors called "optioning in". The findings indicated that women who used alternative work arrangements did not sacrifice financial success when compared to women who had not used flexible work arrangements.

[“Optioning in versus opting out”, CGO Insights, Centre for Gender in Organizations, www.simmons.edu]

Mandatory Retirement Eliminated in Newfoundland and Labrador

The Province of Newfoundland and Labrador has joined Ontario and a number of other Canadian jurisdictions in banning mandatory retirement. Changes to the provincial *Human Rights Code* affecting mandatory retirement will become effective May 26, 2007 and employers have been advised to take the necessary steps to inform employees of their right to work beyond the age of 65. The Code will allow employees to decide to retire based on lifestyle, circumstances and priorities, and does not force retirement based on age restrictions.

On a related note, a discussion paper released by the federal government in March, *Older Workers: Challenges and Policy Issues*, reported that issues of ageism and employer bias continue to exist and that some employers "perceive older workers as less adaptable, less learning-oriented or less amenable to adopting and utilizing technologies". The report labelled these views as myths that could lead employers to ignore the value of experienced employees who still want to contribute and who have much to offer in workplaces where younger workers need coaches, mentors and advisors who know the organization.

[*Canadian HR Reporter*, April 9, 2007]

How to Attract and Retain Younger Employees

Two recent articles appeared at about the same time as the OPS Facebook controversy erupted and both lend support for one of the arguments AMAP-CEO raised in urging the government to reconsider its ban, namely, that it is inconsistent with the employer's efforts to reposition the OPS as the place to work for younger employees.

In the April 23rd issue of *Canadian HR Reporter*, a newsletter published primarily for HR practitioners, the authors of a new book entitled *Bridging the Generation Gap* report on their research into what motivates the members of "Generation Y", who were born between 1977 and 1990. They offer advice to employers, such as the OPS, who are competing to attract and retain these younger workers in an increasingly tight labour market.

In response to the question "What's important to you on the job?", the three top answers were: quality of friendships; a feeling they can make a contribution; and a feeling of safety. When asked what it would take to get them to join an organization, the three top responses were: salary; a friendly, casual work environment; and growth and development opportunities.

The authors suggest a number of benefits that employers should offer to attract younger workers, including state-of-the-art technology, strong reward and recognition programs, a casual work environment and a connection to the mission and vision of the organization. The important thing, they stress, is to "establish a culture" with these kind of benefits and this kind of approach. It is essential, in other words, to "walk the talk", not just develop policies or programs that are rarely followed or implemented but look good on paper.

An article in the May 7th issue of *The Hill Times*, a periodical about the federal government, reported on a survey of college and university students recently conducted by the Toronto-based consulting firm D-Code, Inc. The results were part of a presentation to the Public Policy Forum, at which the recent first report of the advisory committee on federal public service renewal was discussed. The federal government, like the OPS, is facing an aging and retiring workforce and is looking at ways to attract younger workers.

ROBERT BARNARD, the founder of D-Code, told the meeting that if the federal government is to remain a desirable place to work for younger workers, "it should adapt to youth culture and allow employees to use social networking web tools like Facebook while at work. 'If we want to start eliminating Facebook, what else are we going to eliminate? Do we eliminate solitaire? Do we eliminate personal [phone] calls?' he said."

The article concludes with Mr. Barnard noting that "youth...are more accustomed to a merit-based workplace system, in which priority is placed on getting their required tasks completed . . . 'If they're not getting their job done, then they shouldn't be around. If someone chooses to spend some time on Facebook or instant messaging during the day to keep in touch with friends, it's the same as a personal call,' he said." The focus, in other words, should be on the quality of work not on the amount of "face time" in the office.

[*Canadian HR Reporter*, April 23, 2007; *The Hill Times*, May 7, 2007]

Health, Safety and Wellness: Office Jerks Are a Health Hazard

Stanford University management professor **ROBERT SUTTON** has written a book entitled *The No Asshole Rule: Building a Civilized Workplace and Surviving One That Isn't*. He argues that employers who tolerate "creeps, jerks, weasels, tormentors, tyrants and unconstrained egomaniacs" –bullies, in other words –just because they may be productive workers are practising a false economy, since confrontational and bullying people drain the energy and effectiveness from everyone else.

In an article that appeared in the May 4th, 2007 issue of the *Globe and Mail*, writer **WALLACE IMMEN** reviews the book and also interviews Queen's University business professor **JULIAN BARLING**, who noted that, if bullying jerks become managers, they can make their employees more prone to illness and injuries on the job. In studies he and his students have conducted, Barling found that the health effects of bad bosses were statistically significant and consistent, leading to "sleeplessness, gastric problems, high blood pressure and colds".

Fear can also, he said, make people more careless, leading to a higher rate of accidental injuries on the job.

In his book, Sutton provides tips on identifying bullying behaviour and offers suggestions to employers on how to deal with them. He warns, however, that it's not enough to simply have policies: "You have to enforce the policies and you have to empower people to stand up if someone is transgressing. If you allow people to be jerks in the workplace, it encourages others to behave that way".

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AMAPCEO, established in 1992, is the
second-largest bargaining agent in the
Ontario Public Service, representing
approximately 9,000 professional and
supervisory civil servants who work
directly for the Government of Ontario in
every ministry and in a number of agencies,
boards and commissions.

AMAPCEO Board of Directors

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New Health & Safety Representatives Appointed

On behalf of the Board of Directors, the Health, Safety and Wellness Committee has appointed the following eight AMAPCEO members to two-year terms as Health & Safety Representatives.

Health and Safety Representatives sit on local joint health and safety committees with employer representatives and members nominated by other bargaining agents. The new appointees are:

PAULA BROWN	Community Safety & Correctional Services 777 Memorial Avenue, 3rd Floor, Orillia
JOHN CARBERRY	Community & Social Services 80 Grosvenor Street, 7th Floor, Toronto
WILLIAM GERRARD	Culture, 400 University Avenue 4th Floor, Toronto
ADAM KOZLOWSKI	Government Services 77 Wellesley Street, West, 8th Floor, Toronto
SHARON MERTENS	Community & Social Services 80 Grosvenor Street, 7th Floor, Toronto
KENNETH MURRAY	Children & Youth Services 200 First Avenue West, 4th Floor, North Bay
AMIN PRINTER	Finance, 1600 Champlain Avenue 3rd Floor, Toronto
DONNA SYMONDS	Attorney General 655 Bay Street, Toronto

A complete list of AMAPCEO's 95 Health and Safety Representatives appears on the website. Anyone interested in becoming a Health and Safety Representative is encouraged to contact **LIZA PAPANIKOLAOU** at 416 595 9000 (ext 2725) or by e-mail at lizap@amapceo.on.ca. For more information on health & safety issues, please visit the health and safety section of the AMAPCEO website.

Upcoming Events and Dates

End of May	Last opportunity to make submissions to the special Constitutional Review Committee
May - June	Watch for AMAPCEO electronic survey on your experience to date with the Job Evaluation process
August 9th	Implementation of retroactive salary increases (to April 1, 2006 and April 1, 2007)
Week of August 27th	Nominations open for Fall nominations (central and chapter)
November 30th - December 1st	2007 Annual Delegates' Conference