

Job Evaluation Secondment/Contract Opportunities

AMAPCEO still has a few openings for individuals, including members-in-good-standing, who are interested in a Job Evaluation Project secondment or contract opportunity in the AMAPCEO office for approximately four months later this Spring. Ideally, you will have some experience in human resources, to be able to help in the final stages of the Project (reviewing job descriptions and evaluating the jobs). If you are interested, please contact AMAPCEO President GARY GANNAGE by e-mail at gannage@amapceo.on.ca or by fax at 416-340-6461, no later than Friday, February 22nd, 2008.

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Challenges for AMAPCEO in 2008

Gary Gannage, President

THE GENERAL CONSENSUS was that the 2007 Annual Delegates' Conference, which was held on November 30th and December 1st, was one of the best, if not *the* best, conference AMAPCEO has ever held. In terms of numbers, it was the largest and best-attended, there were twice as many new Delegates this year over last year and there was a significantly higher representation from younger members than in previous years. More importantly, however, there was a unity and a real spirit of engagement and good will that permeated every session, along with a collective determination to tackle some serious issues over the coming year.

AMAPCEO has always been a member-driven organization and there is no better example of this than the ADC, where representatives from across the province gather annually to hold the Board of Directors accountable for their actions over the previous year, to elect new Board members, to approve the annual budget and to adopt constitutional amendments. It truly is democracy in action and, although some of the business is sometimes viewed as technical and dry, it is all a necessary part of being a transparent and accountable organization.

This year, the Delegates were even more engaged than usual, requiring an extended Board accountability session, asking more questions of Board candidates and, rather than adjourning early when the formal agenda was finished, holding a spirited general discussion of burning issues in the workplace.

What were those issues? As I summarized in my concluding remarks at the conference:

- **Job evaluation** – there was clear frustration at the employer's delays but determination to see the project through;
- **Psychological harassment** – the need for strong provisions to deal with workplace bullying was reiterated throughout the conference;
- **Diversity** – there is a need for AMAPCEO to support initiatives to promote diversity in both the workplace and in the Association;
- **Membership services** – there is a strong desire for AMAPCEO to provide more services for its members;
- **Volunteerism** – we need to engage even more members in the work of the organization;
- **Succession planning** – to ensure that activists are replaced when they retire and to prepare members to assume leadership positions at all levels in the Association - at the corporate level, in the Chapters and on committees.

YES, THERE WAS ANGER and criticism directed at our employer, but there was also a passion to make the workplace better; overall, there was a strong and positive message of hope coming out of the conference that things *will* be improved and that AMAPCEO *can* make the difference.

I look forward to working with my colleagues on the Board of Directors, the Provincial Council and ADC; our 300-plus Workplace, AMERC and Health and Safety Representatives; and, of course, all of our members to make sure we continue to make a difference in 2008.

Barbara Gough New Board Member; Keith Baird and Frank Cerilli Re-elected

In voting conducted at the Annual Delegates' Conference on December 1st, one new member was elected to the Board of Directors and two incumbents were re-elected. **BARBARA GOUGH** (Training, Colleges and Universities, Toronto), was elected to the Board for the first time, joining returning Directors **KEITH BAIRD** (Education, Toronto) and **FRANK CERILLI** (Children and Youth Services, North Bay).

As announced in the December edition of this newsletter, incumbents **DAVE COLVIN** (MNR, Sudbury) and **PHYLLIS WAUGH** (Revenue, Whitby) were re-elected by acclamation to their positions of, respectively, Secretary and Treasurer.

Barbara Gough is the current Chair of the Education/TCU Chapter and, according to the Constitution, must step down from that position within two months of being elected to the Board. She has been active in AMAPCEO for a number of years as a Workplace Rep, as a member of her ministry's AMERC and as a member of her workplace Health and Safety Committee. In addition, she has been a member of a number of central AMAPCEO committees.

Frank Cerilli, a former Chair of the North Bay Chapter, was first elected to the Board last June to fill out the remainder of **LINDA SULLIVAN**'s term of office. Keith Baird was elected to the Board in 2001 and, since 2003, has annually been elected by his colleagues to chair the Board. Phyllis Waugh, a former Chapter Chair in Finance, first joined the Board as a Director in 2002 and has been Treasurer since 2003. Dave Colvin, a former Sudbury Chapter Chair, was elected to the Board in 1998 and has been Secretary since 1999.

The nine members of the Board of Directors are elected to two-year terms, with the terms staggered so that five positions are up for election one year and four positions are filled the next year. The four continuing members whose terms expire next Fall are President **GARY GANNAGE** (MOHLTC, Toronto), Vice-President **ROBERT STAMBULA** (MTO, Downsview) and Directors **DOMENIC FRAGALE** (MCSS Toronto) and **DAN SKWAROK** (Attorney-General, Sudbury).

An original field of eight candidates for the three open Director positions was whittled down to five because of withdrawals before the election. A majority of votes is required for election and only one ballot was required.

ADC Committee Election Results

A number of important committee positions were filled at the 2007 Annual Delegates' Conference, held on November 30th and December 1st in Toronto.

Audit Committee: As noted in the last newsletter, two candidates were elected by acclamation to the two open positions on this body, which is responsible for giving independent, arm's length oversight to the accounts and financial policies of the Association. **CYNTHIA HOULDEN** (Revenue, Oshawa) and **RICK BERTOZZI** (MTO, Downsview) were both elected (in the case of Rick, a re-election) and they join three incumbents whose terms continue until next year: **ARTHUR MOHIPPI** (Finance, Toronto), who chairs the committee; **ARTHUR BROWN** (Environment, Toronto); and **GERRY WHITTAKER** (Government and Consumer Services, Toronto).

Elections and Credentials Committee: This committee is responsible for supervising the nomination and election process for all central-level and Chapter positions. **DONNA DAVENPORT** (Government and Consumer Services, Thunder Bay) and **CHRIS GOETHEL** (Finance, Toronto) were elected to the committee and re-elected were: **JAMES QUIGLEY** (MTO Sudbury), the current chair; **SHERRY FLOOD** (MTO, New Liskeard); and **DOUG PLAUNT** (MTO, New Liskeard).

Resolutions Committee: All the incumbent members were re-elected to this committee, which is responsible for vetting policy resolutions submitted by individual Delegates or Chapters. Re-elected were: **KEITH BAIRD** (Education, Toronto); **SHARYN BIR** (Government and Consumer Services, Toronto); **FRANK CERILLI** (CYS, North Bay); **JANET DAVIES** (MMAH, Toronto); and **MYRNA LYNCH** (MOHLTC, Toronto). **DAVE COLVIN**, as Secretary of the Association, sits on the Resolutions Committee in an *ex officio* capacity.

Margaret Kipp Leaves the Board

MARGARET KIPP (Municipal Affairs and Housing, Toronto) has decided to step down after ten years of continuous service as a member of the Board of Directors. Margaret was first elected to the Board at the June 1997 Annual Delegates' Conference. A former Chair of the MAH Chapter, she has been a long-time member of her ministry's AMERC (AMAPCEO-Ministry Employee Relations Committee), as well as a Workplace Rep and a Health and Safety Committee member.

Although Margaret was nominated for re-election to the Board at the 2007 ADC, she withdrew her nomination, indicating that she preferred to focus on her Chapter responsibilities. In an unscheduled event at the conference, Delegates presented Margaret with flowers and acknowledged her lengthy service with a long round of applause. Many thanks to Margaret for her past service and also for her continuing work on behalf of colleagues in Municipal Affairs and other ministries.

Editorial: OPSEU Misleads

IN A COMMUNICATION dated January 9th, the President of the Ontario Public Service Employees' Union, **WARREN THOMAS**, announced the launch of OPSEU's "Protecting Jobs, Building Power" campaign, the purpose of which is to challenge jobs that have been "wrongly assigned to the AMAPCEO bargaining unit".

While AMAPCEO cannot control what other bargaining agents tell their members, we take pride in our integrity and are committed to telling our members the truth. We also believe that we need to respond to misleading and inaccurate information in the OPSEU communication, which we learned about only *after* it had been posted on the OPSEU website.

First, OPSEU accuses AMAPCEO of "poaching" OPSEU jobs. This is just irresponsible rhetoric. Everyone knows that AMAPCEO does not initiate or encourage the employer to "poach" anything from OPSEU. Everyone knows it is the employer, not AMAPCEO, that creates and classifies new positions and assigns them to the appropriate bargaining unit. We have no complaint against our OPSEU colleagues and the important work they do and we have never made any attempt to claim positions in the OPSEU unit, nor are we interested in representing positions that should properly be included in another bargaining unit.

Second, OPSEU states that its members face a challenge to their job security, career development and bargaining power because of "the transfer of more and more of our jobs to the AMAPCEO bargaining unit". While it is true that OPSEU's membership has declined in the OPS over the last ten years, the principal reason is that the employer has been eliminating or divesting OPSEU positions. As they have changed the nature and focus of the Ontario Public Service, both the previous government and the current one have made explicit and well-publicized policy decisions to reduce direct service delivery, much of which has been provided by members of the OPSEU bargaining unit. Thousands of OPSEU positions have been divested (e.g., psychiatric hospitals, CTAR, Driver Examination), while others have simply been eliminated.

At the same time, the government is expanding its role in regulation, policy and co-ordination, which involves work typically performed by staff in AMAPCEO positions. There has been no transfer of work from OPSEU to AMAPCEO; the work previously done by the eliminated OPSEU positions just isn't being done anymore or has been significantly revised and reorganized. AMAPCEO's growth, in other words, has not been at the expense of OPSEU jobs, but due to the changing functions of government.

Third, OPSEU links the alleged transfer of its jobs to the "Trillium Award" process, claiming that process has been successful in restoring more than 3,000 jobs to the OPSEU bargaining unit. If 3,000 jobs were added, they certainly were not former AMAPCEO positions. The Trillium Award process (which AMAPCEO calls Bargaining Unit Integrity) has nothing to do with the transfer of jobs between bargaining units. Quite to the contrary, it refers to the effort on the part of both AMAPCEO and OPSEU to convert into OPS positions the work performed inappropriately by consultants and secondees from transfer payment agencies. AMAPCEO

has been successful in converting a number of these positions, which is another reason why the size of our bargaining unit has increased. (In December, for example, we reached an agreement with the Ministry of Education to create an additional 124 Education Officer positions whose work was previously performed by secondees from school boards and other agencies.) It is worth noting that our members have been instrumental in identifying many of the positions we have challenged.

It is also worth noting that, where we have come across positions that should not be classified in the AMAPCEO bargaining unit, we have not claimed them for AMAPCEO. In a telephone conversation in December, AMAPCEO President **GARY GANNAGE** said as much to OPSEU President Thomas, who neglected to mention that he was about to launch a campaign against us.

The other major reason for the growth in AMAPCEO membership has been our successful challenges to management-excluded and "Bill 7" positions, many of which have been converted to positions in the AMAPCEO bargaining unit. We have achieved this through a combination of negotiations with the employer and arbitration. In this regard, we have been motivated by a principled belief that employees have a right to representation. We have not focused on employees who already have representation, such as OPSEU members, but on those who do not, such as our colleagues who have been improperly excluded from any bargaining unit.

IN SOME CASES, where the work of the bargaining units appear to overlap, the employer has decided to place jobs in either the OPSEU or the AMAPCEO bargaining units. The difference between AMAPCEO and OPSEU is that AMAPCEO has decided not to waste its members' money in challenging OPSEU in litigation over these positions, even though OPSEU has received more than its fair share of them.

OPSEU, on the other hand, seems determined to spend its members' funds on a useless crusade. In particular, OPSEU has filed numerous grievances concerning AMAPCEO relating to job postings going back to 2004, but has absolutely nothing to show for it. Continuing in this vein, in its latest communication, OPSEU calls on rank and file members to help identify job postings that have been "wrongly assigned" to the AMAPCEO bargaining unit so they can file "potentially hundreds of inclusion claims at the Grievance Settlement Board". In our opinion, bargaining agents should be devoting their time and resources to advancing their members' *real* interests and fighting the employer where necessary, not spending their members' dues to fight each other.

However, if AMAPCEO continues to be challenged by OPSEU, we will strongly resist any ill-considered attacks on our unit.

OPSEU's unfortunate choice to launch this initiative is not an auspicious way to begin a new year.

We call on the President of OPSEU to call off this wasteful and misleading campaign.

Member Profile: AMAPCEO Members in the Office of the Provincial Advocate for Children and Youth

AS PART OF OUR ONGOING SERIES on the work of AMAPCEO-represented employees, we are pleased to feature the work of members in the Office of the Provincial Advocate for Children and Youth (PACY), our first bargaining unit outside the Ontario Public Service.

In November 2007, PACY was established as an independent office of the Legislative Assembly and almost all of its approximately 20 employees are former AMAPCEO members from the Ministry of Children and Youth Services. As noted in December's *AMAPCEO Member News*, the transfer of staff to PACY was the first divestment of OPS employees since successor rights legislation was proclaimed. Positions in the PACY office represented by AMAPCEO include youth co-ordinators, advocates for children and youth, and administrative, systems and clerical staff. A number of new staff have been hired since the divestment.

The office defines its mandate in the context of the United Nations Convention on the Rights of the Child, believing that children and youth "have the right to be heard and that they must be supported in achieving their full potential as members of society in the spirit of respect, dignity, equality, tolerance, association, participation and opportunity". The client groups consist of: youth in conflict with the law; children in child welfare care; children receiving mental health services; children with cognitive/developmental disabilities; unattached migrant children; street kids; children in residential schools for the deaf, blind, hard of hearing and learning disabled; children with special needs; aboriginal/First Nations children; and children who have died in care.

MIKE FOGELMAN, an advocate, has been working in the public and private sectors with young people for over 20 years and was often shocked and angered by the callous and/or blasé attitude many staff and workers had with respect to youth. "I often found myself disagreeing with colleagues and other professionals as I lobbied for services or funding or for the basic human rights I felt my kids were being refused or denied," says Fogelman. "So in essence, I think I was always an advocate for kids; it's just when the position at the office came open in 2002 that I became an "official" Advocate for Children and Youth."

"It is rewarding to be part of the cause of responsive change - presenting the expressed opinions and needs of children, youth and families," says **RAWLE ELLIOTT**, an advocate for the last 14 years. "It is also quite satisfying to bring about these types of changes by introducing views related to children and youth to legal and social policy discussions. The most inspiring part of my job, however, is hearing the appreciation of children, youth and families when they have the ability to express these things."

"Finding rewards in a job is a very personal thing," according to Fogelman. "For me, it is really quite simple: at the end of the day, if I can leave the office knowing that someone I spoke with felt heard and respected, I feel good. If that person has a greater understanding of their rights and entitlements as an Ontarian and believes that they are either being treated fairly or that this office will ensure that he/she will be treated with respect, then I have done my job. Ultimately, however, I think the most rewarding aspect of my job is talking with and listening to young people. They inform, humor, and enlighten me on a daily basis. And they keep me young!"

LIKE ANY OTHER OCCUPATION, an advocate faces many hurdles and challenges daily. "Time is the biggest challenge," says Fogelman. "Not enough time for all the clients. Not enough time to provoke a change that will positively impact my client. A decidedly troubling issue that does not seem to go away is the indifferent and unsympathetic mindset of some professionals toward the children of this Province who are in need of our help."

Adds Rawle Elliott: "The workload of the office is between 3,000 and 4,000 requests for various types of services under [our] mandate . . . It is also challenging to keep up with the ever-evolving applications and changes in laws and policy (Canadian and international) and notions of best practice related to children and youth."

With the move of the advocates from the ministry to an independent office, there were some initial concerns about how the divestment would affect advocacy services. "The struggle during

this time (in order of priority for staff) was to maintain quality advocacy services for children and youth and to carry out the transition with this huge distraction," says Elliott.

"With AMAPCEO's leadership and extremely capable staff, [we] were able to meet these challenges . . . AMAPCEO was indeed the 'advocates' advocate.'" Fogelman agrees: "The fact that time-lines were also quite tight made making a decision and transitioning [from the OPS to the new office] stressful, to say the least. Without the help of AMAPCEO, I think the process would have been next to impossible."

AMAPCEO is proud to continue to represent the staff of this office in their new capacity and we look forward to helping them negotiate a new collective agreement shortly.

Further information on the work of PACY can be found on its website at <http://provincialadvocate.on.ca>.



*A number of PACY members gather for a photo at a recent meeting with AMAPCEO President **Gary Gannage** (back row) and MCSS-MCYS-PACY Chapter Chair **Bill McNamara** (front row, left).*

Briefly Noted

AMAPCEO Pay Date Calendars

Included with your newsletter this month is your 2008 AMAPCEO pay date calendar, which we started issuing to members when the employer stopped producing them a few years ago. If the calendar is missing from your envelope, please call **LIZA PAPANIKOLAOU**, Communications Officer, ext 2725, at either 416-595-9000 or 1-888-AMAPCEO.

Speaking of envelopes, this is the final issue of *AMAPCEO Member News* to be delivered in an envelope. Starting with the next issue, the newsletter will be mailed folded and with an address label on the outside. We will save on mailing costs, but more importantly, reduce the amount of paper we use (approximately 60,000 envelopes each year).

If you would prefer to eliminate your paper copy of the newsletter entirely, just drop us an e-mail (to amapceo@amapceo.on.ca) and we can send it to you electronically; you will receive an e-mail with a link to a pdf version of the newsletter when it is published.

AMAPCEO Office News

The AMAPCEO office said goodbye this month to **SANDRA FRANCIS**, who has been acting as Senior Administrative Officer for the past year during **FARRAH CHARANIA KARIM**'s parental leave. Sandra, who will be returning to her home position in the Ministry of Community Safety and Correctional Services, also filled in during Farrah's previous parental leave in 2006. Farrah returned on January 21st to her responsibilities for human resource, payroll and other administrative functions in the office.

Members Appointed to Joint Working Groups

As mentioned previously, AMAPCEO and the employer agreed in our Memorandum of Understanding last March to establish two joint working groups to study and make recommendations in two important areas – psychological harassment and alternative work arrangements.

In December, the Board of Directors appointed the AMAPCEO members to the two working groups, following a call for volunteers that appeared on the website and in this newsletter. The Association co-chair of both working groups will be Vice-President **ROBERT STAMBULA**

Appointed to the Joint Working Group on Psychological Harassment, which has a March 31, 2008 reporting date, are: **PAUL CANTOR** (MCSS Toronto); **BARBARA GOUGH** (TCU Toronto); **JOHN LIPCSEI** (MOHLTC Kingston); and **ROBERT SHERMAN** (MAG Toronto).

Appointed to the Joint Working Group on Alternative Work Arrangements, which will look at options for making the OPS a more flexible workplace, are: **ANGELA LANCEY** (MCYS Toronto); **CHRISTOPHER LUNN** (MOHLTC Toronto); and **TINA PIERUCCI** (MGCS Toronto). This group is scheduled to report on June 30, 2008.

In the News Recently . . .

BOOKS ON ETHICS IN THE WORKPLACE seem to be everywhere. Here are a few that have come to our attention:

Good Work: When Excellence and Ethics Meet, by Howard Gardner, Mihaly Csikszentmihalyi and William Damon (Basic Books, 2007). Produced by staff at the GoodWork Project, a research effort based at Harvard and Stanford Universities to identify individuals and institutions that exemplify good work – work that is excellent in quality, socially responsible and meaningful to its practitioners – and to determine how best to increase the incidence of good work in our society. The book focuses on two professions (journalism and genetics) and, analyzing the results of in-depth interviews with 100 journalists and 100 geneticists, draws lessons that can be applied in all of our work lives, to bring about work that is both excellent in quality and also is carried out in an ethically responsible manner.

Ethics in the Workplace: Tools and Tactics for Organizational Transformation, by Craig E. Johnson (Sage Publications, 2007). An interdisciplinary text that draws on findings from ethics research and incorporates perspectives from the fields of management, moral psychology, business ethics, organizational behaviour and international relations. Case studies and self-assessment exercises are included and the author deals with transforming individual, interpersonal, group and leadership ethics, all within the context of organizations.

The Ethics Challenge in Public Service: A Problem-Solving Guide, 2nd Edition, by Carol W. Lewis and Stuart Gilman (Jossey-Bass, 2005). This book focuses on the particular range of ethical dilemmas encountered by managers and professionals in the public service, including conflicts between agency policy and legal compliance and public servants' obligations to various stakeholders.

Working Ethics: How to be Fair in a Culturally Complex World, by Richard Rowson (Kingsley, 2006). The author proposes an ethical framework for professionals based on the articulation of four essential themes: fairness, respect for autonomy, integrity and results that will be the most beneficial and the least harmful to all parties. With a regard for these principles, the professional should be able to earn the trust of his or her co-workers and clients, promote democratic ideals and balance the demands that are present in culturally complex work environments.

ALSO WORTH NOTING: A recent article in the *The New York Times* (December 9, 2007) by economist Robert H. Frank on the subject of "Reshaping the Debate on Raising Taxes". Although written for the U.S. political context, this is obviously an issue that resonates in Canada, where politicians seem unable to deal with the need to have a rational discussion of the cost of public services and how we, as a society, should fund those services. Frank argues that realistic proposals for solving American budget problems must include higher revenue "but unless political leaders can develop strategies for dealing with the powerful anti-tax rhetoric that has sunk similar proposals in the past", nothing will be done. The author urges leaders to articulate the important services governments provide and the need to fund them adequately. Based on recent polling, he suggests the time finally may be ripe to tackle anti-tax rhetoric.

Top CEOs Earn 218 Times Average Wage

By 10:33 a.m. on January 2nd, the average top Canadian chief executive officer had already pocketed \$39,000, an amount that will take the average Canadian worker all of 2008 to earn.

In an attempt to spark a discussion of the growing income gap between the very rich and the rest of society, the Canadian Centre for Policy Alternatives recently looked at different ways to analyze the compensation of the 100 best-paid chief executive officers (CEOs) of public companies in Canada. The report was written by **HUGH MACKENZIE**, a research associate at the centre. (For the past five years, Mackenzie has also been AMAPCEO's nominee on the Ontario Pension Board, which runs the Public Service Pension Plan.)

Using the most recent data available (from 2006), Mackenzie reports that the 100 best-paid CEOs make an average of \$8.5 million per year, which means that they earn the average annual Canadian wage of \$38,998 every nine hours and 33 minutes throughout the year. Assuming an 8-hour work day, therefore, the average top CEO earned the annual average national wage one hour and 33 minutes into the second day of the year.

To better visualize and understand these income disparities, Mackenzie comes up with some creative ways to dramatize the differences:

- The average CEO earns the annual income of someone making *minimum* wage every four hours and four minutes.
- If the average CEO is perched on top of the CN Tower, Canadians making the average wage are two steps up a six-foot ladder at the base. (The minimum wage worker isn't even on the ground, but is standing in a hole three-feet deep.)
- The top CEOs earn more in a single year than all of the residents of many small and medium-sized Canadian communities, e.g., the 36 best-paid CEOs make more each year than all 32,000 residents of Charlottetown, P.E.I.; the 49 top CEOs earn more than the population of Cornwall, Ontario (45,000 people).

The average CEO's salary is 218 times the average Canadian annual wage, although Mackenzie notes that this extreme degree of income inequality is a fairly recent development. Ten years ago, for example, the 100 best-paid CEOs earned 104 times more than the average Canadian earnings. According to Statistics Canada, the real incomes of most Canadians did not increase from 1992 to 2004, whereas in the highest-income 5% of Canadians, the share of total income increased from 21% to 25%, with most of that gain actually going to the top 1%.

As if this growth in before-tax income wasn't enough, the super rich also benefited from a significant after-tax earnings boost,

thanks to a decline in the effective tax rate for the top 5% between 1992 and 2004, with the greatest gain going to the top 1/100th of 1%, whose tax rate dropped from 40% to 30% over that period – a gift paid for by the rest of us in the form of reduced public services.

Although Mackenzie does not himself offer proposed solutions, he concludes his report by noting that, as a society, we aren't even asking the questions that might stimulate a useful public discussion of the implications of this growing income gap, particularly at a time when the economy is prosperous, doubling in size since 1981; unemployment is low; more Canadian families are working and they are working longer hours – the gap between the rich and the rest of us should be shrinking, but it isn't.

What does it mean for social cohesion and our belief in equality of opportunity when there is such a huge difference in income and benefits between the economic elite and the rest of the country? "What does it mean," asks Mackenzie, "for the health of our political process when our governments give to those who have and take from those who have not?" And, finally, "are those at the top of the income heap really worth so much? And are those at the bottom really worth so little?"

The full text of the report, plus an on-line tool to find out how quickly the top 100 CEOs earn *your* salary, are available at www.growinggap.ca.

More Conference News

In addition to electing members to the Board of Directors and a number of committees (see articles on page 2), the Annual Delegates' Conference also conducted other important business. Delegates approved without amendment the Board's recommended 2008 annual budget - once again a balanced budget requiring no increase in membership dues.

The Conference also heard presentations from two exceptional guest speakers: Carleton University Professor **LINDA DUXBURY**, speaking on work-life balance issues, on Friday, November 30th, and University of Toronto Professor **DAVID FOOT**, speaking on demographic issues and their impact on recruitment, retention and other human resource issues, on Saturday, December 1st.

A number of constitutional amendments were adopted: the term of office of the Board of Directors now begins on January 1st rather than immediately after the conference; the Vice-President is now officially deemed to be a full-time officer along with the President; and the staggering of terms of the four officers has been changed, so that the President and the Vice-President will be elected in alternate years rather than in the same year as is currently the case.

Caution Is Always Advised When Using E-Mail and the Internet at Work

[A shorter version of this article appeared in our March 2005 issue]

The explosion of e-mail has brought with it a raft of privacy concerns, as well as questions about what is appropriate use of office e-mail systems and workplace computer equipment. In some cases, security features, such as passwords, give users the illusion of privacy when this is not the case.

AMAPCEO advises its members to exercise caution when using e-mail or accessing the internet at the workplace. Whereas the personal use of an office phone has become widely accepted in most workplaces, including the OPS, different attitudes and practices continue to exist with regard to use of the employer's computer system and e-mail and employees need to govern themselves accordingly.

There are two basic issues to keep in mind:

First, with regard to using e-mail, people often express themselves less formally and more directly than when writing letters or when speaking by phone or in face-to-face conversation. E-mail messages are also usually composed and sent quickly. As a result, recipients of e-mail messages are more likely to take offence, even where none is intended. Also, because it is so easy to do, people are more willing to either copy others on messages (often unnecessarily) or to forward inappropriate messages from others without thinking, and both of these practices can lead to workplace problems.

The second issue to keep in mind is that the employer has the capability of monitoring your e-mail messages and the websites you visit at work, and can legally do so. It is prudent to conduct yourself on the assumption that you *may be* under surveillance at any given time, even if it does not seem likely, and to adjust your behaviour accordingly.

The employer is able to monitor your computer use both in real time and historically. Even if you delete messages from your e-mail folders, they are retained on the server and the employer can access them months later and can easily reconstruct what you did with each message (e.g., whether you deleted it, forwarded it, opened any attachments, etc.). The employer can also document every web page you visit, how long you spend on each site and which pages you open – again, even if you clear the history of such visits on your own machine.

Use of e-mail and websites has generated a number of disciplinary actions involving public servants, including, occasion-

ally, some AMAPCEO members. The trail of retrieved e-mail messages and documentation of website visits can be entered as evidence in disciplinary or grievance hearings.

Here are a few tips to remember:

- Don't respond to negative or critical comments from a colleague or stakeholder by e-mail; use the phone.
- Think carefully before you forward an e-mail message from one person to someone else; consider whether you are forwarding something that could be considered offensive or inappropriate, whether you might be violating a confidence or whether your sharing the message might exacerbate a given issue.
 - It is a useful practice to wait awhile and re-read a message before you actually send it since, as indicated earlier, e-mail messages can often be misinterpreted because of their informality, ambiguity or lack of context.
 - Although you are entitled to use the employer's equipment to communicate with the AMAPCEO office or an Association representative on an issue related to the Collective Agreement or the workplace, use your judgement as to what to include in any message. Depending on the issue, it might be better practice to use the phone and then fax material than to make extensive use of e-mail messages with attachments.
- It doesn't matter *when* you access your workplace computer - sending e-mail or accessing the internet outside of normal working hours, or from home, is still considered use of the employer's equipment and is subject to potential monitoring.
- Read your ministry's policies on use of e-mail, internet and computers and understand the employer's rules, notwithstanding that AMAPCEO does not necessarily agree with those rules (many of which are inconsistently applied across the OPS) and we reserve the right to challenge them. If in doubt about what you can or cannot do, please contact a Workplace Representative or the AMAPCEO Dispute Resolution Officer assigned to work with members in your ministry.



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AMAPCEO, established in 1992, is the second-largest bargaining agent in the Ontario Public Service, representing 10,000 professional and supervisory public servants who work directly for the Government of Ontario in every ministry and in a number of agencies, boards and commissions, in all regions of the Province. We also represent employees in the Office of the Provincial Advocate for Children and Youth, an independent office of the Legislative Assembly of Ontario.

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New Health and Safety Representatives Appointed

On behalf of the Board of Directors, the Health, Safety and Wellness Committee has appointed the following nine 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:

HEATHER BARNES	Natural Resources, 70 Foster Dr. 3rd Fl, Sault Ste. Marie
TED KUNG	Training, Colleges and Universities 33 Bloor St. E., 2nd Fl, Toronto
REZA MALIK	Community and Social Services 1075 Bay St., 7th Fl, Toronto
REGAN MELANSON	Training, Colleges and Universities 900 Bay St., 9th Fl, Toronto
ROBERT KITELY	Municipal Affairs and Housing 777 Bay St., 17th Fl, Toronto
JOHN LIPCSEI	Health and Long-Term Care 49 Place D'Armes, 1st Fl, Kingston
TAMMY PORTER	Correctional Services, 200 First Av. W. 3rd Fl, North Bay
LISA ROY	Financial Services Commission 5160 Yonge St., 16th Fl, Toronto
RALPH SANTORELLI	Training, Colleges and Universities 189 Red River Rd., 4th Fl, Thunder Bay

A complete list of AMAPCEO's 111 Health and Safety Representatives appears on the website. Anyone interested in becoming a Health and Safety Representative is encouraged to contact **LIZA PAPANIKOLAOU** at 1-888-AMAPCEO or 416 595 9000 (ext 2725) or by e-mail at lizap@amapceo.on.ca. For more information on health and safety issues, please visit the health and safety section of the AMAPCEO website.

AMAPCEO Meets With New Ministers

AMAPCEO President **GARY GANNAGE** and Vice-President **ROBERT STAMBULA** met in January with two new Ministers to brief them on AMAPCEO priorities. On January 8th, Gannage and Stambula met with **BRAD DUGUID**, Minister of Labour, to discuss, among other issues, our proposal that the government amend the *Occupational Health and Safety Act* to prohibit psychological harassment in the workplace. AMAPCEO had raised the same proposal with Duguid's predecessor, **STEVE PETERS**, but had not received a satisfactory response.

On January 16th, the President and the Vice-President met with **TED McMEEKIN**, Minister of Government and Consumer Services, who has responsibility for human resources and labour relations in the Ontario Public Service. AMAPCEO wanted to brief the new Minister on our major bargaining priorities, including our long-standing proposal for independent binding arbitration as the best way to settle disputes. Gannage and Stambula also discussed the need for fair and competitive compensation, including completion of the Job Evaluation Project, and for a fair and competitive workplace that would encompass equitable pensions, a process for dealing with workplace bullying, policies for alternative work arrangements and the elimination of inappropriate reliance on outside consultants.

Further documentation on both ministerial meetings can be found on the AMAPCEO website.