

Report from the Co-ordinators

Since February 2007, the Federation's team of staff has done its best to achieve the objectives set by delegates at their decision-making meetings and to carry out the mandates the team set for itself. A number of the challenges met were a continuation of work already begun. Training for members, local bargaining in the public sector, co-ordinated or consolidated bargaining in the private sectors, improvements in union life, defending workers against arbitrary management and health and safety for everyone were all themes at the heart of our concerns during the past two years.

Bolstered by its challenges and successes, the FSSS team is especially proud of working as part of an organization dedicated to fighting for progress on social issues. The team draws its strength from its activism and cohesion. So over the years, it has developed a structure for serving collective interests better:

- The provincial team sees to implementing mandates from decision-making bodies (Appendix 1). It is composed of all the Federation's staff, members of the Executive Committee, regional vice-presidents and the three representatives of private sectors.
- The core team includes one staffer from each region, the two co-ordinators and staffers who have provincial roles. It deals mainly with issues raised by the implementation of mandates.
- The regional team is composed of the regional vice-president and staffers in the region. It sees to the regional application of mandates from decision-making bodies and the provincial team.
- Two employees are designated by the provincial team to co-ordinate all the services delivered by the Federation and supervise and provide support for team members. The co-ordinators' role is defined in Article 132 of the FSSS Constitution and By-Laws, and is also spelled out in the collective agreement that covers CSN employees (Appendix 2). It is also discussed by the provincial team.
- The co-ordinators plus the employees assigned to provincial positions constitute what is known as the "expanded co-ordinating committee." Its role is to assist the two co-ordinators in planning and following up on the mandates and activities of employees who are part of the provincial team. It also provides guidance and support for new FSSS staff.

Thanks to this structure, we can participate actively in the democratic life of the Federation. Our theme "For the best, now and in the future!" encourages us to consider what has been done and what still has to be developed.

1. Collective bargaining

1.1 In the public sectors

Local bargaining on the 26 matters has been completed in nearly all unions. In most cases, the results of this process – imposed by a law that trampled workers'

fundamental rights –were more or less the status quo. Thanks to the work of the team and members, the disaster we had apprehended never materialized. It should be noted that Superior Court Justice Claudine Roy overturned Bill 30 (the legislation that imposed this local bargaining) and we are now waiting for a court decision on the constitutionality of Bill 43 (formerly Bill 142), which arbitrarily imposed working conditions for employees in the public sector. All our energy is now focused on winning back our right to free collective bargaining. We have set up the bargaining committees, and the provincial team has designated spokespersons for each of the four sectors.

At the same time, the period for changes in union allegiance and projects on the reorganization of work in nursing (field projects) required preparatory work and co-ordination. One staffer was assigned to each of these two areas of work.

1.2 In the private sectors

Much of the Federation's resources were devoted to the fast-expanding unions in the private sectors. The past two years were a time of intensive activity marked by a number of achievements.

1.2.1 Private residential care centres

Eight new bargaining units joined the Federation, and the organizing drive continues.

Our basic work dealt with negotiating for the demands in our platform on pay. In three years, the average rate of pay has risen more than 16%. Another key priority was drawing up a national model collective agreement corresponding to the needs and expectations of all members. Adopted by the sector, the proposed model covers some thirty non-monetary clauses (seniority, harassment, work schedules, etc.). As well, in the summer of 2008 we collected data on working conditions. This process helped the sector to define its demands on pay and adopt a new pay platform for renewing collective agreements. The work of these members was supported in all regions by the Federation's staffers and by a union staff representative appointed at the national level.

1.2.2 Childcare centres

The childcare sector has continued to grow. Since 2007, the sector has added 27 bargaining units, including one for-profit childcare centre and two co-ordinating offices.

Here too, we invested a lot of energy in drawing up new model collective agreement. The model contains items to be negotiated at the national, regional and local levels. The non-monetary clauses have been presented to the sector, and monetary items will be tackled in the fall of 2009.

Finally, our efforts to negotiate working conditions on a regional basis have produced results. The Association québécoise des centres de la petite enfance

(AQCPE – Québec association of early childhood centres) approached us about beginning discussions with a view to agreeing on a bargaining protocol in most regions of the province.

In addition to the staffers who deliver services in the regions, a union staff representative is assigned to the childcare sector.

1.2.3 The pre-hospital sector

Negotiations to renew the collective agreement were an important part of the past two years. Concretely, paramedics obtained a new salary rank, going from rank 12 to rank 17 in the salary structure for the public sector. Discussions are under way with the Ministry of Health and Social Services to finalize the work of determining the various echelons on the salary scale and transitional measures between the current scale and the new one. During the last mandate, we also had to pay special attention to pilot projects on services for the public (and consequently the transformation of stand-by duty schedules) and problems in provincial parks.

Until November 2008, services were provided by two staff representatives. Since then, and following the provincial union's decision to decentralize some of its services, we assigned an employee in each region. One staff representative remains assigned to the sector.

1.2.4 Religious institutions

The gradual but steady reduction in the number of clients foreshadows either the eventual closing of these institutions or their conversion into private residential care facilities. In either case, the first impact will be a reduction in staff. So far, this situation has not caused a deterioration in working conditions in most cases. We will continue to track the situation in the next three years. In this sector, one new union joined our ranks.

In regions where the Federation represents religious institutions, one staffer provides services, with the possibility of calling on the union staff representative assigned to the sector.

1.2.5 Community agencies

Three new unions joined the Federation, though one of these left before signing a collective agreement. We have begun discussions within the sector aimed at developing common objectives for bargaining. We will continue this work in the next three-year period.

1.3 Intermediate and family-type resources and home childcare providers

Following Superior Court Justice Danielle Grenier's ruling that overturned Bills 7 and 8, the Organizing Department filed a number of applications for certification for intermediate resources (RIs), family-type resources (RTFs) and home childcare providers (RSGs). Contrary to what many people thought, the judge's ruling did not provide recognition of their status as employees.

Only the Commission des relations du travail (CRT – labour relations board) has jurisdiction to do this. With the support of the Legal Services and Organizing Departments, we therefore had to take their case to the CRT.

Given that the government was threatening to pass new laws limiting their rights, we had discussions with the Conseil du trésor to ensure that as many rights as possible were recognized for them (right to organize, right to free collective bargaining, QPP, protective leave or reassignment, vacations, etc.) and to create a specific framework for them, taking into account their dual status as independent workers and employees.

A union staff representative has been assigned to this group to work on developing contract proposals in collaboration with the Legal Services and Labour Relations Departments.

2. Grievances, arbitration and legal appeals

Our responsibility is to ensure that the rights set out in collective agreements and labour laws are respected and to defend and represent the victims of arbitrary employer decisions in various courts and tribunals.

When a lawyer's services are required – notably when a legal opinion is requested, or for a judicial review or other proceedings in higher courts – the union staff representative sends a request to the co-ordinator of services, who weighs the possibility of referring it to the CSN's Legal Services Department.

Over a period of almost 2-1/2 years, 284 mandates were given to the CSN's Legal Services Department.

3. The Roll

In the public sector, there is a Roll to see to administering grievance arbitration. The Roll meets ten (10) times a year, and the FSSS is represented by Pierre Fournier, union staff representative.

Priority grievances are the first to be mandated (given file numbers), followed by regular grievances in the chronological order in which they were registered on the Roll. After the decree was imposed, grievances were sent back to all the unions. Unions were obligated to try to settle them or to withdraw unfounded grievances and then to inform the regional office of the results so that the Roll could be updated. If this is not done, only priority grievances are mandated.

As of March 23, 2009, there were 13,555 grievances registered on the Roll, involving 242 employers. As well, ten (10) of the grievances are registered under Letter of Agreement no. 34 on grievances filed before May 14, 2006.

These figures do not, of course, necessarily correspond to the actual situation, since a number of unions have not updated the grievances sent back to them.

Grievances to be mandated	Grievances pending	Grievances in arbitration	Grievances mandated	Grievances sent back to unions	Total
3,063	33	157	5,873	4,429	13,555

A number of representations were also made on medical arbitration cases, as some employers try to get around the application of clause 23.27 of the decree.

4. Preventive mediation

To counter recourse to the legal process and avoid the prohibitive costs that entails, we think that it is in the interests of unions to weigh the possibility of using pre-arbitration mediation. There are currently several projects under way on this. Although they require a lot of energy and rigour from unions and their staff reps, they have also made it possible to review the dynamics of labour relations. Dialogue gradually begins to emerge and relations become less tense. We will try to make use of preventive mediation in more cases in the next three years. And it's worth noting that the Ministry of Labour offers its services at no cost to the parties.

5. Regional services

After the last convention, we had 12 temporary union staff representative positions and one part-time office employee position. We then began to work on stabilizing the team. Today, only one staff representative position and one part-time office employee position are still temporary and the situation will be reassessed in January 2010. All the others have been converted into regular positions.

In mid-April 2009, we terminated the service agreement for the Îles-de-la-Madeleine that meant that unions affiliated with the FSSS shared the services of a union staff representative with unions in other CSN federations. From now on, services will be provided by a staff rep assigned solely to FSSS unions in the Gaspésie and Îles-de-la-Madeleine.

For all the regions, we now have a team of 65 union staff reps and 22.7 office employees to work with unions and provide them with the technical support needed (Appendix 3. The team is assisted in its work by staffers who have agreed to provide support for a given sector in particular (Appendix 4.

We would like to take this opportunity to say good-bye to the employees who have left for well-deserved retirements. On behalf of the team, we thank Raymonde Réhel, Luc Painchaud, Élayne Coutu, Michelle Lemay, Françoise Chartrand, Daniel Dion, Denise Gaudette, Gisèle Desjardins, Marie-Paule Lemire and Claude Saint-Georges.

The team also wishes to mark the death in January 2008 of Luc Viviers, who worked as a union staff representative for the FSSS. Luc was a dynamic staffer with a very endearing personality. His premature departure was a terrible shock for the Federation's team. During the same period, we mourned the loss of Donald Bernier, union staff representative since 1979 who died at the age of 71. He fought tirelessly to defend workers' rights. His tenacity and commitment made him a living legend for younger employees at the CSN.

6. Team development

Team development is a joint process co-ordinated by the Education division of the Labour Relations Department and the Syndicat des travailleuses et travailleurs de la CSN. With their support, the provincial team spent several days assessing what tools and training were needed by its various components (Executive Committee, Federal Bureau, union staff representatives, office employees) in order to define objectives for the group as a whole. In the next three-year period, the Federation team will see to implementing the work plan drawn up in the winter 2009.

7. Provincial positions

“Provincial positions” refer to the staffers assigned to training, information and research, case law, consolidation and union life, benefits, individual defence and spokespersons for bargaining in the public sectors. Support for the Status of Women Committee is provided by a woman staffer assigned to a provincial position.

7.1 Education

The convention adopted orientations for training sessions. We completed all the mandates we were given, and other training sessions have been added to the training calendar as well.

Anna Pilote, union staff representative assigned to education, was responsible for designing and preparing the training sessions.

The sessions were given by union staff reps, under the responsibility of each regional team.

7.1.1 Training sessions for members in the past two years

- *Disputes – Levels I and II*

The *Disputes – Level I* was updated in September 2007.

The *Disputes – Level II* session was completed and a “test” session was given in the Saguenay–Lac-Saint-Jean region. Subsequently, it was offered in all regions of Québec. A video on arbitration in the event of a dismissal (“Un arbitrage de congédiement”) was produced to complete the *Disputes – Level II* session.

- The *Stewards* session

The by-laws of many unions stipulate the composition of union councils. To provide support for these members and improve union life, a *Stewards* session was prepared for all sectors of the Federation.

For regional childcare unions, a two-day session was pre-tested with childcare stewards in the Estrie in October 2007, in collaboration with Rénaud Roy, Pierre Fournier and the union’s executive committee. The session was later presented to the Sectoral Federal Council for the childcare sector and is now available for all regional unions.

For regional unions in private residential care centres (CHPs), a session was prepared and presented to the bargaining committee for private residential care centres in December 2007. It was pre-tested with stewards from private residential care centres from Québec City and the Saguenay–Lac-Saint-Jean in collaboration with Carol Dufour, Francis Morin and the union’s executive committee. It is now offered to all regional unions.

For unions in the pre-hospital sector, a session was prepared and given by Claude Bosset, the union staff representative for the sector. A session was prepared and given to the regional vice-presidents of the FPESPQ-CSN (formerly the RETAQ), in collaboration with Claude Bosset and the union’s executive committee.

For unions in public sectors, a session was prepared and given to the union at the McGill University Health Centre, in collaboration with Chantal Laurin, the union staff representative for this union and the union’s executive committee. It is now offered to all unions.

All these sessions can be adapted to each union’s specific realities and agreements. Union staff reps are the resource people and instructors for all *Stewards* sessions. Unions’ executive committees are invited to collaborate in giving these sessions.

- The *Consolidated bargaining* session

A session has been prepared by the bargaining committees for unions in childcare and private residential care centres, in collaboration with Gilles Raymond and Francis Morin.

This session will be offered during the next mandate.

- The *Union leadership in the FSSS* session.

Recommendation adopted by the 2007 convention

That the FSSS prepare and organize a training session on union leadership for local union officers. That this session be complementary to the Union Executive II session. That it be aimed at explaining certain aspects of the role of local union leaders vis-à-vis their members, including the role of representing the union publicly to local authorities or public figures.

This new session was prepared and pre-tested with union presidents from the Québec City region on March 4-5, 2009. It is now available in each region for union presidents, to start with, and during the next mandate it will be available for other local union leaders.

Four meetings were organized for union staff reps to prepare them to act as instructors for all these sessions.

Descriptions of each of the sessions offered are available under the “Formation” tab on the Federation’s web site. The sessions are available in French and English.

See Appendix 5 for descriptions of the sessions and statistics on participation.

7.1.2 Training sessions for union staff representatives and office employees

Continuing education for the staff team has been a matter of interest for the Federation, and the following sessions were offered in the past two years:

Four moot hearings (*Pratique de l’audience*) were held with the assistance of Louis Bibeau, from the Human Resources Department, and Eric Lévesque, from the CSN’s Legal Services. Two decision-makers presided over the hearing: Ms. Ginette Gosselin, retired arbitrator, and Paul Yergeau, retired labour court judge.

For the private sectors, MCE Conseil gave a training session on corporate financial statements.

The session organized for the intake of new FSSS-CSN employees was given four times. This session is updated regularly and the documents made available to the entire team.

The three sessions on *Prevention in health and safety work* were prepared with Raymond Laroche, Yves Sicotte and the CSN’s Legal Services Department.

There was training and presentations at provincial team meetings. During the past two years, the following sessions were given in collaboration with Anne Pineau, from the CSN’s Legal Services:

- last-chance agreements;
- agreements and transactions;
- the duty to accommodate;
- estoppel.

Training is a team job, and we thank the instructors for their involvement, the office employees for their support and all those who helped make our training plans a reality, including the Labour Relations Department's Education division.

7.2 Information and research

In the 2007-2009 period, we continued to develop information work in two main areas: relations with the media, and internal information to members, unions and the various FSSS bodies. In the summer of 2008, information officer Claude Saint-Georges retired and was replaced.

Press releases were issued on the privatization of health care, labour shortages, certain labour disputes in private residential care centres, childcare centres and the pre-hospital sector, and bed closings in CHSLDs, to name just some of the topics.

Various visibility and information tools were produced, such as pamphlets, posters, stickers, sectoral newsletters and videos. Finally, we kept the web site up to date and publish a new e-newsletter called "Le Signet."

7.3 Case law

Between the beginning and end of this last mandate, the responsibilities assigned to the staff representative for case law were substantially revised.

Previously, the responsibilities were to:

- represent the Federation at the Roll;
- act as counsel in arbitration cases and before the Commission des relations du travail (CRT – labour relations board);
- provide support for the various work teams in interpreting the collective agreement and monitoring case law (preparing kits).

Today, it is the staffer assigned to consolidated and union life who is responsible for work at the Roll, and appearances before arbitrators or the CRT are sporadic, so the role of the staffer for case law has been refocused on support for the different regional teams.

The case-law staffer's basic work now consists in the advisory role on interpreting the collective agreement and monitoring case law (kits). He or she is also responsible for analysing files for which we think the union's duty to represent should cease and to give an opinion on the reasons justifying the decision not to

send the case to arbitration, so as to be ready if necessary to defend against a motion under Section 47.2 of Québec's Labour Code.

So far, we consider that having these responsibilities refocused on the work teams means that the case-law staffer is more available, and this is a major plus for our Federation at time when we are renewing our work force.

7.4 Consolidation and union life

Since the Federation's last convention, more than twenty-five (25) consolidation sessions have been given to unions, the majority of them in the public sectors.

A number of FSSS unions in the public sectors are still in the process of reorganizing as a result of Bills 25 and 30. The efforts that executive committees had to put into local bargaining meant that union life was more or less put on hold for a certain period of time. The grouping together of various unions and members with different workplace cultures (CLSCs, hospitals, CHSLDs) or from other union organizations whose values and ways of working were different from the CSN's meant that developing support for the new union structures was at times difficult and fraught with conflict.

Consolidation work most often deals with factors in the internal working of the union, namely:

- the division of tasks and responsibilities within the executive committee;
- misunderstanding about the roles of each;
- the distribution of leave for union work;
- the policy on reimbursing expenses;
- personality conflicts between two or more executive committee members.

With respect to union life, the large number of sites for a given institution and the distance between them mean that executive committee members have trouble coming up with solutions for reaching all their members.

7.5 Status of women

The Status of Women Committee worked on a number of issues in the past two years. The place of women in spheres of power, the struggle to eliminate violence, updating the guide "Having a child – and protecting your rights...", the web site and International Women's Day were all concerns and areas of achievements for the Status of Women Committee.

A woman staff representative from the expanded co-ordinating committee provided support for the committee's work. You are invited to read the report from the Status of Women Committee for a detailed review and prospects.

7.6 Benefits

The mandate of the two employees responsible for benefits was to provide support for staffers, the Executive Committee and the elected members of provincial committees (insurance and occupational health and safety). The issues addressed lie in three different areas: group insurance, pensions and occupational health and safety (prevention).

7.6.1 Group insurance

Since it is the Federation that signs the insurance contract for the majority of our unions, we have to have someone who is responsible for acting on the Federation's behalf and assuming its legal obligations and those created by the collective agreement.

Renewal of the insurance contract for public and private sectors

We were very pleased to present the new group insurance plan that came into force on April 1, 2009. This plan offers various individual and collective choices, at competitive rates.

Between September 2007 and April 2008, broad consultations were conducted in most of the Federation's unions. The process was concluded at the November 2008 Federal Council meeting.

This new plan is consistent with our values of solidarity while giving all members access to a drug insurance plan. As well, the plan offers life insurance without proof of good health, health insurance that doesn't exclude anyone and the possibility of deciding collectively to provide higher disability benefits.

As well, we innovated in the health-care system by offering a pay-direct card for drugs as of June 1, 2009. This means that you will only have to pay the percentage charged for each medical prescription. Having this card makes it easier to complete the full course of costly treatments.

The private sectors have the possibility, on certain conditions, of being covered by the public sectors' insurance plan, at a reasonable cost. This allows the Federation to intervene in the event of a dispute with the employer (bankruptcy). The insurance policy and pamphlet will be available soon for members on the Internet.

7.6.2 Advisory role

For more than two years, the work has consisted in providing support to union staff representatives on what are at times very complex cases.

To facilitate the accommodation of members who have been on disability leave for more than two years, we intervene as a liaison officer to work out tripartite agreements that allow members to return to work in adapted jobs. This reduces the number of arbitration cases.

We offer conciliation services for all disputed cases involving members and the insurers – the SSQ, Standard Life and Desjardins. Since the last convention, we have handled 313 cases, 64 of which are still active.

We offer direct services to members on all aspects of the plans: eligibility, dental care, travel insurance. This generates a very large volume of calls daily. Unions that don't have an insurance contract with the Federation's group can also obtain support from us.

We should also point out that through until March 2009, we had a lot of work related to finalizing cases stemming from Bill 30.

Joint committee

On five occasions over a period of 28 months, we worked with the provincial joint CPE (childcare) committee to renew its insurance contract. It was a political matter, because the policyholder is the Ministry for Families and Seniors. The procedures have changed in the past three years and the role of the organizations that sit on this committee is now very limited.

7.6.3 Public-sector pension plans

In the past 28 months, the review committee had 12 meetings. More than 170 files from all the union organizations were analysed for the purpose of making a decision. In 2007, decisions were rendered on 78 files and 2 were referred to arbitration.

In 2008, there were 68 decisions and 4 files referred to arbitration. Finally, between January and March 2009, there were 24 decisions and no files sent to arbitration. During this past mandate, only one file was sent to arbitration for the Federation. Note that each meeting requires several days of preparation.

A number of cases of dismissal were handled to finalize agreements consistent with RREGOP rules and tax laws. We and the CSN's Labour Relations Department also provide support for the pension committees in the childcare and pre-hospital sectors.

Training on pensions

A number of "*Retirement concerns us!*" information sessions on pensions were given, with an average of 25 participants per session.

Health and safety

For the work done on health and safety during the last term, you are invited to read the report from the Health and Safety Committee.

7.7 Individual defence

The role of the staffer assigned to individual defence work is more pertinent than ever, because it avoids having to refer cases to the CSN's Legal Services Department. Originally, the mandate of this resource person was to take over the more complex dismissal cases. In more recent years, the role has evolved. The staffer has both an advisory role and a training role for other team members. He or she is also responsible for handling complaints filed under Section 47.2 of Québec's Labour Code.

7.8 Spokesperson for public-sector bargaining

One of the four spokespersons for bargaining in the public sectors is designated as the spokesperson for the Federation. His or her role is to represent the Federation and act on its behalf at the bargaining tables. He or she also serves as a resource person on the interpretation of the collective agreement. During bargaining periods, the four spokespersons share this role. The spokesperson is also a member of the expanded co-ordinating committee.

8. Other services

8.1 CSN services

We have worked closely with the CSN's Labour Relations Department and its various divisions, as well as the Union Organizing Department, the Support for Mobilization and Regional Life Department and the Legal Services Department.

The Legal Services Department contributes to training activities at meetings of the provincial team.

The Research division of the Labour Relations Department intervened more than 81 times at our request on topics ranging from workplace air quality to a financial analysis of a business (Appendix 6). We also work closely with the Education division of the same department.

Finally, the invaluable support of the Support for Mobilization and Regional Life Department puts unions in a better bargaining position in their struggles against injustice and nepotism.

8.2 The computer services committee

In the past two years, the Federation's computer network was expanded and made more reliable, thanks to our contract with La Puce, a community business. We have updated our hardware and standardized our software.

With the support of a programmer, we have started a vast computer services project that will enable our current and future applications to communicate with each other easily. We have developed a tool to manage information concerning our unions. We have also updated an application for calling meetings and managing decision-making bodies and adapted it to our new structures.

8.3 Accounting

We converted an accounting clerk position into a merged executive secretary/accounting secretary position. We now have 3.5 accounting secretary positions to handle all the Federation's operations. This was considered to be a necessary step towards improving the organization of work in accounting and to remedy a problem of overwork among executive secretaries.

9. Prospects

9.1 In the public sectors

Although a tremendous amount of work has been done to consolidate unions in the public sectors, it must be continued in the next three-year period. We have to rekindle union life that has become even more complex with the creation of health and social services centres. We have to work out the best strategy for contacting all our members, now distributed in a number of institutions and over vast territories.

Given that the CSN has signed two no-raiding agreements with various unions in the public sector, we can conclude that the next period for changes in union allegiance in the public sector should be less tumultuous than previous ones. We will have to remain vigilant, though, to ensure that the two pacts are respected. As well, we anticipate raiding by a few unions that have not signed the agreements.

Public-sector bargaining will begin this fall. It goes without saying that the current economic situation makes bargaining as a common front more necessary than ever. And as a matter of fact, public and parapublic-sector unions in all sectors of work have decided to sign an agreement on negotiating the collective agreement as a common front.

We will have to continue two major battles – against contracting out and against P3s (public-private partnerships). Both these tools favoured by the government have the same ultimate goal, namely reducing the role of government to what it considers to be its core missions.

The current economic crisis leads us to think that the private sector will have serious problems coming up with the funding it needs to go ahead with P3 projects. In this regard, the problems encountered by one of the lead partners in the P3 consortium for the CHUM are very telling. The P3 disaster in UQAM's real-estate project showed clearly that risk-sharing was a pipe dream.

Contracting-out, and hence the private sector, is gaining ground in the health and social services system. Slowly but surely, the government has withdrawn many job titles from our bargaining units over the years and replaced them with services purchased in the private sector. Take, for example, the butchers, bakers and pastry cooks who have disappeared entirely from our institutional kitchens, to name just a few.

A new form of organization of work is emerging in which the public health and social services system provides medical services only, nothing more.

Accommodations, meals, cleaning and laundry services are turned over to intermediate resources or social economy enterprises.

Agreements between public hospitals and private clinics – like the one between Sacré-Cœur hospital in Montréal et the Rockland MD clinic – are proliferating.

We have to struggle constantly in order to maintain the public health and social services system. All sectors of work – auxiliary services, office work and the work of technicians and professionals – are integral parts of the health and social services system.

Maintaining a public, free, accessible and quality health and social services system, while ensuring decent working conditions for the workers who keep it afloat, is the very essence of the government's mission.

9.2 In the private sectors

9.2.1 Private residential care centres

The majority of the collective agreements in this sector will be up for renewal by the end of 2009. We will continue our mandate of co-ordinated collective bargaining. Obtaining the new pay platform will be a central priority. There are many other challenges in this sector, notably the coming into force of the certificate of compliance and problems of excessive workloads. We will continue the organizing drive, with the support of CSN services.

9.2.2 Childcare

We are finally going to meet the challenge of negotiating collective agreements in the sector regionally. To maximize gains from this for each sector, we will ensure that bargaining is co-ordinated effectively. At the same time, national bargaining on certain matters already defined by the sector will be another key part of our work.

9.2.3 The pre-hospital sector

In the very near future, we will have to finalize the re-evaluation of the “emergency medical dispatcher” job title (RMU, for short). Negotiations to renew the collective agreements of paramedics, RMUs and office employees will also require all our time and energy.

As well, we will have to consolidate the Federation's services in the regions.

9.2.4 Community organizations

One of the priorities for the next three years will be to support these unions in identifying shared bargaining objectives.

9.3 Intermediate and family-type resources and home childcare providers

A number of challenges will have to be met successfully if these women are to finally obtain the rights and benefits that have always been denied to them. National bargaining will have to come to grips with a special hybrid system that takes into account their dual status as self-employed workers and employees. Thus, union life and the services the Federation offers will have to be structured around the special status and very demanding work schedules that these women have.

10. Provincial positions

10.1 Training

The training provided by the Federation has provided support for our unions, and we think that training should continue to be an important activity in the next three years. We will continue to deliver the sessions already offered and add new ones. The recommendations adopted at team development meetings will be incorporated into these sessions.

10.1.1 Training for Executive Committee and Federal Bureau members

After the convention, the members of the Executive Committee and the working committee set up in the context of team development will proceed to assess their training needs, followed by the implementation of that training. The same process will be used for the Federal Bureau.

10.1.2 Training sessions for members

The *Stewards* session will continue to be given to union councils to improve union life.

The *Disputes – Level 1* and *Level 2* sessions are given regularly in the regions, and this should continue. To monitor these sessions, we plan to hold a meeting of the instructors.

A session on the collective agreement will be established in the course of the next mandate.

There will be mini-training sessions on various topics, including the duty to accommodate.

10.1.3 Training for union staff representatives

We consider that we have to continue the training conducted with the CSN's Legal Services Department and the sessions designed for new FSSS-CSN employees (*Guide des nouveaux salarié-es FSSS-CSN*).

To back up our approach to mediation, we want to offer a session on preparing and presenting cases in mediation on grievances and psychological harassment.

To complete the moot hearings session (*Pratique de l'audience*), we will add a section on preparing witnesses in arbitration cases.

For staff reps serving the private sectors, training on institutions' financial statements will again be offered.

10.2 Information and research

There are more and more examples illustrating the extent of the impact of new information and communications technologies on social movements, collective action and society. The context in which we are evolving is changing. The digital revolution is under way. We have to be vigilant and at the same time remain open to rapidly changing technological realities.

In the course of the next mandate, much thought will be given to better identifying and understanding the needs, challenges, dangers and opportunities caused by this digital revolution that are likely to trigger a renewal of union thinking and changes in the way we work. Part of what we have to do is to see how we can support unions in dealing with the shift that the digital revolution imposes and how to take advantage of this new context in our procedures for both debates and decisions, as well as our practice as activists and our capacity for mobilization and social influence.

10.3 Consolidation and union life

In the course of the next mandate, we will have to continue to support our unions in their on-going reorganization, taking into account the new way of working by class of personnel.

The large number of members in some unions and many sites to be covered mean that unions have to review how they work in terms of informing members, enforcing the collective agreement, providing services to members at the various sites and maintaining union life.

We will have to contribute to the thinking on the use of new technologies.

In the private sectors, we will have to develop and implement work plans on union life for intermediate and family-type resources and home childcare providers.

For all sectors, we will have to continue to identify the situations that weaken union life so as to intervene directly in unions and provide support.

10.4 Benefits

In the next mandate, we will have to give priority to writing up a new pamphlet and the new SSQ group insurance policy for the public sectors. Given that we have a new insurance contract, and to be able to do a better job of answering unions' questions, it will be necessary to give staffers a training session.

In co-operation with the Education division of the Labour Relations Department, we are in the process of preparing a session on the application of the *Regulation respecting occupational health and safety* (under the *Act respecting occupational health and safety*). We expect to give the session to staffers starting in January 2010. After that, it will be offered to unions.

To round out this mandate, a session on air quality will be developed in collaboration with the Labour Relations Department. It will be given to staffers by 2011 at the latest, and then offered to unions after that.

10.5 Case law

The changes made to the duties of the staffer for case law will be continued so that he or she can be more available for the various work teams.

10.6 Individual defence

The staff representative assigned to individual defence will continue to act in complex cases and share coaching and supervision of new employees with the person assigned to training.

As well, this person and the staffer assigned to case law will share responsibility for issuing a second notice in cases of motions under Section 47.2 of the Labour Code.

10.7 The expanded co-ordinating committee

In the course of the next mandate, the expanded co-ordinating committee will continue to play its role in developing and following up on the work plan that is prepared twice a year for provincial team meetings. The expanded co-ordinating committee will continue to provide members of the team with tools for implementing decisions made by decision-making bodies and the provincial team. It will be consulted on preparations for meetings of the core and provincial teams. Members of the expanded co-ordinating committee will continue to provide support for new employees and help train them. As well, following work undertaken by the CSN and the union representing CSN workers (STTCNS) on mentoring, members of the expanded co-ordinating committee will be expected to play an even greater role. The relevance of the seven provincial positions is therefore not in question.

11. The computer services committee

We will create our own software for managing grievances and other legal procedures for the Federation's various sectors. The software will provide data for the Federation as a whole as well as by union and by region.

We will go ahead with the implementation of an Intranet for the Federation. We envisage creating an electronic documentation centre.

We will assess the possibility of holding meetings by video-conferencing, which would reduce both transportation expenses and greenhouse gas emissions.

12. In conclusion

The work of employees in an organization like ours is basically focused on building solidarities. We can succeed in doing so if we work together with the members in our unions to inform, debate and democratize our struggles – struggles that must transcend the individual. This concern is central in team discussions. At the FSSS, we do not hesitate to reorganize our services as situations evolve. Sometimes we anticipate events, and sometimes we trigger them. But we always adapt to the objectives defined by the political decision-making bodies and we will continue to do so with all the necessary cohesion. We share the conviction that nothing is gained without effort, and that victory requires the honesty and courage to put ourselves into question regularly. The team has the strength to do so, drawn from its unity and its determination to pursue the higher interests of workers. Together, we can succeed – *For the best, now and in the future.*

Appendix 1

Role of the team as defined by the collective agreement

The team's work deals in part with:

- a) examining files;
- b) distributing files and assigning work in the context of the budgets voted;
- c) examining individual schedules;
- d) working in collaboration with regional services, federations and central councils;
- e) taking in, integrating, training and mentoring new staff members;
- f) mutual assistance in performing members' duties;
- g) sharing information;
- h) ways of facilitating the participation of office employees in the life of the movement;
- i) reviewing and assessing activities, analysing results and searching for the appropriate remedial measures to be taken;
- j) defending its positions to the appropriate decision-making bodies;
- k) deciding on replacements for positions temporarily without incumbents;
- l) taking into consideration family-work balance in the organization of work;
- m) giving leave to a staff member during his/her trial period to ensure that he/she is able to take the mandatory training sessions.

Appendix 2

Duties of co-ordinators as defined by the collective agreement

The main duties of the co-ordinators are to:

- a) assist the Executive Committee and other decision-making bodies of the organization;
- b) prepare and organize team meetings;
- c) ensure follow-up on decisions made at meetings;
- d) ensure links with a view to close collaboration with the CSN's other services and organizations;
- e) look after teaching and supervising new staff members;
- f) ensure that staff members receive on-going training as well as the necessary information and documentation;
- g) co-ordinate and advise staff members on their work, and ensure that it is done;
- h) examine requests from unions and service problems (replacements, overwork, leave for training, participation in CSN bodies, etc.) and make day-to-day decisions in the context of their mandates;
- i) examine activity reports and countersign expense claims;
- j) receive, investigate and report on complaints about staff members;
- k) upon request, represent the organization for the purposes of enforcing the current collective agreement, except on the CSN committee and the CPN;
- l) participate in meetings of the Confederal Bureau of the CSN.

Roles and duties of the service co-ordinators, as defined in Article 132 of the FSSS Constitution and By-laws

In the framework of policies voted by decision-making bodies:

- a) The main role of the service co-ordinators is to co-ordinate, plan and oversee the implementation of collective bargaining and collective agreements.

They report to the Executive Committee in carrying out their role.

- b) To this end, they lead, co-ordinate and plan the work of the Federation's employees.
- c) Under Article 7 of the Federation's constitution, they establish the procedures required to have each affiliated union submit to the Federation for approval any collective agreement or any proposed amendments to a collective agreement to be negotiated.

- d) The service co-ordinators give the Executive Committee a report on their activities and work and on the activities and work of the staff employed by the Federation.

When the circumstances so require and they deem it appropriate, the service co-ordinators intervene directly in collective bargaining, after consulting the interested parties.

They also report in writing to each convention.

- 5- Any complaint about services must be forwarded to the service co-ordinators, who investigate and report back to the Executive Committee and the union concerned.

Appendix 3

List of FSSS employees

Regional services

1A Gaspésie—Îles-de-la-Madeleine

Desrosiers, Claudine, union staff representative
Nicolas, Édith, office employee (service agreement)

1B Bas-Saint-Laurent

Rousseau, Marie-Paule, office employee
Guertin, Joanne, union staff representative (temporary addition)¹
Racine, Jonathan (Valcourt, Marcelle)², union staff representative
Turcotte, Robin, union staff representative

02 Saguenay—Lac-Saint-Jean

Lessard, Danièle, office employee
Dufour, Carol, union staff representative
Roby, Kathleen, union staff representative (temporary addition)
Tremblay, Martin, union staff representative

03 Québec—Chaudière-Appalaches

Genest, Diane, office employee
Pelchat, France, office employee
Picard, Gaétanne, office employee
Bettey, Ginette, union staff representative
Côté, Stéphane, union staff representative (temporary addition)
Lagueux, Yves, union staff representative
Langevin, Alain, union staff representative
Larivière, Denis, union staff representative
Lessard, François, union staff representative
Morin, Francis (Poulin, Hélène), union staff representative
Proulx, Louis, union staff representative
Raymond, Gilles, union staff representative

04 Cœur du Québec

Demers, Johanne, office employee
Christiane Houle (Rocheleau, Sylvie), office employee
Alarie, Johanne, union staff representative
Bergeron, Nicole, union staff representative
Bilodeau, Denis, union staff representative
Morin, Caroline, union staff representative (temporary addition)

¹ Temporary additions fill in for an employee who is assigned elsewhere

² The name in brackets is the person who holds the position regularly

05 Estrie

Jacques, Sylvie, office employee
Lévesque, Jeanne D'Arc, union staff representative
Roy, Rénald, union staff representative
Wilford, Jean-François, union staff representative (temporary addition)

6A Montréal–Laval–Grand-Nord

Arseneau, Marie-Ève, office employee
Benoit, Patricia, office employee
Dalpé, Marie-Pier, office employee
Dumas, Hélène, office employee (temporary addition)
Noël, Daphnée, office employee
Sylvestre, France, office employee
Tanguay, Dominique, office employee
Fournier, Johanne, office employee
Bouthiller, Claude, union staff representative (temporary addition)
Busque, Eugène, union staff representative
Chaussé, Sylvie, union staff representative
Daubois, Jean-Pierre, union staff representative
Duchesne, Robert, union staff representative
Frégault, Étienne, union staff representative
Gagnier, Jean-Claude, union staff representative
Girard, Jean-Pierre, union staff representative
Julien, Thierry, union staff representative
Laurin, Chantal, union staff representative
Lavigne, Frédéric, union staff representative (temporary addition)
Lavoie, Karine, union staff representative
Leblanc, Gilles, union staff representative (temporary addition)
Lecompte, Michel, union staff representative
Lévesque, Patricia, union staff representative (temporary addition)
Long, Nancy, union staff representative (temporary addition)
Racine, Katéri-Hélène, union staff representative
Racine, Patrice, union staff representative (temporary addition)
Théoret, Jean-Luc, union staff representative
Therrien, Manon, union staff representative
Vézina, Yannick, union staff representative

6B Laurentides–Lanaudière

Godmer, Carole, office employee
Rainville, Ginette, office employee
Bosset, Claude, union staff representative
Gaydos, Jean-Michel, union staff representative
Lamy, Pierre, union staff representative
LeBlanc, Maryse, union staff representative
Pagé, Claire, union staff representative
Rivest, Marcel, union staff representative

6C Montérégie

Brochu, Suzanne, office employee
Paré, Esther, office employee
Ayotte, François, union staff representative (temporary addition)
Chartier, Richard, union staff representative
Crevier, Philippe, union staff representative (temporary addition)
Gauthier, Paul, union staff representative
Leblanc, Jonathan, (Demers, François) union staff representative
Meunier, Sylvain, union staff representative
Nadeau, Martine, union staff representative
Sauvé, Catherine, union staff representative

07 Outaouais

Malette, Claire, office employee
Marquis, Julie, union staff representative
Milton, Xavier, union staff representative
Rozon, Nadine, union staff representative

08 Abitibi-Témiscamingue Nord-du-Québec

Laplante, Johanne, office employee
Langlois, Stéphane, union staff representative
Noël, Vincent, union staff representative

09 Côte-Nord-Basse-Côte-Nord

Tremblay, Marie-Ellen, office employee
Girard, Hélène, office employee (service agreement)
Gagné, Pierre, union staff representative
Vacant union staff representative position

National services

Beauchamp, Sonia, co-ordinator
Genest, Brigitte, co-ordinator
Faucher, Danielle, office employee, co-ordinators and Executive Committee
Guindon, Chantal, office employee, Executive Committee

Boiteau, Réjean, insurance
Forget, François, information and research, member of the expanded co-ordinating committee
Fournier, Pierre, consolidation and union life, member of the expanded co-ordinating committee
Keighan, Michel, case law, and member of the expanded co-ordinating committee
Laroche, Raymond, benefits, and member of the expanded co-ordinating committee

Pilote, Anna, formation, status of women, and member of the expanded co-ordinating committee

Roberge, Luce, office employee, training, individual defence, mandates and union life

Vallée, Robert, individual defence, and member of the expanded co-ordinating committee

Frenette, Brigitte, office employee, benefits

Dufort, Richard, spokesperson for Class 1

Poirier, Nancy, spokesperson for Class 2

Bergeron, Marie, spokesperson for Class 3

L'Eriger, Gilles, spokesperson for Class 4 and member of the expanded co-ordinating committee

Pelletier, Gabrielle, office employee, public-sector bargaining

Bédard, Jean, field projects

Julien, Thierry, raiding and FP/FSSS campaign (assignments have ended)

Lafleur, Danièle, receptionist

Gagné, Gail, accounting secretary

Line Brière (Lévesque, France), accounting secretary and executive secretary

Nguyen, Cam Van, accounting secretary

Perreault, Anick, accounting secretary

Appendix 4

List of staffers assigned to sectors:

- Childcare: Gilles Raymond
- Private residential care centres: Francis Morin
- Pre-hospital: Claude Bosset
- Religious institutions: Karyne Lavoie
- Intermediate and family-type resources and home childcare providers: Carol Dufour
- Nursing and cardio-respiratory care personnel: Richard Dufort
- Paratechnical personnel and auxiliary services and trades personnel: Nancy Poirier
- Office personnel and administrative technicians and professionals: Marie Bergeron
- Health and social services technicians and professionals: Gilles L'Eriger

Appendix 5

Training sessions

These training sessions were given between February 2007 and March 2009

DISPUTES – LEVEL I (3 days)

282 people were trained

Unions' grievance officers learn to take a comprehensive view of the union. They learn to master basic tools for investigating and taking charge of a grievance or dispute, from when it first emerges until it is settled or sent to arbitration. The session is designed to help grievance officers develop their skills in meeting with members who think they have been treated wrongly, developing arguments, intervening and problem-solving and settling grievances so as to keep the grievance process out of the courts.

DISPUTES – LEVEL II (2 days)

Prerequisite: Disputes I

178 people were trained

This session begins by consolidating grievance officers' ability to investigate and marshal arguments, reinforcing negotiating strategies in the context of settling grievances and developing aptitudes for establishing an information-mobilization plan when needed. Grievance officers then go on to explore case law on the ten topics encountered most frequently and the importance of testimonial evidence in arbitration. They also learn to draft good agreements for settling grievances before arbitration.

CONSOLIDATED BARGAINING (2 days)

This session will be offered during the next mandate

This session is designed for all representatives of sectors of work (other than the public sectors) in the Fédération de la santé et des services sociaux who negotiate on a consolidated basis, such as childcare centres (CPEs), private residential care centres and the pre-hospital sector. Participants share a common outlook, orientations and sectoral objectives. They learn to develop a platform of common demands and to identify the various ways of co-ordinating negotiations in a sector. They then acquire skills for the work at the bargaining table.

UNION LEADERSHIP (2 days)

This session will be offered during the next mandate

This session is for union leaders. It is aimed at improving leadership both inside and outside the union, thus making union life more dynamic.

SESSION FOR SITE STEWARDS AND STEWARDS IN PRIVATE RESIDENTIAL CARE CENTRES, CHILDCARE CENTRES AND THE PRE-HOSPITAL SECTOR (2 days)

247 people were trained

We offer sessions adapted to the specific realities of each of our sectors and unions. This session is for stewards who have duties involving receiving members, investigations, grievances and health and safety. The session is given in close collaboration with the union's executive committee.

Appendix 6

Statistics – Labour Relations Department – Research division 2007-2009

Kind of request	2007	2008	2009	Total
Analysis –agreements and contracts	2			2
Financial analysis	25	17	4	46
Miscellaneous	1	3	2	6
Ergonomics	1	1		2
Condition of buildings	2			2
Schedules and organization of work		2	1	3
Industrial hygiene				
Hazardous materials	1	1		2
Privatization	1	1		2
Air quality	6	5		11
Pension plan	3			3
Mental health	1	1		2
Contracting out				
Grand total	43	31	7	81

