

President's Message

The federal public service has been assailed numerous times in recent years: re-engineering, reorganizations, modernization, strategic reviews, and now an action plan to reduce the deficit. The government continues to talk about better service to the public, the ability to pay, and doing more with less. It has been suggested that attrition will make it possible to reduce the size of the public service without victimizing anybody, and that the services provided to Canadians will seemingly not be affected.

Now let us consider a few figures. Some 8,000 positions have been eliminated over the past 18 to 24 months. We have seen colleagues, friends and even relatives lose their jobs. These were people, not posi-

Continued on page 2 ►

In This Issue

- President's Message p.1
- Stress in the Workplace: Causes, Effects & How to Cope p.1
- Workplace Stress: Causes ... p.4
- Workplace Stress: Effects ... p.6
- Workplace Stress: How to Cope p.9
- Who to Contact p.11
- The Wrap-up p.11
- Local Leadership Council .. p.13
- National Executive Committee p.17
- National Office Staff p.17

Stress in the Workplace: Causes, Effects & How to Cope

This edition of Professional Dialogue is dedicated to **Stress in the Workplace**

CAPE members - federal public service employees in general - are currently experiencing a period of intense job insecurity, and changes in their work environments, their workloads and their work responsibilities. These factors all engender stress. As a result of the changing public service, CAPE members have asked that we dedicate a Professional Dialogue to this topic. This edition of the Professional Dialogue examines:

- The sources of workplace stress
- The effects of workplace stress
- How to deal with workplace stress.

We will examine the enormous physical and mental costs of workplace stress. We look at the impact that this stress has on family, on employees' abilities to continue working capably and competently. We reflect on the enormous cost that stress and its impact has on the employer. We have reviewed a broad base of work

related stress research, and have compiled an exhaustive list of references at the end for your use. In addition, we have included many links to sources of information and support for those members who feel that they may be suffering from some of the symptoms of work related stress outlined herein.

Continued on page 3 ►

President's Message, cont'd from page 1

tions. In the latest federal budget, the government announced that 19,200 positions in the public service would be eliminated; once again, the government brought up the subject of attrition, but made no real reference to the people involved. A few days ago, we learned in the Supplementary Estimates that a further 10,000 positions – not people – were being targeted.

And yet, I don't know of any positions that are held by machines or animals; I only know about positions held by people.

In addition, a very definite trend seems to be developing: the employer is eliminating jobs held by professionals and knowledge workers. What is the point of having people to provide advice if decisions are being made without taking into account the impartial advice and opinions of professionals? No thought has been given to the impact that the loss of expertise and institutional knowledge will have, or to the fact that what is being destroyed will eventually have to be rebuilt.

CAPE represents a large proportion of the professionals in the federal public service. Our members are central to the smooth operation of the machinery of government. But the heart of that machinery, already weakened over the years, is now in a situation where it may no longer be able to play the vital role it has always played. CAPE takes this very seriously.

Our primary concern, however, remains the fate of our members who are “affected employees” as de-

finied in the Work Force Adjustment Directive (WFAD). We have put in place an emergency plan to inform these individuals, provide training to Local Leaders and Stewards, and post on our web site whatever documentation is available on the subject of work force adjustment. We have offered information sessions to interested Locals, either in person or via teleconference.

CAPE also has a duty to monitor the ongoing proceedings. We are participating in the departmental and national work force adjustment committees, as well as in a national WFA management consultation committee. Within the framework of these committees, we are actively promoting the exchange of positions, more commonly known as alternation, because we feel it will prevent the loss of people who want to stay in the public service. We are also working to ensure that the WFAD is applied properly and uniformly from one organization to the next.

On the political side of things, we have been conducting a public information campaign on the 2012-2013 federal budget since the start of the year. Using data available from Statistics Canada, we produced and published an analysis of the proposed budget, then updated that analysis once the actual budget was tabled in the House of Commons. Judging by the reactions of some elected officials, we seem to have struck a nerve by uncovering the flaws in the budget.

We have also organized a series of meetings with federal MPs of all political stripes. Those who agreed to meet with us were all surprised to learn the extent to which they had

been given only partial information on the budget. Our efforts in this direction are continuing.

Our desire to collaborate with the other federal public service unions moved to a new level early this year with the creation of Professionals Serving Canadians, a coalition that urges each and every one of you to step up and make your voices heard. To learn more, visit the Professionals Serving Canadians Web site at <http://www.safetyeh.ca/>, where you can get information, subscribe to updates, write to your MP, download an action kit, etc.

This issue of *Professional Dialogue* focuses on stress in the workplace, and it could not be more topical. Eventually, the work environment will find its way back to a more favourable state. But until that happens, we have to find a way to swim against the tide. ●

Claude Poirier
President
Canadian Association
of Professional Employees



The Context

Federal Public Service: an extremely stressful workplace today

Stress is a natural part of life. Life events such as losing a loved one, getting married, purchasing a home, financial problems, even Christmas, are all recognized as stressful life events. But many of the most stressful life events are related to the workplace – lack of job security, layoffs, downsizing, organizational readjustments, changes in duties and responsibilities, changes in hours of work, changes in working conditions... even planning vacations from the workplace can be a source of stress.

For all intents and purposes the current government's 5 to 10 percent reduction plan is serving to diminish the efficacy of the entire federal government workforce. The stress that this adds to already overworked and underappreciated federal government employees compounds the already serious impacts of a workforce suffering from workplace stress.

Instead of implementing programs to deal with the effects of stress, the government is becoming increasingly myopic to the fact that it would be much more cost effective to direct their attentions to the

sources of workplace stress. A significant impact related to work related stress is the cost to the employer - disability and health premiums, absenteeism, worker compensation claims, decreased productivity all contribute significantly to a real financial impact on the employer.

Employees are working more each year. Departments and agencies are being downsized but the level of work remains the same. This means that workloads are increasing. Employees are finding themselves in smaller organizations, with fewer people doing more work. This, com-

pounded with the fact that the current government is presently downsizing the federal public service, thus engendering concerns regarding job security, means that the federal public service is, for the most part, an extremely stressful workplace. ●

Employees are finding themselves in smaller organizations, with fewer people doing more work. This, compounded with the fact that the current government is presently downsizing the federal public service, thus engendering concerns regarding job security, means that the federal public service is, for the most part, an extremely stressful workplace.

Workplace Stress: Causes

A Working Definition

The Canadian Centre for Occupational Health and Safety has defined workplace stress as...

" ... the harmful physical and emotional responses that can result from conflicts between job demands on the employee and the amount of control an employee has over meeting these demands."

CAUSE!

High Demand + Low Control = Workplace Stress

Many of CAPE's members are in positions that can best be described as high demand/low control. That is to say, the pressure to work to deadlines is high, the pressure to produce voluminously is high, while the employee has little say over establishing priorities or adjusting deadlines to accommodate these priorities. These two factors in combination can create an untenable psychological environment. Workplace stress occurs when the demands of the position and the amount of control the employee has over these demands is low. Sim-

ply put, workplace stress results from the combination of high demands in a job and a low amount of control over the demands.

CAUSE!

Ever increasing Workloads

With the continuous downsizing process that the present government has embarked upon, public service professionals are being called-upon to take up the ever increasing slack. For every position that is abolished or vacant, there are fewer federal public servants, who already have a more than full time job, left behind to perform those duties and responsibilities. This is the simple reality.

CAUSE!

Unpaid Overtime

It is common knowledge that federal public service professionals are frequently required to work overtime in order to keep abreast of ever increasing workloads. With the dawn of our technological era, the line between "work" and "home" has blurred considerably. With almost every public service professional in possession of a cell phone and remote access to their e-mails, the tendency to "check in" on off hours is ever increasing, as is the employer's expectation that employees do so. ●

Workplace Stress: Causes cont'd...

Sources of Workplace Stress

(adapted from Murphy, 1995)

<i>Categories of Job Stressors</i>	<i>Examples</i>
Factors unique to the job	Workload (overload and underload) Pace / variety / meaningfulness of work Autonomy (e.g., the ability to make your own decisions about your own job or about specific tasks) Shift-work / hours of work Physical environment (noise, air quality, etc.) Isolation at the workplace (emotional or working alone)
Role in the organization	Role conflict (conflicting job demands, multiple supervisors / managers) Role ambiguity (lack of clarity about responsibilities, expectations, etc.) Level of responsibility
Career development	Under / over-promotion Job security (fear of redundancy either from economy, or a lack of tasks or work to do) Career development opportunities Overall job satisfaction
Relationships at work (interpersonal)	Supervisors Co-workers Subordinates Threat of violence, harassment, etc. (threats to personal safety)
Organizational structure / climate	Participation (or non-participation) in decision-making Management style Communication patterns

Workplace Stress: Effects

By-products of an Over Stressed Workplace

Fear of job redundancy, layoffs due to an uncertain economy, increased demands for overtime due to staff cutbacks act as negative stressors. Employees who start to feel the “pressure to perform” can get caught in a downward spiral of increasing effort to meet rising expectations with no increase in job satisfaction. The relentless requirement to work at optimum performance takes its toll in job dissatisfaction, employee turnover, reduced efficiency, illness and even death. Absenteeism, illness, alcoholism, “petty internal politics”, bad or snap decisions, indifference and apathy, lack of motivation or creativity are all by-products of an over stressed workplace.

Source: “Sources of Workplace Stress”, Canadian Mental Health Association (CMHA)

The Stress of Job Insecurity can affect Mental Health

In their 2012 report entitled *Work, Working Conditions and Worker Productivity*, the Organization for Economic Cooperation and Development (OECD) reported that people with higher job insecurity have a higher risk of a mental disorder. They noted that the anticipation of job loss has greater negative impact on mental health than the actual loss

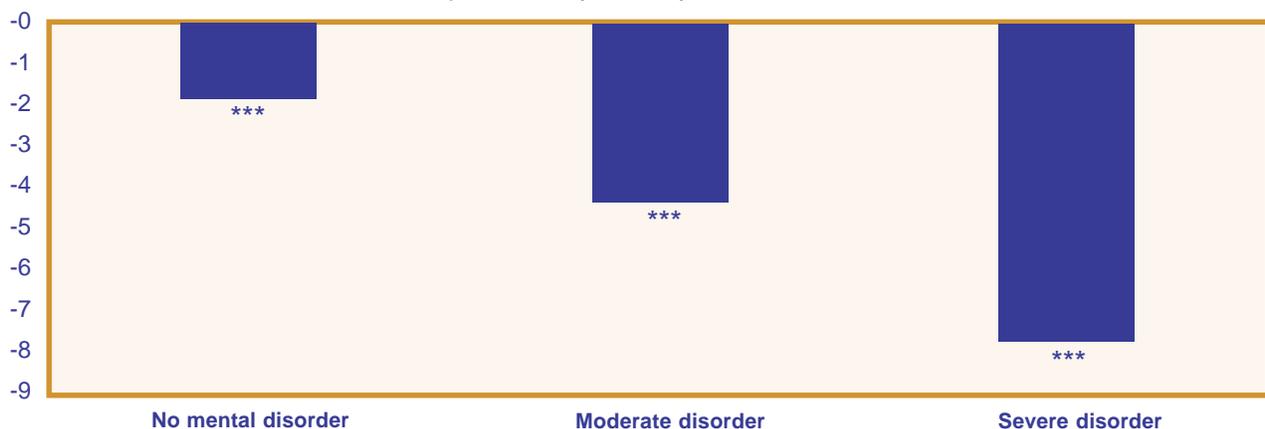
of job. Job insecurity is associated with a 33% increase in the risk of common mental disorders. The report states that job insecurity is strongly associated with mental health - the poorer the mental health of an employee, the more likely they are to feel that their employment is insecure. Furthermore, the report observes that a period of economic recession can lead to restructured job routines that possibly lead to work-related stress and to dissatisfaction. This in turn can lower the

employee’s commitment to work and lower their marginal productivity. The report reveals “...people who have experienced such restructuring are less satisfied with their work, the difference being large and statistically significant for all three mental health categories (see figure 1 below). Workers suffering from severe mental disorder experience a much larger drop in job satisfaction.” ●

Source: *OECD Sick on the Job? Myths and Realities about Mental Health and Work.* (Organisation for Economic Co-operation and Development)

Figure 1. People experiencing restructuring have lower job satisfaction

Difference (in percentage points) in job satisfaction between those with and without restructuring experience, by severity of mental health.



*** Statistically significant at the 1% level.

Note: Results are based on all countries covered in the EWCS survey.

a) All differences are significant at the 1% level, with those having undergone restructuring consistently reporting a lower level of job satisfaction, and this difference is increasing with poor mental health.

Source: OECD calculations based on European Working Conditions Survey (EWCS) 2010.

Workplace Stress: Effects cont'd...

The OECD report also observes that the impact of perceived job insecurity is type-specific. That is, fearing job loss in the short term decreases the chance of taking short term leave, but increases by a similar level the chances of taking long-term leave.

Loss of Balance Between Work/Home/Community Life

Long hours also create a high risk of stress in terms of balancing work with domestic and community life.

Longer working days also means less time for volunteering, and for community activities. The loss of these socially rewarding activities can further contribute to, or rather, no longer mitigates, work related stress.

Workplace stress increases levels of absenteeism and turnover. It is also associated with decreased levels of productivity, as well as disability and sick leave. Stress and other mental health disorders cause the most absenteeism and the most impact on health benefits claims costs. Prolonged stress can be costly to employers since it can result in a decline in productivity.

Violence in the Workplace

Violence in the workplace can be a source of stress. Tragically, it may, in extreme cases, be the result of stress.

Aggression spans a broad spectrum – from the extreme physical

violence to less easily identifiable passive-aggressive behaviour. Violence includes all forms of psychological and emotional abuse. Failing to respond to phone calls and e-mails, being late for meetings, withholding resources - these types of behaviours, when carried out over a long period of time, can result in tremendous psychological harm.

Job Stress Costs Canadian Businesses \$33 Billion Annually

The Edmonton Sun, in 2005, estimated that stress related mental health problems were costing Canadian businesses \$33 billion annually in lost production, and accounted for an estimated 30 to 40% of disability claims being recorded by Canada's major insurers and employers. Financially, workplace stress places a tremendous burden on the employer. The Journal of Occupational and Environmental Medicine reports that health-care expenditures are nearly 50% greater for workers who report high levels of stress.

"Generalized Stress Response": Occasional Stress is Normal – Extended Stress is Not

Stress is a normal response to our environment. We come equipped with automatic reactions to cope with stress. Experiencing stress for extended periods of time, however, is not normal. This is referred to as the "Generalized Stress Response", and if allowed to continue unaddressed,

can directly impact your physical and psychological wellbeing.

Physiological Impacts of Stress

Stress triggers biological responses that release the hormones adrenaline and cortisol, which can cause sustained increases in blood pressure and levels of harmful fats and sugar in the blood, resulting in damaged blood vessels and increasing the likelihood of heart attack and stroke. Evidence suggests that continuous high stress levels can diminish the body's ability to fight infections and cancer. Evidence further suggests that high levels of stress increase the likelihood of infertility.

Diminished Performance Under Stress

Employees under stress experience a narrowing of their attention spans, and their attention is easily diverted. They have trouble concentrating. They become disorganized. Consequently they make more mistakes. More mistakes leads to decreased productivity, which in turn leads to stress. Compounded by an increasing workload, employees experiencing time related stress often prioritize tasks, focusing on those they believe to be the most important, likewise restricting available resources to those tasks believed to be more important. Such subjective evaluations of task

Continued on page 8 ►

Workplace Stress: Effects, cont'd from page 7

importance can lead to problems if wrong.

Employees under stress can experience fatigue. Fatigue can include feelings of weariness, faintness and reduced alertness. These symptoms can result in a decline in physical and mental performance, which can result in errors and time pressure, which can result in stress. Fatigued employees can also experience boredom, a state which is also common to employees who are dissatisfied with their position.

The Young and the Aged

Stress can effect the mental and physical well-being of parents, and can also affect the health of children. Stress can arise from conflicts between working schedules and the needs of children, and the needs of

elderly parents.

Parenting takes time, and parents who are in a constant state of “time deficiency” must constantly battle to make time for their children. And, even if time is found, the nature of this time can be negatively impacted if the parent is under stress.

Workplace Stress Affects Different People in Different Ways

Personality differences

Type A personalities and Type B personalities experience stress in different ways. Type A personalities are far more likely to experience the negative impacts of working in a stressful environment, while Type B personalities are less at risk of suf-

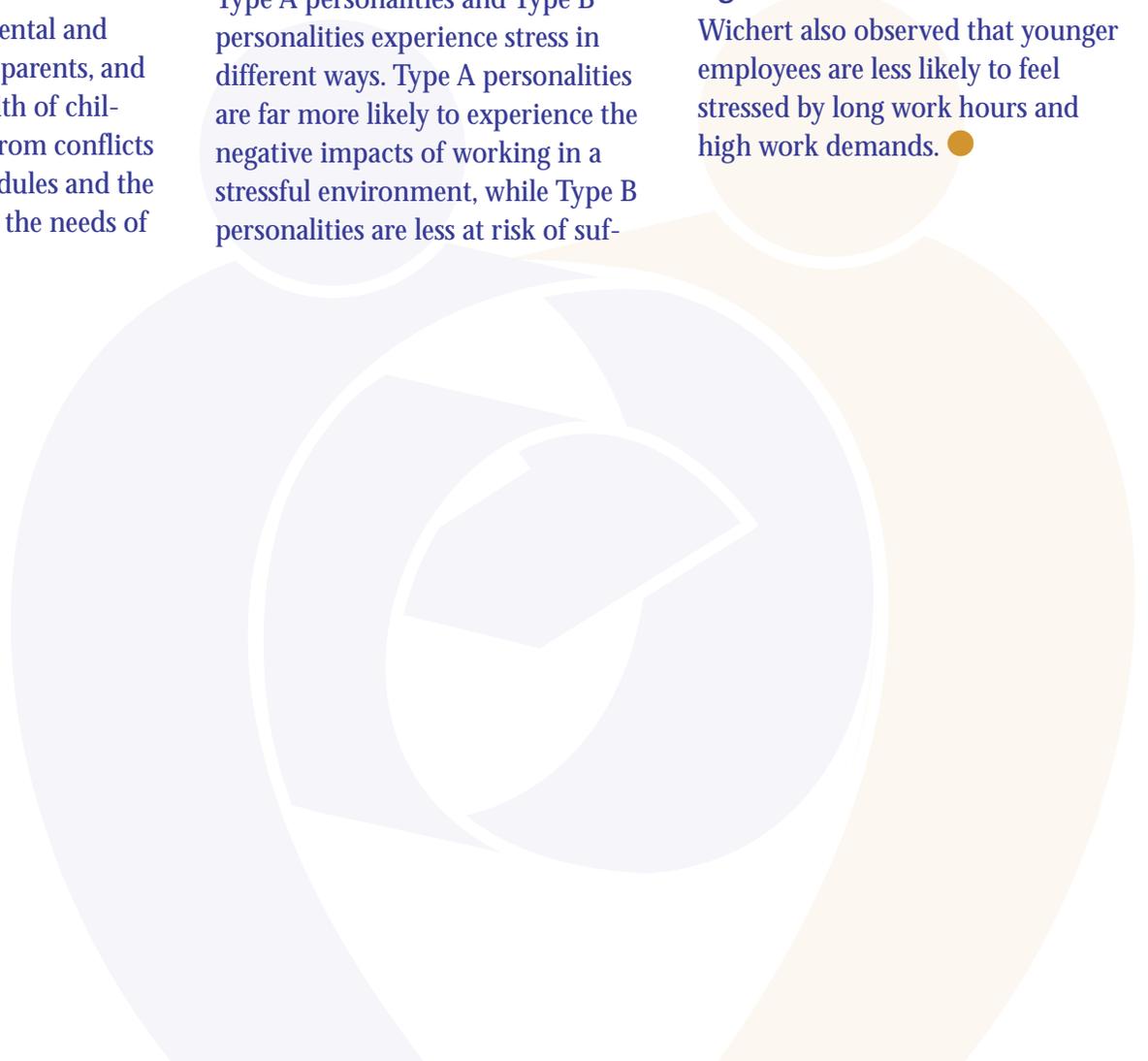
fering from the negative mental and physical consequences.

Gender differences

Women typically carry a greater portion of family responsibilities than men. This, accrued with work related stress, compounds the stress levels experienced by many women. Interesting too is the fact that research shows that while men tend to experience stress related illness on a physical level, for women these illnesses present themselves more often in a psychological form.

Age differences

Wichert also observed that younger employees are less likely to feel stressed by long work hours and high work demands. ●



Workplace Stress: How to Cope

Watch for the Warning Signs

Perceived stress and the resulting psychological strains can become a damaging cycle, each exacerbating the other. The more stress, the more strain - the more strain, the more stress. The following list encompasses many of the physical and psychological impacts of stress: physical, emotional, spiritual, relational and mental.

Progressive Impact of Stress on Mental and Physical wellbeing

The Canadian Centre for Occupational Health and Safety has developed a progressive scale of mental and physical impacts of high levels of ongoing stress.

Phase 1

Early warning signs include feelings of anxiety, boredom, depression, apathy and emotional fatigue.

Phase 2

Stress that continues for a period of 6 to 18 months - symptoms include headaches, more frequent colds, disturbed sleeping patterns, muscle aches, increasing physical and emotional fatigue, social withdrawal, irritability, increased depression.

Phase 3

This phase is referred to as Entrenched Cumulative Stress. If an individual does not recognize and address the symptoms evident in Phases 1 and 2 and the stress continues for a number of years, the stress will start to create a more severe impact on work performance, family life and personal wellbeing. Symptoms may include increased alcohol consumption, smoking, and use of non-

prescription drugs, depression, loss of sex drive, ulcers, family discord, crying spells, panic attacks, increased social withdrawal and sleeplessness.

Phase 4

This phase is referred to as Severe/ Debilitating Cumulative Stress Reaction. These symptoms are the result of five to ten years of high stress - heart conditions, severe depression, uncontrolled anger, grief, rage, suicidal or homicidal thinking, chronic fatigue, paranoia.

Long-term exposure to stress can also result in angina, stroke and heart attacks, hypertension, some forms of cancer, irritable bowel syndrome, depression, inflammation and ulceration of the colon and rectum, stomach and duodenal ulcers, indigestion and heartburn, chronic fatigue syndrome and burnout.

In addition, long-term exposure to stress can exacerbate existing medical conditions, such as rheumatoid arthritis and diabetes mellitus. ●

Emotional Support - It goes without saying that an employee in a stressful work environment, with a solid support system, will have access to means and ways of diminishing the negative effects of work related stress. Having access to a sympathetic ear and emotional comfort can be invaluable.

Survival Tactics to Combat Workplace Stress

Self-awareness and Response

It is important that employees watch for signs of stressful reactions so that they can recognize the cycle and address the stress levels before they begin to have a negative impact on their health. It is equally important that employees develop coping mechanisms to deal with the stress, before it accrues to the point of illness.

Step 1: Identify the source

Handling stress is a very personal and individual matter. The first step to dealing with stress is to identify the source of the stress, and figure out how to address the source of the stress, and the effects of the stress. In most cases, as stated before, there is little that can be done regarding the source of the stress.

Step 2: Take positive action

If you recognize the early warning signs in yourself, talk about how you are feeling – with a family member, a friend, a co-worker, or a mental health professional. Take a vacation. Switch up your regular routine. Over a period of time, this may not address the negative physical and emotional impact of ongoing stress. Short-term counselling might provide some assistance and guidance. If the stress is on-going and the symptoms persist and deteriorate to the point of Phase 4 (see page 9), the help of medical and psychological professionals is highly recommended.

There is an endless list of resources crafted to provide advice and guidance to individuals suffer-

ing from workplace stress and its negative repercussions. Most often, employees are encouraged to

- ▶ Talk to their supervisor about establish priorities and setting deadlines.
- ▶ Identify problems and propose solutions.
- ▶ Take care of your physical and mental health.

The origin of work related stress is not something that can be changed immediately, if at all. Finding individual ways to maintain good mental health is critical.

Canadian Mental Health Association's Proactive Approach:

A basic proactive approach is advocated by the Canadian Mental Health Association...

- ▶ Laugh.
- ▶ Utilize relaxation techniques.
- ▶ Get organized and take control of your work load – take time at the beginning of the work day to prepare a game plan for the day.
- ▶ Eat right.
- ▶ Get enough rest.
- ▶ Exercise.

It may seem so simple as to be trite, but during the early stages of work-related stress, these tips may go a long way to easing the negative impacts.

Of course, the manager's attitude also plays a significant role in mitigating stress. Having a good manager may help employees better cope with work related stress.

The CMHA further adds the following recommendations:

- ▶ Build on your self-confidence.
- ▶ Make time for family and friends.
- ▶ Accept support.
- ▶ Address financial problems.
- ▶ Volunteer to help others.

Flexible work weeks may help to diminish the stress levels related to work. Telecommuting is another option that may serve to better balance the work-life spectrum, and diminish stress levels. ●

Who to Contact

Contact your Employee Assistance Program (ESP) if you begin to experience the symptoms of ongoing stress.

Do not allow the symptoms to deteriorate.
The consequences can be tragic.
Seek support.

- ▶ Contact the *Canadian Mental Health Association*
- ▶ Contact the *Canadian Centre on Substance Abuse*
- ▶ Read the *Violence in the Workplace: Prevention Guide*, available through the Canadian Centre for Occupational Health and Safety.
- ▶ Equip yourself with the information and coping skills required to deal with an uncertain work environment.
- ▶ Approach your Occupational Safety and Health Committee and request Occupational Stress Management Training. If this is not available, request that they develop a program.
- ▶ Seek training in relaxation techniques.
- ▶ Seek training relating to your profession. This may provide you with the ability to create solutions to deal with an ever increasing workload, thereby reducing the level of stress that you are experiencing.
- ▶ Engage in a support group.

The Wrap-up

Each of us is responsible for our physical and psychological wellbeing

It's incumbent upon you to keep an eye out for the early signs of stress related illness, and to take steps to manage the stress and/or manage the negative impact that stress is having upon your mental and physical health.

Use the contacts and resources listed above, and use the information and organizations listed in the Sources section of this Professional Dialogue. Knowledge is your first tool in dealing with stress in the workplace. ●

Sources

- Bickford, M. (2005). *Stress in the Workplace: A General Overview of the Causes, the Effects, and the Solutions*, Canadian Mental Health Association.
- Burchell, B. (2002). *The prevalence and redistribution of job insecurity and work intensification. Job Insecurity and Work Intensification*, New York, NY: Routledge.
- Canadian Centre for Occupational Health and Safety, (undated). *Workplace Stress*.
<http://www.ccohs.ca/oshanswers/psychosocial/stress.html>
- Canadian Mental Health Association (undated). *Mental Fitness Tips*.
http://www.cmha.ca/mental_health/mental-fitness-tips/
- Canadian Mental Health Association, (undated). *Sources of Workplace Stress*.
<http://www.vcn.bc.ca/rmdcmha/sources.html>
- French, G. MSW, RSW, (2008). *The Canadian Initiative on Workplace Violence, Addressing Workplace Violence*.
- Health Canada, (undated). *Coping with Stress*
<http://www.hc-sc.gc.ca/hl-vs/iyh-vsv/life-vie/stress-eng.php>
- Health Canada, (undated). *Workplace Health*.
http://www.hc-sc.gc.ca/ewh-semt/alt_formats/pdf/pubs/occup-travail/affect-effet/travail-Factsheet-workplace-eng.pdf
- Health Canada, (undated). *Workplace Health Promotion*.
www.healthcanada.gc.ca/workplacehealth
- Jackson, A. (2002). *The Unhealthy Canadian Workplace*
<http://action.web.ca/home/clcpolcy/attach/The%20Unhealthy%20Canadian%20Workplace1.pdf>
- Jackson, A., Scott, K. (2002). *The Laidlaw Foundation, Does Work Include Children? : the effects of the labour market on family income, time and stress*.
http://www.laidlawfdn.org/sites/default/files/laidlaw_publications/working_papers_social_inclusion/wpsosi_2002_may_does-work-include-children.pdf
- Journal of Occupational & Environmental Medicine*, (October 1998 - Volume 40 - Issue 10). *The Relationship Between Modifiable Health Risks and Health Care Expenditures: An Analysis of the Multi-Employer HERO Health Risk and Cost Database*
- Kass, S. (2002) *University of Western Florida, Human Factors Psychology, Stress and Workload*.
- Maxon, R. (1999). *Stress in the Workplace: A Costly Epidemic*, Fairleigh Dickinson University RDU Magazine.
- Murphy, L. R. (1995). *Occupational Stress Management: Current Status and Future Direction in Trends in Organizational Behavior*.
- Organization for Economic Cooperation and Development, (2012). *Sick on the Job? Myths and Realities about Mental Health and Work*, OECD Publishing.
- Statistics Canada *Perspectives on Labour and Income*, (Vol. 4, no. 6, June 2003).
Sources of Workplace Stress.
- Wichert, I. (2002) *Job insecurity and work intensification: The effects on health and well-being*. New York, NY: Routledge.

Local Leadership Council

National Capital Region Representatives

Aboriginal Affairs and Northern Development Canada (Local #502)

President	Gordon Brennan
Vice President	Luc Ladouceur
Treasurer	Serge Gauthier
Stewards	Doretta Charles Maureen Collins

Agriculture and Agri-Food Canada (Local #507)

President	Salma Jaroudi
Vice President	Patricia Hoy
Secretary/Treasurer	Maurice Korol
Steward and Employment Equity Representative	Suzette La Touche
Health and Safety Representatives	Patricia Hoy Martin Fournier

Canadian International Development Agency (Local #517)

President	Emmanuelle Tremblay
Vice President	Mia Mouelhi
Treasurer	Pierre Bernier
Alternates	Angela Keller-Herzog Tamara Sequeira Duy Ai Kien

Citizenship and Immigration Canada (Local #522)

President	Michael McCormick
Vice President	Tannis Bujaczk
Secretary	Bruce Kelly
Treasurer	Kamal Dib
Stewards	Geneviève Bélair Derrick Deans David MacGregor Ahmad Syed Monica Van Huystee

Correctional Service of Canada

Steward	Sara Rubenfeld
---------	----------------

Elections Canada (Local 518)

President	Jean Roy
Vice President	Steve Skorenky
Treasurer	Martin Grégoire
Secretary	Kathryn Gallacher
Directors	Tanney Kennedy Valérie Mayrand-Poirier Kevin Phillips Alain P. Tremblay

Finance Canada

Steward	David Karp
---------	------------

Foreign Affairs & International Trade (Local #516)

Steward	Shawn Morton
---------	--------------

Health Canada and Public Health Agency of Canada (Local #512)

President	Nick Giannakoulis
Vice President	Simone Powell
Secretary/Treasurer	Vacant
Directors	Sandra Chatterton Mohammad Afzal Patrick Laffey Jacob Porter François Rivest Janos Tobreluts Khaddouji Souaid Jacky Tweedie Lisa Hansen
Stewards	Nick Giannakoulis Patrick Laffey Jacob Porter Simone Powell Jacky Tweedie Sandra Chatterton

Occupational Safety and Health Representative - Health Canada	Janos Tobreluts
Occupational Safety and Health - Representatives Public Health Agency of Canada	Nick Giannakoulis Beverly Leeks

Human Resources and Social Development Canada (Local #514)

President	Dorin Petriu
Vice President	Brian McDougall
Secretary/Treasurer	Ryan Kelly
Directors	Todd Johnson Johanna Hove Jeanne To-Thanh-Hien Michel Fourzly Susan Kerr Janet Marshall Carole Tremblay Yves Carrière Eric Cormier Normand Faulkner Liam Lynch Andrija Popovic
- 200 Montcalm - Place Vanier	
- Promenade du Portage II	
- Promenade du Portage IV	
- 105 Hôtel-de-Ville Street	

Immigration Refugee Board (Local #501)

President	Louise Carrière
Vice President	Placide Kalonji
Secretary	Michelle Pelletier
Occupational Health and Safety Committee	Louise Carrière

Industry Canada (Local #508)

Directors	Hélène Gagnon Michael Matthews Jay Jackson
Steward	

Justice Canada (Local # 513)

Directors	Paula McLenaghan Litsa Papathanasopoulou Josée Baril Andrew Ide
Stewards	

Health & Safety Representative
Shelley Sutherland
Lisa Raymond

Library and Archives Canada (Local # 519)

President Dave Pelc
Treasurer Jean-Rony Benoit
Steward Gabriel Breton

Library of Parliament (Local #515)

President Nathalie Pothier
Directors Sonya Norris
Alex Smith
Dominique Valiquet
Holly Porteous

Natural Resources Canada (Local #520)

President Allan Howatson
Vice President Galina Obolenskaia
Stewards Michelle Brazil
Peter Campbell
Quang Chan
Gerly Jean-Baptiste
Michael Lynch

Public Works and Government Services (Local #521)

President Alexander Butler
Vice President Tammy Maker
Secretary Vacant
Director - Employment Equity Richard Sharpe
Steward Barry Rosenfeld

Statistics Canada (Local #503)

President Greg Phillips
Vice President Ambrose Wong
Treasurer Ann Kurikshuk-Nemec
Secretary Raymond Chan
Director Riley Brockington
Stewards Michel Carleton
Pascal Brisson
Bradley Brooks
Pierre Gervais
Michele Hardy
Louise Landry
Peter Timusk
Paul Whiteley

Status of Women Canada (Local 510)

Director Michele Bougie

Translation Bureau (Local 900)

Executive Committee

President Marc Vallée
Regional TR Representative Jackie LeBlanc
Francophone Translators Representative André Picotte
English Translators Representative Renata Isajlovic
Multilingual Translators Representative Sophie Rouy
Interpreters Representative Paule Antonelli

Terminologists Representative Marie D'Acoust
Parliamentary Translators Representative Lionel Perrin

Professional Services

Multilingual Translation, Regions and National Security Branch

National Defense Division
National Defense HQ Unit Christian Poulin
OHS Rep Yanick Lindor

Prairies Regional Unit Kimberley Winslow
OHS Rep (Regional) Pascale Lamoureux

Montréal Military Translation Unit Isabelle Girouard
Kate Forster
OHS Rep Isabelle Girouard

Security and Emergency Preparedness Division
Pacific Regional Unit Michel Pigeon
OHS Rep (Local) Michel Pigeon

Regional Translation Services Division
East Coast Regional Unit Lyne Perrotte
Denise Aucoin-Deveau
OHS Rep - Alone (Ottawa VAC Outlet) Carmelle Simard

Montréal Regional Unit Barbara McClintock
Steward Heather Leighton
OHS Rep Maryann Mullin
OHS Rep James Connelly

New Brunswick Regional Unit Marie-Claude Molyneux
Claude J. Poirier
OHS Rep (WOHS Co-chair) Jackie LeBlanc
OHS Rep (Regional) Jackie LeBlanc
OHS Rep (Local) Mylene White

Multilingual Translation and Localization Division
Europe, Asia and Middle East Languages Peter Whimster

Scientific and Technical Translation Branch

Finance and Administration Division
Finance/Treasury Board Unit OHS Rep: Marie-Eve Côté

Industry Unit
OHS Rep Anne-Marie Venne

Sciences and Technology Division
Medecine and Technology Unit Geneviève Thibault Gosselin

Meteorology Group Raymonde Leclerc
OHS Rep Nicholas Vaughan

Government Services Division
Corporate Services and Central English Scientific and Technical Translation
OHS Rep Amanda Kenney

Technical Translation Division
Transport Unit Andrée Anne Côté
Karine Bigras
OHS Rep Andrée Lazarté-Tanguay

Mechanical, Electrical and Civil Engineering Translation Service
 Manon Hinse
 Marie-Ève Vézina

OHS Rep Marie Tremble

Canadian Heritage Unit
 OHS Rep Line Niquet
 Lucia Molino

Sociopolitical and Legal Translation Branch

Operational Planning and Business Management

Quebec Division
Human Sciences Unit
 OHS Rep Danièle Lévy
 Danièle Lévy

Corporate Services
Training and Evaluation
 OHS Rep Annie Leblond

Major Projects Unit
 OHS Rep Marie-Émilie Bilodeau

Interpretation and Parliamentary Translation

Political Sciences Unit
 OHS Rep Céline Danis
 Céline Danis
 OHS Rep Stéphanie Calder (alternate)
 OHS Rep Ève Lyne Marchard (alternate)
 OHS Rep Geneviève Parent (alternate)

Parliamentary Proceedings
Committees I
 OHS Rep Martin Meunier
 Johanne Lemieux

Social Programs Division
Skills Development Unit
 André Picotte

Parliamentary Documents
Committees and Library of Parliament Services to Parliamentarians
 Anne Rousseau
 Lionel Perrin

Health Unit
 Marilyn Gagné

Legislative translation
 Stephen Mullen

Human Resources Unit
 Diane Bisson
 André Picotte

Conference Interpretation
 Brigitte Donvez
 Aimée Lavoie

Legal Translation Division
Economics and Legal Services Unit
 Chantal Desrochers
 Loïc Hameon-Morrisette

Parliamentary Interpretation
 Karine Circé

Courts Unit
 Claude Leclerc

Terminology Standardization Directorate

Political Translation Division
CIDA
 OHS Rep Etienne Rancourt
 OHS Rep Brigitte Pombert
 OHS Rep Delphine Moser

Standardization Strategies Division
 Luc Pomerleau
Scientific and Technical Division
 OHS Rep Marc-Alexandre Beaulieu
 Karine Rondeau

Privy Council Unit
 OHS Rep David Rettie
 OHS Rep Annie Bayeur

Terminotics Division
 Christine Hug

Sociocultural Translation Division
Indian Affairs Unit
 OHS Rep Émilie Viens
 OHS Rep Christine Lee

Immigration Unit
 Marc Vallée

Continued on page 16 ►

Regional Association Representatives

Alberta (Local #801)

Directors/Stewards	Valerie Chessor Lillian Cook Gitte Krogh-Lytle Mark Lange Laura Munroe Connie van Rosmalen
--------------------	---

British Columbia (Local #301)

President	Michael Haberl
Vice President	Ian Dawson
Directors	Ghada Ahmed Lisa Banxachai Robert Russo Rod Smelser
Stewards	Ruth Cherry Rachelle Haider Susan Mansoor Michael Parasiuk Shelagh Travers

Manitoba (Local #601)

President	Cindy Creran
Vice President	Yvonne Kunce
Treasurer	Thea Haut
Occupational Safety and Health Director/Steward	Yvonne Kunce Pam Lucenkiw
Steward	Yvonne Kunce Betty Kwan Pam Lucenkiw

New Brunswick (Local 202)

President	Samuel Le Breton
Vice President	Manon Mallet
Occupational Safety and Health	Matthew English Julie Nadeau

Newfoundland (Local #101)

President	Joe Michaud
Vice President	Catherine Hollahan
Steward	Juanita Knee

Labour Management Consultation Committee

Atlantic Canada Opportunities Agency	Paul Parsons
--------------------------------------	--------------

Occupational Health and Safety Representative

Atlantic Canada Opportunities Agency	Joanne Fennelly
--------------------------------------	-----------------

Nova Scotia (Local #201)

President	Ben Black
Vice President	Robert Grandy
Directors	Glenn McMullen
Steward	Steve Jreige

Occupational Safety and Health

- Environment Canada	Jennifer Burley
- Department of Justice	Tracy Kempton

Labour Management Consultation Committee

Canadian Coast Guard College	Monique Berger
------------------------------	----------------

Nunavut

Steward	Sarah Smale
---------	-------------

Ontario

Kingston (Local #504)

President	Marcelene Holyk
-----------	-----------------

Toronto (Local #511)

President (on leave)	Lauren Kirk
Vice President	Karen Mendonça
Treasurer	Wendy Dennis
Stewards	Teresa Cuke Nadine Robinson

Occupational Safety and Health

Representative	Karen Mendonça
Labour Management Consultation Committee Representative	Karen Mendonça

Prince Edward Island (Local 102)

President	Craig Abbott
Vice President	Mary Beth Maclean
Director	Teresa Pound
Stewards	Scott Crawford Don Ramsay Michael Zinck

Québec

Montreal (Local #402)

President	Mario Jodoin
Stewards	Hubert Brown Gwen Cartier Marilou Dufour Catherine Giguère Caroline Lefebvre Réal Lortie Jean-Pierre Racine

Québec City/Ste-Foy (Local #401)

Principal Representative	Frédéric Lessard
Assistant Representative	Natacha Canuel
Assistant Representative	Martial Ménard

Saskatchewan

Northern Region (Local #701)

Director/Steward	Laurie Desautels
------------------	------------------

Southern Region

Steward	Vacant
---------	--------

Canadian Association of Professional Employees National Executive Committee

Minutes of all CAPE committee meetings can be found on the CAPE website at www.acep-cape.ca

Claude Poirier	President	CAPE
Ray Zwicker	EC/LoP Vice President	Public Works and Government Services Canada
André Picotte	TR Vice President	Public Works and Government Services Canada, Translation Bureau
Jean-Luc Bourdages	LoP Director	Library of Parliament
Derek Brackley	EC Director	Human Resources and Skills Development Canada
Gordon Brennan	EC Director	Aboriginal Affairs and Northern Development Canada
Riley Brockington	EC Director	Statistics Canada
Cindy Creran	EC Director	Justice Canada
Sandra Gagnon	EC Director	Canadian International Development Agency
Loic Haméon	TR Director	Public Works and Government Services Canada, Translation Bureau
Ann Kurikshuk-Nemec	EC Director	Statistics Canada
Janet Marshall	EC Director	Human Resources and Skills Development Canada
Shawn Menard	EC Director	Justice Canada
Stephen Mullen	TR Director	Public Works and Government Services Canada, Translation Bureau
Gregory Phillips	EC Director	Statistics Canada
Lee Whitmore	EC Director	Service Canada
Ambrose Wong	EC Director	Statistics Canada
Michael Zinck	EC Director	Veterans Affairs Canada
Claude Danik	Executive Director of Policy	CAPE
Jean Ouellette	Executive Director of Operations	CAPE
Donna Martin	Manager of Administration Services	CAPE

Canadian Association of Professional Employees National Office Staff

Claude Poirier	President	cpoirier@acep-cape.ca
Claude Danik	Executive Director of Policy	cdanik@acep-cape.ca
Jean Ouellette	Executive Director of Operations	jouellette@acep-cape.ca
Donna Martin	Manager of Administration Services	dmartin@acep-cape.ca
Hélène Paris	Research Officer	hparis@acep-cape.ca
Deborah Fiander	Communications Officer	dfiander@acep-cape.ca
Brigitte Richard	Communications Officer Assistant	brichard@acep-cape.ca
Pierre Lebel	New Media and Outreach Officer	plebel@acep-cape.ca
Isabelle Borré	Education Officer	iborre@acep-cape.ca
Sylvie Richard	Information Officer	srichard@acep-cape.ca
Liana Griffin	Procurement Coordinator	lgriffin@acep-cape.ca
Sylvie Francoeur	Services Coordinator	sfrancoeur@acep-cape.ca
Sandra Wensink	Finance Officer	swensink@acep-cape.ca
Mark Courty	Finance Officer Assistant	mcourty@acep-cape.ca
Sandra Patry	Finance Officer Assistant	spatry@acep-cape.ca
Claude Archambault	Labour Relations Officer	carchambault@acep-cape.ca
Jake Baizana	Labour Relations Officer	jbaizana@acep-cape.ca
Anita Bangiricenge	Labour Relations Officer	abangiricenge@acep-cape.ca
Walter Belyea	Labour Relations Officer	wbelyea@acep-cape.ca
Karen Brook	Labour Relations Officer	kbrook@acep-cape.ca
Isabelle Germain	Labour Relations Officer	igermain@acep-cape.ca
Bruno Loranger	Labour Relations Officer	bloranger@acep-cape.ca
Bertrand Myre	Labour Relations Officer	bmyre@acep-cape.ca
Isabelle Petrin	Labour Relations Officer	ipetrin@acep-cape.ca
Yves Rochon	Labour Relations Officer	yrochon@acep-cape.ca
Lionel Saurette	Labour Relations Officer	lsaurette@acep-cape.ca
Claude Vézina	Labour Relations Officer	cvezina@acep-cape.ca
Julie Courty	Administrative Clerk	jcourty@acep-cape.ca
Véronik Guy	Administrative Clerk	vguy@acep-cape.ca
Chantale Lebel	Administrative Clerk	clebel@acep-cape.ca
Patrick O'Reilly	Administrative Clerk	poreilly@acep-cape.ca
Sharon Wilson	Administrative Clerk (Membership)	swilson@acep-cape.ca

Ce document est également disponible en français. Si vous désirez recevoir une version française d'*Entre professionnels*, veuillez communiquer avec le bureau national de l'ACEP.