



**CAPE**  
Canadian Association  
of Professional Employees

# ANNUAL REPORT 2019

JANUARY – DECEMBER

***STRENGTH IN  
DIVERSITY***



# MESSAGE FROM THE PRESIDENT

Negotiating on your behalf is a core part of our work and we are proud to have this responsibility. Reaching a deal typically comes after months of preparation: research, number-crunching, and lengthy exchanges with the Employer. Not to mention, the majority of the people involved in the process are members who generously volunteer their time to play a critical role in the negotiations.

In 2019, we saw our volunteers' hard work pay off as we signed collective agreements for all four of our occupational groups, that is, the Economic and Social Science Services group (EC), the Translation group (TR), the Library of Parliament group (LoP), and the Office of the Parliamentary Budget Officer (OPBO), which included many exciting new benefits. Highlights from these new provisions include salary increases, improved parental leave, a new leave for those experiencing domestic violence, and a special agreement regarding language that we managed to add at the very end of the EC collective bargaining process.

I want to thank all our volunteers for answering the call to represent their peers and for working tirelessly with CAPE staff so they could best represent you in this bargaining role. We must also thank our chief negotiator, Claude Danik, for shepherding this effort and leading the four bargaining teams to success.

Adding to these four agreements, we managed to reach a significant settlement with the Treasury Board to see that damages be paid to members affected by the Phoenix payroll system, with reparation payments expected to start in 2020.

Building on the progress made in 2018, we continued to make improvements in other areas. To keep up with an ever-growing membership base and to ensure all members received the support needed from CAPE, we invested in increasing our labour relations capacity. We also put more emphasis on advocacy and allocated resources to improving our ability to lobby and influence. We are also actively improving and expanding our knowledge-sharing and training program to better serve our members.



I want to thank all our volunteers for answering the call to represent their peers and for working tirelessly with CAPE staff so they could best represent you in this bargaining role.

In keeping with our Strength in Diversity theme of this past year, we have drawn more attention to the importance of embracing and valuing our differences while pushing for equality and fighting discrimination. The federal workplace reflects Canada's multifaceted diversity, and we made it clear through our campaigns and our actions that we will stand for our members' human rights and so should the Employer.

I am grateful to have had the opportunity to meet many of you when I travelled across the country to participate in every Local's annual general meeting. This past year, members of the National Executive Committee were also able to attend these meeting for the first time since the beginning of our three-year mandate. It was such a privilege for all of us to connect in person. We are all committed to keeping open channels of communication with you, our members, to make sure we meet your needs, and to make improvements where needed. You help make us stronger.

I hope the year 2019 met your expectations. Know that it is the same level of dedication and effort that we will bring to 2020.

**It is my privilege to serve as your President. Thank you for your support.**

In solidarity.



**Greg Phillips**

National President

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## SECTION 1:

# MEMBER SERVICES

## I. LABOUR RELATIONS

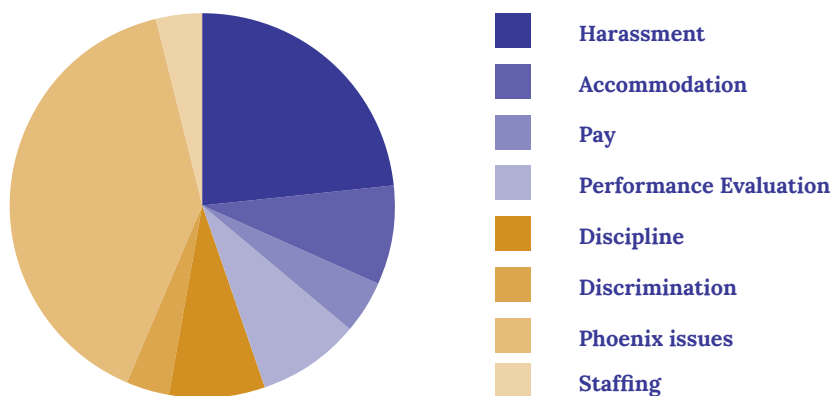
One of CAPE's four pillars is labour relations. Along with collective bargaining, it is one of the most important services we offer our members. We are there when members have questions about their rights and issues at work, and need representation to support them through a grievance or a complaint.

At the end of 2019, there were about 500 open cases for CAPE members, dealing with matters such as accommodation in the workplace, harassment, and staffing. A great many of these were Phoenix pay system-related issues. A total of 80 cases were referred to the Federal Public Sector Labour Relations and Employment Board.

Recognizing how each case requires hours of work and acknowledging the fact that the labour relations team was overstretched and struggling to handle hundreds of cases at a time, this past year we recruited four more labour relations experts, going from 9 to 13 labour relations officers. The team's ability to handle the workload associated with all these cases will continue to be assessed and evaluated to make sure members receive exceptional labour relations service.

## II. CASE FILES

Issues Affecting CAPE Members.



## PHOENIX PAY SYSTEM: A FAILED PAY SYSTEM, A DEVASTATING IMPACT

CAPE continues to work with members who are affected by the Phoenix pay system. We consider Phoenix one the biggest – and totally avoidable – fiascos in the history of the federal government. Our members have suffered extensive hardship because of Phoenix and this is unacceptable. We are fighting for compensation for severe personal and financial hardship. We will also not let up in our action to ensure that civilian employees of the RCMP are not transferred to Phoenix from their current pay system until the situation is stabilized.

Here are some of the results we have secured for members:

- With 15 other unions, we have signed a Phoenix damages Memorandum of Understanding (MOU) with TBS. The MOU makes the process for those seeking compensation easier and faster.
- The Phoenix MOU gives all members five days of leave to compensate for the stress caused by the pay system.
- We expanded our labour relations team; close to 40 percent of our labour relations files are supporting CAPE members and their challenges with Phoenix.
- CAPE is a member of the Phoenix Union Management Consultation Subcommittee on Damages. The group is tasked with fixing what is possible within Phoenix right now and choosing the Next Generation pay system for the future.

While CAPE and other unions representing federal government employees should have been involved in the planning of a new pay system from the beginning, involving us now is the right thing to do.

## III. COLLECTIVE BARGAINING

CAPE went into 2019 knowing that collective bargaining would dominate the year, with the culmination of several months of hard work at four bargaining tables. Our bargaining position reflected the wants and wishes of our members, who had been consulted prior to launching the process through surveys and consultations. We started negotiations on behalf of the Economic and Social Science Services group (EC), the largest group represented by CAPE; the Translation group (TR); the Library of Parliament group (LoP); and the Office of the Parliamentary Budget Officer (OPBO), knowing what mattered most and where we could not compromise.

When presented with the new agreements, approval by each member group ranged from 94% to 100%.

The EC collective agreement was ratified on August 28, 2019; the TR collective agreement was ratified on August 28, 2019; the LoP collective agreement was ratified on September 25, 2019; and the OPBO collective agreement was ratified on September 11, 2019. It is at the point of ratification that the collective agreements go into effect.

Members of the OPBO Bargaining Team



Members of the TR Bargaining Team







Members of the EC Bargaining Team

## YOUR COLLECTIVE AGREEMENTS

**Some highlights of the collective agreements negotiated in 2019 include** pay adjustments that have a compounded increase of over 5%. Generally, revisions to parental and maternity leave and the parental allowance were made in the spirit of providing better support to parents and mothers.

A key clause of the new collective agreements is domestic violence leave, which responds to a direct need for Employees to be able to take time off to seek help and shelter. While LoP and OPBO members do not have this clause specifically, they may refer to Article 19.18 “Leave with or without pay for Other Reasons” of their respective collective agreements to acquire leave for spousal/domestic abuse.

CAPE was also able to add provisions around language training into the EC collective agreement. This creates stronger protection for members’ right to access language training.

And there is so much more. While each collective agreement was different, there were thematic similarities. All collective agreements are posted on the CAPE website.

Greg Phillips and Sandra Hassan, Assistant Deputy Minister,  
Treasury Board of Canada

Signing of LoP Collective Agreement



## IV. GOVERNMENT RELATIONS

CAPE invested in its relationships with both high-level government employees and elected officials to advance the interests of its members. This becomes especially important during years such as this one, with negotiations on the table.

In 2019, CAPE endeavored to build a stronger rapport with the office of the Assistant Deputy Minister of the Treasury Board of Canada Secretariat (TBS) to ensure a more fluid bargaining process. This helped remove some obstacles along the way and created opportunities for fruitful discussions, which led to important breakthroughs such as an agreement governing language training.

Meanwhile, the deeming of RCMP civilian members has been one of the most pressing issues at the top of CAPE's agenda. While the transfer must happen by a reasonable deadline, it should not happen at a cost to these employees. The fact that civilian employees of the RCMP involved in this transfer might have their current pay system replaced by the Phoenix pay system is unacceptable. The Phoenix pay system has been an abject failure and CAPE is adamant that no additional members be subjected to the hardship of this system. CAPE reached out to both RCMP Commissioner Brenda Lucki and Member of Parliament Greg Fergus, the Parliamentary Secretary to the President of the Treasury Board and Minister of Digital Government, to share its position. CAPE advocated strongly for alternative pay system solutions to avoid any adverse impact on RCMP civilian members. MP Fergus invited CAPE to join an oversight committee for the transfer of RCMP civilian members and we continue to push to be consulted in the long-running deeming process.

In late 2019, CAPE created and staffed a new advocacy government relations position. This will help advance efforts in government relations, increase capacity for political lobbying, and improve our ability to influence at the highest levels of decision making.

*MP Greg Fergus, Parliamentary Secretary to the President of the Treasury and Minister of Digital Government, and CAPE President Greg Phillips*



## V. ADVOCACY

CAPE's advocacy work is about using our platform to advance our members' interests, focusing on issues that are part of their collective agreement, their health and safety, their human rights, and more. It is also about participating in various committees, working groups and consultation opportunities to make our voice heard and influence change. We walk alongside members of our community to bring public attention to social issues of importance to our membership.



## VI. SOCIAL JUSTICE

Beyond our labour relations efforts for members in areas such as harassment and discrimination, CAPE is vocal in its support for minority groups and social justice causes. We participated in important moments that are shaping our country and the world, including the Women's March, Movember, the Global Climate Strike and LGBTQ2S+ activities.

CAPE at Climate Strike



CAPE at Capital Pride



## VII. COMMITTEES AND WORKING GROUPS

CAPE is active on several committees where many recommendations and decisions that affect our members are made. In 2019, CAPE was particularly active as part of the National Joint Council, the Employee Wellness Team, the Committee for the Implementation of the Accessibility Act, the Joint Task Force on Mental Health. We also endeavoured to build stronger ties with the Federal Black Employee Caucus.

### IMPROVING THE PUBLIC SERVICE EMPLOYEE SURVEY

CAPE dedicated time and effort to improving the Public Service Employee Survey (PSES) this year. When it was launched 15 years ago, the PSES was co-developed and there was more openness to contributions about survey questions and data collection, and deep discussions about trends affecting members. In recent years, TBS has taken away ownership from the public service and outsourced the responsibility for the survey to a private firm. This shift has resulted in poorer survey management, data availability, and analysis. After considering calling for a survey boycott, CAPE got involved in the committee responsible for the oversight of the PSES, and CAPE President Greg Phillips is committee co-chair. This allows us to have a greater voice in the annual PSES and push for survey questions and analysis of answers to better detect problems and measure trends that may affect members.



The Honourable Mélanie Joly, Minister of Tourism, Official Languages and La Francophonie, and Katia Thériault. CAPE Director of Communications.

## OFFICIAL LANGUAGES ACT: CAPE RECOMMENDATIONS PUBLISHED IN CONSULTATION REPORT

CAPE is a champion of Canada's official languages and its almost 1,000 members in the Translation Bureau are key players in the promotion, protection, and influence of official languages in this country.

In March 2019, the Department of Tourism, Official Languages and La Francophonie launched a process to review Canada's *Official Languages Act* as a way to improve the promotion and protection of Canada's linguistic duality.

CAPE took this opportunity to not only participate in department consultations but also produce a policy brief with recommendations to strengthen the Act and the principles of official bilingualism. CAPE's two primary recommendations were to: 1) Transform the Translation Bureau into a Federal Government Official Language Centre of Excellence; and 2) Implement an action plan to give public service employees the opportunity to master and maintain their proficiency in a second official language.

CAPE's recommendations were included in the *Official Languages Act* consultation report and we will keep pushing to have the recommendations implemented.

## VI. STEWARD TRAINING

At the heart of CAPE are the members who take on a leadership role for their peers in the workplace. Stewards are appointed as official CAPE representatives, being the front-line eyes and ears of the Locals. They ensure that employees are treated fairly and are by a colleague's side when issues arise. They are in communication with the national office, keeping CAPE abreast of developments and changes.

They do not do this in isolation. Because of their key role in building strong communities in the workplace and a strong union, CAPE invests heavily in providing the proper training and support for its Stewards. Two three-day sessions had 66 participants, both current and aspiring Stewards, trained collectively for the Steward role and on employee rights, with an increased focus on harassment, workplace violence, and mental health. CAPE's training module on harassment and violence in the workplace was updated this year to reflect the federal legislation in this area, Bill C-65, which was passed in 2018.



## SECTION 2:

# LEADERSHIP COMMUNITY

## I. NATIONAL EXECUTIVE COMMITTEE

The year 2019 was half-way through the mandate of the current National Executive Committee (NEC). This year, the NEC membership felt the need to reflect on the first half of its mandate and take a strategic approach to the remaining time in this cycle. A special NEC retreat carved out a vision path for CAPE and produced a report that sets a clear short-term path for the future of CAPE and its leadership. [The National Executive Committee Planning Workshop Report 2019](#) outlines CAPE's main objectives to better identify and address urgent matters, with increased transparency and accountability.

The NEC also restructured the Communications Advisory Committee, given the Association's increased focus in this area. The Committee operates in an advisory role for staff in areas such as member engagement, advocacy campaigns, and government relations.

For the first time, NEC members joined CAPE's President at Local AGMs. NEC members heard first-hand about member work environments, concerns specific to different Locals, and how the NEC can best serve CAPE members.



Local 503's Annual General Meeting (Statistics Canada)

## II. LOCALS

CAPE welcomed two new Locals in 2019: Local 517, representing employees at Indigenous Services Canada, and Local 529, representing employees at Correctional Services Canada.

CAPE Locals take the lead when identifying issues of importance to their members. Leadership at Local 900 of the Translation Bureau looked at the effect that artificial intelligence (AI) may have on the work of federal government translators. There is a concern that AI in translation use will become a topic of exploration high on the agenda as a potential way to cut costs and increase effectiveness and productivity. Our dedicated and professional language experts know that AI cannot replace the understanding of language complexity that human translators provide.

At Employment and Social Services Canada, Local 514 members are looking at the role unionized public service employees can play in the transition to a low-carbon economy. Local 401 in Quebec City held a one-day learning conference for their Local leadership and members.

### III. ATLANTIC REGIONAL COUNCIL

A year after it was established, the CAPE Atlantic Regional Council is proving to be a success. Across the region, members are speaking with a unified voice and there is better cohesion in efforts to address issues of concern. Twenty-one new CAPE leaders were elected this past year in the region and the Regional Council meeting brought together members from all four Atlantic provinces.

### IV. ANNUAL GENERAL MEETINGS FROM COAST TO COAST

CAPE President Greg Phillips travelled across the country to participate in Local AGMs, attending 11 regional Local AGMs and 11 departmental AGMs. Mr. Phillips met with more than 500 CAPE members to hear about how issues such as the Phoenix pay system are affecting them and to hear feedback from members in person.

### V. PRESIDENT'S COUNCIL AND LOCAL LEADERSHIP COUNCIL

The President's Council and the Local Leadership Council provide robust information sharing between local leaders and CAPE's National Office. The President's Council met on June 19 and the Local Leadership Council met on May 2 and on May 23. Although there are regularly scheduled meetings for these groups, additional meetings can be called on an ad hoc basis where there are matters of particular importance to Locals or CAPE members as a whole. With the extensive work being done for collective bargaining, these two Councils were key to preparation and consultation.

*The National Executive Committee Planning Workshop*





## SECTION 3:

# OPERATIONAL UPDATES

### I. WORKFORCE PLANNING

Improved knowledge management, transparency, and proactive information sharing – these were core promises made to CAPE members and we have increased our investment in our communications, government relations, and public affairs capacity at CAPE to deliver on these promises. The CAPE team tasked with this has been expanded to four staff members and has been advancing different ways of reaching out to members with information that affects them and opportunities they have to engage with the Association. Positioning CAPE in a way that reflects its true role as an Association with thousands of members who are integral to the success of federal government services is being done in different ways. Public affairs and government relations staff support the CAPE President in relations with TBS and other government departments, seizing on opportunities as a result of more deliberate and strategic approaches; more focused advocacy campaigns allow CAPE to use its voice to advance social justice issues in and out of the workplace. CAPE is better positioning itself in strategic areas and with key partners to improve member representation.

### II. INTERNAL POLICIES

CAPE looked inward to ensure that what we were working to achieve for our members was also reflected within Association culture.

At the beginning of the year, it was decided that CAPE's role as representative of both English- and French-speaking members and of public services employees responsible for translation and interpretation in the PS required a clear statement on the use of English and French. A final draft of CAPE's Language Policy was tabled in October 2019. As a result, a Language Policy was presented to the NEC in October 2019 to provide a clear statement on the use of French and English.

In March 2019, the Harassment Prevention Policy was approved by the NEC. This policy will foster healthy and safe relations within the CAPE community.

### III. INFORMATION SYSTEMS AND TECHNOLOGY

CAPE updated its IT infrastructure this past year to replace an outdated system that did not have the protection to meet increasing technology risks. We have improved protection of member information that is held by CAPE. The Finance Team is working on a new database management system so that members may manage their own CAPE accounts.

New financial controls have improved the accuracy of our financial reporting, which protects against fraud and makes the Association's resources more secure.

### IV. LEGAL MATTERS

CAPE received a judgment against an employee in 2019 for fraud and the embezzlement of \$450,000 stolen over an extended period, and is exploring different options available to recover the funds.

In July 2018, the former President of CAPE filed a lawsuit against the Association. CAPE is working with legal advisors on the response to this lawsuit.

## SECTION 4:

# FINANCE & BUDGET

## CAPE IN NUMBERS

 MEMBERS

**18,177**



**61%**  
women



**39%**  
men

**4** COLLECTIVE  
AGREEMENTS  
SIGNED

**480**  OPEN  
CASES

TOP THREE LARGEST LOCALS BY  
NUMBER OF MEMBERS:

1. **Local 503** – Statistics Canada: 2,312
2. **Local 512** – Health Canada and Public Health Agency of Canada: 1,277
3. **Local 514** – Employment and Social Development Canada: 1,107

## FINANCE

After the financial irregularities CAPE faced, new internal controls were implemented, including an entire payables procedure guideline to ensure proper safeguards for its assets.

A new financial system put in place to track expenses, receipts and records has resulted in financial savings and additional reporting capabilities.

ADP was implemented as CAPE's HR and payroll software to strengthen procedures. Full audit and security features allow accountability for HR and payroll and avoid any potential issues due to the strong safeguards implemented.

The Finance team was able to consolidate investments that were not yielding any return with one investment firm that was chosen through consultation with the Finance Committee and the NEC. The investments have been transferred to Cumberland Private Wealth based on their experience and track record. The firm has also agreed to offer exclusive financial services to CAPE members based on final negotiations. The new firm has yielded more than \$300,000 in returns, which has been extremely positive.

CAPE has migrated its previous membership management system to Microsoft Dynamics, and implementation is underway to put the new system in place.

The finance unit has migrated staff document management to Microsoft Sharepoint, making it possible to leverage cloud technology, which supports higher security and accountability for the Association.

# Budget 2019

CAPE Fiscal Year is May 1 to April 30. Budgets for each fiscal year included in the calendar year are reflected here.

| Line #                          |  | 2018/2019 | 2019/2020 |
|---------------------------------|--|-----------|-----------|
| 1                               | Revenue  | 7,972,912 | 9,326,688 |
|                                 | 1.1 Dues   | 7,926,912 | 9,266,688 |
|                                 | 1.2 Associate dues                               | 1,000     | -         |
|                                 | 1.3 Interest (Investments)                       | 45,000    | 60,000    |
|                                 | 1.4 Recovery of unsupported expenses             | -         | -         |
| 2                               | Salaries & Benefits                              | 4,446,370 | 4,913,000 |
|                                 | 2.1 Management                                   | 772,000   | 1,000,000 |
|                                 | 2.2 Staff  | 2,455,000 | 2,600,000 |
|                                 | 2.3 Pension                                      | 461,700   | 501,000   |
|                                 | 2.4 Benefits                                     | 677,670   | 732,000   |
|                                 | 2.5 Comp/Vacation                                | 80,000    | 80,000    |
| 3                               | Staff Severance Pay                              | 47,000    | 48,000    |
| 4                               | Management Severance Pay                         | 64,000    | 75,000    |
| 5                               | Communication                                    | 127,000   | 165,000   |
|                                 | 5.1 External Printing                            | 5,000     | 5,000     |
|                                 | 5.2 Postage                                      | 5,000     | 5,000     |
|                                 | 5.3 Translation                                  | 50,000    | 55,000    |
|                                 | 5.4 Telephone                                    | 40,000    | 40,000    |
|                                 | 5.5 Internet                                     | 7,000     | 10,000    |
|                                 | 5.6 Promotional Material                         | 20,000    | 50,000    |
| 6                               | Training and Development                         | 215,000   | 225,000   |
|                                 | Members' and Stewards' Training                  |           |           |
|                                 | 6.1 Accommodations/Food                          | 25,000    | 25,000    |
|                                 | 6.2 Travel                                       | 20,000    | 40,000    |
|                                 | 6.3 Salary reimbursement                         | 30,000    | 30,000    |
|                                 | 6.4 Staff development                            | 60,000    | 60,000    |
|                                 | 6.5 Mgt. Development                             | 30,000    | 30,000    |
|                                 | 6.6 Language training                            | 50,000    | 40,000    |
| 7                               | Professional Fees                                | 795,000   | 885,000   |
|                                 | 7.1 Legal - Members                              | 200,000   | 200,000   |
|                                 | 7.2 Legal - Bylaw 5, Constitution                | 100,000   | 100,000   |
|                                 | 7.3 Legal - Internal                             | 100,000   | 100,000   |
|                                 | 7.4 Legal - Contingency Fund                     | 85,000    | 85,000    |
|                                 | 7.5 Mgmt fees - Cash and Pension Investments     | 150,000   | 150,000   |
|                                 | 7.6 Consultants fees                             | 120,000   | 200,000   |
|                                 | 7.7 Audit  | 40,000    | 50,000    |
| 8                               | Office Expense                                   | 135,000   | 150,000   |
|                                 | 8.1 Supplies                                     | 60,000    | 50,000    |
|                                 | 8.2 Rental of equipment                          | 3,000     | 3,000     |
|                                 | 8.3 Reference material                           | 20,000    | 20,000    |
|                                 | 8.4 Repairs and maintenance                      | 15,000    | 20,000    |
|                                 | 8.5 Delivery                                     | 3,000     | 3,000     |
|                                 | 8.6 Insurance                                    | 20,000    | 30,000    |
|                                 | 8.7 Bank charges                                 | 4,000     | 4,000     |
|                                 | 8.8 Miscellaneous                                | 10,000    | 20,000    |
| 9                               | Capital Asset Purchases                          | 55,000    | 125,000   |
|                                 | 9.1 Business Equipment                           | 15,000    | 50,000    |
|                                 | 9.2 Office Furniture                             | 15,000    | 50,000    |
|                                 | 9.3 Computers and related equipment amortization | 25,000    | 25,000    |
| 10                              | Rent and Operating Expenses                      | 827,647   | 856,400   |
|                                 | 10.1 Rent  | 399,747   | 420,000   |
|                                 | 10.2 Operating                                   | 427,900   | 436,400   |
| 11                              | Computer Expense                                 | 232,000   | 358,000   |
|                                 | 11.1 Web site/DLT                                | 30,000    | 90,000    |
|                                 | 11.2 Maintenance                                 | 160,000   | 226,000   |
|                                 | 11.3 Minor capital Purchases (<\$1,000)          | 2,000     | 2,000     |
|                                 | 11.4 Software                                    | 20,000    | 20,000    |
|                                 | 11.5 Programming                                 | 20,000    | 20,000    |
| 12                              | Travel   | 70,000    | 85,000    |
|                                 | 12.1 Member serv. & consultation                 | 35,000    | 45,000    |
|                                 | 12.2 Conferences                                 | 20,000    | 35,000    |
|                                 | 12.3 President travel                            | 15,000    | 5,000     |
| 13                              | Meetings   | 318,500   | 398,500   |
|                                 | 13.1 AGM/MBM                                     | 50,000    | 75,000    |
|                                 | 13.2 National Executive                          | 60,000    | 110,000   |
|                                 | 13.3 Committees                                  | 15,000    | 45,000    |
|                                 | 13.4 LLC / Presidents Council                    | 30,000    | 30,000    |
|                                 | 13.5 Transportation                              | 7,000     | 7,000     |
|                                 | 13.6 Salary reimbursement                        | 100,000   | 100,000   |
|                                 | 13.7 Business Luncheons                          | 2,500     | 2,500     |
|                                 | 13.8 Staff                                       | 4,000     | 4,000     |
|                                 | 13.9 Mobilization, Engagement, Educ.             | 30,000    | 10,000    |
|                                 | 13.10 Candidate's Forum                          | 5,000     | 5,000     |
|                                 | 13.11 Regional councils                          | 15,000    | 10,000    |
|                                 | 13.12 President Regional Council Travel          |           |           |
| 14                              | Collective Bargaining                            | 100,000   | 150,000   |
| 15                              | Fees Affiliation                                 | 10,000    | 15,000    |
| 16                              | Local Rebates                                    | 107,000   | 125,000   |
|                                 | 16.1 Local Rebates                               | 17,000    | 25,000    |
|                                 | 16.2 Nationally Managed Local Exp.               | 90,000    | 100,000   |
| 17                              | Contributions                                    | 1,000     | 2,500     |
| 18                              | Defence Fund 1                                   | -         | -         |
| 19                              | Contingency                                      | 450,000   | 650,000   |
|                                 | 19.1 Executive                                   |           | 300,000   |
|                                 | 19.2 Administrative                              |           | 150,000   |
|                                 | 19.3 Leasehold improvements                      |           | 200,000   |
| Total expenses                  |  | 8,000,517 | 9,226,400 |
| Surplus (deficit) end of period |  | -27,605   | 100,288   |

# NATIONAL EXECUTIVE COMMITTEE

2018-2019

| #  | Name                | Role           | Affiliation   | Category |
|----|---------------------|----------------|---|----------|
| 1  | Greg Phillips       | President      | President   |          |
| 2  | Nick Giannakoulis   | Vice-President | Public Health Agency of Canada                            | EC / LoP |
| 3  | André Picotte       | Vice-President | Translation Bureau-Public Services and Procurement Canada | TR       |
| 4  | Nicolas Bois        | Director       | Translation Bureau-Public Services and Procurement Canada | TR       |
| 5  | Andreas Trau        | Director       | Statistics Canada   | EC       |
| 6  | Janet Akins         | Director       | Health Canada   | EC       |
| 7  | Anthony Coles       | Director       | Public Health Agency of Canada                            | EC       |
| 8  | Kelly Mansfield     | Director       | Indigenous Services Canada                                | EC       |
| 9  | Camille Awada       | Director       | Statistics Canada   | EC       |
| 10 | Howard Delnick      | Director       | Statistics Canada   | EC       |
| 11 | Mathieu Stiermann   | Director       | Public Health Agency of Canada                            | EC       |
| 12 | Jamie Lafontaine    | Director       | Indigenous Services Canada                                | EC       |
| 13 | Granda Kopytko      | Director       | Statistics Canada   | EC       |
| 14 | Elizabeth Venditti  | Director       | Transport Canada  | EC       |
| 15 | Charlene Lonmo      | Director       | Statistics Canada   | EC       |
| 16 | Ann Kurikshuk-Nemec | Director       | Statistics Canada   | EC       |
| 17 | Sami Rehman         | Director       | Health Canada   | EC       |

## MANAGEMENT TEAM

**Claude Vézina** – Executive Director, IT and Privacy Officer

**Deborah Cooper** – General Counsel

**Claude Danik** – Director of Policy

**Katia Theriault** – Director of Communications

**Omid Kahriz** – Director of Finance

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