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NATIONAL EXECUTIVE MEETING
HELD JANUARY 11-14, 2011
IN THE NATIONAL COMPONENT BOARDROOM
900-150 ISABELLA STREET, OTTAWA, ON

ATTENDANCE:

Daniel Kinsella, National President
 Doug Marshall, National Executive Vice-President
 Suzanne Cadieux, Assistant National Vice-President for Human Rights
 Eddie Kennedy, Regional Vice-President, Atlantic
 Angela Decker, Assistant Regional Vice-President, Atlantic
 Pat Leblanc, Assistant Regional Vice-President, Atlantic
 Jean-Pierre Naud, Regional Vice-President, Quebec
 Francine Auclair, Assistant Regional Vice-President, Quebec
 Yvon Beaudoin, Assistant Regional Vice-President, Quebec
 Mary Anne Walker, Regional Vice-President, Ontario
 Garry Larouche, Assistant Regional Vice-President, Ontario
 Sandra Bello, Assistant Regional Vice-President, Ontario
 Larry Rousseau, Regional Vice-President, NCR (TB)
 Michèle Milotte, Assistant Regional Vice-President, NCR (SE)
 Alex Kozubal, Regional Vice-President, Manitoba
 Gary Sparvier, Regional Vice-President, Saskatchewan
 Omar Murray, Assistant Regional Vice-President, Saskatchewan
 Janette Husak, Human Rights Representative, Saskatchewan
 Ron Johnston, Regional Vice-President, Alberta NWT and Nunavut
 Steve Houston, Regional Vice-President, BC and Yukon
 Nicola Walch, Assistant Regional Vice-President, BC and Yukon
 Karl Lafrenière, Assistant Regional Vice-President, Outside Canada
 Susan Phillips, Coordinator, Finance and Administration
 Franco Picciano, Coordinator, Member Representation
 Benoit René, Communications Officer
 Johanne MacAndrew, Executive Assistant to the National President
 Ateau Zola, Assistant to the National Executive and Human Rights Committee

REGRETS:

Karoline Klüg, National Vice-President for Human Rights
 Louise Patrice, Regional Vice-President, Outside Canada
 Evelyn Beckert, Regional Vice-President, NCR (SE)

1. CALL TO ORDER:

National President Brother Daniel Kinsella called the meeting to order at 9: 10 a.m.

2. PRESIDENT'S REMARKS

National President Brother Daniel Kinsella welcomed the National Executive and wished everyone a Happy New Year.

Brother Daniel Kinsella announced that in an effort to become more eco-friendly, the National Executive will henceforth endeavour the reduction of printed materials by favouring paperless alternatives. He requested everyone's cooperation by planning ahead in order to help us meet this goal.

3. ADOPTION OF THE HOURS OF SITTING

M/S/C Michèle Milotte and Jean-Pierre Naud

THAT the hours of sitting be adopted as presented.

4. ADOPTION OF THE AGENDA (Appendix "A")

M/S Mary Anne Walker and Eddie Kennedy

THAT the agenda be amended by adding the following items:

Under number 9 – New Business:

- N) Parks National Classification Review – Update
- O) Treasury Board Tentative Agreements
- P) Parks Bargaining Conference
- Q) PSAC Regional Conventions

***Recorded Vote 1: CARRIED**

5. ROUND TABLE CHECK-IN – NATIONAL EXECUTIVE

A roundtable check-in ensued.

6. MOMENT OF SILENCE

National President Brother Daniel Kinsella asked the National Executive to observe a moment of silence for the passing of the following members:

Dale Hansen, from local Y0104 – Parks, Yukon

Ginette Morin, from local 70027 – INAC, NCR (TB)

Virani Zohrakhan, from local 70027 – INAC, NCR (TB)

Marie-Claire Yuen, from local 70312 – COL, NCR (TB)

Garth Wilson, from local 70401 – Science and Technology Museum, NCR (SE)

Linda Lock, Past President of local 00383
 Francis Fox, former RVP for the Manitoba Region around late 70's early 80's
 John Waddell, first NC Executive Secretary from 1968 to 1976
 People who passed away in US, Tuscon, AZ
 Haiti earthquake - One year ago, victims still have not recovered.
 As well as all the victims of the Tsunami and all the victims of atrocities
 happening around the world.

7. MINUTES OF PREVIOUS MEETING

A) National Executive Meeting - September 14-16, 2010

Amendments:

Page 4869: It was noted that the process for submitting committee reports needed to be revised to incorporate the suggestions and comments provided by committee chairpersons and staff members involved in this process. This document would be redistributed upon completion.

Page 4887: It was noted that the reference to Policy NEN 2, Section 3 must be amended to read Policy NEN 2, Section 2.

M/S Mary Anne Walker and Gary Sparvier

THAT the minutes of the National Executive Meeting held September 14-16, 2010 be adopted as amended.

***Recorded Vote 2: CARRIED**

8. REPORTS OF THE EXECUTIVE

A) National President

It was noted that the President's report was awaiting translation.

B) National Executive Vice-President

It was agreed that the report of the National Executive Vice-President would be dealt with as it becomes available.

- C) National Vice-President for Human Rights
It was agreed that the report of the National Vice-President for Human Rights would be dealt with as it becomes available.
- D) Regional Vice-Presidents Reports on Inactive Locals
Executive Officers provided updates on the status of inactive locals in their respective regions.

9. NEW BUSINESS

- A) Ground Rules for Respectful Meetings (appendix B)
Brother Daniel Kinsella informed the National Executive that the Joint Committee has developed "National Component Ground Rules for Respectful Meetings". These rules have already been implemented at all staff meetings. The rules were developed following a suggestion in the "Make it Better Box".
- B) 2011 National Component Triennial Convention
- i) Delegates Selection (Appendix "C")
Brother Daniel Kinsella informed the National Executive that an early call out letter would be sent out to locals next week.

NATIONAL EXECUTIVE RECOMMENDATION TO CONVENTION

M/S

Mary Anne Walker and Steve Houston

BE IT RESOLVED THAT Bylaw 10, Section 17 be deleted from National Component Bylaws.

Section 17

~~No delegate shall be nominated who has not attended at least 75% of the Local general meetings during the twelve month period prior to the nomination meeting, unless a satisfactory reason is given for such absence.~~

***Recorded Vote 3: CARRIED**

RECESS

TUESDAY, January 11, 2011 - AFTERNOON SESSION
Reconvened at 1: 15

ATTENDANCE: D. Kinsella, D. Marshall, S. Cadieux, E. Kennedy, A. Decker, P. Leblanc, M.A. Walker, S. Bello, G. Larouche, G. Sparvier, O. Murray, J. Husak, A. Kozubal, L. Rousseau, M. Milotte, K. Lafrenière, S. Houston, N. Walch, J. P. Naud, F. Auclair, Y. Beaudoin, R. Johnston, S. Phillips, F. Picciano, J. MacAndrew, A. Zola.

i) **Delegates Selection:**

M/S Mary Anne Walker and Eddie Kennedy

BE IT RESOLVED THAT Policy CC4, Sections 1 and 3 be referred to the Bylaws and Policies Committee to do a review of the selection of delegates to the PSAC convention in reference to Policy CC4, Sections 1 and 3 but not limited to that review and bring this back to the National Executive.

FEEDBACK ON BARGAINING:

A broad based discussion was held with respect to the unwinding of the ratification votes meetings in different regions.

RECESS

9. **NEW BUSINESS (Cont'd)**

B) **2011 National Component Triennial Convention**

ii) **Convention Resolutions**

Brother Daniel Kinsella informed the National Executive that the Component would issue a call to convention to all locals this month. The call will clearly outline all deadlines.

- iii) National Executive Resolutions
Brother Daniel Kinsella informed the National Executive that the deadline for submitting National Executive recommendations to convention would be April 8, 2011.
- iv) Convention Committees Nominations and Chairpersons
Brother Daniel Kinsella informed the National Executive that appointments to Convention Committees have not been finalized yet. National Officers would be able to determine appointments upon delegates accreditation. Brother Daniel Kinsella, however, requested that Executive Officers advise him of their selection of the committee they wish to participate in during convention.

It was agreed that an invitation for participation on convention committee be extended to accredited youth delegates.

Brother Daniel Kinsella announced that Committee Chairpersons have been appointed as follow:

Finance Resolutions Committee:

Doug Marshall and Karoline Klüg
Technical advisor: Georges St-Jean

Constitution and Bylaws Committee:

Eddie Kennedy and Mary Anne Walker
Technical Advisor: Franco Picciano

General Resolutions Committee:

To be determined
Technical Advisor: Raymond Brossard

- v) Harassment Coordinators
Brother Daniel Kinsella informed the National Executive that he was seeking volunteers with regard to this appointment.
- vi) Convention Rules of Order
A document was presented. However, it was agreed that this item be deferred to the next National Executive meeting in April.

- vii) Election Procedures
A document was presented. However, it was agreed that this item be deferred to the next National Executive Meeting in April.
- viii) Procedural Motions (Appendix “D”)
A template for procedural motions was developed and presented to the National Executive.
- ix) Tiling Guidelines for Staff and Volunteers
A document was presented. It was agreed that this item be postponed to be deferred to the next National Executive Meeting in April.
- x) Voting Procedures
It was agreed that this item be deferred to the next National Executive Meeting in April.

C) Convention Steering Committee

- i) Convention Theme
Brother Eddie Kennedy reported progress with respect to the work of the Convention Steering Committee. He announced that “Communications” would be the 2011 National Convention Theme.

Sister Angela Decker assumed the Chair for the Atlantic Region.

E) CLC Convention - May 9–13, 2011 in Vancouver, BC

M/S Angela Decker and Steve Houston

THAT the National Component set aside \$30,000 to be shared among regions to attend the CLC Convention.

A/S/C Mary Anne Walker and Eddie Kennedy

THAT we set aside \$30,000 out of the surplus for the CLC Convention; and

THAT not be limited to the general membership but to all National Component members including the National Executive.

M/S/L Larry Rousseau and Michèle Milotte

THAT the amount be increased to \$50,000.

***Recorded vote 4 on the main motion as amended: CARRIED**

It was agreed that the Regional team will provide their recommendations to the National Officers for delegates selections to the CLC convention.

Brother Karl Lafrenière left the meeting due to a previous commitment.

F) National Component Triennial Convention 2014

Brother Daniel Kinsella announced that the 2014 convention will be held August 10-15, 2014 in Victoria, BC.

RECESS

WEDNESDAY, JANUARY 12, 2011 – MORNING SESSION
Reconvened at 9 a.m.

ATTENDANCE:

Doug Marshall, National Executive Vice-President
 Karoline Klüg, National Vice-President for Human Rights
 Eddie Kennedy, Regional Vice-President, Atlantic
 Angela Decker, Assistant Regional Vice-President, Atlantic
 Pat Leblanc, Assistant Regional Vice-President, Atlantic
 Jean-Pierre Naud, Regional Vice-President, Quebec
 Francine Auclair, Assistant Regional Vice-President, Quebec
 Yvon Beaudoin, Assistant Regional Vice-President, Quebec
 Mary Anne Walker, Regional Vice-President, Ontario
 Gary Larouche, Assistant Regional Vice-President, Ontario
 Sandra Bello, Assistant Regional Vice-President, Ontario
 Larry Rousseau, Regional Vice-President, NCR (TB)
 Michèle Milotte, Assistant Regional Vice-President, NCR (SE)
 Alex Kozubal, Regional Vice-President, Manitoba
 Gary Sparvier, Regional Vice-President, Saskatchewan
 Omar Murray, Assistant Regional Vice-President, Saskatchewan
 Janette Husak, Human Rights Representative, Saskatchewan

Ron Johnston, Regional Vice-President, Alberta NWT and Nunavut
 Steve Houston, Regional Vice-President, BC and Yukon
 Nicola Walch, Assistant Regional Vice-President, BC and Yukon
 Karl Lafrenière, Assistant Regional Vice-President, Outside Canada
 Susan Phillips, Coordinator, Finance and Administration
 Franco Picciano, Coordinator, Member Representation
 Johanne MacAndrew, Executive Assistant to the National President
 Ateau Zola, Assistant to the National Executive and Human Rights Committee

REGRETS:

Daniel Kinsella, National President
 Louise Patrice, Regional Vice-President, Outside Canada
 Evelyn Beckert, Regional Vice-President, NCR (SE)

National Executive Vice-President Brother Doug Marshall assumed the Chair.

9. NEW BUSINESS:

C) Convention Steering Committee

ii) Convention Logo

M/S Eddie Kennedy and Michèle Milotte

THAT the National Executive adopt number 2 proposed Convention Logo as amended.

***Recorded Vote 5: CARRIED**

H) Regional Seminars

Brother Doug Marshall wished to remind Executive Officers who have not yet confirmed the dates for their regional seminars to contact the coordinator of Finance and Administration in order to finalize arrangements.

I) Executive Planning and Study Session

Brother Doug Marshall informed the National Executive that there will be a planning and study session for the incoming National Executive after the triennial convention.

Executive Officers identified the following subjects as topics for discussion and study:

- To identify our priorities as an executive;
- To set and discuss our common goals;
- To learn how to use the mechanics and the tools that we use;
- To set objectives and develop skills and strategies for achieving priorities;
- To have dates and cities for events.

J) Standing Committees' Assignments (Appendix "E")

Brother Doug Marshall informed the National Executive that an updated version was now available and distributed to all.

RECESS

10. COMMITTEE REPORTS:

B) Collective Bargaining (Appendix "F")

M/S Alex Kozubal and Ron Johnston

Adoption of the report of the Collective Bargaining Committee meetings held on October 31, 2010 and January 9, 2011.

***Recorded Vote 6: CARRIED**

Sister Susan Phillips introduced and announced that Catherine Lapierre-Ouellet was the successful candidate for the Membership/Finance Clerk position and began work on December 6, 2010.

N) Parks National Classification Review:

Brother Franco Picciano provided an update on the Parks Canada National Review Project. His update dealt with the Component's tangible achievements, negotiated with Parks Canada and PSAC, within the last year.

These included:

1. A fifty-paragraph Memorandum of Understanding with Parks Canada to create an expedited processing for Parks Canada National Review grievances. The expedited process can consist of 3 phases (depending on

the ability of the parties to come to an agreement) – a triage phase, a mediation phase and an adjudication phase. All phases include the participation of a spokesperson(s) from the aggrieved group;

2. A fifteen-paragraph Memorandum of Understanding with the Public Service Labour Relations Board (PSLRB) to mediate/adjudicate grievances in an expedited manner. The agreement commits the Board to provide a mediator/adjudicator every 6 weeks for a full week of hearings and;
3. PSLRB dates in October and November were used to resolve global issues such as retroactivity and former employees. An agreement has been signed to resolve these outstanding issues.

Brother Franco Picciano also provided some statistical information regarding grievance outcomes. He reported that 968 of 2800 grievance files have been closed with the following results:

▪ Allowed	223
▪ Denied	58
▪ Partially Allowed	8
▪ Settled	220
▪ Withdrawn	459

RECESS

WEDNESDAY, JANUARY 12, 2011-AFTERNOON SESSION
Reconvened at 1: 30 p.m.

ATTENDANCE: D. Marshall, K. Klüg, A. Decker, P. Leblanc, M.A. Walker, S. Bello, G. Larouche, G. Sparvier, O. Murray, J. Husak, L. Rousseau, M. Milotte, K. Lafrenière, S. Houston, N. Walch, J. P. Naud, F. Auclair, Y. Beaudoin, R. Johnston, S. Phillips, F. Picciano, J. MacAndrew, A. Zola.

Regrets: D. Kinsella, E. Kennedy, A. Kozubal

9. **NEW BUSINESS**

C) **Convention Steering Committee**

ii) National Component Logo:

Brother Benoit René presented the amended convention logo.

M/S Steve Houston and Angela Decker

THAT pin number 1 be selected for Convention 2011.

***Recorded Vote 7: CARRIED**

L) **Elected Officers Blackberries–Review of monthly Bills (Appendix “G”)**

Sister Susan Phillips provided an overview of the National Component blackberry contract plan.

RECESS

Brother Doug Marshall relinquished the Chair to Sister Karoline Klüg.

Sister Karoline Klüg assumed the Chair.

10. **COMMITTEE REPORTS:**

E) **Finance and Human Resources Committee (Appendix “H”)**

1. Review and approval of the agenda
Information.

2. Review and approval of the ICMS Policy

M/S Doug Marshall and Eddie Kennedy

THAT the National Executive approve the ICMS Policy as presented.

***Recorded Vote 8: CARRIED**

3. Review and approval of the National Component Code of Conduct Policy:
Brother Doug Marshall reported that the Committee discussed comments made by the AEU and recommended that no changes be made to existing Policy CE 3.

4. Review and approval of the National Component Policy CE 5 – National Component IT Policy:

M/S Doug Marshall and Steve Houston

THAT the National Component IT User Agreement be added as an appendix to Policy CE 5.

***Recorded Vote 9: CARRIED**

5. Review and approval of the draft Healthy Workplace Policy:
It was stated that the Chair of the Finance and Human Resources Committee would discuss with the National President the comments of the employer side Co-chair of the Occupational Health and Safety Committee with respect to the referral of this policy.

RECESS

THURSDAY, JANUARY 13, 2011 – MORNING SESSION
Reconvened at 9: 15 a.m.

ATTENDANCE:

Doug Marshall, National Executive Vice-President
Karoline Klüg, National Vice-President for Human Rights
Eddie Kennedy, Regional Vice-President, Atlantic
Angela Decker, Assistant Regional Vice-President, Atlantic
Pat Leblanc, Assistant Regional Vice-President, Atlantic
Jean-Pierre Naud, Regional Vice-President, Quebec
Francine Auclair, Assistant Regional Vice-President, Quebec
Yvon Beaudoin, Assistant Regional Vice-President, Quebec
Mary Anne Walker, Regional Vice-President, Ontario
Gary Larouche, Assistant Regional Vice-President, Ontario
Sandra Bello, Assistant Regional Vice-President, Ontario
Larry Rousseau, Regional Vice-President, NCR (TB)
Michèle Milotte, Assistant Regional Vice-President, NCR (SE)
Alex Kozubal, Regional Vice-President, Manitoba
Gary Sparvier, Regional Vice-President, Saskatchewan
Omar Murray, Assistant Regional Vice-President, Saskatchewan
Janette Husak, Human Rights Representative, Saskatchewan
Ron Johnston, Regional Vice-President, Alberta NWT and Nunavut
Steve Houston, Regional Vice-President, BC and Yukon
Nicola Walch, Assistant Regional Vice-President, BC and Yukon
Karl Lafrenière, Assistant Regional Vice-President, Outside Canada
Susan Phillips, Coordinator, Finance and Administration
Franco Picciano, Coordinator, Member Representation
Johanne MacAndrew, Executive Assistant to the National President
Ateau Zola, Assistant to the National Executive and Human Rights Committee

REGRETS:

Daniel Kinsella, National President
Louise Patrice, Regional Vice-President, Outside Canada
Evelyn Beckert, Regional Vice-President, NCR (SE)

National Executive Vice-President Brother Doug Marshall assumed the Chair.

9. **NEW BUSINESS**

D) **Joint Committee's Presentation (Appendix "I")**

M/S Mary Anne Walker and Eddie Kennedy

THAT the National Executive extend the mandate of the Joint Committee to the end of January 2012 in order to:

- Recommend to the National President the appropriate standing committees and / or individuals to produce and implement each renewal process plan to operationalize the National Component's Operating Model;
- Carry on additional work and training in the areas of dealing with and resolving conflict;
- Coordinate global NC Renewal Process;
- Implement the evaluation plan for work accomplished by the Joint Committee;
- Undertake other activities as directed by the National Executive.

***Recorded Vote 10: CARRIED**

Brother Daniel Kinsella joined the meeting.

Brother Doug Marshall relinquished the Chair to Brother Daniel Kinsella.

Brother Daniel Kinsella assumed the Chair.

RECESS

THURSDAY, JANUARY 13, 2011 – AFTERNOON SESSION
Reconvened at 1: 30 p.m

ATTENDANCE: D. Kinsella, D. Marshall, S. Cadieux, E. Kennedy, A. Decker, P. Leblanc, M.A. Walker, S. Bello, G. Larouche, G. Sparvier, O. Murray, J. Husak, A. Kozubal, E. Beckert, M. Milotte, K. Lafrenière, S. Houston, N. Walch, J. P. Naud, F. Auclair, Y. Beaudoin, R. Johnston, S. Phillips, F. Picciano, J. MacAndrew, A. Zola.

REGRETS: L. Rousseau

10. COMMITTEE REPORT (Cont'd)

E. Finance and Human Resources Committee Report (Appendix “H”)

6. Review and approval of a Mediation process Policy
 The Committee reported that the newly revised ICMS Policy addresses Issues regarding mediation and therefore, a separate mediation process policy was not required.
7. Accountability and performance appraisal policy:
 The Committee reported that they were provided with documents that will assist them in developing such a policy.
8. Overtime report
 The Committee will review the 2010 overtime analysis after leave files for employees are closed off on February 1, 2011.

M/S Doug Marshall and Mary Anne Walker

Adoption of the report of the Finance and Human Resources Committee report as a whole.

***Recorded Vote 11: CARRIED**

Sister Karoline Klüg relinquished the Chair to Brother Daniel Kinsella.

Brother Daniel Kinsella assumed the Chair.

9. **NEW BUSINESS (Cont'd)**

B) **2011 National Component Triennial Convention**

xi) Main Guest Speakers

Brother Benoit René recommended that given this year's convention theme, a focus be set on communications. He suggested that one of the main Speakers should address delegates on how to extrapolate the notion of human interconnectedness and on how to explore the impact of the social media and personal branding.

One of the identified guest speakers was Mitch Joel, a journalist and a publicist. He is the President of Twist Image - an award-winning Digital Marketing and Communications agency (although he prefers the title, Media Hacker). He has been called a marketing and communications visionary, interactive expert and community leader. He is also a Blogger, Podcaster, passionate entrepreneur and speaker who connects with people worldwide by sharing his marketing insights on digital marketing and new media.

It was also noted that names of other key note speakers will be communicated as they become available.

10. **COMMITTEE REPORTS (Cont'd)**

A) **Bylaws and Policy Committee (Appendix "J"):**

1. Local bylaws – follow up

The Committee reported progress with regard to their work on local bylaws.

2. Process for Submitting Resolutions to Convention

The Committee reported that they had reviewed the process of submitting resolutions to conferences and particularly the Human Rights Conference (as per page 4869 of the September 2010 National Executive Minutes).

The Committee stated that conferences were not an appropriate forum for resolutions to be tabled. The reasons include, but are not limited to:

- The selection process for attendees.
- The exclusivity of only one Conference having the ability to submit resolutions to Convention (based on current Bylaws).

The alternative would require the consideration of all Component Conferences and Seminars.

The Committee also determined that a process was not required but will introduce a bylaw amendment to create a more inclusive resolution process.

3. Bylaw – Local 84200:

It was agreed that the Regional Vice-President will work with the Local to amend the bylaws to comply with National Component's By-law 7, Section 5.

4. Editorial Change to Policy CC 1

Change title of Policy CC1 – National Convention to: National Convention Resolutions.

Brother Larry Rousseau joined the meeting.

5. Amendment to Policy LOC 7

M/S Eddie Kennedy and Mary Anne Walker

TO amend Policy LOC 7 as follows:

Role of Local Officers:

Local Presidents will:

- a. Act as the chief officer of the local and coordinate the affairs of the local through the other officers and local committees;
- b. Be responsible for the efficient and proper conduct of the local;
- c. Preside at all membership meetings and executive meetings of their respective locals and is an ex-officio member of all committees of the local;
- d. Apply the PSAC Rules of Order to any questions of procedure;
and

- e. Be the chief spokesperson of the local in its dealings with the employer.

Local Vice-Presidents will:

- a) Perform the duties of the local president when the president asks, when the president is absent or if the president resigns;
- b) Conduct meetings on behalf of the president or assumes the chair when the president vacates it for any reason during a meeting; and
- c) Be responsible for certain portfolios or duties as assigned by the president or the executive.

Local Secretaries will:

- a) Be responsible for the administrative duties of the local;
- b) Keep accurate records of all meetings of their local;
- c) Be responsible for keeping proper files of all documents;
- d) Be responsible for maintaining a record of all correspondence relating to their local; and
- e) Be responsible for certain portfolios or duties as assigned by the president or the executive

Local Treasurers will:

- a) Keep proper files of the financial records of their local;
- b) Be accountable for all receivables and payables;
- c) Act as one of the local's signing officers;
- d) Prepare and submit financial reports at each executive or general meeting;

- e) Collect and deposit local funds;
- f) Be familiar with and responsible for Component financial policies (e.g. FIN 1);
- g) Identify Rand members (dues paying members who have not signed a union card) so that they may be signed up.
- h) Be responsible for certain portfolios or duties as assigned by the president or the executive

Local Chief Stewards will:

- a) coordinate the work of stewards in their locals and ensure that their members receive advice and assistance on grievances, staffing complaints and related issues;
- b) recruit stewards and where possible organize and chair the steward's committee/network;
- c) work closely with all stewards, executive officers, committees and liaise with component staff; and
- d) be responsible for certain portfolios or duties as assigned by the president or the executive.

***Recorded Vote 12: CARRIED**

6. Proposed Resolutions

a) Process for Submitting Resolutions to Convention

M/S Eddie Kennedy and Mary Anne Walker

THAT the National Executive adopt the following resolution:

BE IT RESOLVED THAT Bylaw 10, Section 4 be amended as follows:

Section 4

~~(a) The National Convention shall deal with all resolutions and matters brought before it from Local meetings, the Human Rights Conference and the National Executive and shall establish for the~~

~~period between National Conventions the general policies of this Component;~~ **(08/05)**

(a) The National Convention will deal with all resolutions and matters brought before it by any of the following:

- Local meetings
- The National Executive
- Any member in good standing who has obtained the signature of five other members in good standing of the Component.

The National Executive will establish for the period between National Conventions the general policies of this Component;

Rationale: The resolution provides a more inclusive way for grassroots members to submit resolutions to Convention.

***Recorded Vote 13: CARRIED**

Recess

10. COMMITTEE REPORTS (Cont'd)

A) Bylaws and Policy Committee (Appendix "J"):

6. Proposed Resolutions

b) National Component Mission Statement

M/S Eddie Kennedy and Mary Anne Walker

By-Law 2, Section 1

BE IT RESOLVED THAT a new By-Law 2, Section 1 be created as follows:

The mission of the National Component, a progressive and democratic component of the Public Service Alliance of Canada, is to ensure members, elected officials and staff:

- ***Work in solidarity to represent a diverse membership;***
- ***Support and empower locals and members;***
- ***Protect, promote and advance workers rights and human rights.***

Note: Existing sections will be renumbered accordingly.

***Recorded Vote 14: CARRIED**

c) Deadline for Submitting Resolutions

M/S Eddie Kennedy and Mary Anne Walker

Bylaw 10, Section 5 (proposed Bylaw 6, Section 5)

BE IT RESOLVED THAT Bylaw 10, Section 5 be modified as follows:

The deadline for submitting resolutions for the National Triennial Convention will ~~be not exceed~~ four (4) months prior to the opening date of the National Convention.

***Recorded Vote 15: CARRIED**

d) Role of the Local Officers

M/S Eddie Kennedy and Mary Anne Walker

By-Law 8, Section 12,13, 14 and 15

BE IT RESOLVED THAT Bylaws 8, Sections 12, 13, 14 and 15 be amended as follows:

Section 12
Local Presidents will perform the duties and responsibilities described in Policy LOC 7.

Section 13

Local Vice-Presidents will perform the duties and responsibilities described in Policy LOC 7.

Section 14

- a) Local Secretaries will perform the duties and responsibilities described in Policy LOC 7;
- b) Local Treasurers will perform the duties and responsibilities described in Policy LOC 7;
- c) Local Secretary-treasurers will perform the duties and responsibilities described in Policy LOC 7.

Section 15

Local Chief Stewards will perform the duties and responsibilities described in Policy LOC 7.

***Recorded Vote 16: CARRIED**

7. National Component French Manual of style (Appendix "K")

M/S Larry Rousseau and Mary Anne Walker

The Committee recommends acceptance of the French Manual of Style as presented.

***Recorded Vote 17: CARRIED**

8. Policy CC4 - Electing National Component Delegates to the PSAC Convention

M/S Eddie Kennedy and Mary Anne Walker

THAT Policy CC4, Section 1 be amended to read as follows:

Eligibility

~~Only delegates to the Convention~~ **All National Component members in good standing** are eligible for election as delegates to PSAC Triennial Conventions.

The Committee also recommends:

M/S Eddie Kennedy and Mary Anne Walker

THAT Policy CC4, Section 3 be amended by deleting the following:

Electing delegates to the PSAC Convention from regions

The National Component president or that person's designee assigns individuals to chair and preside over the regional caucus elections for delegates and alternates to the PSAC Convention.

~~Only accredited National Component delegates or observers are permitted to attend PSAC delegate elections. Only delegates may stand for or vote in elections for PSAC delegates.~~

Regional caucuses will elect their delegates as determined by the formula described in Section 2, above. They will also elect a sufficient number of alternates to allow for ready replacement.

Regions, except the two National Capital Regions, will elect each delegate and alternate separately by secret ballot in accordance with normal PSAC elections procedures.

***Recorded Vote 18: CARRIED**

M/S Eddie Kennedy and Mary Anne Walker

Adoption of the report the Bylaws and Policies Committee as a whole.

***Recorded Vote 19: CARRIED**

Brother Daniel Kinsella relinquished the Chair to Sister Karoline Klüg.

Sister Karoline Klüg assumed the Chair.

NOTICE OF MOTION

M/S Eddie Kennedy and Mary Anne Walker

WHEREAS the National Component encourages its members to participate fully in the broader regional and national activities and programs of the PSAC to further enhance their experience and contributions to their union; and

WHEREAS it is in the best interest of the National Component to encourage members of the National Executive especially to run for senior positions in the regional and national structures of the PSAC, as well as support and promote their campaigns, and

WHEREAS the Regional Vice President for the National Capital Region Treasury Board region has announced his intention to run for the position of Regional Executive Vice President of the National Capital Region at the upcoming PSAC NCR convention.

BE IT RESOLVED THAT the National Component fully supports and promotes the candidacy announced by the RVP for the NCR-TB region, including the related caucuses and activities that will be conducted to ensure a successful campaign.

***Recorded Vote 20: CARRIED**

Brother Larry Rousseau wished to thank the National Executive for their support and contribution.

Sister Karoline Klüg relinquished the Chair to Brother Daniel Kinsella.

Brother Daniel Kinsella assumed the Chair.

9. NEW BUSINESS (Cont'd)

P) Parks Bargaining Conference
A list will be provided tomorrow.

Point of Privilege:

- K. Klüg: Unfortunately, I will not be at the table tomorrow. The Assistant National Vice-President for Human Rights, Sister Suzanne Cadieux will be assuming the seat. It was great seeing Janette Husak – Human Rights Representative for Saskatchewan here at this meeting. Have a safe travel everyone and thank you.
- E. Kennedy: I just want to take the opportunity to also say goodbye as I am flying back today and won't be here tomorrow. Sister Angela Decker will assume the seat for the Atlantic Region tomorrow.

RECESS

FRIDAY, JANUARY 14, 2011 – MONING SESSION
Reconvened at 9: 00 a.m.

ATTENDANCE:

Daniel Kinsella, National President
 Doug Marshall, National Executive Vice-President
 Karoline Klüg, National Vice-President for Human Rights
 Angela Decker, Assistant Regional Vice-President, Atlantic
 Pat Leblanc, Assistant Regional Vice-President, Atlantic
 Jean-Pierre Naud, Regional Vice-President, Quebec
 Francine Auclair, Assistant Regional Vice-President, Quebec
 Yvon Beaudoin, Assistant Regional Vice-President, Quebec
 Mary Anne Walker, Regional Vice-President, Ontario
 Gary Larouche, Assistant Regional Vice-President, Ontario
 Sandra Bello, Assistant Regional Vice-President, Ontario
 Larry Rousseau, Regional Vice-President, NCR (TB)
 Evelyn Beckert, Regional Vice-President, NCR (SE)
 Michèle Milotte, Assistant Regional Vice-President, NCR (SE)
 Alex Kozubal, Regional Vice-President, Manitoba
 Gary Sparvier, Regional Vice-President, Saskatchewan
 Omar Murray, Assistant Regional Vice-President, Saskatchewan
 Janette Husak, Human Rights Representative, Saskatchewan
 Ron Johnston, Regional Vice-President, Alberta NWT and Nunavut

Steve Houston, Regional Vice-President, BC and Yukon
 Nicola Walch, Assistant Regional Vice-President, BC and Yukon
 Karl Lafrenière, Assistant Regional Vice-President, Outside Canada
 Susan Phillips, Coordinator, Finance and Administration
 Franco Picciano, Coordinator, Member Representation
 Johanne MacAndrew, Executive Assistant to the National President
 Ateau Zola, Assistant to the National Executive and Human Rights Committee

REGRETS:

Louise Patrice, Regional Vice-President, Outside Canada
 Eddie Kennedy, Regional Vice-President, Atlantic

Sister Angela Decker assumed the seat for the Atlantic Region.

Sister Nicola Walch assumed the Seat for the BC and Yukon Region.

10. **COMMITTEE REPORTS (Cont'd)**

E. Finance and Human Resources Committee Report (Appendix "H")

1. Financial Statement to November 30, 2010

M/S Doug Marshall and Angela Decker

THAT the Financial Statement to November 30, 2010 be Accepted, as presented.

***Recorded Vote 22: CARRIED**

2. Investment Presentation

The Committee reported that they will be reviewing the policy at their next meeting in April.

3. Inactive Locals Report

The Committee reported that they had reviewed the report including the monies being held and the number of months for which the locals were in non-conformance.

4. Overtime

The Committee reported that they had reviewed the staff overtime expense for 2010.

5. Donations

The Committee reported that they had reviewed all donations issued in 2010.

6. Component Per Diem 2010

M/S Doug Marshall and Angela Decker.

THAT the 2011 per diem be set as follows:

All Provinces

Breakfast	\$16.00
Lunch	16.00
Dinner	40.00
Incidentals	<u>19.00</u>
Total	\$91.00

Yukon

Breakfast	\$17.00
Lunch	19.00
Dinner	52.00
Incidentals	<u>19.00</u>
Total	\$107.00

NWT

Breakfast	\$21.00
Lunch	21.00
Dinner	58.00
Incidentals	<u>19.00</u>
Total	\$119.00

Nunavut

Breakfast	\$23.00
Lunch	30.00
Dinner	65.00
Incidentals	<u>19.00</u>
Total	\$137.00

***Recorded Vote 23: CARRIED**

7. Component Average Hourly Rate:

M/S Doug Marshall and Evelyn Beckert

THAT the National Component average hourly rate be increased from \$26.00 to \$26.50 effective January 1, 2011.

***Recorded Vote 24: CARRIED**

8. Kilometre Rates:

The Committee reported that they had received, as information, the kilometre rates effective January 1, 2011.

9. Deadline for Expense Claims:

The Committee wished to remind members of the National Executive of the deadline for submitting expense claims for expenses incurred in 2010 was January 17, 2011.

10. Outline on Return of Assets:

The Committee informed the National Executive that National Component staff retrieve the Component assets from resigning National Component officers. If staff is unsuccessful in retrieving assets, a letter signed by the National President will be sent to the resigning officer. The matter will then be referred to the Finance Committee if the resigning officer still refuses to return the assets to the Component.

11. National Component Assets:

The Committee reported that National Executive members are to review the list of Capital Assets for their respective region and inform the Finance Section of any discrepancies.

12. Outstanding advances:

The Committee requested that National Executive members review the list of outstanding advances for their respective region.

13. Regional Budgets – Tier 2 Application
The Committee reported that the National President will review the TIER 2 applications. He will determine if approval is warranted. He will then advise the National Executive Vice-President, the Regional Vice-President and the Finance Officer of his decision.

14. National Executive Hospitality Allowance
The Committee reported that the payment of the National Executive hospitality allowance will be made during the week of January 17, 2011.

15. Treasurer's training
The Committee discussed the benefits of the local treasurers' training and the possibility of conducting a full day training for all new treasurers and half day training for returning treasurers on a yearly basis. A costing and work time requirement analysis will be prepared by Finance Officer and presented at the next FHR meeting.

16. Finance Section Work
The Finance Committee was provided with a list of the work accomplished by the Finance Section during the Fall of 2010.

17. Conference Speakers compensation
The Committee informed the National Executive that Conference Speakers must invoice the National Component directly or provide Social Insurance Numbers prior to payment of compensation.

18. Human Rights Committee

M/S Doug Marshall and Angela Decker

THAT the National Component allocate an additional \$70,000 to the Human Rights Committee to continue to operate in 2011.

***Recorded Vote 25: CARRIED**

19. Finance Committee Budget:

It was noted that the Finance Committee would meet in Ottawa from April 1-3, 2011 to prepare preliminary 2011-2014 Component Budget.

M/S Doug Marshall and Angela Decker

Adoption of the Finance and Human Resources Committee Report as a whole.

***Recorded Vote 26: CARRIED**

RECESS

9. **NEW BUSINESS (Cont'd)**

G) Francophone Committee (Appendix "K")

M/S Jean-Pierre Naud and Alex Kozubal

WHEREAS Francophones constitute a (linguistic) minority in Canada; and

WHEREAS francophones within the National Component deal with facts, concerns and difficulties that are distinct, and that members of the National Component should be informed and made aware of this on an ongoing basis;

BE IT RESOLVED THAT the National Component create a Francophone Committee as a standing committee of the National Executive. Among the objectives of the committee will be informing members of the National Component and making them aware of the realities, concerns and challenges that francophones face in the union.

***Recorded Vote 27: CARRIED**

10. **COMMITTEE REPORTS (Cont'd)**

F) **DISCIPLINE - SCABS - Local 70396**

M/S Doug Marshall and Ron Johnston

WHEREAS allegations that members violated Section 25, Sub-Section (5) (n) of the PSAC Constitution was submitted to Local 70396; and

WHEREAS the allegations were reviewed by the Local's Disciplinary Committee; and

WHEREAS the members were informed of the charges against them and provided an opportunity to attend a local disciplinary committee hearing and make representation to that body; and

WHEREAS local membership voted by 2/3 majority at a general membership meeting to recommend that the members be suspended from PSAC membership; and

WHEREAS the following members have been duly found to have violated sub-section 5(n) of section 25 of the PSAC Constitution.

BE IT RESOLVED THAT the following members be suspended from PSAC, as follows:

Marie-Ève Poirier	-	5 years
Louise Delorme	-	5 years
Roch Campeau	-	5 years
Caroline Mendoza-Shimada	-	5 years

Yasmine Mingay	-	3 years
Michelle St-Germain	-	3 years
Jacinthe Caron	-	3 years
Gisèle Marchand	-	3 years
Benoît Cyr	-	3 years

Jameson Brant	-	1 year
Sophie Cormier	-	1 year

and **THAT** these members be fined in accordance with the provisions of the PSAC Constitution.

***Recorded Vote 28: CARRIED**

M/S Doug Marshall and Ron Johnston

THAT the report of the NE Disciplinary Committee be adopted as presented.

***Recorded Vote 29: CARRIED**

Sister Francine Auclair left due to previous commitment.

Brother Larry Rousseau left due to previous commitment.

RECESS

FRIDAY, JANUARY 14, 2011 – AFTERNOON SESSION

ATTENDANCE: D. Kinsella, D. Marshall, S. Cadieux, A. Decker, P. Leblanc, M.A. Walker, S. Bello, G. Larouche, G. Sparvier, O. Murray, J. Husak, A. Kozubal, M. Milotte, K. Lafrenière, S. Houston, N. Walch, J. P. Naud, F. Auclair, Y. Beaudoin, R. Johnston, S. Phillips, F. Picciano, J. MacAndrew, A. Zola.

Regrets: L. Rousseau, E. Kennedy, L. Patrice

9. **NEW BUSINESS**

P) Parks Canada Bargaining Conference:

Brother Daniel Kinsella informed the National Executive that the Parks Canada Agency National Bargaining Conference will be held at The Fairmont Palliser, Calgary, AB on February 6 - 9, 2011.

Q) PSAC Regional Convention:

Brother Daniel Kinsella informed the National Executive that National Component members who wish to attend their PSAC Regional Convention will receive financial support in order to allow wide participation.

10. **COMMITTEE REPORTS (Cont'd)**

D. **Education Honours and Awards Committee (Appendix "L")**

1. Follow up (Next Steps) Jeremy Diaz

M/S Jean-Pierre Naud and Alex Kozubal

THAT the terms of reference for the National Advisory Sub-Committee of the Education, Honours and Awards Committee be accepted as presented.

Editorial change: to change the English version only to read Chair and Co-chair.

***Recorded Vote 30: CARRIED**

Sister Angela Decker wished to put her name forward as a member of the sub-committee.

2. Policy CC 7 (formerly known as Guideline 4)

M/S Jean-Pierre Naud and Alex Kozubal

THAT the revised Policy CC 7 be adopted as presented.

A/S/L Doug Marshall and Steve Houston

THAT paragraph 8 be removed from Policy CC 7.

M/S/C Mary Anne Walker and Angela Decker

THAT Policy CC7 be referred back to the Committee for rewrite in accordance with the manual of style.

RECESS

10. **COMMITTEE REPORTS (Cont'd)**

D. **Education Honours and Awards Committee (Appendix "M")**

3. **Bylaw 3, Section 8 - Life Membership (Proposed Bylaw 3, Section 8)**

M/S Jean-Pierre Naud and Alex Kozubal

Any member who, through personal and devoted efforts in the affairs of this Component, has performed exemplary services for the membership may be awarded a life membership by ***nomination and*** decision of the National Executive or by Local nomination concurred in by the National Executive.

***Recorded Vote 31: CARRIED**

4. **Process to nominate members for Life Membership**

M/S Jean-Pierre Naud and Alex Kozubal

THAT Policy MEM 1, Section 3 - Process to Nominate Members for Life Membership be adopted as follows:

- a. Locals and/or the National Executive will submit nominations to the president of the National Component;
- b. All nominations will be reviewed by the Education, Honours and Awards Committee using the established criteria;
- c. The Committee will forward all nominations to the National Executive with their recommendation;
- d. The National Executive will conduct a vote, by secret ballot, to determine whether a life membership will be conferred on a nominee.

***Recorded Vote 32: CARRIED**

5. National Component Life Membership Policy

M/S Jean-Pierre Naud and Alex Kozubal

THAT the revised Life Membership Policy be adopted as presented.

***Recorded Vote 33: CARRIED**

6. Canadian Labour Congress

M/S Jean Pierre Naud and Doug Marshall

THAT the National Component fund up to three members to attend Labour College.

***Recorded Vote 34: CARRIED.**

M/S Jean-Pierre Naud and Alex Kozubal

Adoption of the Education, Honours and Awards Committee report as a whole.

***Recorded Vote 35: CARRIED**

C) COMMUNICATIONS COMMITTEE (Appendix "N")

M/S Doug Marshall and Jean Pierre Naud

Adoption of the Communications Committee report as a whole.

***Recorded Vote 36: CARRIED**

Brother Gary Sparvier left the meeting due to a previous commitment.

Brother Omar Murray assumed the seat for Saskatchewan.

9. **NEW BUSINESS (Cont'd)**

K) **Decertification of the Office of Auditor General of Canada – Responsibilities of Regional Vice-Presidents (Appendix “O”)**

Brother Daniel Kinsella announced that we were no longer representing members of the Office of the Auditor General of Canada. The Public Service Relations Board has approved their application for decertification filed under section 94 (1) of the Public Service Labour Relations Act.

Brother Daniel Kinsella wished to emphasize that it is essential that on the Regional Vice-Presidents connect with locals within their regions on a regular basis; to be available to visit and to provide guidance to locals of this Component that are within their jurisdiction.

Sister Sandy Bello left due a previous commitment.

11. **ROUND TABLE CHECK-OUT**

A check-out ensued.

12. **ADJOURNMENT**

M/S Omar Murray and Angela Decker

THAT there being no further business, the meeting be adjourned.

Daniel Kinsella
National President

NATIONAL EXECUTIVE MEETING AGENDA
January 11-14, 2011

Please note this is a scent-free event

1. CALL TO ORDER

2. PRESIDENT'S REMARKS

Paperless Alternatives

3. HOURS OF SITTING

Tuesday, January 11, 2011

- 9:00 a.m. - 11:45 a.m.
 - 1:00 p.m. - 5:00 p.m.

Wednesday, January 12, 2011

- 9:00 a.m. - 11:45 a.m.
 - 1:00 p.m. - 5:00 p.m.

Thursday, January 13, 2011

- 9:00 a.m. - 11:45 a.m.
 - 1:00 p.m. - 5:00 p.m.

Friday, January 14, 2011

- 9:00 a.m. – 11:45 a.m.
 - 1:00 p.m. – 5:00 p.m.

4. ADOPTION OF THE AGENDA

5. ROUND TABLE CHECK-IN – NATIONAL EXECUTIVE

6. MOMENT OF SILENCE

Dale Hansen, Local Y0104 – Parks, Yukon

Ginette Morin, Local 70027 – INAC, NCR (TB)

Virani Zohrakhan, Local 70027 – INAC, NCR (TB)

Marie-Claire Yuen, Local 70312 – COL, NCR (TB)

Garth Wilson, Local 70401 – Science and Technology Museum, NCR (SE)

Francis Fox, former RVP Manitoba late 70's early 80's

John Waddell, former NC Executive Secretary from 1968 to 1976

Linda Lock, Past President Local 00383

People passed away in US, Tuscon, AZ

1 year ago – Haiti earthquake, victims still have not recovered.

7. MINUTES OF PREVIOUS MEETING

A) National Executive Meeting - September 14-16, 2010

8. REPORTS OF THE EXECUTIVE

- A) National President – D. Kinsella
- B) National Executive Vice-President – D. Marshall
- C) National Vice-President for Human Rights – K. Klüg
- D) Regional Vice-Presidents Reports on Inactive Locals

9. NEW BUSINESS

- A) Ground Rules for Respectful Meetings – D. Kinsella
- B) 2011 National Component Triennial Convention – D. Kinsella
 - i) Delegates Selection
 - ii) Convention Resolutions
 - iii) National Executive Resolutions (Bylaw 6, Section 13)
 - iv) Convention Committees Nominations and Chairpersons
 - v) Harassment Coordinators
 - vi) Convention Rules of Order
 - vii) Election Procedures
 - viii) Procedural Motions
 - ix) Tiling Guidelines for Staff and Volunteers
 - x) Voting Procedures
- C) Convention Steering Committee – E. Kennedy
 - i) Convention Theme - Communications
 - ii) Convention Logo
- D) Joint Committee – M.A. Walker & E. Kennedy
- E) CLC Convention - May 9–13, 2011 in Vancouver, BC – A. Decker
- F) National Component Triennial Convention 2014 – D. Kinsella
- G) Francophone Committee – L. Patrice
- H) Regional Seminars – D. Kinsella
- I) NE Planning and Study Session – D. Kinsella
- J) Standing Committees' Assignments – D. Kinsella
- K) Decertification of the Office of Auditor General of Canada – D. Kinsella

- L) Elected Officers Blackberries – Review of Monthly Bills – D. Kinsella
- M) Election - Second ARVP for the NCR (SE) – E. Beckert
- N) Parks National Classification Review – Update
 - i) Tentative Agreements
 - ii) Youth
- O) Treasury Board Tentative Agreement
- P) Parks National Classification Review – Update
- Q) PSAC Regional Conventions

10. COMMITTEE REPORTS

- A) By-Laws and Policy Committee - Report
- B) Collective Bargaining Committee - Report
- C) Communications Committee - Report
- D) Education, Honours and Awards Committee - Report
- E) Finance and Human Resources Committee - Report
- F) NE Disciplinary Committee - Report

11. ROUND TABLE CHECK-OUT

12. ADJOURNMENT

National Component Ground Rules for Respectful Meetings

- Equal sharing of air time
- One person speaks at a time, others listen
- Personal Digital Assistants (PDAs), such as a BlackBerry , are not to be used during meetings – if you are expecting/receive an urgent email/call, please exit the room
- A speakers list will be kept
- Non-verbal behaviour must be respectful
- Individuals can speak once recognized by the Chair
- No side bars
- Be brief, clear, honest, relevant
- Respect each other
- You have the right to disagree
- The goal is to encourage free and respectful discussion
- Every participant has the right to work in a pleasant, relaxed atmosphere

N.B. If any inappropriate behaviour is noticed, the individual(s) will be identified (during the course of the meeting) and asked to cease the behaviour.

**Draft SWOT ANALYSIS of the National Component, PSAC
Produced by the Joint Committee, December 13, 2010**

Internal environment

Strengths

Top 3 strengths:

- Competent staff
- NC tends to be leading edge: practices, grievance databases
- Financial strength and strong financial practices

Other important strengths:

- Responsive to employee needs
- Experienced staff: corporate history, lessons learned, less turnaround time
- National executive members are volunteers: high level of commitment
- New staff: different perspectives and backgrounds
- Diversity of employer groups we represent: makes work interesting
- Willingness of direction to invest in resources and training
- Organizational commitment to this change process and the existence of this Joint Committee
- Developed very valuable tools for our membership in the past
- Some staff will speak up
- Our new offices: created more spacious and enviable work space
- Signed collective agreement
- Good organizational practices such as health and safety issues, bylaws, policies, etc.
- Have many internal committees to deal with specific portfolios
- Good recruitment practices
- Formalized human rights representatives
- Now have communications officer which can link with media

Weaknesses

Top 3 weaknesses:


- Training of locals: primary training comes from PSAC; locals get sent off rails quickly and NC has to deal with disconnect (also applies to bargaining and grievance handling)
- Structure: members ask “where do I fit in?”
- Lack of strategic planning

Other weaknesses to keep in mind:

- **One centrally located office servicing 6 time zones**
- **Accountability mechanisms are not always in place, not clear or not known**
- No full-time Education Officer or someone solely responsible for developing Training and Development products. Lack of on-staff and/or expertise in this area
- Limited career potential within NC – many jobs have limited upward mobility
- Lack of communications amongst groups / stakeholders
- Experienced staff: resistance to change
- We are a political organization: each president comes with a different approach, lack of / variation in direction from leaders
- National executive members are volunteers: lack of time
- 1/3 staff near retirement: no succession planning
- 3 out of 8 LRO’s are on contract
- NC branding: when you join PSAC, all items received are from PSAC – not from NC; we do not distinguish ourselves from PSAC (our members do not know who we are)
- Sometimes resources are put in but training not offered
- Varying degrees i.e. modeling change behaviour is a problem at the leadership level
- “Us” and “them” mentality persists / perceived: staff vs management, in different staff groups, executive vs staff
- Staff’s union / reps who’s opinions do / may not coincide with their members (AEU)
- We’ve failed to let people know that the tools exist; failure to communicate
- Informal communications network based on rumours or misconceptions rather than on fact
- On many issues, we don’t know what the corporate line is; lack of common approaches
- We tend to be reactive rather than proactive
- Leadership not taking organizational stand on issues
- Staff afraid to speak up on issues: fear reprisal, fear going against AEU, feel they don’t have the knowledge / lack of confidence, feel nothing will be done so why bother
- Some staff will speak about issues but do not want any follow-up action
- Some staff are uncomfortable with conflict, confrontation

	<ul style="list-style-type: none"> ▪ Inconsistent recognition for a job well done and lack of feedback ▪ Absence of the National President in the office ▪ Not all committees are efficient ▪ Decision-making process is slow ▪ Leadership: lack of management skills ▪ No human resources expertise in house ▪ Small pool of LRO candidates ▪ Limited ability to link with local media subject to PSAC policies
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External environment	Opportunities	Threats
	<p>Top 3 opportunities:</p> <ul style="list-style-type: none"> ▪ Reach out to youth: willing to invest in technology (Twitter, Facebook, etc.) ▪ Support from PSAC ▪ Establish our credibility with employer groups: have participated in House of Commons workplace assessment <p>Other significant opportunities:</p> <ul style="list-style-type: none"> ▪ Coalition building: many opportunities to link with other organization/groups promoting the same ideas/ideals. Can be used to further expand NC name with its members and externally. Would help to engage members and promote solidarity. ▪ Skills building: have many members with different skills that can be used to promote/deliver NC's message. Used in training & succession planning ▪ To develop subject specific forums and modules to deliver NC training to local union reps ▪ Very easy for us to rebrand because the membership does not know us; also in midst of rebranding exercise (new name and logo will be addressed at Convention) ▪ We do have successes and have opportunity to communicate them ▪ Have mechanisms to get youth to convention ▪ To hire an Education Officer to 	<p>Top 3 threats:</p> <ul style="list-style-type: none"> ▪ Lack of clarity between PSAC & NC roles i.e. direct representation services to members ▪ Significant disconnect with membership, specially youth ▪ High turnover local executives <p>Other threats to consider:</p> <ul style="list-style-type: none"> ▪ Recent ratification vote (tentative agreements for PA, SV and EB units): has polarized membership ▪ The potential upset or balance of regional governance vs component governance ▪ Too many locals and inefficient ▪ Composite locals ▪ Lack of support from PSAC ▪ Diversity of employer groups we represent: we have to be generic and not specific ▪ Loss of membership: runoff votes, decertification ▪ PSAC is an anchor ▪ Lack of awareness on the value of unions ▪ Members / management perception: unions linked to protecting bad employees, union in bed with employer ▪ Our dues level are high compared to other unions; need to communicate better the level of service provided ▪ Inadequate information from PSAC base



develop a suite of Educational Products in consultation with subject matter experts

