



Celebrating AMAPCEO

2017 ANNUAL REPORT



AMAPCEO / 25
ONTARIO'S PROFESSIONAL EMPLOYEES YEARS



AMAPCEO is the second-largest union representing professional employees in the Ontario Public Service. We also represent professionals in six public sector agencies.

Who We Are

AMAPCEO is a member-driven, non-partisan, unaffiliated bargaining agent representing nearly 14,000 professional public service employees, most of whom work directly for the Government of Ontario in every ministry in 130 communities across the province and in 11 cities outside Canada. We also represent employees in six broader public sector agencies outside the government.

Established in 1992, AMAPCEO has built a strong record of negotiating innovative collective agreements, adopting a collegial, problem-solving approach to dispute resolution, and advocating for an apolitical professional public service.



What We Do

We negotiate and administer seven collective agreements on behalf of our members with support from a combination of professional staff and elected or appointed volunteer members. The education and engagement of our members is critical to our success.

The real strength of our association lies in our membership.



AMAPCEO Members

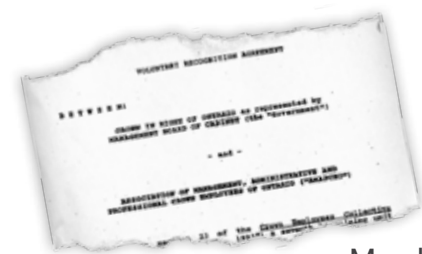
AMAPCEO-represented employees include senior policy advisors, policy and financial analysts, programming supervisors, auditors, scientists, mediators, arbitrators, media relations and communications officers, child and youth advocates, economists, and many other professionals.



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AMAPCEO AT 25



March 23, 1995
Voluntary Recognition Agreement signed

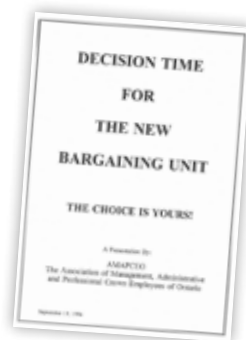
March 8, 1998
Interim OPS Collective Agreement on redeployment and job security signed

December 15, 1998
Interim Arbitration Award

May 8, 1993
Official founding meeting of AMAPCEO

AMAPCEO
THE ASSOCIATION OF
MANAGEMENT, ADMINISTRATIVE AND
PROFESSIONAL CROWN EMPLOYEES
OF ONTARIO

August 12, 1992
First major meeting of the “Management Excluded Co-ordinating Committee,” at which it was agreed that going forward, the name of the association would be The Association of Management, Administrative and Professional Crown Employees of Ontario.



February 12, 2002
First OPS Collective Agreement signed



April 5, 2005
Second OPS Collective Agreement signed

March 27, 2007
Third OPS Collective Agreement signed

October 9, 2007
OPACY joins AMAPCEO after Ontario Labour Board decision



April 27, 2009
Fourth OPS Collective Agreement signed

April 4, 2011
AMAPCEO bargaining unit established at Health Quality Ontario

June 13, 2017
Seventh OPS Collective Agreement signed

September 24, 2012
Fifth OPS Collective Agreement signed

February 6, 2012
Ontario Arts Council employees vote to join AMAPCEO

August 3, 2014
Sixth OPS Collective Agreement signed

March 27, 2014
94% of OPS members vote “yes” in AMAPCEO’s first-ever strike vote

January 1, 2014
AMAPCEO bargaining unit established at the Office of the French Language Services Commissioner



September 4, 2008
Over 1,000 AMAPCEO members turn out for the Rally to Save AMAPCEO, in response to the government considering legislating AMAPCEO positions into OPSEU

December 15, 2008
Successor rights establish AMAPCEO bargaining units at Public Health Ontario and Waypoint Centre for Mental Health Care



**im
IN!**



Ontario's Professional Employees at work.



I keep your private data private.

Tom Tran, Senior Cyber Security Specialist, Treasury Board Secretariat

ABOUT OUR MEMBERS



- Health Quality Ontario
- Office of the French Language Services Commissioner
- Ontario Arts Council
- Ontario Public Service
- Ontario Provincial Advocate for Children & Youth
- Public Health Ontario
- Waypoint Centre for Mental Health Care

JOB CLASSIFICATIONS

	Program Planning & Evaluation	27.3%
	Policy	23.3%
	Administration	17.1%
	Information Technology	10.2%
	Finance & Actuary	9.7%
	Communications	4.5%
	Technical	3.5%
	Legal	1.4%
	Social	1.3%
	Human Resources	1.1%
	Scientific	0.7%

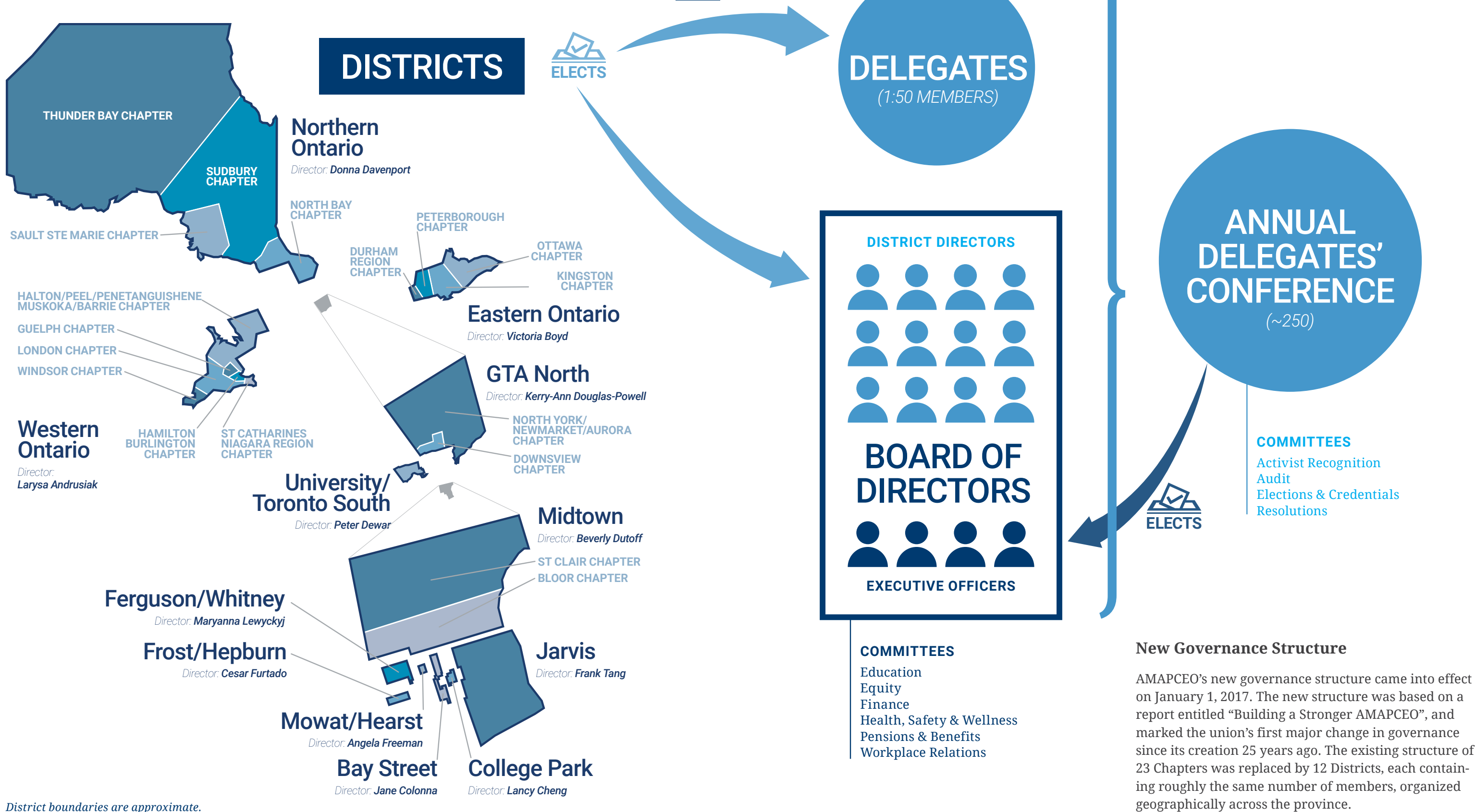


62% of AMAPCEO members are women

13,938 public professionals represented

43 average age of AMAPCEO members

GOVERNANCE STRUCTURE





I plan so everyone can participate.

Sarah Hoy, Program Analyst, Children & Youth Services / Community & Social Services

2017 Impact

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MESSAGE FROM THE PRESIDENT



I'm pleased to report that AMAPCEO has made significant strides in 2017.

Eight months in to our new governance model, member engagement and activist involvement has never been greater. With our new Board composition allowing us to seamlessly connect our members with our leadership, I'm confident the communities we are building will see us flourish for years to come. My sincere appreciation to our District Directors, Executive Officers, and to Membership Services staff for making our transition a success.

By year's end, we will eclipse 14,000 members – an increase of 2,000, or 15%, in my short time in office, something all the more astonishing in the context of ever-shrinking union density in all sectors. We've accomplished this growth through resolution of several long-time policy disputes and by challenging job jurisdictions and needless exclusions of management positions. In expanding our scope of work, we've ensured ongoing growth in the OPS, and clearly identified ourselves as a union of choice for professionals across Ontario.

In addition to defending our contract provisions and job jurisdiction, we've achieved a favourable renewal in our largest unit—the OPS—that includes respectable compensation increases and ground breaking paid leave for family care. With BPS units heading to the table soon, our challenge will be to replicate these successes for all.

We also continue to grow our influence by regularly

meeting with senior bureaucrats, ministers, and politicians of all stripes, by partnering with opinion leaders like the Broadbent Institute and Ryerson Centre for Labour Management Relations, by furthering alliances with OPS unions and by forging a national network of professional unions. All of which to say, that AMAPCEO is now a very well-known and widely respected entity.

In response to a growing and engaged membership, we've stepped up two key services—those of education and communications. With a comprehensive education plan moving to the implementation stage, members will soon have greater knowledge and skill sets, and with the professionalization of our communications messaging, materials, website and popular member profile campaigns, we are putting our best foot forward.

As we celebrate our 25th anniversary and enter year three of our five-year Strategic Plan, it's an exciting time to reflect on our successes, to advance our progress, and to close in on our targets. In doing so, we should also pause to recognize the high quality work of our professional staff, the commitment and dedication of our activist base, and the strong leadership of our Board of Directors—without all of whom we would not be where we are today.

A heartfelt thank you to everyone in our AMAPCEO community.

A handwritten signature in black ink that reads "Dave Bulmer".

Dave Bulmer, President

MESSAGE FROM THE EXECUTIVE DIRECTOR



This year's Annual Report conveys the many positive changes and improvements underway in AMAPCEO. The opportunity for change has provided time to enhance our operations and to become more relevant and responsive to members' needs. During the past year, we worked to review and refresh our current staff structure, implemented new planning to further integrate our values into day-to-day practice, strengthened internal collaboration to deliver improved membership services, and affirmed that our processes and practices are efficient and effective. AMAPCEO was recognized as a Greater Toronto Top Employer in 2017, which speaks well to our ability to attract and retain our professional staff. We also secured a new expanded leased office space to bring stability to AMAPCEO operations for the next decade. With extensive renovations, we created membership meeting spaces that has allowed us to bring most meetings including the expanded Board of Directors and educational sessions in-house. New audio and video technology allows us to connect remote members and activists to meetings and training sessions.

Driven by the Strategic Plan Roadmap that we created in 2015, AMAPCEO has moved forward on a number

of initiatives in collective bargaining support, dispute resolution services, education, communications, and outreach to activists and allies. The roadmap has allowed the organization's operations and governance to be more aligned and responsive to members' needs and priorities. Our entire team of professional staff are essential to the success of our five year Strategic Plan. Together with the Board of Directors, we have focused our work on all the Key Initiatives outlined in the 2015-2020 Strategic Plan and engaged in the development of performance indicators. We are proud to share our collective accomplishments in this report.

We are excited about how far we have come this past year. Our accomplishments in 2017 have set the foundation to begin a new chapter for AMAPCEO's 26th year. I look forward to working together to implement the next phases of AMAPCEO's Strategic Roadmap, and give my sincerest thanks to all staff and the Board of Directors for their continued support.

Sincerely,

A handwritten signature in black ink that reads "A. Pizzino".

Anthony Pizzino, Executive Director



I plan so students succeed.

Jennifer Harewood, Senior Policy Advisor, Education

BY THE NUMBERS



34
new workplace reps
for a total of 164



322,756
page views on amapceo.ca



94%
vote in favour
of 2018–2022 OPS agreement

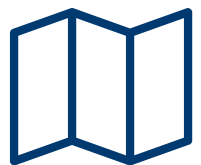


41
FTE professional staff



570 volunteers

informational
+ educational
resources
available



200

150+

events in 2017



INCLUDING



10 ice cream socials



115 district meetings



4 forums



4 coffee socials



4 town halls



2 volunteer fairs



172
health &
safety
reps



49
AMERC/
ERC reps

2015–2020

STRATEGIC DIRECTIONS

In 2015, we adopted the *Roadmap to Building a Stronger AMAPCEO: Strategic Directions 2015-2020* following several comprehensive and engaging consultations with the Board of Directors, Provincial Council, and for the first time, all staff. Participants engaged in discussions aimed at developing and incorporating their individual thoughts and experiences into key strategic directions. The information gathered from these sessions was reviewed, analyzed and organized to create AMAPCEO's five-year Strategic Directions Roadmap. The plan was approved by the Board of Directors in October 2015 and presented to the 2015 Annual Dele-

gates' Conference. Six interconnected Strategic Directions and a set of Key Initiatives guide the plan over five years, between 2015 and 2020.

Now in its second year, ongoing implementation and regular progress reports and future actions are provided for each of the six interconnected strategic directions.

The *Roadmap* has enabled the union to better deliver member services by aligning resources to the six strategic priority areas. It has provided a single frame of reference to organize, guide and coordinate activities.

COLLECTIVE BARGAINING

Stronger Contracts, Better Workplaces

Thinking ahead—now—to improve contracts and terms of employment.

MEMBER AND ACTIVIST
EDUCATION & LEADERSHIP
DEVELOPMENT

Activating Members, Mentoring New Leaders

Strengthening our union by providing education and leadership development.

ACTIVIST RECRUITMENT/
GROWTH, OUTREACH & ALLIES

Partnering for Strength, Growing Our Influence

Building relationships with key players to grow our influence.

DISPUTE RESOLUTION
& CONTRACT ADMINISTRATION

Securing Members' Rights at Work

Supporting all members with the best possible dispute resolution services.

COMMUNICATIONS

Making Meaningful Connections with All Our Audiences

Connect with members, the media, employers, and the public.

OPERATIONS & GOVERNANCE

Working Together for Members

Create appropriate linkages between these two separate but interrelated foundational priority areas: AMAPCEO's operations and governance.

STRATEGIC DIRECTION #1: COLLECTIVE BARGAINING

Goal: To learn from the past while always thinking ahead to continually improve each of our contracts and make continuous progress to the conditions and terms of employment for all members.

Key Initiatives at a Glance

1. Strengthen our bargaining power and capacity through improved training, resources, tools and support research services
2. Establish clear roles, responsibilities and entitlements for bargaining team members
3. Recruit bargaining teams with the best expertise, knowledge and experience to represent concerns and interests of our membership as a whole
4. Develop and communicate a member engagement, consultation and mobilization plan well in advance of bargaining
5. Continue to learn from the past through formal post bargaining debriefs and membership surveys for all of our contracts with all members and staff
6. Renew and expand the Solidarity Pact with other unions and strengthen our coalitions and strategic alliances
7. Ensure the preceding initiatives are applied to both BPS and OPS bargaining units as appropriate

2017 Board Activity & Year Two Progress Highlights OPS Bargaining

At the 2016 Board Strategic Planning session, the Board of Directors established a working group consisting of the members of the Executive Committee to lead and oversee preparations for the 2018 round of OPS bargaining. This group served as a steering committee to guide bargaining preparation, spanning across all professional staff functions and activist roles in AMAPCEO.

To inform OPS bargaining priorities and assist in the preparation by staff, a number of initiatives were completed. A preliminary pre-bargaining membership survey was conducted on March 17, 2017. The results were used, in part, to prepare a comprehensive Envi-

ronmental Scan that can now also be used for future rounds of bargaining as well as other strategic initiatives.

The Environmental Scan included an extensive strategic analysis of the current bargaining environment, which included economic and political analysis, historical reviews of AMAPCEO contracts, employer and other bargaining agent priorities, legal considerations, and key collective agreement language. The scan reviewed multiple jurisdictions across Canada and placed emphasis on issues identified through consultations with Board Directors, Workplace Representatives, and professional staff.

In consultation with the working group, AMAPCEO staff prepared draft roles and responsibilities documents for the negotiations and member engagement

COLLECTIVE BARGAINING (cont'd)

teams, developed member engagement and communications materials, and created campaign materials and plans for a September 2017 launch. One element of the communications campaign featuring AMAPCEO members and their work will continue to be used to promote the value of AMAPCEO members’ work.

The roles and responsibilities documents for the negotiations team established a process for electing and selecting team members, including the bargaining team chair. In May, a pool of team members were elected, and the Working Group made a recommendation on the team and chair to the Board for their approval. AMAPCEO has now established strong bargaining team members’ “job descriptions” and a team “solidarity pact” that will form the basis of future collective bargaining work.

In anticipation of the bargaining team coming into place in June, and beginning its work in September 2017, staff developed a comprehensive training plan for all team members. This was built from AMAPCEO’s extensive previous experience in training OPS and BPS bargaining teams, both in the principles, skills and practicalities of negotiation.

To recruit member engagers, a comprehensive plan was developed for their enlistment. Member engagers would be tasked to organize local events to support bargaining in AMAPCEO workplaces across the province. As with the bargaining team, a new and comprehensive “job descriptions”, together with a secondment agreement to the AMAPCEO office, was developed. Unlike previous rounds of bargaining, where member engagers were itinerant or worked out of the AMAPCEO office, the plan was to provide them with short-term leave as required to work out of their workplaces under specified terms. The mobilization plan had been implemented to the extent of interviewing prospective candidates. Work on this initiative was halted when AMAPCEO agreed to enter into very focused and expedited negotiation with the OPS.

AMAPCEO was able to act quickly to respond to the employer’s proposals, based on the preparatory work that had been done. A new collective agreement was

negotiated and a deal was reached on June 13.

In a special Board of Directors’ meeting on June 13, the Board accepted the tentative OPS contract renewal and unanimously recommended its ratification by the AMAPCEO OPS membership.



Prior to ratification, AMAPCEO prepared a variety of communications materials to provide information to members in order to help make an informed decision about the new contract. This included an explanatory video outlining contract highlights and the OPS contract ratification voting process. Several fact sheets were made accessible to members through a dedicated section of the website. Four telephone town halls were held over the lunch hour and evenings during the week of June 19 to provide AMAPCEO OPS members with details about the new agreement and opportunities to ask questions.

The ratification vote was conducted by an independent firm (Simply Voting, Inc.) and using a secure online ballot. The results of the vote were announced on June 28, with AMAPCEO OPS members voting overwhelmingly to accept a four-year rollover of their existing contract with some new provisions.

The existing OPS collective agreement was scheduled

COLLECTIVE BARGAINING (cont'd)

to expire on March 31, 2018. The new collective agreement, ratified by AMAPCEO members and Cabinet, will run from April 1, 2018 through March 31, 2022.

AMAPCEO staff have worked with the Employer to address implementation and make necessary edits to the current text of the collective agreement, and to incorporate new items, settlements and other relevant updates.



“AMAPCEO members voted in favour of stability and a package that includes fair compensation increases after several years of freezes. We negotiated a reasonable OPS contract extension that protects current provisions, provides fair compensation increases, makes some significant improvements and offers stability for the next four years—with absolutely no concessions.”
—Dave Bulmer, President

BPS Bargaining

All six BPS collective agreements will expire on March 31, 2018. AMAPCEO is preparing to negotiate with each group, based on timetables appropriate to each employer. Some negotiations may begin earlier than January 2018, while others may be held back to meet mutual interests of members and the employers.

Each BPS unit will survey members on bargaining priorities, develop bargaining proposals, and elect bargaining teams. This work is supported by the ongoing support provided by AMAPCEO’s professional staff.

Led by a Labour Relations Specialist, a staff team will be assigned to support each BPS units’ collective bargaining. The team will include a Dispute Resolution Officer and member engagement staff. AMAPCEO communications staff are involved throughout the process to prepare materials and strategic advice.

Each bargaining team is also assigned legal counsel from Goldblatt Partners LLP.

STRATEGIC DIRECTION #2:

DISPUTE RESOLUTION & CONTRACT ADMINISTRATION

Goal: To provide the best possible contract and dispute resolution support as possible to fulfill our legal and moral obligation to support and protect all members.

Key Initiatives at a Glance

1. Provide effective and professional Dispute Resolution services

2. Implement a continuous services review process to identify areas for potential improvement

3. Support workplace representatives including increased involvement in the Formal Dispute Resolution process, and the
- development of clear roles and responsibilities

4. Make available education and training materials for members and activists on dispute resolution processes and collective agreements

5. Develop and implement feedback mechanisms on disputes and contract administration services

2017 Board Activity & Year Two Progress Highlights

Disputes and Labour Relations Services

The Dispute Resolution staff consisting of Workplace Advisors and Dispute Resolution Officers assist volunteer Workplace Representatives (WPRs) to deliver front-line workplace and dispute resolution support to all AMAPCEO members. Each Workplace Advisor (WA) and Dispute Resolution Officer (DRO) has their own portfolio of assigned ministries within the OPS or BPS units.

Workplace Advisors provide guidance and assistance to both members and Workplace Representatives on the interpretation and application of the provisions of a Collective Agreement. Workplace Advisors commonly field incoming inquiries from Workplace Representatives who are assisting members with workplace issues or disputes, provide initial advice and guidance if directly contacted by a member, and provide assis-

tance to Workplace Representative mentors, who in turn, provide advice and assistance to their assigned mentees.

Each WA is handling between 16 and 23 active cases at any given time. In addition, each WA has on average responded to approximately 325 emails and approximately 45 phone calls per month. Workplace Advisors are able to respond to urgent calls and email requests for assistance within 1 day and more routine inquiries within 3 days approximately 98%–99% of the time.

Dispute Resolution Officers assist members with disputes at the formal resolution stage in the OPS or at stage two in the BPS. The Dispute Resolution Officer contacts a complainant to gather more information about the dispute, and provides information about the steps in the dispute process, including AMAPCEO’s internal dispute review, approval and appeal processes.

During the past year, Dispute Resolution Officers have each been handling between 16 to 30 “active” disputes

STRATEGIC DIRECTION #2:

DISPUTE RESOLUTION & CONTRACT ADMINISTRATION (cont'd)

at any given time.

Dispute Resolution Officers also provide assistance to Workplace Advisors through case consultation and advice as required, leading to more consistent representation and more success at the informal or stage one level.

Besides presenting disputes at the formal resolution stage/stage two, the Dispute Resolution Officers also present disputes at both the OPS Classification Review Subcommittee of ACERC (CRSC) and at the Article 27 Committee subcommittee of ACERC dealing with job security and redeployment. Dispute Resolution Officers also commonly review and prepare written recommendations regarding compassionate transfer requests, and alternative working arrangement agreements (CWW and Telework).

Support to ERCs, ACERC, and other OPS Joint Committees

Support to ERCs, ACERC and OPS Joint Committees is provided by AMAPCEO’s Labour Relations unit. In the past year, in addition to their respective portfolios, AMAPCEO’s Labour Relations staff provided support to the following committees:

- AMAPCEO Central Employee Relations Committee (ACERC):

The ACERC is a Central Employee Relations Committee established to address AMAPCEO and Employer issues and concerns related to the workplace. Among other areas, the mandate of the ACERC includes discussion issues arising from the administration of the collective agreement, operation of the joint committee processes, dealing with unresolved matters at the ministry level and discussion of OPS-wide and cross ministry initiatives involving changes to the workplace.

The ACERC meets monthly and is Co-Chaired by a senior representative of both the Employer and AMAPCEO. The President has always been the Co-

- chair, and attends each ACERC meeting with the Vice-President, the Director of Labour Relations Services and other assigned staff.
- Employee Relations Committees (ERCs):

ERCs are joint AMAPCEO/Employer committees established at the ministry level (OPS) or unit level (BPS) to discuss and resolve matters of interest between the parties including Ministry, unit or local issues arising from the administration of the collective agreement, operation of the joint committee or the creation of local sub-committees, dealing with matters unresolved at the sub-committees of the ERC, discussion of local ministry or unit initiatives involving workplace changes affecting employees.

Dispute Resolution Officers provided professional staff support to the Employee Relations Committees Representatives throughout 2017. Support for sub-committees includes AMAPCEO Team Leads and other assigned staff. In 2018, a new staff team support model will be implemented and will include Labour Relations and Bargaining staff and plans to better link Workplace Representatives to ERCs.
- The OPS ACERC oversees certain joint sub-committees including the following:
- OPS Classification Review Subcommittee (CRSC):
A subcommittee of ACERC, the CRSC is a joint AMAPCEO/Employer committee that is responsible for addressing disputes where an OPS employee alleges their position is improperly classified. The parties have met several times since the committee resumed regular activity in October 2016. This committee is largely driven by new case activity so regularly scheduled meetings are often not necessary. The Committee has had ten cases on the agenda since October 2016. Some progress has been with four cases settled, four under consideration by the Employer and two new recent cases

DISPUTE RESOLUTION & CONTRACT ADMINISTRATION (cont'd)

recently provided to the Employer.

- **OPS Employment Accommodation Working Group (EAWG):** A joint AMAPCEO/Employer working group, the purpose of the EAWG is to attempt to review and resolve any unresolved health accommodation or Health Reassignment issue of AMAPCEO represented employees. Currently there is one active accommodation of Health Reassignment case at this committee. DROs support ministry/BPS ERCs based on their respective portfolios
- **Article 27 (Job Security and Redeployment) Committee:** A joint AMAPCEO/Employer committee whose purpose is to address disputes arising from the application, interpretation and administration of the Article 27 (Job Security and Redeployment) of the OPS agreement. The committee meets as needed based on the volume of Article 27 dispute activity.
- **Joint Benefits Review Committee:** A unique and highly specialized joint AMAPCEO/Employer committee whose purpose it is to address complaints by AMAPCEO members that they have not received their proper entitlement to benefits under the Benefits Plans (I.E. Health, Dental, Long Term Income Protection benefits) under the collective agreement. The JBRC meets monthly, though most (if not all) work is completed offline.

Strengthening Employee Relations Committees Research Study

In 2016, an Employee Relations Committee (ERC) Research Study was initiated to explore the nature and scope of ERCs, and recommend ways to strength and improve them. The three study summary objectives included identifying additional supports that may be needed to improve the function of ERCs, better connecting OPS AMERC issues with ACERC and ACERC issues with AMERCs, and ascertaining our ability to act as a collective and to measure the effectiveness of OPS AMERCs in applying pressure on the OPS employer.

The Board of Directors received and approved the final report's finding and proposals for strengthening and enhancing our ERCs at their September 2017 Board meeting. These proposals complement AMAPCEO's ongoing work that includes the development of more collective agreement fact sheets, Workplace Representative guidance materials and tele-town halls for WPRs and ERC representatives.



The Board's approved proposals to strengthen ERCs included the following:

New and Improved Supports and Services, ERC Representative Education and Training, discussing new approaches with our Employers, exploring ERC Representative Appointments, Renewal and Succession Planning.

The three Implementation Phases, include 1: Strengthening Supports, 2: Building Capacity, 3: Facilitating Expanded Learning.

Dispute Resolution data and statistical reports

The Board of Directors, along with WPRs and ERC Representatives, receive quarterly Dispute data and activity reports, and an annual Disputes report. The quarterly reports include data dispute activity by BPS unit, OPS ministry, and type of disputes, as well as dispute settlements negotiated within each quarter. The annual dispute activity report provides a statistical overview and data analysis of the dispute activity within each calendar year across the OPS and BPS. The Annual report, also provides some historical

DISPUTE RESOLUTION & CONTRACT ADMINISTRATION (cont'd)

comparison data. The scope of information contained within the annual report includes:

- Trends and Analysis in Brief;
- Volume of Disputes;
- Disputes by ERC;
- Top Ten Issues Disputed;
- Benefits Disputes;
- Classification Disputes;
- Average Calendar Days Formal Disputes in the OPS remained Active before Resolution;
- Formal Dispute Resolution Rates; and
- Settlements Negotiated

Based on the data collected, the approaches we take in dispute resolution, and the results reported, we are confident that we are being very successful as an organization. In 2018, we will find new ways to share some of the data within the Annual Disputes Report to AMAPCEO's membership, as a means to communicate this success.

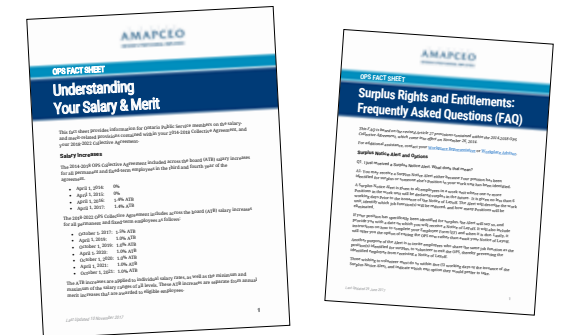
Informational resources development

New educational and resource materials for both members and Workplace Representatives continue to be developed and are accessible through dedicated resource webpages for both Workplace Representatives and ERC Representatives, and on the main website for OPS and BPS members. In 2017, the existing collection of informational resources contained on the WPR webpage was revamped to remove old and outdated information and to post more up-to-date guidance material.

Also in 2017, a number of new or updated fact sheets were developed for OPS and BPS members covering the following important issues:

- Right to Representation
- Salary and Merit Pay
- Discipline
- Attendance Support Management Program (OPS)
- Short Term Sickness Plan

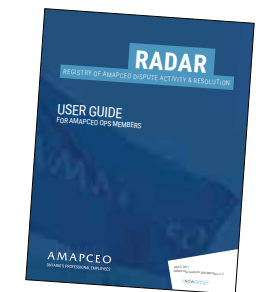
- Surplus Rights and Entitlements (OPS)
- Overtime and Hours of Work
- Alternate Work Arrangements
- Transition Exit Initiative (OPS)
- Voluntary Exit Registry (OPS)



OPS Workplace Representatives also have access to a dedicated Resource Centre integrated within the newly developed Registry of AMAPCEO Dispute Activity and Resolution (RADAR) system. The resources include links to educational and statistical information, specific fact sheets, tip sheets, templates, and collective agreement resources.

RADAR (Registry of AMAPCEO Dispute Activity and Resolution)

RADAR is a secure web-based tool that was created in 2016 and fully launched in 2017 to help OPS Workplace Representatives keep confidential records, track, and store information related to workplace issues and disputes.



RADAR had its "soft" launch, and went live on the AMAPCEO website in late January 2017, when all OPS Workplace Representatives were permitted access to

DISPUTE RESOLUTION & CONTRACT ADMINISTRATION (cont'd)

begin exploring and using the tool. In February and March, during the initial launch phase, OPS Workplace Representatives were invited to attend one of four interactive webinars. Each webinar provided an overview of RADAR, highlighting key features used to navigate the system, followed by a question and answer session. For those OPS Workplace Representatives who could not participate in any of the webinars, an in-person mandatory RADAR workshop was held in June at the 2017 Annual Workplace Representatives' Conference.



RADAR session at WPR Conference

RADAR was fully launched for all OPS members on April 25, 2017 which initiated the mandatory use of the application by all OPS Workplace Representatives for recording all members' informal dispute activity. Support for this final phase of the launch, included various member-specific RADAR resources including a user guide, fact sheet, FAQs, task-based "how to" videos that have been published, communicated and posted on the AMAPCEO website.

The uptake and use of the RADAR tool by WPRs has been a bit slow, with approximately 50% of all the OPS Workplace Representatives currently using it to record dispute activity. While the remaining 50% of WPRs have not yet used RADAR to input information, it may well be that they have not had any dispute activity to record. The use and take-up of RADAR will be monitored over the next 6 months, and additional assistance will be offered to WPRs who are still finding

it difficult to use RADAR.

Workplace Representatives' Mentorship Program

In October 2016, AMAPCEO launched its first ever Workplace Representative Mentorship Program.

The WPR Mentorship Program entered its second year as of October 2017. Currently there are 13 mentors, six of whom are new and were approved and trained in June, and 33 mentees, approximately 14 of whom are at the end of their formal commitment of one year in the program. New mentors continue to be recruited as part of the program's general review, and as new WPRs are appointed each year following the Spring and Fall WPR Core Training sessions.



"One of many supports provided to Workplace Representatives, AMAPCEO's Mentorship Program provides regular and coordinated opportunities for both mentors and mentees to directly benefit from experiential knowledge-sharing and the collaborative development of best practices."

—Cynthia Watt, Vice-President

AMAPCEO continues to review and revise the Mentorship Program and supporting resources on an ongoing basis. A dedicated webpage for all mentors has been created and offers access to a variety of reference documents, links to helpful websites, and video clips.

AMAPCEO Workplace Advisors continue to provide support to the mentors as needed and check in with them on a quarterly basis. The program is currently being reviewed by staff in areas that include timelines for selection, approval and training of new mentors, and examining feedback given over the past six months from current participants. Mentee surveys

DISPUTE RESOLUTION & CONTRACT ADMINISTRATION (cont'd)

and mentee/mentor teleconferences are held twice a year, following the Workplace Representative training to gather formative feedback and improve the program. Two teleconferences were held in 2017, in January and February with all mentors to solicit their feedback on the program and learn about its successes and challenges. Likewise, a teleconference with all mentees was held in April 2017 to solicit their feedback on the program. To date, feedback received from mentors and mentees has been very positive.



2017 Workplace Representatives Conference and Workplace Representatives Tele-Town Halls

The annual Workplace Representative's Conference was held on June 15, 2017, with over 120 Workplace Representatives in attendance. The agenda included a panel discussion on Plus Ca Chang(ing) Workplace Review, updates on Workplace Representatives' mentorship program and the introduction of new mentors, an update on OPS bargaining readiness, and afternoon educational workshops.



WPR Conference, June 2017

In addition to the annual conference, biannual Tele-Town Halls were introduced this past year to provide all Workplace Representatives with additional opportunities to receive Labour Relations updates and to provide feedback on Workplace Representative educational priorities. The inaugural Tele Town Halls were held on March 29 and September 27, 2017.

MEMBER AND ACTIVIST EDUCATION & LEADERSHIP DEVELOPMENT

Goal: To educate, train, and engage members to create the next generation of leaders. Our union will be stronger, more united, and more effective with a broader activist base that reflects the full diversity of our membership.

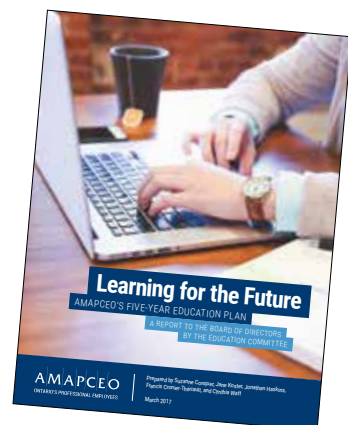
Key Initiatives at a Glance

1. Develop new and innovative ways to deliver education in various formats, including the consideration of changing demographics and diversity of our membership
2. Develop and roll-out a formal leadership development program to empower current and future activists
3. Expand the scope of membership education and training initiatives to increase AMAPCEO's presence and reach
4. Provide relevant and accessible educational and informational materials to support and assist activists in performing their roles
5. Broaden educational topics to include additional skills type training that go beyond the traditional Collective Agreement and workplace-specific issues

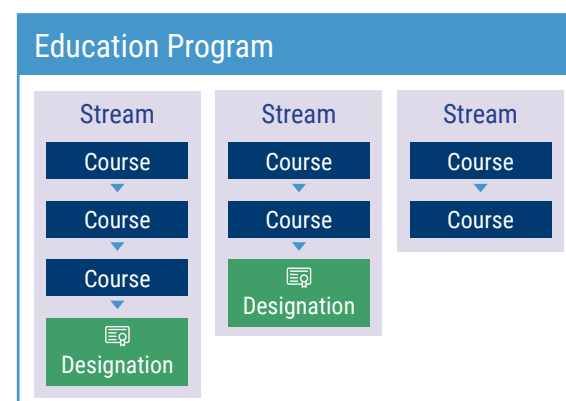
2017 Board Activity & Year Two Progress Highlights

Five-Year Learning Plan Update

Learning for the Future: AMAPCEO's Five-Year Education Plan is an ambitious, transformative plan to ensure that AMAPCEO remains a relevant and forward-thinking union.



Under the Member and Activist Education and Leadership Development strategic direction, this will be achieved by providing members with the knowledge and developing the skills they need to be fully participatory, confident, capable, and engaged. The program focuses on members, activists,



MEMBER AND ACTIVIST EDUCATION & LEADERSHIP DEVELOPMENT (cont'd)



and leadership, and is grounded in adult education principles.

The plan was formally approved and unanimously adopted in March 2017 at the annual planning session by the AMAPCEO Board of Directors. The education plan will be in three phases, as outlined in the timeline above.

Phase 1 of the plan, titled The Learning Foundation and running from April 2017 to April 2018, is well underway and includes improving AMAPCEO's current training and creating new priority courses. Also underway is the development of a Train-the-Trainer course and the implementation of a Learning Management System (LMS) to support delivery and tracking of training.

A course development priority timeline was created and is being followed as work progresses on Phase 1 of the five-year education plan.

Work completed so far on Activist/Members Education and Training Initiatives includes the following:



BPS Forum, March 2017

- March 2017
 - BPS Forum

- WPR Core training
- April 2017
 - Advanced WPR Training - Interest-Based Approaches to Problem Solving
- June 2017
 - WPR Conference Educational Workshops (in conjunction with DR Staff)



WPR Mentors Training, June 2017

- WPR Mentors Training
- Board training and development - Bias Awareness Training
- August 2017
 - WPR Mentors Training
- September 2017
 - Education Officers, working in conjunction with the Member Engagement staff, developed and delivered the first Member Engagement stream course on "Recruitment, Retention, & Engagement" at the September 2017 Activists and Leaders Forum.
 - The training materials for the WPR Core Training were updated significantly to reflect AMAPCEO's new governance structure, policies

STRATEGIC DIRECTION #3:

MEMBER AND ACTIVIST EDUCATION & LEADERSHIP DEVELOPMENT (cont'd)

and processes, and to provide a more learner-focussed experience. The workshop was successfully delivered on September 26 and 27.

- October 2017
 - Advocacy Day Training and Support
 - Advanced WPR Training - Dealing with Difficult Behaviours
- November 2017
 - The Foundational (orientation) on-line courses are being revised and are expected to be launched this fall.
 - Development of first course for Health and Safety activists for delivery in November 2017 is currently underway.
- December 2017
 - Annual Delegates' Conference Workshops

Learning Management System

Work to develop the Learning Management System (LMS) kicked-off in mid-July with the vendor Redwood Performance Group. A series of needs assessment meetings were held over summer. The project is being sponsored and managed by the Membership Services Unit. The Education Officers are working with the Communications staff to better define the LMS requirements to the Redwood technical team. A soft launch is being planned for late fall of this year.

The role of the LMS is critical during all three of the implementation phases of the Five-Year plan, but especially during the first phase. Once fully launched, the LMS will allow for tracking of all courses that members undertake, provide evidence of completion and provide a feedback function for ongoing evaluation of course, streams and programs.

Facilitator Training Program Development

AMAPCEO's Education Plan includes a member facilitator model, where a pool of competent trainers teach, mentor or train other members. In the Train-the-

Trainer model, face-to-face learning is a key component. Some may already be educators or trainers and are supplementing or reinforcing their skills, while others are receiving training for the first time.

Member facilitators are an important part of AMAPCEO's approach to union education, and will be volunteers who are selected and trained to facilitate some AMAPCEO courses and workshops. The Train-the-Trainer program will be fully developed in 2017 and implemented in 2018.

STRATEGIC DIRECTION #4:

ACTIVIST RECRUITMENT/GROWTH, OUTREACH, & ALLIES

Goal: To build strategic relationships with our allies in labour and in local communities, as well as with the employer and workers in need of representation to grow our power and influence.

Key Initiatives at a Glance

1. Develop a formal plan and engage in new strategies for highly focused organizing and growth

2. Position AMAPCEO as the only alternative for Ontario's Professional Employees

3. Build more community connections to

strengthen linkages and collaborate with the broader labour movement, community groups and relevant coalitions

4. Build AMAPCEO's brand recognition by considering increased sponsorship and outreach opportunities

5. Build AMAPCEO activists base through strategic recruitment

2017 Board Activity & Year Two Progress Highlights

Outreach and Sponsorships

Throughout 2017 AMAPCEO continued its program of providing sponsorships to its allies. Sponsorships provided are in keeping with the strategic objectives of combating attacks on public services and unions, influencing public policy and public opinion, and raising stakeholder and public awareness about AMAPCEO. This past year, contributions were made to the Broadbent Institute, the Canadian Centre for Policy Alternatives Ontario, the Institute for Change Leaders, the Urban Worker Project, and the Association of Community Organizations for Reform Now (ACORN). AMAPCEO also agreed to a two-year sponsorship of the Ryerson Centre for Labour Management Relations starting in 2018.



A complete disclosure of AMAPCEO's 2017 sponsorships and donations is included in the Delegates' supplementary materials.

In 2017, the Board of Directors adopted a "Community Donations and Sponsorship Policy" which allows members or Districts to request contributions for community events or initiatives. This new policy is meant to serve AMAPCEO's objectives of engaging members and building community spirit, organizing and solidarity.

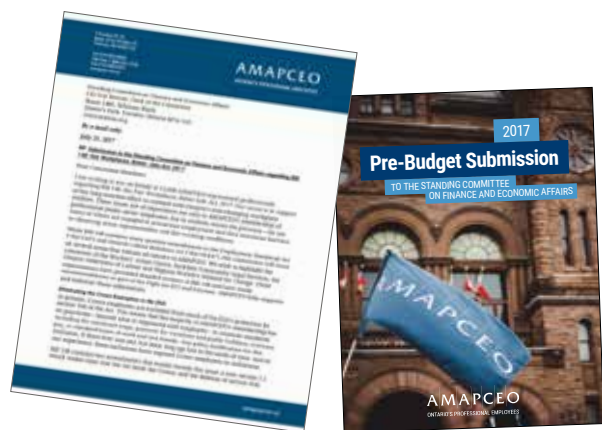
Public policy submissions

AMAPCEO continued its active engagement with the Ministry of Labour's "Changing Workplaces Review" in 2017 that led to Bill 148, or the *Fair Workplaces, Better Jobs Act*. AMAPCEO's written submission to the Bill 148 Legislative Committee continued to advocate to end exemptions for *Crown Employees in the Employment Standards Act*, and the end to professional and managerial exclusions from the *Labour Relations*

STRATEGIC DIRECTION #4:

ACTIVIST RECRUITMENT/GROWTH, OUTREACH, & ALLIES (cont'd)

Act. AMAPCEO made submissions to the expert panel beginning in 2015, and a follow up submission in response to the interim report in 2016. In 2017, AMAPCEO President Dave Bulmer wrote to the Minister of



group adopted a new Membership Growth and Organizing Policy. The policy supports the strategic objective of strengthening AMAPCEO's reputation as the union of choice for Ontario's professional employees. The working group's next step will be to develop a pro-active growth strategy to be reviewed by the Board as part of the 2018 Strategic Planning session.

Activist recruitment

AMAPCEO Member Engagement staff are assisting District Executives to conduct gap analyses and develop recruitment plans. The inaugural Activists and Leaders Forum (ALF) was held on June 15, 2017 and a subsequent half-day forum was held on September 19, 2017. The ALF was created to provide activists and leaders with a non-governance means of regular contact, interactive communication, relationship building, and information and educational opportunities. The



Activists & Leaders Forum, June 2017

forum continues to be developed into an engaging and informative event for our senior activist base.

Educational opportunities on recruitment will continue to be offered to activist leaders at the 2017 Annual Delegates' Conference and at the Activists and Leaders Forum in the spring of 2018.

Labour urging adoption of the panel's final report.

In its submissions, AMAPCEO has continued to push for fair taxation, reasonable wage increases for employees, and an end to the government's over-reliance on external consultants.

Engagement and interaction with labour allies

AMAPCEO continues to wait for approval from the Ontario Federation of Labour and the Toronto & York Region Labour Council to affiliate with them. In the meantime, we have continued to work closely with both bodies and with other allies in the labour movement.

In June, AMAPCEO President Dave Bulmer met with the President of the Professional Institute of the Public Service of Canada (PIPSC), and the President of the syndicat de professionnelles et de professionnels du Québec (SPGQ), to begin discussions around a formal national alliance of public sector professional unions.

Growth strategy and growth policy update

In June 2017, the Board's growth strategy working

STRATEGIC DIRECTION #5:

COMMUNICATIONS

Goal: To effectively connect with members, labour allies, employers, advocacy groups, media and the public with modern-multi-channelled strategic communications to build confidence and trust, and increase understanding in all areas.

Key Initiatives at a Glance

1. Develop a communications strategy for AMAPCEO to become a more unified and effective voice for all members
2. Expand and enhance communication tools and adopt strategic approaches to reach, inform and communicate with members and activists
3. Develop new ways to increase two-way communication and provide feedback mechanisms
4. Focus on internal membership and activist communications, while telling key audiences who AMAPCEO is and what we stand for
5. Consider key resources to allow AMAPCEO to wage focused and strategic mobilizing and bargaining campaigns

2017 Board Activity & Year Two Progress Highlights

"Ontario's Professional Employees at work" campaign

Implementation and activities under the Communications strategic direction continues with the development of campaign and other materials. The "Ontario's Professional Employees at work" campaign was developed in 2017 and features member profiles on eight different posters placed in GTA subway stations and billboards in three cities. The campaign is AMAPCEO's most comprehensive ad campaign to date and has received positive feedback.



Promotional items

AMAPCEO's range of promotional items continues to diversify and expand, using unionized manufacturers and suppliers where possible to ensure materials are ethically produced.

AMAPCEO Brand Standards & Style Guide

A new internal *AMAPCEO Branding and Style Guide* has been developed to bring consistency, clarity and accessibility standards for visual presentations and written communications.



COMMUNICATIONS (cont'd)

Bulletin Boards

AMAPCEO Bulletin Boards in the workplace are an important vehicle for communicating with members in their workplaces. A major distribution of materials and posters for bulletin board volunteers was completed. Regular email updates to volunteers are being established as reminders of when to post and take down time-sensitive information and to alert them to posting specific posters. All posters have been made available for downloading via the AMAPCEO website.



25th Anniversary

A new 25th anniversary logo was launched as part of AMAPCEO's 25th Anniversary celebration planning. A "Share Your Memories" campaign was launched to gather stories and photos from AMAPCEO's past, and includes a regular #TBT (Throwback Thursdays) campaign for members to share memories on AMAPCEO's Facebook and Twitter. A series of videos focusing on AMAPCEO's Past, Present, and Future were developed for presentation at the 2017 ADC.



#TBT to the Bargaining Table, 2012

Social Media

AMAPCEO launched its first Facebook page, modified its Twitter strategy, and joined LinkedIn, providing new ways for members, activists, and the public-at-large to gain information from, and interact with, the union for Ontario's professional employees.

Integration

Communications staff continue to play an integral role in supporting all AMAPCEO governance promotion, event invitation and registration, designing presentation material, providing promotional materials, and handling all after-event postings on the AMAPCEO website, Facebook and Twitter platforms.

Website

On the AMAPCEO website, new member login emails and member orientation video emails have been revised for language clarity. A review of the members' homepage and the Dispute Resolution web pages resulted in usability improvements.

Work is underway to post more e-news content on the AMAPCEO website for members who choose not to subscribe to regular e-mails. A new online email list management process now allows subscribers to select how often they receive newsletters, either weekly, monthly, or not at all.

We saw a 29% increase in traffic with an overall increase of 15% in pageviews compared to the same period in 2016.

OPERATIONS & GOVERNANCE

Goal: To create more linkages and synergy between the Board and staff to eliminate gaps, increase efficiency, and improve communication in all our work. Guided by the principle of 'members first', we will ensure we have enough professional staff doing the right work with the right support to carry out operations and provide members with the service they expect and deserve. Working together, we will accomplish our objectives while maintaining financial stability and responsibility.

Key Initiatives at a Glance

1. Review the organizational structure to bring greater clarity between operational and governance roles and responsibilities
2. Provide increased education and training support for both staff and elected officers of the Association
3. Ensure business continuity and continue to improve member services
4. Continue to improve financial planning to maintain the Association's strong financial stability and economic sustainability
5. Expand and strengthen Government and stakeholder relations
6. Maximize linkages at all levels between staff, the elected leadership, and the Board of Directors

2017 Board Activity & Year Two Progress Highlights

Strategic Planning

Building on the momentum of last year's planning retreat, the Board of Directors met over three days in Alton, Ontario for its 2017 Strategic Planning meeting. The session included a recap of the 2015 strategic planning process for new Board members, followed by detailed discussion on all the strategic directions, key initiatives, and progress to date. The Board agreed on organization-wide qualitative and quantitative performance indicators to chart major progress in all areas of the strategic plan. Board Directors and senior staff spent valuable time together to strengthen relationships and to move AMAPCEO's strategic plan forward.

Governance meetings and appointments

This past year, the Board held nine regular meetings

over 15 days, held two special teleconferences and two special in-person meetings. Since 2015, AMAPCEO had adopted a practice of holding one meeting per year outside of the GTA, and including a membership event as part of its itinerary. The October Board meeting was held at Sudbury Ontario and members from Sudbury were invited to join the Board for lunch at noon. The Board's Executive Committee held ten regular and one special in-person meetings.

The Board elected members to all its six standing committees. Mandate letters which were provided to all committees, set out the Board expectations on each committee's work. The Board also reviewed and standardized Board Committee terms of reference as part of the AMAPCEO-wide policies review. The Board appointed a total of 12 AMERC/ERC representatives in 2017.

OPERATIONS & GOVERNANCE (cont'd)



Directors' equity training

Board orientation, training, and leadership development

For its ongoing development and to ensure relevance, the Board reviewed a report on findings from the 2016 Board exit interviews.

A Board training schedule was developed with monthly focus on relevant topics including on professional communications, which included components on social media, message development, and public speaking. The Board also participated in training on bias awareness and inclusion. Board members took advantage of numerous third-party education opportunities, including attending conferences at Ryerson University, the University of Toronto and the Broadbent Institute's Progress Summit.

With 10 of 16 members joining the Board for the first time in 2017, AMAPCEO undertook extensive governance orientation earlier this year. Board members were briefed in small group sessions on Board policies, procedures and District responsibilities. Full group orientation sessions were held in December



Directors' Strategic Planning session

2016, and January and February 2017. The orientation included a review of all Board policies, an overview of the Carver model of good governance, Constitutional rules and authorities, Delegation of Authority, and specific responsibilities related to financial decisions and Board operations. The Board has committed to enhancing its ongoing training regimen in 2018 through the use of internal training resources and the engagement of external experts.

Starting in June 2017, Board members will report on their educational opportunities, conferences or events attended as part of the newly adopted policy on Member Conference, Convention or Training event reporting policy. Reports will be posted on the AMAPCEO website.

Governance Implementation Working Group

The Governance Implementation Working Group completed its work and tabled their final report to the Board in May 2017. In 2016, the Board appointed the President, Vice-President and Secretary of the Association to oversee the implementation of the new governance model, with support from relevant staff. The Working Group's focus in 2017 was to develop a District Operating Policy and to provide support to Board members throughout the transition process.

The draft Operating Policy was tabled at the Board in early 2017, and was reviewed at each Board meeting over the year for refinement.

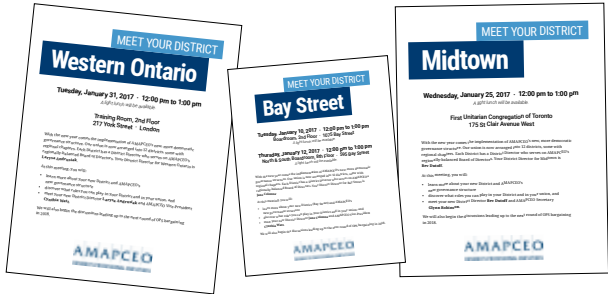
As AMAPCEO approaches its first full year under the new governance model, the Board continues to work collaboratively to ensure the model is successful, with AMAPCEO staff and leadership committed to providing necessary resources and support on an ongoing basis.

As part of the transition to a new geographic governance model, an extensive series of member meetings in each of the 12 new districts were held in January and February of 2017. The meetings provided opportunities for recruiting activists and delegates, and began preliminary discussions about 2018 OPS bargaining.

Work continues on development of a Director's Toolkit

OPERATIONS & GOVERNANCE (cont'd)

to assist in meeting members, particularly signing up new members and recruiting activists. Roll-out of the toolkit is expected to begin this fall.



Financial oversight

For the second straight year, the Board was involved in the development of the 2018 Budget. Starting with a review of the draft budget and ongoing priorities in June meeting, the Board approved the draft 2018 operating budget in September and is recommending it for adoption by the 2017 Annual Delegates' Conference.

The 2018 Operating Budget, as presented to the Delegates reflects the Board's priorities for the coming year. In keeping with the five-year Strategic Plan, the budget continues to reflect increased investments in education, communications, and member engagement.

With the implementation of the new governance model, the Board developed a new District budget policy in 2017. The policy was reviewed throughout 2017 by the Board, with budgets for the part of the year approved by the Executive Committee in July. In future, District budgets and workplans will be developed in conjunction with the ADC, and with finance and member engagement staff continuing to provide support.

The Board once again established a working group to review and make recommendations to modify the Labour Disruption Reserve. The working group held a preliminary meeting in June 2017, and prepared an interim set of recommendations for the Board's September 2017 meeting. The Board's recommendations to modify the reserve policy will be presented to Delegates at the 2017 ADC.

AMAPCEO-wide policy review

Led by the Executive Director, and in consultation with the Secretary of the Association, the comprehensive AMAPCEO-wide policy review and standardization work initiated in 2016 was concluded in 2017 with the review of all existing Board and Governance policies. The review included a gap analysis and consultation with relevant staff to ensure currency and consistency. A standard template and a regular review cycle was established. Working with the Finance Committee, a number of financial policies were also reviewed and standardized. Work on the remaining financial policies will continue in 2018.



All approved policies are posted in the members' only section of the AMAPCEO website within the Policies and Procedures webpage.

Newly adopted policies in 2017 included:

- Growth and Organizing
- Organizational Purpose and Mandate Policy
- District Budget Policy
- Consolidated Reserve Policy
- Community Donations and Sponsorship Policy
- Member Conference Reporting
- Delegates' Conference Observer Policy

A number of by-law amendments were also finalized in 2017. These amendments were adopted at the special Delegates Conference in June 2016 and further changes were approved at the June 23, 2016 meeting of the former Provincial Council (amendments to By-law 1: Elections), at the February 15, 2017 meeting of the Board of Directors (amendments to By-laws 2:

OPERATIONS & GOVERNANCE (cont'd)

Establishment of Districts and By-Law 7: Leaves or Suspensions for AMAPCEO Officials) and at the May 17, 2017 meeting of the Board of Directors (affecting By-Law 1: Elections, By-Law 4: renamed as Member Dispute Resolution and By-Law 10: Trial and Discipline).

Membership database continued review

The Board received a report on the implementation status of the seven recommendations coming out of the 2015 database review project. The recommendations included directing concerns about the database to the Systems Administrator Developer, increasing communication with MGS on member information discrepancies, conducting semi-annual outreach to members for updated information, continued messaging to OPS members to maintain current information in WIN, providing acknowledgements to on-line/electronic membership updates, reducing the number of database editors for on-line and manual information updates, and conducting comprehensive reviews of database requirements prior to large scale mobilizing efforts.

Office space and transition to new operational structure

A number of initiatives to support the new AMAPCEO operational structure have been integrated into overall office planning as a standard practice. These include regularly scheduled meetings involving management excluded staff, Team Leads, and the two full-time Elected Officers. These meetings ensure that our operations and governance work is aligned with our foundational strategic priority.

Bi-annual all staff meetings are scheduled where staff have an opportunity to meet with the Executive Director, President, and Vice-President for an exchange of information and updates on operational and governance matters. The all-staff meetings have a dedicated professional development that have been well received by staff. Additional training and professional development opportunities will continue to be provided to Directors, Team Leads and staff.

The AMAPCEO office underwent expansion and extensive renovations in 2017. In December 2016, the Board approved the expansion into additional leased space that became available adjacent to the existing office. The completed renovations have provided AMAPCEO with expanded meeting spaces, the ability to accommodate meetings of the expanded Board, in-house capacity to host training sessions for Workplace Representatives and ERC Representatives, and bargaining space when required for AMAPCEO's bargaining units. The additional meeting space provides AMAPCEO committees with more flexibility to secure meeting times at the office. Workspaces have been created for use by Executives and members requiring temporary work space to prepare for meetings. The addition of new audio and video technology in all meeting rooms provides the means to host virtual meetings. Workspaces for staff and activists have been expanded as well, and a wellness/spirituality space has been established as well. In all, the reliance on hotels for meeting spaces will be eliminated for all meetings except the ADC and large gatherings such as ALF and WPR conferences.

We can be very proud of the resulting new AMAPCEO work and meeting spaces. They will provide the flexibility needed to meet our needs now and for the next decade.



Boardroom at the AMAPCEO office

Ontario's Professional Employees at work.



I protect our environment.

Adam Socha, Science Coordinator, Environment & Climate Change

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COMMITTEE EDUCATION

The Committee is responsible for providing advice to the Board on the long-term direction for the AMAPCEO education program. This includes developing recommendations on educational opportunities for AMAPCEO members, activists, and leadership.

CURRENT MEMBERS: Cynthia Watt (Chair), Kerry-Ann Douglas-Powell (Board Observer), Melinda Charette, Maribeth Christensen, David Lockie, Sarah Hoy, Jane Koster // STAFF ADVISORS: Cassie Bell, Patricia Chong

2017 Highlights

- The Education Standing Committee has met three times since its appointment in 2017, once via tele-conference (June 6, 2017), again in September (18) for a half-day in-person (and via Adobe Connect) meeting, and in November to move forward on its subcommittee work.
- The Committee has established four sub-groups where all members of the committee will contribute in some capacity. The deliverables for the sub-groups is as follows:
 - Development of an evaluation approach so that best practices in both continuous improvement and summative evaluations can be tailored and adopted to enable on-going success of AMAPCEO’s Education Program
 - Identification of competencies for every volunteer role
 - Mapping a transition plan for volunteers moving from our existing education approach to the recommended education approach to support the full implementation of the Education Program
- Development of an Education Policy, in collaboration with the Secretary and Executive Director, with an initial focus on recommending a policy statement to the Board
- The Committee continues to receive updates from staff on the implementation of AMAPCEO’s Five-Year Learning Plan, specifically on course offerings, such as the Train-the-Trainer program, as well as the Learning Management System. The committee has also reviewed and provided advice on the proposed Course Development Structure and Template.
- Committee members will also be participating in the launch of AMAPCEO’s new Learning Management System by testing the system, content and functionality as part of the early launch quality assurance measures.

COMMITTEE

EQUITY

AMAPCEO’s Equity Committee develops proposed policies, offers advice, and makes recommendations to the Board of Directors to ensure that AMAPCEO remains a member-driven, accessible organization committed to inclusivity.

CURRENT MEMBERS: Peter Dewar (Chair), Lancy Cheng (Board Liaison) // BOARD APPOINTED MEMBERS: Ravi Haricharan, Carol Knight, Samantha Boland, Steven Drawbell, Karen-Lee Miller // CAUCUS REPRESENTATIVES: Marcilyn Cianfarani (LGBTQ Caucus), Jacqueline Annon (Black Caucus), Alison Griggs (Disability Caucus), Sarah Hoy (Young Workers’ Caucus), Vincent Lavigne (Francophone Caucus), Frankie Little (Women’s Caucus), David Picard (Indigenous Caucus), Amy Wang (Asian, Arab & Latino Caucus) // STAFF ADVISORS: Michael Mouritsen, Elissa Assayag

2017 Highlights

- Finalized the specific mission and vision statements for each Caucus with the Equity Caucus co-chairs.
- Successfully held the second Equity Forum in February, consisting of all Caucus co-chairs and the Committee. The Toronto & York Region Labour Council presented its recently issued equity handbook.
- Established a five-member working group tasked with researching and preparing recommendations on the development of an equity lens for AMAPCEO. The Committee expects to review the working group report and in turn prepare advice for the Board on measures to identify and remove barriers that may prevent all members from full participation in their union.
- Initiated a process in which each Equity Caucus identified a series of reflective questions and potential barriers.
- Encouraged each Caucus to develop a standard generic e-mail address to simplify communication to and from members.
- Participated in a formal consultation process with the OPS Diversity Office on its future mission and priorities.
- Organized and delivered a presentation on equity matters and the Caucuses to the inaugural meeting of the Activists and Leaders Forum in June.
- Organized AMAPCEO’s participation in the Women’s Day March and the Pride Parade.

COMMITTEE

FINANCE

The Finance Committee acts as a forum to provide non-binding advice to the Board of Directors on AMAPCEO’s budget processes and financial policies, procedures, and practices.

CURRENT MEMBERS: Chris Harper (Chair), Pat Bradley (Secretary), Heather Schramm, Damian Suffoletta (Vice-Chair/Treasurer), Andrew Kovarcsik, Ignatius Ntaganda, Beverly Dutoff (Board Observer) // STAFF ADVISORS: Angela Stewart, Omar Tazi

2017 Highlights

- As a standing Committee of the Board, the Committee met several times throughout 2017 both in person and via teleconference to complete its work plan based upon the Board approved 2016 and 2017 Mandate Letters* for the Committee.
- Reviewed and recommended a District Budget Policy based on the one developed by the Board Financial Reserve Review Working Group; which was subsequently approved by the Board of Directors.
- Reviewed and recommended a Purchasing and Tendering Policy recommended by the Executive Committee; which was subsequently approved by the Board of Directors.
- The Committee is also reviewing the Budget Review Policy and will be recommending updates and changes by the end of 2017.
- The Board and Executive Committee also requested input from the Committee related specifically to the ‘Community of Practice’ revisions to the Purchasing, Tendering and Expense policies subsequently approved by the Board.
- The Committee may be requested as needed (as in 2016) to further support the Board Financial Reserves Review Working Group with its mandate to review the union’s reserves (anticipated to primarily be the Labour Reserve Fund).

**Note: A previously scheduled review of the Chapter Budget Policy in 2017 (per the Financial Policy Cyclical Review Schedule) was replaced with the input and recommendations provided on the development of the updated District Budget Policy.*

HEALTH, SAFETY & WELLNESS

Through education, promotion, and with a problem-solving approach to issues, the Committee fosters an environment of health, safety, and wellness for members and their families both within and outside of the workplace.

CURRENT MEMBERS: Jane Colonna (Co-Chair), Frank Tang (Co-Chair), Deryck Albarus, Brian Alton, Kathy DeGrace, Ted Kung, Monica Murphy // STAFF ADVISOR: Rob Harris

2017 Highlights

- The Committee has been reviewing options to provide more learning and support opportunities for AMAPCEO Health and Safety (H&S) reps as a way to promote health and safety in the workplace and to ensure our members are confident in their roles. The Committee is looking forward to future educational opportunities offered to AMAPCEO health and safety representatives through initiatives of the Education Committee.
- With assistance from the AMAPCEO staff, the committee continues to canvass workplaces and re-view location of our existing H&S reps in an effort to recruit reps for locations lacking representation to joint health and safety committees in the work-places of all AMAPCEO bargaining units.
- Made it a priority to retool the Health and Safety Representatives’ database to make it searchable by district. Members will now be able to identify a representative more efficiently.
- The Committee is also working with AMAPCEO staff to revise the Health Safety and Wellness presence on the AMAPCEO website. This will include updating and augmenting information and resources available to members on the public portion of the website, and creating a new secure portal with more detailed information in the mem-bers-only section.

PENSIONS & BENEFITS

The Committee supplies recommendations to the Board on pension and related retirement issues. It also assists in the development of communications strategies and plans in aid of pro-viding members updated and relevant information for retirement planning.

CURRENT MEMBERS: Larysa Andrusiak (Co-Chair), Donna Davenport (Co-Chair), Amy Chan (Secretary), Rachel Brew-er, Parmod Chhabra, Jean-Paul Ngana, Ed Pow, Paul Dean (Retiree Caucus Chair) // STAFF ADVISOR: Matthew Hill

2017 Highlights

- OPS resources have been provided through AMAP-CEO member communications. The Committee is also utilizing strategic alliances with the Ontario Pension Board and HOOPP (Healthcare of Ontar-io Pension Plan) to coordinate sessions provided specifically to our members.
- The Committee recognizes the importance of these education initiatives to our membership. The number of those who will be eligible for retire-ment within the next 5 years is anticipated to be approximately 22% of OPS employees as estimated by the OPB. We also hear our younger members want information to help them effectively plan their future retirement.
- The Committee knows a number of our members retired prior to December 2016 due in part by impending changes to Retiree Benefits announced by the OPS Employer. The Committee is committed to inclusion and collaboration with the Retiree Caucus (formed in 2013). This Caucus and its mem-bers can share their first –hand knowledge and experience of retirement and provide insight and advice regarding various pension matters that will benefit our members.
- The Committee is interested in exploring the impli-cations and possible opportunities of the recently announced Child and Youth Pharmacare Program.
- As well, information concerning the optional Out-of-Country medical coverage which will be avail-able to our OPS members in 2018 must be clearly laid out for members’ consideration;
- The Committee is engaged in improving commu-nication tools regarding pensions and benefits to our members. This includes garnering member feedback regarding what is the most effective and useful communication pieces and formats; what needs improvement and in identifying concerns members may have about pensions and benefits and addressing them.
- AMAPCEO OPS members are encouraged to visit the Ontario Pension Board website at www.opb.ca where the 2016 Annual Report entitled *Advise and Protect Your Future* is available to them along with a myriad of additional OPB resources.

WORKPLACE RELATIONS

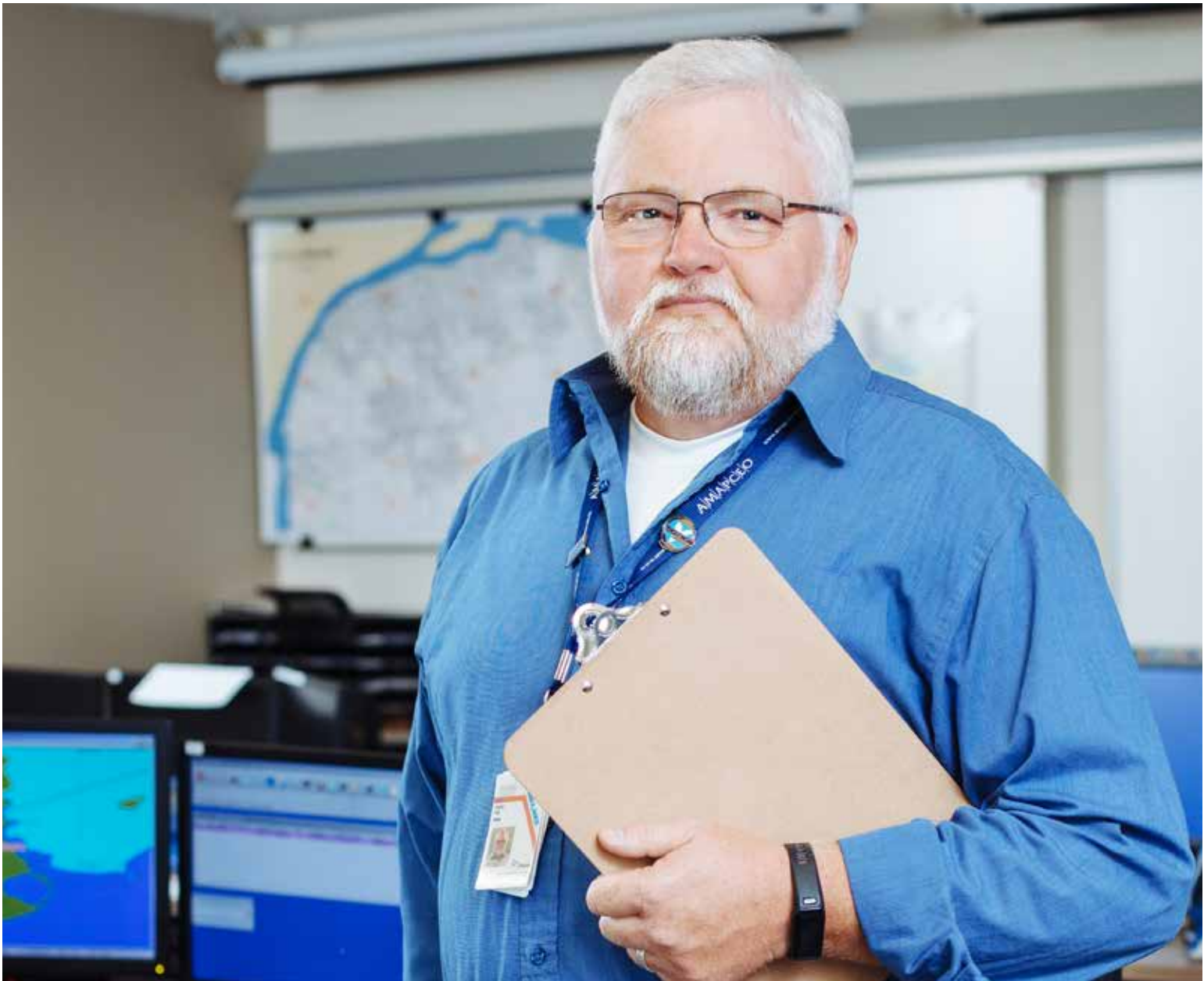
The Committee administers the formal dispute resolution processes contained within the AMAPCEO Collective Agreements; develops, administers, and evaluates policies, procedures, and training for workplace representation; monitors the Employers’ application of Agreements; and establishes appropriate linkages to other AMAPCEO committees and representative bodies.

CURRENT MEMBERS: Victoria Boyd (Chair), Maryanna Lewyckyj (Vice-Chair), Larysa Andrusiak, Cesar Furtado, Frank Tang (Board Members), Alison Griggs, Maureen Wraight, Dave Picard, Kristen McMartin, Sophie Georgas, Hugh Montgomerie // STAFF ADVISOR: Rob Smalley, Mark Bonaparte

2017 Highlights

- In late 2016 and early 2017, the Board of Directors approved the following policy changes, along with changes to the Workplace Relations Committee (WRC)’s Terms of Reference:
 - Rather than the Board of Directors appointing Workplace Representatives, the WRC was given that authority; and
 - The WRC became the sole decision-making body that approved/denied individual or group disputes proceeding to mediation or arbitration. Prior to this change, it was the Executive Committee, on the advice of the WRC, who made those decisions.
 - A decision to deny carriage of a dispute to mediation or arbitration by the WRC, would be reviewed by the Executive rather than the full Board of Directors, should a member wish to appeal the WRC’s decision.
 - The composition of the committee was changed to include: A Chair and a Vice Chair, who are Board Directors; and up to 8 additional committee members of which at least 2 members will be from the non- GTA Districts, and at least 1 member will be from the Broad- er Public Sector (BPS) units.
- In addition to reviewing arbitration and mediation requests, the committee Chair and Vice Chair were asked to review and provide feedback on revisions to the Workplace Representative Appointment and Reappointment Policy, in particular the renewal and reappointment procedure and criteria.
- The 2017 Annual Workplace Representatives’ Conference was held on June 14, 2017 with over 120 WPRs and AMERC representatives attending the day-long event. The Conference included:
 - An update on the Workplace Representative Mentorship Program, and an introduction of the Mentors and Mentees.
 - An overview on the Tentative OPS Collective Agreement, and question and answer session.
 - A panel discussion, on the Changing Workplaces Review in Ontario.
 - Concurrent workshops on the following topics: Making your Role Easier with RADAR (OPS only); Discipline: Attending an Allegation Meeting with a Member; and Personal Harassment vs Poor Management.
- In March of 2017, 17 AMAPCEO members (15 from the OPS and 2 from the BPS) were trained and appointed by the committee as Workplace Representatives. In September, 17 more AMAPCEO members (15 from the OPS and 2 from the BPS) were trained and appointed as Workplace Representatives.

Ontario’s Professional Employees at work.



I make sure help arrives when you need it.

Ed Pow, Communications Training Officer, Health & Long-Term Care

LOOKING AHEAD

Your Board of Directors came together as a new governing body in January 2017. Since that time, we have worked together to implement the governance reforms approved by Delegates in 2016. We appreciate your patience and recognition that the establishment of our robust new governance structure takes time to implement fully.

We are proud of the work we have done together over the past year. During that time, we have supported Districts, invested in member and activist education and engagement, worked together in planning sessions, while still providing the oversight required of our positions.

For 2018, we will build upon our existing Board capacity, continue with the implementation of our 5-year strategic plan, and carry out the responsibilities entrusted to each of us. As in the past year, we will continue to work together and diligently within our current resources to address the varied and growing membership needs.

Our job as board members is made easier thanks to the talented group of professionals at the AMAPCEO office. The office staff team, inclusive of our President, Vice-President and Executive Director cultivate a culture of continuous improvement. The team tirelessly dedicates itself to our strategic plan implementation and a commitment to be good stewards of the resources entrusted to the organization.

AMAPCEO's mission is just as relevant today as it was at our founding 25 years ago. The 2017 Board Annual Report is an opportunity to say thank you while updating you on our progress and plans for the future. We continue to be confident that together we will continue to build a better AMAPCEO.

Respectfully submitted,

Dave Bulmer, *President*
Cynthia Watt, *Vice-President*
Glynn Robinson, *Secretary*
Chris Harper, *Treasurer*
Anthony Pizzino, *Executive Director*

Peter Dewar, *University/Toronto South, Chair*
Angela Freeman, *Mowat/Hearst, Vice-Chair*

Larysa Andrusiak, *Western Ontario*
Victoria Boyd, *Eastern Ontario*
Lancy Cheng, *College Park*
Jane Colonna, *Bay Street*
Donna Davenport, *Northern Ontario*
Kerry-Ann Douglas-Powell, *GTA North*
Beverly Dutoff, *Midtown Toronto*
Cesar Furtado, *Frost/Hepburn*
Maryanna Lewyckyj, *Ferguson/Whitney*
Frank Tang, *Jarvis*

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I bring you the latest
in healthcare innovation.

Immaculate Nevis, Clinical Epidemiologist, Health Quality Ontario



ONTARIO'S PROFESSIONAL EMPLOYEES

With nearly 14,000 members, AMAPCEO is the second-largest union representing professional employees in the Ontario Public Service. We also represent professionals in six public sector agencies.

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