

GUIDE FOR MEMBERS OF THE EXECUTIVE COMMITTEE FOR THE PSAC-NCR COUNCIL



Public Service Alliance of Canada
Alliance de la Fonction publique du Canada

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CHAPTER ONE:

You've been elected. Congratulations!

A note on this guide

This guide is primarily meant to assist members who are new to the National Capital Region Council (NCRC) Executive of the PSAC-NCR Council. The goal of this guide is to help you understand your new role and to help you carry out the duties that accompany your new function.

This guide presupposes that members of the PSAC-NCR Executive are familiar with the various structures of the PSAC and the general role of its different parts. For information on the PSAC structure, you can consult Chapter 5 *Structure of the PSAC*.

This guide can also serve as a tool for rank and file members in understanding the role and function of the Council and its Executive. However, when reading this guide, rank and file members should keep in mind that they are not the target audience.

The authority on the roles, responsibilities, and function of the PSAC-NCR Council and its Executive is the [PSAC NCR Council By-Laws](#). This guide is meant to be an explanation of and a supplement to these by-laws. Whenever possible, a reference to the specific section of the by-laws will be indicated; for example: (*By-Laws: Section 7.1.2*).

If you have been elected to the Council Executive as a representative of a [regional committee](#), you should also consult the Terms of Reference or By-Laws of your committee for information on your role and responsibilities.

Throughout the electronic version of this guide you will see the use of [hyperlinks](#). Click on these links for additional information; they will lead you to different pages on the PSAC-NCR website or other websites.

If you have suggestions on how to improve this guide, please share your ideas by sending an email to the REVP with a cc. to his or her Executive Assistant. They will forward your comments to the person responsible for editing this guide.

By the way, it was a member of the NCRC Executive (in consultation with others) who created this guide for you. Certain sections were taken from another guide that was drafted by John Baglow, the first PSAC-NCR Regional Executive Vice-President.

A message of welcome from the REVP

Congratulations on being elected to the National Capital Regional Council (NCRC) Executive! Whether you are an experienced activist or this is your first time on Council Executive, you will find this guide to be a very valuable resource to help you navigate and understand the Regional structure of your union.

The most important thing to remember is that you should and, in fact, you must do and try to accomplish only what you are able to do. It is best that you will be remembered for having successfully accomplished one specific goal rather than having attempted several and failed each and every one!

Secondly, treating all your sisters and brothers with the same respect that you yourself would like to receive will be the singular most important manner in which you participate and achieve the teamwork that is necessary on the NCRC Executive.

Third, read, learn, understand, and practice the PSAC Rules of Order, as well as the PSAC Constitution, and the NCRC By-Laws. As for this guide, as with any good reference document, use the Table of Contents to easily access and refer to what you need to consult.

These three points are the most important things you will need to know and follow for a very successful and satisfying time as a member of the NCRC Executive, and indeed, as an excellent activist in your union, the PSAC.

Welcome aboard, and I look forward to working and yes, even having fun, in defending and promoting the interests and needs of our members!

In solidarity,



Larry Rousseau

Regional Executive Vice-President, PSAC-NCR

NOTES

What Members of the Executive have in common

You're all **union leaders**!

An effective leader doesn't merely stand for something, but lives it. Members know when you're faking it, so don't even try. Speak from the heart, hold to your values, tell the truth—even when it hurts. You will make mistakes along the way. Admit them and move on. Members will respect you for it.

Leaders are team-builders, not lone heroes charging off on white horses. Leaders share the work - or burn out. They talk with people all the time. They discuss tactics and strategy, union policy, and issues of the day. They listen a lot. A leader enables other people to get involved, and helps to develop their awareness, knowledge, and skills.

Union leaders know that what they do runs against the grain of our society and its institutions. You know that from the media, from government, from your employer, from members of the public at large, sometimes even from your own members. It is a challenge, not only to stand up and be counted, but also to motivate members to do likewise.

Leaders work hard for the members - but a good leader works hard **with** the members.

Your overall role

Within the PSAC you have an important role in guiding and contributing to PSAC priorities, strategies, and actions. Your voice will help to determine the direction of the PSAC from a regional perspective.

Who do you speak for?

You became a leader in the PSAC because people gave you their support and their trust.

It is important to note that as an officer of the Council Executive your role is to represent the **entire** PSAC-NCR Council; you are not solely representing your Local, your Component, or your specific committee.

Your first loyalty should always be to the members you represent, who elected you, and who trust you. This is no simple matter. There are many factors you will

have to balance as a leader, and many claims on your loyalty within the Union.
Loyalty is not the same thing as agreement. Your aims: To build union solidarity, to defend equity, to be as informed as possible - and then to act.



See "A Message from Members" in Chapter 5



What Members expect from you

Leading by example

When you hold a leadership position, your actions and words can be more scrutinized as you're expected to set an example for all to follow. Therefore it's a good idea to be mindful of what you say in public and in social media. Being overly negative or being disrespectful will affect your credibility and the credibility of the union.

This doesn't mean that you can't disagree with a PSAC policy or position; you just have to be mindful about how you go about expressing your opinion.

One forum that is always available to discuss your concerns or ask questions is the Council Executive meeting.

Being open-minded

Members will usually respect you if you are open, honest, and consistent in your dealings with them.

Individual members do not expect that they will agree with everything you do and say, because they don't agree amongst each other either. However, they have every right to expect that you be clear about where you stand, and why you are doing what you do.

Practice listening

Listening can be the most difficult leadership skill to acquire.

You shouldn't listen only to yourself. Members have wisdom, ideas, creativity, knowledge, and skills to offer, and any good leader should always be looking for ways to welcome and encourage them. However, a leader also knows that these are very often accompanied by strong opinions and different points of view. Listen.

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Learn. And, most difficult: be prepared to change. You can't be right about everything. Admit it, and share your new thinking with the members.

Listen. Listen to activists. Listen to the rank and file. Listen to your colleagues on the Council Executive, or the regional committee you belong to. Listen to the union voices. Discuss the issues fully. Think the matter through, and then act with the courage of your convictions. This will not always be easy. But leadership, as you already know, is seldom easy. Just remember that members expect and respect integrity, openness and honesty in a leader, above all else.

Being guided by principle

Be guided by principle, but be guided also by knowledge and observation.

Principles are fundamental, but they alone will not get you through a difficult problem or situation. You need to see each situation exactly as it is. You have to analyze, be tactical, and use all of your leadership skills. Your vision and your principles will help to establish where you should be heading - but how do you and the members get there?

Leadership is interactive

Open up numerous channels of communication with your members and use them frequently. Leadership is interactive.

To know what members think, you need to hear from them and to listen. And they need to know, clearly and often, what you are doing and thinking on their behalf. A lot of two-way communication fosters trust and security. An absence of communication is probably the chief reason for suspicion, apathy, and disunity in a union. Leadership is not top-down nor is it bottom-up. A better concept is side-by-side.

Leading through differences

Everyone has to deal with conflict. It's a normal part of life. Conflict can trigger strong emotions it can also be stressful and draining. Dealing with conflict and emerging on the calmer side, can be a very powerful way of learning and growing as a person.

Conflict can manifest itself by people disagreeing with you or with each other. Equally, conflict can also be internal within us.

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When you're in a leadership position, you have often developed skills to deal with external conflict such as: remaining calm, actively listening, genuinely considering other people's point of view, repeating what another has said in your own words, admitting when you're wrong, finding common elements between two points of view to "build bridges", reaching compromises, choosing to disengage from a disagreement, etc.

Internal conflict can happen when you are presented with something external to you that challenges you in a way that can make you doubt yourself or doubt the union that you were elected to represent. Internal conflict can also manifest itself by a feeling of being outside of one's comfort zone or when your gut is telling you one thing and your brain is telling you another.

Internal conflict can paralyze you out of fear of choosing the wrong thing. It's important to be aware of our own internal dilemmas as it can end up affecting others around you.

When dealing with internal dilemmas, don't dismiss your thoughts or go against your values. This will only leave you feeling worse. The best way to resolve your dilemma is to figure out what is the end result you would like to see, then develop a plan to achieve it – all while being respectful of others. Talk to other people; there may be others who feel conflicted as well. This can be a great way to create allies who can work with you towards a common goal.

CHAPTER TWO: Who's Who and What We Do

PSAC Centre (National Office)

The **PSAC Centre** is the national office of the PSAC. It is also referred to as PSAC Headquarters.

For more information on the roles and responsibilities of the National Office, go to <http://psacunion.ca/about> or see Chapter 5 *Division of Responsibilities Between PSAC and Components*.

PSAC National Capital Region (NCR)

In 1994, PSAC regionalized its structure to complement the Component structure. This new structure improved members' access to our union's leadership. The NCR, which includes Ottawa and Gatineau, is one of seven regions across Canada.

Regionalization also resulted in revitalization and a strengthening of the PSAC's National Capital Region.

Currently, the PSAC-NCR region is comprised of approximately 47,000 members, the majority of whom fall under the Treasury Board Secretariat (TBS) category. There are 122 Locals in our region and over 700 members who hold a union position.

Most of our members work for the Federal Public Service, for whom TBS is considered the employer for the purposes of payroll, bargaining, and various policies to which government departments and their employees must adhere.

However, more than 10,000 workers come from what we call "Separate Employers" (SE) or "Directly Chartered Locals" (DCLs). The PSAC defines "separate employers" as employers that are considered "non-core Public Service" or non-governmental organizations. Examples include museums, the Canada Revenue Agency, the National Capital Commission, the Senate, Canada Post, and the OLG Rideau Carleton Raceway.

DCLs are Locals which are directly chartered to the PSAC and are not affiliated with a Component. Examples include St-Paul's University, the Salvation Army, the National Gallery and the Bank of Canada.



Go to the PSAC-NCR website for a list of [Treasury Board Bargaining Units](#) or a list of [Separate Employers](#) (including DCLs) represented by PSAC-NCR.

See "*PSAC-NCR Structure*" in Chapter 5 for an organization chart of the PSAC-NCR.



NCR Regional Offices

What we do

PSAC Regional Offices are there to help with education, political action, Local development, rallies, information sessions, mobilization, strike coordination and more.

Our region has two offices: one in Ottawa (11 Holland Avenue, near Tunney's Pasture) and one in Gatineau (200, Promenade du Portage, in the Hull sector).

The political leadership (REVP) and regional staff are located in the Ottawa Regional Office.

Regional Coordinator

The Regional Coordinator is a staff member of the PSAC. He or she manages programs for the PSAC-NCR, coordinates and supervises the staff in both regional offices and, in consultation with the Regional Executive Vice-President (REVP), ensures the timely and effective delivery of PSAC programs and services in the regions.

The Regional Coordinator reports to Council and its Executive on the activities of the Regional Office.

Regional office staff

Under the direction of the Regional Coordinator, the staff in the NCR regional office work to build our union and foster membership solidarity by delivering union programs and services in the region.

Regional Representatives also act as resource persons for regional committees. In addition, staff members assist with the logistics and administrative duties associated to Council meetings (including Regional Triennial Conventions).

NCR Regional Council

What we do

In general, the Regional Council is a forum where regional activists from different Components can network, share information and give direction about union, campaigns, priorities, and issues in the region. Regional Councils and their leadership structure are set according to the needs and the by-laws of each Region.

The Regional Executive Vice President (REVP) is the only elected full-time paid position on the PSAC-NCR Council. All other members of the Council and its Executive work in jobs represented by our union and serve our union as volunteers.

Composition of the PSAC-NCR Council

Regional By-Laws establish the composition of the PSAC-NCR Council. Essentially, the NCR Council is composed of the REVP, the Alternate-REVP, presidents from each Local in the NCR (and/or delegates), Component Regional Officers in the NCR and members of the PSAC-NCR Council Executive.

Here is a more comprehensive list as to the composition of the NCR Council:

- 1) The Regional Executive Vice-President - National Capital Region (REVP-NCR);
- 2) The Alternate Regional Executive Vice-President - National Capital Region (Alternate REVP-NCR);
- 3) Delegates from each affiliated Local or Branch of Components and Directly Chartered Locals (DCL);
- 4) Elected Component Regional Officers who are residents of or work in the NCR and the majority of whose members work in the NCR.
- 5) A representative from each of the following groups:
 - [Aboriginal Action Circle](#) (AAC)
 - [Members with Disabilities Action Committee](#) (MDAC)
 - [Comité régional des femmes francophones](#) (CRFF)
 - [Ottawa Regional Women's Committee](#) (ORWC)

- [Pride Committee](#)
 - [Racially Visible Action Committee](#) (RVAC)
 - [Young Workers Committee](#) (YWC)
 - [Men's Action Support Committee](#) (MASC)
 - [Education Committee](#)
 - [Health and Safety Committee](#)
 - [Communication Committee](#)
- 6) The chair of the [Ottawa Area Council](#) (OAC);
 - 7) The chair of the [Conseil régional d'action politique de l'Outaouais](#) (CRAPO);
 - 8) The Treasurer;
 - 9) The 10 Members-at-Large;
 - 10) The two members delegated by NCR Separate Employer and Directly Chartered Locals (DCL).

[By-Laws: Section 7]

Meetings of the Council

Purpose

The primary purpose of Council meetings is to present the needs of the membership to the REVp.

Who gets to attend

Delegates

Local Presidents are often the delegates to Council meetings (including Regional Triennial Conventions). However, Local presidents can appoint another member of the Local to attend (in accordance with the Local's By-Laws).

Depending on the size of the Local (number of members), Locals can send more than one delegate.

NOTES

Here's how it works: each affiliated Local or Branch of Components and DCL is entitled to send one delegate for the first 500 members and one additional delegate for each 500 members or portion thereof.

[By-Laws: Section 7.1.1]

Observers

Observers are generally nominated by their Local to attend Council meetings (including for Regional Triennial Conventions).

They do not have "voice" or "vote" which means that they cannot participate in any discussions that pertain to the "business" of Council (i.e. decisions, resolutions). They also do not have the right to vote.

They can however lobby delegates before and after the Council meeting and during breaks. Lobbying delegates can influence them to vote a certain way or to bring up a certain point or topic for discussion during the meeting.

Observers are obligated to remain in the designated observer section of the room when the meeting is in session.

At the discretion of the REVP, observers can enter the area of the meeting that is designated for delegates to ask questions to the guest speakers during the Q&A portion. When the guest speaker has finished speaking or answering questions, observers must go back to the observer section of the meeting room.

Guests

The REVP regularly invites guest speakers to bring awareness to the delegates on a particular issue, campaign, or cause.

At the discretion of the REVP, guests can stay for the entire Council meeting as observers. Therefore, after speaking to the delegation, the guest speaker is to remain in the observer section. They have neither "voice" nor "vote".

If a PSAC-NCR member wishes for a particular guest to attend a Council meeting, the member should contact the REVP to provide him or her with information pertaining to the potential guest speaker and the reason why they should be invited to speak at a Council meeting.

The REVP generally consults the NCRC Executive when setting the agenda. As such, the REVP will likely consult the Executive before rendering a decision on which guest(s) will be invited to speak at a Council meeting.

Frequency

The PSAC-NCR Council meets three times per year. A two-day Annual General Meeting (AGM) is included as one of these three meetings.

[By-Laws: Section 7.1.2]

The meetings of the PSAC-NCR Council are generally held prior to the meetings of the National Board of Directors (NBoD) so that the REVP can report back to this body on the priorities recommended by our Region.

How the Agenda is set

Generally, the REVP presents a draft agenda for the upcoming Council meeting to the NCRC Executive for discussion. Members of the Executive can propose changes. The agenda is then adopted either by a vote or by general consensus.

How decisions are made (Resolutions and Motions)

Decisions at Council meetings (including Regional Triennial Conventions) are made when delegates vote on resolutions or motions.

Resolutions can only be submitted at Annual General Meetings (AGMs) and Conventions. At other Council meetings, the term 'motion' is used to present an action item to be voted on.

The term 'resolution' is used to indicate a written statement, prepared in advance and available to the Council to review before the AGM. It is preceded by the words "Be it resolved that..."

A 'motion' is a proposal made pursuant to an item of the agenda that certain actions be taken, certain views become policy, etc. which is then debated, possibly amended and voted on. Written motions can also be preceded by the words "Be it resolved that..." however it is not mandatory that motions take on the same format as resolutions.

There are also motions that propose procedures for considering other motions, e.g. Motions to Table, to Call the Question, to Adjourn, to Amend.



See "*Resolutions and Motions*" in Chapter 5 for an example of a resolution and a motion presented to an NCR Council meeting.



NOTES

Quorum

Quorum at PSAC NCR Council meetings (including conventions) consists of the REVP (or Alternate REVP) and twenty percent (20%) of members of the Council - including members of the Executive.
[By-Laws: Section 7.1.4]

Chairperson for the meetings

The REVP presides over all NCR Council meetings (including Regional Triennial Conventions).

If the REVP is temporarily unable to chair the meeting, for example when he or she is submitting a motion to move his or her report, the Alternate REVP will then chair that portion of the meeting.

If the Alternate REVP is unavailable, the REVP will ask the chairperson for one of the political action committees (OAC or CRAPO) to chair that portion of the meeting.


Regional Triennial Conventions

In between the National Triennial Conventions, the seven PSAC regions each hold a Regional Convention. Each Regional Convention is responsible for electing its respective Regional Executive Vice-President (REVP) and Alternate REVP. The Regional Conventions may also adopt resolutions for referral to the PSAC Triennial Convention.


The supreme governing body of the PSAC-NCR is the PSAC-NCR Regional Triennial Convention. The Convention is held in place of the third meeting of the NCR Council in the year preceding the PSAC National Triennial Convention.
[By-Laws: Section 14.5]

The same rules and conventions that apply to Council meetings also apply to the Regional Triennial Convention. However, at Regional Triennial Conventions, the REVP will ask for a motion to adopt the Rules of Order.

In the year that the PSAC-NCR Regional Triennial Convention is held, the convention is held in place of the Regional Council's AGM.



For information on the PSAC Rules of Order, see *Regulation 12* of the [PSAC Constitution and Regulations](#).



NCR Council Executive

What we do

The PSAC-NCR Council Executive is composed of members who are elected to be the decision making body for the NCR Council between Council meetings (this includes the Regional Triennial Convention).

The Executive advises the REVP and recommends actions that benefit the PSAC membership in the NCR. Members of the Regional Council Executive are generally expected to:

- Attend Council meetings and meetings of the Executive
- Provide reports to Council
- Serve on Regional Council committees as required
- Work on development and implementation of action plans identified by Council as regional priorities
- Liaise between Council and members of the Locals
- Mobilize around issues and campaigns identified as regional priorities

Some of the other terms used to describe the PSAC-NCR Council Executive are: NCR Council Executive, NCRC Executive, Council Executive, Regional Executive and Executive Committee.



For more information on the duties and responsibilities of the PSAC-NCR Council Executive, you can consult the [PSAC NCR Council By-Laws](#) – *Section 8.2: PSAC NCR Council Executive* and *Regulation 3: PSAC NCR Council Executive Responsibilities*.



Composition of the NCRC Executive

As specified in the PSAC-NCR By-Laws, the NCR Council Executive is composed of the following individuals:

[By-Laws: Section 7.2.1]

- The Regional Executive Vice-President (REVP)
- The chairperson or the representative delegated by each of the following committees:
 - [Aboriginal Action Circle](#) (AAC)
 - [Conseil régional d’action politique de l’Outaouais](#) (CRAPO)
 - [Members with Disabilities Action Committee](#) (MDAC)
 - [Comité régional des femmes francophones](#) (CRFF)
 - [Ottawa Regional Women’s Committee](#) (ORWC)
 - [Pride](#)
 - [Racially Visible Action Committee](#) (RVAC)
 - [Young Workers Committee](#) (YWC)
 - [Education Committee](#)
 - [Health and Safety Committee](#)
 - [Communications Committee](#)
- The chairperson (or their designate) for each of the two regional political action committees:
 - [Ottawa Area Council](#) (OAC)
 - [Conseil régional d’action politique de l’Outaouais](#) (CRAPO)
- The Treasurer for the Council
- The 10 Members-at-Large
- The two members delegated by Separate Employer locals and Directly Chartered Locals (DCL) in the NCR

[By-Laws: Section 7.2.1]

The Alternate REVP does not have automatic representation on the NCRC Executive. In order for the Alternate REVP to become a member of the NCRC Executive, she/he would need to be elected to one of the ten Member-at-Large positions or another position that is represented on the Executive.

The “One-Hat” rule

According to the PSAC-NCR By-laws, members elected to the NCRC Executive may hold **only one** position on the Executive. For example: a person cannot be a Member-at-Large and also be the Chairperson for one of the committees represented on the Executive.

[By-Laws: Section 15.2 – m]

In addition, members cannot chair more than one PSAC-NCR regional committee. Although this is not specifically addressed in the NCRC By-Laws, this is a rule that has been applied by some NCR REVPs. The reason being is that it is unlikely that one individual can devote the time and effort required to chair two committees.

It should be noted that the Alternate-REVP is not a member of the Executive. As such, he or she is permitted to hold one of the positions of the NCRC Executive **or** chair a committee not represented on the Executive - in addition to being the Alternate-REVP.

Political Action Committees (Area Councils)

Who we are and what we do

PSAC Area Councils are made up of members from different Locals and Components, grouped within regional areas. Area Councils are the political arm of our Union – they engage with and mobilize around various PSAC campaigns.

Members also come together to lobby their political representatives, raise awareness of issues affecting our members, workers and the Canadian public. Area Councils also allow for discussion, collaboration and activism across Component lines.

Area Council members also work with community partners, build links with other Labour groups and send members and resolutions to PSAC Regional and National Conventions.

NOTES

Within the NCR there are two Area Councils. The [Ottawa Area Council](#) (OAC) works on the Ontario side of the NCR, while the [Conseil régional d'action politique](#) (CRAPO) works in Québec.

Representation on NCR Council and Executive

The chairpersons for the OAC and CRAPO each have an automatic delegate status to NCR Council meetings (including Regional Triennial Conventions) and are also automatically members of the NCRC Executive.

The role of the chairperson during meetings of the NCR Council and its Executive is to bring awareness and leadership regarding different political issues and campaigns.

Term of Office

The term of office for OAC and CRAPO chairpersons is stipulated in each committee's by-laws. Each of the chairperson's positions is currently a one-year term.

Regional Committees

Who we are and what we do

Each of the following regional committees seeks to provide a forum for PSAC NCR members to discuss common interests and issues:

- [Aboriginal Action Circle](#) (AAC)
- [Members with Disabilities Action Committee](#) (MDAC)
- [Comité régional des femmes francophones](#) (CRFF)
- [Ottawa Regional Women's Committee](#) (ORWC)
- [Pride](#)
- [Racially Visible Action Committee](#) (RVAC)
- [Young Workers Committee](#) (YWC)
- [Health and Safety Committee](#)

The [Education Committee](#) discusses union education needs and determines how the region should best respond to these needs.

The [Communications Committee](#) provides communications support to Locals and to PSAC-NCR campaigns.

NOTES



For information of the role and functioning of each committee, see "*PSAC-NCR Regional Committees*" in Chapter 5.



Representation on NCR Council and Executive

Members elected to be the representatives to the NCR Council and its' Executive can either be the Chair of the committee or another elected or selected member of the committee. This is decided in accordance with each committee's By-laws.

Representatives are responsible for reporting to the NCR Council and its Executive on the activities of their committee and other matters pertaining to the community of interest represented by the committee (e.g. the YWC's community of interest is PSAC members that are young workers).

Representatives are also responsible for reporting back to their committee on the issues discussed during meetings of the NCR Council and its Executive.

You can find information regarding each PSAC-NCR committee on the [PSAC-NCR website](#).

Term of Office

The term of office for each committee's representative to the NCRC Executive is stipulated in each committee's By-Laws. For most committees, it is a one-year term.

Members-at-Large

Who we are and what we do

A Member-at-Large is someone who sits on the NCRC Executive Committee but doesn't have a specific position. They are elected to represent members of the NCR Council and to be members' "voice and vote" on the NCRC Executive.

Portfolios

Unlike the representatives or chairpersons of regional equity or young workers committees, Members-at-Large are not elected to represent members belonging to a specific community of interest.

The REVP normally assigns Members-at-Large a “portfolio”. Of course, it is preferable that individuals elected to a Member-at-Large position work in a portfolio that is meaningful to them, both in terms of experience as well as interest. As such, Members-at-Large should notify the REVP of their area of interest or expertise shortly after being elected.

Here are some examples of portfolios:

- You may choose to work with and represent the PSAC-NCR [Alliance Facilitator Network](#) and to work towards strengthening our Region’s AF Network.
- You may wish to take on a Lobbying portfolio.
- Other possibilities include choosing to relay to the Council and its Executive the activities of a community group or labour organization, such as:
 - [Solidarity Against Austerity](#)
 - [Conseil régional FTQ Outaouais](#)
 - [Fédération des travailleurs et travailleuses du Québec](#) (FTQ)
 - [Ottawa and District Labour Council](#) (ODLC)
 - [Ontario Federation of Labour](#) (OFL)
 - For other suggestions of community groups or labour organizations, see Chapter 6 *Allies, Advocacy Groups and Other Resources*

If two or more Members-at-Large are interested in the same portfolio, the REVP will make the final selection.

Representation on NCR Council and Executive

There are 10 Member-at-Large positions. Each person who holds one of these positions is automatically a delegate to NCR Council meetings (including Regional Triennial Conventions) and is a member of the NCRC Executive.

Term of Office

Each member elected to a Member-at-Large position has a term of office of two years.

Each year, elections are held for five of the ten Member-at-Large positions. Elections are held at the Annual General Meeting (AGM) of the NCR Council (or the Regional Triennial Convention).

NOTE: If a Member-at-Large does not attend three consecutive NCRC Executive meetings, the REVP **may** ask this person to resign. This will be decided by the REVP, on a case-by-case basis, taking into consideration the person's circumstances.

Representatives for NCR Separate Employers and DCLs

Who we are and what we do

The role of these representatives is to bring awareness and leadership regarding issues and concerns of members that are employed by a Separate Employer or Directly Chartered Locals (DCLs).

Representation on NCR Council and Executive

There are two positions for Representatives of the NCR Separate Employer (SE) and Directly Chartered Locals (DCLs). Each person who holds one of these positions is automatically a delegate to NCR Council meetings (including Regional Triennial Conventions) and is a member of the NCRC Executive.

Term of Office

Each member elected to this position has a term of office of two years.

Each year, elections are held for one of the two SE Representatives positions. Elections are held during the caucus of the SE and DCLs during the Annual General Meeting (AGM) for the NCR Council or at the Regional Triennial Convention.

NOTES

NOTE: If an SE Representative does not attend three consecutive NCRC Executive meetings, the REVP **may** ask this person to resign. This will be decided by the REVP, on a case-by-case basis, taking into consideration the person's circumstances.

Treasurer

Who we are and what we do

The Treasurer is responsible for:

- a) Presenting a draft annual budget to the January NCR Council meeting for approval;
- b) Presenting a current financial statement to each meeting of the NCR Council and NCRC Executive; and
- c) Presenting an audited financial statement for the previous fiscal year to the NCR Council Annual General Meeting (AGM) for approval.
[By-Laws: Section 8.3.1]

The REVP, the Treasurer and one more person designated by the NCRC Executive (generally the alternate-treasurer) will constitute the authorized signing authority for the PSAC NCR Council. Two of these three signatures are required on all disbursements.
[By-Laws: Section 10.1]

Representation on NCR Council and Executive

The Treasurer is automatically a delegate to the NCR Council meeting and is a member of the NCRC Executive.

Term of Office

The Treasurer is elected for a one-year term at NCR Council AGMs and Regional Triennial Conventions.
[By-Laws: Section 7.2.6]

NOTE: If the Treasurer does not attend three consecutive NCRC Executive meetings, the REVP **may** ask this person to resign. This will be decided by the REVP, on a case-by-case basis, taking into consideration the person's circumstances.

Finance Committee

The NCR Council Treasurer chairs the NCR Finance Committee.

The Finance Committee is composed of four members (including the Treasurer); they meet with the REVP-NCR and the Treasurer when necessary, and at least before each regularly scheduled meeting of the PSAC NCR Council.

The Finance Committee reviews past and present expenditures and provides the costing for resolutions and/or motions presented to the meetings of the PSAC NCR Council and its Executive.

The Finance Committee reports in writing to the PSAC NCR Council Executive immediately prior to all PSAC NCR Council meetings, and copies are provided to all delegates at PSAC NCR Council meetings.

[By-Laws: Regulation 2 – d]

The Members of the Finance committee are elected or appointed from volunteers at the AGM of the NCR Council or at the Triennial Convention. They are not automatic delegates to NCRC meetings and are not members of the NCRC Executive.

Regional Executive Vice-President (REVP)**Who we are and what we do**

The REVP- NCR is the head of the PSAC-NCR Council. The REVP is the only full-time elected position on the Council.

His or her responsibilities include:

- Uphold and promote the mandate and objectives of the PSAC-NCR
- Interpret our Region's By-Laws
- Be the political voice for the PSAC in the NCR
- Work in collaboration with Component Regional Vice-Presidents in the NCR.
- Foster solidarity with other public and private sector unions in the NCR
- Chair meetings of the PSAC-NCR Council, its Executive and other regionally determined bodies where appropriate

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- Represent DCLs in the NCR
- The REVP must submit a report in writing on his or her activities at each meeting of the PSAC NCR Council.
[By-Laws: Section 8.1 – b]
- Facilitate communication among the Alliance Centre, Regional Offices, Components and Locals/Branches
- Develop budget projections and breakdowns for each fiscal year to be approved at the AEC
- Perform any other duties assigned by the National President (which will include “national” portfolios)

Representation on NCR Council and Executive

The REVP is automatically a delegate to the NCR Council meeting and is a member of the NCRC Executive. The REVP chairs these meetings.

Term of Office

The REVP is elected for a 3-year term at the Regional Triennial Convention.

Oversight over Regional Committees

The REVP is an ex-officio member of all operational committees – which means that he or she is as an automatic member of all committees established for the PSAC-NCR. He or she has the same rights as other members of the committees.

Generally, the REVP is not able to participate in all committee meetings. However, he or she will often attend the AGMs for the committees.

If the REVP feels that the regional committee requires guidance or greater oversight, he or she will intervene as deemed necessary.

National responsibilities of the REVP

The REVP represents our Region on the Alliance Executive Committee (AEC) and the National Board of Directors (NBoD).

Alliance Executive Committee (AEC)

The AEC is composed of the seven REVPs along with the PSAC National President the PSAC National Executive Vice-President.

The AEC is responsible for the day-to-day decisions of our union with respect to finances, overseeing campaigns, mobilizing the membership, advocating on behalf of the membership and advancing our union and its members' rights in the workplace. The AEC meets monthly and as needed.

National Board of Directors (NBoD)

The NBoD consists of the National President, the National Executive Vice-President, the seven Regional Executive Vice-Presidents and the President of each Component. The NBoD meets three times a year and as needed.

Generally speaking, the NBoD is responsible for carrying out the policies and giving effect to the decisions made at the PSAC Convention. It must also represent and inform the membership on all matters and issues that directly affect members.

Office of the REVP

The staff in the REVP's office report directly to the REVP.

Political and Communications Officer

The Regional Political and Communications Officer provides political and communications advice, assistance and support to the Regional Executive Vice President (REVP) in his or her role as the political voice for the PSAC in his or her region and in his or her role as a member of the National Board of Directors (NBoD) and the Alliance Executive Committee (AEC).

Executive Assistant to the REVP

The Executive Assistant (EA) to the REVP provides administrative support to the REVP including coordinating his or her agenda.

The duties of the EA to the REVP also include certain administrative functions in support of meetings of the NCR Council and its Executive, such as:

- Overseeing the production and distribution of the agenda, the minutes and other supporting documents required for meetings
- Coordinating translation of documents required for meetings
- Coordinating arrangements required to meet the accommodation needs of members at meetings

Alternates

Alternate REVP

Who we are and what we do

Any PSAC-NCR member in good standing can be elected to the position of Alternate REVP - even individuals who are members of the NCRC Executive.

The Alternate REVP's main function is to assume the responsibilities and duties of the REVP:

- On a permanent basis, if for any reason the REVP is unable to complete her/his term of office;
- On an interim basis, if so designated by the REVP (i.e. vacations, illness, national meetings, training, etc.);

Other duties include:

- Communicating with the REVP following each NCRC and NCRC Executive meeting to review agenda items and decisions made;
- Assisting the REVP when requested by him or her;
- Performing other duties and responsibilities as determined by the NCRC Executive and/or the REVP.

Submitting Reports

The Alternate REVP reports on his or her activities at the AGM of the NCRC and the Regional Triennial Convention (unless otherwise requested by the REVP).

[By-Laws: Regulation 3]

Delegate to Council Meetings

The Alternate REVP is an automatic delegate to NCR Council meetings.

Term of Office

The Alternate-REVP is elected for a 3-year term at the Regional Triennial Convention.

Other details

The Alternate REVP is not a member of the Executive. However, he or she can participate in meetings of the NCRC Executive as an observer, at the discretion of the REVP.

In order for the Alternate REVP to become a member of the NCRC Executive, he or she would need to be elected to one of the 10 Member-at-Large positions or one of the other positions represented on the Executive.

Other Alternate Positions

Who we are and what we do

Alternates are elected to join the NCRC Executive in case of a vacancy. Alternates are generally elected at the NCR Council AGM or Regional Triennial Convention – with the exception of the Alternate Treasurer.

The elected alternate positions are:

- Alternate REVP (1 position)
 - This position is elected at the regional triennial convention
 - This position holds a three-year term
- Alternate Member-at-Large (10 positions in total)
 - 5 positions are elected each year
 - Each position holds a two-year term
- Alternate Delegate for NCR Separate Employer and Directly Chartered Locals (1 position)
 - This position holds a one-year term
- Alternate Treasurer (1 position)
 - This position holds a one-year term
 - The Alternate Treasurer is elected at the first PSAC NCRC Executive meeting following the PSAC NCR Council AGM, from amongst the Executive members.

[By-Laws: Section 8.3.2]

NOTES

- Generally it is the Alternate Treasurer who is the third signing authority for the PSAC NCR Council with respect to disbursements.

Other details

The above-mentioned Alternates do not have any official responsibilities until such time as they fill a vacancy on the NCRC Executive. They are not required to present any reports to Council until they become members of the Executive.

Regardless of not having any official responsibilities, alternates are encouraged to play a leadership role in regional projects and mobilization activities.

Alternates are individuals who have been elected by the membership and as such are expected to conduct themselves in a way that upholds the trust that has been placed in them by those who elected them.

Alternates are not members of the Executive and are not automatic delegates to Council meetings. However, they can participate in meetings of the NCRC Executive as observers, at the discretion of the REVP.



See "*Observers*" in Chapter 3 for information on the role of observers at NCRC Executive meetings.



Regional Representation on National Committees of the PSAC

National Human Rights Committee

The National Human Rights Committee is a standing committee of the National Board of Directors (NBoD).

Regional Equity and Component Equity Representatives sit on this national committee.

The principle mandate of this committee is to formulate a consolidated PSAC national human rights agenda in line with direction from the PSAC Triennial Convention, the NBoD and PSAC National Conferences in light of union priorities and emerging issues. The NHRC also:

- Serves as a conference committee for PSAC National Conferences;
- Fosters networking in support of human rights with PSAC Regional Councils, Components, Locals and members.

National Aboriginal Peoples' Circle (NAPC)

The mandate of NAPC is to provide a unified voice for the diverse community of PSAC's Aboriginal, Inuit and Métis members, so that together, members of NAPC can increase their involvement at all levels of our Union, empower each other and advance their rights within and beyond our Union.

The Network has established a central 'Circle' of members who meet face-to-face to discuss and identify issues the Union needs to take on.

This Circle is composed of the following members:

- Two PSAC members; one man, one woman per PSAC region;
- The two elected Aboriginal representatives on the PSAC National Human Rights Committee;
- The two Alliance Executive Committee (AEC) officers who are responsible for NAPC.

CHAPTER THREE:

Help, I've been elected! Now What?

Accountability

A note on accountability

All PSAC elected officials – whether at the National, Regional or Local level – are accountable to members and to each other.

Any leader is or should be accountable to the people who trusted him or her with leadership. That means being called to explain your actions in your role as leader. Don't always wait to be asked!

You are also accountable to those in the structure with you: your Regional Council, your Committee, your Component, your Union. *A union structure is not a thing: it is people, with defined interdependent roles.* No one person or part of the Union can do everything that a Union has to do, so we need to depend on each other. And this means we have to establish a high level of trust with each other. Trust is built by being mutually accountable.

Real accountability means being ready and willing to explain your thinking and your actions.

There are various formal and informal ways of holding yourself accountable. Members expect us to be accountable to them by attending meetings and submitting reports. Less formal ways of being accountable can be by staying informed and sharing information.

Attending meetings of the Executive Committee

Members of the NCRC Executive are not required to attend all Executive Committee meetings. However, there is an expectation that they will attend most meetings. If members cannot attend a meeting, they should advise the EA to the REVP. If you miss a meeting, you should follow up with another Executive member for an update.

If a member of the Executive is absent from most of the Executive Committee meetings, he or she may be *asked* to step down from their position by the REVP. This is handled discreetly by the REVP, on a case-by-case basis, after considering the reason(s) why the Executive member may have been unable to fulfill the expectation of attending meetings.

We may not always like meetings but important discussions and decisions take place here. There may be times that you think that meetings are a waste of time and are tempted to skip a few meetings. This is a normal reaction!

However, it would be far better to ensure that the agenda and the discussions are focused on what you consider to be important – building the union!

It is important to voice your opinions and ask questions. Remember, even if you are new in your leadership role, your opinion is just as important as anyone else's. Members elected you because they believe you will do a good job at representing them!

Attending Council Meetings and other events

Leaders cannot be everywhere. However, all members of the Executive are expected to attend the four Council meetings per year (which includes the Council's AGM or Triennial Convention).

In addition, you should plan to demonstrate your support by attending important regional mobilization meetings, rallies and conferences where turnout matters.

Of course this doesn't mean that you should put your life on hold for the union! It just means that the members who elected you, expect to see you at important events.

Submitting reports

REVP

The REVP must submit a report in writing on his or her activities at each meeting of the PSAC NCR Council.

[By-Laws: Section 8.1 – b]

NCRC Executive

Other members of the NCRC Executive are only required to provide a written activities report for the previous year at the Annual General Meeting or at the Regional Triennial Convention – unless otherwise requested by the REVP.

[By-Laws: Section 8.2 – g]

Reports submitted to meetings that are not AGMs or Triennial Conventions can be submitted orally – at the discretion of the REVP.

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Format and content of reports

Your report should list and briefly describe your activities or those of the committee you represent. Reports should be no more than two pages and should use a larger font such as Arial 14 to adhere to [PSAC's Alternate Media Policy](#).

Staying informed

When members are informed and have frequent opportunities to be heard, to raise questions, and to get clear and honest answers, they are more likely to act when the time comes.

You should make as much effort as possible to be visible, accessible and well informed. Your role is to communicate not only information, but also encouragement, hope, and enthusiasm for collective action. You play a key role in helping the members to win victories.

Communicating informs as well as mobilizes. Leaders help to build that awareness within their Locals, committees, Components, and other groups they belong to through communication, information and mobilization.

Whether it is to raise membership awareness, encourage dialogue, or generate action, a leader needs to stay informed regarding the issues of the day. A good way to keep yourself "in the know" is by reading the [REVP's newsletter](#), the Alliance Executive Committee blog, [Headwinds](#), and by signing up to receive [PSAC news by email](#). Don't forget to check out your [Component website](#) too!

As well, you may want to consider subscribing to email news and events from other labour organizations such as the [Canadian Labour Congress](#) (CLC), the [Fédération des travailleurs et travailleuses du Québec](#) (FTQ) or the [Ontario Federation of Labour](#) (OFL).



You can also consult the social medial channels of the PSAC-NCR or the PSAC Centre.

For a complete list, see "PSAC-NCR: Website and Social Media" and "PSAC National: Website and Social Media" in Chapter 6.



Sharing information

In order to deal with issues, the Executive needs to know about them. You have busy lives and can't be aware of all issues. In the course of your conversations with members and Component or DCL officials, you likely will hear about things like: membership concerns, workplace problems, community concerns, events and activities, etc.

It's a good practice to share information with other members of the Executive and with the REVP. You can use the Executive Committee meetings as a means to do so.

If you are a chairperson or are a member of a committee, you will find that the Regional Representative assigned to your committee is a very valuable resource person who helps our union to grow within your committee. As such, it is very important that you make the Regional Rep aware of any issues that might be of interest to or have an impact on your committee.

Functioning of Regional Executive Committee meetings

What is the Executive Committee?

When the NCRC Executive meets, the members in attendance at a meeting of the Executive are often referred to as the "Executive Committee".

The REVP is a member of the Executive Committee. However, the Alternate-REVP is not. He or she is considered an observer (unless he or she holds a position that is represented on the Executive).

Frequency of meetings

The PSAC NCR By-Laws state that the Council's Executive must meet a minimum of four (4) times per year. A special meeting can also be convened if at least three (3) members of the Executive signify their wish to the REVP.

[By-Laws: Section 7.2.3]

If the REVP deems it necessary, he or she can convene meetings on a more frequent basis. The current REVP convenes meetings of the Executive at least every two months.

The dates and locations of these meetings are generally set at the beginning of the calendar year for the entire year and communicated by email to members

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of the Executive shortly thereafter. However, the dates and location can change depending on the circumstances that may arise.

If you have been elected after the meeting dates are initially communicated, you can contact the Executive Assistant (EA) to the REVP to obtain the dates and locations of the upcoming meetings. However, an email invitation will be sent out to all members of the NCRC Executive from the REVP's office with the details of the meeting including the date, location, agenda items and other reference material required for that meeting.

Chairperson for the meetings

The chairperson for the meetings of the Executive Committee is the Regional Executive Vice-President (REVP). In the absence of the REVP, the Alternate-REVP can chair the meeting.

Advisors and support to the REVP

Customarily, the Executive Assistant to the REVP, the Regional Political Communications Officer and the Regional Coordinator will be sitting at the front of the room next to the REVP in an advisory and/or support capacity. At the request of the REVP, the Alternate-REVP can also be at the front of the room in an advisory role.

These special advisors do not have a vote on any motions. They participate in meetings by providing information to the Executive Committee under the direction of the REVP.

As the Alternate-REVP is not a member of the NCRC Executive, he or she can only vote on motions if he or she holds another position that is part of the Executive (for example: Member-at-Large).

How the Agenda is set

The REVP and the other members of the NCRC Executive are responsible for setting the agenda.

If you have an issue you want to discuss at a committee meeting, send an email to the Executive Assistant (EA) to the REVP who prepares the agenda for the committee. It is preferable that agenda items and supporting documents (if applicable) be sent at least a week before the meeting.

If the supporting documents need to be translated, depending on the length of the document, you may need to send them to the EA more than a week before the meeting. You should contact the EA to discuss how much time will be required to translate documents.

Items can also be added to the agenda at the start of the meeting, provided that a majority of the Executive vote to adopt the agenda as amended.

The last item on the agenda is generally a "Round Table". This is often used for **quick** announcements to bring awareness to an event or an issue.

Minutes of the meetings

The Executive Assistant (EA) to the REVP is responsible for taking notes during meetings of the Executive and afterwards preparing the official minutes. The minutes are generally sent before the meeting to all members of the Executive for review.

In addition, the minutes of the previous meeting are reviewed at the beginning of each meeting. It should be noted that spelling and grammatical errors are not discussed during this review. Such changes should be sent by email to the EA for the REVP.

If the minutes of the meetings of the NCRC Executive are not posted on the PSAC-NCR website, new members of the Executive can contact the EA to the REVP to obtain copies of the previous meeting minutes.

The minutes of NCRC Executive are not confidential and can be shared with other members of the PSAC-NCR.

Quorum

The quorum for meetings of the PSAC-NCR Council Executive is fifty per cent plus one (50% +1) of the Executive members.

[By-Laws: Section 7.2.7]

In April 2014, there were 24 members of the Council Executive. As such, quorum would be reached if there were 13 members of the Executive present at the meeting.



See "*Composition of the PSAC-NCR Council*" in Chapter 2 for the composition of the PSAC-NCR Council Executive.



How decisions are made

Motions

A motion is a way to put a formal proposal forward for consideration by the Executive. The members of the Executive present at the meeting will then be asked to vote on whether to accept or reject the proposal.

Motions presented at an Executive Committee meeting can be presented verbally or in writing.

It should be noted that the procedures described below also apply to NCR Council meetings.

Topic of the Motion for the Agenda

It is preferable that the topic of the motion be added as an agenda item prior to the meeting. Topics can also be added to the agenda on the day of the meeting – with the agreement of the rest of the Executive Committee.

Verbal Motions

Verbal motions often occur when the REVP asks for a motion following information that was presented on a topic. The information supporting the resolution can come from any member of the Executive Committee.

The REVP will also call for separate motions to move the agenda and the minutes of the previous meeting.

Verbal motions do not have a specific structure. They are generally a statement that the Executive Committee votes on. Here is an example: *The Council will contribute \$200 to the upcoming Carivibe festival to rent a table for the PSAC-NCR.*

Written Motions

Written motions occur when a member of the Executive wants to present information to the rest of the Executive Committee in a more formal manner.

They do not have to follow the “Be it resolved” format preceded by “Whereas” statement(s) as they would in a Resolution but they often do.

Who Can Present a Motion?

Any member of the Executive can bring forth a motion when he or she is present at an Executive Committee meeting.

If a member is unable to attend a meeting to present the motion, the member should get someone else to present the motion on his or her behalf. Otherwise, the motion will likely be postponed to the next meeting.

The reason why this is important is to answer any questions or provide any additional information that may be required by the other members of the Executive Committee.

When and How to Move a Motion

When the topic of your motion comes up in the agenda that is when a member can present or move their motion.

There is no specific format to follow (it is not required to follow the “be it resolved” format). Members just need to make a clear statement on what it is that they are asking other members to vote on. The motion will first be moved and seconded then the member who presented the motion can provide an explanation or information on their motion.

Moving and Seconding

All motions have to be “moved” by a member of the Executive present at the meeting and “seconded” by another member. The Chairperson will ask for a mover and a seconder on the motion before the background information for the motion can be presented.

Information on the Motion

The member putting the motion forward is expected to provide information to the rest of the Executive Committee as to the purpose of the motion and why the Executive should support this motion.

If there is documentation that is available to provide background information, it is a good idea to have it available to distribute to the Executive Committee prior to the start of the meeting to give members a chance to review the information.

Discussion and Debate

After the motion has been duly moved and seconded, the Chairperson will ask if there is any discussion or debate. This is when members of the Executive Committee can express their opinion as to whether they support or oppose the motion and their reason why.

Members of the Executive Committee will take turns to speak – as directed by the Chairperson.

NOTES

After the Chairperson deems that there has been sufficient debate on the motion, he or she will call for a vote.

Speaking Twice on a Motion

A member cannot speak twice in support or in opposition of a motion. Doing so will automatically close debate (and discussion). The next step will be to vote on the motion.

At the Chairperson's discretion, the member presenting the motion can provide further explanation or clarification during the debate in order to answer questions or clarify plausible misconceptions. As long as the member is not presenting arguments for or against the motion, it will not be considered as part of the debate.

A Motion to Amend

A motion can also be presented to "amend" the previous motion. In which case, members will need to vote on whether to accept or reject the proposed amendment before they can vote on the main motion.



See "*Resolutions and Motions*" in Chapter 5.

For information on how the agenda is set, see "*How the Agenda is set*" in Chapter 3.



Voting at Executive Committee meetings

The majority of decisions made by the NCRC Executive are done during Executive Committee meetings.

Voting on motions is the formal way for the Executive Committee to make decisions.

After the Chairperson closes debate, he or she will then ask members in agreement with the motion to vote by raising their hand and say "aye". If the votes are not unanimous, the Chairperson will call for a second vote, in the same manner, for those in opposition to the motion to raise their hand and say "nay". If the Chairperson deems it necessary, he or she may ask for a show of hands of those who are "abstaining" from voting.

The Chairperson does not vote unless there is a tie vote.

Simple Majority

The decision as to whether to accept or reject a motion will be decided by a majority vote. The rule that is used is that a “simple majority” will decide. This means that at least fifty per cent plus one (50% +1) of the members in attendance at the meeting agree to accept or reject the motion.

Consensus

Even when there is general agreement among the members of the Executive Committee, the Chairperson will still call for a vote – even if he or she believes that the vote will be a unanimous one.

Voting by E-mail

If a matter is urgent and cannot wait until the next Executive Committee meeting, the Chairperson may ask for all members of the NCRC Executive to vote on a motion presented by email. Members will vote by replying to the email as to whether they agree or disagree with the proposal.

There is no specific format when voting by email (as opposed to saying “aye” or “nay” when voting in person at a meeting). As long as the intent is clear, the vote will be recorded. Members who wish to abstain from voting must reply by email and must clearly indicate that they abstain from voting.

Tie Vote

The Chairperson does not vote unless there is a tie vote. In such situations the Chairperson’s vote will be the tiebreaker.

Sending Resolutions or Motions to Council or Convention**Council**

Resolutions to Council AGMs or motions to regular Council meetings can be submitted by any member of the PSAC-NCR Council and must be submitted six weeks prior to the Council meeting.

[By-Laws: Section 15.3]

Convention

The Regional Council, Area Councils, Locals, Branches, Regional Women’s Committees, Equity Committees and other recognized PSAC regional committees can submit resolutions to the Regional Triennial Convention.

NOTES

Resolutions Submitted by Individual Members

Individual members can submit resolutions independently of their Locals, regional committees or area councils. However, these resolutions must be submitted to the Executive Committee via the REVP's office for review. If the resolution is receivable, the NCRC Executive will present it to the Convention or to a Council AGM.

Observers

At the discretion of the REVP, any member of the PSAC NCR can attend an NCRC Executive meeting.

These individuals cannot vote on any motion that is put forward during meetings. However, at the discretion of the REVP, observers can have "voice", which means that they can actively participate in discussions and debate during the meetings.

Guests

On occasion, the REVP will invite a guest speaker at an Executive Committee meeting as a subject matter expert, to speak to members of the Executive and answer their questions.

At the discretion of the REVP, guests can stay for the entire meeting and can participate in discussions during the meetings. These individuals cannot vote on any motion that is put forward during the meeting.

If a member of the Executive would like to invite a guest speaker, they should contact the REVP in advance to discuss in what area the individual is a subject matter expert, to explain how the Executive will benefit from the guest speaker's attendance at the meeting, and possible logistics that will be required to accommodate the guest speaker's presentation.

Language

Both English and French are the languages of the PSAC NCR Council and the PSAC NCR Council Executive.

[By-Laws: Section 3]

As such, to allow members to fully participate in the official language of their choice:

- Simultaneous translation in both official languages will be provided at all meetings of the PSAC NCR Council Executive

- All formal or official documents submitted to or on behalf of the PSAC NCR Council Executive must be made available in both official languages.

The REVP's Executive Assistant coordinates the translation of documents.

Access

The PSAC NCR Council and NCR Council Executive are to be inclusive to all members and guests, including persons with disabilities.

[By-Laws: Section 4]

To that end:

- All PSAC NCR Council and Executive Committee meetings/events will be held in accessible locations.
- Upon request, or known requirements, accommodations will be made to allow members and guests to fully participate in PSAC NCR Council and Executive Committee meetings/events will be provided or accommodated.

Here are some examples of accommodations measures:

- Simultaneous translation equipment,
- Ergonomic chairs,
- Measures to accommodate allergies (food, environmental, etc.)



For more information, on how members and guests should be accommodated, you can consult the [PSAC NCR Council By-Laws: Section 4 - Access](#).



Building the Region

There is much more to being on the NCRC Executive than just showing up at meetings and writing the occasional report. All regional leaders are expected to play an active role in mobilizing members, fostering communications, connecting with other leaders and staying informed.

This section explores some of the responsibilities that members of the Executive should take on to help build a strong and vibrant region.

NOTES

Campaigns

Union campaigns take place around specific issues. They might be workplace campaigns dealing with a Local issue, or full-blown national campaigns around issues that affect members across the country.

Leaders are expected to help bring members together, explain the reasons for having such a campaign, encourage involvement and activity, help to build and maintain momentum during the campaign and work together to ensure its success.

Coalition-building and outreach

Outside the union, a leader helps to build bridges and find allies. Leaders play a pro-active role in coalition-building. Many union struggles are also the struggles of other people and organizations. Public services, for example, are not only the concern of our members, but of other unions and of those in our communities who depend upon those services.

Part of strong coalition-building is education and communication with members. Leaders can help to find the common issues, define them clearly for the membership, communicate and mobilize around them and build alliances on that basis.



There are many labour organizations and advocacy groups that you can reach out to if this is something of interest to you.

You will find many such groups referenced in Chapter 6
"Allies, Advocacy Groups and Other Resources".

**Collaborating with other leaders**

In addition to being a Regional leader, you are a member of a Local. Local Executive Members and stewards are leaders too; they are the first leaders that most members will turn to. Local Executives are the Region's eyes and ears as to what is going on in the workplaces. They are essential to the Union. You can play a role, with Component RVPs or DCL representatives, to encourage their work and support them.

Here are tips to help you consult and collaborate with others:

- **Ask questions:** Find out who else is concerned about the issue or who else is involved
- **Talk about your projects:** Don't wait for formal and final approval before talking about your ideas. Tell people that your committee is thinking about working on a project or topic and see where this takes you.
- **Invite collaboration:** Talk with other leaders you think might be interested and invite them to have a conversation.
- **Pick-up the phone:** We seem to be bombarded with emails these days. If you don't get a response after sending an email, why not pick up the phone and call the person to have a chat? Phone numbers and emails for members of the Executive are available on the PSAC-NCR website. Look for the [list of Regional Executive](#) on the web page for the Council.

Dealing with the media

On occasion, you may be asked questions by the media to give your opinion **from the point of view of a PSAC member**.

Media interviews often take place during union events. The Regional Political Communications Officer will often approach you ahead of time to see if you would be interested in answering questions from the media.

If the media contacts you directly, and a PSAC staff person hasn't approached you ahead of time, you should check with the REVP's office to make sure that it's ok to talk to the journalist.

The reason for this is that PSAC has a protocol when it comes to dealing with the media. Officers of the Alliance Executive Committee (AEC) are the official spokespersons for the PSAC.

This type of communication requires a little skill, but don't be intimidated by that—after all, you probably got to where you are by being an effective communicator. Just keep certain things in mind:

- Be brief, to the point and sincere when you communicate.
- Figure out what you want to say and stick to it.

NOTES

- Boil your message down to two or three main points.
- Define the issue so the opposition is on the defensive: in other words, don't just react, be pro-active with your messages and put the union spin on them.
- ALWAYS mention that you speaking as a member of the PSAC (or an elected officer).
- NEVER mention which department you work for or that you are speaking on behalf of your employer.

Nevertheless, if you are uncomfortable dealing with the media, it's OK to respectfully decline and direct them to the REVP's office.

Face-To-Face communication with members

As any experienced union organizer will tell you, nothing is quite as effective as **face-to-face communication**. Words are only a small part of what is communicated in this way. Emotion, body language and gestures convey a major part of the message. They transmit sincerity (or dishonesty), and they put emphasis on the meaning of the words being spoken. Face-to-face discussions and meetings allow leaders and constituents to transmit information, clarify issues, resolve misunderstandings, and get to know each other better.

Written communications should never substitute for face-to-face communication. In this age of information technology, communication becomes at the same time easier and more problematic. Anyone who has received hundreds of emails in a week knows this very well.

Written text can be helpful nevertheless. A flyer, for example, can be quickly produced, convey a clear and focused message, and, best of all, be hand-delivered, giving a leader the opportunity to meet constituents one-on-one.

Local-building

Local-building activists carry out numerous valuable tasks at their workplaces, keeping members informed, organizing meetings and desk-drops, keeping the Local structure operating smoothly and ensuring a strong union presence in the workplace.

Fostering Local activism is another key aspect of any union leader.

Mentoring

Leaders always encourage the development of leadership skills in others. Look out for potential leaders, including ones from different backgrounds and cultures who do not necessarily have your style or approach to things, and share your skills and knowledge freely. Let the Union live on, and know that your contributions are part of its living strength, including what you pass on to others.

Membership mobilization

A union is its members, and a mobilized membership means a strong union. A key task of a leader is to encourage and facilitate mobilization.

Briefly, mobilization means a membership that is aware, united in purpose and ready to act collectively to achieve its goals. This does not mean that every member should be expected to be an activist: for many, the union is simply not the central focus of their lives.

Most members want to have instant access to their union when they need assistance or information, or want to contribute or communicate. Even if they do not use such access, many members like to know that it's available, just in case. That builds trust, and trust builds solidarity. Add to that effective and frequent communications and other Local-building activities such as networking, education and recreational events, and mobilization follows.

Political Action

Our Region's political work is coordinated by the OAC and CRAPO under the authority of the REVP and the AEC officer responsible for political action. Members of the Regional Council Executive are encouraged to participate in our Region's political work.

Members who hold lobbying sessions with their MP's are not required to register under the *Lobbying Act* unless they spend 20% or more of their time on lobbying activities. However, members should submit a report on each lobbying activity to the REVP.

Political action can also mean taking part in federal, provincial, and municipal election activities, demonstrating, sending letters and postcards, attending all-candidates meetings, taking part in phone banks, working for labour-friendly candidates and helping to defeat labour-unfriendly ones.

NOTES

One of the tasks of a leader is to make the case for political action to members who are not convinced that this is appropriate activity for a union. Union leaders and many members have a good sense of which politicians and political parties are worker friendly and which are not. Communicating this is not “telling” anyone to do anything but it is part of a leader’s role to offer advice about political choices that affect members where they live.

Encouraging members to act in their own interests is, after all, the fundamental task of a leader, and the responsibility of union leaders is to defend and promote the interests of our members. This includes political action.

Sharing the work

A leader always encourages activism and part of that encouragement is involving other people in the work. Apathy is the inevitable result when you don’t offer opportunities for others to act. Stress, exhaustion and burnout await leaders who try to do everything themselves.

Regional Projects or Initiatives

Projects requiring approval from the NCRC Executive

The only projects that require approval from the NCRC Executive are initiatives that will require **new** funds from the NCR Council’s budget.

If a committee has a project in mind that will be funded out of their committee’s budget, they do not have to present a proposal to the Executive.

Committee chairs or committee representatives may want to share information about upcoming initiatives or events with the rest of the Executive so they can in turn inform other members about this activity.

In addition, if an event or initiative is already included in the PSAC-NCR Regional Action Plan, it does not need a separate proposal for approval.

How to propose a project or initiative to obtain funding

Any member of the PSAC NCR in good standing can propose a project or initiative to the NCR Council or its Executive to obtain support and funding.

You can present a proposal to the Council to get approval from a large number of members, or you can present the proposal for consideration by the Executive Committee if the project is smaller in scope and does not require a significant amount of resources (financial or otherwise).

You can always discuss your project or initiative ahead of time with the REVP to get advice on how to proceed with presenting your proposal.

Writing a good proposal

Your proposal should be in writing so that members can more easily understand what it is you are asking.

There are no specific formats to follow when writing a proposal. However, too little information may leave your audience confused or unclear about what you wish to achieve; too much information and your audience may lose interest in your proposal.

As such, we recommend keeping your proposal to a maximum of one to two pages. You may also want to use a larger font such as Arial 14 to adhere to PSAC's policy. An ideal format for a proposal is to use short sentences and paragraphs followed by bullet-points to support your ideas.

Your proposal should be clear, concise and free of technical terms or vocabulary that may be difficult for people to understand. If you use acronyms other than PSAC, NCR, REVP, consider having a list that iterates what each acronym means. Most importantly, your proposal should be easy to read and therefore should not have spelling or grammatical errors. Run your proposal through a spell check!

You may also want to apply the [SMART principle](#) to your proposal. This means that your proposal should be: **S**pecific, **M**easurable, **A**chievable, **R**ealistic, **T**ime-Related.



The Internet is full of resources and tips for writing proposals.

Here are two interesting resources from [eHow](#):

[How to Write a Brief Proposal](#)

and [How to Write a One-Page Proposal](#).



NOTES

Elements of a proposal

Your proposal should attempt to answer questions such as: who, what, when, why, where, how, how much, etc.

Depending on the specifics of the project or the initiative you wish to undertake, you may want to include the following elements into your proposal:

- ***Description of the Problem or the Issue***

This section should contain a **short** statement as to what the concerns are that lead you to present your project or initiative. You may also wish to point out why this is a concern or why should members care about this issue.

- ***Objective***

Briefly describe how your project or initiative will solve the problem or issue you have identified. What will be the outcome of your project or initiative? Why will this project resolve the problem or issue identified?

- ***The People Factor***

Here are some questions to help you describe this element of your proposal: Who is the intended audience? Who will be the participants? Who will be the beneficiaries of your project or initiative? Are you doing this on your own? If there are others helping you, what is their role?

- ***Time Frame***

For this section consider explaining not only the target date for your project or initiative but also how long will it take to achieve the end result?

- ***Implementation***

How are you planning to implement your project? What are the steps or major milestones before reaching your goal? What is the estimated timeline for each milestone?

- ***Measuring Success***

What are the indicators that will tell you that you have reached your goal?

- **Equipment and Material**

List any equipment, material, or promotional items that will be needed to complete the project. If there are any costs associated with these items, be sure to include it in your budget.

- **Call to Action**

This is where you specify what you are asking people to vote on. You can also include a quote or a short testimonial that speaks to the benefit of your project or initiative. This may create an emotional response that might incite members to vote on your proposal.

- **Budget**

The budget should include clear and reasonable estimates of the costs of each element of the project, and there should be enough supporting information to indicate how the estimates were developed.

Here are some items to consider for your budget breakdown:

- Room rental cost (the estimate used is \$800 per day)
- Lunch allowance and coffee service at breaks (the estimate used is \$20.00 per person, per day)
- Reimbursement of parking expenses (the estimate used is \$15.00 per person, per day)
- Salary replacement (the estimate used is \$200 per person, per day)
- Simultaneous interpretation. (The PSAC National Office generally pays for this. It's a good idea mention this in your proposal if your event will require interpretation services.)

The estimates provided were used by the PSAC NCR in 2014.



For an example of a proposal that was submitted to the Executive Committee, see Chapter 5.



NOTES

Avoiding duplication of efforts

The NCR is the only region of the PSAC to have thirteen committees who meet monthly. We also have a large membership base, many union officers and multiple activities occurring each month at the Local, Component or Regional levels.

As such, it's important that we do our best to ensure we avoid duplication and conflicting priorities, that we build alliances to work effectively on projects or campaigns and that we support each other's projects.

For example, when RVAC expressed an interest in having training on grievance handling with respect to racial discrimination, the RVAC Chair contacted the Education Committee Chair and the Regional Education Officer (REO) to see if something already existed on the topic. As this is a new initiative, a meeting was set up with the Committee Chairs, the REO, the Regional Representative for RVAC and the ACC, as well as the PSAC Human Rights Officer to discuss what the needs were and if those needs could be met.

PSAC Leadership training**Regional Leaders' Retreat**

The REVP will often arrange for a two or three-day retreat for the NCRC Executive to take place after a Council AGM or a Regional Triennial Convention.

The purpose of this meeting is generally to establish regional priorities and strategize in a relatively relaxed atmosphere. Often, there is also a socializing aspect to the retreat as this fosters better working relationships between leaders.

Union Development Program (UDP)

The PSAC's [Union Development Program](#) (UDP) is an intensive education program designed to develop the leadership skills of emerging union activists over ten months.

The UDP has six mandatory steps which includes three face-to-face gatherings and a variety of other learning methods including a mentorship program, on-line events and individual action projects.

PSAC National Leadership Summit

The PSAC Education Program is mandated to provide education to Component National Officers, Regional Council Executive members, members of the National Aboriginal People's Circle and National Human Rights Committee members.

The PSAC holds a Leadership Summit on a triennial basis and offers workshops meant to support these leaders.

Other training opportunities

Here are some other training opportunities that you can consider. Given that these courses are offered by organizations other than the PSAC, there may be some costs associated to this training.

On some occasions, the PSAC or the employer (through employee learning plans) has sponsored members to attend training activities offered by the following organizations:

- [Joint Learning Program](#) (JLP) - for members who fall under the Treasury Board umbrella
- [Canadian Labour Congress](#) (CLC)
 - [Labour Education](#)
 - [Labour College of Canada](#)
 - [Summer and Winter Schools](#) (Ontario Region)
- [Fédération des travailleurs et travailleuses du Québec](#) (FTQ)
 - [Union Training](#)
 - [FTQ College](#)
- [Workers Health and Safety Centre](#) (WHSC)
 - [Health & Safety training](#)
- [Canadian Centre for Occupational Health and Safety](#) (CCOHS)
 - [Health & Safety training](#)
 - [Webinars](#)
- [Broadbent Institute](#)
 - [Training & Leadership](#)

Tools and benefits

Being part of a Community

People naturally want to be a part of something bigger than themselves, a movement to help others and to be a part of a larger community. For many leaders in the PSAC, like you, that's the main benefit of being among others who advocate for change in our society.

Business cards

As a member of the PSAC NCR Council Executive you may ask to be provided with PSAC business cards that identify you as such.

You will be asked what contact information (phone number, email address) you would like to have printed on the cards.

If a few meetings of the Executive have passed and the topic of business cards hasn't come up, you can always discuss this with the REVP.

PSAC email address

In the past, REVP's have given the option to members of the Executive to have a PSAC email address (e.g. xxxx@psac-afpc.com), which in turn some members of the Executive have used to put on their PSAC business cards.

A PSAC email address allows you to use the PSAC's GroupWise email software for the purpose of sending and receiving emails. This will not however give you access to PSAC's email directory nor electronic networks.

You can inquire with the REVP if he or she wishes to offer this option to members of the Executive.

PSAC's GroupWise email software

To use PSAC's GroupWise **from your personal computer**, go to: <http://webacc.psic.com/gw/webacc> and enter your Username and Password. (The Executive Assistant to the REVP will give you your username and temporary password in a confidential manner.)

For instructions on how to use the GroupWise software, you can inquire with the REVP's Executive Assistant on the availability of written instructions.

To use PSAC's GroupWise **from your smartphone**, you can download a GroupWise "app" to send and receive emails from your mobile device. For many

devices, the app may be a more user-friendly way of accessing your PSAC account emails than from the Internet browser on your phone. Go to your “app store” to find out if such an app exists for your type of device.



Please note that there may be a cost to downloading a GroupWise app. The REVP’s budget or the Regional Office does not reimburse this expense.

If you require a GroupWise app for managing the emails in your committee’s GroupWise Inbox, you may be able to use your committee budget to pay for this expense.

Refer to “*Budget and Expenses*” in Chapter 4 for the rules pertaining to committee expenses.



Automatic Delegate status

When registering to be a delegate to Council meetings (including Regional Triennial Conventions) members of the NCRC Executive should register as an “NCRC Executive Member”.

As such, members of the Executive are **not** delegates on behalf of their Local and **do not** count in the ratio of delegate entitlements for Locals. This may be especially useful for small Locals who are only entitled to send one or two delegates.

CHAPTER FOUR: Information for Committee Chairs

Information on PSAC-NCR website

You can find information regarding each PSAC-NCR committee on the [PSAC-NCR website](#). From the navigation bar that is located towards the top of the home page, click on “Committees”. This page includes a list of the 13 Committees of the PSAC-NCR Council.

- Click on a Committee’s name to view information such as:
- Names of the Committee Chairs and other elected positions
- Information on when and where meetings of the committee are held
- Minutes of previous meetings
- Reports submitted to the PSAC NCR Council
- The Terms of Reference for the committee

The amount and type of information that is available will vary for each committee.

If you are the Chair or a member of a committee, it is a good idea to visit your committee’s page on a regular basis to ensure it is up to date.

If you want to change or add information to your committee’s web page, talk to the PSAC staff assigned to your committee to find out if the requested changes are feasible and how the Regional Office can implement these changes.

Committee terms of reference and elections

Purpose

Each committee of the Council operates with Terms of Reference or By-Laws that have been adopted by members eligible to vote at their respective Committee meetings.

Terms of References (or By-Laws) guide the committees’ work. They also serve another role – they ensure that leaders and members in our Region have enough information about the purpose and the work of the committee in order to support its work or to decide to join the committee.

If you have been elected to the Council Executive as a representative of a regional committee, you should also consult the committee's Terms of Reference (or By-Laws) for information on your role and responsibilities.

Amending a Committee's terms of reference or by-laws

A committee's Terms of Reference or By-Laws may be amended during a committee meeting. It is a good democratic practice to ensure that the membership is informed when an amendment to a committee's Terms of Reference is being considered. Consequently, a thirty-day notice of motion must be posted on the PSAC NCR website before a committee can proceed with voting on such an amendment.

Once your committee adopts new or amended Terms of Reference, they must be presented at the next NCRC Executive meeting.

In addition, an up to date copy of the French and English versions of the Terms of Reference or By-Laws are to be provided to the REVP's office after any changes.

Elections for the positions of Chair and other roles

A committee's Terms of Reference (or By-Laws) will set out the responsibilities for each of the committees' elected representatives. In addition, they will outline when elections for these positions are to take place.

All elections that take place at PSAC meetings must respect the PSAC Constitution. Elections are usually chaired by the REVP or by the Regional Representative assigned to the Committee.

A thirty day notice of elections must also be posted on the PSAC NCR website before a committee can proceed with its elections.

Functioning of meetings

Purpose of meetings and schedule

The purpose of a committee meeting is to provide a time and space where members interested in the topic or who are members of the specific community can gather to discuss issues of concern from a union perspective, devise strategies to grow support or plan successful actions in support of their priorities.

NOTES

NCR Committees have established a schedule of meetings. Usually, committees meet on the same day monthly. Committee meetings are announced on the PSAC NCR website (consult the [Upcoming Events](#) section).

Notice of meetings and email distribution lists

Depending on the functioning of each committee, the chair of the committee or a PSAC staff assigned to the committee will be sending out emails to all committee members, advising them of the date, time and location of the next committee meeting.

The NCR Regional Office also maintains a list of committee members. As members join (or leave) the committee, it is important to advise the Regional Representative assigned to the committee so that the Regional Office can ensure that its lists are current.

Communications to Committee Members from the Chair

If the Chair of the committee wishes to accept the task of communicating notices of meetings and other information to committee members, he or she will be given a PSAC email address that is unique to the Committee. For example, the email address that was given to the Education Committee is ncr-education-rcn@psac-afpc.com.

The Chairs of the committees will also be given a list of email addresses for the members of their respective committees. When sending an email to members, **always ensure that members' email addresses are placed in the "bcc" field** (instead of the "To" or the "cc" field). This will ensure confidentiality of members email addresses.

Using the GroupWise email software

A PSAC email address will allow the committee Chair to use the PSAC's GroupWise email software for the purpose of sending and receiving emails. This will not, however, give the Chair access to PSAC's email directory or electronic networks.

To use PSAC's GroupWise **from your personal computer**, go to: <https://webacc.psac.com/gw/webacc> and enter the Username and Password for the Committee's account.

For instructions on how to use the GroupWise software, you can inquire with the Regional Representative assigned to your committee on the availability of written instructions.

To use PSAC's GroupWise **from your smartphone**, you can download a GroupWise "app" to send and receive emails from your mobile device. For many devices, the app may be a more user-friendly way of accessing your PSAC account emails than from the Internet browser on your phone. Go to your device's "app store" to find out if a GroupWise app exists for your type of device.



Please note that there may be a cost to downloading a GroupWise app. As this is an operating cost for the Committee, an expense claim can generally be submitted against the Committee's budget.

See "*Budget and Expenses*" in Chapter 4 for further information.



Setting the Agenda

Committee Chairs should ensure that meetings assist the committee in meeting its goals.

A few things to consider when setting the agenda:

- Ensure that you consult committee members when preparing the agenda.
- Check to see if there are upcoming union campaigns or activities that need to be shared with committee members (the Regional Representative assigned to your committee can help with this).
- Prioritize your agenda items so that you have enough discussion time.
- Send out the agenda before the meeting.
(If providing the agenda to a staff member to send on your behalf, make sure to provide them the agenda items a few days ahead of when you want the email to go out to members)

NOTES

Committee meeting minutes

Committee members are expected to take minutes of their meetings. The committee Chair should ensure there is always a minute-taker.

It does not always have to be the same person who takes the minutes. Committee members can take turns at taking notes.

The minutes should capture the essential elements of the Committee's discussion, clearly identify actions and the names of members responsible for tasks or follow-up.

If the minute-taker prefers to take notes electronically, he or she can ask the Regional Representative for a laptop that can be used during the meeting.

After the meeting, the minute-taker should send an electronic copy of the minutes to the Chair for review. The minutes can be sent by email to committee members for review at the same time as the agenda for the following meeting.

Once the minutes are adopted by committee members at the following meeting, the Chair will need to send the revised version of the minutes to the REVP's Executive Assistant so that he or she can coordinate the translation of the minutes and the posting on the PSAC NCR Committee webpage.



See also "*Template for Minutes of Regional Committee Meetings*" in Chapter 5.

**Ordering food**

To facilitate the ordering of food and payment of bills from the respective committees' budgets, the REVP's office has set up an account with a selected group of caterers and restaurants.

Here are examples of providers that bill the Regional Office directly:

- Lindocile Catering: www.lindocile.com
(836 Saint-Louis, Gatineau - 819-776-6789)
- <http://traiteurepicure.ca>
(200, boul. de la Technologie, Gatineau)
- Marché Info Déli : www.marcheinfodeli.com
(200 Promenade Du Portage, Gatineau - 819-777-3879)

- Subway: www.subway.com
Does not deliver to Gatineau
(#26 – 1620 Street, Ottawa - 613-695-9777)
- Istanbuli Shawarma House: <http://istanbouli.ca>
(81 Holland Avenue, Ottawa - 613-722-4800)
- Robz Bistro: www.robzbistro.com
May deliver to Gatineau upon special request
(1679 Carling Avenue, Ottawa – 613-792-1987)

To order the food, send an email to the Administrative Assistant assigned to your committee **at least 24 hours in advance of the meeting**, with the following information:

- How many members will participate
(a good idea to plan for one or two extra members in case someone confirms after the food order has been placed)
- What food restrictions do members attending the meeting have and how many members have those restrictions
(for example: vegetarian, gluten-free, lactose-free)
- Which caterer or restaurant to order from
- What specific menu items would you like to order (you can also ask the admin assistant to order a variety of choices)

You may also order food from a restaurant or caterer that is not on the above list. Once the Regional Office receives the bill from the food provider, they will generally issue them a cheque as payment within 30 days.

Keep in mind that since a “light meal” is provided to members, the maximum budget you can spend on food for one meeting is \$15 per person.

Taxis

Every committee representative has been provided with taxi chits. These chits are to be used to assist a member in getting to the meeting and returning home when other modes of transportation are not accessible. The costs of the taxi chits are not charged to your committee’s budget but to a central regional budget.

Inclusive Committee meetings

Committees should ensure that their meetings are inclusive by:

- Holding meetings in accessible locations
- Respecting the PSAC no-harassment and scent-free policies
- Ensuring members can bring their children if child care is not available
- Welcoming new members and providing an orientation to these new members
- Recruiting committee members from diverse equity communities, linguistic groups, Components, DCLs, etc.

Chairing meetings and fostering participation

Committee Chairs play an important role in encouraging good meetings. Your role when chairing a meeting:

- Ensure you begin and end on time.
- Be clear in the purpose of the meeting. What are the results that need coming out of the meeting? (For example: an action plan for an event, an idea for a new project for the committee to undertake).
- Stick to the agenda unless Committee members agree to a change of plans.
- Pace the discussion on the agenda items. Members will be frustrated if you always end up discussing the first two items only at your meetings.
- Provide leadership. Link the discussion topics to the role and the work of the union.
- Motivate members to participate, to offer solutions, to act.
- Rules of order are a tool to facilitate a meeting – not to block discussion. Use them judiciously.
- Don't always rely on the same individuals to carry out the work. Ensure the work is shared.
- Provide additional background information if you think it would be helpful.

- Ensure all members have a chance to speak. Encourage the shy members to step forward and members who enjoy taking up space to leave room for others.

Participation of retired PSAC Members

In the NCR, there is a long-standing tradition of involving retirees in regional activities. Retirees can participate in regional committee meetings, activities that are open to the public and activities that do not have a cost (such as rallies and demonstrations).

We do not have an ability to cover expenses for non-members from the PSAC NCR accounts. Retired members and individuals who are members of the [Association of Public Service Alliance Retirees](#) (APSAR) are not considered members of the PSAC. Retirees cannot vote, hold office or incur expenses (other than sharing in food and refreshments provided at committee meetings).

Things to do in between meetings

Committee Chairs have an important role to play in between meetings:

- Ensure the minutes are completed and sent to the assigned staff.
- Follow up with committee members who have agreed to take on tasks to ensure these are carried out. Line-up additional resources to help if required.
- Follow up on issues that were unclear during the committee meeting.
- Report during the Executive Committee meeting on the work of your committee.
- Help recruit members.
- Keep tabs on the committee budget and expenditures.
- Forward information to your committee members (on issues, upcoming events or campaigns).
- Provide leadership on campaigns or events being organized by your committee.
- Celebrate the accomplishments of your committee!

Doing stuff together and with others

Projects and initiatives

Your committee may decide to tackle an issue or project that will require additional support and funding. Make choices (you can't do everything). Tackle what you can take on and ensure you deliver on what you take on! Examine whether or not you can build alliances with others to move forward on your project. Prepare a project proposal and line up support.

Committees are most successful when members have a shared goal, when the goal can be achieved and when committee members are prepared to work collaboratively to meet this goal.

Committees become discouraging when problems are the only things that are discussed, when no solutions are devised or agreed to and when the committee talks and talks without moving to action.

Consulting and collaborating with others

The NCR is the only region of the PSAC to have thirteen committees who meet monthly. Our committees can and do take on wonderful projects. However we also have a large membership base, many union officers and multiple activities occurring each month at the Local, Component, or Regional levels. Leaders and members are volunteers with many responsibilities at work and at home.

As such, it's important that we do our best to ensure we avoid duplication and conflicting priorities, that we build alliances to work effectively on projects or campaigns and that we support each other's projects.

Here are tips to help you consult and collaborate with others:

- **Ask questions:** Find out who else is concerned about the issue or who else is involved.
- **Talk about your projects:** Don't wait for formal and final approval before talking about your ideas. Tell people that your committee is thinking about working on a project or topic and see where this takes you.
- **Invite collaboration:** Talk with other leaders you think might be interested and invite them to a conversation.

- **Pick up the phone:** We seem to be bombarded with emails these days. If you don't get a response after sending an email, why not pick up the phone and call the person to have a chat? Phone numbers and emails for members of the Executive are available on the PSAC NCR website. Look for the [list of Regional Executive](#) on the web page for the Council.
- **Ask others for their comments and reactions:** Ensure you welcome suggestions.

Budgets and expenses

Amount given for Committee budgets

All committees are given a three-year budget, which is allocated yearly.

In addition, Equity committees (RVAC, AAC, Pride, MDAC, and Women's) and the Health and Safety committee receive an additional amount from the AEC for the purpose of funding special projects and initiatives.

Rules around expenses

The PSAC NCR has set out some rules to ensure a transparent and fair process for dealing with committees' finances.

Committees must provide to the Office of the REVP minutes of all meetings in the previous year to access funding for the current year. The Executive Assistant to the REVP will monitor this with the assistance of the assigned regional representatives. Failure to submit copies of minutes of meetings could result in denial of access to funding.

With the development of a three-year budget cycle of the NCRC, Committees will be encouraged to develop a three-year plan and may be allowed to carry over their unexpended annual funding during the three-year cycle. Each committee's budget will start anew following each three-year cycle. (There is no carry-over from the last year of the previous cycle to the first year of the new three-year cycle.)

Committees may (Regulation 4 of the PSAC-NCR By-laws and Constitution):

- Approve travel outside the region to a maximum of \$500.00 per member, per trip, per year, within the limits of their respective budgets;
- Approve individual donations to a maximum of \$500.00 per donation, per organization; and

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- Approve the expenses of a guest speaker to a maximum of \$500.00 per event.

Committee Chairs may only spend up to \$250.00. Any amount higher must be approved by the committee executive or the membership of the committee.

Committee Chairs may request a copy of their Committee's financial reports by communicating with the REVP's office.

If in doubt over an expense, committee Chairs should verify with the REVP on the matter.

In certain situations, the Regional Representative assigned to your committee may be able to relay your question or concern to the REVP on your behalf.

Role of PSAC staff

PSAC Regional Office staff are pleased to provide assistance and support to PSAC NCR Committees. Please keep in mind that NCR Committees are to be membership- led and membership-driven.

Here is how staff can assist, along with an explanation of their roles:

- Assist in preparing the committee meeting agenda;
- Provide guidance on the work of the committee and on committee projects;
- Obtain additional information which may be required;
- Explain PSAC policies and priorities;
- Recommend next steps as required;
- Ensure copies of required materials are on hand;
- Provide a laptop for the duration of the meeting to the member taking the minutes (if one is requested);
- Chair committee elections, if required.

CHAPTER FIVE:

Appendix

A message from members

Dear leader:

First of all, we want to thank you for taking on this role. No organization, and certainly no union, can survive for long without effective leadership. You have no easy task before you, but we have the utmost confidence in you.

We thought we should let you know a little of what we expect of you. It's only fair. You hold office now, and you probably don't like surprises. So here goes:

We don't want you to order us around. On the other hand we don't want you to be in constant fear of making decisions, worrying about checking in with us about every little thing. We put you where you are because we have faith in your abilities and your instincts. So lead, already!

By the way, there are a lot of us out here. A phone call from one of us doesn't mean that we all think the same way. Don't think you've talked to us when you've heard from only one or two people. Don't be fooled, and don't be swayed from what you know is right.

On the other hand (we have a lot of hands), don't live apart from us. You're a member too, and never forget it. Stay in regular touch. We didn't send you into exile. And be warned: you'll irritate all of us some of the time, and some of us all of the time, but that's what leadership is. If you try to stay out of trouble, you're no use to us. Most of us will respect you for being clear and honest, even if a lot of us don't always agree with you on every issue.

We're going to want to talk from time to time. So make it easy, OK? Open up plenty of channels. Leaders should communicate a lot, but this has to be a two-way street. We'd like to be able to return the favour just as often.

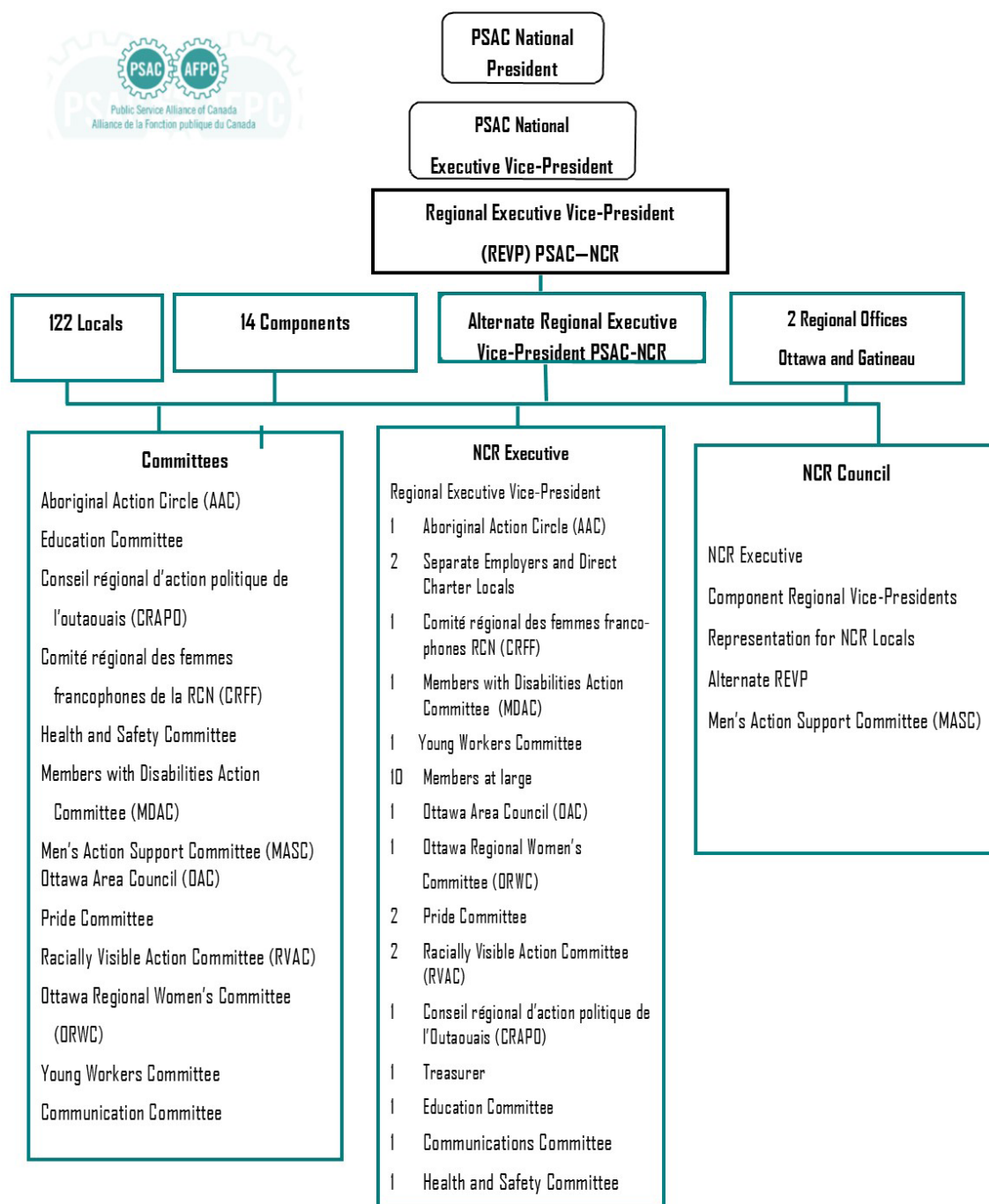
Finally, there will be many pressures on you, within and outside our union. Stay true to yourself and your vision, and include us in it. Leadership means sharing: your knowledge, your skills, your dreams. Be open, be honest, be a strong voice for us. We appreciate it, even if we don't always say so.

We're human, so you may hear more complaints from us than praise but thank you again. You have our hopes, our trust and our best wishes. See you soon!

In solidarity,

The members

PSAC-NCR Structure (Org. Chart)

NCR Regional Structure

PSAC-NCR Regional Committees

The National Capital Region has 13 committees. Below is a brief description of each committee (in alphabetical order).

For further information on each committee, go to <http://psac-ncr.com/our-organization/committees>. From the website, click on a committee's name to view information such as:

- Names of the Committee Chairs and other elected positions
- Information on when and where meetings of the committee are held
- Minutes of previous meetings
- Reports submitted to the PSAC-NCR Council
- The Terms of Reference for the Committee

1. [Aboriginal Action Circle \(AAC\)](#)

The AAC seeks to assist the PSAC, the National Capital Regional Council (NCRC) and Locals in carrying out the actions outlined in the PSAC Statement of Principles on Aboriginal Peoples' Rights.

The committee meets on the fourth Wednesday of each month at the Ottawa Regional Office. The day of the meeting, a smudging ceremony takes place at 5 p.m. followed by a light meal. The meeting starts at 5:30 p.m.

2. [Comité régional des femmes francophones \(CRFF\)](#)

The mandate of the CRFF is to provide women in the PSAC-NCR a meeting place where they can discuss, work collectively and organize activities aimed at promoting the defence of women's rights. The CRFF operates solely in French.

The committee meets on the fourth Tuesday of each month at the Gatineau Regional Office. The day of the meeting, a light meal will be served at 5 p.m. followed by the meeting at 5:30 p.m.

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3. [Communications Committee](#)

The Communications Committee provides recommendations to the NCRC Executive and its regional committees on communications issues. The Committee also provides support to Locals and to PSAC campaigns.

The committee meets on the second Tuesday at the PSAC Ottawa Regional Office. The day of the meeting, a light meal will be served at 5:00 p.m. followed by the meeting at 5:30 p.m.

4. [Conseil régional d'action politique de l'Outaouais \(CRAPO\)](#)

CRAPO members come together to raise awareness on issues affecting our members, workers and the Canadian public such as workers' rights and social justice. Members also participate in awareness raising activities with politicians led by the PSAC. The CRAPO works on the Québec side of the PSAC-NCR.

The committee meets on the second Wednesday of each month at the Gatineau Regional Office. The day of the meeting, a light meal will be served at 5:30 p.m. followed by the meeting at 6 p.m.

5. [Education Committee](#)

The Education Committee plays an active role in developing the [PSAC-NCR Education Program](#). The Committee discusses union education needs, determines how the Region should best respond to these needs and finds ways of engaging members through union education.

The committee meets on the third Tuesday of each month at the Ottawa Regional Office. The day of the meeting, a light meal will be served at 5 p.m. followed by the meeting at 5:30 p.m.

6. [Health and Safety Committee \(H&S\)](#)

The overall mandate of the Health and Safety Committee is to promote health and safety awareness and activism in our region by equipping members to contribute to the creation and to the preservation of healthy and safe work environments.

The committee meets on the third Wednesday of each month. The location of the meetings alternate between the Ottawa and the Gatineau Regional Office. The day of the meeting, a light meal will be served at 5 p.m. followed by the meeting at 5:30 p.m.

7. [Members with Disabilities Action Committee \(MDAC\)](#)

MDAC welcomes members with disabilities, whether physical, sensory or psycho-social, either permanent or temporary in duration. The purpose of the committee is to ensure that PSAC members with disabilities are given the opportunity to participate fully in their union and in their workplace.

The committee meets on the first Thursday of each month at the Ottawa Regional Office. The day of the meeting, a light meal will be served at 5 p.m. followed by the meeting at 5:30 p.m.

8. [Men's Action Support Committee \(MASC\)](#)

The committee is committed to pursuing social justice issues from a union perspective in our community. While the primary focus of the committee's activities may be on men and issues particular to men, meetings are open to all.

The committee meets on the third Tuesday of every second month commencing with February each year, at the Ottawa Regional Office. A light meal will be provided at 5 p.m. followed by the meeting at 5:30 p.m.

9. [Ottawa Area Council \(OAC\)](#)

OAC members come together to raise awareness on issues affecting our members, workers and the Canadian public such as workers' rights and social justice. Members also participate in awareness activities with politicians led by the PSAC. The OAC works on the Ontario side of the PSAC-NCR.

The committee meets on the second Wednesday of each month at the Ottawa Regional Office. The day of the meeting, a light meal will be served at 5 p.m. followed by the meeting at 5:30 p.m.

10. [Ottawa Regional Women's Committee \(ORWC\)](#)

The mandate of the ORWC is to provide women in the PSAC-NCR a meeting place where they can discuss, work collectively and organize activities aimed at promoting the defence of women's rights. The ORWC operates entirely in English.

The committee meets on the fourth Thursday of each month in the Ottawa Regional Office. The day of the meeting, a light meal will be served at 5 p.m. followed by the meeting at 5:30 p.m.

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11. [Pride](#)

The vision of the GLBT (Gay, Lesbian, Bisexual and Transgender) group of Ottawa- Gatineau is to work together for the community.

The committee meets on the second Tuesday of each month. The location of the meetings alternate between the PSAC National Office and the Gatineau Regional Office. The day of the meeting, a light meal will be served at 5 p.m. followed by the meeting at 5:30 p.m.

12. [Racially Visible Action Committee \(RVAC\)](#)

RVAC provides a forum for racially visible members to focus on the elimination of discrimination, harassment and racism.

The committee meets on the third Thursday of each month at the Ottawa Regional Office. The day of the meeting, a light meal will be served at 5:30 p.m. followed by the meeting at 5:45 p.m.

13. [Young Workers Committee \(YWC\)](#)

The YWC's main objective is to educate young workers about the labour movement; engage, mobilize and retain young workers. The committee also raises awareness on a series of issues that young workers face today. Members of this committee are 35 years of age and under.

The committee meets approximately every two months at the PSAC National Office. The day of the meeting, a light meal will be served at 5:00 p.m. followed by the meeting at 5:30 p.m.

Division of Responsibilities Between the PSAC and Components

Here is information taken from the website of the [Union of National Employees \(UNE\)](#) - a Component of the PSAC, to help explain the division of responsibilities between the PSAC as a whole (national and regional offices) and its Components.

What are the roles and responsibilities of the PSAC versus the roles and responsibilities of the Union of National Employees?

This is a fairly complex question and is best answered in parts.

Table I attempts to illustrate the division of roles and responsibilities between the PSAC and the Union of National Employees. Those roles and responsibilities that are covered under the PSAC mandate are listed in the first column while the second column provides the Union of National Employees listing of same.

Table I Division of Roles and Responsibilities Between the PSAC and the National Component	
PSAC Responsibilities	National Component
Collective bargaining	Soliciting of bargaining demands and mobilization
Organizing	Communication to support organizing activities
Classification grievances	Classifications not already covered in the collective agreements
Adjudication of grievances	Staffing Complaints and grievances other than adjudication
Central research	Component-specific research
Central printing and distribution	Component-specific printing and distribution
Central editorial information and public relations	Component-specific editorial information and Public relations
Any service which can be more effectively and economically supplied	Publishing newsletters or similar publications
Representation at all levels of government on matters which are not the sole and exclusive responsibility of one component section	Representation at all levels of government
Alliance education	Component education including Regional Seminars and the Human Rights Conference

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Table I is an excellent starting point if you wish to understand the division of responsibilities. However, to get the true picture, there are other roles and responsibilities that must be taken into account:

The PSAC can delegate the following to the Union of National Employees:

- Classification Grievances
- Collective Agreement Enforcement

The PSAC can also choose to delegate the following matters to the Union of National Employees, where all the members of the bargaining team are UNE members:

- Alliance Education
- Grievance and Adjudication
- Collective Bargaining

The PSAC is responsible for:

- Area Councils
- Direct Chartered Locals
- Regional Councils
- Regional Committees
- Regional Offices

The Union of National Employees can request that PSAC represent a member:

- If it is deemed to be more expedient
- If the case is deemed to be precedent-setting

Source: http://www.une-sen.org/documents_and_tools/info_books_forms/getting_started/faq.php

Resolutions and Motions

Resolutions Guidelines

You can consult the PSAC-NCR website for guidance on writing resolutions at: <http://psac-ncr.com/guide/resolution-guidelines>.

Sample Resolution

The following resolution was presented to the [2013 NCR Council AGM](#) (June 1-2, 2013):

WHEREAS the PSAC promotes the mobilization and solidarity of its memberships, and

WHEREAS racially visible members across the country are active in the union and in the community; and

WHEREAS racially visible members do not have a National Network in order to connect and facilitate the work and activate more Racially Visible members into the union

BE IT RESOLVED THAT the PSAC establish a national network of racially visible members from coast to coast to coast, and

BE IT RESOLVED THAT the PSAC establish a fund for a national network of racially visible members, and

BE IT FURTHER RESOLVED THAT the National Network of racially visible members be structured and funded in the same way as the PSAC's National Aboriginal Peoples' Circle

Sample Motions

Here are two examples of motions:

The following motion was presented at the [NCR Council meeting of October 5, 2013](#):

BE IT RESOLVED THAT the PSAC NCR call for tenders to find another accounting firm to audit the 2013 financial statements.

The following motion was presented at the [NCR Council meeting of September 29, 2012](#):

BE IT RESOLVED THAT the NCRC donate \$1,000 to the Dave Smith Treatment Centre.

Example of an Agenda for a Meeting of the NCRC Executive**PSAC NCR Executive Committee****April 8, 2014****Agenda**

1. Adoption of the agenda
2. Minutes of March 3, 2014
3. REVP Report (Larry Rousseau)
4. MBF revised terms of reference (MBF Chair)
5. Update on Triennial NCR Convention (Larry Rousseau)
6. 2013 Financial Report (Larry Rousseau)
7. Update on TBS bargaining (Pierre Parker)
8. Meetings with members in May (Pierre Parker)
9. Regional Mobilization Committee (Pierre Parker)
10. Round Table

PSAC-NCR [NAME] Committee

Minutes of the [DATE] Meeting

In attendance:

Regrets:

Staff Resource:

Template for Minutes of Regional Committee Meetings

Item	Discussion	Decision	Follow-up
1. Agenda			
2. Minutes of previous meeting			
3.			
4.			
5.			
6.			
7.			

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Template Report for a Member-at-Large

Please contact the office of the REVP in order to obtain the most current template.

Template Report for a Committee Chairperson or Representative

Please contact the office of the REVP in order to obtain the most current template.

Example of a Project Proposal Submitted to the NCRC Executive

Alliance Facilitators (AF) Symposium Proposal

Background

For several years, PSAC-NCR has had an Alliance Facilitator Network (AFN). We offered the Alliance Facilitators' Training Program in 2013 to increase our pool of AFs.

To support and effectively use this network, we must invest and create opportunities to enable AFs to provide training in the workplace.

Moreover, we must not rely solely on the regional training programs, because not all members can travel to take our training. We must therefore carry out union training in the workplace.

To achieve this goal, the Education Committee believes it is important to equip our AFs so that they can develop their skills to offer short training sessions in their workplaces.

Our proposal

Obtain a subsidy from the Regional Council to hold a 3-day symposium with the AFs to:

- Update their skills;
- Prepare a strategy so that AFs have opportunities to provide training in the workplace with the support of the Education Committee;
- Learn how to design or adapt an education module for a one-hour training session;
- Prepare modules on union rights, policies, sick leave and activism in the PSAC-NCR region;
- Offer time to practice in order to present modules in the workplace or during union Local activities.

We propose that this symposium be held in September 2013.

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Desired results

1. Have new training modules available on the following topics:
 - Union rights
 - Policies
 - Sick leave
 - You and your union in the PSAC-NCR region
2. Have members or teams ready and autonomous to offer workplace training.
3. Enable Education Committee members to broaden their skills in analyzing the requirements of members in our region.

Target audience for the symposium

PSAC-NCR members who have taken the Alliance Facilitators Training Program and members of the Education Committee who have training facilitation experience but who have not yet taken the Alliance Facilitator Training Program (AFTP).

Costs**Total requested: \$16,500**

This amount includes:

- Salary replacement: \$ 12,000
(for 3 days for 20 participants x \$200 per day)
- Rental of a room for 3 days: \$ 2,400 (\$800 x 3 days)
- Lunch and breaks for 3 days: \$1,200 (\$20 x 3 x 20 participants)
- Parking: \$900 (\$15 x 3 x 20 participants)
- (Simultaneous interpretation: paid for by the National Office)

List of Acronyms Used in this Guide

AAC	Aboriginal Action Circle
AP SAR	Association of Public Service Alliance Retirees
AEC	Alliance Executive Committee
AGM	Annual General Meeting
CCOHS	Canadian Centre for Occupational Health and Safety
CCPA	Canadian Centre for Policy Alternatives
CLC	Canadian Labour Congress
CRAPO	Conseil régional d'action politique de l'Outaouais
CRFF	Comité régional des femmes francophones
DCL	Directly Chartered Local
EA	Executive Assistant (to the REVP)
FTQ	Fédération des travailleurs et travailleuses du Québec
H&S	Health and Safety
JLP	Joint Learning Program
LGBT	Lesbian, Gay, Bisexual, Transgender
MASC	Men's Action Support Committee
MBF	Membership Benefit Fund
MDAC	Members with Disabilities Action Committee
NAPC	National Aboriginal Peoples' Circle
NBoD	National Board of Directors
NCR	National Capital Region
NCRC	National Capital Region Council
NJC	National Joint Council

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OAC	Ottawa Area Council
ODLC	Ottawa and District Labour Council
OFL	Ontario Federation of Labour
ORWC	Ottawa Regional Women’s Committee
PSAC	Public Service Alliance of Canada
REVP	Regional Executive Vice-President
RVAC	Racially Visible Action Committee
SE	Separate Employer
UDP	Union Development Program
WHSC	Workers Health and Safety Centre
YWC	Young Workers Committee

CHAPTER SIX: Web Resources

Need Help Finding Stuff?

The PSAC and PSAC-NCR websites contain a vast amount of information. It can sometimes be overwhelming when searching for information. This section of the Appendix will hopefully make it easier to find resources that will be useful to you.

Search Function on PSAC Centre and Regional Websites

All of the PSAC websites have a search box in the top right-hand corner of the home page. Enter a keyword and click on the magnifying glass icon. Once you get a list of results, click on the menu next to the words “sort by” to view the results by title, type or date. You can also further filter your results with the menu that appears to the right of your screen.

Google Advanced Search

Still need help finding stuff? Try Google’s Advanced Search: https://www.google.ca/advanced_search. It’s easy to use and there are special features that will allow you to have more control over your searches.

Allies, Advocacy Groups and Other Resources

See further in this guide *Allies, Advocacy Groups and Other Resources* for a list of websites of various organizations that we find interesting.

Anything missing?

If there are other useful links that you would like to see referenced in the Appendix, please share your ideas by sending an email to the REVP with a cc. to his or her Executive Assistant. They will forward your comments to the person responsible for editing this guide.

PSAC-NCR: Website and Social Media

PSAC-NCR on Social Media

- [Headwinds: Blog posts by the NCR REVP](#)
- [Facebook](#)
- [Twitter](#)
- [YouTube](#)
- [REVP Newsletters](#)

PSAC National: Website and Social Media

PSAC on Social Media

- [Headwinds: AEC Blog](#)
- [Facebook](#)
- [Flickr](#)
- [Twitter Account](#)
- [YouTube](#)
- [YouTube Channels](#) (These are YouTube channels that the PSAC National subscribes to.)

PSAC Logos, Colours and Typography

PSAC members can use the PSAC logos as long as it is for purposes that would be consistent with what most members would expect or deem reasonable. If you have any doubts or concerns, you can always contact your REVP.

English-predominant logos and French-predominant logos, in colour or in black-and-white and in various format (TIFF, EPS, JPEG) are available from [PSAC's website](#).

National Joint Council

The National Joint Council (NJC) includes 18 public service bargaining agents, Treasury Board and a number of “separate employers”. For a complete list, consult the [NJC Membership](#) web page.

The [NJC Directives](#) were developed in partnership by employer and bargaining agent representatives at the National Joint Council. Here are a few directives that may be of interest to the NCRC Executive:

- Work Force Adjustment Directive
- [Occupational Health and Safety Directive](#)
- [Travel Directive](#)
This directive includes information such as meal allowances and kilometric rates that are applied when participating in PSAC activities or events sponsored by the PSAC.
 - [Appendix B - Kilometric Rates - Modules 1, 2 and 3](#)
 - [Appendix C - Allowances - Modules 1, 2 and 3](#)

Allies, Advocacy Groups and Other Resources

- [Activist Toolkit](#) (on rabble.ca) – online repository of useful guides, articles, images, reviews of web tools and other useful knowledge bases to the progressive community at large.
- [Broadbent Institute](#) – independent organization championing progressive change.
- [Canada Without Poverty](#) – charitable organization dedicated to the elimination of poverty in Canada.
- [Canadian Association of Professional Employees](#) (CAPE) – federal public service union representing government employees across Canada in the EC and TR categories, as well as employees of the Library of Parliament.
- [Canadian Centre for Occupational Health and Safety](#) (CCOHS) – H&S information, tools and resources
- [Canadian Centre for Policy Alternatives](#) (CCPA) – independent research organization that promotes research on economic and social policy issues from a progressive point of view.
- [Canadian Labour Congress](#) (CLC) – umbrella organization for affiliated Canadian unions.

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- [Canadian Union of Postal Workers](#) (CUPW) – union representing Canada Post rural and suburban mail carriers, letter carriers, mail service couriers, postal clerks, mail handlers, mail dispatchers, technicians, mechanics, electricians and electronic technicians.
- [Commission de la santé et de la sécurité du travail](#) (CSST) – government insurer for Quebec’s workers and employers.
- [Council of Canadians](#) – An independent, non-partisan citizens’ interest group providing a critical and progressive voice on key national issues.
- [Canadian Union of Public Employees](#) (CUPE) – union that represents workers in health care, education, municipalities, libraries, universities, social services, public utilities, transportation, emergency services and airlines.
- [Democracy Watch](#) – organization that advocates on democratic reform, government accountability and corporate responsibility.
- [Fair Vote Canada](#) – national citizens’ movement for proportional representation.
- [Fédération des travailleurs et travailleuses du Québec](#) (FTQ) – federation of labour unions in the province of Quebec.
- [Fédération des femmes du Québec](#) (FFQ) – feminist organization that promotes and defends the interests and the rights of women and to fight against all forms of violence, discrimination, marginalization and exclusion towards women.
- [FTQ Outaouais](#) – regional council of the FTQ for the Outaouais region.
- [Idle No More](#) – movement originating among the Aboriginal peoples in Canada and their non-Aboriginal supporters in Canada.
- [Joint Learning Program](#) (JLP) – workshops for members that fall under the Treasury Board umbrella.
- [Ligue des droits et libertés](#) (LDL) – organization that promotes the Universal Declaration of Human Rights.
- [Octopus Books](#) – with the support of the PSAC-NCR, Octopus Books organizes community events, which deal with issues of social justice, workers’ rights, and various struggles for freedom.
- [Occupy Canada](#) – their Facebook page has posts advocating against social and economic inequality and corporate greed in general.

NOTES

- [Ontario Federation of Labour](#) (OFL) – federation of labour unions in the province of Ontario.
- [Ottawa ACORN](#) – regional chapter of an independent national advocacy organization of low and moderate income families.
- [Ottawa and District Labour Council](#) (ODLC) – labour council representing workers in Ottawa directly chartered by the CLC and affiliated to the OFL.
- [Professional Institute of the Public Service of Canada](#) (PIPSC) – union representing scientists and professionals employed at the federal and some provincial and territorial levels of government.
- [Press Progress](#) – website of news and analysis and a project of the Broadbent Institute.
- [Rabble](#) – progressive online magazine that describes itself as “news for the rest of us”.
- [Solidarity Against Austerity](#) – community coalition of individuals and organizations coming together to collectively resist austerity in all its forms.
- [Three Hundred Eight](#) – progressive blog and political polling.
- [Unifor](#) – trade union launched in 2013 as a merger of the Canadian Auto Workers (CAW) and Communications, Energy and Paperworkers unions (CEP).
- [Workers Health and Safety Centre](#) (WHSC) – health and safety training centre designated by the government of Ontario.
- [Workers’ History Museum](#) – not-for-profit corporation dedicated to the development and preservation of workers’ history and heritage in the National Capital Region and Ottawa Valley.
- [Workplace Safety and Insurance Board](#) (WSIB) – government insurer for Ontario’s workers and employers.

NOTES

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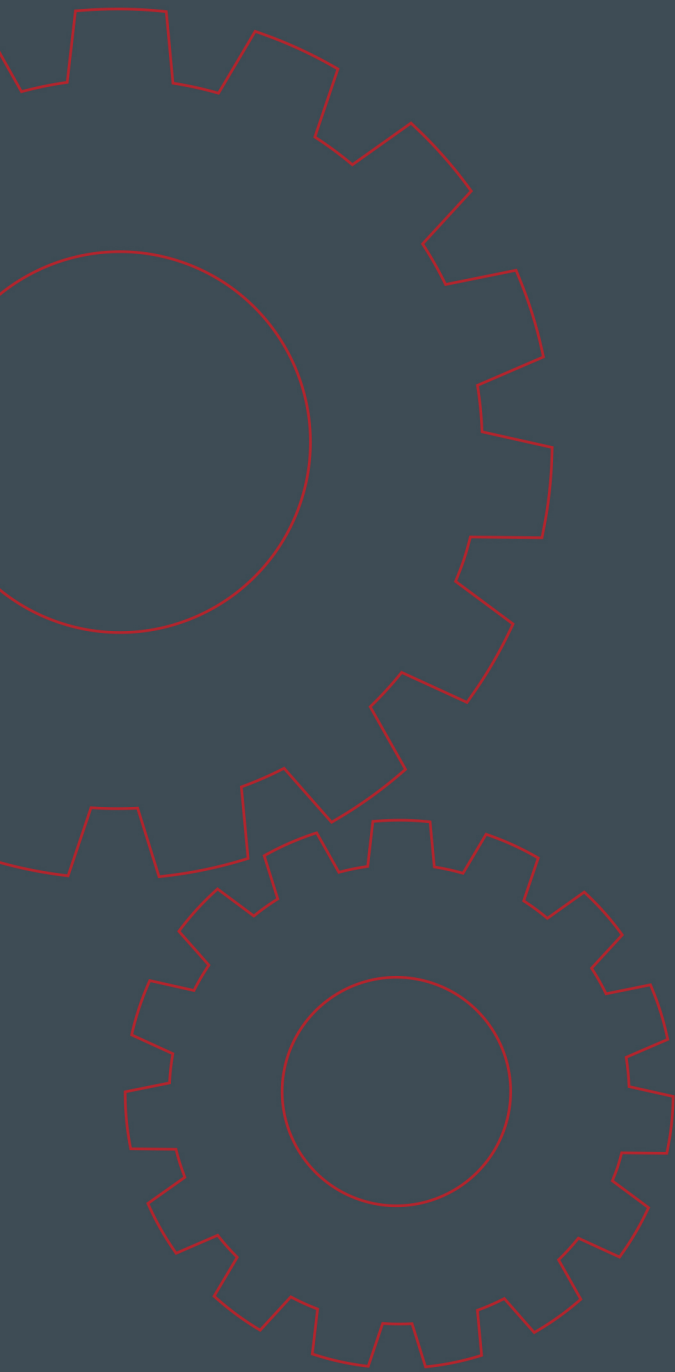
NOTES

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This image shows a single sheet of white paper with horizontal blue or grey ruling lines. The lines are evenly spaced and run across the width of the page. There are approximately 20 lines visible. The paper has a slight shadow on its right side, suggesting it's resting on a surface. The overall appearance is that of a clean, unused piece of stationery.



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