

# AMAPCEO MEMBER NEWS

Association of Management, Administrative and Professional Crown Employees of Ontario

[www.amapceo.on.ca](http://www.amapceo.on.ca)

## Reading this Newsletter Rewarding

Readers may recall that the Summer edition of *AMAPCEO Member News* invited those who are receiving LTIP and CPP disability benefits to get in touch with us if they had not been contacted by Great-West Life by the end of July. This was in relation to our successful settling of a policy dispute over the way Great-West calculates cost of living adjustments for members who receive both LTIP and CPP disability benefits.

As reported, payments for the first group of affected members, some retroactive to 1998, averaged \$2,700, with a high of \$9,600. Following the publication of the Summer newsletter, we were contacted by five members, who confirmed their CPP status and subsequently received retro awards ranging from \$8,000 to \$12,000. It pays to read your newsletter! On a related note, AMAPCEO's interventions have resulted in an agreement with the employer to correct the 2007 cost of living adjustment awarded to employees on LTIP from 1.1% to 1.8% retroactive to January 1, 2007.

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## With Fall's Return, Work-Life Balance is Important

Gary Gannage, President

I would like to follow up on three issues that have been the subject of recent media attention or previous announcements.

**Overtime:** In early September, it was revealed that KPMG, the international accounting and consulting firm, is being sued in Ontario for unpaid overtime. This follows a similar class action suit that was filed in June against the CIBC on behalf of front-line customer service staff who are also claiming unpaid overtime. Whether or not this trend continues in the private sector, it is always timely (particularly in the Fall) to remind AMAPCEO members of their overtime provisions and of how important it is to actually use those provisions and claim your overtime.

AMAPCEO employees are entitled to be paid compensating leave at the rate of one hour for every hour worked between 36.25 and 44 hours per week and 1.5 hours (time-and-a-half) for each hour worked in excess of 44 hours per week or on the weekend or on a scheduled day off. If you are unable to take the time before the end of the calendar year in which it was earned, you are entitled to have it paid out in a lump sum amount. In its own interpretive bulletin sent to managers,

the employer says that “*managers cannot request or permit employees to work overtime without compensation...*”. Only you, however, can police this, by insisting that your manager comply with your collective agreement.

**Survey results:** AMAPCEO surveyed members in June on their experience with the job description validation phase of the Job Evaluation Project. The level of overall satisfaction is high. Among the results: 77% of those who responded indicated they were satisfied or very satisfied with the PIQ process; 75% expressed satisfaction with the process for reviewing and commenting on the draft job specs; 82% were satisfied with the supporting materials to assist in commenting on the draft specs; and 85% were satisfied or very satisfied with the communication materials (Q&As, website, etc.). As usual with all of our electronic membership surveys, we received many pages of detailed comments and suggestions, all of which have been extremely helpful for our staff who are working on the project. The next phase (which will involve the evaluation of revised job specs) will begin soon. Many thanks to all of you who participated in this survey.

*Continued on back page*

## Fall Nominations Open Until September 28th

As usual at this time of year, the AMAPCEO Elections Committee has issued a call for nominations for a variety of elective and appointed positions within the Association's governance structure.

Nominations opened on August 30<sup>th</sup> and will remain open until 12:00 noon on

Friday, September 28<sup>th</sup>. All of the details, including a nomination form, are posted on the AMAPCEO website. Information also appears inside this issue of *AMAPCEO Member News*.

Any employee with a home position in the AMAPCEO bargaining unit who has

signed a membership form is eligible to participate in the nomination process and is encouraged to think about getting involved – either as a candidate or as a nominator.

Most positions have a two-

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## 2007 AMAPCEO Nominations: A Backgrounder

### AMAPCEO's Internal Governance System

AMAPCEO is a bargaining agent that is "owned and operated" by its members. The way that members control their organization is through three governing bodies.

The *Annual Delegates' Conference (ADC)* is the highest governing body and is responsible for electing the Board of Directors and officers; adopting the annual budget and setting the level of membership dues; appointing the auditors and approving audited financial statements; amending the constitution; and approving bargaining priorities. The conference consists of the nine members of the Board and the 23 Chapter Chairs, as *ex officio* members, plus approximately 120 Delegates elected from Chapters on the basis of one Delegate for every fifty signed-up members (or portion thereof). This year's ADC will be held on Friday, November 30<sup>th</sup>, and Saturday, December 1<sup>st</sup>, in Toronto.

The *Provincial Council* is a standing committee of the ADC and is authorized to act on behalf of the Delegates between annual meetings. The council, which meets approximately six times a year, consists of the members of the Board and the Chapter Chairs. The Board, which is accountable to the ADC, provides updates and reports to the Council throughout the year. The Council fills vacancies on ADC committees that occur after a conference and also is responsible for ratifying the appointment of bargaining team members (who are nominated by the Board).

The *Board of Directors*, as noted above, consists of nine members: the four officers (President, Vice-President, Secretary and Treasurer) plus five "at large" Directors. The Board meets monthly and is responsible under the constitution for "the management of the affairs of the Association". The Board is responsible for supervising the hiring of Association office staff; recommending an annual budget and managing it during the year; approving the terms of leasing office space; developing detailed bargaining proposals; appointing members to the bargaining team (subject to ratification by the Provincial Council); and managing the bargaining process. The Board appoints Workplace Representatives and members of AMERCs, organizes training and orientation activities for our representatives and, through the Board's Health, Safety and Wellness Committee, appoints AMAPCEO's local health and safety representatives throughout the OPS.

The *Executive Committee* of the Board consists of the four officers (President, Vice-President, Secretary and Treasurer) and meets once or twice each month. The Executive Committee functions as the Personnel Committee and provides day-to-day management of the office, through the President, to whom the three staff managers report. The Executive Committee has also been delegated specific authority by the Board to manage the investments of the Association, to purchase supplies and equipment and to appoint staff.

AMAPCEO members are assigned, for electoral and membership development purposes, to one of 23 ministry or regional *Chapters*. Typically, those in the GTA are assigned to ministry-based Chapters and those outside the GTA belong to regionally-based Chapters, although there are a number of exceptions, which can be authorized by the Provincial Council. (If you are in any doubt about which Chapter you belong to, do not hesitate to contact the AMAPCEO office for clarification.) As indicated earlier, the membership in each Chapter elects a number of Delegates (on a ratio of one Delegate for every fifty signed-up members). This is the most direct way rank-and-file AMAPCEO members control their Association. Each Chapter is required to hold at least one annual meeting, either in person or by teleconference (or a combination of the two).

In addition, however, each Chapter is led by a *Chapter Executive Committee*, which consists of the Chapter Chair, all of the elected Delegates and at least two "at large" Executive members (who typically become the Vice-Chair and the Secretary-Treasurer of the Chapter). The Chapter Chair and the two at large members are elected directly by the Chapter membership. In this way, rank-and-file members directly elect a representative to the Provincial Council, since the Chapter Chair sits on that body (and, if unable to attend, is represented by a permanent alternate selected by the Chapter Executive). Vacancies that occur in the Chapter Chair's position during the year are filled temporarily by the Chapter Executive.

The term of office for all AMAPCEO representatives is two-years, and incumbents are always eligible for re-nomination and re-election. Approximately one-half of all terms expire annually, so not all positions are open for nomination every year. In addition, approximately one-half of the Chapters hold elections in the Spring and the remainder in the Fall. Representatives who attend meetings in Toronto are entitled to reimbursement of relevant expenses according to the *AMAPCEO Expense Reimbursement Policy* and leave is provided for both the meeting and travel time under Article 8 of the Collective Agreement. The meetings of the three governing bodies are held in person, although committees hold most of their meetings by teleconference.

Further information on AMAPCEO's internal governance structure can be found on the website in two sections: A brief summary of roles and responsibilities appears for each function under the "Directory of Contacts" area. In addition, of course, in the Constitution section of the website, the full Constitution and By-laws are posted, with additional related information in summary form. Also posted is a comparative chart that displays the respective authorities and roles of the three principal governing bodies: ADC, Council and Board.

## Responsibilities of Elected and Appointed Positions

The following positions are open for nomination this Fall. Deadline for submitting nominations (including self-nominations) to the AMAPCEO office is 12:00 noon on Friday, September 28, 2007.

*Secretary of the Association:* The Secretary is a member of the Board and its Executive Committee, the Provincial Council and the Annual Delegates' Conference (ADC) and acts as secretary (responsible for drafting the agenda and minutes) of each of them. Functioning as the corporate secretary of the organization, the Secretary also has responsibility to ensure that the office maintains a register of all activists and members. In addition to leave to attend meetings and fulfill other responsibilities, the Secretary is entitled to an honorarium of approximately \$11,000 per year.

*Treasurer of the Association:* The Treasurer is the Association's chief financial officer and is a member of the Board and its Executive Committee, the Provincial Council and the ADC. The Treasurer is also an advisor to the Audit Committee. The Treasurer is responsible for drafting the annual budget and for reporting to the Board and Council on the state of accounts during the year. In addition to leave to attend meetings and fulfill other responsibilities, the Treasurer is entitled to an honorarium of approximately \$11,000 per year.

*Director (Member), Board of Directors:* The AMAPCEO Board of Directors is responsible for "managing the affairs of the Association" and consists of nine members – the four officers and five "at large" Directors, all elected by the Annual Delegates' Conference. The President, Vice-President and two Directors are elected one year and the Secretary, Treasurer and three Directors are elected in the alternate year. This year, there are three (3) Director positions available for nomination.

Board members are also members of the Provincial Council and the ADC and, typically, belong to one other committee. The Board meets monthly, with the exception of July, and occasional special meetings are also held (some by teleconference). In 2006, for example, the Board met for a total of 20 meeting days.

*Audit Committee:* The AMAPCEO Audit Committee is an independent, arm's length body elected by the Annual Delegates' Conference (ADC). It consists of five members and two positions are available for nomination this year. The committee is responsible for independently monitoring the Association's financial policies and accounts, and for recommending to the Board the appointment of an external auditing firm (the Board, in turn, is responsible for making a formal recommendation to the ADC). Further information on the terms of reference of this committee can be found in By-law 3, which is posted on the website.

*Member Reconciliation Committee:* This committee is also a committee of the ADC, although its members are appointed by the Provincial Council. It is responsible for investigating and attempting to resolve disputes between members in good standing (as opposed to disputes between a member and the employer). All five positions on the committee are open for nomination this year. Further information on the terms of reference can be found in By-law 4, which is posted on the website.

*Chapter Chairs:* Approximately one-half of the Chapter Chair positions are open for nomination this Fall. The Chapter Chair, directly elected by each Chapter's membership, is a member of both the Provincial Council and the ADC. The Chair presides over meetings of the Chapter Executive Committee and the Chapter membership and is generally responsible for providing leadership in the Chapter on membership development issues, recruitment of new members and activists and acting as a communication vehicle between the AMAPCEO office and Board and the Chapter members. A more complete list of Chapter Chair responsibilities is posted on the website (under the "Constitution and By-laws" section).

*Member, Chapter Executive Committee:* In addition to the Chapter Chair and all elected Delegates, the Chapter Executive Committee consists of at least two "at large" members, who are typically selected as the Vice-Chair and the Secretary-Treasurer. They help share the membership development work with the Chapter Chair. The committee members are also responsible for designating a permanent alternate, who can attend Provincial Council meetings when the Chair is unable to do so, and for selecting an Acting Chair if there is a vacancy in the Chair's position. The Executive is supposed to meet four times each year (either in person or by teleconference).

*Delegate:* As noted elsewhere, each Chapter elects Delegates to attend the ADC on the basis of one Delegate for every fifty signed-up members. (The members of the Board and the Chapter Chairs are *ex officio* Delegates.) The main responsibility of a Delegate is to attend the annual conference and participate in decision-making at that time. There is no formal ongoing role for Delegates before or after the conference, although they are automatically voting members of their Chapter Executive Committee and are expected to participate in that body between meetings of the conference.

*Delegate-at-Large:* The Constitution provides for the appointment, by Provincial Council, of up to ten Delegates-at-Large, who are non-voting Delegates with the right to attend and speak (but not to move motions or vote) at the Annual Delegates' Conference. Typically, these positions are reserved in the first instance for those officials who are required to be at the conference to fulfill a role or responsibility (but who are not themselves elected Delegates). Once this number is determined, the Provincial Council may, if it so decides, appoint other Delegates-at-Large from among those who have been nominated by the nomination deadline (September 28<sup>th</sup>).

## Member Profile: Risk and Assurance Consultants

The work of AMAPCEO-represented employees in Risk and Assurance is this month's feature profile in *AMAPCEO Member News*.

The Ministry of Finance has 80 Risk and Assurance Consultants represented by AMAPCEO in the Ontario Internal Audit Division of the Treasury Board Office. They identify, measure and manage risk to assist client ministries in all aspects of internal auditing and risk assurance.

They provide expert advice and consulting services to assist clients in the development and evaluation of risk management for proposed policies and programs. They recommend solutions for effective operations, the reliability of financial reporting, deterring and investigating fraud, safeguarding assets, and compliance with laws and regulations.

To ensure an effective approach to risk and assurance, our members evaluate and identify client needs to improve strategic, operational planning, business processes, performance measurement and quality assurance.

"A rewarding aspect of my position is interaction with management and staff at the operational level of the public service, especially in instances where advice can be given or recommendations made that are valued by the clients," says **ARTHUR MOHIPPI**. "Over the years, I deeply appreciated the many occasions when clients have taken the time to send a personal thank you note acknowledging my contribution."

**TERRY ROSS** describes his initial interest in auditing: "While studying for my Certified General Accountant (CGA) designation, the course that I found the most interesting was the auditing course. This was because it dealt with more than just financial information and involved all areas of a business or organization and gave the opportunity to interact with people from all levels of responsibility. In Internal Audit, nothing is routine; the level of professionalism and consistency of providing quality service remains the same, but each project is different and provides new and exciting challenges and opportunities."

For Ross, the biggest challenge in internal auditing is "convincing the client or the people that you are working for that you are their partner in helping them be successful in accomplishing their objectives in an effective and efficient manner. We are all working towards the same goal which is to be the best public service organization possible, and we aren't there just to uncover what they are doing wrong."

**BERNADETTE LAI-CHEONG**, agrees: "Customer satisfaction and adding value to the ministry's businesses is the most rewarding feature of what I do."

While assisting clients and providing superior service can be rewarding, Lai-Cheong also identifies challenges. "In some areas, audit work may not be regarded as a priority, hence [it can be] delayed," she says.

Mohipp sympathizes with his colleagues, but also adds: "The main challenges or issues faced on a daily basis are: understanding and utilizing the bureaucracy to achieve meaningful change; avoiding the tendency to address symptoms rather than root causes of problems; and keeping abreast of information, technology and change in general."

All the Risk and Assurance Consultants interviewed enjoy their work of managing relationships and networks with clients and the ministry. They play an essential role in helping the OPS function efficiently and effectively.

*This is the fifth in an occasional series on the work of AMAPCEO-represented employees in the Ontario Public Service. Please send us your comments and suggestions.*

## Deadline for Constitutional Amendments and Resolutions

The nomination deadline (12:00 noon on Friday, September 28<sup>th</sup>, 2007) is also the deadline for two other purposes that impact on the Annual Delegates' Conference: the submission of both policy resolutions and constitutional amendments.

Policy resolutions, which establish or change AMAPCEO policies, are adopted by majority vote at the conference. These resolutions can be submitted by individual Delegates, Chapter Chairs and Board members; the Board or Council as governing bodies; Association committees; and Chapters (reflecting a vote at a Chapter meeting or by the Chapter Executive). Proposed resolutions are vetted by the ADC's Resolutions Committee, which makes a recommendation on how the conference should dispose of each resolution.

Constitutional amendments, which amend the Association's Constitution, require a two-thirds vote for approval and can be submitted by individual Delegates, the Board of Directors or Chapters (as the result of votes at Chapter meetings). This year, however, the entire Constitution and By-laws have been reviewed by a special review committee that must be established every five years. The committee held an extensive consultation process and will be bringing forward a number of constitutional amendments for consideration at the conference.

## AMAPCEO Nomination Process

If you are interested in either nominating yourself or proposing someone else for an elective or appointed position, please visit the AMAPCEO website for a nomination form (the same form is used for all positions); a description of the role, responsibilities and time commitments of each position; and a list of the available openings (e.g., some Delegate, Chapter Executive and Chapter Chair positions have terms that continue for another year). Most nominations are typically self-nominations. If there are exactly the same number of nominations (or fewer) than openings, the candidates are declared elected by acclamation. If there are more candidates than available positions, an election is held, as follows:

- For Chapter positions (Chapter Chair, Chapter Executive Committee and Delegate), a mail ballot is circulated to all Chapter members during the first week in October;
- For central elective positions (Board of Directors, Audit Committee), a secret ballot election is held at the Annual Delegates' Conference on November 30<sup>th</sup> and December 1<sup>st</sup>;
- For central appointed positions (Member Reconciliation Committee and Delegate-at-Large), a secret ballot election is held by Provincial Council at its meeting on October 24<sup>th</sup>.

In the event of an election, all candidates are entitled to have a one-page candidate statement circulated with the ballot (for Chapter positions) or in advance of the meeting at which the voting is being held (for the other positions).

## Update on Corporate Tax Transfer to the Feds

As readers will recall from previous issues, almost 50 AMAPCEO members working in the Ministry of Revenue are affected by the Ontario government's plans to transfer the administration of the province's corporate taxes to the Canada Revenue Agency, an agency of the federal government. An agreement in principle was signed by the two governments in October 2006 (preceding the restoration of successor rights).

This kind of divestment of OPS functions is covered by Article 27 of the AMAPCEO Collective Agreement. The employer is obligated to make "reasonable efforts" to ensure that AMAPCEO-represented employees are offered positions with the new employer "on terms and conditions that are as close as possible" to the existing terms and conditions in the collective agreement.

As such, AMAPCEO and the Ministry of Revenue have been engaged in reasonable efforts discussions through a sub-committee of the AMAPCEO Central Employee Relations Committee (ACERC) known as the AMAPCEO CTAR Working Group. The corporate tax divestment is unique because existing federal employees in the Canada Revenue Agency are represented by one of two unions – either the Professional Institute of the Public Service of Canada (PIPSC) or the Public Service Alliance of Canada (PSAC). AMAPCEO-represented employees who decide to accept job offers from the new employer will be represented by PIPSC.

The reasonable efforts process has been complicated by deficiencies in the employer's efforts in a number of areas. For one, not all of the affected employees will be receiving job offers. Secondly, for those who accept job offers with the CRA, they will not be able to transfer their pension credits, something AMAPCEO has argued should be possible. Third, AMAPCEO members who accept job offers may be forced to relocate, depending on where they live. Finally, members will not have their seniority recognized by the new employer.

Furthermore, our employer has not matched the commitments it made under the LMDA reciprocal agreement, when federal employees transferred to the OPS just last year. (Many of those employees are now represented by AMAPCEO in the Ministry of Training, Colleges and Universities).

Because of these unresolved issues and the serious impacts these issues will have on AMAPCEO members, the Association filed an Article 27 dispute in July, taking the position that the employer had not met its reasonable efforts obligations under the collective agreement. Ultimately, if not resolved, the issues will be heard by an arbitrator.

AMAPCEO has held meetings with the affected employees who, of course, have other options available to them; if they choose not to accept offers with the new employer, they are entitled to the full provisions of the redeployment process in the collective agreement.

## Know Your Agreement: Ending the Never-Ending Acting Assignment

Are you a classified employee in a “never-ending” acting assignment? If so, then the August 1<sup>st</sup> implementation date of a new AMAPCEO entitlement is important news for you. The employer is now required to offer you your acting assignment on a permanent basis if you have filled the position for at least 24 months and if the position (a) does not currently have a home incumbent and (b) is a permanent vacancy or there is a continuing need for the work to be performed on a full time basis for greater than an additional twelve months. Acting assignments that started July 31, 2005 or earlier are caught by the August 1, 2007 implementation date.

Vice-President **ROBERT STAMBULA**, who chaired the recent AMAPCEO bargaining team, expects this change to Article 18.8.1 (e) of our agreement to bring stability to the workplace for many ‘actors’ now that the Employer must either offer permanent jobs or post them if the acting employee prefers to return to his or her home position. Employees who believe this change applies to them should assist their managers by drawing their attention to Article 18.8.1 (e), which can be found in the Collective Agreement section on our website. If there is still no action, please consult the AMAPCEO Dispute Resolution Officer for your ministry.

## Fall Nominations Open....

*Continued from page 1*

year term of office and approximately one-half of all positions expire annually. Among the positions open for nomination this year are five members on the Board of Directors (including the Secretary and Treasurer positions); two seats on the Audit Committee; a number of Chapter Chairs; and about one-half of the Delegates to the Annual Conference.

The Annual Delegates’ Conference is responsible for electing the Board and officers, adopting constitutional amendments, approving the annual budget and setting bargaining priorities. This year’s conference is scheduled for Friday, November 30<sup>th</sup> and Saturday, December 1<sup>st</sup>, in Toronto.

Please take a moment to read the information on the nomination process. AMAPCEO prides itself on being a member-driven organization and relies on volunteers to help run the Association, represent other members, establish priorities and develop policies.

## AMAPCEO Staff News

AMAPCEO says goodbye to **SABRYNA GILLIS**, Receptionist/Secretary. We thank her for all her work and wish her the best of luck with her new job. **LINDA UMANA**, who has been replacing **ALEKSANDRA OSVALD** while she was on maternity leave, will re-assume the position of Receptionist/Secretary. Aleksandra returns to AMAPCEO in October.

## New AMERC Reps

At its August 15<sup>th</sup> meeting, the AMAPCEO Board of Directors appointed three members as representatives on their ministry AMERCs (AMAPCEO-Ministry Employee Relations Committees): **RAJ CHOPRA** to the Ministry of the Attorney-General AMERC; **CHRIS GOETHEL** to the committee for the Ministries of Finance and Revenue; and **ARTHUR BROWN** to the AMERC for the Ministry of the Environment.

An AMERC has been established in each ministry under Article 12 of the Collective Agreement, for the purpose of discussing and resolving matters of interest that arise at a ministry level. The committees are jointly chaired by an AMAPCEO representative and a member of the ministry’s senior management group. Approximately fifty AMAPCEO members (all of whom are required to take Workplace Representative training so they fully understand the Collective Agreement) sit on AMERCs across the OPS. Committees meet monthly.

There is also a central-level employee relations committee (ACERC), co-chaired by AMAPCEO President **GARY GANNAGE** and, for the employer, **DAVID LOGAN**, Assistant Deputy Minister, Employee Relations, in MGS.

## Recent Activist Changes

**MURRAY GAUDREAU**, a delegate for the Education/Training and Colleges Chapter, has taken a leave from the OPS to stand as a candidate in the upcoming provincial election. Murray has stepped aside as both a delegate and as a member of the Constitutional Review Committee.

**DAVE MOORE** has resigned as the AMAPCEO co-chair of the Education/TCU AMERC (AMAPCEO-Ministry Employee Relations Committee) in order to accept an acting management assignment outside the bargaining unit. Dave has served as AMERC co-chair for almost seven years and is also a former Chapter Chair.

**JAMES TREGONNING** has returned from a temporary leave to resume his position as Chapter Chair of the MOHLTC/Health Promotion Chapter. **HILARY SALTER**, who was acting in his absence, has reverted to her position as permanent alternate (responsible for attending meetings of the Provincial Council when the chapter chair is unable to do so).

## Working From Home Makes Employees Happier and More Productive

Employees who are allowed to work from home outscore those who are required to commute and show up at the office everyday, according to a recent satisfaction and employee engagement survey conducted in the United States.

The survey found that more than 73 per cent of telecommuters were satisfied with their employers, compared with 64 per cent of office-bound workers. The report is based on a survey of 10,000 U.S. employees conducted by Kenexa Research Institute, a Pennsylvania-based recruitment consulting firm.

Employees who work remotely are more likely to say they intend to stay with their organization. As well, engagement, productivity and retention levels are higher when working from home. The survey examined the impact of an employee's office location on their pride in the organization, confidence in its future, willingness to recommend their organization as a place to work and overall satisfaction.

This is useful information for both AMAPCEO and our employer as we embark on a joint working group to explore alternative work arrangements, which typically include telecommuting, flextime, compressed work weeks and other flexible alternatives to traditional work structures.

The mandate of the working group, which was established under the March 2007 Memorandum of Understanding, is to "undertake research on the effectiveness of current OPS policies, directives and practices, including existing pilot projects, as well as best practices and collective agreement provisions in Ontario and other jurisdictions and sectors". Once each side names its three members, the group is scheduled to submit a report, including recommendations on options and implementation strategies, no later than June 30, 2008.

(Telecommuting is currently permitted in the OPS under certain conditions and with the approval of senior management. AMAPCEO members have complained that existing alternative work arrangements, particularly compressed work weeks, have been arbitrarily cancelled by managers and few, if any, new ones have been allowed. In the most recent AMAPCEO bargaining survey, members ranked progress on this issue as a major priority.)

The U.S. survey also revealed that those working from home do not appear to worry about being passed over for promotions or good work assignments because they might be considered out of sight and out of mind: "Remote and home-based employees feel more favourably that their company has open, honest two-way communication. They see senior management showing more concern for the well-being and morale of their team members," according to the report.

"Managers who allow and support telecommuting enjoy a boost in employee appreciation and are seen as notably more employee-centric and competent. This represents yet another weapon in the war for [recruiting and retaining] talent – particularly knowledge workers," said Jack Wiley, executive director of Kenexa, in releasing the study.

Recent estimates have put the number of American workers who telecommute from home at some point during the week at 40 million, or 28 per cent of the workforce. In Canada, according to a recent report from Statistics Canada, about ten per cent of employees work from home.

Employers who are reluctant to embrace telework cite reasons that hardly seem serious or insurmountable. "Among the most commonly cited disadvantages are problems related to coordination and communication, lack of control over quality of work and problems associated with information security," according to Statistics Canada analyst Ernest Akyeamong. These objections seem able to be easily addressed by effective use of technology.

Indeed, the reality for those of us who work in an office every day is that we communicate with both our colleagues and our managers using e-mail, voicemail, BlackBerry messages or teleconference calls more often than in person, even though we may be in the same building or on the same floor. Furthermore, it is not uncommon for OPS employees to work closely with colleagues or managers who work in different buildings or regions of the province. In such an environment, *where* one works is less important than *how* one works and, obviously, what one ultimately achieves.

The potential benefits of facilitating employees who want to work from home seem to be well worth the effort: an increase in employee productivity, a reduction in absenteeism and even a reduction in employers' office space budgets. "For the employee," says Mr. Akyeamong, "this arrangement allows more flexibility to schedule activities; makes it easier to balance work and personal or family demands; reduces expenses for transportation, clothing and food; and cuts commuting time."

AMAPCEO looks forward to exploring these issues with our employer as the working group starts meeting later this Fall.

[Sources: *Globe & Mail*, August 17, 2007; [www.kenexa.com](http://www.kenexa.com); Statistics Canada: *Perspectives on Labour and Income*, June 2007]

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AMAPCEO, established in 1992, is the  
second-largest bargaining agent in the  
Ontario Public Service, representing over  
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

**Gary Gannage**  
President

**Robert Stambula**  
Vice-President

**David Colvin**  
Secretary

**Phyllis Waugh**  
Treasurer

### Directors

**Keith Baird**

**Frank Cerilli**

**Domenic Fragale**

**Margaret Kipp**

**Dan Skwarok**

## 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 and 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:

<b>HUGH DODWELL</b>	Transportation Truck Inspection: Highway 401, east of Windsor
<b>HELENA DUNCAN</b>	Community Safety and Correctional Services Central East Correctional Centre, 541 Highway 36, Lindsay
<b>KIM GROENENDYK</b>	Natural Resources 300 Water Street, 4th Floor, Peterborough
<b>SHANNON LEBRUN</b>	Children and Youth Services 600 Sanatorium Road, 1st Floor, London
<b>ANNETTE MAYES</b>	Labour 301 St. Paul Street, 8th Floor, St. Catharines
<b>DEBRA MCCRACKEN</b>	Health and Long-Term Care 4510 Rhodes Drive, Unit 300, Suite 320, Windsor
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## Whistleblowing Caution....

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*Whistleblowing:* As you know, AMAPCEO was not only very supportive of the government's introduction of whistleblowing protection for public servants, we managed to persuade the government to include many of our specific proposals, which we believe will strengthen the disclosure process. One of our suggestions that the government chose not to accept, however, was our recommendation to abandon an optional internal disclosure process. The result is that employees will have two potential ways to make a disclosure of wrongdoing: either to their ministry's "Ethics Executive" (in most cases, the Deputy Minister) or directly to the Integrity Commissioner, who is an independent officer of the Legislature.

Although an employee can always take the issue to the Commissioner at any point, even after it has been initiated under the internal ministry process, AMAPCEO will be strongly advising its members to avoid using the internal process. In our review of studies of whistleblowing regimes in other jurisdictions, we found that whistleblowers usually underestimate the degree of resistance from within their organization. We concluded that employees will be better served by choosing to avoid using their supervisor or a designated official within the ministry in favour of going directly to someone outside their own ministry: an independent office where anonymity can be better protected.

If you are interested, you can find our submissions on this issue, from June and July of 2006, on the website (in the "Briefs and Submissions" section). AMAPCEO will be preparing further information shortly to help members navigate the whistleblowing process.