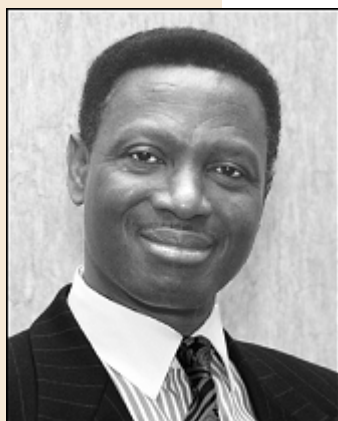


President's Message

March 2007

Where We're Going and How We're Getting There

As President, my priority is to ensure that the Association uses its resources to provide the best services to the CAPE membership as possible. In this respect, my immediate task is to focus attention on three areas in particular — communication, EC conversion, and governance. These three priorities represent the core messages you have communicated to me in the past year at meetings, by e-mail and direct conversations.



Here is what I plan to do:

Communication – The National Executive Committee and I are working closely with the

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Jurisprudence Relating to Abuse of Authority Cases

The Public Service Employment Act (PSEA) was amended to accommodate changes to the appointment process brought about by the implementation of the Public Service Modernization Act (PSMA). Included in these changes is the manner in which employees can address disputed staffing decisions. Where once an aggrieved employee could file an appeal of a staffing process at the Public Service Commission, the revised PSEA allows employees to file complaints with the Public Service Staffing Tribunal.

The Public Service Staffing Tribunal (PSST) is an independent and quasi-judicial body which has been established pursuant to the new Public Service Employment Act to deal with complaints related to internal appointments and lay-offs in the federal public service. The Tribunal conducts hearings and provides mediation services in order to resolve complaints.

Two recent decisions issued by the Tribunal are of particular value because they will serve as jurisprudence to better define abuse of authority, discretion in staffing

processes, and the expectations of the Tribunal with respect to the presentation of a complaint, including the presentation of evidence supporting the allegations. These decisions are *Tibbs v. the Deputy Minister of National Defence*, and *Portree v. The Deputy Head of Service Canada*.

The *Tibbs* decision, the earlier of the two, establishes a definition of abuse of authority, and consequently clarifies, to some extent, what evidence is required in order to demonstrate that abuse of authority did occur.

Continued on page 3 ▶

President's Message, cont'd from page 1

Communications Committee to ensure that members get information in a timely fashion. This includes looking at the feasibility of using cost effective forms of electronic communication to better inform members.

Conversion – Among the EC Group, the number one complaint and frustration is with the classification conversion. Management is not providing information on what's happening with the conversion and the ultimate impact it is likely to have on members' classification. Where information *is* forthcoming, it is inadequate. The Association will continue to work closely with the Local Leadership to identify departments where members are not being informed, and CAPE will be there to provide an update.

Governance – The importance of improving service to members cannot be underscored. The National Executive Committee has established a special Governance Review Committee to review the way CAPE governs itself and to make changes, where necessary, to its governance structure in order to continually improve service to members. Information regarding all CAPE Committees, their mandates, and minutes from meetings, can be

found on the CAPE website at www.acep-cape.ca.

The Association is working in parallel on other important issues.

- ▶ **Financial Incentive Plan** – Negotiations for this Plan for the TR Group were completed well before the March 31 deadline.
- ▶ **TR Collective Bargaining** – A Negotiating Committee has been established and work has already begun on preparing the issues for the next round. Notice to bargain will be sent to the Treasury Board before the expiry date for the agreement – April 18, 2007.
- ▶ **EC Collective Bargaining** – The Bargaining Committee for this group has reconvened to prepare for the continuation of negotiations with the employer as the one year bridging agreement signed last year expires on June 21, 2007.
- ▶ **Task Force on Membership Participation** – This committee will examine ways and means of increasing participation in the Association's activities, meetings, AGMs, etc..
- ▶ **Audit Committee** – This committee, which is the first

of its kind, will serve as an oversight committee, ensuring accountability and transparency in the financial operations of the Association.

- ▶ **Equal Opportunities and Diversity Committee** – This committee will ensure that CAPE is aware of the challenges in the implementation of the Employment Equity Act and will proactively work in collaboration with other bargaining agents to support efforts to address existing and emerging challenges.
- ▶ **Young Members Advisory Committee** – This committee provides an excellent opportunity for members to acquire experience necessary for the future leadership of CAPE.

It is going to be a busy year and progress on these issues will be communicated to you periodically.

As the National President, I will continue to work closely together with the Local Leaders, the National Executive Committee, staff and with you the members to provide the effective leadership CAPE needs in order to accomplish its collective agenda, *improving service to members!* ●

Jurisprudence, cont'd from page 1

In Tibbs, the complainant alleged that she was not appointed to a position because the selection board abused its authority by being lenient in assessing the qualifications of the person that was appointed, and by being very strict in assessing her qualifications. Specifically, the complainant alleged that the selection board's decision to screen her out for failing to meet one of the essential qualifications constituted abuse of authority.

Furthermore, the complainant alleged that the appointee did not meet two of the essential qualifications for the position.

In his decision, the Chair, Guy Giguère, establishes that...

It is clear from the preamble and the whole scheme of the PSEA that Parliament intended that much more is required than mere errors and omissions to constitute abuse of authority... Abuse of authority is more than simply errors and omissions... abuse of authority requires wrongdoing. Accordingly, abuse of authority will always include improper conduct, but the degree to which the conduct is improper may determine whether or not it constitutes abuse of authority.

The Chair attempts to further clarify what constitutes abuse of authority by citing five established categories:

1. When a delegate exercises

- his/her/its discretion with an improper intention in mind
2. When a delegate acts on inadequate material
3. When there is an improper result
4. When the delegate exercises discretion on an erroneous view of the law
5. When a delegate refuses to exercise his/her/its discretion by adopting a policy which fetters the ability to consider individual cases with an open mind.

When a manager exercises his or her discretion, but unintentionally makes an appointment that is clearly against logic and the available information, it may not constitute bad faith, intentional wrongdoing, or misconduct, but the manager may have abused his or her authority.

The chair also examines the issues of discretion in staffing processes, citing the Baker versus Canada decision, that states that discretion in administrative decisions must be “exercised in a manner that is within a reasonable interpretation of the margin of maneuver... Discretionary decisions should be reviewed only on limited grounds according to the general principles of administrative law governing the exercise of discretion and consistent with the *Canadian Charter of Rights and Freedoms*. These same principles of administrative law apply to all forms of discretionary administrative decisions.”

While in the present case, the

complaint was not upheld, the decision is proving to be valuable to anyone considering filing a complaint.

The same can be said for the **Portree** decision.

In this instance, the complainant alleged that she was not appointed to an acting position by reason of abuse of authority.

A candidate could be appointed if the selection board determines that he or she is the “right fit” even if they were awarded less points than other qualified candidates.

In this decision, rendered by Vice-Chair Sonia Gaal, the Chair states:

“There is no dispute that the PSEA changed the staffing process in the federal public service. Whereas the former PSEA provided that people were chosen on the basis of a relative merit system, the PSEA gives more discretion to managers to select the candidate who is the “right fit” for the position...”

The Vice-Chair goes to some lengths to provide guidance for future complainants.

Jurisprudence, cont'd from page 3

She recommends that a complainant should start by testifying as to the circumstances that allegedly constitute an abuse of authority, and then follow with documentary evidence to support the allegations.

At a hearing, a complainant should present evidence, usually through their own testimony and that of witnesses, and supporting documents, in order to prove the facts necessary to support a conclusion that an abuse of authority has occurred.

The decision makes clear that a complaint is more than simply stating a perceived injustice. A complaint must provide the facts upon which the complainant relies in proving the case.

The decision also articulates the Tribunal's role. It is not to reassess a complainant's marks on a given answer. It is not to review responses given during an interview, just because the complainant does not agree with the decision.

Ratings are no longer required under the PSEA, and a candidate could be appointed if the selection board determines that he or she is the "right fit", even if they were awarded less points than other qualified candidates. Simply disagreeing with the results does not constitute evidence of wrongdoing.

Again, in this particular case, the complaint was dismissed, but again, valuable lessons were learned about the principles that the PSST will be using to determine whether a complaint of abuse of authority in matters of staffing is founded or not founded.

In sum, the Tibbs and Portree decisions have allowed the Public Service Staffing Tribunal an opportunity to delineate its own responsibilities in matters of staffing decision disputes. Conversely, they have also shed light on the role of the informal discussion step in the staffing decision process. Errors and omissions and similar matters that do not involve bad faith or incompetence appear to be matters that the Tribunal expects to be addressed by means of informal discussion.

It should be noted that this separation of matters was anticipated by SSEA *cum* CAPE when it reviewed C-25, the Bill that eventually became the *Public Service Modernization Act*. In its brief to Parliament in 2003, the Association argued for the inclusion of errors and omissions among the grounds for complaint to the proposed new staffing tribunal. As almost all bargaining agent recommendations at that time, CAPE's proposal did not make its way into the new legislation. Thus, we are left with the redress process as we now know it.

Amendments to the *Public Service Employment Act* brought about by the implementation of the *Public Service Modernization Act* are scheduled for review. In 2010, the amendments that came into force in 2005 will be subject to discussions between the employer and bargaining agents. In the meantime, CAPE will be monitoring the situation and preparing for the review. All that the Association has asked, and all that we expect now and in the future, is a staffing redress process that ensures fairness. ●

The Federal Accountability Act

The Federal Accountability Act is a complex Act that touches on a myriad of other legislation, requiring changes to these other Acts - changes that are to be implemented over an as yet undetermined period of time.

Impacted by the *Federal Accountability Act* are the: *Parliament of Canada Act, Canada Elections Act, Lobbyists Registration Act, Public Service Employment Act, Access to Information Act, Privacy Act, Library and Archives of Canada Act, Financial Administration Act, Criminal Code, Canadian Dairy Commission Act, Enterprise Cape Breton Corporation Act, National Capital Act, Auditor General Act, Department of Public Works and Government Services Act* and what has become known as the Whistleblower's act – the *Public Servants Disclosure Protection Act*.

In addition, the *Federal Accountability Act* enacts new legislation: *The Conflict of Interest Act* and the *Director of Public Prosecutions Act*.

Of greatest interest to CAPE as a bargaining agent are the changes that will be made to the *Public Servants Disclosure Protection Act (PSDPA)*.

The purpose of the *Public Servants Disclosure Protection Act* is to allow public service employees to step forward if they believe that wrongdoing has taken place, and provides protection against reprisal. It provides an objective process for those against whom

allegations have been made.

The changes to this Act will:

1. Establish the Public Servants Disclosure Protection Tribunal and give it the authority required to make remedial orders in favour of victims of reprisal, and the authority to order disciplinary action against the person(s) who took the reprisal.
2. Ensure that this protection is extended to all Canadians, not just public service employees.
3. Ensure the prompt public reporting by chief executives and the Public Sector Integrity Commissioner of cases of wrongdoing.
4. Allow the Public Sector Integrity Commissioner to provide access to legal advice

The PSDPA requires Treasury Board to establish a Code of Conduct for the federal public sector. Chief Executives of departments and organizations must establish their own codes that are consistent

with the Treasury Board code but adapted to the needs of their organizations. Chief Executives must also establish an internal disclosure mechanism. Employees may make a disclosure to his or her supervisor, or the senior officer designated for the purpose. Employees may also make a disclosure to the Public Sector Integrity Commissioner (PSIC).

Of greatest interest to CAPE as a bargaining agent are the changes that will be made to the Public Servants Disclosure Protection Act.

In extreme circumstances, an employee may make a public disclosure if there is not sufficient time to make the disclosure using the internal or independent third party processes, and the employee believes that there is a serious breach of federal or provincial laws, or an imminent risk of a substantial and specific danger to the life, health and

Accountability Act, cont'd from p.5

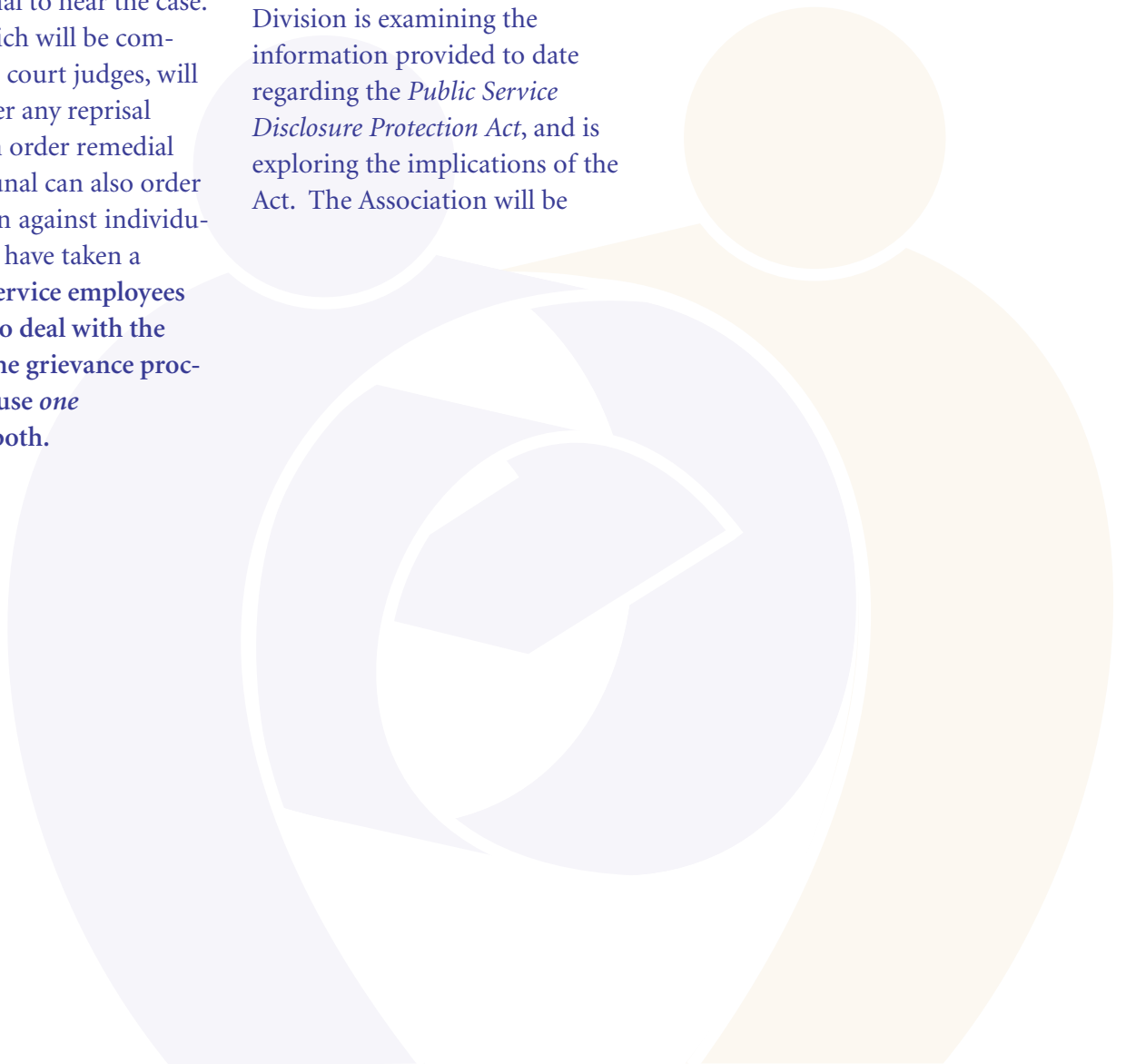
safety of individuals or to the environment.

The Public Sector Integrity Commissioner will be a neutral third party reporting directly to Parliament, and will receive all reprisal complaints. If the PSIC decides that the complaint is worth investigation, he or she will assign an investigator. Once the investigation report is received, the PSIC may apply to the new Public Servants Disclosure Protection Tribunal to hear the case. The Tribunal, which will be composed of superior court judges, will determine whether any reprisal occurred, and can order remedial action. The Tribunal can also order disciplinary action against individuals determined to have taken a reprisal. **Public service employees may still choose to deal with the matter through the grievance process, but can only use *one* mechanism, not both.**

Public service employees may choose to deal with the matter through the grievance process, but can only use one mechanism, not both.

The CAPE Labour Relations Division is examining the information provided to date regarding the *Public Service Disclosure Protection Act*, and is exploring the implications of the Act. The Association will be

establishing what guidance, advice and services will be given to the members, as the changes in the legislation come about. ●



The Long Arm of the Crown

Every once in a while an employee, or a group of employees, finds itself in a position where it is reaping — by accident, or not, greater rewards than is warranted by the terms and conditions of their employment, their collective agreements, National Joint Council directives or other employment contracts. Sounds like a good thing, right?

Maybe not. When this happens to an employee of the federal government, the results are not always as beneficial as they at first appear. Whenever an employee receives in excess of what is prescribed, the employee ultimately becomes indebted to the employer, the federal government - otherwise referred to as the Crown. For every dollar earned above and beyond collectively agreed upon salary and benefits, the employee owes the Crown that same amount.

A simple example of this is as follows:

An employee at the 4th increment level of the pay scale is mistakenly paid (for whatever reason - let's say an error on the part of Pay and Benefits) at the rate allotted to an employee at the 5th level. Even though the employee is unaware of the error, and is not responsible for the error, once the error is discovered by the Crown, the employee must repay the amount in question. Granted, there are mechanisms that can alleviate some of the immediate financial discomfort that such a situation might cause, but there is no way to get out of it. The Crown will exact its price.

A more complicated example:

A manager is faced with a difficult deadline. He or she decides to offer a group of employees, on a voluntary basis, the opportunity to work extra hours at twice the compensation value, rather than at the premium provided in the collective agreement, i.e. at time and half. Several employees volunteer, and thus agree to the conditions. Some do not volunteer. The work gets done. Everyone is happy, and everything should be fine, right?

Maybe not. The employer, read Treasury Board, is not bound by the agreement arrived at by the manager and a group of employees. The employer, a.k.a. the Crown, will collect the monies owed it, once it becomes aware of the issue.

On the flip side, the bargaining agent has a very clearly defined view — a view defined by the general interest of the members. Firstly, if the conditions set into motion by this manager are applied to a small number of members, that means that most members are doing the same work for a benefit of lesser value.

Secondly, if the agreement falls outside the employment contracts between employer and bargaining

agent, well, it's just not legal. Moreover, it undermines the authority of the collective agreement and the bargaining agent's ability to force the employer to respect the agreement. How does a bargaining agent negotiate and defend a collective agreement if it takes the position that the employer should respect the agreement... most of the time,... but maybe not always?

Thirdly, why would a bargaining agent want to risk having its members subjected to garnisheeing of their wages, while the Crown recuperates monies earned that should never have been earned? Take as an example the member who was told that he owed the employer \$7,000 for reimbursements that he should not have received under the Travel Directive. An error had been made by the employer, and the employee was advised of the \$7,000.00 debt, two years after the fact. CAPE tries to protect its members from this.

The responsibility of a bargaining agent is to advocate on behalf of the interests of *all* its members in a world of labour statutes, other laws and collective agreements. Bargaining agents do not always have good news to communicate to the members that they represent. But, contracts are contracts, and laws are laws. ●

Collective Bargaining 2007

Collective agreements covering entitlements and rights of over 90% of federal public service employees will expire in the year 2007. By the end of the calendar year, no less than eighteen bargaining tables will be active. Before year end, quite possibly even before spring turns into summer, Canadians will have a new national government, and federal public service employees will have a new political mandate directing their work. Circumstances are definitely conspiring to make 2007 quite memorable.

The purpose of the following few paragraphs is to briefly review some of the economic parameters that will effect bargaining of a new TR and of a new EC collective agreement. The focus of the text will be wage adjustments, the across the board increases in pay that are negotiated for a given occupational group.

In the end, the mandate that will be brought to the bargaining table by Treasury Board negotiators will depend on political decisions. However, the political decisions will be made within a context of economic realities.

Wage adjustment trends

Let us begin with a few bargaining reference points from 2006, which can be found in the February 15 edition of the Workplace Bulletin by the Labour Program of Human Resources and Social Development Canada (contracts that involve 500 employees or more).

In the month of December 2006, public administration wage adjustments in Canada averaged 2.8%. The government of Manitoba was the principal public sector

employer to sign new agreements in December. It signed seven agreements each of which included the same average annual wage adjustment of 2.6% for a period of 48.3 months ending on March 26, 2010.

Recent wage adjustments under federal jurisdiction are dragging down the national average, and federal public service employees are losing ground.

Taking a step back and comparing quarterly figures, fourth quarter settlements of public administration agreements in 2006 across Canada averaged 2.8% annually over the term of the new agreements, while third quarter settlements averaged 2.8%, 3.0% in the second quarter and 2.7% in the first quarter.

Viewed from the perspective of labour statute jurisdictions and across both public and private sectors, wage settlements under

federal jurisdiction averaged 2.2% in the fourth quarter with higher averages in 6 of 9 provincial jurisdictions where there were settlements. Only Saskatchewan (2.0%), Newfoundland and Labrador (1.9%), and Ontario (1.5%) had lower averages. Settlements averaged 3.9% in Alberta, 3.7% in New Brunswick, and 3.4% in British Columbia.

Comparing annual figures for 2006, agreements signed under federal jurisdiction averaged wage adjustments of 2.3%, with higher averages in 7 of 10 provinces. We also know that the trend of wage adjustments negotiated with Treasury Board was 2.5% in 2006 which would tie British Columbia for seventh place. These figures seem to indicate that recent wage adjustments under federal jurisdiction are dragging down the national average, and federal public service employees are losing ground. In fact, Treasury Board trend adjustments have been lower than the average wage adjustment in eight provincial jurisdictions in 2003, seven in 2004, six in 2005, and of course seven in 2006.

Another important dimension

Continued on page 9 ►

Collective Bargaining, cont'd from p.8

of settlements in 2006 was the duration of the new agreements. The average duration of new collective agreements involving 500 or more employees in 2006 was 43 months. Predecessor agreements averaged 33 months. The duration of collective agreements has increased on average by almost an entire year, from an average of 2.75 years to an average of 3.58 years. Similarly, the collective agreements that are expiring in 2007 for most federal public service employees are 48 month agreements, the duration of which contrasts with the two and three-year agreements that have been more characteristic of federal public service agreements.

What kind of mandate can we expect Treasury Board negotiators to bring to the table in 2007? Will the Department of Finance (see Professional Dialogue, June 2006, p. 6) set a two-year, three-year or four year mandate? Does the duration have a relation to the actual rates of adjustment that are brought to the table?

Forecasting

Wage adjustments in the federal public service are closely related to inflation forecasts. If we take a quick look back for a moment at inflation in 2006, we find that according to Statistics Canada figures released on January 23, 2007 the average gain for all items of the Consumer Price Index (CPI) for 2006 was 2%. The all-items average resulted from higher monthly

adjustments in the first eight months of 2006, balanced out by lower adjustments in the four final months of the year. But the monthly adjustments of the last quarter of 2006 were clearly moving back up to the annual average. However, this is the reality, not the forecast.

The most important forecaster of inflationary trends is the Bank of Canada. The Bank of Canada carries out the monetary policy of the government of the day. However, recent national governments, regardless of political party, have agreed that the bank would have the mandate of keeping inflation at 2%, within a control range of 1% to 3%. In fact, recently, on November 23, 2006 the Government of Canada announced that the Bank of Canada would continue to use the inflation control target of 2% to the end of 2011. This figure is an important reference. The Bank of Canada forecast is particularly significant because the Bank establishes the availability of money by means of setting the base lending rate to chartered banks. By setting the price of money, the Bank can affect an inflationary trend positively or negatively stewarding it to some extent towards the 2% target.

The Bank of Canada forecast for the year 2006, published on the 26 of January 2006, was very close to reality for the first half of the year at 2.5%. But the bank estimated that the rate of increase would gradually slow down to 2% by mid-2007. In fact, what actually happened is that the CPI experi-

enced increases of 1.7% and 1.3% in the two final quarters of 2006, not rates between 2.5% and 2% as expected. The typical wage adjustment of federal public service collective agreements during the same period was 2.5%. As a result, federal public service employees were able to move marginally ahead of CPI gains.

The current round of bargaining is the round when the employer must set into place some of the major building blocks that will ensure that it isn't trying to function with empty offices in a few years.

What did the Bank predict this year? On January 18, 2007 the Bank released its forecast for 2007 and 2008. It reads as follows: "Total inflation should average just above 1 per cent in the first half of this year, returning to the 2 per cent target in early 2008. Core inflation should return to 2 per cent in the first half of 2007 and stay there." (Bank of Canada Press Release, 18 January 2007. "Bank of Canada releases Monetary Policy Report Update.")

While noting that the core CPI forecasted by the Bank of Canada is

Collective Bargaining, cont'd from p.9

2% for 2007 and 2% for 2008, the BMO has forecasted a more modest CPI in 2007 in its February 2007 Canadian Economic Outlook - 1.7% and a slightly higher CPI in 2008 - 2.1%. As of January 2007, the Royal Bank of Canada is forecasting a CPI of 1.6% for 2007, and 2.2% in 2008.

While the numbers are interesting, it is important to note here the forecast horizon of each of these forecasts: 2 years. Most federal public service employees will see their collective agreements expire mid-year, 2007. While mandates are finalized at the beginning of the bargaining process, depending on how bargaining plays itself out at the various tables in 2007, we could still be in the initial phase of the parties trying to estimate what it will take to get agreements by the time 2008 comes along. At that time, the employer would have reliable forecasts for up to January 2010.

Leap of faith, leap of policy

Inflation does not determine wages in the federal public service, nor do inflation forecasts. There are certainly other economic factors that are taken into consideration:

for example, the market comparability of wages and internal relativities within the public service. But, in a setting of pattern bargaining, the inflation forecasts are an important tool for the employer in the preparation of the base mandate that it will allow its negotiators to bring to the various tables.

This need not be an obstacle to constructive bargaining. Constructive bargaining can occur as long as the employer doesn't simply act as part of the government's arsenal of inflation control, and as long as the employer comes to the table thinking like an employer, with a mandate directed by human resource objectives.

On February 26, Kathryn May reported in the Ottawa Citizen that: "Time is running out for the federal government to get ready for the biggest employment shock in decades, when the traditional draws - "making a difference" and generous benefits - won't be enough to keep or attract workers in a cutthroat labour market". Quoting Glen Hodgson, senior vice-president and chief economist of the Conference Board of Canada, Ms. May writes: "There is still time,

but (the public service) will have to recognize this is a serious issue and it can't be put off until 2010."

2010 will be too late. The current round of bargaining is the round when the employer must set into place some of the major building blocks that will ensure that it isn't trying to function with empty offices in a few years. A set of 3 year collective agreements scheduled to expire some time in 2010 would need to include pay adjustments in each of the three years that will outrun inflation forecasts and allow federal public service agreements to catch up with agreements signed in other jurisdictions.

These agreements will need a little imagination. New leave provisions targeting newer employees as well as employees who are thinking of retiring might be a good place to start; and what about empowering employees to do their work, allowing employees to take initiatives and contribute creatively to the public good?

2010 will be too late to begin to be creative at the bargaining table. ●

Harassment Consultations

CAPE Labour Relations Officers consult with over 70 departments and organizations in the development of guidelines and policies. These policies include, but are not limited to, departmental Harassment Policies, Recruitment Policies, Telework Policies, Health and Safety, Accommodations, Employment Equity, Electronic Bulletin Boards, Apprenticeship Programs, Development Programs, Work Description Initiatives, Functional Reviews, and the list goes on. And on.

But consultation, is just that – consultation. The employer may politely ask us what we think, and even how we think things should work, but the bottom line is that the employer has sole authority to develop and implement these policies as it sees fit, which does not always fit with CAPE’s vision of a good workplace.

Most recently, we had this to say about the consultative process undertaken to develop a Harassment Policy in one of the departments where our members are present:

In reviewing this draft, comments were made that “...it flies in

the face of the supposedly voluntary nature of the ICMS (Informal Conflict Management System) model, and that it serves to formalize even further a process or series of processes which, according to their initiating legislation, were intended to be informal...

If the employer introduces a new policy concerning harassment in the workplace which reflects this current draft policy... CAPE’s position will be to recommend to its members that they do not make use of this policy at all; our members will be advised to address harassment issues through the formal grievance process. In its current state, CAPE simply cannot

recommend to its members that they make use of the measures and processes set out in the policy as it is currently drafted, particularly in light of its unjustifiable focus on ICMS and the employer’s continuing failure to address adequately CAPE’s concerns with the ICMS initiative on the public service wide level.”

The consultation process does not oblige management to address concerns expressed by CAPE or other bargaining agents. And while many managers enter into meaningful consultation where they listen and consider views that may be at odds with their immediate interests, the final decision remains management’s. The same can be said of co-development. Co-development allows for a sharing of the responsibilities for the development of policies and practices, only if the employer allows for the sharing of the responsibilities. Not necessarily a different process, just a different word. ●

Canadian Association of Professional Employees National Executive Committee

In December 2006 elections were held for the positions of President, EC Vice-President, TR Vice-President and five EC Directors. The new National Executive Committee (NEC) took office on January 1, 2007. You can find minutes of past NEC meeting minutes on the CAPE website at www.acep-cape.ca.

José Aggrey	President	CAPE	613-236-9181 • 1-800-265-9181 • jaggrey@acep-cape.ca
Carl Lakaski	EC/LoP Vice President	Public Health Agency of Canada	613-954-8645
Lionel Perrin	TR Vice President	Public Works and Government Services - Translation Bureau	613-992-8355
Jean-Rony Benoit	EC Director	Library and Archives Canada	819-953-0513
Carol Card	TR Director	Public Works and Government Services - Translation Bureau	613-995-3184
Ghislain Dussault	EC Director	Public Works and Government Services	819-997-1518
Marcy Holyk	EC Director	National Defence	613-541-5010
Maurice Korol	EC Director	Agriculture and Agri-Food Canada	613-759-7284
Sarah Lawson	EC Director	Natural Resources Canada	613-947-6816
Robert McVicar	EC Director	Statistics Canada	613-951-3542
André Picotte	TR Director	Public Works and Government Services-Translation Bureau	819-994-1288
Anna Sipos	EC Director	Foreign Affairs and International Trade Canada	613-944-0211
Stan Spak	EC Director	Agriculture and Agri-Food Canada	204-983-8467
Sebastian Spano	LoP Director	Library of Parliament	613-995-7918
Clayton Therrien	EC Director	Statistics Canada	613-951-4006
Michael Zinck	EC Director	Veterans Affairs Canada	902-368-0866
Claude Danik	Executive Director	CAPE	613-236-9181 • 1-800-265-9181 • cdanik@acep-cape.ca
Jean Ouellette	Director of Labour Relations	CAPE	613-236-9181 • 1-800-265-9181 • jouellette@acep-cape.ca
Donna Martin	Manager of Administration Services	CAPE	613-236-9181 • 1-800-265-9181 • dmartin@acep-cape.ca

Canadian Association of Professional Employees National Office Staff

José Aggrey	President	jaggrey@acep-cape.ca
Claude Danik	Executive Director	cdanik@acep-cape.ca
Jean Ouellette	Director of Labour Relations	jouellette@acep-cape.ca
Hélène Paris	Research Officer	hparis@acep-cape.ca
Deborah Fiander	Communications Officer	dfiander@acep-cape.ca
Sylvie Richard	Information Officer	srichard@acep-cape.ca
Liana Griffin	Professional Services Assistant	lgriffin@acep-cape.ca
Sandra Wensink	Finance Officer	swensink@acep-cape.ca
Sylvie Francoeur	Finance Officer Assistant	sfrancoeur@acep-cape.ca
Claude Archambault	Labour Relations Officer	carchambault@acep-cape.ca
Isabelle Borré	Labour Relations Officer	iborre@acep-cape.ca
Karen Brook	Labour Relations Officer	kbrook@acep-cape.ca
Isabelle Germain	Labour Relations Officer	igermain@acep-cape.ca
Bertrand Myre	Labour Relations Officer	bmyre@acep-cape.ca
Catherine O'Brien	Labour Relations Officer	cobrien@acep-cape.ca
Lionel Saurette	Labour Relations Officer	lsaurette@acep-cape.ca
Claude Vézina	Labour Relations Officer	cvezina@acep-cape.ca
Donna Martin	Manager of Administration Services	dmartin@acep-cape.ca
Anita Bangiricenge	Administrative Clerk	abangiricenge@acep-cape.ca
Chantale Lebel	Administrative Clerk	clebel@acep-cape.ca
Francine Logan	Administrative Clerk	flogan@acep-cape.ca
Julie Parisien	Administrative Clerk	jparisien@acep-cape.ca
Sharon Wilson	Administrative Clerk	swilson@acep-cape.ca