



46TH CONVENTION

**A STRONG
UNION**



**SOCIAL
PROGRESS**

JUIN 3- 7 2024

AT CENTREXPO COGECO IN DRUMMONDVILLE





WELCOME TO THE 46TH CONVENTION OF THE FÉDÉRATION DE LA SANTÉ ET DES SERVICES SOCIAUX-CSN.

*This Convention Binder has been produced in accordance
with the FSSS's responsible procurement policy, adopted at the special meeting
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CONVENTION GUIDE

VENUE

Centrexpo Cogeco Drummondville
550 Saint-Amant Street
Drummondville, Québec J2C 6Z3

DATE

Monday, June 3 to Friday, June 7, 2024

CALL TO ORDER

Monday, June 3, 1 p.m.

OPENING OF THE CONVENTION – ARTICLE 18

The convention begins with a minute of silence in memory of all those who have fought for the workers' cause down through history. The convention officially begins when the president calls the convention to order.

SCHEDULE

Monday	1:00 p.m.—6:00 p.m.
Tuesday / Wednesday	9:00 a.m.—6:00 p.m.
Thursday	9:00 a.m.—5:30 p.m.
Friday	9:00 a.m.—5:00 p.m.

LUNCH

Tuesday to Friday: Noon—2:00 p.m. or 12:30 p.m.—2:30 p.m., depending on the day

BREAKS

Monday	3:00 p.m.—3:30 p.m.
Tuesday to Thursday	11:00 a.m.—11:30 a.m. and 4:00 p.m.—4:30 p.m.
Friday	11:00 a.m.—11:30 a.m. and 3:00 p.m.—3:30 p.m.

OPENING OF THE DOORS

The doors to the plenary hall and the workshops will open half an hour before the start of each session.

OFFICIAL REGISTRATION – ROOM B1A

Monday	9:30 a.m.—5:00 p.m.
Tuesday	8:30 a.m.—noon and 1:30 p.m.—5:00 p.m.
Wednesday	8:30 a.m.—11:30 a.m.

VISITOR REGISTRATION

(after closing of official registration)

Wednesday	1:30 p.m.—5:00 p.m.
Thursday	8.30 a.m.—noon
Friday	8.30 a.m.—noon

IMPORTANT: CLOSING OF OFFICIAL REGISTRATION

Official registration closes at **11:30 a.m. on Wednesday, June 5**, after which anyone who wishes to register will have to do so as a visitor. No changes can be made to a delegation after official registration closes. If you have any questions about registration, please talk to the officials in the registration room.

ELECTIONS

The elections will be held on Thursday, June 6 at lunchtime. All positions on the Federal Bureau will be up for election.

The positions to be filled are:**Executive Committee**

President, General Secretary-Treasurer, First Vice-President, Vice-President for the Public Sector and Vice-President for the Private Sectors.

Federal Bureau

Public sector representatives (classes 1, 2, 3 and 4), private sector representatives (private residential care, early childhood centres, prehospital sector, home childcare providers, intermediate and family-type resources) and regional vice-presidents (13 regions).

INTRODUCTORY SESSION FOR NEW DELEGATES

Monday, June 3 at 10:30 a.m. in Room E-1

This session will explain how the convention works.

Delegates attending their first FSSS convention are strongly encouraged to attend.

ASSISTANCE TO UNIONS

Your union may be eligible for financial assistance from the Federation to attend the convention. For more information, union assistance staff will be available during official registration hours in Room B1A.

VISITORS

Visitors who wish to obtain the convention documents and bag must pay the \$90 registration fee. However, the materials will be available only starting Thursday to ensure that all official and fraternal delegates have a bag.

QUESTIONS OF PRIVILEGE COMMITTEE

Questions of privilege must be received in writing by the executive committee secretariat (Room Promoteur C) **by 10:30 a.m., Tuesday, June 4.**

ROOM ASSIGNMENTS

Plenary hall: Room C

Registration: Room B1A

Assistance to unions: Room B1A

Visitor registration after the close of official registration: Room B1A

Training session for new delegates: Room E-1

Convention secretariat: Room Promoteur C

First aid: Room Promoteur C

Voting: Room B1A

Executive committee secretariat: Room Promoteur C

CONVENTION SECRETARIAT

For photocopies, faxes, lost and found, etc., please contact the convention secretariat in Room Promoteur C.

FIRST AID

Paramedics are on hand in case of illness, accident, need for preventative care or any other situation.

Go to Room Promoteur C or ask security for help.

SOLIDARITY ITEM

The solidarity item will be available at the entrance to the plenary hall for \$12. All proceeds will be distributed to FSSS unions involved in labour disputes.

DISTRIBUTION OR SALE OF MERCHANDISE

Merchandise cannot be distributed or sold on the convention site unless authorized by the Secretary General-Treasurer prior to the start of the convention.

SPECIAL ACTIVITY

Convention solidarity gala at 7:50 p.m., Thursday, June 6.

Doors open at 7:15 pm, Room A4.

You will be given an admission bracelet and a coupon for a free drink at the door.

POSTING AND DISTRIBUTION OF DOCUMENTS

Any posting or distribution of documents, leaflets, newspapers, etc. must be authorized in advance by the Secretary General-Treasurer. Requests for authorization must be submitted to the executive committee secretariat in Room Promoteur C.

CONVENTION MICROSITE

All documents and important information for the 46th FSSS-CSN Convention are available on the convention microsite at <https://fss.qc.ca/congres-2024/>



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**CONVENTION
RULES AND
PROCEDURES**

ARTICLE 19 – POWERS

The convention has full powers. It exercises the following prerogatives among others:

- It decides on the Federation's policies.
- It approves the minutes of the previous Convention, receives the reports of the Executive Committee, the Federal Bureau, the 33 service co-ordinators and the various standing committees of the Federation, and disposes of them.
- It receives the financial statements.
- It decides on the budget.
- It elects the members of the Executive Committee and ratifies the election of regional vice-presidents, representatives for the private sectors and the representatives for the public sector classes.
- It makes all decisions pertaining to the smooth running of the Federation.
- It rules on suspensions and makes decisions about expulsions.
- It decides on the number and groupings of regions in the Federation.
- It decides on the number of sectors and classes and their definition.
- It alone may amend this constitution.
- If the convention is held in virtual mode, it may refer proposed amendments to this constitution and by-laws to the Federal Council.

ARTICLE 21–DELEGATION

- 21.01** The convention is composed of delegates from affiliated unions and members of the Federal Bureau.
- 21.02** Each affiliated union is entitled to at least one official delegate. If a union has at least 125 dues-paying members, it is entitled to two official delegates.
- If it has at least 300 dues-paying members, it is entitled to three official delegates. Unions with more than 300 dues-paying members are entitled to one additional official delegate for each additional 175 dues-paying members.
- 21.03** A union that represents members from more than one employer and has more than two certifications is entitled to one additional official delegate. A union that has more than 10 certifications is entitled to two additional official delegates.

ARTICLE 22 – CALCULATION OF THE DELEGATION

- 22.01** The general secretary-treasurer of the Federation decides the number of official delegates to which each union is entitled on the basis of the average per capita dues paid by the union for the last 12 months. The calculation of the average stops 90 days before the convention.
- 22.02** For newly affiliated unions, the number of official delegates is based on the average dues paid since their affiliation.
- 22.03** For unions that have not yet paid dues to the Federation, the number of official delegates is based on the number of members in good standing.

ARTICLE 23 – VOTING RIGHTS AND CREDENTIALS

- 23.01** Each official delegate is entitled to one vote.
- 23.02** Each delegate must be accredited by credentials from the union he or she represents, and of which he or she is a member in good standing.
- 23.03** Credentials must be signed by the president or the secretary of the union that issues them.
- 23.04** The same credentials are used to accredit more than one delegate from a given union.
- 23.05** Credentials must be sent out by the Federation’s general secretary-treasurer at least 60 days before the opening day of the convention, and must be returned to him or her no later than 15 days before the first day of the convention, unless there are special reasons deemed valid by the credentials committee.
- The general secretary-treasurer gives the credentials to the credentials committee when the latter meets.
- 23.06** Registration and changes in delegations end at the close of the period for nominations to office on the Executive Committee.
- 23.07** In the case of a virtual convention, registration and changes in delegations close at the time determined by the general secretary-treasurer, which is indicated when the credentials are sent.



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ELECTION GUIDE

GENERAL RULES FOR ALL POSITIONS

- A person may not run for more than one position. A candidate must be a member of a union affiliated with the Federation and an official convention delegate for his or her union. However, members of the executive committee, regional vice-presidents and representatives of public sector classes and private sectors are eligible to stand for elected office again even if they are not delegates to the convention, provided that they are members of a union affiliated with the Federation (article 103.02).
- Members of the executive committee, regional vice-presidents and representatives of public sector classes or private sectors have voting rights in the region, class or sector to which they belong.
- A candidate for vice-president for the public sector must come from the public sector.
- A candidate for vice-president for the private sectors must come from one of the private sectors.
- A candidate for representative of a private sector or a public sector class must come from the relevant sector or class.
- **Nominations close at 11:30 a.m. on Wednesday, June 5.**
- The elections to all positions will be ratified by the convention on Friday, June 7, in the plenary hall.

POSITIONS TO BE FILLED

Executive Committee

5 positions:

- President
- General Secretary-Treasurer
- First Vice-President
- Vice-President for the Public Sector
- Vice-President for the Private Sectors

The regions

13 positions:

- Gaspésie-Île de la Madeleine
- Bas-St-Laurent
- Saguenay-Lac-Saint-Jean
- Québec-Chaudière-Appalaches
- Cœur-du-Québec
- Estrie
- Montréal
- Lanaudière
- Laurentides
- Montérégie
- Outaouais
- Abitibi-Témiscamingue-Nord-du-Québec
- Côte-Nord

The sectors

9 positions:

4 representatives of public sector classes:

- Nursing and cardio-respiratory care personnel (class 1)
- Paratechnical personnel and auxiliary services and trades personnel (class 2)
- Office personnel and administrative technicians and professionals (class 3)
- Health and social services technicians and professionals (class 4)

5 representatives of the private sectors:

- Early childhood centres (CPE)
- Prehospital sector
- Private residential care centres (CHP)
- Home educational childcare providers (RSGE)
- Intermediate and family resources (RI-RTF)

NOMINATION PAPERS

Each candidate must fill out a nomination form provided for the purpose. The form will be available from the convention secretariat.

The form must specify the position sought by the candidate. It must be countersigned by five official delegates in the case of candidates for the executive committee and by three official delegates in the case of candidates for regional vice-president or for representative of a public sector class or a private sector.

The form must be filed with the election president or secretary by 11:30 a.m. on Wednesday, June 5.

Full information will be available on the convention microsite.

NOMINATIONS

The nominations will be made at the plenary session on Wednesday, June 5 at around noon. Each candidate must be nominated by an official delegate present at the convention. The list of candidates will be posted on the convention microsite under the Elections tab at 1 p.m. on June 5.

CANDIDATE PRESENTATIONS

Each candidate for a position on the executive committee will have a maximum of 5 minutes to speak on Thursday, June 6, starting at 11:30 a.m. in the plenary hall. Candidates for the position of representative of a private sector or a public sector class, or for a regional vice-president, will have a maximum of three minutes to speak.

Candidates for the regional vice-president positions will make their presentations on Thursday June 6 at the morning break.

VOTING

The vote will be held on Thursday, June 6 during the lunch break in Room B1A. It will be by secret ballot. All official delegates have the right to vote. The candidates' names will be listed on the ballot. An absolute majority is required to be elected.

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CONVENTION AGENDA

Monday, June 3, 2024**1:00 p.m. Plenary session:**

- Opening remarks from Pascal Bastarache, President of the Conseil central Cœur-du-Québec
- Remarks by Caroline Senneville, President of the CSN
- Call to order of 46th Convention of the FSSS by Réjean Leclerc, President
- Report from the Executive Committee
- Roll call of Federal Bureau members
- Appointment of convention secretary
- Reading and adoption of the agenda
- Presentation of convention procedures
- Report on the composition of convention committees
- Adoption of the minutes of the 45th Convention
- Preliminary report from the Credentials Committee
- Appointment of election president and secretary

3:00 p.m. Break**3:30 p.m. Plenary session:**

- Election procedures
- Report and recommendations from the Federal Bureau
- Report from the Resolutions Committee

6:00 p.m. Adjournment**Tuesday, June 4, 2024****9:00 a.m. Plenary session:**

- Report from the Credentials Committee
- Report on finances

10 a.m. Break**10:30 a.m. Plenary session:**

- Report from the Financial Oversight Committee
- Questions of privilege

Noon Lunch**2:00 p.m. Plenary session:**

- Union affairs
- Union solidarity
- Fightback
- Unions involved in labour disputes

4:00 p.m. Break**4:30 p.m. Plenary session:**

- Violence in the workplace

6:00 p.m. Adjournment**Wednesday, June 5, 2024****9:00 a.m. Plenary session:**

- Second report from the Credentials Committee
- Constitution and By-laws

10 a.m. Break**10:30 a.m. Plenary session:**

- Constitution and By-laws, continued
- Report from the Status of Women Committee

11:30 a.m. Close of official registration and of nominations

- Report from the LGBT+ Committee
- Report from the election president and nominations

12:15 p.m. Lunch**2:15 p.m. Plenary session:**

- Workshops

4:15 p.m. Break**4:45 p.m. Plenary session:**

- Unions involved in labour disputes
- Occupational Health and Safety Committee

6:00 p.m. Adjournment**Thursday, June 6, 2024****9:00 a.m. Plenary session:**

- Final report from the Credentials Committee
- Workshop Resolutions Committee

10 a.m. Break - Regional meetings for presentation of candidates for regional vice-president positions**10:30 a.m. Plenary session:**

- Resolutions

11:40 a.m. Presentation of candidates for the Executive Committee, private sector representatives and class representatives**Noon Lunch - Elections, first round****2:00 p.m. Polling stations close****2:00 p.m. Plenary session:**

- Resolutions, continued

3:00 p.m. Break**3:30 p.m. Plenary session:**

- Report from the Coordinating Committee
- Report from the Youth Committee

7:50 p.m. Solidarity evening

Friday, June 7, 2024

9:00 a.m. Plenary session:

- Budget

10 a.m. Break

10:30 a.m. Plenary session:

- Leucan Vol d'été camp
- Administrative policies

Noon 12:15 p.m.

2:00 p.m. Plenary session:

- Administrative policies, continued
- Banking
- Swearing-in of elected officers

5:00 p.m. Adjournment





REPORT FROM THE EXECUTIVE COMMITTEE

Brothers and Sisters,

On behalf of the political leadership, it is my pleasure to welcome you to the 46th – but for some of you the first – convention of the Fédération de la santé et des services sociaux.

After our last convention, which was virtual, it is great to be together in one place again, to share this moment of solidarity and, above all, to exchange ideas and orientations that will take our Federation forward. I remind you that the convention is our highest decision-making body and our decisions here will guide our actions for the next three years.

The more things change, the more they remain the same, but it's gone too far!

The current situation is liable to have transformative effects for our Federation and even the CSN.

We're facing unprecedented attacks from an anti-labour government. In the higher interest of our members in all sectors and of society as a whole, it is our duty to continue to fight with all our might. The CAQ, with its drive to impose its vision of capitalism and the underfunding that underlies the various crises we are experiencing, must be neutralized. We can't take this lying down. We must take action, and we know how to do that. We must organize the broadest possible fightback.

This government's laws, including the latest one, are taking its contempt for union activity over the line. It is obsessed with trying to concentrate power far from the workers, and hence the public. The system of governance devised by the CAQ for the health and social services network is a good example. Other examples abound, such as the democratic deficit in the electoral system, and the lack of equity and humanity in the decisions made by this government.

These laws target, among others, staff in the health and social services network, early childhood centres (CPEs), home educational childcare providers (RSGE), intermediate and family-type resources (RI-RTF), as well as staff in private institutions and community organizations, private residential care (CHP) and the pre-hospital sector. Jobs in these sectors are predominantly held by women.

But they also affect all of our members and everyone who works at the FSSS and the CSN. This umpteenth reform will inevitably have a negative impact on all of Québec society. Our union, professional and personal lives will be thrown into disarray.

At the risk of repeating ourselves, we're dealing with a political party that has anti-unionism in its DNA and is ferociously opposed to emancipation for female workers. Among other things, it seeks total control over their work and refuses to recognize their right to fair and decent working conditions.

As users of these services, women are doubly affected by this government's policies. Just how far will the CAQ's contempt go in its mission to dismantle public services?

This pro-business government scorns democratic checks and balances and believes it can do whatever it wants. Enough is enough! Will we have to fight to preserve the Rand formula (source deduction of union dues)? Mandatory unionization votes during organizing drives? We don't know, but we can be sure that the CAQ will do its utmost to dismantle our public services and sell them off to the highest bidders among the private-sector sharks.

Knowing the profile of this government, which listens more to the business community than anyone else, nothing can surprise us now. Quebecers never voted for this. We must respond to and resist this mercenary capitalist vision. Improving the quality

and accessibility of care and services requires "de-privatization." We must remain vigilant. We must not be shy about showing our indignation and denouncing the government's moves.

This isn't the first time the Federation, its affiliated unions, activists and all members have faced such a challenge. Think of all the reforms and new policies introduced by various government ministries that have brought us to the current state of decay in our society. Despite the repeated failures of past reforms, the CAQ government persists in the vision that is leading us straight over the cliff.

They want to have full control over society and manage it as if it were a commodity, while offloading their responsibilities to the public. Privatizing public services for the benefit of their profit-seeking buddies will cost us dearly; it will set us back 50 years and that's not counting the damage to public health, including the most vulnerable. By almost completely shutting the public out of the decision-making processes that affect them, this government is finishing the job the Liberals started under the guise of efficiency. We're witnessing an American-style commodification of key aspects of the proper functioning of our society.

We will not allow this government to trample underfoot the values of solidarity that underlie Québec's social and moral contract, on which there has been a broad consensus since the Quiet Revolution, a revolution that we must rekindle.

The CAQ's neo-liberal ideology seeks to give the free market free rein, which will dehumanize the services we provide to the public. The pursuit of profit at the expense of the sick and the most vulnerable is incompatible with what our members and the general public understand by efficiency. People may think they'll receive better care in the private sector, though the fact is they have fallen

into a trap. But the fight is not over. We have not said our last word. We will not accept defeat; we will fight as we have always done.

UNION SOLIDARITY

At the FSSS, we firmly believe in our ability to achieve gains for both our members and the public at large. We must rely on the ability of our unions to come together in solidarity. Through our militancy, we will fulfil our role, which is rooted in our trade union values and, above all, in our human values. That's how we can work to build a more just society. The meetings of our decision-making bodies are often the forum for discussions that give meaning to this solidarity, especially on the various questions of privilege. Ultimately, union engagement by as many people as possible will help to achieve better working and living conditions. The services and care our members provide depend on it. We're not alone in denouncing the unacceptable situations that exist throughout Québec, proof that the government is out of touch with the public. United and engaged at every level, we're stronger and will go further.

During the pandemic, we saw the extent to which workers in all our networks were able to provide service to the public in solidarity despite the deadly risk of the virus and the dangerous disorganization of the government. That's when the term "guardian angels" first appeared in the media. It was used in reference to public sector personnel, but also to people working in early childhood centres, home childcare (RSGE), private residential care (CHP), community organizations and of course the pre-hospital sector. Today, it seems clear that this rhetoric was just a ploy to make François Legault look caring and humane. We also realize that this government used this paternalistic image to gain more power over education, health and social services, and educational childcare.

Being in touch with reality, the FSSS and its affiliated unions had to organize to protect the safety of workers in all sectors, and to defend their rights in this unprecedented situation. The effects of isolation that many of our members experienced on a daily basis, even at work, were exacerbated during the pandemic and caused great distress. We need only think of intermediate and family-type resources who were isolated with up to nine users for weeks at a time. Yet our members and their families held down the fort, even at the risk of their own health. We must continue to be vocal and united in demanding improvements in their daily conditions.

Despite the state of emergency and the many ministerial orders, most of which were discriminatory, we were able to organize to put pressure on officials, who could see how are health and social services system was ailing due to the many reforms, including austerity, a point we don't need to belabour. We warned them many times long before the pandemic but they refused to listen. Quebecers are still suffering the consequences. So are our members.

Analyses of what went wrong will continue to make the news because it's very likely that sooner or later another crisis will strike. It's clear that, instead of learning the necessary lessons, the government is becoming even more entrenched in a centralizing, controlling, anti-democratic vision that is doomed to fail.

Its rhetoric and anti-labour manoeuvring are designed to arouse resentment of our movement. And, realistically, it's also designed to serve as a distraction.

The government's strategy is simple: privatize services for the sake of efficiency and weaken unions as much as possible, claiming that they are inflexible. No one is fooled. In reality, what we're seeing is a takeover of society by private businesses that are thirsty for profit and waiting at the CAQ's watering trough.

In the end, the CAQ is trying to divide us. When it comes to diversionary tactics as a communications strategy, this government is a master.

Some say that deception is to the CAQ what austerity was to the Couillard government and dubious ethics to the Charest government. The solution is to continue to develop more solidarity and more actions.

THE STRUGGLE OF ALL STRUGGLES

In the current situation, the opposition parties do not have enough influence to make the government back down. We have to rely on ourselves, and most importantly we have to broaden our alliances with other social actors, such as union organizations and the coalitions to which we belong. The coming struggle is not only a labour struggle; it will be a feminist, democratic, social and environmental struggle. It's the struggle of our lives, a struggle that must unite the working class, a struggle that is necessary to improve the lot of workers, and also to preserve our social fabric and our vision of a society of equal opportunity.

We're dealing with a government that wants to keep working conditions in our sectors at the lowest possible level. Then, private businesses play this devious game and try to set themselves up as saviours, hypocritically supported by a government of business-people. This is a critical time, brothers and sisters, but our motivation is as strong as our sense of duty to change things for the good of all.

THE FIGHTBACK

We can be proud of the militancy that is our hallmark. This fight to improve our working and living conditions will be the fight of our lives, based as it is on our deep convictions.

We are all demonstrating leadership in our workplaces and that's encouraging. We've seen it in the past. We need to take inspiration from each other's positive initiatives in a spirit of unity around our common goals. That is the antidote to this centralizing government. When union activists come together and unite with others from all walks of life and organize around a common cause, it does not go unnoticed and then we can expect real change to come. At the very least, a political party can be made to pay a price, as we saw in the last election when the Liberals were almost wiped off the map. That's the fate that awaits the CAQ.

There are three ways to respond to the CAQ's approach to governance: We can close our eyes and wait for it to pass, which is not in our DNA; we can jump ship; or we can fight for the umpteenth time. I choose, and I'm convinced we all choose, the last option. We have a union responsibility and a social responsibility to make that choice.

The CAQ should beware and take heed of the fightback because it's coming!

The fightback will be waged by Quebecers who are ready to stand up. As the saying goes, "When a woman takes revenge, the devil takes notes!" Though we are seeking justice, not revenge, the saying is apt, because we represent thousands of angry women, women who are thirsty for justice. The CAQ had better hold the steering wheel tight because the prow of the ship is listing left!

As the government is forcing a raiding campaign on us, we will have to consider the FSSS's structure in order to improve our ability to act, respond and resist this government and to meet the needs of our unions and our members. We will have occasion to discuss this at our decision-making bodies.

SINCE THE LAST CONVENTION

Turning to the mandates given at the last convention, the vast majority have been carried out in accordance with the various work plans developed by the teams and through our collective efforts. The results will be reported in the course of this convention.

Briefly, in the area of collective bargaining and other union activities in the public and private sectors, we can say without hesitation that our show of strength, alliances and solidarity greatly increased our chances of achieving the goals we set for improving our members' working conditions. As our sisters and brothers in the early childhood centres said so eloquently during their last negotiations, "No one left behind."

We had a mandate to do that and we delivered.

UNDERSTAND AND ACT

To truly grasp the magnitude of the battle we're facing, we need to understand why we're in this position and act accordingly.

Our thinking is based on the central observation that in Québec as elsewhere, society is undergoing a radical transformation, the likes of which we've never seen before. This transformation consists largely of major technological advances in a number of disciplines (for example, the incredible power of artificial intelligence) that will give unprecedented power to those who control them. The coming decades will be critical to our future as a labour organization, as workers and as citizens.

This transformation certainly offers opportunities but it also poses challenges and even existential threats. A social change is under way that affects all spheres of society and is occurring very rapidly, often

in invisible and insidious ways. It is disrupting the power relations between components of society, threatening institutions, creating imbalances in democracy and paving the way for authoritarian excesses. The bombing of the Gaza Strip is an example on the international stage.

Grievous injustices from the past can resurface without warning (e.g. the abortion debate and violence against Indigenous people, racialized people and LGBTQ+ communities) and absurd alternative facts and conspiracy theories are entering the debate. The end justifies the means—and the end is to sow chaos, which can lead to unpredictable outcomes.

Little by little, dialogue for the common good, the bedrock of social unity, is giving way to a barrage of highly targeted information that pits us against each another. Socially, we don't talk to each another unless we're part of the same Facebook or Instagram group.

These platforms and technologies escape public control because they're concentrated in the hands of a few billionaires with capitalist ideals who can endanger our democracy. All of us, whether we're aware of it or not, are already victims of this. Some want to challenge our public institutions and our social gains in order to perpetuate the chaos for the benefit of the wealthy, who have no interest in reducing social inequalities.

FOR A HEALTHY UNION LIFE

As a union organization, we have to deal on a daily basis with the pernicious effects of new public management, i.e. the international movement to reform public administrations that, paradoxically, is not really new, because it has been around since the early 1980s. This style of management aims to increase organizational efficiency and accountability through managerial methods borrowed from the pri-

vate sector. In this sense, it is seen by some critics of contemporary political economy developments as emblematic of neo-liberalism. The proponents of this kind of management are trying to sell the idea that services for the public can be managed like a private business. Nothing could be further from the truth. The evidence is in: one need only look at the state of both our public and private systems. Over the years, the reforms of government structures and other anti-labour policies have gone against the interests of workers and have resulted in a significant change in the number of members per union. There are unions large and small struggling to make progress because of the challenges they face. The number of members spread over large distances can be a headache in many cases. Long hours of union work in days that are too short are testing the vitality of our unions. In short, everyone agrees that the health of union life is being affected, but it remains a critical issue. We'll continue to take steps to respond, for we need to remain relevant in the eyes of our members and to be effective in our work. By doing so, we must be a powerful antidote to the process of breaking down unions and society. We must fight the concentration of power in the hands of the 1%. We must understand and act. But we also need to understand the motivations of those behind this circus.

This antidote requires outreach to and dialogue with our members and the general public. We know how to create common spaces of solidarity, struggle, respectful debate and identification of common projects. It's in our blood. This antidote also depends on having a concrete and positive impact on our members' lives. That's what we were elected to do. In the face of disinformation and challenges to institutions, the situation demands that we protect our members from the voices of chaos by providing accurate information and concrete explanations of the issues. To do this, we must reach out to them to talk and share.

Our current reflections are based on these imperatives, and hence on the need to organize the fight-back, invigorate union affairs and develop a trade unionism rooted in solidarity.

We have to win and we have to do everything we can to get there. It's our job and it's part of the reason we exist. Finally, the antidote to the CAQ's poison also demands a commitment to fight the battle on the union, political and social fronts. The pursuit of a fair and just transition is the key to securing the working and living conditions our members have a right to expect. We must be assertive and not be afraid to raise our voices in order to be heard and allow our members to be heard!

Long live the FSSS!
Long live the CSN!
Here's to a fruitful convention!

RESOLUTIONS FOR 2024–2027

1 Union affairs

- That the FSSS-CSN, in collaboration with all components of the CSN, update or develop, as appropriate, strategies to support and intervene with the unions in order to keep union life strong, close to the members and at the service of the members.
- That the affiliated unions develop strategies and find solutions to keep union life strong and close to the members.

2 Inter-union solidarity

- That the FSSS-CSN promote, develop and encourage initiatives and strategies to build solidarity among FSSS-affiliated unions, within the CSN, and with associations representing the interests of workers, in line with our values and principles.

3 Fightback

- That the FSSS foster, strengthen and broaden its alliances with progressive social forces in order to value, promote and preserve public health and social services and educational childcare services, in particular through the development of coordinated strategies and actions.

4

Forum on violence in the workplace

- That the FSSS prepare and hold a forum on violence in the workplace during the next term.

5

Commitment

- That the FSSS report to the Federal Council, during the next three-year term, on the provincial and regional implementation of the means and actions taken to carry out the orientations adopted at the 46th Convention.
- That FSSS-affiliated unions undertake to put in place the means to implement the orientations of the 46th Convention at the local level, and that progress reports be made to the Federal Council.

6

Federal committees

- That the FSSS set up an ad hoc committee on federal committees consisting of the First Vice-President and one member of each federal committee (LGBT+, youth, intercultural, status of women and OHS) to reflect on and explore possible options for dealing with the issues and challenges that fall within the purview of each committee and carrying out the mandates given by the convention in a way different from that defined in the FSSS Constitution and Bylaws;
- That the ad hoc committee on federal committees present the results of its work at the regular meeting of the Federal Council in December 2025 and propose a pilot project;
- That the ad hoc committee on federal committees present a report at the regular meeting of the Federal Council in December 2026 outlining the results of the pilot project and make recommendations;

If the results of the pilot project are positive and the recommendations are approved by the Federal Council:

- That any proposed amendments to the Constitution and Bylaws be submitted to the 2027 FSSS convention.

7

Provincial structure

- That the convention support sectors that want to review their union structure by allowing temporary transitional adjustments to the application of articles 21, 33, 41 and 43 of the current Constitution and Bylaws in the course of the term, if necessary;
- That a progress report on the changes to union structures be submitted to the Federal Council by the sectors concerned;
- That these temporary transitional adjustments be made available to other sectors that want to modify their union structure during the next term;
- That the FSSS Executive report to the Federal Council on the temporary adjustments to the application of articles 21, 33, 41 and 43 of the Constitution and Bylaws.

6



REPORT FROM THE FEDERAL BUREAU

Note that the Federal Bureau is made up of the five members of the executive committee, the thirteen regional vice-presidents, the five private sector representatives, the four representatives of the public sector classes, two service coordinators and an advisor representing the Syndicat des travailleuses et travailleurs-CSN. This is what we commonly call the political leadership of the FSSS.

The purpose of this report from the Federal Bureau is to describe the mandates and work carried out during the Federation's 45th term and highlight the most important events during this period.

First of all, we can state that this term wasn't easy! There was the pandemic and its associated social and public health disruptions, the continued arbitrary management of our services by the CAQ and its many inconsistencies, yet another reform of the health and social services system with the amendment of the *Act respecting health services and social services* affecting almost all of our sectors, and the reform by the Ministère de la Famille et de l'Éducation impacting our educational childcare services. This anti-union attitude from one government to the next has not gotten the better of us. On the contrary, we rolled up our sleeves as usual and stood together to fight our battles and make the case for our values: a fair society with equal opportunity, sharing of the wealth, and of course improved working conditions for all the members we represent.

In this report, we will take a look back at all the work accomplished since the start of this term, which ends this week. Although we feel that we put everything we had into it, and that we made progress and rose to the tall challenges we encountered, we know that this work is not finished. The FSSS continues to fight and is not backing down. A strong union battling for social progress.

POLITICAL DEVELOPMENTS

Let's look at the political and organizational landscape that all components of the Federation had to navigate during the last term. As the pandemic continued, with its waves and variations in intensity and virulence, the tiny virus demonstrated how right we were over the years to denounce the consequences of underfunding of our healthcare system, social services, educational childcare services and the community sector, and to speak out about how the privatization of our services is far from serving the interests of users but instead benefits wealthy business owners, conglomerates, consortiums, and the like.

THE LABOUR SHORTAGE

As the pandemic wound down, the labour shortages worsened. No sector was spared, particularly due to the continued deterioration of workers' working conditions and multiple reforms of the health and social services system. We have been denouncing the situation and its causes and pointing out all the harmful consequences of these shortages for the public since the early 2000s. However, neither the promises to improve the situation nor the reforms by successive governments have yielded positive results.

We've seen a decrease in the number of educational childcare service providers, intermediate resources and family-type resources. In private residential care centres, the staff turnover rate is often 200%. We also note that the services offered by community organizations have been declining for a long time and that labour is becoming harder to find.

The crisis at CHSLD Herron is a good example of the dramatic consequences of government inaction on the labour shortage in the health and social services system, the commodification of our public services and the effects of organizational megastructures (CISSS-CIUSSS).

THE CAQ'S PRIORITIES

The father figure image isn't working!

Once the pandemic and the public health restrictions ended, the CAQ administration was lying in wait with its project to overhaul the health and social services system and its vision of a Québec society that is a far cry from our social and union values. The Dubé Plan, aimed at making the health and social services system more efficient, was finally adopted under closure in December 2023. It not only affects the services offered to the public but pursues an ideology of privatization of our public services. If that's modern Québec, we should fly the flag at half-mast...

The Dubé Plan, which has been passed into law, is only the tip of the iceberg when it comes to the CAQ's drive to commodify public services. We are also watching the regulations and changes emanating from the Ministère de la Famille, which has been doing the same thing by underfunding early childhood centres in favour of subsidized private daycares, lowering standards and worsening the working conditions of the women who work at the centres. The early childhood centre model is an example that has attracted interest around the world and has proven its worth, except to the CAQ.

As misfortunes never come alone, society as a whole has also been dealing with rising inflation. While our workers have seen their cost of living shoot up, the State of New York has granted a 25-year contract to Hydro-Québec—the largest export contract in the history of the state-owned company. Hydro-Québec expects to make profits of around \$950 million per year and yet is asking Quebecers to do their laundry at night to save on their electricity bills!

While the latest CAQ budget, tabled in fall 2022, forecast a \$6.5 billion deficit for the current year, the government plans to spend \$8.9 billion to change

and modernize healthcare institutions. Once again, there was money for brick and mortar, but no money or measures at that time to improve things for the people working there, and still less for the people who should be entitled to high-quality public services when they need them. On March 21, 2023, Finance Minister Éric Girard tabled the Québec government's 2023 budget with expenditures of \$147.9 billion and revenue of \$147.7 billion. Despite everything, he announced a tax cut depriving Québec society of \$9 billion in revenue over 6 years. The result will undoubtedly be a reduction in public spending and the same narrative that we can't afford public services and social programs any more.

It was a sign of a total lack of vision, when bargaining in the public sector were stalled and our public systems continued to decay. And what can we say about public funds being used to subsidize multi-million-dollar foreign companies? And spending millions of dollars to have hockey players play in Québec City?

But the Ministère de la Famille can't seem to find the net. While the members of our early childhood centre sector have shown extraordinary mobilization, Minister Suzanne Roy wants to bring in faster training, an idea borrowed from the healthcare system. She thinks lowering the bar will make it possible to recruit more educators while maintaining the same level of educational services for children.

A LOOK BACK AT OUR ORIENTATIONS FROM THE 45TH CONVENTION

The Federation continues its work to ensure that it is an effective communication channel with a close connection to the unions and members. It has increased the number of regular online meetings in different forms, including the creation of Health and Safety Tuesdays and Political Action Tuesdays.

Several unions have used this format to talk with their members and keep them informed. Sharing information makes us stronger and better equipped to face challenges.

This format enables two-way information sharing and has increased the effectiveness of the Federation's structure, namely the executive committee, the regional vice-presidents, the sector and class representatives and provincial staff.

During this term, we were closer to our unions than ever, not only through the many regular online meetings but also through various types of informal online meetings set up by the private sector representatives and class representatives on different topics of interest.

We cannot leave unmentioned the impressive number of regular meetings of internal committees that took place one after the other. At the time of writing, no less than 100 executive committee meetings, 37 federal bureau meetings and 20 provincial team meetings have been held. In addition, we met with the unions in sectoral council and federal council meetings: six for the private residential centre sector, 12 for the early childhood centre sector, 6 for the pre-hospital sector, 5 for intermediate resources and family-type resources and 10 for educational home childcare providers, as well as meetings for the public sector classes. When we add up the number of sectoral council meetings for each class and the consolidated sectoral council meetings, we get a total of 37 meetings, and if we add in the federal council meetings, the total comes to 80 meetings in 31 months, since our 45th convention was postponed to November 2021.

Two of our orientations aimed to bring the Federation and the unions closer to the members. Above, we described the work done by the political leadership to that end in terms of the record number of meetings of

all kinds. The orientations also applied to union officers. The inspiring mobilization of the early childhood centre sector, the public sector classes and the private residential care centre sector are a fine example of this increased connection with members. We must work tirelessly on this aspect, since it is key to the success of the mission of trade unionism.

Now, let's look at two other orientations focusing on the important issue of the health and safety of our workers.

The spotlight was on occupational health and safety in our meetings and those of Federation's bodies throughout this term. A number of guests came and gave presentations related to the *Act to modernize the occupational health and safety system*. Obviously, this law affects all of the sectors of our federation. Briefs and representations were made to various authorities and in the public arena in order to state our positions and press our demands, including the designation of the health and social services system as a priority group.

LAST BUT NOT LEAST

Another orientation was our fight to counter and denounce the harmful repercussions for the entire Québec population of the Dubé Plan (Bill 15).

In addition to planning, presenting and mobilizing for negotiations in the various sectors represented by the FSSS, we made our arguments in various governmental and public forums and continued to protest against the Dubé Plan. We worked to influence amendments to the bill, guided by our values of local service, decentralization, and democratic consultation and decision-making. Although the bill was passed under closure, we are far from giving up. The organization of resistance and denunciation continues.

The FFRAP (feminist front of resistance and political action) embodies struggle through sisterhood; the advent of the purple square is a good example. It's clear that this movement is necessary so that the women who are directly attacked by the Dubé Plan, which will significantly roll back their working conditions, have their voices heard.

With the Dubé Plan and the CAQ's vision and priorities, problems like the commodification of care and services and our failing social safety net are more acute than ever.

The summit on homelessness demonstrated that more and more people in Québec are vulnerable and dealing with financial hardship. This law will only make the situation worse. Centralization and control by Santé Québec will prioritize the privatization of services and the commodification of care, not the common good.

To continue this fight, inter-union and social alliances are being formed.

HISTORIC STRUGGLES IN OUR SECTORS

Early childhood centres (CPEs)

The last term began in the midst of bargaining period for the 2020-2023 collective agreement. Workers in the sector began a social struggle that became a historic one and led to an all-out indefinite strike that received considerable public attention. These fierce, determined women hung on for as long as it took to make gains. The solidarity between people with different job titles and the leitmotif "we will leave no one behind" made a big impression. Québécois rallied behind our treasured system of public early childhood centres.

The remainder of the term was devoted to the post-mortem on the bargaining talks and the exemplary mobilization. Inter-round joint committees also had to be struck to tackle the subjects of children with special needs, the pay ranking of food managers, regional disparities and workloads.

The sector also paid attention to government measures to handle the labour shortage and the Grand chantier des familles, a program to expand the network of subsidized educational services for children.

The work never stops. We're ending this term in the midst of preparations for the next round of bargaining on the renewal of the collective agreement and a drive to create a provincial bargaining table and a province-wide bargaining protocol. At the same time, we've been preparing for a possible raiding period, developing ways to facilitate the transition to the *Act to modernize the occupational health and safety system*, and working to improve the well-being of workers and prevent psychosocial risks.

Educational home childcare providers (RSGE)

Home childcare providers have finally received recognition of their value with the addition of the word "educational" to their title, which they have been demanding for more than 10 years.

Since the last convention, there have been ten sectoral federal council meetings, including one in April 2023 for the launch of the fourth round of bargaining, including the preparation, adoption and submission of the list of union demands. While watching and supporting our brothers and sisters in the public sector, we submitted our union demands to Minister Roy in April 2023. It was a first for the sector and unusual during provincial bargaining talks.

At the meeting, we reminded her how important it is for Québec families to have access to this subsidized service and highlighted the many challenges facing RSGE workers, particularly the lack of job security.

The solidarity within the FSSS and the mobilization in the CPEs and the public sector gave us the energy boost we needed in preparing our own mobilization. We had the opportunity to introduce our mascot for the sector, the Méli-Mélo house.

Tenacity and our firm belief in the value of RSGE workers yielded a letter of agreement establishing a comparator job.

In 2015, the sector demanded and fought for full recognition of the work accomplished by RSGEs, particularly regarding the daily tasks regulated by the Ministère de la Famille, as well as the variety and volume of work that they do.

Ultimately, our tenacity won the day, because we agreed on a letter of agreement on a comparator job and the result was a permanent recognition premium equivalent to nearly 16%, which will be paid to the workers, and a higher comparator, which is now an unqualified educator in an early childhood centre at echelon 3. Although mechanisms must still be put in place to gradually make the adjustments required by this gain, it's a big step towards recognition of the quality of the work carried out by the RSGEs.

The challenges are great, but as we approach the end of this term, our efforts continue on inclusive work and the financial indicator.

In recent years, the committees formed under the collective agreement have been lobbying for positive changes within the Ministère de la Famille, and the result is greater collaboration between the two parties. This has allowed us to be more effective and get better results on the rules governing the coordinat-

ing offices and the work of RSGEs, and standardization between them.

With these committees, we have produced new guides on handling complaints by educational home childcare providers, unannounced visits, and the non-renewal, suspension or revocation of RSGE recognition.

One point that required heavy lobbying of the Ministère de la Famille was the withdrawal of the second financial incentive of \$3,000. Unfortunately, we were unable to reverse this setback, meaning that many RSGEs were deprived of a significant sum of money.

Reform of the Ministère de la Famille: Grand chantier pour les familles

This term brought us another reform, namely the Grand chantier pour les familles in October 2021, plus Bill 1 in April 2022, a parliamentary committee hearing, the submission of a CSN brief and the adoption of the *Act to amend the Educational Childcare Act to (according to the CAQ) improve access to the educational childcare services network* and complete its development. We continue to demand public and subsidized childcare services based on our RSGE and CPE models.

UNION AFFAIRS

Union succession in the sector has been a concern for the FSSS. We have noted several difficulties in this regard and, as in all unionized environments in recent years, the next generation of union members is hard to find in this sector. With the collaboration of union advisors and the central councils, we worked to ensure that we are present and offer the best services. We noted that the workload and the

succession problem had consequences on union officers' ability to participate in the various Federation bodies. As always, we've been imaginative and have tried various alternatives to keep our members informed. At the same time, we worked on establishing a provincial union structure suitable to the sector and evaluating it.

Early childhood centres (CPE) and home educational childcare providers (RSGE)

La Plateforme 0-5

In September 2023, with the aim of offering Québec parents more equitable access to subsidized daycare places, Minister of Families Suzanne Roy presented the new online platform that will replace La Place 0-5.

The idea isn't good or bad in itself but it is clear, now that it has been set up and evaluated, that this tool will not provide additional places and will not reduce the labour shortage in these two sectors. Only improving working conditions, valuing workers and demonstrating the political will to develop high-quality educational childcare spaces under the subsidized public model will be an effective remedy to the shortage of daycare spots. The FSSS made this case several times during a major consultation campaign.

Bill 46

At the time of writing, a new bill has been tabled: Bill 46, *An Act to improve the protection of children receiving educational childcare services*. We will closely monitor the possible impacts on workers in our two sectors, as well as the repercussions on the services that families and children receive.

A brief on the daily reality of these workers was produced in collaboration with the CSN and submitted.

Pre-hospital sector

Several things have claimed the attention of the pre-hospital sector since the last convention.

As they were dependent on the pandemic and the public sector negotiations, bargaining in the pre-hospital sector was slow to begin. Signing of the new collective agreements to replace the ones that expired on March 31, 2020 did not begin until fall 2022 and ended in December 2023. The bargaining resulted in gains, but obviously there is still a long way to go.

The work by the national committee on transforming the emergency pre-hospital sector (CNTSPU) has not led to anything significant and the new budgeted contract for ambulance companies has yet to deliver any benefits.

Contrary to what has been expressed *ad nauseam* by the government, it has no real intention at this time to transform the ambulance system in Québec and to allow the expansion of the scope of practice of employees working in pre-hospital sector job titles.

Throughout the last term, the pre-hospital sector argued for paying workers in the sector in keeping with their true value, reducing workloads, altering outdated shift schedules and expanding the scope of practice of certain job titles.

At the time of writing, the bargaining for the paramedics' agreements, which expire on March 31, 2023, is underway and the clearly identified challenges are the unresolved issues from the last negotiation, including, in particular, changes in remuneration.

Respect for the value of all classes of workers in the pre-hospital sector is also necessary and we will keep working until it is fully achieved. And we mustn't forget the long, hard struggle by emergency medical dispatchers, who are the first reassuring voice heard during an emergency call. Despite having to bargain with little room for pressure tactics due to the law on essential services, they reached a settlement thanks to their tenacity and patience.

The challenges still remain for workers in the sector—particularly for Urgences-santé nurses, who are now beginning negotiations. Their determination is not diminished by the struggles ahead—on the contrary!

Private institutions and community organizations

During the last term, the political leadership of the FSSS paid a lot of attention to the work environment in private and community institutions. This diverse sector has had its share of challenges. First of all, there were the bargaining talks for the Héma-Québec unions, which joined together under the slogan “Enfin unis.” They faced an employer that was bargaining in bad faith; it was an arduous negotiation that could be described as David versus Goliath. It took 24 months to get an offer from the employer. The tenacity of the unions and the FSSS bore fruit after more than three years without a collective agreement and a last-ditch attempt by the employer to divide and conquer by isolating the nurses, but at the FSSS we leave no one behind!

Regarding our unions in the community sector, despite the isolation caused by the pandemic, we continued our efforts to be more present for them. We have to shine a spotlight on the extraordinary work that these workers do with the poor and the most vulnerable members of our society. This is why we've made a habit of giving them special visibility during meetings of our Federal bodies. Solidarity for all!

They too face major challenges: high turnover, underfunding of their organizations, lack of recognition, qualified but underpaid staff, etc. During the past three years, we strove to be creative in reaching out to these workers. As always, the members of the FSSS demonstrated solidarity and generosity. We did important work by collecting clothing and hygiene products and then visiting community organizations to distribute them, with the help of the regional vice-presidents and members of the provincial team. These initiatives allowed us to go out and meet with activists who are often absent from our democratic bodies due to lack of union leave.

Despite their very diverse missions, the FSSS has developed ways to improve information-sharing between private institutions and community organizations, and to improve communication, allowing us to better meet their needs.

The smooth flow of information and solidarity contributed to obtaining significant wage gains.

Intermediate and family-type resources (RI-RTF)

The fight for an extraordinary lump-sum payment took up a good part of the term. After conducting consultations and taking a number of steps, we ultimately accepted the initial offer. Even then, in a final show of disrespect, the government dragged its feet on signing the agreement, depriving these workers of additional remuneration even longer.

This fight continues for the FSSS, including work on the method used for clinical classification of users of these resources, which is instead being used to determine workers' remuneration and thus to underfund them. We continue to lobby the Ministère de la Santé et des Services sociaux.

Private residential care centres

During this term, the fight for pay commensurate with workers' value continued. The majority of the residential care centre unions again chose to stand together to confront real estate giants like the Savoie family, Chartwell, Cogir, Arbec and others that never have enough money to offer their workers decent working conditions.

The unions are joining forces through coordinated bargaining on various clauses of the collective agreement, including a demand for a base wage of \$18 per hour upon entry, for all, and a minimum increase of \$2.25 per hour over three years, plus demands regarding occupational health and safety. Solidarity in this sector was broadened by a non-raiding pact with the FTQ.

Negotiations have begun for many of the unions. They have obtained strike mandates and the fighting spirit of the private residential care centre workers will undoubtedly bring them gains. They're used to holding out for a minute longer!

At the end of this term, the FSSS set up a committee, as it has for other sectors, in order to identify improvements, support union activities and promote member participation.

Bill 15 will not improve the situation of RI-RTFs; on the contrary, they will be even lower in Santé Québec's priorities. Hence the need to recognize the great contribution to Québec society made by RI-RTFs, which remains just as important for the FSSS.

On a more positive note, during the last term we made progress on continuing education and make it accessible, with the introduction of online courses. This will help workers for these resources, who are difficult to replace.

The officers of unions in this sector face major challenges in carrying out their duties: the complexity of finding replacements, legislative constraints, etc. This is why the FSSS, in collaboration with members in this sector, has initiated a reflection process in order to find solutions, including revisiting the union structure to consider adaptations that could better respond to their specific conditions.

Like several other sectors, we started gearing up for the upcoming negotiations at the end of this term. Among other things, we consulted the unions and members. Mobilizing workers who work alone in their homes across Québec remains a major challenge for the mobilization committee, but we have plenty of imagination at the FSSS! In fact, a historic common front with the CSD has emerged, which is a first for this sector. This common front brings together 63% of these resources in Québec.

At the time of writing, we are awaiting the appeal of the Hardy judgment, which invalidated sections of the law on the representation of RI-RTFs. The fight is not over since the government is appealing the decision. We have high hopes for the outcome of this case, since it could have an impact on the right to strike.

THE PUBLIC SECTOR

Back on the winning track

At the very start of the term, the national collective agreement came into effect on November 7, 2021. It meant new challenges, new rights, innovation, and union victories.

Every round of bargaining is unique. 2020 was no exception. Not only did the global pandemic disrupt our lives, but it completely destabilized our already fragile health and social services system. Despite this unprecedented event, the public sector bargaining team and the unions worked tirelessly to maintain services to members under very difficult conditions while continuing the bargaining talks. We successfully navigated the turbulent waters of a health crisis exacerbated by a Machiavellian, anti-union government.

Our extensive consultation with the unions, initiated in December 2021, led to a post-mortem report on the bargaining entitled “Back on the Winning Track.”

Its 12 recommendations allowed us to increase our bargaining power for the next round, which was already upon us. With the support of the CSN, including the Professional Defence Fund, the public and parapublic sector coordinating committee (CCSPP) and the Legal Department, we established new guidelines for essential services to be maintained in the event of a strike.

The final hours of bargaining, from June 20, 2021 to the end of the strike on the morning of June 21, were unforgettable moments of militant struggle and solidarity! The public sector unions, the FSSS-CSN and the other components of the CSN demonstrated our ability to *Unite, Act and Win!*

With a 3-year collective agreement, a first in 20 years, the next round of bargaining was already just around the corner, and this post-mortem gave us confidence in the future and in our capacity to mobilize and get back on the winning track.

Together as one

Shortly after the completion of the 2020-2023 negotiations and a very busy period between rounds, the 2023 negotiation were upon us.

The previous negotiation paved the way for future victories, as mentioned in the post-mortem. Expectations were high. With rising inflation and a 30% raise given by the government to its MNAs, our workers were hungry for monetary gains. On top of that were the atrocious working conditions that were laid bare by the pandemic.

To achieve our goals, we created the greatest common front that has existed since 1972. The CSN, FTQ, CSQ and APTS joined forces to achieve their objective: an agreement that would include an increase in real income, a significant wage increase in the first year and a mechanism to protect against inflation. The Front commun had a non-raiding pact so that everyone could concentrate on the negotiations in full solidarity.

With a 6% raise in the first year, inflation protection for the last three years, and pay increases above projected inflation, our wage objectives were met.

At the sectoral tables, in October 2022, we presented more than 25 demands grouped into five general priorities: humanize care and services, value personnel and increase their sense of belonging, address wrongs and injustices, take care of workers, and protect and decentralize public services.

Information and action

To keep our promises, we had to have mobilization in keeping with our demands. Our members stepped up. Locally, regionally and province-wide, our mobilization grew day by day. On September 23, 2023, there were more than 100,000 people in the streets of Montréal demonstrating their discontent and solidarity. A strong message was sent.

These negotiations weren't run by union leaders; they were run by workers. Added to this were the essential services, which required sacrifices of our executive committees and stewards: an eleven-day Québec-wide strike including a historic day when more than 95% of workers in the health, social services and education systems were on strike. It was a notable event in the history of Québec.

This exemplary surge of mobilization was felt at the bargaining tables, after a blitz lasting more than a month. A proposed tentative agreement was reached in the wee hours on December 23 and 28. At the time of writing, the unions concerned are holding general assemblies to ratify this agreement.

The outcome of a negotiation is achieved by combining several ingredients, including the involvement of activists in the mobilization. The FSSS information and action committee was hardworking, proactive and creative throughout the bargaining. The committee's work was mainly based on the results of a survey on communication and mobilization that was sent to the unions at the start of the bargaining round. Around 20 productive, synergistic online meetings were held to design the multiple phases of the FSSS-CSN's communication and mobilization plan in support of the provincial bargaining talks and produced this exemplary mobilization.

The network of operations leaders (RESO) for the public sector bargaining talks clearly demonstrated

its value. The unions designated 50 operations leaders and their commitment greatly contributed to the success of the eleven days of strike and the creation of a strong, united Front commun.

Essential services

It's important to mention the implementation of the essential services process, which was key in the public sector negotiations.

In order to be able to exercise our right to strike, all the Front commun unions coordinated the submission of essential services lists to the employers in spring 2023. It was a historic first for the Front commun! 420,000 public sector workers were able to strike at the same time.

In fall 2023, we were put to the test. The preparation of strike schedules for our unions, taking into account the inclusion of work by managers and the Administrative Labour Tribunal's decisions on this point, significantly complicated the task for our unions. It was a colossal job for local union officers and for the entire FSSS provincial team, which pitched in.

What followed were days and nights of arguments before the ALT and an immense amount of work, particularly by the CSN, in order to prepare our lists in time to give the government the “hot autumn” we had promised.

The objective was achieved when we succeeded in getting all the unions in the Front commun into a legal strike position at the same time, before the end of summer 2023.

Next, hard work by union teams to produce the schedules was a crucial step in this round of bargaining. At this point, we can congratulate ourselves on our achievements related to essential services.

Pay equity

Despite the agreements reached with the Conseil du trésor in 2021, tens of thousands of workers were still not being paid for the fair value of their work, some of them since December 2010. After mobilizing intensively in June 2022, we finally managed to reach an agreement for medical device reprocessing technicians. Mobilization continued for the many complaints that had not been settled.

For the first time since the amendment of the *Pay Equity Act*, a final decision was rendered by the Commission des normes, de l'équité, de la santé et de la sécurité au travail (CNESST) on September 28, 2023. This decision, which was more than 300 pages long, was a milestone in our continuing work on the issue of pay equity. In consultation with the CSN Legal Department, we decided to challenge certain elements of this decision.

Work continues on the various steps involved in processing complaints, analyzing the CNESST decision and how to challenge it, developing arguments and analyzing the Conseil du trésor's 2015 and 2020 pay equity audits.

A victory

After years of perseverance, we have finally won recognition for thousands of women office and administrative staff by reaching an agreement on the sidelines of the public sector negotiations in December 2023. The FSSS will continue to work tirelessly for all job classes for which complaints have yet to be resolved.

PERSONNEL CLASSES

Nursing and cardio-respiratory care personnel

The FSSS spoke out publicly on several occasions, most often jointly with the executives of local unions, on the serious labour shortage that has persisted since the beginning of the 2000s. It informed the public of the impacts of this shortage on our members' working conditions and conditions of practice, as well as on the care and services provided.

One way of valuing and recognizing the essential work carried out by our nurses, nursing assistants, respiratory therapists and clinical perfusionists was to mark the national days of these professionals. The CSN also sponsored the Florence 2023 "Collaborative Practice" evening which recognizes nursing expertise and honours the nurses who contribute to the well-being and health of Québec society.

This sponsorship also gave the FSSS exposure before, during and after the gala in the media as well as in the Fall 2023 issue of *Perspective infirmière* magazine, sent to more than 82,000 nurses in Québec.

The need to value and recognize Class 1 members was also included in the negotiation of the 2023-2028 public sector collective agreement. If the tentative agreement is ratified in the coming weeks, two inter-round committees specific to this job class could be created: one concerning neonatal transport at CHU Ste-Justine and the other concerning specialty nurse practitioners.

The FSSS also worked on the training of nursing and cardiorespiratory professionals over the past three years. First, we updated the position of our members with regard to initial training in respiratory therapy. We set about doing the same for initial nursing train-

ing. All of this work supports the FSSS-CSN's efforts to continue making its case to the Comité national des programmes d'études professionnelles et techniques, in particular.

Also on the topic of training, we can't leave unmentioned the historically low 51% pass rate on the exam administered by the Ordre des infirmières et infirmiers du Québec (OIIQ) on September 26, 2022.

An investigation by the Commissaire à l'admission aux professions highlighted the problems with this exam. Our members who failed the exam were harmed in various ways, including significant financial losses.

We spoke with the government and the OIIQ to push for measures to restore pride to the aggrieved employees and encourage them to pursue their careers in the public system. We continue to actively monitor this matter.

Paratechnical personnel and auxiliary services and trades personnel

During this term, we kept working to resolve pay equity complaints concerning beneficiary attendants, health and social services aides and medical device reprocessing technicians. The mobilization supported by dedicated, motivated activists was a determining factor. In response to our tenacity on pay equity issues, the employer demanded to know whether it was finally going to "have some peace" with this group of workers. That's proof that in the long term, mobilization has a real effect on the government!

On the sidelines of the provincial bargaining talks, work was done and arguments made regarding letter of agreement no. 51 on beneficiary attendants and health and social services aides, which came out of

the 2020-2023 bargaining talks. It created a committee which produced disappointing results because of the employer's lack of interest and commitment to the process.

Office personnel and administrative technicians and professionals

The majority of the work during this term was focused on strategies to resolve Class 3 pay equity complaints. An evolving action plan, which included actions such as the inter-union vigil in front of the Conseil du trésor offices in Montréal on September 9, 2023, garnered the support of members and showed the government our exasperation.

The strong mobilization led to discussions on our pay equity complaints parallel to the sectoral table bargaining talks. Bingo! We managed to reach a satisfactory settlement for Class 3 workers. The agreement with the Conseil du trésor also settled various disputes concerning certain women workers that were before the National Jobs Committee.

Many workers, including administrative officers, medical secretaries, legal secretaries, executive assistants, buyers and university teaching assistants, will finally see their work recognized at its true value.

This battle is now over, but the FSSS will continue saying, loud and clear, that it was absolutely unacceptable to make workers wait 13 years for a settlement.

In addition to the work on pay equity and bargaining, we made our case at the inter-round committee on the letter of agreement regarding a pilot project on standardized testing to evaluate the required qualifications for positions with certain Class 3 job titles (Letter of Agreement No. 31) and on the letter of agreement regarding the development of a reference framework and task descriptions for certain job

titles in the class of office personnel and administrative technicians and professionals (Letter of Agreement No. 32).

Health and social services technicians and professionals

Estates General on laboratories

In fall 2021, we participated in the day dedicated to the Estates General on the laboratory labour shortage, organized by the Ordre professionnel des technologistes médicaux du Québec (OPTMQ). The objective was to find concrete solutions and short-term actions to resolve the crisis in laboratories throughout Québec. Although various problems experienced by these workers were identified, including workload, mandatory overtime, centralization that harms the organization of work, etc., we came away from this day with the impression that they're trying to camouflage the ravages of hypercentralized management with false solutions that don't address the underlying problems.

Optilab

On April 20, 2023, the MSSS invited many stakeholders associated with laboratories, including the main central labour bodies, for a consultation on the organization of laboratories. Following this day of discussions, we worked jointly with the Fédération des professionnelles and the CSN to produce, in an extremely short timeframe, a series of recommendations to improve the organization of laboratory work, not only for Class 4 workers but for all classes of personnel who work in this environment.

Psychologists

On May 13, 2022, the MSSS convened all the union organizations to participate in a working committee on the conditions of practice of psychologists in the health and social services network. In June 2022, the committee submitted recommendations on conditions of practice.

Following actions by the psychologists' associations and an intervention by the Conseil du trésor, we joined with the other unions in telling the Conseil du trésor that an agreement had to be reached to settle the pay equity complaints that have been dragging on since 2015 for these workers. We are demanding that the government review this salary injustice to curb the exodus of psychologists and try to attract the next generation into the public sector.

Youth Protection Act

The FSSS contributed to the CSN's public statement on the bill reforming the Youth Protection Act, tabled on December 1, 2021 by the Minister Responsible for Health and Social Services, Lionel Carmant. We believe this new bill is a step in the right direction. We are pleased to see that several of our recommendations are included.

However, for this reform to work, progress will have to be made on social determinants and front-line services. The government must begin working on long-term solutions to the problem of attracting and retaining workers in this sector without delay, with the participation of the unions.

In the brief submitted by the CSN to the Laurent Commission on May 5, 2020, we focused on the specific realities of youth protection in the far north. Note that in October 2018, at the request of the Public Inquiry Commission on Relations between In-

igenous Peoples and Certain Public Services in Québec: Listening, Reconciliation and Progress, the FSSS-CSN filed a brief containing 32 recommendations. We believed it was essential that this specific issue be addressed.

Youth protection - Situation in Nunavik

The Syndicat des travailleurs(euses) des dispensaires de la Baie d'Hudson has spoken out about the acute shortage of foster homes and childcare places in the villages, which affects the ability of Class 4 youth protection workers to ensure the well-being of children. Together with the local union, we denounced this situation in public and published a press release that was widely covered in the media. This led some journalists to dig deeper into the mismanagement of public funds by the regional health and social services authority, which has been repeatedly criticized.

Estates General on Social Work

The Estates General on social work has been underway since summer 2023 and will wind up with a summit in April 2024. The FSSS took part in the consultations, which aimed to define the main priorities and to mobilize all the parties concerned so that social work can meet the needs of the public in the years to come.

To participate in the discussion, the Federation revisited its past and present positions on social work, in the broad sense. We also formed a discussion group and held two days of talks with members who are active in the field and who practice social work, in both the public and private sectors.

We submitted seven distinct proposals in our brief, which focused on major themes such as the organiz-

ation of social work, public policies, the current extent of social work and training.

Inter-round committees

On the sidelines of the bargaining talks, we took part in several inter-round committees specific to the issues experienced by our members, including the committees set up under the letter of agreement regarding the creation of a national working committee on workloads in the class of health and social services technicians and professionals (Letter of Agreement No. 53) and the letter of agreement regarding additional staff, stabilization of teams, support and recognition of case workers working with clients in youth centres (Letter of Agreement No. 64).

CONCLUSION

To conclude, we can state that we successfully met the many challenges that came our way. We demonstrated that the FSSS is essential, that it has the capacity to confront employers and anti-union governments, that it can mobilize its unions and its members locally, regionally and provincially and vigorously defend workers' rights and working conditions. Our work is guided by our values and our solidarity.

Here's to fruitful discussions!
Have an excellent convention!
A strong union = social progress

APPENDIX A

Les membres du bureau fédéral FSSS-CSN

COMITÉ EXÉCUTIF

Président Réjean Leclerc

Secrétaire générale-trésorière Nadine Lambert

Première vice-présidente Judith Huot

Vice-présidente du secteur public Josée Marcotte

Vice-présidente des secteurs privés Lucie Longchamps

VICE-PRÉSIDENCES RÉGIONALES

Gaspésie-Îles-de-la-Madeleine Kent Denis

Bas Saint-Laurent Liette Ross

Saguenay-Lac-Saint-Jean Hélène Brassard

Québec-Chaudière-Appalaches Isabelle Fauchon

Coeur-du-Québec Liette St-Arnaud

Etrie Nicole Dufresne

Montréal-Laval-Grand Nord Sébastien Gagné

Lanaudière Luce Melançon

Laurentides Daphnée Bartley-Lataille

Montérégie Mélanie Bouchard

Outaouais Jonathan Clément

Abitibi-Témiscamingue-Nord du Québec (Isabelle Marci) vacant

Côte-Nord Steve Heppell

REPRÉSENTANTES, REPRÉSENTANTS D'UNE CATÉGORIE ET D'UN SECTEUR PRIVÉ

Catégorie 1 (Frédéric Lapierre-Justin) Nadia Joly

Catégorie 2 Guillaume Clavette

Catégorie 3 (Simon Rochefort) Carole Duperré

Catégorie 4 Roxanne Palardy

Secteur préhospitalier Jean Gagnon

Secteur des centres de la petite enfance Stéphanie Vachon

Secteur des centres d'hébergement privés Marlène Ross

Secteur des RSGE Chantal Racicot

Secteur des RI-RTF (Lucille Rouillard) Diane McNicoll

APPENDIX B

Suivis des comités ad hoc

- Prise en charge locale tâches administratives RSG
- Maintien équité salarial affichage
- Masque respect sst CPE service de garde (Lucie Longchamps)
- Bilan négociation 2020 secteur public
- PRDM préposé retraitement dispositifs médicaux (JM)
- Accès à la justice - Comité LE66
- Réalités spécifiques aux syndicats oeuvrant dans le Grand nord
- Disparités régionales
- Évaluation - Titre Infirmière praticienne spécialisée (IPS)
- Spécialistes en procédés administratifs et conseillers aux établissements
- Comité national sur la main d'œuvre en technologie médicale
- Comité d'étude sur les besoins de formation en régions nordiques
- Rehaussement de la formation des infirmières et infirmières auxiliaires
- Rehaussement de la formation initiale d'inhalothérapeute
- Horaires de faction et Coreflex.
- Politique gouvernementale SPU
- Comité RI/RTF Formation CE Côte-nord
- Structure organisationnelle pour les syndicats provenant du secteur des CHP
- Structure organisationnelle pour les syndicats provenant du secteur des RI RTF
- Action PL15

- États généraux Travail social
- Structure Syndicale poste loi 15
- Modifications statuts et règlements post loi 15
- Emploi analogue pour les RI-RTF
- Évaluation emplois paramédic
- Maintien 2015 : Sage-femmes du syndicat des dispensaires de la Baie d'Hudson
- Relations de travail- Secteur CPE
- Formation initiale en soins infirmiers
- Médiation climat de travail - Secteur CPE
- Révision politique des militantes et militants libérés



REPORT FROM THE POLITICAL ACTION COORDINATING COMMITTEE (CCAP)

The role of the Political Action Coordination Committee is to monitor the impact of the sociopolitical environment on our members' working conditions, whether in health and social services, educational childcare services, or the other private sectors.

The Committee is required to inform the members of the FSSS of its deliberations, analyses and proposals for action, and provide a forum for political discussion between the various actors of the FSSS-CSN.

The Committee is composed of the President of the Federation, three regional vice-presidents, a union advisor for research, and an information advisor.

There was no respite for the Committee as Minister Dubé's proposed overhaul of the health and social services system became a reality, with the passage of the Dubé reform (Bill 15, *An Act to make the health and social services system more effective*) under closure.

Together with the information advisor and the FSSS-CSN research advisor, the members of the Committee busied themselves with developing arguments, media appearances, materials, videos tailored to specific regions, and a presentation to union bodies.

Several organizations were invited to give presentations at our Political Action Tuesdays, including the Institut de recherche et d'informations socioéconomique (IRIS), Médecins québécois pour le régime public (MQRP), and the Front d'action populaire en réaménagement urbain (FRAPRU), to name just a few.

It made us realize that we need to forge as many alliances as possible to keep our social fabric from tearing apart. Everyone will be impacted by the Dubé reform and its reliance on private companies at the expense of the public sector.

We are already teaming up with several groups, including the CSN's health and social services working

group, the Red Hand Coalition and the Coalition Solidarité Santé, of which we are a member.

We launched Political Action Tuesdays and held more than a dozen meetings between April 18 and November 28, 2023. The meeting of November 28, led by Judith Huot, had a feminist theme with the inauguration of the Front féministe de résistance et d'action politique (FFRAP) and the purple squares.

Political Action Tuesdays have been an important channel for establishing communication with our unions and apprising the political leadership of the needs and concerns of union representatives on the ground. They were also invaluable opportunities to equip people as much as possible with tools and information to enable them to fight Dubé's plan, which is yet another reform of the health system and social services system.

Building on Political Action Tuesdays and our Valuing, Promoting and Preserving Public Services (VPP) campaign, the *Labor Notes* training program in workplace action strategies was also key to achieving a multiplier effect. Getting our members to participate has become our mantra.

We paused Political Action Tuesdays as the public sector negotiations got under way. The meetings resumed in March 2024.

Let's keep in mind that we need to continue to build the broadest possible alliances, including with community groups in all regions.

We need to be ready to fight together to keep our services fully public. The CSN's Truly Public Network has been effective in supporting our demands. The door is open to forging new ties among the federations in our struggle against the Dubé reform.

But there are miles to go before we sleep. We intend to keep fighting the good fight in the next three years.

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REPORT FROM THE COORDINATING COMMITTEE

The Coordinating Committee's report mainly covers the work carried out by the entire FSSS team over the past 3-years. This team supports the 258 FSSS unions with 838 certifications. It supports you day by day to help improve our members' working and living conditions, and also to defend and promote their interests.

It is made up of dedicated comrades-in-arms who, like you, work hard to make our society fairer and more equitable. They don't count the hours, evenings and weekends they spend working with you or preparing to fight the good fight. They share the pain of defeat and the joy of making a difference in the lives of our members. This team is your team; it is a part of the same whole as you, a whole dedicated to the noble goal of making our world a better place.

This report is not intended to be an exhaustive review of all the work done; it outlines the main issues and challenges that claimed the energies of the FSSS-CSN team.

PROFILE OF THE FSSS TEAM

The staff team derives strength, first and foremost, from its activism and cohesiveness. The provincial team and the regional teams are the two main components of the structure that enables us to achieve our goals and accomplish the work stemming from the mandates adopted by the FSSS delegates.

Here are a few facts and figures about the composition of the provincial team.

It is made up of a total of 158 people

27 elected members of the Federal Bureau

- 5 members of the executive
- 13 regional vice-presidents
- 4 representatives of the public sector classes
- 5 representatives of the private sectors

27 office employees

102 advisors

Our federation allocates over 85% of its budget to operations. The proportion of the total budget devoted to this item has been increasing for some years in order to provide optimal services to the affiliated unions.

By regulation, the provincial team meets twice a year, in February and October. Among other things, these meetings serve to discuss subjects and issues affecting our unions, to debate strategies and solutions to the challenges we face, and thereby play an advisory role to the political leadership. It is also at these meetings that issues related to the organization and performance of work are discussed. The provincial team is also consulted on all of the Federation's orientations. For this purpose, we hold special team meetings as necessary.

Each regional team is made up of the region's staff and Vice-President. There is a regional team in every region of Québec. Its role is to exchange in-

formation and implement work plans stemming from the Federation's orientations. This is also where the distribution of assignments and support for the unions is discussed. As well, the regional team discusses organizational and work planning matters with each union in its territory. The regional team gets its mandates from the provincial team and then plans the work in order to respond to priorities, orientations and goals voted on by the FSSS's decision-making bodies.

In accordance with Chapter 8 of the collective agreement between the Confederation and its employees, the division of responsibilities is the responsibility of the provincial team. Accordingly, 79 advisors in the regional teams support the unions on a daily basis in their work to represent their members.

Over the years, the provincial team has developed an internal support structure; 25 advisors support their fellow team members in specific areas (legal affairs, arbitration board and RREGOP, OHS, mentoring, group insurance) or have provincial responsibilities (provincial bargaining in the public and private sectors, pay equity, the VPP campaign, information/research, education/consolidation, support for the private sectors).

At the private sectors, we set up technical committees consisting of employees dedicated to each of the CPE, RSGE, RI-RTF, prehospita and CHP sectors. This gives us a high level of expertise and also ensures cohesion among the specific orientations for each sector. The technical committees are made up of the staff responsible for the file at the provincial level and regional staff who work with those unions.

To coordinate all the staff support and assistance services provided by the Federation, two employees are designated by the provincial team to serve as coordinators. Coordination duties are set out in Article 136 of the Constitution and By-laws (Appendix A) as

well as chapter 8 of the collective agreement for union staff (Appendix B).

The coordinators are supported by seven provincial staffers assigned to specific files, forming the enlarged coordinating committee. They are the equivalent of the regional teams, as the members of the enlarged coordinating committee help the two coordinators plan, carry out and follow up on the various mandates.

One of the first challenges the team faced during this term was internal: we welcomed no fewer than 53 new members. Renewal on this scale had an impact on the entire organization of our work and our internal dynamics. These new members needed considerable adaptability and resourcefulness, as they were learning the job at the same time as many of their colleagues, who had the same level of experience as they do. And for those with experience, responsibility for onboarding and supporting our new coworkers was added to an already considerable workload. Many of them had to work twice as hard.

The unions and their officers saw first-hand the influx of these new staffers and the impact on the support they received. Some of you had a series of staffers assigned to you and had to adapt to new ways of working, longer wait times for answers to your questions, and sometimes our inability to fill a position for several weeks. As a team, we pulled together and showed solidarity, relying on each other to offer the unions a support service up to the CSN's standards.

While the FSSS is the CSN organization that onboards the largest number of new employees by far, the entire movement faces the challenge of renewing its workforce. Since the beginning of 2023, we have improved our onboarding process by setting up a mentoring system. Five experienced employees have been designated by the FSSS provincial team to serve as mentors. Fully financed by a specific CSN budget envelope and

supported by a senior mentor, more than 20 CSN employees working at the federations or in confederal services were released from their regular duties to mentor our new colleagues. At the time of writing, 44 new employees are benefiting from this program. In the course of developing their skills, they go through four phases of support: onboarding, observation, guidance and follow-up. Depending on the mentee's phase of development, the mentor has been involved in your union's files to a greater or lesser degree, but this has in no way impeded the mentor's ability to perform their duties as a union advisor. At the end of the day, the members we represent will be the beneficiaries of this knowledge transfer process.

Throughout this term, we were on the lookout for every means and every opportunity to maintain the highest possible level of service and avoid unfilled absences.

Permanent positions have been added in 3 regions. The provincial team has also created a three-person floating team, affectionately dubbed Mary Poppins. They receive their assignments from the coordination team, replacing absent colleagues at short notice or working on special files such as collective bargaining or grievance settlements.

At the time of writing, three retirees are providing services to the unions. Over the last 3 years, nearly a dozen retirees have agreed to come back and lend a hand for varying periods of time. Activists may get out of the CSN, but you can't get the CSN out of the activists!

We also added more office employees. First, we created a position dedicated to digital. With the surge in virtual meetings, the needs had outstripped our capacity to offer this service. We also added another office employee to support the private sectors. The growing needs of all the sectors and the continuous addition of advisors made this addition necessary.

We can't report on the challenges faced by the provincial team without mentioning the Accounting Department. Due to absences, the department's work continued to be performed by a single regular employee, accompanied by a new employee, a retiree and a member of the floating team. Some of you may have experienced additional delays in the processing of refunds, but at this time the backlog should be cleared. Special thanks to these employees for their much-appreciated contribution.

To support the Federation's media relations efforts and its drive to increase its reach on social media, we also added a position dedicated to information/research.

And finally, to meet the challenge posed by the Dubé plan, and particularly the prospect of raiding in the public sector, we assigned an employee to support the unions in their preparatory work and also over-staffed to compensate for possible absences. We split the VPP and OHS assignments to better respond to the challenges created by the bill while pursuing the objectives and work begun on the OHS front.

With respect to the challenge of workforce renewal, we feel that the worst of the storm is behind us, and barring a mass exodus, the next few years should see consistency and stability. This is a wish shared by our unions, the Federation and the team itself.

In the wake of the pandemic, returning to work at the office, some of the time or all of the time, was also a challenge. The pandemic forced us to take giant steps when it comes to working from home. What seemed unimaginable a few years ago is now easily organized. In just a few months, we've gone from holding conference calls to organizing a multitude of meetings of decision-making bodies and all kinds of other meetings in virtual mode. It allows us to quickly and efficiently consult our members, our unions and components of the CSN, usually at a fraction of

the cost of a face-to-face meeting. As a result, meetings of decision-making bodies have increased exponentially since the end of the pandemic. Considering the cost-benefit advantages, this trend is certainly here to stay. However, we need to strike a balance between face-to-face and virtual work, since union action is nourished by human contact and presence.

In closing, we take this opportunity to salute the employees who left us for a well-deserved retirement. On behalf of the team, we thank Nicole Bergeron, Stéphane Langlois, Sylvie Laforest, Robin Turcotte, François Ayotte, Jean-François Therrien, Patricia Benoit and Marie-Hélène Tremblay.

REVIEW OF ACTIVITIES AND OUTLOOK

The last report from the coordinating committee, submitted to the 45th FSSS Convention, was dominated by the worldwide Covid-19 pandemic.

At the time, while FSSS staff had done a colossal amount of work and we had become super-efficient in responding to our members' needs, particularly in occupational health and safety, we were uncertain about the consequences the pandemic would have for our members, our unions and our employees. As a result, a number of files were on hold or in abeyance.

During this term, we continued fighting the impact of the pandemic at all levels. In spite of the difficult times, we can report positive results when it comes to our ability to organize ourselves to deliver services, under the circumstances.

As you know, the public health emergency and the pandemic ended on June 1, 2022.

We thought the end of the pandemic would give us a bit of respite and allow us to fully focus on bar-

gaining for our various sectors and carrying out the work arising from the last Convention. However, we didn't figure on the CAQ government, which was waiting in the bushes with divisive plans that directly undermine our values and freedom of association. This report will therefore describe these plans and our ability, as a team, to fight back.

Also, as you will see from this report, despite the government's attempts to destabilize us, we remain steadfast and focused on our objectives in all our files, negotiations and actions.

PUBLIC SECTOR

BARGAINING

The previous 3-year term and this one were linked by the never-ending bargaining talks. On November 4, 2021, we signed the collective agreement for the period of November 7, 2021 to March 31, 2023. We then conducted our bargaining post-mortem and in February 2022 we began the consultation process on our demands for the next collective agreement. Our bargaining team had to pull off quite a feat: running a series of marathons at sprint speed. It was enough to put the world marathon record-holder to shame!

The last round of bargaining contained all the ingredients needed to get us back on the winning track.

For one thing, we pulled off a tour de force by creating a strong common front focused on the shared goal and ready to fight THE battle of all battles to win the collective agreement all our members deserve.

For another, this was the second bargaining round since the Flageole decision, which significantly increased our bargaining power by allowing a larger proportion of public sector workers to walk out, despite the essential services requirement.

We had extraordinary power in our hands, but without the determination of our unions and members it would have been useless.

But they all answered the call in spectacular fashion, voting for a mandate for an all-out indefinite strike by over 93%.

The unions were unanimous. Never before had they had so many workers at their assemblies, ready to stand up for decent working conditions and denounce the government's chronic contempt for its employees.

Finally, the latest health crisis highlighted just how essential health and social services workers are to the public. It also showed the public the darker side of the public system and the grossly inadequate working conditions of its employees. As a result, the public was on our side.

Expectations were high but the results did not disappoint: we achieved tentative agreements containing historic gains at both the central and sectoral tables. Never in the last 30 years have we won such high wage increases and improvements to premiums in the collective agreements we have negotiated in the public sector. What's more, we made a breakthrough by winning a clause that largely protects workers' purchasing power in the last three years of the collective agreement. Although we would have liked to have "wall to wall" purchasing power protection, what we achieved is a foot in the door and we will fight to strengthen it next time around.

The public sector also faced new challenges during the last 3 years. The CAQ government developed a

taste for imposing working conditions through ministerial orders during the pandemic and decided to continue the habit during the bargaining talks. It shamelessly and repeatedly bypassed the unions as bargaining agents, seriously undermining our freedom of association as enshrined in the rights charters.

Not to worry: we didn't let them walk all over us! Every time the government did it, we filed a complaint under section 12 of the Labour Code, which prohibits hindrance and interference by the employer.

So far, we have won every decision handed down by the Administrative Labour Tribunal.

The Tribunal found that "this is not the conduct of a reasonable person acting in good faith who ascertains beforehand the accuracy of their statements, nor the 'attitude of discretion' required to ensure respect for freedom of association, to which the authors of *Le droit du travail du Québec*, cited above, refer."¹ It concluded that the CPNSS had hindered union activity and failed to bargain in good faith. Given this decision, we thought the government would mend its ways. We underestimated its determination to trample on our rights. It has appealed the decision and, since it was handed down, it has twice re-offended by imposing other working conditions.

After one of these recurrences, the Administrative Labour Tribunal again found, in a decision handed down on December 14, 2023, that the government and Christian Dubé had hindered the unions' activities and breached their obligation to bargain in good faith. The Tribunal even ordered the government to pay \$45,000 in punitive damages to each of the union organizations harmed by its conduct.

We will continue to vigorously defend our fundamental rights, such as freedom of association, and fight this unfair practice by the government.

BILL 15 OR THE DUBÉ PLAN

Another major new challenge was sprung on us in March 2023: the Dubé plan.

When virtually everyone involved in the health and social services sector has concluded that the centralization effected by Bill 10 has had devastating effects, and when our members were just beginning to develop some sense of belonging to the CISSSSs and CIUSSSs, the government is back at it again, centralizing the network to the max by creating a single employer: Agence Santé Québec.

With the Dubé plan, it's easy not to see the forest for the trees, but the crux of it is that the keys to our public social safety net are being handed over to the private sector.

The Dubé plan means a loss of power and democracy for remote regions.

The Dubé plan is an all-out attack on union organizations and the Front commun. One of the direct consequences of the creation of a single employer will be the application of Bill 30,² which will force the merger of all union certifications. As a result, only four unions will remain in the province, one for each personnel class.

Was the government trying to undermine the Front commun and the bargaining talks by pitting us against each other with the prospect of a monster union raiding campaign?

If that was its intention, it failed. We gave the lie to the "divide and conquer" dictum: the Dubé plan made us more united and determined than ever.

Did the government think it could fool us by introducing private healthcare through the back door?

They really don't know us at all: since the bill was tabled, the unions and social movements have mobilized and are mounting a resistance. See the "Enhancing, promoting and preserving public services" section for more details on all the work that has been done and the scope of the challenge.

The Dubé plan will probably be a central concern during the next 3-year term. You can be certain that our organization will do all in its power to resist it.

PAY EQUITY

During this term, we also saw the convergence and successful conclusion of the vast majority of our pay equity disputes, many of which dated back to 2010.

Here are some of the cases on which we had positive outcomes for our members:

■ **September 2021:** agreement on the 2010 and 2015 pay equity audits, including higher rankings for several class 2 and class 3 job titles, such as health and social services aides, administrative technicians and beneficiary attendants.

■ **June 2022:** agreement on the 2010 and 2015 pay equity audits, including a 2-ranking jump for medical device reprocessing attendants, retroactive to March 20, 2016 for the first one-ranking increase and to March 13, 2020 for the second.

■ **January 2024:** agreement on the 2010, 2015, 2020 and 2024 pay equity audits, including rank-

1. *Tribunal administratif du travail* – Decision, Judge Myriam Bédard, Québec City, August 9, 2022

2. 2015, Act to modify the organization and governance of the health and social services network.

ing increases for a number of class 3 job titles, such as administrative officers class 1, 3 and 4, and a salary increase for administrative officers class 2. These union victories were the fruit of years of interventions and actions with the Conseil du trésor to obtain fair recognition of the value of the work of tens of thousands of workers in the health and social services network. Make no mistake: it was the unprecedented mobilization of our members that won this just recognition.

We would be remiss if we failed to mention the hard work of our political leaders, our technical team and our Legal Department, who were steadfastly determined and dedicated to the cause throughout the years.

PRIVATE SECTORS

The private sectors represented by the FSSS include private residential care facilities (CHP), intermediate and family-type resources (RI-RTF), home educational childcare providers (RSGE), early childhood centres (CPE), the prehospital sector, and private institutions and community organizations. Although we call them private sectors, all of them are funded, in whole or in part, by public money. This fact obviously colours the situation and, most of the time, adds a political dimension to every file, and especially collective bargaining.

At this point in this report, we will not give an exhaustive account of the files that absorbed the attentions of each sector. Further on, you will find reports from each sector summarizing their main issues of the last three years. In this section we describe the issues and challenges that affected all of the private sectors.

One characteristic common to the private sectors is that they are all growing. Over the last three years, we welcomed 68 new certifications and over 2,000 new members. Across all the sectors, we support 204 unions holding 732 certifications and representing a total of over 27,000 dues-paying members.

As you will see from the sections on each sector, in the first few months most directed their energies towards the contract talks and then conducting the bargaining post-mortem.

As funding for these sectors comes primarily from the government, the results of these negotiations are often dependent on and closely linked to the outcome of public-sector bargaining. This means we have to build very strong bargaining power or be creative to achieve gains beyond the pattern imposed by the public-sector bargaining talks. Another challenge lies in the fact that, even though the unions filed their demands as soon as the old collective agreements expired, and we exerted pressure for a settlement, “real” bargaining in our private sectors begins once public sector bargaining is over. The negotiations are therefore slow and drawn out, and the pressure tactics extend over many months.

To deal with this problem and improve our strategies for the next round of bargaining, almost all our sectors have decided to delay the tabling of their demands. This should shorten the negotiation period, bring the effort to build bargaining power closer to the final negotiation blitz, and let us build up to climax leading to a tentative agreement.

Another important point is that between the conclusion of some of the negotiations and the post-mortem, the government modified our members’ working conditions by ministerial order, without going to the bargaining table. Rarely have we seen such an interventionist government, one that negotiates in public and attacks the relevance of unions—

as if the unions and their members were two separate entities. It believes it is entitled to talk directly to the members in its media appearances. For example, in the early childhood centres sector, the government announced premiums to encourage retired educators to return to work; for home educational childcare providers, it announced financial incentives to keep them from closing. The fact that these changes were improvements to existing working conditions added a layer of complexity to our response. It was hard to simply protest the government’s moves and appear to our members as an organization that is working against better conditions of employment.

Starting in June 2022, some of our energies were devoted to preparing for the raiding period. As the agreements expired in March 2023, the raiding period began in January 2023. Regularly scheduled meetings, inter-team work plans and the participation of all components of the Confederation enabled us to achieve a very good level of preparation and to get through the raiding period without any losses; in fact, some groups joined the ranks of the FSSS. All the sectors had decided not to go on the offensive.

At the time of writing, all the sectors had submitted their demands. In addition to increases in compensation to offset the effects of inflation, everyone will make demands for genuine recognition and professional enhancement.

PROVINCIAL POSITIONS

As noted above, the enlarged coordinating committee is made up of two coordinators and eleven advisors assigned to provincial duties.

The eleven advisors are spread across seven positions:

- Education, consolidation and union affairs
- Information and research (2 advisors)
- Legal affairs and guidance / arbitration board and RREGOP
- Valuing, Promoting and Preserving Public Services (VPP)
- Occupational health and safety (OHS)
- Public sector bargaining spokesperson
- Private sectors (CHP, prehospital, RSGE / RI-RTF, CPE)

The following section contains the reports of the staffers responsible for each of the above files to provide an overview of the activities of the FSSS.

EDUCATION, CONSOLIDATION AND UNION AFFAIRS

Education

Training sessions are planned in light of the motions passed at the last convention and the current situation. They are designed and produced by the Federation and delivered by union advisors. The regional teams are responsible for delivering these courses.

Our training sessions are designed to inform members about matters under the Federation’s responsibility:

- Bargaining
- Defending members’ rights
- Union affairs

Training is also offered by the various CSN departments and central councils on topics related to their areas of responsibility. We attend the confederal meetings on education to coordinate our activities.

We work with the other federations to share our educational content and help as many members as possible. We also encourage the unions to check the FSSS website for information on the training options offered by the Federation, central councils and CSN departments.

A union assistance policy aimed at fostering member participation in education was updated at the last convention. Although we prefer training to be delivered in our members' region of origin, we offer inter-regional assistance so that members can access Federation training more quickly. We are currently putting together a provincial calendar listing the training sessions available in all the regions. The reimbursement policy also applies to virtual training offerings.

See Appendix D for a list of the training courses offered since the last convention and statistics.

FSSS-CSN Education Committee

In October 2022, a committee was set up to review all aspects of education at the FSSS, including updating our existing courses, adding new ones, and the way the sessions are delivered. This committee is made up of one employee per region, the advisor and the office employee assigned to education.

Since October, we've been working in small groups of four to review our entire educational offering. It's a huge job but necessary if our courses are to be as useful as possible for our members.

We are also working on new training courses to add to our calendar in response to strong demand from unions. This work is carried out in collaboration with the other CSN federations, the joint association on health and safety in the social affairs sector (ASSTSAS) and the CSN.

With the renewal of our workforce, we are also working on giving our instructors initial or refresher training on adult pedagogy. We believe this is necessary to equip our instructors to deliver the best possible sessions.

Working together to move forward

A new training/discussion course has been created to meet an important need in all our workplaces and in our FSSS bodies. In this course, called "Travaillons ensemble pour aller de l'avant," we look at the roles and responsibilities of each component of the union's structure, from the union advisor to the executive committee, the union council and the general assembly. We cover the importance of teamwork, good communication and the importance of civility in our relations, whatever our position within the union structure.

Your course evaluations

We take into account all the evaluations of our courses and attempt to respond to the expectations and comments expressed by members. We also listen to the needs you may have on a day-to-day basis and try to find suitable training courses.

Sessions offered to FSSS-CSN employees

- Orientation day for new Federation employees
- Thematic and pedagogical sessions for Federation instructors on an as-needed basis
- Other training sessions offered at provincial team meetings in addition to the sessions offered by CSN departments

Our priorities for the next term

- Continue the redesign of our existing sessions: Litigation I, Litigation II, Leadership and Delegates. This process is underway and we hope to complete it during the coming 3 years.
- Add new training courses to meet our members' needs.
- Sessions will still be offered on demand as part of Valuing, Promoting and Preserving Public Services (VPP) work plan, and on workload,
- Continue promoting the "Travaillons ensemble pour aller de l'avant" training/discussion program.

Consolidation and union affairs

Consolidation supports the management of disputes within the union structure so that everyone can do their job. Its purpose is to resolve major crises or problems that undermine the functioning of the union and union affairs. A request for a consolidation session is made to the Federation advisor and it is conducted in collaboration with the mobilization and regional support service (SAMVR) advisor assigned to the file. Financial assistance is granted to eligible unions. For unions with 50 members or fewer, the CSN pays 75% (through the PDF) and the FSSS 20%. For unions with 51 or more members, the CSN pays 50% (through the PDF) and the other 50% is split between the FSSS (1/3) and the local union (2/3). See our reimbursement policy for full details.

Requests for consolidation are discussed with the advisor assigned to the consolidation file, who analyzes it and makes a recommendation on acceptance to the FSSS and CSN. Since April 2022, more than eight requests for consolidation have been accepted.

A few files that didn't require immediate consolidation were also turned into training/discussion sessions to try to find a path to improving relations between the members involved.

The most common areas addressed by the consolidation process are internal operational and work organization issues, such as:

- Division of duties and responsibilities on the executive committee
- Ignorance of or failure to comply with the role of each member of the executive committee
- The functioning of the Union Council as opposed to the Executive Committee
- Communication and information transfer
- Lack of civility
- Delivery of member services
- Allocation of union leave
- Expense reimbursement policy
- Interpersonal conflicts between two or more Executive Committee members
- Improving the operations of the various union bodies

BILL 15: AN UNWELCOME GUEST

The next term will be marked by a major project initiated by the CAQ government: the Dubé plan.

The goal of Bill 15 is centralization and privatization, which directly affects all our members. Since the last merger of institutions in the public system, we have reviewed our organizational methods in order to offer our members efficient service, despite often vast territories and centralized, inefficient human resources management. Between now and the implementation of the bill, we will have our work cut out for us. Among other things, we will have to continue our consolidation efforts and the work of involving the members in the life of the union. We will need to analyze the positives and negatives of our current methods of operation to determine what would be applicable in a new megastructure. What has worked well in terms of union affairs, and is it possible to scale it up? Many questions remain unanswered for the moment, but we'll need to address them very soon in order to be ready to represent our members on the ground.

Despite the announcement of the Dubé plan, restructuring of the public sector unions is going ahead to ensure that communications, information and the union structure promote decentralization, while maintaining coordination of activities. We need to make sure that services are available locally and that there are spaces for discussion and debate to preserve our democracy, keep the life of the union vibrant, and bring members to rediscover the feeling of belonging to our union.

The Dubé plan will also have an impact on the private sectors, and we'll need to mobilize to defend our gains. We will also have to continue planning and implementing work plans, taking into account the features specific to each sector to ensure a unifying union life and strong mobilization for both bargaining talks and the Dubé plan.

The coming three years will be busy when it comes to the life of the union, but it is a challenge to which we will rise together!

INFORMATION AND RESEARCH

The highlight of the past 3 years was undoubtedly the “health plan” and then the Dubé plan, which will disrupt the health and social services system yet again. To begin with, substantial work was done to publicize the FSSS's vision for the smooth operation and accessibility of our public and parapublic systems: we produced op-eds, leaflets, videos, etc. The advisor who was assigned to information/research also helped organize and promote Political Action Tuesdays, a new unified space for mobilization and action on the FSSS' social struggles, aka “the second front.”

The issues of privatization and rebuilding our health and social services system for the common good were more topical than ever. Following the tabling of the Dubé plan, a number of actions and tools were developed either at the Fédération, in collaboration with the CSN Communications Department, or in collaboration with the Coalition Solidarité Santé.

We continued to play a coordinating role at the Coalition Solidarité Santé until mid-term. Subsequently, a new information/research advisor took over. She was no longer coordinator but served on, among other things, the Coalition's democracy committee, which is working for a public, universal, free, accessible and democratic health and social services system.

With the creation of the Front commun and no raiding in the public sector, one of the highlights of this term was a greater willingness to work on an inter-union basis to increase our visibility and our bargaining power. Pay equity for medical device reprocessing attendants and office and administrative staff is a good example of leadership by the FSSS. Numer-

ous tools were developed as part of the “11 ans (puis 12 ans) à attendre, ça suffit!” campaign, including videos, vox pops, press releases about regional actions, blog posts, leaflets, desktop tents, scarves and more. There were also many contacts with Christine Labrie, Québec solidaire's Conseil du trésor critic. In addition, we repeatedly drew media attention to the government's many late payments. There were many other inter-union media efforts on matters such as workforce planning and common job titles.

Throughout this term, the FSSS-CSN's communications strategy, based on a bottom-up approach, was aimed at valuing the work of staffers, supporting our demands for better working conditions and pay, increasing contact with members, meeting the needs of the majority of members, giving the Federation exposure in the public space, and coordinating inter-regional communications.

To keep in touch with members, we need to use a variety of communication channels (newsletter, website, social networks, leaflets, press relations, etc.).

In addition to continuing with regular activities such as updating the website, managing social networks and media relations in general, the Information/Research Department completed a number of projects, such as updating the Federation's netiquette and updating useful tools such as the “Welcome to Your Union” booklet.

Support for local unions continued, including media support and advice about means of communication for informing members. A number of training sessions were offered on subjects such as social media, websites, media relations, public speaking and surveys.

Special attention was paid to recognition for various sectors and job titles, in both the private and public sectors. In one new initiative, we started observing

the various days and weeks celebrating specific jobs in the private sectors as well. In addition, numerous tools were produced for the raiding period in the RI-RTF, CPE and RSGE sectors, among others, highlighting the essential work our members do with children.

A recognition campaign for the prehospital sector, including three videos, was also produced. The highly realistic videos are differentiated by the fact that they were designed by and for a combination of workers in the prehospital sector, both emergency medical dispatchers and paramedics.

The Information/Research Department also worked hard on the insurance file and promoting the Picard & Desjardins online union pharmacy. A series of short videos, articles, presentations for social networks, surveys, e-letters, business cards, etc. were designed to raise awareness of best practices in drug purchasing and reduce the cost of our group insurance.

With the introduction of the interim occupational health and safety regime, the Information/Research Department was put to work making the content of the bi-weekly Health and Safety Tuesdays meetings readily available.

Several editions of the Sans arrêt newsletter were also produced, in collaboration with the OHS Committee, to publicize our unions' achievements. A video was produced for April 28, International Commemoration Day for Dead and Injured Workers. On the OHS front, we should mention our many media efforts about protecting our members against Covid-19.

In addition to taking part in the political action coordinating committee (CCAP), the Information/Research Department advisor continued her research work in order to assemble media kits to publicize the workers we represent. We also added several Ques-

tions of the Week from the CCAP to obtain members' opinions on a variety of issues. To pursue these goals, we used newsletters to directly reach a large number of members.

LEGAL AFFAIRS AND GUIDANCE

The role of the advisor assigned to legal affairs is to provide technical support to team members on everything to do with case law, interpretation of collective agreements, requests for legal opinions, second opinions on applications for judicial review of arbitration decisions and decisions on whether to take grievances to arbitration.

The legal affairs advisor represents the FSSS-CSN at the arbitration board registry for the health and social services sector. Among other things, he sees to it that the process of distributing arbitration assignments is carried out smoothly at the registry meetings held about 10 times per year. He is also involved in negotiating the addition and removal of arbitrators in the national public sector collective agreement.

The legal affairs advisor was also called upon to work on several major files, in collaboration with other advisors, such as litigation arising from ministerial orders issued under the Public Health Act, implementation of the phases of Bill 25¹ and, most recently, federal Bill C-47.²

In addition, we participated in preparing case law summaries to keep union advisors up to date on the evolution of the law.

GUIDANCE

Over the last three years, guidance duties took on considerable importance in the advisor's work due to labour force renewal.

The professional guidance role basically involves helping and educating advisors who request help with preparing for an arbitration case, arguing a case before the Administrative Labour Tribunal, or an appearance at a hearing.

Finally, we were asked for help with negotiating settlements and investigating psychological or sexual harassment.

The recent implementation of the CSN's new mentoring program is already bearing fruit with the FSSS-CSN team. It will enable the advisor assigned to legal affairs and guidance to provide more targeted support.

Public sector pension plan (RREGOP) - RREGOP review committee - Health and social services / Support

The RREGOP review committee is made up of two union representatives, including one from the Federation, and two employer representatives from the CPNSSF and the Secrétariat du Conseil du trésor. It has a three-fold mandate:

1 Study requests for review under its jurisdiction

2 Confirm, overturn or render the decision that should have been rendered, in its opinion

3 Provide reasons for and comments on its decisions in writing to the requestor and, if applicable, to Re-traite Québec.

Since the last convention, the committee has continued to analyze cases at its numerous working sessions.

The advisor responsible for the RREGOP file at the Federation also supported advisors with the handling of dismissal cases and the application of arbitration rulings involving agreements related to RREGOP, including ensuring their compliance. He also played a consulting role, advising the provincial team of developments in or changes to RREGOP or its application.

PUBLIC-SECTOR BARGAINING TEAM

The bargaining team consists of four union advisors and one office employee who are assigned on a full-time, ongoing basis to negotiating and coordinating public sector matters.

In addition to negotiation, our responsibilities include:

- The inter-round committees provided for under letters of agreement in the collective agreement
- Interaction with the employer bargaining committee for the health and social services sector (Comité patronal de négociation du secteur de la santé et des services sociaux—CPNSSF)
- Issues arising from the national collective agreement which are provincial in scope, and any resulting disputes
- Essential services
- Pay equity

During this term, 3 new people joined the bargaining team. As in the previous term, the distribution of work on the public sector bargaining team changed due to the unprecedented situation with the pandemic and the two successive bargaining rounds. The new organization of work in-

involved the team members working collegially on a number of issues.

During the past 3 years, renewal of the national public sector collective agreement definitely took up the largest part of the bargaining team's time. Preparing the consultation with the unions and negotiating essential services under the new provisions of the Labour Code were central to their work.

The pay equity file also required considerable attention because of the circumstances (several CNESST decisions, follow-up on the 2015 audit, follow-up on the 2020 audit, agreements reached).

Since the last convention, the bargaining team has had to handle many challenges and issues arising from the pandemic and the end of the pandemic that impacted working conditions in the health and social services system. It had many dealings with the CPNSSF on matters such as the imposition of working conditions through ministerial orders or, since the end of the pandemic, through directives.

The team also supported the union advisors serving the public sector unions with interpretation of the national collective agreement.

VALUING, PROMOTING AND PRESERVING PUBLIC SERVICES (VPP) AND OCCUPATIONAL HEALTH AND SAFETY (OHS)

There was no shortage of challenges during the term that is drawing to a close! As we slowly emerged from the intense period of the pandemic, we adopted firm

¹ An Act to modernize legislative provisions as regards the protection of personal information

² Budget Implementation Act, tabled in Parliament on March 28, 2023

and ambitious resolutions and recommendations at the last convention both in terms of valuing, promoting and preserving public services (VPP) and for occupational health and safety (OHS) with a view to returning to a certain “normality.”

The resulting work plans were carried out for the most part, but some aspects had to be postponed until the next term because of the priorities that arose given the circumstances.

As has unfortunately happened on numerous occasions in recent years, a majority government (although elected by a minority of voters) embarked, in spite of the broad consensus opposed to it, against all logic and in disregard of lessons learned during the pandemic, on yet another centralizing, anti-democratic and proprivatization reform of the health and social services system. This new reform is therefore once again threatening the future of the public nature of our system, already battered by years of neoliberal policies, privatization and austerity, which has forced us to give priority to certain aspects of our union action.

Before we look at everything in greater detail, it is important to understand that, over the past 20 years, our public systems—and by the same token our union action—have time and time again been destabilized by budgetary constraints and reforms, not to mention major failures in workforce planning. This has thrown us into an endless loop of reorganization in a context of resistance against policies that run counter to our union values. Where would we be today if governments made the effort to build and strengthen public services rather than weakening them, and what would this have allowed us to achieve on our priorities as a union organization? We will come back to this.

VALUING, PROMOTING AND PRESERVING PUBLIC SERVICES (VPP)

The bulk of the FSSSCSN’s actions to value, promote and preserve public services focused on Minister Dubé’s Health Plan and then on the Dubé Plan, cynically called the *Act to make the health and social services system more effective!*

Tabled in March 2022, Minister Dubé’s Health Plan was supposed to be the government’s answer to the frailty of the system, which was laid bare by the pandemic. Lacking a clear, long-term vision, the Health Plan centred around a series of more or less disjointed measures that sought to address a set of specific issues, but stopped short of targeting major system problems (impact of previous reforms, underfunding, staff shortages, centralization, the private sector’s place in health care, the status and role of physicians, disorganization in frontline access, weak prevention, democratic setbacks, etc.). It was an exercise in wilful blindness, if you will.

In the months that followed, we were kept busy by the many consultations that the MSSS held on various aspects of the Health Plan, in connection with which we did a great deal of work and made numerous submissions, with most falling on deaf ears, all while we were denied the opportunity to present the positions adopted by the Federal Council on the most fundamental issues. (privatization, centralization, democratization and prevention).

What is even more upsetting is that, while these “consultations” were happening, the Minister and the government were drafting, on the sly behind closed doors, the bill that would be tabled in March 2023. Through this bill, the government aimed to once again reform the health and social services system on foundations diametrically opposed to those we had identified, forcing us to face the

possibility of another shakeup in union structures. We had our work cut out for us!

Although the consultations on the Health Plan during the year preceding the tabling of the Dubé Plan did not directly yield positive results, the work done during this period was not for naught, as it provided important materials for the current situation. In response to the tabling of the Health Plan, the FSSS adopted a resolution in June 2022 calling on the government to set up an Estates General. A few months later, the CSN passed a similar resolution.

The consultations on the Dubé Plan also gave us an opportunity to rethink different facets of health and social services. Most importantly, since all union organizations in the health sector were consulted at the same time, they were able to strengthen their collaboration with one another and with various allies. The groundwork for expanding our alliances had been laid.

From the day the Dubé Plan was tabled, we have been hard at work analyzing the more than 1,000 clauses and have liaised with opposition parties in the National Assembly to try to influence its content. We have taken part in special consultations and have carefully followed the clause-by-clause review. Right from the start, and throughout the process, it was obvious that, while it may be possible to wrangle mostly cosmetic amendments to the bill here and there, on the points that matter, the Minister and the government were going to hold the line, push on and pass what would be another bad reform that yet again sabotages our public services.

Determined, and with the fight to keep the system public at a crossroads, we devised a plan of action over a short, medium and longerterm horizon.

On May 1, 2023, in accordance with our bottom-up approach, the CCAP launched what was intended to

be the main means of jointly and dynamically building our resistance: Political Action Tuesdays.

Through Political Action Tuesdays, we have collectively gleaned the true nature of the bill, which we have analyzed together so that we can develop a common vision and understanding, and produce information and awareness tools for our members and the public. It is also through Political Action Tuesdays that we have organized and structured our political action, particularly through Labor Notes training sessions and by setting up local political action committees and regional alliance networks. Lastly, it is through Political Action Tuesdays that we continue to promote and support our ongoing political action, which we want to be effective, powerful and lasting. The newsletters summarizing each of these events, including the references and tools cited, can be consulted on the FSSS website.

We were able to achieve this through the support of the FSSS and the CSN. With the FSSS and CSN presence across all regions, through the FSSS central councils, we can lay solid foundations for our alliances and cover all of Québec. We can thus play a major role in building strong alliances in every region. Our confederal services enable us to enhance the structure of our political action with varied, informed analyses and to support action and mobilization in our communities. Lastly, the Confederation cooperates on health and social services and on educational child-care services through confederal working groups.

Our political action structure can be leveraged to promote our campaigns, such as the Truly Public confederal campaign, and bring them to life in order to spur our members into action in every region or guide CSN services based on what is actually happening on the ground. The more we employ this force of political action, the better we will be trained and equipped to reach our members and the public and to block privatization plans, and the better able we will be to realize our union vision.

More broadly, our alliances with not only other health and social services union organizations, but also advocacy and community groups, through the Coalition Solidarité Santé and the Coalition Main rouge, or with natural allies such as Médecins québécois pour le régime public (MQRP), the Institut de recherche et d'informations socioéconomiques (IRIS) and Mouvement démocratie nouvelle (MDN), to name just a few, position to continue our actions effectively.

In short, the FSSS has given itself the means to actively and fully play its political action role, which presents us today with some favourable prospects.

OUTLOOK

The recent reform radically changes the governance of the health and social services system, including accountability, access to data and strategic planning. We will need to understand it all and figure out where the new levers of power are in this reconfigured system. For example, what data can we use to track changes in the system, access to care and services, and costs? How can we engage or approach the new seats of power to express our point of view? How will the new complaint mechanisms work? How can we effectively propose public alternatives to privatization plans? How can we ensure good workforce planning in the public system? This handful of examples highlights the need to revisit our VPP training and develop new means and tools to strengthen our political action structure.

Developing and strengthening our political action structure will therefore be of paramount importance in the coming term. In particular, we intend to network our local, regional and provincial political action resources on an ongoing basis to facilitate and support our efforts. The new technological tools available to us will help us achieve this goal.

We also plan to make Labor Notes training available regularly, as it is very consistent with the approach we propose, which is to develop a decentralized and autonomous political action force based on leadership and our own resources to enable the implementation of local and regional initiatives. Our response to the centralization that is being imposed on us is to decentralize our political action.

More broadly, recognition of the feminist nature of the fight that we have had to wage and that has taken root over the past three years, thanks to the leadership of the FSSS, will be an important element of the struggle that awaits us in the next term. The successive reforms and the austerity measures that are rearing their head again have hit women hardest, as they make up the majority of workers, users and caregivers. The emergence of a widespread, inclusive feminist protest movement would likely rattle the government. This is an aspect of our fight that we intend to push because, if there is an upsurge in grassroots support for our collective vision, women's voices will be a vital factor.

This is a time of social ferment. Progressive social movements are being reinvigorated. It is reminiscent of the fight against the Liberals' policies of austerity, publicprivate partnerships (PPPs) and reengineering of the State. As was the case at the time, the FSSS has a major role to play and strategic and operational leadership to exercise, not only through the involvement and action of its members, but also through our social influence, which we must strengthen, and the involvement and support we must show our allies. Actions must be taken in this direction. All of this will be discussed at the convention and the subsequent meetings of decision-making bodies.

As mentioned in the introduction, we will have to ask ourselves how we can collectively reverse the trend of the past 20 years, which has reduced our control over our union action and has robbed us of

OCCUPATIONAL HEALTH AND SAFETY (OHS)

It goes without saying that to provide Quebecers with quality healthcare and social services through public institutions, in the prehospital, community and residential care sector, and in other settings, and to deliver educational childcare services of high quality, the staff who work there must be healthy both physically and mentally. However, years of underfunding, centralizing reforms and a management style inspired by private industry, combined with poor workforce planning and an inadequate prevention culture, have created unhealthy work environments.

Year after year, the numbers are telling. Workplaces in health and social services and in educational childcare services, predominantly composed of women, are overexposed to occupational health and safety risks and are overrepresented in terms of physical and psychological injuries. There are particular issues in a number of workplaces, such as exposure to psychosocial risks and especially violence.

At the beginning of the term, managing the pandemic was an all-consuming priority. We opted to continue regular meetings with our unions to support union involvement in the prevention of COVID19. Regular meetings also took place with OHS stakeholders from our respective sectors, including through our sector association, the ASSTSAS.

As the pandemic waned, we started working, through the Federation's OHS committee, to structure each of our sectors to promote greater union involvement in prevention and to address the risks prioritized by each sector by implementing our strategic work plan. One result was the identification of workplace violence as a common issue across all our sectors.

the future of OUR health and social services system, a system that belongs to us— or at least should. How can we rally our allies behind a common plan and build and lead a united fight for it? What exactly should such a plan involve? Could updating our Estates General project be an important part of it?

We need to ask ourselves how is it that, poll after poll, a vast majority of the public supports the idea of a public system, even if it means having to pay more taxes, but majority governments, voted in by a minority, do the opposite. Are our democratic institutions working as they should? We also need to ask ourselves how to influence the public and who can do it, particularly in light of the emergence of social networks and the age of disinformation. How can we establish relevant, effective dialogue with our members and the public?

We need to ask ourselves how to, and who will, control new technologies, which will radically transform the health system in the coming years. We must realize and anticipate that things we thought absolutely impossible, such as Donald Trump's election, can become reality overnight. Events of this nature are increasingly frequent around the world.

In the field of educational childcare services, the FSSS and the CSN are championing a health and social services project that is fundamentally and inherently in the general public interest. We also have a presence across Québec, substantial resources, and smart, dedicated, well-informed activists. By organizing effectively, extending our reach everywhere, identifying new means of communication and influence, addressing the tangible consequences of antipublic service policies and confronting the systemic causes, we can build the strength to fulfil our responsibility to preserve an invaluable social achievement for us and for the public. We look to the next term with this ambitious objective in mind, confident that we can play a crucial role in the years to come.

In the early childhood centres (CPE), we worked jointly with the AQCPÉ and INSPQ on psychosocial risks, a priority for the sector.

To dynamically support union involvement in occupational health and safety on an ongoing basis, we launched Health & Safety Tuesdays during the term, in keeping with our bottom-up approach, and bolstered by the positive results of the regular meetings held during the pandemic. The newsletters summarizing each of these events, including the references and tools cited, can be consulted on the FSSS website.

It is mainly by this means that we plan to continue our efforts in the next term in order to directly address priority risks in workplaces, support union involvement, disseminate materials and provide tools to strengthen our prevention efforts and contribute directly to the development of a culture of prevention.

The *Act to modernize the occupational health and safety regime*, assented to in October 2001, and implementation of the interim regime, initiated in April 2022, together with the Dubé Plan, forced us to prioritize our OHS actions.

As a result, we had to postpone the update of some of the sectoral OHS plans until the coming term. In keeping with these plans, specific activities will be developed for each sector during the next term, often in conjunction with Health & Safety Tuesdays.

Other work had to be postponed, including everything related to creating new training materials and centralizing information. Networking our OHS resources on an ongoing, dynamic basis will be a central goal in the next term.

However, that priority did not prevent us from working on an issue common to all sectors: violence prevention. An extensive survey on exposure to violence and other psychosocial risks among workers in the

public system was conducted at the end of the this term. On the basis of this survey, we are able to not only identify and assess the level of exposure to the risk of violence for all employees, but also to differentiate by workplace, gender, cultural origin, age and gender identity. This will give us a better understanding of the phenomenon and serve as a basis for demanding that the necessary steps be taken to cleanse workplaces of all forms of violence.

Of course, the big challenge that we had to prioritize during the term, and which will remain the priority in the coming term, is the rollout of the prevention and participation mechanisms provided for under the *Act to modernize the occupational health and safety regime*. On this front, a revolution is brewing.

While the implementation of these mechanisms posed quite a challenge during the transition period, which began in April 2022 and could continue until October 2025, implementing the mechanisms for the permanent regime will be an even greater challenge.

Our demand—and let's hope we get it, given the disastrous statistics in our sectors—is to obtain resources and mandates similar to what the priority groups currently have. It will mean we will have to set up hundreds of joint OHS committees in our workplaces, make sure the multiinstitution option is implemented in an intelligent, functional manner, and find hundreds of OHS officers and hundreds of members of the joint OHS committees. We will have to train these people, support them in their role so that the prevention programs and subsequent action plans are effective, and instill a genuine culture of prevention in our networks. It's quite a challenge but also quite an opportunity.

In the wake of the pandemic and the increased attention to prevention at the FSSS, we have to use the remedies in the *Act respecting occupational health*

and safety with increasing frequency, which requires the development of supports and tools. Furthermore, the new regime comprises new obligations relating to family violence, domestic violence and sexual abuse, and places greater emphasis on psychosocial risks. In these matters too, we will have to obtain the collective tools and training we need. The same applies to compensation and redress, with respect to which the law and the regulations have also been amended.

To get there, as noted above, we are relying on our Health & Safety Tuesdays, networking and new tools, as well as CSN departments, our presence in all the regions, our involvement in our sector association, the ASSTSAS, and extensive interunion cooperation on OHS. This issue, which we will necessarily have to address jointly with the employer, is one that spurs cohesion and effectiveness.

For example, at our request, ASSTSAS facilitates joint working tables in the health and social services sector and one in the educational childcare services sector. It's a way to promote the orderly deployment of prevention mechanisms.

The stage is therefore set for a major pivot on prevention across all our workplaces in the coming months and years. We want to carry out this project collectively and dynamically, focusing on the challenges and priorities specific to each sector in a collaborative manner and on an ongoing basis. This is the spirit that has animated us over the past 3 years and will continue to drive us in the coming term.

GROUP INSURANCE

The Federation's group insurance team is made up of two advisors who work with the Insurance Committee. One is based at our Québec City office and the other in Montréal.

After the reform of the insurance plan on July 1, 2021, before the last convention, the committee continued exploring ways to reduce group insurance costs. The start of the last 3-year term coincided with the implementation of the union pharmacy project in January 2022. Picard & Desjardins agreed to charge the same fees as pharmacists do under the RAMQ. We soon realized that the formula we had put in place would result in some additional costs for our members for less expensive drugs, although it yielded overall savings of 15% for the plan. We therefore reviewed the formula with the pharmacists in the spring of 2022 to come up with a union pharmacy v2.0 that gives the same overall savings for the plan, but allows our members to save on the vast majority of drug purchases at the pharmacy by more equitably distributing the 15% reduction. We also abolished the \$5 deductible per drug for purchases of a three-month supply to encourage members to adopt this best practice.

In 2023, we made a number of presentations at regional meetings and the general assemblies of several unions to explain how the union pharmacy works.

Training on the ABCs of group insurance and on the union pharmacy was given to over 130 members in June 2023 to equip them and prepare them to run information booths. We also produced tools (videos, business cards, posters, etc.) to help the unions promote the group insurance plan and the pharmacy.

During the summer and fall of 2023, we polled our members to find out about their use of prescription drugs and raise awareness of the best practices to adopt in order to save money. Over 24,000 people responded to the survey.

Throughout the past 3 years, we publicly denounced the injustice and inequity of the higher drug costs charged under private plans compared with the public plan. These prices are set by the government. We have consistently called for solutions to reduce the

gap. We met with several Beneva reps and two of Minister Dubé’s political advisors to inform them of the plan members’ point of view on this inequity and the fact that the limits of our members’ ability to pay has been reached.

In addition to all the work normally required for the annual renewal of the insurance contracts, our two union advisors supported the regional advisors and the unions in managing long-term disability files in the public, private and RSGE sectors. Public-sector employers are becoming increasingly creative in finding ways to pass on disability costs to our insurance plan; providing ongoing support in this area became a bigger part of the job during this term.

We also supported several of our private sector unions in transitioning to the new disability insurance options provided for in the contract. This process is still underway.

With a potential public-sector raiding campaign on the horizon, we started working with the Insurance Committee and the CSN in the fall of 2023 to make sure the insurance plan is competitive with those of the other labour federations in the health-care sector.

ENLARGED COORDINATING COMMITTEE

During the next 3 years, the enlarged coordinating committee will continue preparing and following up on the work plans stemming from the discussions with the provincial team. The committee will therefore continue providing team members with tools for applying the decisions of the decision-making bodies and the provincial team. It will continue to support new employees and help with their training. The enlarged coordinating committee will adjust its structure according to needs, if necessary.

PRIVATE SECTORS

In the Federation’s private sectors, union advisors are assigned to each sector (Appendix C) for the duration of bargaining and for various duties. Currently, the Federation represents nearly 200 unions with over 25,000 members in the private sectors. The private sector unions occupy an expanding place within the Federation and are growing quickly.

PRIVATE RESIDENTIAL CARE CENTRES (CHP)

The first few months of this term were devoted to obtaining an extension of the collective agreements of the unions that had opted for coordinated bargaining. A strategic choice was made to make just one demand, a one-year extension with a \$1/hour increase, and wait for the end of the pandemic, when we would be able to build real bargaining power, to undertake a thorough renewal of the collective agreements with clear terms and conditions. Nearly 50 unions embraced the strategy and over 40 succeeded. Despite the simplicity and appropriateness of this demand, a great deal of effort and elbow grease had to be expended to achieve it.

As one year goes by quickly, a new round of coordinated bargaining soon began. This time, the coordinated demands were a 3-year agreement expiring in 2025, a minimum increase of \$2.25 per hour over three years, a minimum wage of \$18 per hour for all employees at the end of the collective agreement, and the creation of an occupational health and safety committee.

Some unions are still negotiating but 35 of the 45 certifications that opted for coordinated bargaining have

achieved the objectives. Our brothers and sisters at the Villa d’Alma waged an exemplary struggle: they were on strike for over three months to obtain the catch-up wage increase they were demanding. They received unwavering support from FSSS unions, including an increase in financial assistance at the December 2022 meeting of the Federal Council in Laval.

Despite the efforts made during the previous term, there was no significant change in union affairs. If anything, the situation worsened somewhat. The CHP sector is made up of about a hundred certifications. With a few exceptions, they are organized into regional unions representing close to 4,000 workers. Many of them have to contend with problems such as vacancies on the Executive Committee, high turnover of both officers and staff, aging officers and staff, and linguistic and cultural barriers.

In view of this, and the fact that if we do nothing to address these issues, it will be very difficult to build bargaining power, the FSSS set up an ad hoc committee to make a diagnosis and propose possible solutions to improve the life of the union. This work is scheduled to be completed in the next few months, with a view to submitting possible amendments to the FSSS Constitution and Bylaws to the Convention and starting the next round of bargaining on a new footing and with a new balance of power.

In closing, two issues will require our attention in the coming months. The first is the change in the professional certification required of beneficiary attendants, which has the effect of lengthening the period during which an employee can work with users without training in moving users safely and CPR. The second is the transformation of private CHSLDs into private institutions under agreement. At the time of writing, some ten agreements have been confirmed, and the government has told us it intends to proceed with Québec’s 45 private CHSLDs by the end of its term of office.

HOME EDUCATIONAL CHILDCARE PROVIDERS (RSGE)

As in the other private sectors, the first few months of the last term were devoted to the post-mortem on the last round of bargaining and managing the government’s Covid-19 directives. Although we didn’t achieve all our objectives, the outcome of the last bargaining round was positive overall.

However, despite improved working conditions for our members, the exodus of RSGEs—and therefore the decrease in the number of places—has not been curbed. Before the ink on our signatures was dry, we were denouncing the government’s inaction and demanding action to significantly improve working conditions across the sector. In response to political pressures and its promise to create tens of thousands of places, the government again intervened to modify working conditions, again without going to the bargaining table, and decreed exceptional measures to increase compensation. Financial incentives tied to a commitment to maintain a certain number of available places were introduced. Together, these incentives and the changes to the collective agreement increased the compensation of RSGEs by almost 30%. We don’t want to say “we told you so,” but we have seen a slight increase in RSGEs.

We can’t claim all the credit—another labour federation also accounted for some of the increase in RSGEs—but the outcome of the 2015 bargaining round was partly responsible for this result. Clearly, we figured right. And an injustice is finally behind us.

It was also at this time that the government agreed to add an “E” for educational to the acronym RSG, confirming the educational mission of the thousands of educators providing childcare in their homes. While this does not spell victory on recognition of our members’ professional status, it is a step in the

right direction. We had been demanding it for more than a decade.

Also during the first few months of the term, the ad hoc committee on the review of union structures in the RSGE sector completed its work. Thanks to the excellent work of the committee members, union officers and inter-team advisors, we were able to put the creation of a provincial RSGE union to a vote in each of our certifications. It was approved by a slim majority but the number of certifications voting for it did not reach the required threshold, so we were unable to proceed. A motion to table therefore passed and we will sound out the unions on their interest in resuming this work after the next bargaining round.

Over the past year, the sector has been busy preparing for the next round of bargaining. The consultation process began in late summer 2022 and ended in summer 2023. At the time of writing, we are about to submit our list of demands. Once again, the central issues in the upcoming fight will be concrete recognition that our members are part of the educational continuum and compensation. The current working conditions, which are sometimes close to the legal minimum, call for drastic change. Expect to see the yellow bibs of our RSGEs often in the coming months.

In closing, we will also keep an eye on the development of the new daycare model, under which home educational daycare providers will be able to group together and offer daycare service from shared premises in their community instead of their homes. It is a pilot project for now.

INTERMEDIATE AND FAMILY-TYPE RESOURCES (RI-RTF).

In the case of RI-RTFs, the first months of the last term were also devoted to a post-mortem. The new collective agreement was signed in July 2021, and work on the post-mortem began in the following months.

At the beginning of 2022, the Hardy ruling overturned the chessboard on which we had been playing since RI-RTFs were unionized in the early 2010s. While we didn't initiate the challenge, we were an interested party, and our Legal Department contributed to this major victory for the sector. Essentially, this ruling invalidates sections 33 to 37 of the *Act respecting the representation of family-type resources and certain intermediate resources* since they infringe freedom of association. It also invalidates sections 46 and 53 because they infringe on the right to strike without providing for a genuine and effective dispute settlement mechanism, thereby interfering with the right to negotiate compensation and other conditions.

At the time of writing, we are awaiting a decision from the Québec Court of Appeal, which is hearing the Attorney General of Québec's appeal of the Hardy decision. If the Hardy decision is upheld, our bargaining power would be greatly enhanced. RI-RTFs would be able to negotiate under new rules, including the possibility of recourse to a mediation/arbitration process, and could hope for much more significant gains. And since the law governing the unionization of RSGEs is similar to that for RI-RTFs, home educational childcare providers could also benefit from these advances.

Another issue arising from the negotiations claimed the sector's attention in the first months of the last term: the extraordinary lump sum payment. This relates to the compensation structure for RI-RTFs, which is based on that of the comparator job in the public system, namely health and social services aides

(ASSS). As part of the settlement of the 2010 pay equity complaints, it was agreed that the ASSSs, a predominantly female job title, had been discriminated against and should receive a salary adjustment retroactive to 2010. Although RI-RTFs are not covered by the *Pay Equity Act*, the Ministère de la Santé et des Services sociaux offered them a lump sum payment to give them an increase equivalent to that received by the comparator job title. Although there were some major issues for many of our members and we tried to improve the offer, we had to resign ourselves to accepting it at the end of summer 2023.

In recent months, our energies have been focused on the renewal of the collective agreement. One big change is that the next round of negotiations will be conducted in alliance with the CSD. After the elaborate process of harmonizing our demands, we submitted our joint demands on October 30, 2023. Compensation will be the key issue in this sector as well. Other demands include offsetting the impact of the rising cost of living and introducing a mechanism for real-time adjustments. If we fail to address these major issues, we can expect to see a continued exodus from the profession and difficulty attracting new people to the field.

The productive partnership with the CSD will enable us to pool the strength of nearly 65% of the province's RI-RTFs and benefit from the experience and skills of both organizations. The harmonization process and the first bargaining meetings give us reason to be optimistic about the outcome of these negotiations and point to significant gains.

In conclusion, the RI-RTF sector is also reflecting on its organization, drawing on the approach adopted by the RSGEs. An ad hoc committee has been set up to reflect on the various issues affecting union affairs and propose solutions.

EARLY CHILDHOOD CENTRES (CPE)

Aussi loin que l'on voudra y croire

Rarely has a bargaining slogan been so apt! The period from April 1, 2021 to March 31, 2022 was very important for the CPE sector. Bargaining for the 2020-2023 collective agreement was considerably delayed by the public health emergency but finally opened in February 2021. It wasn't until April 2021 that we received the first responses from the employer and negotiations could begin. The labour shortage and heavy workload were among the most important issues. The period of April to September 2021 was therefore devoted to promoting buy-in to our demands and building our bargaining power. Several actions were organized and our members made their power felt. In July 2021, the government finally submitted its first monetary offer and the negotiations were able to move to the next stage in September. The government's disappointing response on the main issues and its anti-union maneuvers (such as unilateral salary increases for educators), galvanized our already strong mobilization. Everyone was fed up. We had to work very hard to get the government to improve its offer on both wages and work organization. It took 18 days of strike action to reach a satisfactory settlement. The extensive media coverage was an important factor during the negotiations. The government was bargaining in public and tried repeatedly to create division to achieve its ends. We were able to turn the media exposure to our advantage and put the government on the defensive about workers other than educators. The solidarity shown by the large majority, who decided to continue the fight for the brothers and sisters who badly needed their support, will be a legacy of this bargaining round. We believe that the immense strength and solidarity that can be achieved by union activists in the CSN was truly demonstrated during the period of September to December 2021.

The provincial tentative agreement reached in early December 2021 was followed by regional agreements. A few unions had to continue fighting on regional issues, such as break periods. Those struggles were also successful. Unfortunately, the Montréal region still had to continue fighting to avoid major rollbacks at both the provincial and regional levels. Once again, the mobilization and solidarity shown by daycare workers won out over the employers' demands for rollbacks.

During this period, the parties worked to finalize the agreements. It was not until April 2022 that most of the agreements were signed and the inter-round period could begin. With the collective agreement expiring on March 31, 2023, there was only one year left to operate under the new agreement and to complete the work of the four inter-round committees.

Our democratic process for establishing our provincial demands imposes a fairly tight schedule on us. Preparations for the next round of bargaining therefore began in June 2022. From June 2022 to April 1, 2023, we carried out the required consultations and we were ready to start bargaining on April 1, 2023. The same cannot be said of the employer, which dragged its feet. There is no legal framework governing bargaining at the CPEs, so in order to set up a provincial bargaining table, the employers must also agree to it. As a result, we had to wait until November 2023 for the provincial table to be established. At the time of writing, negotiations have still not begun, despite the sector's urgent needs when it comes to attracting and retaining workers. It is unfortunate that the employers and the government are so non-proactive in trying to find solutions to ensure that the CPEs have enough qualified workers, a necessary ingredient for quality service.

The upcoming negotiations will unfortunately revolve around the same issues as the last round: employee attraction and retention, workload and in-

creased government requirements, despite the gains in the last round. The partial wage catch-up for educators has not, by itself, been enough to resolve the huge workload problems. That said, although the inter-round period was very short, we believe that a number of subjects that the employers have been sidestepping will become unavoidable: support for educators of children with special needs, competition from the public sector on working conditions, and the need for reasonable workloads. On all these issues, we feel that the members will be ready to fight again and the next round of bargaining will be like the last: a picture of unity, determination and solidarity.

PREHOSPITAL SECTOR

To begin this report on the activities of the prehospital sector, we should mention that during the previous term some of our energies were consumed by the work of the provincial committee on the transformation of prehospital emergency services (Comité national de transformation des services préhospitaliers d'urgence—CNTSPU). We should have seen major changes over the past 3 years. Yet, apart from the threat of introducing a professional order and increased accountability for ambulance services under contract, there have been few notable changes. For the first time, we did have access to the contracts of ambulance companies other than Urgences-santé, which will enable us to carry out our work with a more realistic picture of the employer's situation. However, this should always have been the case, given that virtually all the funding for this sector comes from the public purse.

In the fall of 2022, we were invited to take part in a consultation on the transformation of prehospital emergency services and had another opportunity to share our vision for improving prehospital services. To date, concrete action has yet to materialize.

At the start of the term, the prehospital sector was pouring its efforts into the renewal of the collective agreements. Those efforts continued and intensified over time. It wasn't until October 2022 that we finally signed all the collective agreements for CSN-affiliated paramedics across the province.

Shortly after the paramedics' collective agreements were signed, Urgences-santé support staff succeeded in negotiating a tentative agreement, which was ratified at a general assembly at the end of November. Meanwhile, the negotiations of the emergency medical dispatchers (EMDs) were deadlocked, forcing them to strike to achieve their goals. After several months of strikes and negotiations, a tentative agreement was finally reached for Montréal, Québec City and the Eastern Townships.

Following the signing of the collective agreements for the paramedics, a post-mortem containing recommendations for the next round was adopted by the Sectoral Federal Council. The new three-year collective agreements soon expired on March 31, 2023. As soon as the post-mortem on the last bargaining round was complete, the new bargaining committee set about preparing a new list of demands. The union executives and members were surveyed to get their input. Once the results were compiled, a list of demands was drawn up and submitted to general assemblies. The new round of collective bargaining for paramedics began once the demands were approved.

At the same time, the sector set up an ad hoc committee to document and explore possible solutions to the problem of standby shifts, which still exist in some regions.

It should be noted that Urgences-santé support staff and the EMDs aren't bargaining simultaneously, as the support staff have a five-year collective agreement that expires in 2025.

In January 2024, the evaluation of the Primary Care Paramedic and Advanced Care Paramedic job titles, which was agreed upon during the last bargaining round, was completed. Unsurprisingly, disagreements emerged between the employers and the unions over the ranking of these two job titles. As there was no agreement, the union decided to settle the rankings in the bargaining talks on the next collective agreement.

PRIVATE INSTITUTIONS AND COMMUNITY ORGANIZATIONS SECTOR

This sector is made up of some 100 certifications with an average of nearly 300 members. It includes unions in a wide range of fields: religious institutions, community organizations of various types, shelters for abused women, Héma-Québec. Among the private sectors, this one has the fastest-growing number of unions.

Our actions in this sector revolve around negotiating and defending our members' working conditions. For some of the unions, bargaining is greatly influenced by the government's vision and dependent on the support program for community organizations. Others have to deal with the decline in the number of residences and real estate developers changing the nature of their institutions. At Héma-Québec, renewal of collective agreements has meant non-stop bargaining since 2017!

As most of these bargaining units have few members, we have been trying for some years to integrate the new certifications into regional unions in order to be able to pool our resources and focus our energies on increasing our bargaining power. In view of the results, we feel we should continue along this path.

CONFEDERAL SERVICES

We work closely with the CSN's Health & Safety and Environment Department, Research and Status of Women Department, Support for Collective Bargaining Department, the auditing unit of the Administration Department, Organizing Department, Mobilization and Regional Support Service (SAMVR) and Legal Department.

The CSN's Legal Department helps with our provincial team's training activities, issues legal opinions on request and represents our members and unions before the courts or administrative tribunals when a member of the Québec Bar is required.

The Health & Safety and Environment Department assists the provincial team in all work-related injury and prevention cases. It also advises the FSSS team in its areas of expertise.

The Research and Status of Women Department helps support the team, particularly with preparing briefs on issues of concern to the FSSS. This department also works on financial analyses and authorizes assignments for MCE, a company that supports the Federation's unions.

The Support for Collective Bargaining Department helps the team with calculating and analyzing pay scales and applying the *Pay Equity Act*, as well as with issues related to introducing or maintaining pension plans in the unions' collective agreements.

The Communications Department is involved mainly during bargaining periods, in both the public sector and the private sectors. It provides valuable assistance during confederal and sectoral campaigns and raiding periods.

The Administration Department's auditing unit is in high demand by our unions. It provides support, an-

alysis and expertise to unions that want to have their books checked.

The Mobilization and Regional Support Service (SAMVR) is a key department for the Federation's unions and staff. It helps the unions strengthen their position in their struggles, at the bargaining table and during raiding periods. In addition, a provincial SAMVR advisor is assigned to support the FSSS on every campaign it conducts.

Lastly, the Organizing Department has a growing presence in the Federation's unions because it is responsible for raiding campaigns and supports Federation and SAMVR staff.

The collaboration among the CSN's teams is, in our view, one of our organization's major strengths. By uniting our strengths in our various areas of expertise and spheres of responsibility, we are able to provide better services to our members.

CONCLUSION

In conclusion, you will not be surprised to hear that we are very proud of the work done by the FSSS's staff. We rose to the challenge thanks to our solidarity, resilience and combative spirit, which comes to the fore even more when we are faced with extraordinary situations. The team gets its strength from its unions, its activists, its officers and the employees who make it up. We are all working together for a better future. And we will not abandon our fight to safeguard and improve our public services! Let's remain true to our values and in synergy with the entire labour movement. Let's continue fighting the good fight!

*Pier-Olivier Angers et Martin Tremblay,
FSSS coordinators*

APPENDIX A

Excerpts from the FSSS Constitution and By-laws

Roles and duties of the service co-ordinators under Article 136 of the FSSS Constitution and By-laws

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

- The main role of the service co-ordinators is to co-ordinate, plan and oversee the implementation of collective bargaining and collective agreements and group agreements.
- They report to the Executive Committee in carrying out their role.
- To this end, they lead, co-ordinate and plan the work of the Federation's employees.
- 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 proposed collective agreement or group agreement or any proposed amendments to a collective agreement or group agreement to be negotiated.
- 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.

- 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 B

Coordination duties according to the collective agreement of union employees (Art. 8.06)

The coordinator's main duties are as follows:

- assist the executive committee and other decision-making bodies of the organization;
- plan and hold team meetings;
- follow up on decisions made at the meetings;
- maintain ties for ongoing cooperation with other union departments and organizations;
- handle training and coaching for new employees;
- ensure that employees receive ongoing training and the necessary information and documentation;
- coordinate and advise employees in their work and ensure it is done;
- examine union requests and service issues (replacements, excessive workload, leave for training, participation in decision-making bodies of the CSN, etc.) and make day-to-day decisions as part of their mandates;
- examine activity reports and sign off on expense accounts;
- receive complaints regarding employees, investigate and report;
- on request, represent the organization for the purposes of applying this agreement, except at confederal committee and the CPN;
- attend meetings of the CSN Confederal Bureau.

APPENDIX C

List of employees, including FSSS provincial team

REGIONAL SERVICES

1A (04) - Gaspésie - Îles-de-la-Madeleine

Édith Nicolas, office employee (service agreement)
 Jacinthe Cyr, office employee (service agreement)
 Benoit Cayouette, union advisor
 Mélanie Fortin, union advisor
 Jean-Nicolas Latour, union advisor

1B (12) - Bas-Saint-Laurent

Caroline Deschênes, office employee (service agreement)
 Marie-Josée Fillion, union advisor
 Robin Turcotte, union advisor – rehired retiree

02 (13) - Saguenay-Lac-Saint-Jean

Sylvie L. Tremblay, office employee
 Fanny Landry-Lymburner, union advisor
 Félix-Antoine Gagnon-Goulet, union advisor
 France Santerre, union advisor
 Marie-Ève Gilbert, union advisor (replacing Valérie Bélanger)

03 (11) - Québec-Chaudière-Appalaches

Valérie Lacasse, office employee, satellite position
 Isabelle Savard, office employee (replacing Diane Pouliot)
 Julie Boudreault, office employee
 Andréanne Jourdain, union advisor
 Christian Lachance, union advisor
 Léonie Bourbonnais-Himbeault, union advisor
 Charles Paquin, union advisor
 André-Philippe Langis, union advisor
 Joey Van Houtte, union advisor
 Jade Godin, union advisor
 Emmanuelle Miranda, union advisor
 Vincent Baillargeon, union advisor (replacing Raphaël Poirier-Goupil)

04 - Cœur-du-Québec

Linda Christofferson-Dugré, office employee (replacing Christiane Caron)
 Julie Caisse, office employee (inter-regional position with Lanaudière)
 Émilie Ferguson, union advisor (maternity leave)
 Guillaume Dionne, union advisor
 Mathieu Gagnon, union advisor (inter-regional position with Lanaudière)
 Marjorie Guay, union advisor
 Molie Labonté, union advisor

05 - Estrie

Caroline Roberge, office employee (service agreement)
 Noémie Ouellet, union advisor
 Isabelle Simard-Giguère, union advisor (on maternity leave)
 Maude Bilodeau, union advisor
 Karine Michaud, union advisor
 Émilie Aubin, union advisor

6A - Montréal-Laval-Grand-Nord

Jade Vivier Brisebois, office employee
 Maude Péloquin, office employee
 Julie Chartrand, executive secretary, coordinating committee
 Nancy Laplante, office employee, executive committee
 Philippe Brissette, office employee
 Michèle Masson, office employee
 Natacha Dubey, office employee
 Pascale Castonguay, office employee (replacing Gaëlle Vincent)
 Brigitte Frenette, office employee, rehired retiree (replacing Julie Chartrand)
Vacant office employee position
 Amélie Lafrenière-Gareau, union advisor
 Jean-Pierre Daubois, union advisor
 Alexandre Phaneuf, union advisor
 Gilles Leblanc, union advisor
 Jacqueline Bernier, union advisor
 Sylvie Pinard, union advisor
 Chloé Houle, union advisor
 Nathalie Belleau, union advisor
 Jan Frans Ricard, union advisor
 Raphaël Gagné Vaillancourt, union advisor
 Stéphanie Hazan, union advisor (maternity leave)
 Claude Massé, union advisor
 Francis Gilbert, union advisor
 Mazhig Serkhane, union advisor
 Sophie Leclair, union advisor
 Shanie Morasse, union advisor
 Élisabeth de la Grave, union advisor
 Florence Brabant-Sénécal, union advisor
 Geneviève Lambert Pilotte, union advisor (replacing Hubert Forcier)
 Karine Corneille, union advisor (inter-regional position with Montérégie)
 Igor Hubin, union advisor

Fannie St-Cyr, union advisor
 Diego Moncada-Lacerte, union advisor
 Mélissa Abboud, union advisor
 Ashley Dominique-St-Thomas, union advisor (replacing Sophie Leclair)
 Noémie Pelchat, union advisor (replacing Stéphanie Hazan)
 Angie Katherine Romero, union advisor

6B - Laurentides-Lanaudière

Chantal Guindon, office employee, Laurentides
 Julie Caisse, office employee, Lanaudière
 Caroline Morin, union advisor, Laurentides
 Geneviève Moreau, union advisor, Laurentides
 Jeanne Trudeau, union advisor, Lanaudière
 Jennifer Germain, union advisor, Lanaudière
 Mathieu Gagnon, union advisor (inter-regional position with Cœur-du-Québec)
 Valérie Lapensée, union advisor, Laurentides
 Médéric Gervais, union advisor, Laurentides
 Frédéric-Charles Labelle, union advisor, Laurentides

6C - Montérégie

Dominique Tanguay, office employee
 Manon Dubois, office employee
 Fanny Cotnoir-Majeau, union advisor
 Lise-Ange Parent, union advisor
 Alexandre Joly, union advisor (replacing Philippe Crevier)
 Simon Christin, union advisor (replacing François Demers)
 Myriam Lagha, union advisor
 Félix Olivier Bonneville, union advisor
 Karine Corneille, union advisor

07 - Outaouais

Julie Masson, office employee
 Jean-François Bruneau, union advisor
 Mireille Joly, union advisor
 Mathieu Trépanier, union advisor (replacing Xavier P. Laberge)

08 - Abitibi - Témiscamingue-Nord-du-Québec

Johanne Laplante, office employee
 Frédérique Beauchamp, union advisor
 Mélissa Michaud, union advisor
 Mathieu Audette, union advisor

09 - Côte-Nord

Kate Harrisson, office employee, Baie-Comeau (service agreement)
 Lina Crespin, office employee, Sept-Îles (service agreement)
 Éric Lavoie, union advisor, Sept-Îles (on paternity leave)
 David Julien, union advisor, Sept-Îles
 Danny St-Gelais, union advisor, Baie-Comeau

ACCOUNTING

Daphnée Noël, administrative secretary
 Jacinthe Rodrigue, secrétaire administrative (replacing Sara Doré)
 Monica Daviau-Yelle, accounting secretary (replacing Cam Van Nguyen)
 Gail Gagné, union advisor, accounting

PROVINCIAL POSITIONS**Provincial office employees**

Nancy Laplante, executive secretary, executive committee, federal committees, public sector bodies, consolidation
 Brigitte Frenette, executive secretary, coordinating committee, executive committee, private sectors, insurance, VPP and OHS (replacing Julie Chartrand)
 Géraldine Robert, office employee, education, consolidation, union affairs

Pascale Castonguay, office employee, public sector bargaining (replacing Gaëlle Vincent)
 Amélie Rivard, “digital” office employee
 Valérie Lacasse, satellite office employee

ENLARGED COORDINATING COMMITTEE

Martin Tremblay, coordinator
 Pier-Olivier Angers, coordinator
 Geneviève Lambert-Pilotte, information and research (replacing Hubert Forcier)
 Baptiste Ricard-Chatelain, addition to information and research
 Xavier M. Milton, legal affairs and guidance
 Claudine Desrosiers, education, consolidation and union affairs
 Philippe Crevier, Valuing, Promoting and Preserving Public Services (VPP) and political action
 Mohamed Boussaïd, occupational health and safety (OHS)
 Lydia Giguère, union affairs, consolidation and Bill 15
 Audrey Lefebvre-Sauvé, public sector bargaining spokesperson

PROVINCIAL ASSIGNMENTS

David Santos, public and private sector insurance
 Stéphane Côté, public and private sector insurance
 Luc Bastien, public sector bargaining team
 Louis-Martin Reid-Gaudet, public sector bargaining team
 Nadine Rozon, public sector bargaining team
 Xavier M. Milton, legal affairs and guidance
 Dalila Badis, RI-RTF and RSG (replacing Sébastien Poulin-Fortin)
 François Demers, CPE
 Raphaël Poirier-Goupil, CHP (replacing Joanne Guertin)
 Denis Sylvestre, prehospital sector
 Claude Bosset, floating position, East (“Mary Poppins”)
 Yanick Maheu, floating position, Centre (“Mary Poppins”)
 Vacant, floating position, West (“Mary Poppins”)

Updated February 13, 2024

ANNEXE D**Liste des formations et les statistiques du 45^e Congrès au 46^e Congrès de la FSSS-CS**

S = nombre de sessions P = nombre de participant-es	S	P	S	P	S	P	S	P
Liste des sessions	2021	2022	2023	2024				
Délégué-es SITE	1	3	5	47	4	37		
Délégué-es Secteurs privés	2	47	5	76	7	109		
Fardeau de tâches								
Labor Notes					1	40		
Litiges I - français	10	56	9	74	13	126	1	12
Litiges I - anglais								
Litiges II - français	1	11	4	28	7	58	3	44
Litiges II - anglais	1	3						
Leadership syndical - français					3	24	2	24
Leadership syndical - anglais								
Invalidité - français	1	6	4	38	5	47		
Invalidité - anglais								
CPE - Négociation et négociation regroupée								
CPE - Convention collective			8	149				
CPE - États financiers								
CHP - Négociation coordonnée								
CHP - États financiers								
RI-RTF - Entente collective								
RI-RTF - Comité de négociations								
RSGE - Travaillons ensemble pour aller de l'avant			1	29				
RSGE - Entente collective								
PRÉHOSPITALIER - Convention collective			1	21				
Négociation des stipulations locales du secteur public								
Lettres d'entente et d'intention pour les exécutifs syndicaux								
VPP I								
VPP II								
Services essentiels - tournée 2023					10	124		
ABC des assurances			1	129				
Assurances et pharmacie syndicale					1	93		
Équité salariale - secteur privé								

S = nombre de sessions
P = nombre de participant-es

Liste des sessions	S	P	S	P	S	P	S	P
	2021	2022	2023	2024				
Convention collective du secteur public (2020-2023)			31	361				
Médias sociaux								
SESSIONS POUR LES SALARIÉ-ES LA FSSS - CSN ET SESSIONS THÉMATIQUES								
Gestion des comportements difficiles								
Nouvelles et nouveaux salarié-es de la FSSS-CSN								
Règles budgétaires CPE								
RSG - Entente collective								
Médias sociaux (Équipe prov.)								
CISSS-CIUSSS pour PSC								
Stipulations locales et Convention collective nationale								
Communications								





9

**REPORT FROM THE
OCCUPATIONAL
HEALTH AND
SAFETY COMMITTEE**

CURRENT SITUATION

Pandemic

The end of 2021 and the beginning of 2022 was a difficult period for all the workers represented by the Federation. Our term began with the pandemic in full swing and Omicron the dominant variant, propelling us into full pandemic management mode.

Despite our efforts from the beginning of the pandemic, including representations to the various ministries, the INSPQ and the CNESST, the work done through ASSTSAS, and the Administrative Labour Tribunal (ALT) decision in favour of the precautionary principle and recognizing airborne transmission, it is clear that there were several major weak spots in applying the precautionary principle and implementing workplace screening and monitoring, which linger to this day. These are factors we will need to keep in mind as we continue our work.

As the number of new COVID cases fell in the population at large, the challenge became finding a way to deal with the widespread decrease in prevention measures and use of personal protective equipment (PPE) in most workplaces. At the same time, health-care institutions gradually relaxed precautionary measures such as dedicated hot and warm zones. In educational child care services, masks were downgraded from “mandatory” to “recommended,” increasing the risk of exposure.

In December 2021, this led to a significant increase in the number of cases due to Omicron, a particularly contagious and virulent variant. Among health and social services workers, the number of COVID cases increased exponentially, and long COVID threatens us with disaster. This has occurred despite

our repeated warnings, since November 2021, to the head of the CNESST, Manuelle Oudar, and the Minister of Health, Christian Dubé.

Between December 2021 and May 2022, the FSSS organized 18 meetings on COVID-19 with our unions to lend our support and ensure that all necessary measures to protect our members were in place.

Since then, the FSSS has continued to monitor the evolution of the disease and make the necessary representations to the relevant authorities.

BILL 59, ASSENTED TO ON OCTOBER 6, 2021

Bill 59 (*An Act to modernize the occupational health and safety regime—AMOHSR*), is a major gain in occupational health and safety prevention, and a significant step forward that we have been demanding for years. Each one of our 144,000 members will benefit from the new law.

Before Bill 59, not all workplaces we represented were entitled to the prevention mechanisms granted to priority groups under the *Act respecting occupational health and safety*, despite the catastrophic OHS outcomes in our sectors.

The ongoing mobilization of the FSSS and its affiliated unions around the CSN’s *Real Protection for Everyone* campaign has been vindicated.

The pressure brought to bear by the FSSS and its members, our inter-union OHS efforts, the support of ASSTSAS (the joint association on health and safety for the social affairs sector), and the hard work of the CSN health and safety department have all had a hand in increasing the risk level assessments. At the time Bill 59 was adopted, our workplaces were generally assessed as low to medium

STRATEGIC OBJECTIVES

Here are the strategic objectives we had defined:

- Articulate a common vision at the FSSS for developing and strengthening health and safety measures;
- Over the course of the 3-year term, conduct a structured, consistent and methodical OHS process at the FSSS;
- Organize union involvement in OHS in all sectors, taking into account each sector’s specific conditions and priorities;
- Support implementation of the sectoral OHS work plans, which are the basis of the entire process;
- Set SMART (specific, measurable, achievable, realistic and time-bound) goals to measure our results and improve our ways of doing things;
- Mobilize the entire FSSS and help energize union life;
- Develop our OHS competencies at all levels, with a focus on action and mobilization to achieve our goals;
- Develop an approach that builds on synergies between “specialized OHS” and “union approach to OHS.”

The plan is included in the Appendix.

Building on the experience gained from holding regular meetings during the pandemic, the FSSS introduced Health & Safety Tuesdays as its main forum for supporting and updating its occupational health and safety efforts.

risk, which translated into limited resources for the implementation of prevention measures in our workplaces.

However, as of this writing, all signs suggest that our demand that the health and social services system be granted the same means as priority group environments is being met. This means our workplaces will finally be recognized as environments with significant risk. Without doubt, this represents a major gain for all our members.

The FSSS also provides considerable support to unions and union advisors in implementing the AMOHSR, which will come into full effect no later than 2025.

It has been a slow start in some sectors due to issues with interpreting the Act, the CNESST’s tardy delivery of guidelines, recalcitrant employers, and understaffing at the local unions. Nevertheless, the FSSS is sparing no effort to ensure that each union completes the necessary legwork by the 2025 deadline.

The FSSS is extremely pleased with the progress achieved in OHS for its members. Unfortunately, the Act deals workers a major setback with regard to compensation. We must continue to mobilize until this issue is resolved to our satisfaction.

As prevention is a key concern for our members, it is the top priority of the 45th Convention.

At the Federal Council meeting of June 2022, the FSSS tabled and adopted strategic directions for occupational health and safety and a provincial integrated work plan, which will guide forthcoming work. The plan covers OHS-related work at the provincial and sectoral levels and by the OHS Committee.

The 23 sessions to date have centred on discussing, strengthening, and equipping unions in health and safety measures.

THE FSSS OHS COMMITTEE: SUPPORTING UNION INVOLVEMENT IN PREVENTION EFFORTS

Meetings with unions from every sector were convened, with each developing a work plan. The committee studied the plans and worked on recommendations. As of this writing, the committee members are set to meet with representatives of the sectors to establish priorities and set “SMART” (specific, measurable, achievable, realistic and time-bound) goals.

The work plans revealed an urgent need for the FSSS to address issues related to violence and psychosocial risk.

The Executive Committee report brings a proposal to this effect before the Convention.

The committee is working on creating a guide for members of the private residential care sector to inform them of what steps to take in the case of a workplace accident, the right to refuse work, and other situations.

Sans arrêt newsletter

We published three newsletters during our mandate. They are reproduced in the Appendix.

April 28

With the support of the FSSS Communications Coordinator, the OHS Committee produced a video on the importance of prevention in OHS and called on the ministers responsible health and social services and Minister Boulet to ensure that the AMOHSR is fair for all workers in Quebec.

Review and outlook

During the fall 2022 *Bilan et perspectives en SST* meeting, the committee directed its attention to the under-reporting of violent incidents throughout our networks. The meeting was a success.

Bargaining

At the committee’s request, a meeting was held with representatives of the public sector bargaining committee on OHS priorities. The committee proposed several clauses to improve the collective agreement.

Some of the private sectors tabled demands for the creation of joint OHS committees to be enshrined in the collective agreement.

ASSTSAS

We continued participating in ASSTSAS over the past 3 years and were on every committee that was established. We also played an important role in ASSTSAS becoming more proactive on the political front. In particular, ASSTSAS took a position and made recommendations in a brief filed during the consultations on Bill 15, *An Act to make the health and social services system more effective*. We believe this is a major turning point for ASSTSAS.

Representatives of the FSSS at ASSTSAS:

- **Executive Committee:** Judith Huot, First Vice-President
- **Board of directors:** Jonathan Clément, Regional Vice-President for Outaouais, officer with political responsibility for the OHS Committee; Steven Fleurent, OHS Committee member; Philippe Crevier, Union Advisor; and Judith Huot, First Vice-President.

Creating a visual identity

To support the work of the committee, we asked Geneviève Lambert-Pilote, Information Advisor, to create a visual identity with variations for the committee, Health & Safety Tuesdays, and so on. A pin design was submitted at the January 2024 meeting of the Federal Council.

Health and Safety Committee:

- David Barrette
- Steven Fleurent
- Jonathan Clément – Regional Vice-President for Outaouais, officer with political responsibility for the OHS Committee
- Judith Huot, First Vice-President, FSSS, officer with political responsibility for the OHS file
- Mohamed Boussaïd, Union Advisor for OHS

Changes in members and officers with political responsibility during the term:

We thank:

- Sophie Lajeunesse
- Marjorie Guay
- Philippe Crevier, Union Advisor for research, VPP and OHS

RECOMMENDATIONS FOR 2024–2027

1

That the Health and Safety Committee gather available information and practical tools (e.g. from ASSTSAS, CNESST, IRSST, CSN, etc.), create a directory of tools by risk type, and make it available to all FSSS-affiliated unions.

2

That the Health and Safety Committee, in collaboration with the FSSS, initiate a campaign to inform members of the importance of filing incident and accident reports in the workplace.

3

That the Health and Safety Committee participate in preparing the forum on violence in the workplace.

4

That the Health and Safety Committee work with the CSN to develop a collaborative tool to facilitate the pooling of union tools, resources, and networking on occupational health and safety issues.

STATISTIQUES DES FORMATIONS SST DEPUIS JUIN 2021

Nom	Date	Lieu	Nbre participant-es	Notes
Action syndicale en prévention (ASP)	18, 19, 20 sept. 2023	Estrie	0	Annulée
Ergonomie (Écran ou TMS¹)	26 et 27 oct. 2021	Québec*	0	Écran - annulée
	24 et 25 nov. 2021	Montréal*	0	TMS - annulée
	16 et 17 févr. 2022	Québec	0	TMS - annulée
	23 et 24 mars 2022	Montréal [†]	9	Écran
	23 et 24 nov. 2022	Montréal	14	Écran
	8 et 9 mars 2023	Québec	0	Annulée
	29 et 30 nov. 2023	Montréal	0	TMS - annulée
	28 et 29 févr. 2024	Montréal		TMS - à venir
	20 et 21 mars 2024	Québec		TMS - à venir
	24 et 25 avr. 2024	Québec		Écran - à venir
PVHT² (Niveau 2)	13 et 14 oct. 2021	Virtuel	6	
Prévention violence et harcèlement Nouveau contenu (PVH³)	8-9-10 févr. 2022	Montréal*	0	Annulée
	1 et 2 avr. 2022	Québec*	0	Annulée
	3, 4 et 5 mai 2022	Virtuel		Virtuel - annulée
	24, 25 et 26 janv. 2023	Montréal		Annulée
	13, 14 et 15 févr. 2023	Virtuel	15	
	20, 21 et 22 mars 2023	Québec	7	
	25, 26 et 27 avr. 2023	Montréal	9	
	29, 30 et 31 mai 2023	Virtuel	10	
	20, 21 et 22 juin 2023	Virtuel	12	
	6, 7 et 8 nov. 2023	Québec	0	Annulée
	22, 23 et 24 nov. 2023	Montréal	0	Annulée (Grève)
	6, 7 et 8 déc. 2023	Québec		À venir
	24, 25 et 26 janv. 2024	Montréal		À venir
	13, 14 et 15 févr. 2024	Montréal		À venir
	16, 17 et 18 avr. 2024	Montréal		À venir
21, 22 et 23 mai 2024	Québec		À venir	

See next page for notes

Nom	Date	Lieu	Nbre participant-es	Notes
Santé psychologique et organisation du travail (SPOT)	26 et 27 janv. 2022	Virtuel	21	
	14 et 15 févr. 2022	Virtuel	15	
	9 et 10 mars 2022	Virtuel	17	
	7 et 8 févr. 2023	Québec	9	
	3 et 4 avr. 2023	Québec	11	
	13 et 14 sept. 2023	Montréal	3	
	20 et 21 sept. 2023	Québec	6	
	31 jan et 1 ^{er} févr. 2024	Québec		À venir
	10 et 11 avr. 2024	Montréal		À venir
	Qualité de l'air	4 nov. 2021	Virtuel	0
25 janv. 2022		Virtuel	0	Annulée
17 mars 2022		Québec	0	Annulée
11 mai 2022		Virtuel	0	Annulée
29 nov. 2022		Montréal	11	
12 avr. 2023		Québec	0	Mardi SST virtuel
7 févr. 2024		Montréal		À venir
3 avr. 2024		Québec		À venir

Notes

- TMS**: Troubles musculo-squelettiques
- PVHT**: Prévention violence et harcèlement au travail
- PVH**: Prévention violence et harcèlement – Ces formations ont été annulées car le nouveau contenu n'était pas encore disponible.

Une formation est annulée car le nombre de participant minimal requis n'est pas atteint (8) au moment de clore les inscriptions. Dans le cas de ERGO TMS à Québec la formatrice avait la COVID.

* Mode hybride

Compilation des données 31 octobre 2023

STATISTIQUES DES RENCONTRES VIRTUELLES SST DEPUIS JUIN 2021

Nom	Date	Sujet
Mardis SST	15 mars 2022	Nouvelle LOI 27
	6 sept. 2022	Prise en charge de la prévention
	20 sept. 2022	Violence conjugale et RPS ¹
	4 oct. 2022	Échanges RSGE
	11 oct. 2022	Négo CPE
	18 oct. 2022	Échanges RI-RTF
	1 ^{er} nov. 2022	Formation - prise en charge de la prévention
	8 nov. 2022	Forum santé globale (Secteur public)
	15 nov. 2022	Midi causerie LATMP ²
	22 nov. 2022	RPS - CPE
	29 nov. 2022	Plainte et inspection
	6 déc. 2022	Secteur communautaire
	13 déc. 2022	RSGE - RI-RTF
	7 févr. 2023	Partage de bons coups
	14 mars 2023	Le bruit
	28 mars 2023	Journée thématique : RPS
	4 avr. 2023	Qualité de l'air
	11 avr. 2023	LMRSST ³
	25 avr. 2023	Journée thématique : l'inspection préventive
	9 mai 2023	Secteur préhospitalier
	23 mai 2023	LMRSST : secteur public
	13 juin 2023	LMRSST : secteur privés
	26 sept. 2023	Midi causerie : LMRSST - Modèles d'organisation

Nom	Date	Sujet
Rencontres COVID	16 juin 2021	CPE
	25 août 2021	Secteur public
	30 août 2021	Secteurs privés
	7 sept. 2021	Secteur public (Groupe 1)
	9 sept. 2021	CHP, RTF et institutions religieuses
	5 oct. 2021	Secteur public (Groupe 1, 2 et 3)
	5 oct. 2021	CPE
	19 oct. 2021	Secteur public (Groupe 1, 2 et 3)
	19 oct. 2021	CPE
	7 janv. 2022	Secteur public
	11 janv. 2022	CPE
	13 janv. 2022	CHP et institutions religieuses
	25 janv. 2022	Secteur public (Groupe 1, 2 et 3)
	25 janv. 2022	CPE
	27 janv. 2022	CHP
	17 mai 2022	Secteur public (Groupe 1, 2 et 3)
	18 mai 2022	CPE
	19 mai 2022	CHP et institutions religieuses

Notes

1. RPS : Risques psychosociaux

2. LATMP : Loi sur les accidents du travail et les maladies professionnelles

3. LMRSST : Loi modernisant le régime de santé et de sécurité du travail - LMRSST



The Status of Women Committee, under the political responsibility of Judith Huot, First Vice-President of the FSSS-CSN, is composed of the following members: Youdeline Jean-Jacques, Carline Bien-Aimé, and Liette St-Arnaud, Vice-President for the Cœur-du-Québec region and the officer responsible for the committee.

The committee was also supported by union advisor Léonnie Bourbonnais-Himbeault. Geneviève Lambert-Pilotte took over from her in December 2023.

This report summarizes the committee's work and actions during the 2021-2024 term. The following is a list of the committee's key achievements.

December 6, 2022

Lest we forget: unfortunately, the fight for women's rights and against all forms of violence is still necessary.

As part of the National Day of Remembrance and Action on Violence Against Women, the committee produced a press review and multimedia presentation to honour the 14 women killed at École Polytechnique de Montréal in 1989. The presentation was posted on our networks, and on December 6, 2022, was also featured at the Sectoral Federal Council of home childcare providers, where a minute of silence was observed.

March 8, 2023: Government challenged on gender-based analysis

The theme of International Women's Rights Day was Feminist Resistance. The committee followed up on the motion tabled by Québec solidaire in the National Assembly by challenging the government on its commitment to intersectional gender-based analy-

sis. To prepare, committee members met to discuss issues of intersectionality¹ and telework.

The committee sent a letter to the minister responsible for the status of women asking her to support the motion to push for an intersectional approach to gender-based analysis. The letter was also posted on the FSSS's platforms.

CSN feminist union school

On March 23 and 24, 2023, the Status of Women Committee had the privilege of attending the CSN's feminist union school training workshop. The theme of the workshop was "solidarity and sisterhood." We attended a number of presentations, including one given by Claudette Carbonneau, the CSN's first woman president.

At the presentation on women in the public arena, we met with several inspirational women who are paving the way for others, including Caroline Senneville, current CSN president; Camille Chai, speaker and TV/radio host; Geneviève Fortier, Chief Executive Officer of Promutuel; and Pascale St-Onge, then federal Minister of Sport and Minister responsible for the Economic Development Agency of Canada. Pascale is also a former President of the Fédération nationale des communications (now the FNCC-CSN). Several topics were discussed, including the status of women in the workplace, retirement, and the various forms of violence against women.

1. "Intersectionality is a term coined by Kimberlé Crenshaw in 1989 to describe the unique and multiple forms of discrimination faced by people who are both Black and women, or other groups of people who are disadvantaged by their race, sex, or other factors." (Britannica)

We also had the opportunity to take ownership of materials that were being promoted at Federation meetings:

- Violence and Harassment in the Workplace: Have You Witnessed It? Experienced It? Engaged in it?
- Information Guide: Domestic Violence
- Trousse d'accompagnement sur le droit et l'accès à l'avortement
- Make It Stop
- and others

Ending sexual harassment in the workplace

On May 8, 2023, the scathing findings in the report on ending sexual harassment in the workplace prompted the committee to publish an article on inappropriate or discriminatory sexual harassment. Now more than ever, we need to equip ourselves to end the trivialization of abuse and victims' suffering. We encourage you to read the press release entitled "Comportement sexualisé inapproprié ou discriminatoire: des constats accablants qui nécessitent une réponse urgente" on the CSN website.

Solidarity with women in difficulty

The committee launched a feminine hygiene product drive at the December 2022 Federal Council meeting. The products were donated to FSSS-unionized organizations that help women in difficulty.

Follow us

Follow the committee's activities on Facebook and subscribe to our newsletter on the FSSS website!

RECOMMENDATIONS FOR THE 2024-2027 TERM

1 Support the campaign to strengthen public services

Whereas

- the rise in social inequality impacts our members, particularly women;
- Québec's social safety net has been steadily eroding for nearly 30 years;
- democratic setbacks and dysfunctions in the electoral and parliamentary systems persist;
- numerous laws have weakened our public services, encouraging privatization and hypercentralized management;
- this risks deepening social division:

It is proposed that the Status of Women Committee provide and impart a feminist perspective to organizers of the various FSSS and CSN campaigns, and on the issues addressed by the Political Action Co-ordinating Committee (CCAP) of the FSSS, which campaigns for better and more accessible public services, deprivatization of the health and social services system and early childhood education services, and more attention to the social determinants of health.

2

Support for the Purple Square Campaign**Whereas**

- women's work in public services has too long been devalued, and CAQ policies have accentuated this trend;
- female workers and female users of public and community services are the first to suffer the consequences of these policies:

It is proposed that the Status of Women Committee support the Front féministe de résistance et d'action politique's (FFRAP) Purple Square Campaign by actively mobilizing women and encouraging them to wear the purple square as a symbol of women's resistance to sexist and anti-social laws.

3

Support for the work begun with FSSS federal committees against violence and psychosocial risks in the workplace**Whereas**

- the *Act to modernize the occupational health and safety regime* is being implemented, psychosocial risks in the workplace must be identified and analyzed, and the workers in our networks are experiencing the harmful consequences of exposure to chronic stress due to the pandemic and difficult working conditions;
- the number of injuries and illnesses due to workplace violence jumped by more than 25% between 2018 and 2021, and in most cases women are the victims (CNESST);

- the number of physical and psychological injuries, particularly to health personnel, caused by punches and beatings, shoves, pinching or scratching have increased dramatically (by 48.3% and 29.5% respectively);
- female workers are overrepresented in violence-related injuries. In 2022, women accounted for barely half of the workers (calculated on the basis of full-time equivalents) covered under the disability insurance plan (47.4%), but accounted for 73.8% of physical violence injuries and 65.7% of psychological violence injuries;

It is proposed that the Status of Women Committee support the work begun with FSSS federal committees on violence and psychosocial risks in the workplace.

11



REPORT FROM THE LGBT+ COMMITTEE

The LGBT+ Committee is made up of two members, Jimmy Comeau and Jonathan Grenier, and the Regional Vice-President for Montérégie, Mélanie Bouchard. We would like to thank Francis Dessureault-Vinette for his hard work and contributions, prior to his resignation. Union Advisor Amélie Lafrenière-Gareau also lent support to the committee.

New LGBT+ Committee logo

To harmonize with the colours added to the Inclusive Pride Flag, the LGBT+ Committee updated the logo representing the committee. Pink and pale blue (representing trans individuals) and black and brown (representing members of visible minorities) have been added to the existing flower petals.

Building awareness of the resurgence of violence and fighting discrimination

Throughout the past three years, the Committee raised awareness among Federation members and unions about the realities and problems that confront LGBT+ people. The Committee continues to fight discrimination and violence, and takes action in several ways to win recognition for the rights of LGBT+ people.

Diversity, Equity and Inclusion (DEI) policy

As a first step, we sent an email to all our unions to find out if their workplaces already had a DEI policy. Few had. However, the Syndicat du personnel administratif du CIUSSS de l'Estrie-CHUS sent us their employer's policy, which is quite detailed, and after a bit of digging, we found similar policies in a number of CISSSs and CIUSSSs.

We unearthed another policy at Chartwell, which owns several private nursing homes, and where we have several unions. It should be noted that the guidelines outlined in *Lignes directrices sur la santé et le bien-être des personnes de la diversité sexuelle et des genres* represent groundbreaking commitments from the Ministry of Health and Social Services (MSSS) and the health and social services sector to take into account the needs and experiences of LGBT+ individuals. It therefore follows that the majority of CISSSs and CIUSSSs should already have a DEI policy.

We sent an email with the policies from the CIUSSS de l'Estrie-CHUS and the Chartwell institutions to all our unions, to encourage them to ask their employers to adopt a diversity, equity and inclusion policy in their institution. The committee tried to sensitize unions, particularly those in the private sectors, to push for the policies.

Update of online materials

We again reminded the Federal Council that the LGBT+ resources directory is being discontinued, as it has become outdated and has a number of issues we were unable to resolve. The main irritant was that the resources, links, and organizations were constantly changing or simply shutting down, which made keeping them up to date nearly impossible. Consequently, the LGBT+ Committee decided to use the materials posted online by the Fondation Émergence, which regularly updates the references and information on its website.

HIV/AIDS

World AIDS Day is marked on December 1 each year. The Committee promoted prevention and knowledge sharing to build awareness of the following issues among the unions and the members:

- Awareness in the workplace of the status and rights of workers with HIV;
- Decriminalization of non-disclosure of HIV by carriers.

Collaborative support (employer, union, worker)

Throughout the past three years, the LGBT+ Committee pushed for collaborative support for transgender persons who are transitioning. A variety of means were used.

An explanatory leaflet and a poster, produced in the colours of the trans pride flag, were distributed to unions at an information booth at a Federal Council meeting. Our “En réflexion ou en action, ton syndicat est là pour toi” campaign encouraged transgender people to talk to their unions.

Support for unions

Throughout their term, the Committee's members were available to support the unions in their work with members from the LGBT+ community, including offering to help organize activities for the International Day Against Homophobia, Transphobia and Biphobia on May 17.

May 17 and LGBT+ web page

At the Federal Council meeting of December 2023, the LGBT+ Committee set up a booth to hand out *Allié-e* visibility items to delegates to celebrate the International Day Against Homophobia, Transphobia and Biphobia on May 17. The Committee also handed out *Allié-e* stickers with the LGBT+ Committee logo and a QR code that redirects to the LGBT+ page on the FSSS website.

RECOMMENDATIONS FOR 2024-2027

- 1 That the LGBT+ Committee produce materials to inform sexually and gender diverse workers of their rights in the workplace;
- 2 That the LGBT+ Committee invite all relevant committees of the FSSS and of the Confederation to work together on HIV/AIDS issues;
- 3 That the LGBT+ Committee continue to promote the collaborative support plan for transgender people and work with the bargaining committee to include gender transition in the disability leave clause in the collective agreement;
- 4 That the LGBT+ Committee participate in preparing the forum on psychosocial risks associated with violence in the workplace.



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**REPORT
FROM THE YOUTH
COMMITTEE**

The Youth Committee is composed of Gabriel Gagnon-Masse and Nolan Boudreau, members, Lydia Giguère, Union Advisor, and Daphnée Bartley-Lataille, Vice-President for the Laurentides region.

The Youth Committee encountered a few organizational challenges during its 2021–2024 term. There were delays in appointing the committee members and issues related to negotiations in several sectors, including the public sector, which made for a slow start to the Committee’s work. Nevertheless, the Committee was able to do some work and report its results.

MANDATE FROM THE 45TH CONVENTION

The Committee was mandated to demand an orientation day for new hires at which officers of the local union would be present.

To get a precise picture of how newly hired workers are onboarded and of existing practices in our unions, and to share best practices, the Committee put together a survey and distributed it to FSSS unions. The Committee would like to thank the unions for their participation in the survey.

According to the survey results presented at the June 2023 Federal Council meeting, the few employers who organize dedicated orientation days do so in partnership with the union. When there is no orientation day with the union present, it creates the impression that being in a union amounts to nothing more than paying union dues, which can lead some new hires to ask, “what’s the union good for?”

Much work remains to be done to achieve our education objectives on subjects such as the life of the union and workers’ rights with respect to health and safety. We have to reclaim our role, which is vital to local union life. The Committee put together a welcome kit for new hires, which includes an example of

how to negotiate joint orientation days. The Committee also helped create various other tools.

In closing, the Youth Committee recommends extending the mandates from the 45th convention, as the work has not been fully completed.

RECOMMENDATIONS FOR 2024–2027

1

That the Youth Committee work with the local unions to demand the establishment of onboarding days for new hires at which the local union would be present in order to inform them of, among other things, the union’s existence and their rights with respect to occupational health and safety.

2

That the Youth Committee update the welcome kit and develop kits adapted to each sector.

3

That the Youth Committee work to create and set up youth committees at the local unions.

4

That the Youth Committee develop tools (video, podcast, documents or other formats) to inform young people of the union’s activities and their rights, and to make them aware of union struggles and the importance of continuing the fight to improve workers’ working conditions.

5

Que le comité des jeunes collabore à la préparation du forum sur les risques psychosociaux associés à la violence dans les milieux de travail.



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REPORT FROM THE INTERCULTURAL COMMITTEE

The Intercultural Committee, under the political responsibility of Judith Huot, First Vice-President of the FSSS-CSN, is composed of Jean-Daniel Mbougou and Frantz Delice, union members, and Liette St-Arnaud, Vice-President for the Coeur-du-Québec region. Union Advisor Mazigh Serkhane also lends support to the committee.

The Intercultural Committee was created at the Federation's 2018 convention. The purpose of the Committee is to promote the inclusion of people from diverse cultural communities in the workplaces and union environments the FSSS represents. The Committee is also responsible for identifying issues of systemic discrimination.

The Committee's work plan was revised and extended to 2024.

Cultural diversity among our members

With a view to improving the working conditions of people from different cultural backgrounds, the Committee worked to produce an overview of cultural diversity across the FSSS's membership. At the Federal Council meeting of June 2023, we presented our findings and a list of the many challenges members face.

However, we also relied on the triennial report published by the Commission des droits de la personne et des droits la jeunesse under the *Act respecting equal access to employment in public bodies* for a statistical analysis of the number of visible and ethnic minority people in the public system.

Our work to paint a portrait that matches reality as closely as possible continues, and our aim is to provide a full account for all sectors in the FSSS.

Survey on the representation of members of visible minorities, First Nations and Inuit communities

A questionnaire has been prepared and will be sent to the unions shortly. The survey has the following objectives:

- Paint a portrait of cultural diversity in the FSSSCSN's private sectors;
- Assess the current representation of minority communities on union bodies;
- Identify strategies that unions have implemented to promote the inclusion of people from culturally diverse backgrounds.

Recommendation to amend clauses of the collective agreements

This recommendation was aimed specifically at improving or including the provisions for leave in the collective agreements in the event of the death of a close relative whose funeral will be held outside Canada. A model collective agreement clause, or proposed accommodation agreement at the local level, will be submitted to the bargaining committees and all unions.

The Grande marche Montréal-Roxham pour le droit d'asile

On June 17, 2023, the Intercultural Committee took part in the first day of the march from Montréal to Roxham Road in support of asylum seekers. The march was organized by a coalition of refugee rights organizations, community workers and concerned citizens.

Training and materials on intercultural relations

The Intercultural Committee worked with the Research Department and other components of the CSN to promote the materials produced by the CSN to FSSS unions, including the *Pour un syndicalisme inclusif* toolkit containing five fact sheets. These tools are available on our various platforms. We thank Marie-Hélène Boivin of the CSN Research Department for her contribution.

Following the adoption by the Confederal Council of a CSN action plan against systemic racism, the Committee began outreach efforts and developed a series of awareness-raising tools for unions and FSSS members. We believe everyone will appreciate and benefit from these timely materials: we can get along with each when we know each other.

Don't forget to follow the Committee on Facebook! You can also check out our page on the FSSS website. Look for us under the Grands dossiers tab and subscribe to our newsletter to read up on a range of issues surrounding interculturalism.

RECOMMENDATIONS FOR 2024-2027

1

That the Intercultural Committee continue its work from the previous term;

2

That the Intercultural Committee support and promote the CSN's *Pour un syndicalisme inclusif* campaign;

3

That the Intercultural Committee participate in preparing the forum on psychosocial risks associated with violence in the workplace.

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**REPORT ON THE
2024 FINANCIAL
STATEMENTS**

Dear delegates,

We are pleased to present the report on the financial statements for the 36-month period ended February 29, 2024. It reflects the environment in which the Fédération de la santé et des services sociaux has functioned over the last three years.

First of all, bear in mind the situation during the period: the health crisis, which was still full blown at the beginning of the period; the end of bargaining talks, including in the early childhood centre and prehospital sectors; the bargaining for the public sector classes, from which there was no respite; and the start of negotiations in all the private sectors. And we can't leave unmentioned the fact that the CAQ government threw yet another reform at us, the "Dubé plan": divide, centralize and conquer!

Despite the major challenges faced by all components of the Fédération de la santé et des services sociaux, the financial statements show that we succeeded, in many respects, in achieving long-sought objectives.

The bargaining outcomes, the fight to maintain pay equity and the arrival of new members had a positive effect in this financial period. We are in very good shape to face the major challenges that await in the next term.

We must also remember that when we adopted the budget estimates at the 45th Convention in November 2021, we anticipated salary increases following the renewal of collective agreements, but as we noted, it was impossible to know the size of the increases in the public sector, which would be affected by the ongoing work on salary relativity and the outcome of the pay equity settlements for certain job titles, notably beneficiary attendants.

The above-mentioned factors explain the substantial surplus for the period. There was also a slight increase in the number of members.

Per capita revenues for the administration and bargaining components combined amounted to \$66,015,530, compared with the projected \$5,481,072, a positive variance of 16.16%.

Rising interest rates also had a positive impact on the Federation's finances, bringing total revenues for 2021-2024 to \$86,059,050.

Now let's look at our expenses, which are in line with the mandate from the 45th Congress.

With regard to the FSSS's administrative priorities, we maintained our commitment to prioritize services to the unions and the members, despite the challenges of the labour shortage which is affecting all sectors. Also, as described in the Report from the Coordinating Committee, we added temporary and permanent employees totalling the equivalent of 8 union advisors and 3½ office employees. In addition, there are our mentors, whose salaries are currently covered by the CSN.

When we separate out the salaries and expenses of the FSSS's political leadership, you can see that they accounted for 6.5% of the budget, compared with 93.5% for services and support to the unions.

Budget structure

Our budget is divided into two main categories: administration, which accounts for 88% of the budget, and bargaining, which accounts for 12%.

Under the administration component of the budget, we recorded revenues of \$76,081,862 and expenses of \$64,611,232. For the bargaining component, we recorded revenues of \$9,977,188 and expenses of \$5,454,159.

We will explain the reasons for these numbers in detail in the presentation on our financial statements.

In conclusion, the Fédération de la santé et des services sociaux is in good financial health. We have overcome significant financial challenges since 2016, added staffers, invested in modernizing our tools, while prioritizing services to the unions and the members.

Nadine Lambert
General Secretary and Treasurer



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**REPORT
ON THE 2024
FINANCIAL
STATEMENTS**

Fédération de la santé et des services sociaux - CSN

Rapport financier de 36 mois

au 29 février 2024

ADMINISTRATION

Résultats

Période de 36 mois close le 29 février 2024

	Budget Initial du 2021-03-01 au 2024-02-29	Réalisations du 2021-03-01 au 2024-02-29	% 100.00%
Revenus d'administration			
Per capita (88% X 0,52%)	62 986 968 \$	73 166 483 \$	116.16%
Autres revenus	1 592 748	1 678 741	105.40%
Placements et variation de valeur	362 000	1 236 637	341.61%
Total des revenus d'administration	64 941 716 \$	76 081 862 \$	117.15%
Dépenses d'administration			
1 Comité exécutif	3 181 985 \$	2 969 319 \$	93.32%
2 Bureau fédéral	2 300 099	1 778 394	77.32%
3 Coordination des services	1 398 955	1 445 579	103.33%
4 Services régionaux	44 853 901	43 787 916	97.62%
5 Service de la comptabilité	1 599 932	1 496 217	93.52%
6 Coûts de la convention collective	1 794 150	3 415 869	190.39%
7 Instances politiques	1 789 500	747 380	41.76%
8 Budgets régionaux	180 600	54 482	30.17%
9 Formation syndicale	1 544 247	1 227 962	79.52%
10 Comité de condition féminine	28 000	2 134	7.62%
11 Comité de santé et sécurité	38 000	21 302	56.06%
12 Comité de surveillance	27 000	3 282	12.16%
13 Politique contre la violence	8 000	-	-
14 Comité LGBT	28 000	6 482	23.15%
15 Comité Jeunes	28 000	4 502	16.08%
16 Comité Interculturel	28 000	2 164	7.73%
17 Comité de coordination d'action politique	50 000	20 826	41.65%
18 Comités Ad Hoc	75 000	100 235	133.65%
19 Information et publicité	1 258 143	983 959	78.21%
20 Service informatique	907 360	880 831	97.08%
21 Dépenses d'administration	6 267 105	6 041 018	96.39%
22 Jurisprudence	501 343	510 175	101.76%
23 VPP et santé et sécurité au travail	508 443	516 502	101.58%
Total des dépenses d'administration	68 395 763 \$	66 016 530 \$	96.52%
Excédent (insuffisance) de la période	(3 454 047) \$	10 065 332 \$	


ADMINISTRATION

Détail des dépenses

	Budget Initial du 2021-03-01 au 2024-02-29	Réalisations du 2021-03-01 au 2024-02-29	% 100.00%
1 Comité exécutif			
Salaires et avantages sociaux			
- personnes élu-es	2 457 358 \$	2 316 344 \$	94.26%
- employées de bureau	358 769	344 524	96.03%
Frais de séjour	195 714	172 349	88.06%
Frais de déplacement	170 143	136 102	79.99%
	3 181 985 \$	2 969 319 \$	93.32%
2 Bureau fédéral			
Salaires et avantages sociaux			
- vice-présidences régionales	1 030 900 \$	655 917 \$	63.63%
- représentants de secteurs et catégories	476 190	346 795	72.83%
Frais de séjour et de déplacement			
- vice-présidences régionales	496 680	434 473	87.48%
- représentants de secteurs	172 922	277 433	160.44%
CNESST / Assurances	72 407	29 578	40.85%
Budget de fonctionnement - secteurs	1 000	-	-
Banque de transport	50 000	34 198	68.40%
	2 300 099 \$	1 778 394 \$	77.32%
3 Coordination des services			
Salaires et avantages sociaux			
- coordination	970 186 \$	984 411 \$	101.47%
- employée de bureau	358 769	346 786	96.66%
Frais de séjour	44 000	63 740	144.86%
Frais de déplacement	26 000	50 643	194.78%
	1 398 955 \$	1 445 579 \$	103.33%
4 Services régionaux			
Salaires et avantages sociaux			
- conseillères et conseillers	35 722 496 \$	34 340 747 \$	96.13%
- employées de bureau	6 729 883	6 939 697	103.12%
Frais de séjour	1 066 310	1 106 178	103.74%
Frais de déplacement	1 270 212	1 321 694	104.05%
Stagiaire(s)	65 000	79 601	122.46%
	44 853 901 \$	43 787 916 \$	97.62%
5 Service de la comptabilité			
Salaires et avantages sociaux	1 565 432 \$	1 481 920 \$	94.67%
Frais de séjour	21 000	3 921	18.67%
Frais de déplacement	13 500	10 376	76.86%
	1 599 932 \$	1 496 217 \$	93.52%
6 Coûts conv. collective des salarié-es			
Bureau du personnel	690 000 \$	916 425 \$	132.82%
Partage des coûts reliés c.c.	290 000	324 787	112.00%
Dirigeant et conseillers du STTCSN	180 000	160 212	89.01%
Régime de retraite et avantages sociaux complément:	629 150	2 008 813	319.29%
Frais juridiques - salarié-es	5 000	5 632	112.64%
	1 794 150 \$	3 415 869 \$	190.39%


ADMINISTRATION

Détail des dépenses

	Budget Initial du 2021-03-01 au 2024-02-29	Réalisations du 2021-03-01 au 2024-02-29	% 100.00%
7 Instances politiques			
Coût net du congrès (incluant l'aide)	150 000 \$	137 453 \$	91.64%
Coût des conseils fédéraux réguliers	260 000	326 988	125.76%
Coût des conseils fédéraux sectoriels-public	40 000	10 959	27.40%
Coût des conseils fédéraux sectoriels-privé	11 000	24 602	223.66%
Bureaux fédéraux	2 500	4 913	196.50%
Délégations confédérales	70 000	77 709	111.01%
Relations internationales	5 000	-	-
Colloques	10 000	4 806	48.06%
Rencontres virtuelles systématiques	796 000	22 289	2.80%
Aide aux syndicats - Conseils fédéraux réguliers	400 000	86 774	21.69%
Aide aux syndicats - Conseils fédéraux sect.-public	25 000	12 283	49.13%
Aide aux syndicats - Conseils fédéraux sect.-privé	20 000	38 606	193.03%
	1 789 500 \$	747 380 \$	41.76%
8 Budgets régionaux			
Côte-Nord (09)	15 400 \$	1 326 \$	8.61%
Gaspésie - Îles-de-la-Madeleine (1A)	15 400	4 760	30.91%
Outaouais (07)	10 500	7 054	67.19%
Lanaudière (6B)	10 500	4 441	42.29%
Laurentides (6C)	10 500	1 249	11.90%
Montréal - Laval - Grand-Nord (6A)	31 500	11 131	35.34%
Abitibi - Témiscamingue - Nord-du-Québec (08)	15 400	10 375	67.37%
Québec - Chaudière-Appalaches (03)	17 500	3 988	22.79%
Bas-Saint-Laurent (1B)	11 200	3 256	29.07%
Saguenay - Lac-Saint-Jean (02)	11 200	775	6.92%
Estrie (05)	10 500	260	2.48%
Montérégie (6C)	10 500	3 200	30.48%
Cœur-du-Québec (04)	10 500	2 668	25.41%
	180 600 \$	54 482 \$	30.17%
9 Formation syndicale et consolidation			
Budget de fonctionnement	640 000 \$	338 599 \$	52.91%
Salaires et avantages sociaux	836 247	848 383	101.45%
Frais de séjour	41 500	20 194	48.66%
Frais de déplacement	26 500	20 786	78.44%
	1 544 247 \$	1 227 962 \$	79.52%
10 Comité de condition féminine	28 000 \$	2 134 \$	7.62%
11 Comité de santé et sécurité	38 000 \$	21 302 \$	56.06%
12 Comité de surveillance	27 000 \$	3 282 \$	12.16%
13 Politique contre la violence	8 000 \$	- \$	-


ADMINISTRATION

Détail des dépenses

	Budget Initial du 2021-03-01 au 2024-02-29	Réalisations du 2021-03-01 au 2024-02-29	% 100.00%
14 Comité LGBT+	28 000 \$	6 482 \$	23.15%
15 Comité Jeunes	28 000 \$	4 502 \$	16.08%
16 Comité Interculturel	28 000 \$	2 164 \$	7.73%
17 Comité de coordination d'action politique	50 000 \$	20 826 \$	41.65%
18 Comités ad hoc	75 000 \$	100 235 \$	133.65%
19 Information et publicité			
Salaires et avantages sociaux	522 143 \$	443 591 \$	84.96%
Frais de séjour	10 000	5 004	50.04%
Frais de déplacement	10 000	10 163	101.63%
Traduction	400 000	295 086	73.77%
Distribution impression documents	10 000	9 350	93.50%
Documentation et abonnements	30 000	28 720	95.73%
Information-publicité-visibilité	236 000	166 165	70.41%
Revue de presse - Communiqués	30 000	17 483	58.28%
Sentences arbitrales	10 000	8 397	83.97%
	1 258 143 \$	983 959 \$	78.21%
20 Service informatique			
Traitement de la paie	45 000 \$	40 582 \$	90.18%
Opération du réseau	757 800	822 491	108.54%
Dépenses site Web	15 000	107	0.71%
Entretien réparation équipement informatique	39 560	13 998	35.39%
Amortissement équipement informatique	50 000	3 653	7.31%
	907 360 \$	880 831 \$	97.08%


ADMINISTRATION

Détail des dépenses

	Budget Initial du 2021-03-01 au 2024-02-29	Réalisations du 2021-03-01 au 2024-02-29	% 100.00%
21 Dépenses d'administration			
Loyers et taxes	3 213 715 \$	3 129 742 \$	97.39%
Téléphones, télécopieurs et internet	460 290	415 128	90.19%
Fournitures de bureau	112 500	90 892	80.79%
Photocopies	177 000	122 300	69.10%
Frais juridiques	2 000 000	1 929 312	96.47%
Frais de poste et transport	39 500	41 060	103.95%
Assurances	40 000	41 377	103.44%
Honoraires professionnels	40 000	64 214	160.53%
Souscriptions et dons	6 000	6 000	100.00%
Location de salles	1 500	842	56.14%
Amortissement équipement de bureau	130 000	66 941	51.49%
Amortissement améliorations locatives	5 000	106 881	2137.62%
Frais de caisse et d'administration	600	524	87.27%
Réunions d'équipe	40 000	24 942	62.36%
Divers (témoignages de sympathies)	1 000	863	86.30%
	6 267 105 \$	6 041 018 \$	96.39%
22 Jurisprudence			
Salaires et avantages sociaux	481 343 \$	484 657 \$	100.69%
Frais de séjour	10 000	12 356	123.56%
Frais de déplacement	10 000	13 162	131.62%
	501 343 \$	510 175 \$	101.76%
23 VPP et santé et sécurité au travail			
Salaires et avantages sociaux	488 443 \$	491 720 \$	100.67%
Frais de séjour	10 000	11 399	113.99%
Frais de déplacement	10 000	13 383	133.83%
	508 443 \$	516 502 \$	101.58%
Total des dépenses d'administration	68 395 763 \$	66 016 530 \$	96.52%



NÉGOCIATION

Résultats

Période de 36 mois close le 29 février 2024

	Budget Initial du 2021-03-01 au 2024-02-29	Réalisations du 2021-03-01 au 2024-02-29	% 100.00%
Revenus de négociation			
Per capita (12% X 0,52%)	8 589 132 \$	9 977 188 \$	116.16%
Total des revenus de négociation	8 589 132 \$	9 977 188 \$	116.16%
Dépenses de négociation			
24 Comités de négociation sectorielle	1 094 680 \$	1 203 384 \$	109.93%
25 Équipe de négociation	2 136 593	1 943 556	90.97%
26 Appui local à la vie syndicale et à la négociation	404 000	45 195	11.19%
27 Dépenses d'administration	278 300	275 887	99.13%
28 Conseils fédéraux sectoriels traitants de la négo. (VP)	78 000	77 895	99.87%
29 Conseils fédéraux sectoriels traitants de la négociation	416 000	296 603	71.30%
30 Secteurs privés	1 095 000	627 308	57.29%
31 Comités de la convention collective	130 500	91 246	69.92%
32 Comité des assurances	50 000	17 530	35.06%
33 Politique - Expertises médicales	50 000	39 552	79.10%
34 Politique - Arbitrage public	1 100 000	862 916	78.45%
Total des dépenses de négociation	6 833 073 \$	5 481 072 \$	80.21%
Excédent (insuffisance) de la période	1 756 059 \$	4 496 116 \$	



NÉGOCIATION

Détail des dépenses

	Budget Initial du 2021-03-01 au 2024-02-29	Réalisations du 2021-03-01 au 2024-02-29	% 100.00%
24 Comités de négociation par secteur			
Salaires et avantages sociaux			
Négociation secteur public	400 000 \$	398 491 \$	99.62%
Négociation du préhospitalier	71 000	220 449	310.49%
Négociation des CPE	55 000	84 398	153.45%
Négociation CHP et communautaire	30 000	25 477	84.92%
Négociation RSGE	15 120	-	-
Négociation RI-RTF	15 120	-	-
Frais de séjour et de déplacement			
Négociation secteur public	403 200	403 416	100.05%
Négociation du préhospitalier	35 000	36 008	102.88%
Négociation des CPE	20 000	24 093	120.46%
Négociation CHP et communautaire	20 000	11 052	55.26%
Négociation RSGE	15 120	-	-
Négociation RI-RTF	15 120	-	-
	1 094 680 \$	1 203 384 \$	109.93%
25 Équipe de négociation			
Salaires et avantages sociaux			
- conseillères et conseillers	1 634 989 \$	1 473 409 \$	90.12%
- employé-es de bureau	354 904	301 580	84.98%
- comité d'information et de mobilisation	23 700	23 651	99.79%
Frais de séjour	71 000	92 053	129.65%
Frais de déplacement	52 000	52 862	101.66%
	2 136 593 \$	1 943 556 \$	90.97%
26 Appui local à la vie syndicale	404 000 \$	45 195 \$	11.19%
27 Dépenses d'administration			
Loyers et taxes	180 000 \$	156 768 \$	87.09%
Téléphones	25 000	7 128	28.51%
Fournitures de bureau	5 000	3 258	65.16%
Impression de documents	50 000	49 077	98.15%
Frais de poste et transport	10 000	9 711	97.11%
Location de salles	300	299	99.71%
Amortissement améliorations locatives	5 000	-	-
Distribution et entreposage conventions collectives	3 000	49 646	1654.87%
	278 300 \$	275 887 \$	99.13%
28 Conseils fédéraux sectoriels traitants de la négociation			
Salaires, frais séjour et déplacement (VP régionaux)	78 000 \$	77 895 \$	99.87%


NÉGOCIATION
 Détail des dépenses

	Budget Initial du 2021-03-01 au 2024-02-29	Réalisations du 2021-03-01 au 2024-02-29	% 100.00%
29 Conseils fédéraux sectoriels traitants de la négociation			
Conseils sectoriels (négociation) - Public	200 000 \$	280 874 \$	140.44%
Conseils sectoriels (négociation) - Préhospitalier	6 000	2 050	34.17%
Conseils sectoriels (négociation) - CPE	6 000	-	-
Conseils sectoriels (négociation) - RSGE	1 000	-	-
Conseils sectoriels (négociation) - RI-RTF	1 000	-	-
Conseils sectoriels (négociation) - CHP et communautai	2 000	-	-
Aide aux syndicats CF sectoriels traitants de la négo.			
Conseils sectoriels (négociation) - Public	150 000	10 407	6.94%
Conseils sectoriels (négociation) - Préhospitalier	20 000	-	-
Conseils sectoriels (négociation) - CPE	20 000	3 272	16.36%
Conseils sectoriels (négociation) - RSGE	2 500	-	-
Conseils sectoriels (négociation) - RI-RTF	2 500	-	-
Conseils sectoriels (négociation) - CHP et communautai	5 000	-	-
	416 000 \$	296 603 \$	71.30%
30 Secteurs privés			
Arbitrage	600 000 \$	389 265 \$	64.88%
Négociations des secteurs	495 000	238 044	48.09%
	1 095 000 \$	627 308 \$	57.29%
31 Comités de la convention collective			
Secteur public	3 000 \$	- \$	-
Préhospitalier	70 000	63 221	90.32%
CPE	45 000	28 024	62.28%
RSGE	5 000	-	-
RI-RTF	5 000	-	-
CHP et communautaire	2 500	-	-
	130 500 \$	91 246 \$	69.92%
32 Comité des assurances	50 000 \$	17 530 \$	35.06%
33 Expertises médicales	50 000 \$	39 552 \$	79.10%
34 Arbitrage secteur public	1 100 000 \$	862 916 \$	78.45%
Total des dépenses de négociation	6 833 073 \$	5 481 072 \$	80.21%


SOMMAIRE DES RÉSULTATS
 ADMINISTRATION ET NÉGOCIATION

Période de 36 mois close le 29 février 2024

	Budget Initial du 2021-03-01 au 2024-02-29	Réalisations du 2021-03-01 au 2024-02-29	% 100.00%
Revenus			
Administration (per capita 88% X 0.52%)	62 986 968 \$	73 166 483 \$	116.16%
Autres revenus	1 592 748	1 678 741	105.40%
Placements et variation de valeur	362 000	1 236 637	341.61%
Négociation (per capita 12% X 0.52%)	8 589 132	9 977 188	116.16%
Total des revenus	73 530 848 \$	86 059 050 \$	117.04%
Dépenses			
Administration	68 395 763 \$	66 016 530 \$	96.52%
Négociation	6 833 073	5 481 072	80.21%
Total des dépenses	75 228 836 \$	71 497 601 \$	95.04%
Excédent (insuffisance) de la période	(1 697 989) \$	14 561 448 \$	


SITUATION FINANCIÈRE
 au 2024-02-29

	2024-02-29	2021-02-28
ACTIF À COURT TERME		
Encaisse	1 677 473 \$	536 159 \$
Encaisse à taux variable	3 524 852	3 905 780
Dépôts à terme	15 902 766	4 510 548
Fonds de soutien à l'action collective solidaire	50 000	50 000
Débiteurs (1)	3 932 522	1 165 995
Per capita à recevoir - fonds d'administration	2 542 527	4 408 616
Per capita à recevoir - fonds de négociation	346 708	601 189
Frais payés d'avance (2)	13 976	29 205
	27 990 825	15 207 493
ACTIF À LONG TERME		
Dépôt à terme	2 792 609	-
Placement, à la juste valeur	3 445 808	2 327 012
Immobilisations corporelles (3)	448 376	75 804
Actif au titre des prestations constituées - régime de retraite	451 100	2 270 900
	7 137 893	4 673 716
TOTAL DE L'ACTIF	35 128 718 \$	19 881 208 \$
PASSIF À COURT TERME		
Créditeurs et charges à payer (4)	7 015 647	5 602 787
Revenus perçus d'avance	-	27 000
	7 015 647	5 629 787
PASSIF À LONG TERME		
Passif au titre de prestations constituées - assurances collectives	2 729 500	4 061 200
	2 729 500	4 061 200
TOTAL DU PASSIF	9 745 147	9 690 987
SOLDES DE FONDS		
Excédent (insuffisance) de la période	14 561 448	4 606 217
Gains actuariels relatifs aux avantages sociaux futurs	631 900	4 987 800
Investis en immobilisations	448 376	75 804
Non affectés	9 741 846	520 401
	25 383 570	10 190 222
TOTAL DU PASSIF ET DES SOLDES DE FONDS	35 128 718 \$	19 881 208 \$


SITUATION FINANCIÈRE
 Notes complémentaires

	2024-02-29	2021-02-28
1 Débiteurs		
À recevoir de syndicats et de fédérations	1 879 534 \$	749 105 \$
CSN	470 653	184 702
Entente de service à recevoir	44 391	173 998
Intérêts courus sur dépôt à terme	389 841	54 918
Autres débiteurs	1 148 104	3 272
Total des débiteurs	3 932 522 \$	1 165 995 \$
2 Frais payés d'avance		
Assurances payées d'avance	11 240 \$	9 815 \$
Loyers payés d'avance	-	4 620
Dépenses diverses payées d'avance	2 736	6 395
Dép. de congrès payées d'avance	-	8 375
Total des frais payés d'avance	13 976 \$	29 205 \$
3 Immobilisations		
Mobilier et équipement de bureau	141 781 \$	285 018 \$
Amortissement cumulé mobilier et équip. bureau	(121 175)	(213 220)
Équipement informatique	2 651	11 110
Amortissement cumulé équipement informatique	(2 405)	(8 821)
Améliorations locatives	534 406	-
Amortissement cumulé améliorations locatives	(106 881)	-
Site Web	-	536
Amortissement cumulé site Web	-	(429)
Logiciels	-	8 941
Amortissement cumulé logiciels	-	(7 331)
Total des immobilisations	448 376 \$	75 804 \$
4 Créditeurs		
Fournisseurs et frais courus	704 493 \$	87 576 \$
C/P salaires (Paie)	0	-
CSN	802 975	695 158
Retenues à la source et impôt à payer	128 953	54
Salaires et vacances à payer	3 377 792	2 711 270
CSST à payer	1 988	(514)
Salaires militantes et militants élu-es à payer	166 266	394 104
Rapports d'activités à payer	122 893	9 444
Dépenses diverses à payer et sommes perçues d'avance	1 710 287	1 705 695
Total des créditeurs	7 015 647 \$	5 602 787 \$



ÉVOLUTION DES SOLDES DE FONDS

Période de 36 mois close le 29 février 2024

Fonds d'administration

Solde au début	8 967 395 \$
Excédent de la période	10 065 332
Gains actuariels relatifs aux avantages sociaux futurs	631 900
Solde à la fin	<u>19 664 627 \$</u>

Fonds de négociation

Solde au début	1 222 827 \$
Excédent de la période	4 496 116
Solde à la fin	<u>5 718 943 \$</u>

Soldes à la fin

25 383 570 \$

APPENDIX A

Auditor's financial report

Fédération de la santé et des services sociaux – CSN

Rapport financier de 36 mois

29 février 2024

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Rapport de l'auditeur indépendant

Aux membres du Comité exécutif de la
Fédération de la santé et des services sociaux – CSN,

Opinion

Nous avons effectué l'audit des états financiers ci-joints de la **Fédération de la santé et des services sociaux – CSN** (la « Fédération »), qui comprennent l'état de la situation financière au 29 février 2024 et les états des résultats, de l'évolution des soldes de fonds et des flux de trésorerie pour la période de 36 mois close à cette date, ainsi qu'un résumé des principales méthodes comptables et d'autres informations explicatives.

À notre avis, les états financiers donnent, dans tous leurs aspects significatifs, une image fidèle de la situation financière de la Fédération au 29 février 2024, ainsi que des résultats de ses activités et de ses flux de trésorerie pour l'exercice clos à cette date, conformément aux Normes comptables canadiennes pour les organismes sans but lucratif.

Fondement de l'opinion

Nous avons effectué notre audit conformément aux normes d'audit généralement reconnues du Canada. Les responsabilités qui nous incombent en vertu de ces normes sont plus amplement décrites dans la section « Responsabilités de l'auditeur à l'égard de l'audit des états financiers » du présent rapport. Nous sommes indépendants de la Fédération conformément aux règles de déontologie qui s'appliquent à l'audit des états financiers au Canada et nous nous sommes acquittés des autres responsabilités déontologiques qui nous incombent selon ces règles. Nous estimons que les éléments probants que nous avons obtenus sont suffisants et appropriés pour fonder notre opinion d'audit.

Responsabilités de la direction et des responsables de la gouvernance à l'égard des états financiers

La direction est responsable de la préparation et de la présentation fidèle des états financiers conformément aux Normes comptables canadiennes pour les organismes sans but lucratif, ainsi que du contrôle interne qu'elle considère comme nécessaire pour permettre la préparation d'états financiers exempts d'anomalies significatives, que celles-ci résultent de fraudes et d'erreurs.

Lors de la préparation des états financiers, c'est à la direction qu'il incombe d'évaluer la capacité de la Fédération à poursuivre son exploitation, de communiquer, le cas échéant, les questions relatives à la continuité de l'exploitation et d'appliquer le principe comptable de continuité d'exploitation, sauf si la direction a l'intention de liquider la Fédération ou de cesser son activité ou si aucune autre solution réaliste ne s'offre à elle.

Il incombe aux responsables de la gouvernance de surveiller le processus d'information financière de la Fédération.

Rapport de l'auditeur indépendant (suite)

Responsabilités de l'auditeur à l'égard de l'audit des états financiers

Nos objectifs sont d'obtenir l'assurance raisonnable que les états financiers pris dans leur ensemble sont exempts d'anomalies significatives, que celles-ci résultent de fraudes ou d'erreurs, et de délivrer un rapport de l'auditeur contenant notre opinion. L'assurance raisonnable correspond à un niveau élevé d'assurance, qui ne garantit toutefois pas qu'un audit réalisé conformément aux normes d'audit généralement reconnues du Canada permettra toujours de détecter toute anomalie significative qui pourrait exister. Les anomalies peuvent résulter de fraudes ou d'erreurs et elles sont considérées comme significatives lorsqu'il est raisonnable de s'attendre à ce que, individuellement ou collectivement, elles puissent influencer sur les décisions économiques que les utilisateurs des états financiers prennent en se fondant sur ceux-ci.

Dans le cadre d'un audit réalisé conformément aux normes d'audit généralement reconnues du Canada, nous exerçons notre jugement professionnel et faisons preuve d'esprit critique tout au long de cet audit. En outre :

- nous identifions et évaluons les risques que les états financiers comportent des anomalies significatives, que celles-ci résultent de fraudes ou d'erreurs, concevons et mettons en œuvre des procédures d'audit en réponse à ces risques, et réunissons des éléments probants suffisants et appropriés pour fonder notre opinion. Le risque de non-détection d'une anomalie significative résultant d'une fraude est plus élevé que celui d'une anomalie significative résultant d'une erreur, car la fraude peut impliquer la collusion, la falsification, les omissions volontaires, les fausses déclarations ou le contournement du contrôle interne;
- nous acquérons une compréhension des éléments du contrôle interne pertinents pour l'audit afin de concevoir des procédures d'audit appropriées aux circonstances, et non dans le but d'exprimer une opinion sur l'efficacité du contrôle interne de la Fédération;
- nous apprécions le caractère approprié des méthodes comptables retenues et le caractère raisonnable des estimations comptables faites par la direction, de même que des informations y afférentes fournies par cette dernière;

Rapport de l'auditeur indépendant (suite)

- nous tirons une conclusion quant au caractère approprié de l'utilisation par la direction du principe comptable de continuité d'exploitation et, selon les éléments probants obtenus, quant à l'existence ou non d'une incertitude significative liée à des événements ou situations susceptibles de jeter un doute important sur la capacité de la Fédération à poursuivre son exploitation. Si nous concluons à l'existence d'une incertitude significative, nous sommes tenus d'attirer l'attention des lecteurs de notre rapport sur les informations fournies dans les états financiers au sujet de cette incertitude ou, si ces informations ne sont pas adéquates, d'exprimer une opinion modifiée. Nos conclusions s'appuient sur les éléments probants obtenus jusqu'à la date de notre rapport. Des événements ou situations futurs pourraient par ailleurs amener la Fédération à cesser son exploitation;
- nous évaluons la présentation d'ensemble, la structure et le contenu des états financiers, y compris les informations fournies dans les notes, et apprécions si les états financiers représentent les opérations et événements sous-jacents d'une manière propre à donner une image fidèle.

Nous communiquons aux responsables de la gouvernance notamment l'étendue et le calendrier prévus des travaux d'audit et nos constatations importantes, y compris toute déficience importante du contrôle interne que nous aurions relevée au cours de notre audit.



Montréal, Québec
Le 14 mai 2024

Société de comptables professionnels agréés, S.E.N.C.R.L.

¹ CPA auditeur, permis de comptabilité publique n° A117490

Fédération de la santé et des services sociaux – CSN

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Résultats**Période de 36 mois close le 29 février 2024**

	Budget (note 3)	Réalizations
ACTIVITÉS D'ADMINISTRATION		
Revenus		
Per capita (88 % X 0,52 %)	62 986 968 \$	73 166 483 \$
Autres revenus	1 592 748	1 678 741
Placements	362 000	1 313 461
Variation de la juste valeur des placements	-	(76 824)
	<u>64 941 716</u>	<u>76 081 861</u>
Dépenses (annexe A)		
Exécutif	3 181 984	2 969 319
Bureau fédéral	2 300 099	1 778 394
Coordination des services	1 398 955	1 445 579
Services régionaux	44 853 901	43 787 916
Service de la comptabilité	1 599 932	1 496 217
Coûts reliés à la convention collective des salarié(e)s	1 794 150	3 415 868
Instances politiques	1 789 500	747 380
Budgets régionaux	180 600	54 482
Formation syndicale	1 544 247	1 227 962
Comité de la condition féminine	28 000	2 134
Comité de la santé – sécurité	38 000	21 302
Comité de surveillance	27 000	3 282
Politique contre la violence	8 000	-
Comité LGBT	28 000	6 482
Comité Jeunes	28 000	4 502
Comité Ethno culturel	28 000	2 164
Comité de coordination d'action politique	50 000	20 826
Comités « ad hoc »	75 000	100 235
Information et publicité	1 258 143	983 959
Service d'informatique	907 360	880 831
Frais d'administration	6 267 105	6 041 018
Jurisprudence	501 343	510 175
Valorisation, promotion et préservation – services publics	508 443	516 502
	<u>68 395 762</u>	<u>66 016 529</u>
Excédent des revenus (dépenses) – Activités d'administration	<u>(3 454 046)</u>	<u>10 065 332</u>
ACTIVITÉS DE NÉGOCIATION		
Revenus		
Per capita (12 % X 0,52 %)	8 589 132	9 977 188
Dépenses (annexe B)		
Comité de négociation sectorielle	1 094 680	1 203 384
Équipe de négociation	2 136 593	1 943 556
Appui local à la vie syndicale et à la négociation	404 000	45 195
Frais d'administration	278 300	275 887
Conseils fédéraux sectoriels traitant de la négociation	78 000	77 895
Conseils fédéraux et aide aux syndicats sectoriels traitant de la négociation	416 000	296 603
Secteurs privés	1 095 000	627 308
Comités de la convention collective	130 500	91 246
Comité des assurances	50 000	17 530
Politique – expertises médicales	50 000	39 552
Politique – arbitrage secteur public	1 100 000	862 916
	<u>6 833 073</u>	<u>5 481 072</u>
Excédent des revenus – Activités de négociation	<u>1 756 059</u>	<u>4 496 116</u>
Excédent des revenus (dépenses)	<u>(1 697 987)\$</u>	<u>14 561 448 \$</u>

Fédération de la santé et des services sociaux – CSN

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Évolution des soldes de fonds

Période de 36 mois close le 29 février	2024		2021	
	Fonds d'administration			
	Affectation interne – Investis en immobilisations corporelles (note 10)			
	Non affecté	Total	Total	
Soldes au début	75 804 \$	10 114 417 \$	10 190 221 \$	596 204 \$
Excédent des revenus (dépendances)	(177 582)	14 739 030	14 561 448	4 606 217
Gains actuariels relatifs au régime de retraite et avantages complémentaires de retraite	-	631 900	631 900	4 987 800
Investissement en immobilisations corporelles	550 155	(550 155)	-	-
Soldes à la fin*	448 377 \$	24 935 192 \$	25 383 569 \$	10 190 221 \$
* Composition du solde de fonds à la fin				
Soldes de fonds relatifs au régime de retraite et avantages complémentaires de retraite	- \$	(2 278 400) \$	(2 278 400) \$	(1 790 300) \$
Autres soldes de fonds	448 377	27 213 592	27 661 969	11 980 521
Soldes à la fin*	448 377 \$	24 935 192 \$	25 383 569 \$	10 190 221 \$

Fédération de la santé et des services sociaux – CSN

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Situation financière

29 février	2024	2021
Actif à court terme		
Encaisse	1 677 473 \$	536 159 \$
Encaisse à taux variable, taux de 3,5 %	3 524 852	3 905 780
Dépôts à terme, taux de 1,1 % à 5,75 %, échéant de mars 2024 à février 2027	15 902 766	4 510 548
Fonds solidaire	50 000	50 000
Débiteurs (note 4)	3 932 522	1 165 995
Per capita à recevoir – activités d'administration	2 542 527	4 408 616
Per capita à recevoir – activités de négociation	346 708	601 189
Frais payés d'avance	13 976	29 204
	27 990 824	15 207 491
Dépôts à terme, taux de 4 %, échéant d'août à novembre 2027	2 792 609	-
Placements, à la juste valeur (note 5)	3 445 808	2 327 012
Immobilisations corporelles (note 6)	448 377	75 804
Actif au titre de prestations constituées pour le régime de retraite (note 9)	451 100	2 270 900
	7 137 894	4 673 716
Total de l'actif	35 128 718 \$	19 881 207 \$
Passif à court terme		
Créditeurs et charges à payer (note 8)	7 015 649 \$	5 602 786 \$
Revenus perçus d'avance	-	27 000
	7 015 649	5 629 786
Passif au titre de prestations constituées pour les avantages complémentaires de retraite (note 9)	2 729 500	4 061 200
Soldes de fonds		
Affectation interne – investis en immobilisations corporelles (note 10)	448 377	75 804
Non affectés	24 935 192	10 114 417
	25 383 569	10 190 221
Total du passif et des soldes de fonds	35 128 718 \$	19 881 207 \$
Pour le conseil d'administration		
	Président	
	Trésorière	

Fédération de la santé et des services sociaux – CSN

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Flux de trésorerie

Période de 36 mois close le 29 février	2024	2021
Activités de fonctionnement		
Excédent des revenus	14 561 448 \$	4 606 217 \$
Éléments sans incidence sur la trésorerie		
Intérêts réinvestis	(380 447)	(176 842)
Variation de la juste valeur des placements	76 824	(45 381)
Amortissement des immobilisations corporelles	177 582	146 068
	14 435 407	4 530 062
Variation d'éléments hors caisse du fonds de roulement (note 14)	755 134	(92 666)
Insuffisance des cotisations versées sur les coûts constatés au titre du régime de retraite et les avantages complémentaires de retraite	1 120 000	2 292 100
	16 310 541	6 729 496
Activités d'investissement		
Acquisition de dépôts à terme et placements	(18 000 000)	(4 000 000)
Réalisation de dépôts à terme et placements	3 000 000	1 500 000
Acquisition d'immobilisations corporelles	(550 155)	(17 181)
	(15 550 155)	(2 517 181)
Augmentation nette la trésorerie et équivalents de trésorerie		
	760 386	4 212 315
Trésorerie et équivalents de trésorerie au début	4 441 939	229 624
Trésorerie et équivalents de trésorerie à la fin	5 202 325 \$	4 441 939 \$
Constitution de la trésorerie et équivalents de trésorerie		
Encaisse	1 677 473 \$	536 159 \$
Encaisse à taux variable	3 524 852	3 905 780
	5 202 325 \$	4 441 939 \$

Fédération de la santé et des services sociaux – CSN

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Notes complémentaires

29 février 2024

1. Constitution et nature des activités

La Fédération, constituée en vertu de la *Loi sur les syndicats professionnels du Québec*, est une organisation syndicale sans but lucratif affiliée à la Confédération des syndicats nationaux (CSN) et a pour but de promouvoir les intérêts professionnels, économiques, sociaux, moraux et politiques des travailleurs et travailleuses oeuvrant dans le secteur des affaires sociales. De par sa constitution, la Fédération n'est pas assujettie aux impôts sur le revenu.

2. Principales méthodes comptables

Référentiel comptable

La Fédération applique comme référentiel les Normes comptables canadiennes pour les organismes sans but lucratif (NCOSBL) de la Partie III du Manuel de CPA Canada – Comptabilité.

Comptabilité par activités

L'activité d'administration rend compte des activités courantes et générales de la Fédération. L'activité de négociation sert à présenter tous les frais inhérents à la négociation des conventions collectives des secteurs publics et privés.

Constatation des revenus

Les revenus sont constatés au fur et à mesure qu'ils sont gagnés.

Ventilation des dépenses

La Fédération fait la répartition des dépenses en les portant directement aux comptes des activités auxquels elles se rapportent.

Per capita à recevoir

Les per capita à recevoir sont estimés selon une moyenne des derniers encaissements précédant la fin de la période de 36 mois pour chacun des syndicats et sont ajustés selon les encaissements subséquents, s'il y a lieu.

Immobilisations corporelles

Les immobilisations corporelles sont amorties selon la méthode de l'amortissement linéaire aux taux annuels de 10 % pour l'équipement de bureau et 20 % pour le matériel informatique, le site Web et les améliorations locatives.

Dépréciation des actifs à long terme

Les actifs à long terme sont soumis à un test de dépréciation lorsque des événements ou des changements de situation indiquent qu'ils n'ont plus aucun potentiel de service pour la Fédération. Une perte de valeur est comptabilisée lorsque leur valeur comptable excède la valeur résiduelle. La perte de valeur comptabilisée est mesurée comme étant l'excédent de la valeur comptable de l'actif sur sa valeur résiduelle.

Notes complémentaires

29 février 2024

2. Principales méthodes comptables (suite)

Passif au titre des prestations constituées pour le régime de retraite et les avantages complémentaires de retraite

La Fédération comptabilise ses obligations découlant des régimes de retraite et avantages sociaux des salarié(e)s ainsi que les coûts connexes, déduction faite des actifs des régimes.

À cette fin, la Fédération a adopté les conventions suivantes :

- Le coût des prestations de retraite et des avantages complémentaires de retraite gagnés par les salarié(e)s est établi par des calculs actuariels selon la méthode de capitalisation pour les prestations de retraite et selon la méthode de constatation immédiate pour les avantages complémentaires de retraite, à partir des hypothèses les plus probables de la direction concernant le rendement prévu des placements des régimes, la progression des salaires, l'âge de départ à la retraite des salarié(e)s et les coûts prévus des soins de santé.
- Pour les besoins du calcul du taux de rendement prévu des actifs des régimes, ces actifs sont évalués à leur juste valeur.

*Instruments financiers**Évaluation initiale*

La Fédération évalue initialement ses actifs et passifs financiers créés ou échangés dans des opérations conclues dans des conditions de pleine concurrence à leur juste valeur. Ceux créés ou échangés dans des opérations entre parties liées, sauf pour les parties qui n'ont pas d'autre relation avec la Fédération qu'en leur qualité de membres de la direction, sont initialement évalués au coût.

Le coût d'un instrument financier issu d'une opération entre parties liées dépend du fait que l'instrument est assorti ou non de modalités de remboursement. Lorsqu'il l'est, le coût est déterminé au moyen de ses flux de trésorerie non actualisés, compte non tenu des paiements d'intérêts et de dividendes, et déduction faite des pertes de valeur déjà comptabilisées par le cédant. Sinon le coût est déterminé en fonction de la contrepartie transférée ou reçue par la Fédération dans le cadre de l'opération.

Évaluation ultérieure

La Fédération évalue ultérieurement tous ses actifs et passifs financiers au coût ou au coût après amortissement.

Les actifs financiers évalués au coût après amortissement se composent de l'encaisse, l'encaisse à taux variable, des dépôts à terme, du fonds solidaire, des per capita à recevoir et des débiteurs, à l'exception des intérêts à recevoir et du compte à recevoir de la CSN.

Le compte à recevoir de la CSN est comptabilisé au coût.

Les passifs financiers évalués au coût après amortissement selon la méthode linéaire se composent des fournisseurs et des montants à redistribuer à des syndicats.

Le compte fournisseur à la CSN est évalué au coût.

Dépréciation

Les actifs financiers évalués au coût ou au coût après amortissement sont soumis à un test de dépréciation s'il existe des indications possibles de dépréciation. Le montant de réduction de valeur est comptabilisé au résultat net. La moins-value déjà comptabilisée peut faire l'objet d'une reprise de valeur dans la mesure de l'amélioration, soit directement, soit par l'ajustement du compte de provision, sans être supérieure à ce qu'elle aurait été à la date de reprise si la moins-value n'avait jamais été comptabilisée. Cette reprise est comptabilisée au résultat net.

Notes complémentaires

29 février 2024

2. Principales méthodes comptables (suite)

Utilisation d'estimations

La présentation des états financiers conformément aux Normes comptables canadiennes pour les organismes sans but lucratif exige que la direction ait recours à des estimations et des hypothèses qui ont une incidence sur les montants de l'actif et du passif comptabilisés, sur la présentation des éléments d'actif et de passif éventuels ainsi que sur les produits et les charges de l'exercice. Les éléments significatifs des états financiers qui requièrent davantage l'utilisation d'estimations incluent les intérêts à recevoir, les per capita à recevoir, la juste valeur des placements, les salaires, vacances et avantages sociaux à payer, le passif au titre des prestations constituées pour le régime de retraite et les avantages complémentaires de retraite ainsi que la durée de vie utile des immobilisations corporelles. Les résultats réels pourraient différer de ces estimations.

3. Budget

Les chiffres présentés sous la colonne « Budget » dans l'état des résultats sont fournis à titre d'information seulement et sont non audités.

	2024	2021
À recevoir de syndicats et de fédérations	2 944 446 \$	749 105 \$
À recevoir – CSN	470 653	184 702
Ententes de services à recevoir	44 391	173 998
Intérêts à recevoir	389 841	54 918
Autres débiteurs	83 191	3 272
	3 932 522 \$	1 165 995 \$

5. Placements	2024		2021	
	Coût	Juste valeur	Coût	Juste valeur
Fonds Bâtirente	3 488 225 \$	3 445 808 \$	2 292 605 \$	2 327 012 \$

6. Immobilisations corporelles	2024		2021	
	Coût	Amortissement cumulé	Valeur nette	Valeur nette
Équipement de bureau	141 781 \$	121 175 \$	20 606 \$	71 798 \$
Matériel informatique	2 651	2 405	246	3 899
Site Web	-	-	-	107
Améliorations locatives	534 406	106 881	427 525	-
	678 838 \$	230 461 \$	448 377 \$	75 804 \$

Fédération de la santé et des services sociaux – CSN

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Notes complémentaires

29 février 2024

7. Avance bancaire

La Fédération dispose d'une marge de crédit de 750 000 \$ portant intérêt au taux préférentiel (7,2 % au 29 février 2024) majoré de 1,5 %, renouvelable en août 2024, garantie par l'ensemble des sommes en dépôt jusqu'à concurrence de 750 000 \$. Cette facilité de crédit n'était pas utilisée au 29 février 2024.

8. Crédoiteurs et charges à payer

	2024	2021
Fournisseurs	1 153 159 \$	231 835 \$
Fournisseur – CSN	802 975	695 158
Salaires, vacances et avantages sociaux	3 797 892	3 114 358
Montants à redistribuer à des syndicats	1 261 623	1 561 435
	<u>7 015 649 \$</u>	<u>5 602 786 \$</u>

9. Actif (passif) au titre des prestations constituées pour le régime de retraite et les avantages complémentaires de retraite (les montants sont en milliers de dollars)

La Fédération offre un régime de prestations de retraite et un régime d'avantages complémentaires de retraite, ce dernier étant essentiellement des prestations de soins de santé. Il s'agit d'un régime à prestations définies. Les calculs actuariels sont établis le dernier jour du mois de février de chaque exercice.

Les informations relatives aux régimes d'avantages sociaux se présentent comme suit au 29 février 2024 (28 février 2021) :

	Régime de retraite		Avantages complémentaires		Total	
	2024	2021	2024	2021	2024	2021
Régime à prestations constituées						
Juste valeur des actifs des régimes	109 160 \$	100 087 \$	-	-	109 160 \$	100 087 \$
Obligations au titre des prestations constituées	(108 709)	(97 816)	(2 730)	(4 061)	(111 439)	(101 877)
Situation du surplus (déficit)	<u>451 \$</u>	<u>2 271 \$</u>	<u>(2 730) \$</u>	<u>(4 061) \$</u>	<u>(2 279) \$</u>	<u>(1 790) \$</u>

Fédération de la santé et des services sociaux – CSN

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Notes complémentaires

29 février 2024

10. Affectation interne

Le conseil d'administration a décidé de grever d'une affectation interne le montant des soldes de fonds nets investis en immobilisations corporelles.

11. Opérations entre parties liées

Au cours de la période de 36 mois, la Fédération a versé à la CSN un montant de 7 795 300 \$ pour différents services et a reçu de la CSN un montant de 3 271 976 \$ pour des activités syndicales conjointes. Les montants versés à la CSN se détaillent comme suit :

Frais juridiques	1 972 832 \$
Loyer	1 820 499
Téléphones, télécopieurs et Internet	470 637
Coûts reliés à la convention collective des salarié(e)s	1 239 813
Salaires et avantages sociaux	1 076 399
Traitement de la paie	32 212
Opération du réseau	763 049
Services techniques (frais de poste, transport et photocopies)	297 337
Divers	122 522
	<u>7 795 300 \$</u>

Ces opérations sont effectuées dans le cours normal des activités et sont mesurées à la valeur d'échange qui représente le montant de la contrepartie établie et acceptée par les parties.

12. Engagements

Les engagements de la Fédération, en vertu de baux échéant jusqu'en février 2042 pour les locaux qu'elle occupe, s'élèvent à 12 856 664 \$ plus les frais accessoires. Les paiements minimums exigibles au cours des deux prochaines périodes de 36 mois sont les suivants :

2025-2027	2 320 878 \$
2028-2030	1 959 588 \$

Notes complémentaires

29 février 2024

13. Instruments financiers

Risques et concentrations

La Fédération, par le biais de ses instruments financiers, est exposée à divers risques. L'analyse suivante indique l'exposition et les concentrations de la Fédération aux risques à la date de l'état de la situation financière, soit au 29 février 2024.

Risque de crédit

Le risque de crédit est le risque qu'une partie à un instrument financier manque à l'une de ses obligations et amène de ce fait l'autre partie à subir une perte financière. Les principaux risques de crédit pour la Fédération sont liés aux débiteurs, à l'exception des intérêts à recevoir et aux per capita à recevoir. La Fédération consent du crédit à ses membres dans le cours normal de ses activités.

Au 29 février 2024, aucun compte n'a été provisionné (aucun au 28 février 2021).

Risque de liquidité

Le risque de liquidité est le risque que la Fédération éprouve des difficultés à honorer des engagements liés à des passifs financiers. La Fédération est exposée à ce risque principalement à l'égard de ses fournisseurs et ses montants à redistribuer à des syndicats.

Risque de marché

Le risque de marché est le risque que la juste valeur ou les flux de trésorerie futurs d'un instrument financier fluctuent en raison des variations des prix du marché. Le risque de marché inclut trois types de risques : le risque de change, le risque de taux d'intérêt et le risque de prix autre. La Fédération est exposée principalement au risque de taux d'intérêt et au risque de prix autre.

Risque de taux d'intérêt

Le risque de taux d'intérêt est le risque que la juste valeur ou les flux de trésorerie futurs d'un instrument financier fluctuent en raison des variations de taux d'intérêt du marché. La Fédération est exposée au risque de taux d'intérêt en ce qui concerne ses instruments financiers à taux d'intérêt fixe (dépôts à terme) qui assujettissent la Fédération à un risque de juste valeur.

Risque de prix autre

Le risque de prix autre est le risque que la juste valeur ou les flux de trésorerie futurs d'un instrument financier fluctuent en raison des variations des prix du marché (autres que celles découlant du risque de taux d'intérêt ou du risque de change), que ces variations soient causées par des facteurs propres à l'instrument en cause ou à son émetteur ou par des facteurs affectant tous les instruments financiers similaires négociés sur le marché. La Fédération est principalement exposée à ce risque à l'égard du Fonds solidaire et de ses placements dans le Fonds Bâtirente.

Notes complémentaires

29 février 2024

14. Flux de trésorerie

	2024	2021
Variation d'éléments hors caisse du fonds de roulement		
Débiteurs	(2 766 527)\$	(715 313)\$
Per capita à recevoir – activités d'administration	1 866 089	(908 485)
Per capita à recevoir – activités de négociation	254 481	(123 898)
Frais payés d'avance	15 228	158 025
Créditeurs et charges à payer	1 412 863	1 566 179
Revenus perçus d'avance	(27 000)	(69 174)
	755 134 \$	(92 666)\$

15. Chiffres de la période précédente

Puisque le budget est une information pertinente pour la Fédération et que, d'une période de 36 mois à l'autre, le regroupement des dépenses est effectué en fonction des objectifs propres à chaque poste du budget, plusieurs chiffres de la période de 36 mois précédente sont regroupés différemment et n'offrent aucune base de comparaison avec ceux de la période courante; par conséquent, ils n'ont pas été présentés dans l'état des résultats.

Fédération de la santé et des services sociaux – CSN

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Renseignements complémentaires

Période de 36 mois close le 29 février 2024

ANNEXE A – ACTIVITÉS D'ADMINISTRATION

	Budget (note 3)	Réalizations
Exécutif		
Salaires et avantages sociaux		
Exécutif	2 457 358 \$	2 316 344 \$
Employé(e)s de bureau	358 769	344 524
Frais de séjour	195 714	172 349
Frais de déplacement	170 143	136 102
	<u>3 181 984 \$</u>	<u>2 969 319 \$</u>
Bureau fédéral		
Salaires et avantages sociaux		
Vice-présidences régionales	1 030 900 \$	655 917 \$
Représentants de secteurs	476 190	346 795
Frais de séjour et de déplacement		
Vice-présidences régionales	496 680	434 473
Représentants de secteurs	172 922	277 433
CNESST/CSST – assurances	72 407	29 578
Budget de fonctionnement – secteurs	1 000	-
Banque de transport	50 000	34 198
	<u>2 300 099 \$</u>	<u>1 778 394 \$</u>
Coordination des services		
Salaires et avantages sociaux		
Coordonnateurs(trices)	970 186 \$	984 411 \$
Employé(e)s de bureau	358 769	346 786
Frais de séjour	44 000	63 740
Frais de déplacement	26 000	50 642
	<u>1 398 955 \$</u>	<u>1 445 579 \$</u>
Services régionaux		
Salaires et avantages sociaux		
Conseiller(ère)s syndicaux	35 722 496 \$	34 340 747 \$
Employé(e)s de bureau	6 729 883	6 939 697
Frais de séjour	1 066 310	1 106 178
Frais de déplacement	1 270 212	1 321 694
Stagiaires	65 000	79 600
	<u>44 853 901 \$</u>	<u>43 787 916 \$</u>

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Renseignements complémentaires

Période de 36 mois close le 29 février 2024

ANNEXE A – ACTIVITÉS D'ADMINISTRATION (SUITE)

	Budget (note 3)	Réalizations
Service de la comptabilité		
Salaires et avantages sociaux	1 565 432 \$	1 481 920 \$
Frais de séjour	21 000	3 921
Frais de déplacement	13 500	10 376
	<u>1 599 932 \$</u>	<u>1 496 217 \$</u>
Coûts reliés à la convention collective des salarié(e)s		
Bureau du personnel	690 000 \$	916 425 \$
Partage des coûts reliés à la convention collective	290 000	324 787
Dirigeants et conseillers du STCSN	180 000	160 212
Régime de retraite et avantages sociaux complémentaires de retraite	629 150	2 008 812
Frais juridiques – salarié(e)s	5 000	5 632
	<u>1 794 150 \$</u>	<u>3 415 868 \$</u>
Instances politiques		
Coûts du congrès	150 000 \$	137 453 \$
Coûts des conseils fédéraux réguliers	260 000	326 988
Coûts des conseils fédéraux sectoriels – public	40 000	10 959
Coûts des conseils fédéraux sectoriels – privé	11 000	24 602
Aide aux syndicats – conseils fédéraux réguliers	400 000	86 774
Aide aux syndicats – conseils fédéraux sectoriels – public	25 000	12 283
Aide aux syndicats – conseils fédéraux sectoriels – privé	20 000	38 606
Bureaux fédéraux	2 500	4 913
Participation aux colloques	10 000	4 806
Délégations confédérales	70 000	77 709
Relations internationales	5 000	-
Rencontres virtuelles systématiques	796 000	22 287
	<u>1 789 500 \$</u>	<u>747 380 \$</u>

Fédération de la santé et des services sociaux – CSN

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Renseignements complémentaires

Période de 36 mois close le 29 février 2024

ANNEXE A – ACTIVITÉS D'ADMINISTRATION (SUITE)

	Budget (note 3)	Réalisations
Budgets régionaux		
Région 1A – Gaspésie / Îles de la Madeleine	15 400 \$	4 760 \$
Région 1B – Bas-St-Laurent	11 200	3 256
Région 02 – Saguenay–Lac-Saint-Jean	11 200	775
Région 03 – Québec / Chaudière-Appalaches	17 500	3 988
Région 04 – Centre-du-Québec	10 500	2 668
Région 05 – Estrie	10 500	260
Région 06A – Montréal / Laval / Grand-Nord	31 500	11 131
Région 06B – Laurentides / Lanaudière	10 500	4 441
Région 06C – Montérégie	10 500	3 200
Région 06C – Laurentides	10 500	1 249
Région 07 – Outaouais	10 500	7 054
Région 08 – Abitibi-Témiscamingue / Nord-du-Québec	15 400	10 374
Région 09 – Côte-Nord / Basse-Côte-Nord	15 400	1 326
	<u>180 600 \$</u>	<u>54 482 \$</u>
Formation syndicale		
Budget de fonctionnement	640 000 \$	338 599 \$
Salaires et avantages sociaux	836 247	848 383
Frais de séjour	41 500	20 194
Frais de déplacement	26 500	20 786
	<u>1 544 247 \$</u>	<u>1 227 962 \$</u>

Fédération de la santé et des services sociaux – CSN

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Renseignements complémentaires

Période de 36 mois close le 29 février 2024

ANNEXE A – ACTIVITÉS D'ADMINISTRATION (SUITE)

	Budget (note 3)	Réalisations
Comité de la condition féminine	28 000 \$	2 134 \$
Comité de la santé – sécurité	38 000 \$	21 302 \$
Comité de surveillance	27 000 \$	3 282 \$
Politique contre la violence	8 000 \$	Néant \$
Comité LGBT	28 000 \$	6 482 \$
Comité Jeunes	28 000 \$	4 502 \$
Comité Ethno culturel	28 000 \$	2 164 \$
Comité de coordination d'action politique	50 000 \$	20 826 \$
Comités « ad hoc »	75 000 \$	100 235 \$
Information et publicité		
Salaires et avantages sociaux	522 143 \$	443 591 \$
Frais de séjour	10 000	5 004
Frais de déplacement	10 000	10 163
Traduction et audiovisuel	400 000	295 086
Distribution et impression de documents	10 000	9 350
Documentation et abonnements	30 000	28 720
Information – publicité – visibilité	236 000	166 165
Sentences arbitrales	10 000	8 397
Revue de presse et commandites	30 000	17 483
	<u>1 258 143 \$</u>	<u>983 959 \$</u>

Fédération de la santé et des services sociaux – CSN

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Renseignements complémentaires

Période de 36 mois close le 29 février 2024

ANNEXE A – ACTIVITÉS D'ADMINISTRATION (SUITE)

	Budget (note 3)	Réalizations
Service d'informatique		
Dépenses site Web	15 000 \$	-
Traitement de la paie	45 000	40 582
Entretien et réparations de l'équipement informatique	39 560	13 998
Opération du réseau	757 800	822 491
Amortissement de l'équipement informatique	50 000	3 653
Amortissement du site Web	-	107
	<u>907 360 \$</u>	<u>880 831 \$</u>
Frais d'administration		
Loyers et taxes	3 213 715 \$	3 129 742 \$
Téléphones, télécopieurs et Internet	460 290	415 128
Fournitures de bureau	112 500	90 892
Photocopies	177 000	122 300
Frais juridiques	2 000 000	1 929 312
Frais de poste et de transport	39 500	41 060
Assurances	40 000	41 377
Honoraires professionnels	40 000	64 214
Souscriptions et dons	6 000	6 000
Location de salles	1 500	842
Divers (témoignages de sympathies)	1 000	863
Frais de caisse et d'administration	600	524
Réunions d'équipe	40 000	24 942
Amortissement de l'équipement de bureau	130 000	66 941
Amortissement des améliorations locatives	5 000	106 881
	<u>6 267 105 \$</u>	<u>6 041 018 \$</u>
Jurisprudence		
Salaires et avantages sociaux	481 343 \$	484 657 \$
Frais de séjour	10 000	12 356
Frais de déplacement	10 000	13 162
	<u>501 343 \$</u>	<u>510 175 \$</u>
Valorisation, promotion et préservation – services publics		
Salaires et avantages sociaux	488 443 \$	491 720 \$
Frais de séjour	10 000	11 399
Frais de déplacement	10 000	13 383
	<u>508 443 \$</u>	<u>516 502 \$</u>

Fédération de la santé et des services sociaux – CSN

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Renseignements complémentaires

Période de 36 mois close le 29 février 2024

ANNEXE B – ACTIVITÉS DE NÉGOCIATION

	Budget (note 3)	Réalizations
Comité de négociation sectorielle		
Salaires et avantages sociaux – élu(e)s	586 240 \$	728 815 \$
Frais de séjour et déplacement	508 440	474 569
	<u>1 094 680 \$</u>	<u>1 203 384 \$</u>
Équipe de négociation		
Salaires et avantages sociaux		
Conseiller(ère)s syndicaux	1 634 989 \$	1 473 409 \$
Employé(e)s de bureau	354 904	301 580
Comité d'action politique	23 700	23 651
Frais de séjour	71 000	92 053
Frais de déplacement	52 000	52 863
	<u>2 136 593 \$</u>	<u>1 943 556 \$</u>
Appui local à la vie syndicale et à la négociation	404 000 \$	45 195 \$
Frais d'administration		
Loyers et taxes	180 000 \$	156 768 \$
Téléphones	25 000	7 128
Fournitures de bureau	5 000	3 258
Impression de documents	50 000	49 077
Frais de poste et de transport	10 000	9 711
Location de salles	300	299
Distribution et entreposage – conventions collectives	3 000	49 646
Amortissement des améliorations locatives	5 000	-
	<u>278 300 \$</u>	<u>275 887 \$</u>

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Renseignements complémentaires

Période de 36 mois close le 29 février 2024

ANNEXE B – ACTIVITÉS DE NÉGOCIATION (SUITE)

	Budget (note 3)	Réalizations
Conseils fédéraux sectoriels traitant de la négociation		
Salaires et dépenses – élu(e)s – vice-présidents des régions	78 000 \$	77 895 \$
	<u>78 000 \$</u>	<u>77 895 \$</u>
Conseils fédéraux et aide aux syndicats sectoriels traitant de la négociation		
<i>Conseils fédéraux sectoriels traitant de la négociation</i>		
Conseils sectoriels – public	200 000 \$	280 874 \$
Conseils sectoriels – préhospitalier	6 000	2 050
Conseils sectoriels – CPE	6 000	-
Conseils sectoriels – RSG	1 000	-
Conseils sectoriels – RI-RTF	1 000	-
Conseils sectoriels – CH/CA privés	2 000	-
<i>Aide aux syndicats sectoriels traitant de la négociation</i>		
Conseils sectoriels – public	150 000	10 407
Conseils sectoriels – préhospitalier	20 000	-
Conseils sectoriels – CPE	20 000	3 272
Conseils sectoriels – RSG	2 500	-
Conseils sectoriels – RI-RTF	2 500	-
Conseils sectoriels – CH/CA privés	5 000	-
	<u>416 000 \$</u>	<u>296 603 \$</u>

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Renseignements complémentaires

Période de 36 mois close le 29 février 2024

ANNEXE B – ACTIVITÉS DE NÉGOCIATION (SUITE)

	Budget (note 3)	Réalizations
Secteurs privés		
Arbitrage	600 000 \$	389 265 \$
Négociations des secteurs	495 000	238 043
	<u>1 095 000 \$</u>	<u>627 308 \$</u>
Comités de la convention collective		
Secteur public	3 000 \$	-
Préhospitalier	70 000	63 222
CPE	45 000	28 024
RSG	5 000	-
RI-RTF	5 000	-
CHP et communautaire	2 500	-
	<u>130 500 \$</u>	<u>91 246 \$</u>
Comité des assurances	50 000 \$	17 530 \$
	<u>50 000 \$</u>	<u>39 552 \$</u>
Politique – expertises médicales	50 000 \$	39 552 \$
	<u>50 000 \$</u>	<u>39 552 \$</u>
Politique – arbitrage secteur public	1 100 000 \$	862 916 \$
	<u>1 100 000 \$</u>	<u>862 916 \$</u>

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REPORT FROM THE FINANCIAL OVERSIGHT COMMITTEE

The Financial Oversight Committee met on April 9 and 10, 2024 at the FSSS offices at 1601 De Lorimier Avenue in Montréal and remotely.

Nadine Lambert, General Secretary-Treasurer, presented and explained the financial statements for the 3-year period ended August 29, 2024. She answered our questions and explained the main variances.

We then performed the audit for the remaining 6-month period (September 1, 2023 to February 29, 2024).

All the documents and resources needed to enable us to carry out our work were made available to us.

We reviewed some of the minutes of the Executive Committee and the Federal Bureau.

We sampled:

- credit card accounts
- activity reports of all members of the Executive and some members of the Federal Bureau
- bank reconciliation reports as at February 29, 2024
- All of the audited documents appear to be in compliance.

We then analyzed the financial statements for the last 3 years (March 1, 2021 to February 29, 2024).

The mandate from the Convention was carried out in its entirety. The variances between forecasts and actuals were justified and realistic. No one could have foreseen, 3 years ago, the settlement of our members' pay equity complaints or the rise of working from home, nor the explosive growth of virtual meetings and virtual training, to name but a few factors. All these developments had an impact on both revenues and expenses.

Actual revenues exceeded forecasts by 17.04%, at \$86,059,050, while expenses were 4.96% lower than forecast at \$71,497,601, for a surplus of \$14,561,448.

Analysis of the balance sheet as at February 29, 2024 also shows that our Federation is in good financial health.

We thank the Executive Committee for their collaboration, responsiveness and consideration of our recommendations, through Nadine Lambert, Secretary General-Treasurer. We also thank the accounting team, Daphnée Noël, accounting secretary, and Gail Gagné-Rodrigues, consultant, for their work and collaboration. Once again, the financial statements were clear, sufficiently detailed and simple to read and understand.

Thank you, delegates, for your attention to our report.

We hope we have fulfilled the mandate you gave us.

The Financial Oversight Committee therefore recommends adoption of the financial statements for the period ending February 29, 2024.

Shiaman Diawara Adrien Doamba Frantz Delice

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2024-2027 BUDGET ESTIMATES

Dear convention delegates:

The 2024-2027 budget recommended by the Executive Committee that we are presenting to you is consistent with the mission of the Fédération de la santé et des services sociaux, with the anticipated priorities for the next three years, and with the needs and orientations of the 46th Convention.

We project *per capita* revenues of \$91,104,749, a 27% increase over the initial budget for 2021-2024. The increase in per capita revenues is largely due to projected salary increases and retroactive pay equity payments. Equalization payments from the CSN and interest on our assets bring total revenues to \$94,763,304.

The projected expenses reflect our commitment to providing and maintaining quality services to the unions and the members. These budget estimates have been established with a view to maintaining staff stability, renewing our staff and anticipating future needs—not just staffing requirements but also the need to respond to the many challenges of the moment, such as bargaining talks and government reforms. We remain committed to working differently and leveraging the various tools at our disposal.

Our expenses are divided between two broad budget categories: administration and bargaining.

Administrative activities

Administrative activities include the activities of the Federation and its political functioning. \$88,484,712 is allocated to this category.

Administrative activities are subdivided into three main sub-categories: administration, political leadership and regional services, which account for a large portion of the budget. Human resources and their stability are mainly covered by this part of the budget. The breakdown will be shown in the presentation.

Bargaining activities

The bargaining category includes all activities related to negotiations in the public sector and the private sectors. It has been allocated a budget of \$6,901,521.

Bargaining activities are subdivided into three sub-categories: the dedicated bargaining team, the bargaining committees and democratic processes for bargaining for the personnel classes and the sectors.

The Executive Committee is therefore presenting you with budget estimates that put services to the unions and the members first: 88.6% of the budget is allocated to services, 1.8% to the FSSS's democratic bodies, 4.1% to assistance to unions and 5.5% to the FSSS's political leadership.

The budget of the Fédération de la santé et des services sociaux reflects our solidarity. It is the collective tool that allows us to fulfil our responsibilities and defend our values.

Yours in solidarity,
General Secretary-Treasurer



Nadine Lambert



PRÉVISIONS BUDGÉTAIRES 2024-2027 SOMMAIRE DES RÉSULTATS

Revenus

Administration (per capita 88% X 0.52%)	62,986,968 \$	73,166,483 \$	80,172,179 \$
Autres revenus	1,592,748	1,678,741	1,946,556
Placements	337,000	1,313,461	1,712,000
Variation de la juste valeur des placements	25,000	(76,824)	-
Négociation (per capita 12% X 0.52%)	8,589,132	9,977,188	10,932,570
Total des revenus	73,530,848 \$	86,059,050 \$	94,763,304 \$

Dépenses

Administration	68,395,763 \$	66,016,530 \$	88,484,712 \$
Négociation	6,833,073	5,481,072	6,901,521
Total des dépenses	75,228,836 \$	71,497,601 \$	95,386,234 \$

(Insuffisance) / Excédent des revenus sur les dépenses

Budget Initial du 2021-03-01 au 2024-02-29	Réalisations du 2021-03-01 au 2024-02-29	Prévisions budgétaires 2024-2027
(1,697,989) \$	14,561,448 \$	(622,929) \$



ADMINISTRATION

Résultats

Période de 36 mois se terminant le 29 février 2024

Revenus d'administration

	Budget Initial du 2021-03-01 au 2024-02-29	Réalisations du 2021-03-01 au 2024-02-29	Prévisions budgétaires 2024-2027
Per capita (88% X 0,52%)	62,986,968 \$	73,166,483 \$	80,172,179 \$
Autres revenus	1,929,748	2,992,202	3,658,556
Variation de valeur, placements disponibles à la vente	25,000	(76,824)	-
Total des revenus d'administration	64,941,716 \$	76,081,862 \$	83,830,735 \$

Dépenses d'administration

1. Comité exécutif	3,181,985 \$	2,969,319 \$	4,050,390 \$
2. Bureau fédéral	2,300,099	1,778,394	2,119,790
3. Coordination des services	1,398,955	1,445,579	2,281,522
4. Services régionaux	44,853,901	43,787,916	59,797,350
5. Service de la comptabilité	1,599,932	1,496,217	2,012,493
6. Coûts convention collective des salarié-es	1,794,150	3,415,869	2,176,500
7. Instances politiques	1,789,500	747,380	1,707,500
8. Budgets régionaux	180,600	54,482	156,500
9. Formation syndicale	1,544,247	1,227,962	1,684,164
10. Comité de condition féminine	28,000	2,134	15,000
11. Comité de santé et sécurité	38,000	21,302	30,000
12. Comité de surveillance	27,000	3,282	20,000
13. Politique contre la violence	8,000	-	50,000
14. Comité LGBTQ+	28,000	6,482	15,000
15. Comité Jeunes	28,000	4,502	15,000
16. Comité Interculturel	28,000	2,164	15,000
17. Comité de coordination d'action politique	50,000	20,826	50,000
18. Comités Ad Hoc	75,000	100,235	75,000
19. Information et publicité	1,258,143	983,959	2,499,746
20. Service informatique	907,360	880,831	999,560
21. Dépenses d'administration	6,267,105	6,041,018	6,902,410
22. Jurisprudence, Recherche et Santé et sécurité au travail	501,343	510,175	1,811,786
23. VPP et santé et sécurité au travail	508,443	516,502	-
Total des dépenses d'administration	68,395,763 \$	66,016,530 \$	88,484,712 \$

(Insuffisance) / Excédent des revenus sur les dépenses

(3,454,047) \$ 10,065,332 \$ (4,653,978) \$



ADMINISTRATION

Détail des dépenses

1. Comité exécutif

Salaires et avantages sociaux

	Budget Initial du 2021-03-01 au 2024-02-29	Réalisations du 2021-03-01 au 2024-02-29	Prévisions budgétaires 2024-2027
- personnes élu-es	2,457,358 \$	2,316,344 \$	2,875,473 \$
- employées de bureau	358,769	344,524	844,917
Frais de séjour	195,714	172,349	182,500
Frais de déplacement	170,143	136,102	147,500
Total	3,181,985 \$	2,969,319 \$	4,050,390 \$

2. Bureau fédéral

Salaires et avantages sociaux

- vices-présidences régionales	1,030,900 \$	655,917 \$	996,500 \$
- représentants de secteurs	476,190	346,795	466,290
Frais de séjour et de déplacement			
- vices-présidences régionales	496,680	434,473	423,000
- représentants de secteurs	172,922	277,433	148,000
CSST / CNT / Assurances	72,407	29,578	35,000
Fonctionnement - Secteurs	1,000	-	1,000
Banque transport	50,000	34,198	50,000
Total	2,300,099 \$	1,778,394 \$	2,119,790 \$

3. Coordination des services

Salaires et avantages sociaux

- coordination	970,186 \$	984,411 \$	1,712,064 \$
- employée de bureau	358,769	346,786	423,458
Frais de séjour	44,000	63,740	82,000
Frais de déplacement	26,000	50,643	64,000
Total	1,398,955 \$	1,445,579 \$	2,281,522 \$

4. Services régionaux

Salaires et avantages sociaux

- personnes conseillères	35,722,496 \$	34,340,747 \$	49,277,374 \$
- employées de bureau	6,729,883	6,939,697	7,928,184
Frais de séjour	1,066,310	1,106,178	1,139,868
Frais de déplacement	1,270,212	1,321,694	1,361,923
Stagiaire(s)	65,000	79,601	90,000
Total	44,853,901 \$	43,787,916 \$	59,797,350 \$

5. Service de la comptabilité

Salaires et avantages sociaux

Frais de séjour	1,565,432 \$	1,481,920 \$	1,992,493 \$
Frais de déplacement	21,000	3,921	8,000
	13,500	10,376	12,000
Total	1,599,932 \$	1,496,217 \$	2,012,493 \$



	Budget Initial du 2021-03-01 au 2024-02-29	Réalisations du 2021-03-01 au 2024-02-29	Prévisions budgétaires 2024-2027
6. Coûts convention collective des salarié-es			
Bureau du personnel	690,000 \$	916,425 \$	1,000,000 \$
Partage des coûts reliés c.c.	290,000	324,787	350,000
Dirigeant et conseillers du STTCSN	180,000	160,212	180,000
Assurances collectives retraités, régimes à prestations et cotisations déterminées	629,150	2,008,813	641,500
Frais juridiques - salarié-es	5,000	5,632	5,000
	1,794,150 \$	3,415,869 \$	2,176,500 \$
7. Instances politiques			
Coût net du congrès (incluant aide)	150,000 \$	137,453 \$	500,000 \$
Coût des conseils fédéraux	260,000	326,988	300,000
Coût des conseils fédéraux sectoriels-public	40,000	10,959	40,000
Coût des conseils fédéraux sectoriels-privé	11,000	24,602	22,000
Bureaux fédéraux	2,500	4,913	2,500
Délégations confédérales	70,000	77,709	70,000
Relations internationales	5,000	-	5,000
Colloques	10,000	4,806	35,000
Rencontres de réseautage	796,000	22,289	398,000
Aide aux syndicats - Conseils fédéraux sectoriels-public	425,000	99,057	315,000
Aide aux syndicats - Conseils fédéraux sectoriels-privé	20,000	38,606	20,000
	1,789,500 \$	747,380 \$	1,707,500 \$
8. Budgets régionaux			
Côte-Nord (09)	15,400 \$	1,326 \$	10,000 \$
Gaspésie - Îles-de-la-Madeleine (1A)	15,400	4,760	10,000
Outaouais (07)	10,500	7,054	10,000
Lanaudière	10,500	4,441	10,000
Laurentides	10,500	1,249	10,000
Montréal - Laval - Grand-Nord (6A)	31,500	11,131	31,500
Abitibi - Témiscamingue - Nord-du-Québec (08)	15,400	10,375	15,000
Québec - Chaudière-Appalaches (03)	17,500	3,988	10,000
Bas-Saint-Laurent (1B)	11,200	3,256	10,000
Saguenay - Lac-Saint-Jean (02)	11,200	775	10,000
Estrie (05)	10,500	260	10,000
Montérégie (6C)	10,500	3,200	10,000
Cœur-du-Québec (04)	10,500	2,668	10,000
	180,600 \$	54,482 \$	156,500 \$
9. Formation syndicale			
Budget de fonctionnement	640,000 \$	338,599 \$	640,000 \$
Salaires & avantages sociaux	836,247	848,383	985,664
Frais de séjour	41,500	20,194	31,000
Frais de déplacement	26,500	20,786	27,500
	1,544,247 \$	1,227,962 \$	1,684,164 \$
10. Comité de condition féminine	28,000 \$	2,134 \$	15,000 \$
11. Comité de santé et sécurité	38,000 \$	21,302 \$	30,000 \$
12. Comité de surveillance	27,000 \$	3,282 \$	20,000 \$



	Budget Initial du 2021-03-01 au 2024-02-29	Réalisations du 2021-03-01 au 2024-02-29	Prévisions budgétaires 2024-2027
13. Politique contre la violence	8,000 \$	- \$	50,000 \$
14. Comité LGBT+	28,000 \$	6,482 \$	15,000 \$
15. Comité Jeunes	28,000 \$	4,502 \$	15,000 \$
16. Comité Interculturel	28,000 \$	2,164 \$	15,000 \$
17. Comité de coordination d'action politique	50,000 \$	20,826 \$	50,000 \$
18. Comités ad hoc	75,000 \$	100,235 \$	75,000 \$
19. Information et publicité			
Salaires et avantages sociaux	522,143 \$	443,591 \$	1,144,746 \$
Frais de séjour	10,000	5,004	10,000
Frais de déplacement	10,000	10,163	20,000
Traduction	400,000	295,086	400,000
Distribution impression documents	10,000	9,350	50,000
Documentation et abonnements	30,000	28,720	30,000
Information-publicité-visibilité	236,000	166,165	815,000
Revue de presse - Communiqués	30,000	17,483	20,000
Sentences arbitrales	10,000	8,397	10,000
	1,258,143 \$	983,959 \$	2,499,746 \$
20. Service informatique			
Traitement des données CSN	45,000 \$	40,582 \$	50,000 \$
Opération du réseau	757,800	822,491	850,000
Dépenses site Web	15,000	107	45,000
Entretien réparation équipement informatique	39,560	13,998	39,560
Amortissement équipement informatique	50,000	3,653	15,000
	907,360 \$	880,831 \$	999,560 \$



	Budget Initial du 2021-03-01 au 2024-02-29	Réalisations du 2021-03-01 au 2024-02-29	Prévisions budgétaires 2024-2027
21. Dépenses d'administration			
Loyers et taxes	3,213,715 \$	3,129,742 \$	3,306,456 \$
Téléphones et télécopieurs	460,290	415,128	458,854
Fournitures de bureau	112,500	90,892	97,500
Photocopies	177,000	122,300	132,000
Frais juridiques	2,000,000	1,929,312	2,225,000
Frais de poste et transport	39,500	41,060	46,000
Assurances	40,000	41,377	47,500
Honoraires de vérification	40,000	64,214	40,000
Souscriptions et dons	6,000	6,000	6,000
Location de salles	1,500	842	1,500
Amortissement équipement de bureau	130,000	66,941	75,000
Amortissement améliorations locatives	5,000	106,881	425,000
Frais de caisse et d'administration	600	524	600
Réunions d'équipe	40,000	24,942	40,000
Dépenses diverses	1,000	863	1,000
	6,267,105 \$	6,041,018 \$	6,902,410 \$
22. Jurisprudence, Recherche et Santé et sécurité au travail			
Salaires et avantages sociaux	481,343 \$	484,657 \$	1,730,786 \$
Frais de séjour	10,000	12,356	36,000
Frais de déplacement	10,000	13,162	45,000
	501,343 \$	510,175 \$	1,811,786 \$
23. VPP et santé et sécurité au travail			
Salaires et avantages sociaux	488,443 \$	491,720 \$	- \$
Frais de séjour	10,000	11,399	-
Frais de déplacement	10,000	13,383	-
	508,443 \$	516,502 \$	- \$
Total des dépenses d'administration	68,395,763 \$	66,016,530 \$	88,484,712 \$



	Budget Initial du 2021-03-01 au 2024-02-29	Réalisations du 2021-03-01 au 2024-02-29	Prévisions budgétaires 2024-2027
NÉGOCIATION			
Résultats			
Période de 36 mois se terminant le 29 février 2024			
Revenus de négociation			
Per capita (12% X 0,52%)	8,589,132 \$	9,977,188 \$	10,932,570 \$
Total des revenus de négociation	8,589,132 \$	9,977,188 \$	10,932,570 \$
Dépenses de négociation			
23. Comités de négociation sectoriels	1,094,680 \$	1,203,384 \$	830,480 \$
24. Équipe de négociation	2,136,593	1,943,556	2,638,241
25. Appui local à la vie syndicale	404,000	45,195	404,000
26. Dépenses d'administration	278,300	275,887	262,300
28. Conseils fédéraux de négociation	78,000	77,895	-
27. Conseils fédéraux de négociation public et privé	416,000	296,603	341,000
28. Secteurs privés	1,095,000	627,308	1,095,000
29. Comités de la convention collective	130,500	91,246	130,500
30. Comité des assurances	50,000	17,530	50,000
31. Politique - Expertises médicales	50,000	39,552	50,000
32. Politique - Arbitrage public	1,100,000	862,916	1,100,000
Total des dépenses de négociation	6,833,073 \$	5,481,072 \$	6,901,521 \$
(Insuffisance) / Excédent des revenus sur les dépenses	1,756,059 \$	4,496,116 \$	4,031,049 \$



	Budget Initial du 2021-03-01 au 2024-02-29	Réalisations du 2021-03-01 au 2024-02-29	Prévisions budgétaires 2024-2027
NÉGOCIATION			
Détail des dépenses			
23. Comités de négociation par secteur			
Salaires et avantages sociaux			
Négociation secteur public	400,000 \$	398,491 \$	250,000 \$
Négociation du préhospitalier	71,000	220,449	100,000
Négociation des CPE	55,000	84,398	55,000
Négociation CHP et Communautaire	30,000	25,477	30,000
Négociation RSGE	15,120	-	15,120
Négociation RI-RTF	15,120	-	15,120
Frais de séjours et déplacements			
Négociation secteur public	403,200	403,416	250,000
Négociation du préhospitalier	35,000	36,008	40,000
Négociation des CPE	20,000	24,093	25,000
Négociation CHP et Communautaire	20,000	11,052	20,000
Négociation RSGE	15,120	-	15,120
Négociation RI-RTF	15,120	-	15,120
	1,094,680 \$	1,203,384 \$	830,480 \$
24. Équipe de négociation			
Salaires et avantages sociaux			
- personnes conseillères	1,634,989 \$	1,473,409 \$	2,014,695 \$
- employé-es de bureau	354,904	301,580	417,846
- comité d'action politique	23,700	23,651	23,700
Frais de séjour	71,000	92,053	103,000
Frais de déplacement	52,000	52,862	79,000
	2,136,593 \$	1,943,556 \$	2,638,241 \$
25. Appui local à la vie syndicale			
	404,000 \$	45,195 \$	404,000 \$
26. Dépenses d'administration			
Loyers et taxes	180,000 \$	156,768 \$	180,000 \$
Téléphones	25,000	7,128	10,000
Fournitures de bureau	5,000	3,258	4,000
Impression de documents	50,000	49,077	50,000
Frais de poste et transport	10,000	9,711	10,000
Location de salles	300	299	300
Amortissement améliorations locatives	5,000	-	5,000
Distribution et entreposage conventions collectives	3,000	49,646	3,000
	278,300 \$	275,887 \$	262,300 \$
28. Conseils fédéraux de négociation			
Salaires, frais séjour et déplacement (VP régions)	78,000 \$	77,895 \$	- \$



	Budget Initial du 2021-03-01 au 2024-02-29	Réalisations du 2021-03-01 au 2024-02-29	Prévisions budgétaires 2024-2027
27. Conseils Fédéraux de négociation			
Conseils fédéraux de négociation secteur public	200,000 \$	280,874 \$	200,000 \$
Conseils fédéraux de négociation secteur préhospitalier	6,000	2,050	6,000
Conseils fédéraux de négociation secteur CPE	6,000	-	6,000
Conseils fédéraux de négociation secteur RSGE	1,000	-	1,000
Conseils fédéraux de négociation secteur RI-RTF	1,000	-	1,000
Conseils fédéraux de négociation secteur CHP et Communautaire	2,000	-	2,000
Aide aux syndicats CFN			
Conseils fédéraux de négociation secteur public	150,000	10,407	75,000
Conseils fédéraux de négociation secteur préhospitalier	20,000	-	20,000
Conseils fédéraux de négociation secteur CPE	20,000	3,272	20,000
Conseils fédéraux de négociation secteur RSGE	2,500	-	2,500
Conseils fédéraux de négociation secteur RI-RTF	2,500	-	2,500
Conseils fédéraux de négociation secteur CHP et Communautaire	5,000	-	5,000
	416,000 \$	296,603 \$	341,000 \$
28. Secteurs privés			
Arbitrage	600,000 \$	389,265 \$	600,000 \$
Négociations des secteurs	495,000	238,044	495,000
	1,095,000 \$	627,308 \$	1,095,000 \$
29. Comités de la convention collective			
Secteur public	3,000 \$	- \$	3,000 \$
Préhospitalier	70,000	63,221	70,000
CPE	45,000	28,024	45,000
RSGE	5,000	-	5,000
RI-RTF	5,000	-	5,000
CHP et Communautaire	2,500	-	2,500
	130,500 \$	91,246 \$	130,500 \$
30. Comité des assurances			
	50,000 \$	17,530 \$	50,000 \$
31. Politique - Expertises médicales			
	50,000 \$	39,552 \$	50,000 \$
32. Politique - Arbitrage public			
	1,100,000 \$	862,916 \$	1,100,000 \$
Total des dépenses de négociation	6,833,073 \$	5,481,072 \$	6,901,521 \$

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RESOLUTIONS

RESOLUTIONS FOR 2024–2027

1

Union affairs

- That the FSSS-CSN, in collaboration with all components of the CSN, update or develop, as appropriate, strategies to support and intervene with the unions in order to keep union life strong, close to the members and at the service of the members.
- That the affiliated unions develop strategies and find solutions to keep union life strong and close to the members.

2

Inter-union solidarity

- That the FSSS-CSN promote, develop and encourage initiatives and strategies to build solidarity among FSSS-affiliated unions, within the CSN, and with associations representing the interests of workers, in line with our values and principles.

3

Fightback

- That the FSSS foster, strengthen and broaden its alliances with progressive social forces in order to value, promote and preserve public health and social services and educational childcare services, in particular through the development of coordinated strategies and actions.

4

Forum on violence in the workplace

- That the FSSS prepare and hold a forum on violence in the workplace during the next term.

5

Commitment

- That the FSSS report to the Federal Council, during the next three-year term, on the provincial and regional implementation of the means and actions taken to carry out the orientations adopted at the 46th Convention.
- That FSSS-affiliated unions undertake to put in place the means to implement the orientations of the 46th Convention at the local level, and that progress reports be made to the Federal Council.

6

Federal committees

- That the FSSS set up an ad hoc committee on federal committees consisting of the First Vice-President and one member of each federal committee (LGBT+, youth, intercultural, status of women and OHS) to reflect on and explore possible options for dealing with the issues and challenges that fall within the purview of each committee and carrying out the mandates given by the convention in a way different from that defined in the FSSS Constitution and Bylaws;
- That the ad hoc committee on federal committees present the results of its work at the regular meeting of the Federal Council in December 2025 and propose a pilot project;
- That the ad hoc committee on federal committees present a report at the regular meeting of the Federal Council in December 2026 outlining the results of the pilot project and make recommendations;

If the results of the pilot project are positive and the recommendations are approved by the Federal Council:

- That any proposed amendments to the Constitution and Bylaws be submitted to the 2027 FSSS convention.

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Provincial structure

- That the convention support sectors that want to review their union structure by allowing temporary transitional adjustments to the application of articles 21, 33, 41 and 43 of the current Constitution and Bylaws in the course of the term, if necessary;
- That a progress report on the changes to union structures be submitted to the Federal Council by the sectors concerned;
- That these temporary transitional adjustments be made available to other sectors that want to modify their union structure during the next term;
- That the FSSS Executive report to the Federal Council on the temporary adjustments to the application of articles 21, 33, 41 and 43 of the Constitution and Bylaws.

**A STRONG
UNION**



**SOCIAL
PROGRESS**

