



POLICIES

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Union of National Employees role and function (RF)

Policy RF 1 (09/19)

The Union of National Employees supports all our members, regardless of the organization that employs them, in opposing any individuals, organizations or governments that, for any reason, take action to reduce our members' employment security or terminate their employment.

National Executive

The National Executive is responsible for the governance, leadership and overall direction of the Union of National Employees. It includes the national president, the national executive vice-president, the national vice-president for human rights, and all regional vice-presidents. Between conventions, it makes important decisions and manages the operations of the union.

Regions

The Union of National Employees has regions to better serve its members. Some regions are determined by geography, while others bring together employees of a particular workplace.

Each region has its unique qualities. That's why we rely on our regional teams to assist our members and Locals. Members of our regional team work together with our labour relations officers and local union representatives to defend your rights.

Human Rights Committee

The Union of National Employees has long been an advocate for equality rights. Our human rights committee dates back to 1978.

This committee consists of the national vice-president for human rights, the assistant national vice-president for human rights, national equity representatives and regional human rights representatives.

RF1 Section 1

National President

In addition to the roles and responsibilities outlined in the bylaws and in subsequent policies, the President will:

- a) live in the NCR – defined by UNE as a 50 km radius of the Parliament Buildings of Canada.
- b) be a member of all UNE standing and ad hoc committees with voice but no vote.
- c) delegate, assign, reassign and establish the demarcation of employer group responsibilities to the National Executive Vice-President at the beginning of the mandate.

- d) authorize all travel-related expenses of the National Executive.
- e) attend all UNE national conferences where appropriate.
- f) be responsible for selecting all delegates to national conferences with the other national officers.
- g) be responsible for choosing delegates to ad hoc committees.

RF1 Section 2

National Executive Vice-President

In addition to the roles and responsibilities outlined in the bylaws and in subsequent policies, the National Executive Vice-President will:

- a) live in the NCR – defined by UNE as a 50 km radius of the Parliament Buildings of Canada.
- b) chair the UNE National Executive Standing Committee on discipline.
- c) chair the UNE National Executive Standing Committee on Finance and Human Resources.
- d) act as alternate chairperson to UNE triennial convention or any UNE special convention.
- e) attend all UNE national conferences where appropriate.
- f) be responsible for selecting all delegates to national conferences with the other national officers.
- g) act as the lead political officer representing UNE, as employer, in staff negotiations.

RF1 Section 3

National Vice-President for Human Rights

In addition to the roles and responsibilities outlined in the bylaws and in subsequent policies, the National Vice-President for Human Rights will:

- a) provide leadership and work with the Human Rights Committee (the committee) to set the objectives for the mandate.
- b) set up and coordinate meetings of the committee throughout the mandate.
- c) ensure participation, follow-up and communication of all members of the committee between meetings.
- d) develop the agenda for all committee meetings.
- e) act as the official spokesperson for the committee within the UNE.
- f) assign work to committee members as needed.
- g) recommend candidates to the national executive for the UNE Human Rights Award.
- h) perform other duties as may be deemed necessary by the committee.

RF 1 Section 4

Vice-Presidents for the Regions

In addition to the roles and responsibilities outlined in the bylaws and in subsequent policies, the Vice-President for each Region provides the primary leadership for the regional team and will:

- a) be accessible and thereby make sure that members and locals under their jurisdiction have a vehicle to communicate their aspirations, opinions and concerns to the national executive between national conventions.
- b) assist locals under their jurisdiction in conducting annual meetings, electing officers and encouraging membership campaigns.
- c) be the principal point of contact for the local executive to provide guidance and assistance with labour relations matters including grievances and staffing complaints by:
 - i. referring requests to the Local executive if this local has active membership;
 - ii. reviewing requests with the regional team if the local executive is not active or non-responsive;
 - iii. working with locals to ensure that representational obligations are met;
 - iv. working with UNE staff to obtain any information required to assist locals and their respective members;
 - v. encouraging locals to establish local labour-management consultation committees and, where feasible, help them do so;
 - vi. ensuring their locals keep them advised of administrative and membership problems.
- d) acquire a working knowledge of the Collective Agreements in their regions and the applicable legislations which may include; PESRA (Parliamentary Employees Staff Relations Act), FPSLRA (Federal Public Sector Labour Relations Act), OLRA (Ontario Labour Relations Act) , CLC (Canada Labour Code), PSEA (Pubic Sector Employment Act) and OHSa (Occupational Health and Safety Act of Ontario).
- e) advise members and locals about Union of National Employees' and PSAC's governance documents including: PSAC Constitution, PSAC Regulations, UNE Policies, UNE Bylaws, UNE Presidential Rulings and UNE Resolutions of Record.
- f) encourage membership education and participation in seminars, conferences and conventions.
- g) ensure that their locals maximize their ability to exercise their rights and responsibilities vis-à-vis the collective bargaining process.

- h) rank potential attendees for all national conferences for consideration by the national officers

RF 1 Section 5

Assistant Vice-Presidents for the Regions

In addition to the roles and responsibilities outlined in the bylaws and in subsequent policies, the Assistant Vice-President for each Region under the direction of the Vice-President for each region will:

- a) be accessible and thereby make sure that the members and locals under their jurisdiction have a vehicle to communicate their aspirations, opinions and concerns to the Vice President for each region between national conventions.
- b) assist locals under their jurisdiction in conducting annual meetings, electing officers and encouraging membership campaigns.
- c) be a point of contact for the local executive to provide guidance and assistance with labour relations matters including grievances and staffing complaints by:
 - i. referring requests to the Local executive if this local has active membership;
 - ii. reviewing assigned requests with the regional team if the local executive is not active or non-responsive;
 - iii. working with locals to ensure that representational obligations are met;
 - iv. working with UNE staff to obtain any information required to assist locals and their respective members;
 - v. encouraging locals to establish local labour-management consultation committees and, where feasible, help them do so;
 - vi. ensuring their locals keep them advised of administrative and membership problems.
- d) acquire a working knowledge of the Collective Agreements in their regions and the applicable legislations which may include; PESRA (Parliamentary Employees Staff Relations Act), FPSLRA (Federal Public Sector Labour Relations Act), OLRA (Ontario Labour Relations Act), CLC (Canada Labour Code), PSEA (Public Service Employment Act) and OHSA (Occupational Health and Safety Act of Ontario).
- e) advise members and locals about Union of National Employees' and PSAC's governance documents including: PSAC Constitution, PSAC Regulations, UNE Policies, UNE Bylaws, UNE Presidential Rulings and UNE Resolutions of Record.

- f) encourage membership education and participation in seminars conferences and conventions.
- g) ensure that their locals maximize their ability to exercise their rights and responsibilities vis-à-vis the collective bargaining process.

RF 1 Section 6

Assistant National Vice-President for Human rights

In addition to the roles and responsibilities outlined in the bylaws and in subsequent policies, the Assistant National Vice-President for Human rights under the direction of the National Vice-President for Human Rights will:

- a) work with the Human Rights Committee (the committee) to set the objectives for the mandate.
- b) work with the National Vice-President for Human Rights to set up and coordinate meetings throughout the mandate.
- c) recommend candidates to the national executive for the UNE Human Rights Award.
- d) perform other duties as may be deemed necessary by the committee.

RF 1 Section 7

Human rights regional representatives (11/19)

In addition to the roles and responsibilities outlined in the bylaws and in subsequent policies, the Human rights regional representatives under the direction of their respective UNE region will:

- a) be a member of the regional team;
- b) be a standing committee member of the UNE Human Rights Committee (the committee) to set the objectives for the mandate.
- c) possibly be assigned other duties as may be deemed necessary by the vice-president of the region pertaining to local's governance and administration;
- d) promote human rights and equity issues throughout the mandate.
- e) educate the membership within the region throughout the mandate.
- f) organize and coordinate human rights activities including rallies, demonstrations etc. within the region.
- g) participate in educational opportunities in order to assist members in their region with duty to accommodate, accessibility, disability and human rights related issues.
- h) promote and establish employment equity committees within the region.
- i) recommend candidates to the Human Rights Committee for the UNE Human Rights Award.

- j) acquire a working knowledge of the Collective Agreements in their regions and the applicable legislations which may include; PESRA (Parliamentary Employees Staff Relations Act), FPSLRA (Federal Public Sector Labour Relations Act), OLRA (Ontario Labour Relations Act) , CLC (Canada Labour Code), PSEA (Public Service Employment Act) and OHSA (Occupational Health and Safety Act of Ontario) Canadian Human Rights Act and the Ontario Human Rights Act.

RF 1 Section 8

National Equity representatives

In addition to the roles and responsibilities outlined in the bylaws, in subsequent policies, and in the human rights committee terms of reference, the National Equity representatives under the direction of the Vice-President for Human Rights will:

- a) work with the Human Rights Committee (the committee) to set the objectives for the mandate.
- b) perform other duties as may be deemed necessary by the committee
- c) promote equity issues for their designated group throughout the mandate from a national perspective.
- d) acquire a working knowledge of the pertinent legislation and policies governing human rights such as the Canadian Human Rights Act and the Ontario Human Rights Act.
- e) recommend candidates to the Human Rights Committee for the UNE Human Rights Award.
- f) perform duties as assigned by the National vice-president for human rights.

Policy RF 2

Workers' rights

The Union of National Employees advocates improving labour legislation to include provisions that grant Canadian workers the rights to organize, strike, oppose replacement workers and scabs, obtain union certification and participate fully in the political process.

Policy RF 3

Human rights

The Union of National Employees promotes universal and egalitarian human rights and equity for all members regardless of indigenous status, sex, sexual orientation, gender identity, gender expression, age, mental or physical ability, race, colour, creed, ethnic/national origin, religious belief, political belief, marital status, family status or conviction for which a pardon has been granted.

The Union of National Employees will provide reasonable accommodation to facilitate all members' full participation at component events.

National Executive duties and responsibilities (NEN)

Policy NEN 1 (11/19)

Compensation of full-time paid national officers

Policy NEN 1 Section 1

Base salary - National President

The annual salary of the National President was set at \$90,473 for 2002 and has been adjusted each year in accordance with Section 3. This salary is based on a seven-hour day, 35-hour workweek. The salary of the National President will be set at the following rates or at the National President's substantive salary which ever is greater:

2017 \$124, 967
2018 \$126, 892
2019 \$128, 847
2020 \$130, 832

Policy NEN 1 Section 2

Base salary- National Executive Vice-President

The annual salary of the National Executive Vice-President is to be set at 85% of the National President salary as per 2017 Triennial Convention. This salary is based on a seven-hour day, 35-hour workweek. The salary of the National Executive Vice-President will be set at the following rates or at the National Executive Vice President's substantive salary which ever is greater:

2017 \$106, 222
2018 \$107, 859
2019 \$109, 520
2020 \$111, 208

Policy NEN 1 Section 3

Salary increases

The full-time paid national officers' salaries can increase once per year. Such increases take effect on the anniversary of their election.

Policy NEN 1 Section 4

Salary increases are applied to the initial salary grid before each Triennial Convention and take effect upon their election or re-election. Increases will reflect the average percentage of increases of the collective agreements of Union of National Employees members. The component will make two calculations to determine the average increase: first, it will calculate the average increase of members covered by collective agreements with Treasury Board, then it will calculate the average increase of members covered by collective agreements of Union of National Employees separate employers.

The component will then prorate those increases according to the ratio of Treasury Board members to separate employer members in the Union of National Employees. Such increases will be calculated for the three-year period preceding each Triennial Convention and divided into three equal increases, effective on the election or re-election of the full-time paid national officers and on the anniversary of that date. The period used to calculate the average of members' increases is the three-year period immediately preceding April 1 of each convention year.

Policy NEN 1 Section 5

Retroactive pay

No retroactivity is applied to the period leading up to the convention where an increase takes effect (i.e., the salary grid for the three-year period preceding convention is not recalculated once it has been implemented).

Policy NEN 1 Section 6

Overtime

Overtime on weekends and holidays is compensated. This remuneration will not exceed seven (7.0) hours per day and will be paid at straight time rate. Paid elected Officers may accumulate up to thirty-five (35) hours of compensatory time in lieu of this remuneration. All overtime must be pre-approved by another paid elected officer.

Policy NEN 1 Section 7

Travel Time

Travel time is paid for all travel while the paid elected officer is in travel status (more than 60 km away from one's headquarters or home). Remuneration is straight time rate.

Policy NEN 1 Section 8

Annual leave

The full-time paid national officers are entitled to annual leave of 25 days per year in a first mandate, thirty (30) days per year in a second or further mandate, or the actual leave allocation from their substantive position, which ever is greater. The maximum carry-over is 35 days; amounts in excess of this will be cashed out within 45 days of December 31. This will be effective as of August 2017.

Policy NEN 1 Section 9

Sick leave

Sick leave is 1.25 days per month for which the elected officer receives pay for at least ten (10) days. Paid elected officers can be advanced up to 15 days (105 hours).

Policy NEN 1 Section 10

Severance pay

Severance pay amounts to one week per year of service.

Policy NEN 1 Section 11**Adjustment allowance**

Adjustment allowance, which is paid at the end of a term when the incumbent is leaving office, amounts to 10 percent of the last annual salary.

Policy NEN 1 Section 12**Benefit coverage**

Premiums for coverage by the extended health-care benefit plan, dental benefit plan, long-term disability insurance, etc., is paid in accordance with the Union of National Employees group plans.

Policy NEN 1 Section 13**Pension contributions**

Pension contributions are in accordance with current practice: the Union of National Employees pays employer premiums for the incumbent's employer pension plan, as well as employer premiums to the PSAC pension plan for the difference between the incumbent's substantive salary and their actual salary.

Policy NEN 1 Section 14**Relocation allowance**

Relocation allowance is paid in accordance with Policy FIN 10, *Relocation expenses for paid political positions*.

Policy NEN 1 Section 15**Bilingual bonus**

A bilingual bonus is paid in accordance with a national executive motion, which states, "If the incumbent was paid a bilingual bonus in the position they held with the employer and/or if the incumbent qualifies for a bilingual bonus (has attained a minimum BBB level), then they are to be paid the bilingual bonus while they occupy the position..."

Policy NEN 1 Section 16**Other terms**

Any other terms and conditions of employment not covered in this policy will be consistent with those accorded to the unionized staff of the Union of National Employees.

Policy NEN 2**Role of outgoing president**

The outgoing president may attend the national executive meeting immediately following the Triennial Convention.

At the discretion of the national executive, the outgoing president may be invited to the first regular executive meeting in Ottawa following the Union of National Employees Convention.

The outgoing president will be invited at the Union of National Employees' expense to the next Triennial Union of National Employees Convention as a guest.

Policy NEN 3 (09/19)

Language training

The Union of National Employees promotes and supports Canada's official bilingualism policy. The National President will consider requests for language training from the members of the executive, assistant regional vice-presidents and the human rights committee, provided each request:

1. is submitted in writing;
2. is submitted for prior approval of the National President;
3. is for French or English-language training;
4. is offered by a recognized organization;
5. includes a proposed schedule and budgetary assessment;
6. be carried out within the scope of the budget allocated over the three-year cycle.

Policy NEN 4 (09/19)

UNE Prevention of Harassment Policy

The Union of National Employees is committed to providing an environment where everyone is treated with respect, dignity and that is harassment-free.

The objective of the policy is to promote mutual trust, support and respect, reduce conflict and eliminate harassment in the organization.

To this end, a harassment program that offers both informal and formal conflict resolution mechanisms has been established in order to address situations where individuals believe they have been subject to harassment.

This policy does not discourage filing an application or complaint under the relevant law.

see Appendix "B" for the comprehensive UNE Prevention of Harassment Program.

Policy NEN 5

Media policy

Media Relations Responsibilities

All media requests should immediately be directed to the UNE communications officer or, in their absence, a PSAC communications officer.

Failure to comply

Any members who fail to comply with the above provisions may be subject to the governance document of the PSAC and UNE.

Policy NEN 6 (05/20)

Executive planning and study session

The Union of National Employees' executive will hold a planning and training session within the first three months post-convention.

Policy NEN 6 Section 1

Ad Hoc Planning Committee

This planning and training session will be organized by a committee struck by the national officers in consultation with the national executive one year prior to Convention. The role of this committee is strictly to develop a plan for the training session.

The Committee will present their plan to the National Executive meeting immediately preceding Convention. The work of the committee will conclude with the delivery and adoption of the plan for the planning and training session.

Policy NEN 6 Section 2

Strategic Planning (Beginning of Mandate) and Mid-Mandate Review

The planning and training session will be attended by incoming Nationally and Regionally Elected Officers with the assistance of staff. It will serve as a strategic planning forum within the mandate in which the participants will identify goals, set objectives, obtain relevant training and develop skills and strategies for achieving priorities.

Amid-term planning meeting will be scheduled to review progress towards the achievement of the strategic objectives within the mandate and adjust plans accordingly

Policy NEN 7

Acquisition and disposal of assets

Equipment acquired during a term of office is expected to last for the term and remains the property of the Union of National Employees.

The national executive, assistant regional vice-presidents and human rights committee members have the option to purchase these assets, subject to approved financial policies. Otherwise, assets purchased with component funds will be returned to the Union of National Employees office.

Items that may be required but are not listed in this policy may be requested, accompanied by rationale and costs, to the national president.

Capital-asset expenditures of more than \$300 per item will be pre-approved by the national president. If an officer is elected or moved to a subsequent Union of National Employees position, the officer is allowed to request a review of all IT hardware and operating systems. The component may supply IT assets or any other asset to a member should the national president recognize and approve a need.

The national executive, assistant regional vice-presidents and human rights committee members are entitled to a basic start-up package.

Note: All IT hardware procured by the national executive requires written pre-authorization from the Union of National Employees.

Basic start-up package:

1. Personal computer—laptop with docking station preferred, or stand-alone;
2. Smart phone and protective cover
3. Internet connection
4. Carrying case—for laptop,(Maximum \$150 per term)
5. Multifunction printer;
6. Shredder

All ongoing applicable expenses emanating from the start-up package should be charged to the regional budget.

Variables

Regional expenses will be approved by regional vice-presidents; human rights representatives' expenses will be approved by the vice-president, human rights. These include:

1. Computer desk (Maximum \$200 one time)
2. Computer Chair (Maximum \$ 200 per term)
3. Filing Cabinet (\$100 one time)
fax and additional reasonable cost for additional fax line to personal home phone
4. Suitcases (maximum \$ 250 per term)

For further clarification refer to Policy FIN 7, *Executive expenses*.

Disposal of assets— Union of National Employees' office:

1. Items will be depreciated according to financial policies.
2. Fair market value will be considered in determining the disposal price.
3. Union of National Employees staff will be offered a chance to purchase items. If more than one staff member is interested in purchasing an item, a lottery will be used.
4. Items not claimed will be offered for purchase to the national executive and assistants and human rights committee members.

Items not claimed will be donated to charitable organizations or disposed of.

Disposal of assets—items in possession of national executive and assistants and human rights committee members:

1. Items will be depreciated according to financial policies.
2. Fair market value will be considered in determining the disposal price.
3. Union of National Employees executive, assistants and human rights committee members will be offered a chance to purchase items.
4. In the case that the national executive, assistants and human rights committee members are not interested, the Union of National Employees will determine fair-market value and method of disposal.

For information related to officers' duties and responsibilities, please see:

Bylaw 7—Discipline

Policy CE 2, Section 8—Third-party agreement policy

Policy CC 6—Selecting Union of National Employees committee members

Policy FIN 5—Payable allowances

Policy FIN 7—Executive expenses

Policy FIN 9—National executive election-campaign expenses

NEN Appendix A

Includes:

- *Public Service Alliance of Canada Policy 23: Harassment in the Workplace*

Note to reader: Policy 23 has been reprinted here verbatim from the Public Service Alliance of Canada's Constitution and does not follow the style or numbering conventions present in the rest of this document.

NEN Appendix B

- *UNE Prevention of Harassment Policy*

NEN Appendix A

Policy 23 of the Public Service Alliance of Canada

Policy on Representation: Workplace Harassment

This attached draft Policy would replace the current Policy 23A. That Policy dealt with workplace harassment only. This Policy would do the same.

The enclosed draft has a two-page policy, and we have enclosed some sample Q&A's that would be circulated with the Policy. There will also be educational materials and training, as well as a fuller Q&A section, to help roll out the Policy if adopted.

The PSAC heard, overwhelmingly, from Components that the current Policy 23A places too onerous a responsibility on Locals to investigate, it is too complicated, and it is unclear. For a full analysis of the legal duties on the Union under the duty of fair representation, and the Constitutional requirements, and the issues with the current Policy more generally, please refer to previous consultation documents that have been circulated.

This Policy incorporates some key changes: it is no longer linked with Policy 23B as this created more confusion; it provides for a representation-model for complainants and, thereby, aligns itself with the Constitutional prohibitions on harassment.

There are a few key questions that remain:

1. Should this Policy apply to the PSAC, Components and Direct Charter Locals or should it represent a minimum standard only?
2. Should there be an amendment to Regulation 19 that would hold disciplinary investigations due to harassment allegations in abeyance pending the outcome of a workplace complaint?
3. If so, then what weight would a finding of harassment under a workplace complaint have under Regulation 19?

Policy on Union Representation: Workplace Harassment

The PSAC believes that every individual has the right to dignity and respect, both within the union and in the workplace.

Harassment based on a prohibited ground of discrimination, as well as personal harassment, are totally inconsistent with the principles of union solidarity, dignity and respect. As such, the PSAC does not condone any form of harassment or discrimination.

This Policy deals with harassment that occurs in the workplace. It is the employer's responsibility to create and maintain a workplace free of harassment. Your Union has a role in making sure the employer meets that important responsibility.

This Policy helps clarify what role the Union can play where a workplace harassment complaint or grievance is filed. There are three basic principles that support this Policy:

1. the Union's role in providing representation to employees in the context of workplace harassment should be consistent with its condemnation of harassment;
2. you can request and obtain Union representation unless it is clear that the allegations – on their face – do not meet the definition of harassment that applies to your workplace. Depending on where you work, the definition of harassment can be found either in your collective agreement or in an employer policy; and

3. if an allegation of harassment has been made against you, the Union can help provide you with information about the process you can expect. If a finding has been made that you did harass someone, and you are subject to corrective measures such as discipline or a deployment to another position, the Union may provide you with representation where it reasonably believes that the measures taken are too severe or unwarranted in the circumstances.

To help you understand how workplace harassment allegations are usually dealt with, here are some general things to keep in mind:

- it is the employer that is responsible for providing a workplace free from harassment. The employer, therefore, must assess the validity of a complaint, decide whether to investigate it, and, if so, render a decision;
- the definition of harassment that will apply under this Policy will be the definition in either the employer's policy or your collective agreement;
- the process used to investigate allegations of harassment will either be those set out in your collective agreement or, where no such provision exists, those set out in the employer's policy;
- the person alleging harassment, and the person against whom the allegations are made, have a right to be heard. This doesn't mean the investigation process looks like a trial, but you need to be given a reasonable opportunity to put relevant information in front of the employer or investigator and to respond to any evidence or allegations made against you.

In addition to the Union's role in the context of individual complaints or grievances, the PSAC continues to work hard at the negotiating table and in the workplace to hold the employer to its duty to ensure that allegations of harassment are dealt with fairly, transparently and expeditiously. The Union will also continue to work with the employer to support the necessary education and training that is required to raise the awareness necessary to achieve and maintain the harassment-free workplace that each of you is entitled to work in.

Sample Q&A's Policy on Representation **Workplace Harassment for Locals**

To provide representation, I need to decide whether there was harassment. How do I do that?

Under this policy, you should provide representation unless you consider that no harassment has occurred. This is the same question that human rights commissions ask when they are deciding whether to investigate a complaint as well.

You are not required to conduct a full investigation into the complaint – that is the employer's job. Read the allegations, look at the definition of harassment, and talk to the complainant/grievor. If, taken as true, these allegations *could* constitute harassment, the Union can represent and – in so doing – make sure that the employer fully and fairly investigates the allegations.

If you decide that the allegations, if taken as true, would not meet the definition of harassment, you should communicate your reasons to the complainant/grievor – preferably in writing. For example, if someone alleges that a manager is monitoring his/her work performance, and there is no reasonable information that would suggest that this is motivated by discrimination or harassment, you need not provide representation.

What do I do if allegations of harassment are made against one or more PSAC-represented employees?

The employer is responsible for maintaining a harassment free workplace and is responsible for investigating a complaint. The person(s) alleged to have engaged in harassment (Respondent(s)) will be advised by the employer as a result of the filing of a grievance or complaint.

A Respondent may seek assistance and advice from the Union with respect to the process in place in the workplace for addressing allegations of harassment.

For example, the Union will provide the Respondent with information outlining the grievance or complaint process and employer contact information. It will remain available to answer questions related to process and may step into making general representations where a fair and thorough process is not being followed by the employer.

If the Respondent receives discipline as a result of the grievance/complaint, then he or she can approach the Union with a request for representation. The Union will consider whether any resulting discipline was warranted or was excessive, or whether any other resulting corrective measures were reasonable in deciding whether it will provide representation.

For employees employed in the Federal Public Service, where a Respondent has been found guilty of harassment and the disciplinary measure is an involuntary deployment, the Union will not provide representation where it believes the deployment was reasonably necessary to address the harassment.

What do I do if there are Cross-Complaints?

This happens when person A files a harassment complaint against person B, and person B files a harassment complaint against person A.

Where a series of cross-complaints are filed, it becomes difficult for the Union to take a representational role, particularly where the allegations could – on their face – meet the definition of harassment. These situations are extremely complex and divisive. It makes the most sense for the Union to play a role that ensures that the employer deals with the allegations in a timely and fair manner. The Union's role, therefore, is to monitor the process rather than to adopt the role of full representative for one side or the other.

When the process is concluded and the result is disciplinary action or other corrective measures, an employee can approach the Union but the Union needs to decide whether the measures are excessive before deciding to represent the affected employee.

Sample Q&A's Policy on Representation Workplace Harassment for Employees

What do I do if I feel I am being harassed?

Any employee in a PSAC-represented bargaining unit who believes he or she is experiencing harassment in the workplace (the Complainant) can approach his or her Local Union Representative for information and/or assistance.

A grievance may be filed by an employee experiencing harassment or, if the employer has a harassment policy, a complaint may be filed.

I have been named the Respondent in a harassment complaint. What do I do?

Approach your Local to ask questions if you are unsure about what to expect. Co-operate with the investigation and provide as much relevant information as you can. If you receive a disciplinary sanction as a result of a finding of harassment, then you can approach your Local for appropriate representation. The Union can provide you with representation if it believes that the sanctions are excessive or unreasonable in the circumstances.

Why do I not receive full representation as the Respondent?

The Union cannot argue both sides of the harassment equation. If a set of allegations could constitute harassment, then the employer has a responsibility to deal with it effectively. The Union's ability to hold the employer to that important responsibility is most effective where we provide representation to a complainant. We cannot, on the one hand, say that the allegations constitute harassment, while on the other hand, we say they do not. At the end of the day, the grievance/complaint process is a fact-gathering exercise to determine if the allegations are supported. Because of this, we can still play a role for you by giving you information about the process and to monitor the employer while it investigates the allegations.

NEN Appendix B
Prevention of Harassment Program

UNION OF NATIONAL EMPLOYEES, PSAC

PREVENTION OF HARASSMENT PROGRAM

APPROVAL:

Original Signed By:

UNION OF NATIONAL EMPLOYEES HARASSMENT POLICY AND GUIDELINES OBJECTIVE

The objective of the policy is to promote mutual trust, support and respect, reduce conflict and eliminate harassment in the organization. To this end, a harassment policy that offers both informal and formal conflict resolution mechanisms has been established in order to address situations where individuals believe they have been subject to harassment.

Union of National Employees is committed to providing an environment where everyone is treated with respect and dignity in a harassment-free organization. This policy does not prevent or discourage an individual from filing an application or complaint under the relevant law.

APPLICATION

The Union of National Employees is fully committed to promoting and enforcing the policy "Toward a Harassment-Free Organization". Collectively, they ensure that this policy is applied in all areas of Union of National Employees in order to achieve and maintain an organization free of harassment where conflicts are resolved early. This policy applies to all members of Union of National Employees, including Local, Regional or National elected officials and UNE staff. This policy will also apply to members when harassment is between a member and either a Union of National Employees Local, Regional or National elected officials and UNE staff. With respect to actions involving Union of National Employees members, the PSAC Constitution and Regulations as well as Union of National Employees Bylaws and Policies take precedence.

CREATING A RESPECTFUL ORGANIZATION

Fundamental to creating a respectful place is our mutual respect: we accept people as they are regardless of their culture, beliefs, accents, age, etc. By respecting diversity and valuing people regardless of their personal circumstances (ethnic origin, gender, disabilities, age, physical characteristics, religion, cultural values, sexual orientation or domestic responsibilities), by practicing integrity, by being open and honest with others, we each take responsibility for a healthy organization. Being a leader means taking action and this often involves taking risks.

CONFLICT ESCALATION MODEL

In any conflict situation it is important to be aware of how a conflict may worsen. It is crucial that neither party falls into the trap of unresolved conflict. The following shows a typical escalation of conflict.

- The conflict situation occurs.
- There is a competition between goals of two or more people.
- One person assumes deliberate action by another person.
- One person relies on assumptions to interpret the actions of another person.
- One person becomes defensive and looks for support amongst others.
- One person draws conclusions about the other person's actions and develops beliefs about the situation.
- One person takes actions based on those beliefs.

HOW TO AVOID A CONFLICT SITUATION

- Conduct yourself assertively, never aggressively.
- Promote respect in the organization - be a role model for the desired behaviour.
- Amplify awareness among members of the organization harassment prevention program.
- Maintain open and truthful communication.
- Facilitate all members working in a healthy environment where all can reach their potential.
- Encourage and implement prevention.

HOW TO RESOLVE A CONFLICT SITUATION

The two measures often used as early resolution to re-establish healthy and harmonious work relations are taken informally by either:

- Referring someone to discuss the matter with the National Executive Vice-President or other designated official;
- To use the services of a Employee Assistance Program;
- Facilitating a face-to-face meeting between both parties.

EARLY RESOLUTION

It is desirable to resolve conflicts before they have a chance to escalate. Whenever possible, talk directly to the person (informal resolution) with whom you have a disagreement or a conflict. Do not wait for the other person to do it!

Beware of “ego struggles or power games”. These situations occur when parties involved in a conflict get stuck in their positions out of a sense of pride or power, or to protect their self-image or perhaps even to establish dominance over the other person.

If you think that you are stuck in an ego struggle, ask yourself, “What exactly am I trying to achieve here?” Be honest and challenge yourself. Is your purpose to show the other person that you’re right or to demonstrate that they’re wrong and incompetent?

Remember to exercise your communications skills. Always provide positive feedback first, followed by constructive feedback. Use “I” language. Empathize. Take time to hear what the other person is saying. Remain neutral and objective.

It’s important for you to stay focused on what you want to solve or improve. Don’t play the blame game. It’s not about assigning blame. It’s about resolving the conflict.

If direct communication and informal resolution doesn’t work, contact your Local, Regional or National elected official to explore your options.

WHAT IS HARASSMENT?

Harassment is any unwelcome and offensive behaviour towards one or more other persons displayed by a person inside or outside the organization who knew, or reasonably ought to have known, that his or her behaviour could be offensive or hurtful. Harassment usually involves repeated incidents or a pattern of behaviour but it could be an isolated incident. It connotes any act, comment or conduct that demeans, belittles, or causes personal humiliation or embarrassment to an individual, or any act of psychological violence, bullying or threats. It includes harassment within the meaning of the relevant law: related to race, national or ethnic origin, colour, religion, age, sex, sexual orientation, marital status, family status, disability and pardoned conviction. Harassment may be intentional or not.

The four key elements of harassment are:

- Any improper conduct;
- Directed at and offensive to any member;
- That person knew or ought to have reasonably known the action would be unwelcome;
- Discrimination allegations as prescribed in the relevant law and related jurisprudence.

WHAT DOES CONSTITUTE HARASSMENT – DEFINITIONS

HARASSMENT

Any unwelcome and offensive behaviour towards one or more other persons displayed by a person inside or outside the organization who knew, or reasonably ought to have known, that his or her behaviour could be offensive or hurtful. Harassment usually involves repeated incidents or a pattern of behaviour but it could be an isolated incident. It connotes any act, comment or conduct that demeans, belittles, or causes personal humiliation or embarrassment to a member, or any act of psychological violence, bullying or threats. It includes harassment within the meaning of the relevant law. Harassment may be intentional or not.

PSYCHOLOGICAL VIOLENCE OR BULLYING

Bullying is usually seen as acts or verbal comments that could “mentally” hurt or isolate a person in the organization. Sometimes, bullying can involve inappropriate physical contact as well. Bullying usually involves repeated incidents or a pattern of behaviour that is intended to intimidate, offend, degrade or humiliate a particular person or group of people. Comments that are objective and are intended to provide constructive feedback are not considered bullying. If you are not sure whether an action or statement could be considered bullying, you can use the "reasonable person" test. Would most people consider the action unacceptable under the circumstances?

EXAMPLES OF BULLYING...

The following is not a checklist, nor does it mention all forms of bullying. This list is included as a way of showing some of the ways bullying may happen in an organization.

- Spreading malicious rumours, gossip, or innuendo;
- Excluding or isolating someone socially;
- Intimidating a person;
- Undermining or deliberately impeding a person's work;
- Physically abusing or threatening abuse;
- Removing areas of responsibilities without cause;
- Establishing impossible deadlines that will set up the individual to fail;
- Withholding necessary information or purposefully giving the wrong information;
- Making jokes that are 'obviously offensive' by spoken word or e-mail;
- Intruding on a person's privacy by pestering, spying or stalking;
- Yelling or using profanity;
- Criticizing a person persistently or constantly;
- Belittling a person's opinions;
- Unwarranted (or undeserved) punishment;
- Blocking applications for training, leave or promotion;
- Tampering with a person's personal belongings or equipment.

SEXUAL HARASSMENT

Sexual harassment includes any sexual comment, gesture or contact, whether of an isolated or repetitive nature. It may cause offence or humiliation to a member or cause a member to reasonably believe that a condition of a sexual nature has been placed on them.

THREATS

Threats can be explicit or implied. Creating an intimidating, hostile or offensive work setting for someone can be a form of threatening behaviour. For a statement to be considered a threat, it must point out a consequence that is totally out of proportion to the cause and the circumstances. Pointing out the reasonably foreseeable consequences of an action does not constitute a threat. For example, telling a member about the consequences of poor job performance with supporting evidence is not a threat, even if it makes the member uncomfortable.

DISCRIMINATORY CONDUCT

Conduct that is discriminatory under the relevant law includes harassment of a person because of his or her race, national or ethnic origin, colour, religion, age, sex, sexual orientation, marital or family status, physical or mental disability, conviction for an offence for which a pardon has been granted, or sexual orientation. Harassment for union affiliation and/or activities is also a discriminatory conduct. Discriminatory conduct need not be intentional.

ABUSE OF AUTHORITY

Without being limited to this list, abuse of authority means taking undue advantage of a position of authority to endanger a member, undermining a member's union work performance, threatening a member's livelihood, interfering with his or her career, or asking a subordinate to run personal errands. It includes intimidation and coercion. A Local, Regional or National Officer, however, has the right and the

responsibility to set objectives, assign work, evaluate performance, give advice, and apply appropriate corrective and disciplinary measures in a timely and respectful manner. These functions do not constitute abuse of authority.

CONFLICT

Conflict is defined as when two or more parties have interests that are or perceived to be competing. It can occur between individuals or groups and can be caused by differences in information, perceptions, or values. Conflict could be constructive and have good results or could be destructive and harmful for individuals and the organization's performance.

WHAT MAY CONSTITUTE HARASSMENT

The following are examples of some of the actions that generally constitute harassment:

- Serious or repeated, rude, degrading, or offensive, remarks, such as teasing about a person's physical characteristics or appearance, put-downs or insults;
- Displaying sexist, racist or other offensive pictures, posters, or sending e-mails related to one of the eleven grounds prohibited under the relevant law;
- Singling out a member for meaningless or dirty jobs; or the removal or reduction of responsibilities and/or duties or increase of duties;
- Threats, intimidation or retaliation against a member, including one who has expressed concerns about perceived unethical or illegal organization behaviours;
- Unwelcome social invitations, with sexual overtones or flirting;
- Unwelcome sexual advances;
- Criticizing a member in public;
- Exclusion from group activities or assignments; or differential treatment when assigning work;
- Statements damaging to a person's reputation.

WHAT DOES NOT GENERALLY CONSTITUTE HARASSMENT

There is a world of difference between being assertive and being aggressive. It is best to supervise members with a clear and strong sense of expectations, without exhibiting any form of aggression. An assertive Local, Regional or National elected official states goals and expectations in clear, positive and unthreatening language. An aggressive Local, Regional or National elected official may state the same goals and expectations, but in a manner that others find threatening. It is important to present expectations clearly and in a non-threatening manner.

There is also a world of difference between contentious discussions in a political environment and aggressive or otherwise personal attacks or inappropriate behaviour.

HARASSMENT OF OTHERS

It is important to remember that even if you're not directly or immediately affected by someone's inappropriate conduct, you may still choose to act in a way that reflects your values. Laughing at people or talking about them behind their backs is disrespectful and inappropriate. It may seem easier or safer to talk about a person than to talk to him/her, but, this type of conduct fosters unhealthy relationships by creating unease and tensions among people.

Always talk to people rather than about them. Encourage others to do the same. Harassment is a complex matter: what one person considers as proper behaviour, another may perceive to be harassment. In many cases, the lines are not sharply defined. Educating ourselves about harassment; having conversations with others about it; and raising our own awareness of basic human values are the beginning of an organization free of harassment. A healthy organization is everybody's business.

UNION OF NATIONAL EMPLOYEES PREVENTION OF HARASSMENT PROGRAM

By applying this program, an environment can be created where everyone is treated with respect and dignity. The program is designed to promote the well-being of everyone in the organization and reinforces the values of integrity and trust. Remember: Respect and effective communication are critical to the creation of a respectful organization.

The program refers to the rights, roles and responsibilities of members and elected Local, Regional or National officers and available resources.

The first thing to do is speak with a trustworthy person who may help you shed light on what is going on and what actions may be most appropriate. Speak with your Local, Regional or National elected official or the appropriate resource; and seek assistance. At the same time you may notify the National President that you have sought the assistance.

RIGHTS OF MEMBERS:

Every member has the right to:

- Be treated with respect;
- Have prompt action taken against harassment;
- Be treated without fear of embarrassment or reprisal;
- File a complaint of harassment;
- A natural justice principle, should an investigation take place.

RIGHTS OF NATIONAL, REGIONAL AND LOCAL ELECTED OFFICIALS AND MEMBERS:

Every Local, Regional or National elected official or member has the right to:

- Be treated with respect;
- Have prompt action taken against harassment;
- Be treated without fear of embarrassment or reprisal;
- File a complaint of harassment;
- A natural justice principle, should an investigation take place.

ROLES AND RESPONSIBILITIES OF LOCAL, REGIONAL OR NATIONAL ELECTED OFFICIALS AND MEMBERS:

Everyone has a role in, and responsibility to:

- Contribute to a positive union environment;
- Be constructive and act to prevent conflict from arising;
- Understand the Prevention of Organization Harassment Program;
- Make disapproval or unease known;
- Display professional and respectful attitude and behaviour.

In their role as LOCAL, REGIONAL OR NATIONAL ELECTED OFFICIALS each must:

- Exercise authority in a respectful manner;
- Lead by example;
- Create and maintain an environment conducive to frank communication;
- Make sure that members are aware of the Prevention of Organization Harassment Program;
- Make sure issues of harassment are being addressed and by the proper body;
- Restore harmony in the organization after a complaint;
- Delegated officials are expected to be impartial in any complaint process in which they are involved;
- They can expect to have access to learning opportunities related to their role and responsibilities as delegated managers;
- They are expected to :
 - Apply the established steps in the complaint process;
 - Take the necessary action to ensure the confidentiality of complaints;
 - Ensure that both complainants and respondents have access to support and advice during any resolution process associated with the complaint;
- Offer mediation to the parties;
- Separate the complainant and respondent, hierarchically, physically, or both, for the duration of the complaint process, if they deem it necessary or if requested;

- Assign a mandate to the investigator(s) and ensure that persons conducting investigations are qualified, they are impartial, they have no supervisory relationship with the parties, and they are not in a position of conflict of interest;
- Ensure that corrective and/or disciplinary measures are taken, where warranted;
- Ensure that parties are provided with the information to which they are entitled.

WHAT IS DISCRIMINATION?

Discrimination is a serious form of harassment, one that is taken so seriously that provincial legislation has been enacted to prevent it. To be free of discrimination is considered by law to be a fundamental human right. The relevant law gives each of us an equal opportunity to live and work without being hindered by discriminatory practices.

Under the law “prohibited grounds may include the following: This means that discrimination is illegal if based on these grounds:

- Race;
- National or ethnic origin;
- Colour;
- Religion;
- Age;
- Sex, including pregnancy and child-bearing;
- Sexual orientation;
- Marital status;
- Family status;
- Physical or mental disability, including alcohol or drug dependency;
- Pardoned criminal conviction.

MEDIATION

The Union of National Employees also promotes an Informal Conflict Management System (ICMS); which is inclusive of mediation services. Mediation requires the involvement of a third, neutral party who will intervene between two parties in a dispute. The goal in mediation is to produce an agreement or reconciliation between the two parties.

During mediation, the mediator helps the parties negotiate an agreement, or resolution of the conflict or problem. The success of mediation depends on the willingness of both parties to resolve their differences. Rather than focus on facts or judging the situation, the mediator helps the parties clarify intentions and impact, and guides the parties so that they can arrive at their own solution.

When mediation works, it allows the parties to find workable solutions. While the process is not easy, it is less confrontational than rights-based approaches.

While the mediator can facilitate the process, if the people are not acting in good faith, mediation will not work! (Good faith means the disclosure of all relevant information.) Remember that assumptions are a key source of misunderstandings. We often consider our assumptions as the facts and make decisions or act on this basis. The consequences of mistaken assumptions can be costly and emotionally unhealthy.

STANDARD OF REVIEW

In harassment cases, the civil standard of proof is applied. This means that the situation is based on evidence and the balance of probabilities rather than the criminal standard of “beyond a reasonable doubt”. This balance of probabilities is the standard of review for harassment cases.

The allegations must be clear, convincing and credible. The test of conduct must be objective, and not simply based upon the subjective impressions of the complainant. The evidence must be clear and compelling.

PROCEDURAL FAIRNESS

Procedural fairness means that the process for resolving the conflict must be fair and reasonable. In the pursuit of a fair and just resolution, both parties have the right to:

- Know the name of the complainant and details of the allegations in writing;
- Respond to, to make a rebuttal and to be made aware of the possible consequences;
- Be represented by a representative or another person of his/her choice (members are able to approach a UNE Elected Official for representation if they do not wish their Local Steward to represent).

These principles apply where administrative decisions such as a harassment complaint may affect an individual's rights, privileges or interests. Because the resolution process must be dealt with impartially and with fairness, an objective and unbiased decision-maker will be appointed and will ensure that:

- Only the affected parties are given the information (or those affected on a need to know basis);
- All parties have the opportunity to review the evidence;
- All parties are given the opportunity to present and refute evidence;
- Decisions are made on relevant evidence – not supposition or beliefs.

CONFIDENTIALITY

Those who make a complaint (the complainant) and those who the complaint is against and who must respond to it (the respondent) are both advised that the process cannot remain totally confidential, because an investigation requires contact with witnesses and confirmation of facts. Having said that, one of the main principles of the Program is to disclose only as much personal information as is reasonably necessary.

DISCLOSURE

Disclosure is therefore made on a case-by-case basis after a comprehensive review of who needs to know, why they need to know, and how much they need to know. This review factors in the nature of the complaint and the parties' working relationship and will ascertain if and what the Local, Regional or National elected official needs to know in order to effectively manage workload and contacts.

STRATEGIES FOR SUCCESS

Local, Regional or National elected official and members share a responsibility in creating and fostering an organization free of harassment. Creating a healthy organization is everybody's business.

THE UNE EMPLOYEE ASSISTANCE PROGRAM

(Note: This applies to employees of Union of National Employees, PSAC only)

The Employee Assistance Program (EAP) was established to foster and maintain the well-being and productivity of employees. Parties need to learn to use the EAP when necessary. The EAP will provide confidential assistance or short-term counselling to anyone who is experiencing personal or work-related problems.

SIMPLE RULES

Remember and follow these simple rules to avoid conflict and prevent harassment:

- Always communicate clearly and openly;
- Always take full responsibility for your actions;
- Base your decisions on facts not assumptions you will make the right choices;
- Never put other people down.

APPENDIX A: INFORMAL RESOLUTION MECHANISMS

The emphasis of this Program is to prevent and if not, resolve any potential conflict or harassment situation as quickly, fairly and respectfully as possible, without recourse to the formal complaint process where possible. This means making every effort to resolve the situation by communicating frankly and acting in good faith and constructively.

IF YOU FEEL YOU HAVE BEEN HARASSED ...

First, talk to the person concerned or if you feel uncomfortable, you may ask a person of your choice to assist. This may include a fellow union representative, a peer, a colleague, etc... try to explain why the behaviour is making you uncomfortable. The person may not realize the impact of his or her comments or actions. The explanation may provide an opportunity for the person to recognize that they are at fault and avoid the offending behaviour. A frank discussion is a very effective way of diffusing a conflict and prevents the situation from escalating.

KEEP A RECORD

It is a good idea to keep a record of certain information including behaviours, comments, dates, times, places as well as documents such as letters, emails, etc., relating to alleged incidents and the follow-up action taken concerning them. This will enable you to preserve your recollection of events and how they were dealt with.

IF SOMEONE FINDS YOUR BEHAVIOUR OFFENSIVE . . .

LISTEN CAREFULLY AND RESPECTFULLY. Try to understand how the person feels without judging the person that you have offended. Immediately stop the behaviour that the person finds offensive. Apologizing can often prevent the conflict from escalating, even if you feel there was a misunderstanding. A sincere apology at the appropriate time will, in most cases, preclude or resolve harassment complaints.

IF YOU WITNESS HARASSMENT OR PSYCHOLOGICAL VIOLENCE...

Report the incident to your Local President, Regional Vice-President, National Executive Vice-President or to the National President. Your report will be confidential and discussed only with authorized persons. Be prepared to provide information as required and cooperate in case of a formal investigation.

IF A SUPERIOR BECOMES AWARE OF A CONFLICT OR HARASSMENT . . .

Act immediately. To prevent a conflict from escalating, prompt action is required, and it is the responsibility of the immediate superior to take this action. Once a complaint is received, the superior must take the initiative by holding a frank discussion. Issues must be dealt with on a case-by-case basis; and if in doubt, the Local President, Regional Vice-President or National Executive Vice-President can contact the ICMS provider for coaching/advice. Generally, informal conflict resolution should be encouraged through open communications between the parties. Generally, if the parties are willing, they must be allowed the opportunity to resolve the issue informally without fear of reprisal.

IF FURTHER ACTION IS REQUIRED . . .

The member, or either party in an alleged harassment situation, can consult their union representative or peer/colleague at any time for the services of a neutral and impartial counsellor if the offensive behaviour persists or escalates. Often a neutral counsellor is in a better position to help the persons concerned find a satisfactory solution, without having to resort to a formal complaint. This individual should be someone who inspires confidence, has a reputation for honesty, integrity and impartiality and has the complete trust of all parties. In all cases, it is everyone's responsibility to ensure that the solution identified solves the problem on a permanent basis.

APPENDIX B: THE FORMAL COMPLAINT PROCEDURE

The formal harassment complaint procedure has six distinct steps that are described below.

Delegated Officials: The National President delegate.

At UNE conferences and events: Two Harassment Complaint Coordinators will be appointed by the organizing committee

STEP 1: FILING A COMPLAINT.

The complaint should be as complete, accurate, and concise as possible. It should include:

- A description of the nature of the allegations;
- The name of the respondent;

- The relationship between the respondent and the complainant (e.g. Local President, member);
- The date and description of the incident(s);
- Where applicable, the names of witnesses to the respective incident(s). (N.B.: Witness lists do not need to be shared as part of disclosure between the parties to the complaint).

The complaint must be made in writing to the National President. If the delegated official is the subject of the complaint, or the complaint is filed by a member or a National Executive Member, it should be sent to the Union of National Employees' delegated official. It must normally be filed within 60 days following the alleged harassment, except in exceptional circumstances.

STEP 2: SCREENING AND ACKNOWLEDGEMENT OF COMPLAINT

The National President acknowledges receipt of the complaint in writing and ensures it meets the requirements outlined above. If these criteria are not met, the delegated official advises the complainant in writing that the information must be complete. If these criteria are met, the delegated official informs the respondent(s) that a complaint has been received and provides him/her with the particulars of the complaint in writing, including the allegations, and proceeds with a review of the complaint.

STEP 3: REVIEW OF THE COMPLAINT

When a complaint is received, the delegated official carefully examines the complaint to ensure that the facts alleged meet the definition of harassment. If the delegated official finds that the events defined in the allegations would, if upheld, meet the definition of harassment, then he or she determines what efforts have been made to resolve the problem, identifies immediate avenues of resolution, if any, and takes appropriate action.

If the delegated official finds that the events described in the allegations do not satisfy the definition of harassment, the complainant is notified immediately in writing. The delegated official re-directs the complainant to the appropriate avenue of recourse or suggests other means of resolving the issue.

STEP 4: INFORMAL CONFLICT MANAGEMENT (ICM)

If the harassment complaint cannot be easily or quickly resolved with the immediate parties, the delegated official should encourage ICM mechanisms. If the parties agree, the services of an independent and qualified person from outside the Union of National Employees are retained to help the parties resolve the issue at hand. See ICMS Policy for more information on the ICM process.

STEP 5: INVESTIGATION

If ICM mechanisms have not resolved the complaint or were not undertaken, the delegated official is responsible for determining whether or not there was harassment. He or she may reach such a determination with the aid of a preliminary investigation, or by some other fact-finding process, in accordance with the circumstances, which should be completed within 60 days. If the complainant isn't satisfied with the delegated official's decision, s/he may request a formal investigation.

If the formal investigation is chosen, all involved parties are notified by the outside investigators team, who will have no vested interest in the situation. Investigators must be impartial and qualified, are expected to apply the principles of procedural fairness and abide by their assigned mandate as described in the "Terms of reference for harassment investigations" (Appendix C). NOTE: Appendix C does not apply to discipline of Union of National Employees members.

THE FOLLOWING STEPS ARE THEN TAKEN:

1. Investigators should be appointed within 60 days. A preliminary investigation, which should be completed within a timely manner, is launched and it is carried out by an investigator who is to determine whether there is sufficient evidence to warrant a formal investigation. An outside investigator must be neutral and be competent to conduct harassment investigations.
2. If the preliminary investigation warrants one, there is a full investigation. If the investigation team determines that one or more of the allegations, if founded, would not constitute

harassment, the formal investigation could be limited to the remaining allegations of the complaint. In this case, the delegated official will inform the parties as soon as possible regarding which allegations will be included in the investigation.

A rationale must be provided by the investigation team related to any allegations not to be investigated. (The steps in the investigation process are described in the, Conduct of the Investigation, Appendix C);

3. The investigation begins immediately so that, ideally, the entire process is completed within a timely manner;
4. The investigation team submits an interim report to the delegated official and the parties and ensures the principles of privacy and access to information legislation are adhered to;
5. Both parties have ten working days to make written comments on the report, in particular on the testimony of the other persons mentioned in the report or on any other aspect considered relevant;
6. The investigation team writes a final report and submits it to the delegated official;
7. As above, the delegated official ensures that before copies of the report are provided to the parties, the principles of privacy and access to information legislation are adhered to;
8. The final report is then communicated to both parties.

At any stage of the investigation, the parties are encouraged to use ICM mechanism to resolve the issue.

STEP 6: DECISION AND CONSEQUENCES

On the basis of the investigation team's report, the delegated official reviews all of the relevant information and makes one of 4 findings:

1. The complaint is substantiated;
2. The complaint is substantiated, but both sides were found to have harassed each other;
3. The complaint is not substantiated;
4. The complaint is vexatious or was made in bad faith.

The investigation team then recommends what corrective or disciplinary measures are appropriate in compliance with the PSAC Constitution, Regulations and UNE Bylaws and policies. He or she communicates the reasons for his or her decision to the parties without delay and informs them of possible avenues of redress. The delegated official ensures that the corrective or disciplinary measures imposed are implemented.

CONSEQUENCES ASSOCIATED WITH THESE FINDINGS

1. IF THE COMPLAINT IS SUBSTANTIATED

If the investigation of the complaint results in a finding of harassment, corrective measures will be taken in keeping with the seriousness of the complaint. It may include any one or a combination of the following: training in appropriate organization behaviour, professional counselling, removal/transfer from a position or disciplinary actions up to and including suspension of membership, all of which will be placed on the member's file. In the case of finding of harassment by a member, disciplinary actions up to and including recommendation for removal from elected office or suspension from the PSAC membership.

2. IF THERE WAS HARASSMENT ON BOTH SIDES

In this case, the behaviour of both parties will be evaluated separately, and any corrective measures including disciplinary measure will be based on their own conduct. They may be asked to take part in training or counselling or to participate voluntarily in ICM mechanisms if they have not already done so by this point.

3. IF THE COMPLAINT IS NOT SUBSTANTIATED

A complaint may be rejected if there is insufficient evidence, or if the situation doesn't meet the definition of harassment or abuse of authority or if the complaint stems from a difference in perception where the respondent could not or ought not reasonably to have known that his or her behaviour was offensive or unwelcome. In this case, no disciplinary action will be taken against the respondent and his or her member file will not contain any reference to the complaint.

However, any conflict, whether or not it meets the definition of harassment, has an impact on the persons concerned and the organization. Even if a complaint is not substantiated, a delegated official still has a responsibility to protect the organization from harassment. Corrective measures may still be necessary if the investigation has uncovered inappropriate practices in the organization.

4. IF THE COMPLAINT IS FOUND TO BE VEXATIOUS OR MADE IN BAD FAITH

In this case, the complainant will be subject to correctives measures such as training in appropriate organization behaviour, and/or disciplinary measures up to and including removal from elected office. The delegated official has a responsibility to ensure that any impressions left by the complaint are dealt with. He/she may consult the falsely accused respondent in such circumstances.

APPENDIX C: CONDUCT OF THE INVESTIGATION (NOTE: THIS SECTION DOES NOT APPLY TO DISCIPLINE OF UNE MEMBERS).

To ensure fairness to both parties to the conflict, the investigations, whether internal or external, must be conducted in accordance with the procedure described below:

All results of formal investigations are communicated in writing to the delegated official, the Complainant and Respondent, except where formal complaints are settled through ICM mechanism. If the parties agree, the investigation may be suspended to give ICM mechanisms a chance. Should agreement be reached between the parties through ICM, the relevant delegated official monitors the implementation of this agreement for two years. Should efforts to mediate a formal complaint fail, the investigation resumes.

Once the investigation begins, both parties will be kept informed of its progress, but should not discuss the case (except with the investigator or to seek advice or assistance) since this could prejudice the investigation. Parties will not attempt to influence witnesses or their testimonies. Any such interference will be subject to disciplinary action.

During a complaint process, the complainant or grievor shall have the right to discontinue contact with the person(s) who are subject of the complaint or the delegated official may decide to separate the Complainant and Respondent complainant and respondent for the duration of the investigation by transferring the complainant or the respondent. If the complainant wishes to be removed from harms way, the following principles will be observed:

- Each request is dealt with on a case-by-case basis, showing flexibility;
- The complainant, if he or she wishes, is offered a reassignment of duties where possible, without putting the complainant at a disadvantage;
- Nothing will be done to obstruct or abridge the complaint resolution process;
- Any relocation will be undertaken promptly;
- Every effort will be made to maintain a productive environment.

Where re-assignment of either party is not possible, and the complainant indicates to the delegated official that the situation is extremely difficult and stressful, the delegated official will provide the complainant with information on other options, such as the Employee Assistance Program or even leave,

where appropriate. Employees who are complainants or grievors shall have the right to refuse union work where they feel they are in danger until such time as the matter has been dealt with in accordance with procedures established by the Investigation Committee.

Employees refusing to do union work under these circumstances shall notify their immediate union superior or other representative of the union as soon as possible after refusing to work.

General principles under the Union of National Employees privacy policy. To ensure that all parties concerned receive equal treatment and that the requirements of the Union of National Employees Privacy Policy are met, the investigation is conducted and the report examined based on the following general principles:

- Persons have the right to their own personal information;
- Persons whose names appear in a report have the right to see what the report says about them;
- The parties directly affected by the complaint have the right to examine the report after review and application of the principles of privacy and access to information legislation;
- Third parties have the right to examine the personal information concerning them in a report;
- Transparency and responsibility are essential to the effectiveness and fairness of the investigation and complaint resolution process;
- All information useful to the investigation is communicated to the parties directly concerned to enable them to fully understand how the investigation was conducted and the findings were made, and to enable them to answer fully the allegations or criticisms made concerning them;
- The names of the witnesses questioned will appear in the report.

The investigator will explain these principles to the parties and to all the witnesses. The delegated official reminds the parties and the witnesses of the importance of discretion and asks them to treat the investigation and the report confidentially.

APPENDIX D: TERMS OF REFERENCE FOR HARASSMENT INVESTIGATION NOTE: THIS SECTION DOES NOT APPLY TO DISCIPLINE OF UNE MEMBERS).

1. INTRODUCTION

The Union of National Employees has requested an investigation in allegations of harassment. The allegations are contained in a letter from _____ dated _____

The parties involved in this investigation are:

(hereafter referred to as “The Respondent”);

(hereafter referred to as “The Complainant”).

2. APPOINTMENT OF AN INVESTIGATOR

2.1 The Union of National Employees has retained the services of _____, to investigate a formal harassment complaint.

3. RESPONSIBILITIES OF THE INVESTIGATOR

3.1 The investigator shall conduct the investigation of the formal harassment complaint pursuant to the Union of National Employees Policy: “Prevention of Organization Harassment”.

3.2 The investigator shall conduct the investigation pursuant to these terms of reference. The investigator may use her or his discretion to conduct the investigation in the manner deemed most appropriate. The entire process should be completed within in a timely manner, unless the investigation is suspended for ICM.

3.3 At the beginning of the investigation process, the investigator and/or Union of National Employees representative will provide a copy of these terms of reference to the complainant and to the respondent and to answer any questions the complainant, the respondent or a witness may have regarding the investigation process.

3.4 The investigator shall provide the Union of National Employees with updates, as required, on the progress of the investigation.

4. THE INVESTIGATION PROCESS

4.1 The investigation team shall limit the investigation to the written allegations referred to them by the Union of National Employees. If a preliminary investigation is launched to determine whether there is sufficient evidence to warrant a formal investigation, the investigation team will make a recommendation on which allegations, if founded, would constitute harassment and if a formal investigation is appropriate. The investigation team will provide rationale for any allegations not to be investigated to the Complainant and the Respondent.

Should additional allegations be made during the course of the investigation, such allegations are to be submitted to the investigation team to determine whether they should be considered as part of the mandate for the investigation. If these allegations become part of the investigation, they are to be presented in writing by the investigation team to the Complainant and Respondent and the delegated official.

4.2 The investigation team will invite the respondent to provide a written response to the complaint and will review the response.

4.3 The Union of National Employees may assist the investigation team in arranging interview schedules, meeting locations and in ensuring that the date, time and location is acceptable to the parties being interviewed;

4.4 The investigation team will conduct individual interviews with the complainant, respondent and witnesses. Where needed, the complainant, the respondent or witnesses could be contacted more than once by the investigation team to clarify certain points.

4.5 The complainant and the respondent will provide the investigation team with a list of witnesses to interview. If the investigation team deems it not necessary or relevant to interview a witness identified by the complainant or respondent, she or he must inform the concerned party within a reasonable timeframe and explain the reasons for which they do not think that it is necessary or relevant to interview the witness.

The investigation team shall contact the witnesses and conduct an interview, in person or by telephone, with each of them.

4.6 The investigation team shall inform the complainant, respondent and witnesses of the time they are allowing them for the submission of information related to the complaint.

4.7 The investigation team will request that all parties and witnesses are offered the right of representation during interviews. The representative is not a party to the process. His or her role is that of advisor to the represented person and to ensure due process is followed;

4.8 Interviews will be conducted in the official language of the participant's choice.

4.9 The investigation team will give the complainant and the respondent a copy of relevant evidence provided by the other party during the investigation.

- 4.10 The investigation team will determine if additional information, evidence or witnesses are required to clarify and allow a full assessment of the facts surrounding the allegations and notify the parties accordingly.
- 4.11 The investigation team will obtain signed statements from the complainant, the respondent and the witnesses indicating that the investigation team's notes from the interviews are accurate.
- 4.12 The investigation team shall examine all the evidence submitted by the complainant and the respondent as well as the other evidence gathered during the investigation.
- 4.13 The investigation team may complete the investigation at any time when they are satisfied the relevant information gathered is sufficient to proceed with the writing of the report.
- 4.14 The investigation team shall write a draft report and provide a copy to the delegated official of the Union of National Employees. The draft report presents the allegations of the complainant and findings of fact. The draft report does include findings or conclusions as to whether or not harassment has occurred.

The draft report is sent only to the complainant and the respondent, and permits them an opportunity to focus on and respond to the evidence collected to ensure it is complete and accurate before a final determination is made. The delegated official shall ensure that the draft report complies with the Union of National Employees Privacy Policy.

- 4.15 The parties will be provided a copy of the draft report and invited to submit their written comments on the draft report within 10 days. The replies from the parties shall be submitted directly to the investigation team. If no reply is received by the date specified, the investigation team will presume no reply is forthcoming and the investigation will proceed.
- 4.16 Following receipt of comments by the parties, the investigation team will analyse the comments of all the parties, investigate any additional elements of the complaint arising from the comments if required, and amend and finalize the report to ensure that a thorough analysis of the facts, findings and conclusions are included.
- 4.17 When the investigation is completed, the investigation team shall write a final report in accordance with these terms of reference and provide a copy to the delegated Official, the Complainant and the Respondent. The final report presents the facts, analysis and conclusions of the investigation team. The report must include the investigation team's observations and conclusions for each of the allegations and the reasons for these conclusions.
- 4.18 The investigation team shall complete the final report even if the complainant, the respondent or witness refuses to cooperate in the investigation process and shall indicate the reason, if any, for such refusal.

5. COMPONENTS OF THE INVESTIGATION REPORTS

- 5.1 The draft report and the final report will be submitted in the appropriate language(s).
- 5.2 A list of the witnesses proposed and the evidence submitted by the complainant and the respondent and the names of all witnesses interviewed by the investigation team must be included in the draft report and in the final report. If applicable, the investigation team's report must include the reasons for which a witness proposed by either the complainant or the respondent was not interviewed.
- 5.3 The investigation team shall return all the original statements signed by the witnesses and the written documentation and notes obtained and compiled during the investigation to the

Complainant, Respondent and witnesses unless there has been an alternate agreement between participants.

6. CONFIDENTIALITY AND DISCLOSURE

- 6.1 The investigation team shall conduct the investigation with the utmost discretion.
- 6.2 The investigation team shall similarly remind the complainant, the respondent and the witnesses that all information relating to the complaint must be treated as confidential. In accordance with the applicable policy, the complainant, respondent and witnesses must not discuss the information with anyone not involved in the process. However, the investigation team cannot guarantee the complainant, the respondent or the witnesses that conversations or information communicated during the course of the investigation will remain confidential. Anyone interviewed during the investigation must be informed that his/her name will appear in the investigation team's report and that the information she or he provides on another person may be made available to that person.
- 6.3 The Complainant and Respondent will receive a copy of the draft report and the final investigation report once they have been reviewed in accordance with the principles of privacy and access to information legislation.
- 6.4 As provided by the principles of privacy and access to information legislation, third parties named in the draft report and in the final investigation report may have access to comments or personal information concerning them.

7. MEDIATION

- 7.1 The complainant and the respondent may undertake mediation at any time during the investigation or before the final report is issued.
- 7.2 If a request for mediation is made and if the complainant and the respondent agree to participate, the investigation may be suspended by the Component.

IN WITNESS WHEREOF this terms of reference document is accepted and signed by the Union of National Employees and the investigator, at _____, this _____ day of the month of _____ 20 .

THIS Policy and Program follows the principles of UNE Bylaw 7, which relates to discipline and UNE Policy NEN 5, regarding Investigations of complaints and the role of the National President as well as Section 25 of the PSAC Constitution on discipline and the PSAC's Regulation 19 on Governing Membership Discipline.

National President
Union of National Employees, PSAC

Investigator

Investigator

Investigator

c.c.: Complainant
Respondent

Locals (LOC)

Policy LOC 1 (09/19)

Union of National Employees Affiliation

The following policy outlines the process to be followed when advocating or attempting to bring about the withdrawal or disaffiliation of any members or group of members from the Union of National Employees.

Policy LOC 1 Section 1

Prohibition

Local Funds or Union of National Employees resources of any kind may not be used for the purpose of assisting in the process of terminating or severing the affiliation with the Union of National Employees or PSAC.

Any member who is involved in the process of terminating or severing the process of affiliation with the UNE or PSAC will immediately step down from any office held with the UNE.

Policy LOC 2

Inactive locals

Policy LOC 2 Section 1

Non-conformant locals

The Union of National Employees considers a local to be non-conformant when:

1. the local is unable to adhere to Bylaw 3, Sections 4, 5 and 11; and Bylaw 5, Section 9;
2. its officers have resigned or have not been elected pursuant to Bylaw 3, Section 5; or
3. it fails to meet other conditions.

In these cases, the Union of National Employees, in consultation with the appropriate regional vice-president, may hold back the local dues rebate and freeze the local's bank accounts.

Policy LOC 2 Section 2

The regional vice-president's responsibilities

Prior to the next national executive meeting, the regional vice president will communicate with the non-conformant local's members to evaluate the situation and develop a plan to reactivate the local. The regional vice-president will report in writing

on his or her progress on these fronts at the next—and any subsequent—national executive meeting.

Policy LOC 2 Section 3

How locals become inactive

If, after nine months, the local has still not fulfilled its obligations, the Union of National Employees, in consultation with the regional vice-president, will declare the local inactive and may place the local in trusteeship.

Policy LOC 2 Section 4

Asset distribution for reactivated locals

If, within two years, the local fulfills the requirements of the bylaws listed in Section 1 of this policy, the Union of National Employees will return to the local all its documents and money held in trust, including interest and dues funds, but minus administrative costs.

Policy LOC 2 Section 5

Trustees responsible for inactive locals

The national president will appoint the vice-president or assistant vice-president of the region to act as trustee for the local's affairs. That trustee will:

1. manage the local's affairs;
2. advise members of the local's status and his or her role as trustee;
3. notify the Union of National Employees, in writing, of any financial transactions;
and
4. work with the national office regarding the local's property.

Policy LOC 2 Section 6

Planning to reactivate locals

The national executive vice-president meets with the regional vice-president to discuss courses of action to reactivate the local. The parties present a detailed report of their discussions—and their corrective-action plan—at the next executive meeting.

Policy LOC 2 Section 7

Dissolving locals

If, after two years, the local has not adhered to the bylaws listed in Section 1 of this policy, the local may be dissolved. If this occurs, the local's funds will be allocated to the Union of National Employees' Provisional Fund for Local Reactivation and the local will lose its entitlement to any Union of National Employees functions.

Policy LOC 2 Section 8

Criteria for using money from the provisional fund for local reactivation

The Union of National Employees will set aside any money referred to in Policy LOC 2, Section 7 into a provisional account for the reactivation of inactive or dissolved locals.

The provisional account will cover membership expenses of inactive or dissolved locals.

Policy LOC 2 Section 9

Creating new locals

If a new local is formed at a later date, see Policy FIN 2, *Financial assistance to members and locals*.

Policy LOC 3

Assignment of deductees

Deductees will normally be assigned to locals in the regions in which they work.

Deductees with no regional locals

Deductees employed by departments and agencies across regions for which there are no specific regional locals are assigned to a local in the National Capital Region. This local is known as the mother local.

Reassigning deductees to regions

Deductees may be re-assigned from the mother local to a regional local if the regional local agrees to service these deductees, if it amends its bylaws to include the deductees' department or agency, and if the regional vice-president agrees. As a result of this action, these regional locals may become composite locals or their jurisdictions may be redefined.

Assignment of members at large

Deductees will not be assigned to members at large in regions where a mother local exists in the National Capital Region unless the respective regional vice-presidents agree to this change.

Requests for assigning deductees to regions

Requests for deductees' reassignments may be initiated by the deductees themselves, the regional vice-president, the local executive or a member of the national executive.

If a dispute regarding the assignment deductees arises, the national president will be asked to rule. Any party may appeal the president's ruling to the national executive.

We believe in the importance of assigning deductees to regions, but also appreciate the advantages—particularly to deductees—of building a strong national departmental local. And while we understand that assigning deductees to locals across the country can pose logistical problems vis-à-vis hosting and attending meetings, we will make every effort to accommodate members who are unable to be present by holding meetings via conference calls or conducting business over email. We will also, where necessary, make provisions for out-of-town deductees to vote on Union of National Employees business via phone or computer.

Policy LOC 4

Transferring members between locals

Purpose

The purpose of this policy is to create a mechanism that clearly establishes how multiple members should be transferred between locals should the need arise.

When it reviews a request for a transfer, the national executive will consider the needs of the employer group, the geographic location, the needs of the bargaining unit, the size of the local and any additional representational issues.

The Union of National Employees will move members between locals only if:

- the affected members have been consulted about the change;
- the regional team has been consulted;
- the executives of the recipient and originating locals have been consulted and received written notice from the national president no fewer than 30 days prior to this consultation; and
- the national executive approves the transfer.

Transferring financial assets and single members

Any transfer of financial assets between locals is performed as per Policy LOC 5, *Allocation of local assets*.

The national president may approve the transfer of individual members. He or she may consider this policy in reaching his or her decision.

Policy LOC 5

Allocation of local assets

This policy lays out the financial formula regarding financial allocation issues in the case of new locals created from existing locals.

Policy LOC 5 Section 1

Establishing percentages

Local assets are divided according to the percentage of deductees in the local, effective as of the date that the national president delivers notice to the parent local, as described in Bylaw 3, Section 3. The maximum percentage of members' funds transferred to the new local will not exceed 50 percent of the parent local.

Policy LOC 5 Section 2

Local dues rebates

When it receives notice of an application for a local to divide, the Union of National Employees holds the local dues rebate until members vote on the motion, the local agrees to split and the national executive approves the split.

Policy LOC 5 Section 3

Dividing assets

Once the national executive approves a local's split, it divides the parent local's assets by the percentages determined in Section 1 of this policy.

Policy LOC 6

Expenditure and investment of local funds

Local executives carry a special responsibility toward the membership. They have been entrusted with the responsibility of managing the local's dues. Local officers will uphold this trust and bear this fiduciary responsibility in mind when investing or spending members' money.

Local executive members will abide by the financial provisions of their local bylaws and those of the Union of National Employees. Local executives should also consider the following policies when establishing the local's annual budget and developing financial policies for the local's expenditures:

1. the local may consider establishing a strike fund by setting aside a certain percentage of its dues.
2. The local bylaws should clearly establish minimum and maximum expenditures for ongoing activities such as:
 - transportation expenditures;
 - *per diems* when on local business; and
 - allowable hospitality expenditures
 - allowable expenditures for general membership meetings
3. Criterias should be set if a local chooses to make donations.
4. If a local wishes to issue taxable benefits such as honorariums or scholarships to any of its members, they must contact the UNE office for guidance.
5. A local should have no more than \$200 on hand as petty cash. Receipts are always required to replenish used petty cash.

Local executive members should also ensure that local expenditures are thoroughly detailed including the name of the person who made the expenditure, the amount of the expenditure and the reason for the expenditure. These expenditures should be reported at every local executive and general membership meeting.

Policy LOC 7

Standard local bylaws

Local Bylaw 1: Name

This organization is known as Local <INSERT NUMBER AND DESCRIPTIVE TITLE> of the Union of National Employees (UNE), PSAC.

Local Bylaw 2: Aims and objectives

Bylaw 2 Section 1

This local will protect, maintain and advance the interests of the employees of the <DEPARTMENT, AGENCY, ETC> under its jurisdiction.

Local Bylaw 2 Section 2

This local unconditionally subscribes to, and accepts as its governing documents, the Constitution of PSAC and the bylaws of the Union of National Employees.

Local Bylaw 2 Section 3

This local fully supports PSAC in its efforts to improve and protect the wages, salaries and other terms and conditions of employment of all PSAC members.

Local Bylaw 3: Membership

People eligible for membership will be employees of <DEPARTMENT, AGENCY, ETC> in the jurisdiction of the local, and are also members of the Union of National Employees of PSAC. The jurisdiction of this local may be as assigned from time to time by the Union of National Employees. In situations where disputes arise regarding jurisdiction, the national executive will be called upon to render a decision.

Local Bylaw 4: Membership dues

Local Bylaw 4 Section 1

The amount of dues payable to PSAC and the Union of National Employees will be in accordance with the provisions of the PSAC Constitution and the bylaws of the Union of National Employees, as determined by each group's respective conventions.

Local Bylaw 4 Section 2

In addition, local dues will be set as a <flat rate or percentage – choose one> of salary per member, per month. The local will inform the Union of National Employees of any changes to its dues, with supporting minutes as evidence. (Members may obtain information regarding their local dues on the Union of National Employees website.)

Local Bylaw 4 Section 3

The local may amend its membership dues by a majority vote of its members present and voting at an annual, regular or special meeting, provided that the local has posted notice of this motion at least 30 days before the meeting date.

Local Bylaw 5: Local executive

Local Bylaw 5 Section 1

The term of office for the local executive will be <ENTER ONE OR TWO YEARS>.

Local Bylaw 5 Section 2

The executive officers of this local will consist of, but not be limited to, those listed in Union of National Employees Bylaw 3, Section 5. <INSERT THE LIST OF LOCAL POSITIONS THAT EXIST.>

Local Bylaw 5 Section 3

Vacancies on the local executive that last for less than six months will be filled on an interim basis by the local executive's remaining members. Vacancies that will last for more than six months will be filled by election at a special or general meeting of the local. This meeting can be held no later than 45 days from the date at which the local executive became aware of the vacancy.

Local Bylaw 5 Section 4

For the role of the position of local president, see UNE Policy LOC 8.

Local Bylaw 5 Section 5

For the role of the position of local vice-president, see UNE Policy LOC 8.

Local Bylaw 5 Section 6

For the role of the position of local secretary/treasurer, see UNE Policy LOC 8.

Local Bylaw 5 Section 7

For the role of the position of local health and safety representative, see UNE Policy LOC 8.

Local Bylaw 6: Finances

Local Bylaw 6 Section 1

No officers of this local may enter into any financial contractual understanding of agreement without prior approval by the national executive, or incur any expenses on behalf of the local in excess of <AMOUNT> without the prior approval of a majority of the members present at a regular monthly or special meeting.

Local Bylaw 6 Section 2

For audited annual statements, see UNE Bylaw 5, Section 9.

Local Bylaw 6 Section 3

Locals will approve at least three and no more than five signing officers—one of whom is normally the local's treasurer—may hold signing authority for the local's bank withdrawals. Each cheque issued by the local will carry signatures from two of these officers to be valid. Amendments to these administrative arrangements should be made with the local's bank or credit union after new officers are elected.

Local Bylaw 7: Meetings

Local Bylaw 7 Section 1

The local's elected officers will hold at least six regularly scheduled executive meetings each year. These meetings will be held to ensure the local properly conducts its business on matters such as collective bargaining, labour-management relations, human rights and health and safety promotion, and consideration and maintenance of membership lists.

Local Bylaw 7 Section 2

The local's membership meetings will be held <INDICATE THE NUMBER OF TIMES PER YEAR>.

Local Bylaw 7 Section 3

Following a 30-day notice of meeting, the quorum for a general membership meeting will be at least <ENTER NUMBER> members in good standing.

Local Bylaw 7 Section 4

The local's president, a majority of its executive officers or a petition of at least <INSERT NUMBER> of members in good standing may call a special meeting of the local. Reasonable notice of this meeting will be provided.

Local Bylaw 7 Section 5

An annual membership meeting will be held in accordance with the Union of National Employees bylaws for the purpose of receiving annual reports, electing officers and considering other business.

Local Bylaw 7 Section 6

Elections will be conducted by secret ballot and will proceed in the order of <PRESIDENT, VICE-PRESIDENT, SECRETARY-TREASURER, HEALTH AND SAFETY REPRESENTATIVE, ETC.>.

Local Bylaw 8: Amending local bylaws

Local Bylaw 8 Section 1

A local's bylaws may be amended by a two-thirds majority vote of the members present at a membership meeting, provided 30 days' notice of the meeting has been issued and posted.

Local Bylaw 8 Section 2 (New 01/2013)

All amendments and corresponding annual general meeting minutes must be forwarded to the Coordinator of Administration, Union of National Employees.

For further information related to local issues, please see:

Bylaw 3, Sections 4, 8, 10, 14 and 15

Bylaw 4, Section 14—*Local dues*

Bylaw 5—*Money and finances*

Policy FIN 2—*Financial assistance for locals/members*

Policy LOC 8 – *Duties of Local Officers*

Policy LOC 8 (former Policy LOC 7, Local Bylaw 8)
Duties of local officers

Policy LOC 8 Section 1
Local presidents

Local Presidents will:

1. Act as the chief officer of the local and coordinate the affairs of the local through the other officers and local committees;
2. Be responsible for the efficient and proper conduct of the local;
3. Preside at all membership meetings and executive meetings of their respective locals and is an ex-officio member of all committees of the local;
4. Apply the PSAC Rules of Order to any questions of procedure; and
5. Be the chief spokesperson of the local in its dealings with the employer.

Policy LOC 8 Section 2
Local vice-presidents

Local Vice-Presidents will:

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

Policy LOC 8 Section 3
Secretaries and treasurers
Secretaries

Local Secretaries will:

1. Be responsible for the administrative duties of the local;
2. Keep accurate records of all meetings of their local;
3. Be responsible for keeping proper files of all documents;
4. Be responsible for maintaining a record of all correspondence relating to their local; and
5. Be responsible for certain portfolios or duties as assigned by the president or the executive

Treasurers

Local Treasurers will:

1. Keep proper files of the financial records of their local;
2. Be accountable for all receivables and payables;
3. Act as one of the local's signing officers;

4. Prepare and submit financial reports at each executive or general meeting;
5. Collect and deposit local funds;
6. Be familiar with and responsible for Component financial policies (e.g. FIN 1);
7. Identify Rand members (dues paying members who have not signed a union card) so that they may be signed up.
8. Be responsible for certain portfolios or duties as assigned by the president or the executive.

Local secretary-treasurers will perform the duties and responsibilities described for secretaries and treasurers, above.

Policy LOC 8 Section 4

Chief stewards

Local Chief Stewards will:

1. Coordinate the work of stewards in their locals and ensure that their members receive advice and assistance on grievances, staffing complaints and related issues;
2. Recruit stewards and where possible organize and chair the steward's committee/network;
3. Work closely with all stewards, executive officers, committees and liaise with component staff; and
4. Be responsible for certain portfolios or duties as assigned by the president or the executive.

Policy LOC 8 Section 5

Local executive health and safety representative

Local executives will name a member of their executive to hold responsibility for health and safety. Ideally, this position will be distinct from other executive positions.

The local executive health and safety representative will:

1. Act as the local representative on health and safety issues;
2. Participate as one of the union's representatives on the joint union-management health and safety committee;
3. Encourage members' attendance and participation at health and safety conferences, courses and events.

Policy LOC 8 Section 6

Local Human Rights representative

The local Human Rights representative will:

1. act as the local representative on human rights issues;

2. develop knowledge and expertise on such issues as human rights, and employers' human rights plans;
3. keep current on human rights matters by subscribing to publications and accessing other resources;
4. maintain files of materials on human rights;
5. keep abreast of information and resources to advance the interests of human rights for members;
6. Review employer's equity plan on a regular basis;
7. advocate for members on human rights matters by presenting these matters to the employer and the union;
8. provide human rights-related input into the local executive's decision-making processes;
9. develop and promote initiatives that encourage members' participation on human rights matters;
10. advocate for the development and delivery of a comprehensive human rights education program in the local and at the workplace;
11. organize education sessions and sensitization training for local members in conjunction with other local representatives;
12. encourage members' attendance and participation at human rights conferences, courses and events;
13. report to the local executive on his or her activities;
14. communicate actively with regional leadership and representatives on the PSAC human rights Committee; and
15. notify regional leadership—and the Union of National Employees — immediately in the event of an incident related to human rights in the workplace.

Policy LOC 8 Section 7 (09/19)

Local Stewards

For many members, the Steward is the face of the union. The Steward is the visible presence of the union in the workplace. He/she works with and interacts with the members at the workplace and represents them in a specific work area. Stewards are elected or appointed within the Local but are not considered to be a member of Local Executive.

Local Stewards will:

1. Act as the link between members and their elected local officials
2. Serve as local builders who unite members, organize locals, and get members involved
3. Deal with management on workers' on issues
4. Get to know the membership they represent
5. Make themselves available to the membership
6. Meet with members to hear individual or group concerns or complaints
7. Be proactive in identifying and solving problems, rather than waiting and reacting to problems

8. Talk informally to supervisors to address members' issues
9. Mobilize members when management breeches the collective agreement, their own policies or the law
10. Provide representation to members on grievances
11. Organize and participate in workplace actions
12. Work with and take direction from local executive and union staff
13. Engage members in union campaigns

Stewards must take the following oath of office that will be administered by the Vice-President for the Region or designate before taking office.

Steward's Oath

"I, _____, having been appointed/elected as a steward of Local _____ of the Union of National Employees, Public Service Alliance of Canada, solemnly declare that, for my term, I will work with the Officers of the Local to represent the members, and fulfill the obligations and responsibilities of my position as Steward to the best of my ability. I will maintain and uphold the dignity of the union, will always keep confidential all matters concerning the affairs of the union that are brought to my attention, and will promptly deliver to the local or component all monies, records, and other property of the union in my possession at the close of my term."

The Oath will be administered by a member of the UNE Regionally-Elected Team.

For further information, please see:
Policy LOC 7 – *Standard local bylaws*

Policy LOC 9 (09/19) Trusteeship

Policy LOC 9 Section 1 Local Trusteeship

It is incumbent upon the UNE National Executive to place a Local in trusteeship if there is reasonable evidence that the local has:

- a. Failed in its financial obligations to its members; or
- b. Ceased to function and meet it's obligations as per local, UNE, and PSAC governance documents; or
- c. Taken any actions that are deemed injurious to the Union of National Employees (UNE), the Public Service Alliance of Canada (PSAC), or any of its constituent bodies.

Policy LOC 9 Section 2 Trusteeship Order

Any local deemed to have contravened UNE Policy LOC 9, Section 1 may be placed into trusteeship, by a 2/3 majority vote of the members of the UNE's National Executive, at a regular or special meeting.

Policy LOC 9 Section 3

If in Trusteeship

Any such local placed in trusteeship will have its elected offices deemed vacated, and its financial holdings, including local rebates, held in trust by UNE, with all records, financial and otherwise returned to UNE within 10 days of a notification of the decision by the National Executive of UNE.

Policy LOC 9 Section 4

Appointment of Trustees

The national president will appoint the vice-president or assistant vice-president of the region to act as trustee for the local's affairs.

That trustee will:

1. manage the local's affairs;
2. advise members of the local's status and his or her role as trustee;
3. notify the UNE, in writing, of any financial transactions; and
4. work with the national office regarding the local's property.

Policy LOC 9 Section 5

Exit from Trusteeship

A local's duly appointed Trustee(s) may bring forward a motion recommending that the National Executive approve a process by which the local may exit trusteeship. The motion to allow a local to begin exit trusteeship will be by majority vote of the National Executive of UNE.

The Trustee(s) will provide a notification of a general membership meeting to the membership of a local in trusteeship. The purpose of the meeting will be to elect a new local executive, with elected members taking and signing the oath of office described in UNE Bylaws.

The Trustee(s) will also set a time and location for the local membership to review and vote upon the approved financial statements for any of the previous year (or years) that the local was (or were) in trusteeship and approve the budget for the current calendar year.

The Trustee will then schedule a meeting of the newly elected local executive, and the local's trustee and deputy trustees, along with the UNE National President (or their designate) to discuss issues that gave rise to the local trusteeship, and to provide guidance with respect to a successful way forward out from trusteeship.

All parties at such a meeting will be signatories to a signed declaration from all members of the local executive that the issues that gave cause to the past trusteeship have been addressed and resolved.

The two motions to formally remove a local from a trusteeship are:

- a. That the local be allowed to exit from trusteeship, and be afforded all rights and privileges, including return of local monies, and the ability to once again have signing officers for the conduct of its financial affairs;
- b. That the local have all its officers and stewards properly reflected on all applicable UNE websites and databases.

Should any of the two motions listed above not receive a majority vote of the National Executive, the local will remain in trusteeship, and will be reviewed within a ninety (90) calendar day period by the Trustee and reported on at each subsequent National Executive Meeting until Exit from trusteeship has been adopted.

LOC Appendices

Include:

- Appendix A: Local Annual General Meeting Checklist
- Appendix B: Local Bylaws Amendment Process

Appendix A: Union Of National Employees Local Annual General Meeting Checklist

The Union of National Employees' bylaws require that all Locals hold an Annual General Meeting (AGM). We developed this checklist to help guide you through this process.

Locals must contact a member of their UNE regional team (regional vice-president or one of their assistant regional vice-presidents). Members of your regional team can greatly assist you when planning your AGM. They also conduct the elections of officers and can help you resolve matters related to your bylaws.

PART I - What Needs to Accomplish at the AGM

Bylaw 3, Sec 15

Locals' annual general meetings

Each Local will hold a regular annual general meeting to receive annual reports from its officers, financial statements, Local budgets (where applicable) and the minutes of the previous annual general meeting for consideration of business, as required by the Local's bylaws.

- approve the minutes of the previous AGM.
- deal with business arising from those minutes.
- allow the Local president and other executive officers an opportunity to report on their activities to the membership.
- table the treasurer's report including the year-end financial statement, the proposed budget and any related items.
- provide a forum for Local committees to share their reports.
- table any bylaw changes, assuming a minimum 30-day notice period has been provided. Please note that a two-thirds majority vote is required to bring changes to bylaws, assuming that quorum has been achieved.
- propose any changes to Local dues, assuming a minimum 30-day notice period has been provided. Please note that changes to Local dues require a simple majority of members voting (i.e. more than 50%), assuming that quorum has been achieved.
- elect Local officers to form the Local executive. Please note that the roles and responsibilities of Local officers can be found in UNE Policy LOC 8.
- administer and sign the oath of office for newly elected Local executive members. The oath must be administered by an authorized UNE officer and signed by each elected member of the Local executive. Please note that Local executive members cannot assume office until the oath is administered.
- table other business as appropriate.
- announce any upcoming union events.

Your AGM can also provide a forum for guest speakers to make presentations on topics such as collective bargaining, campaigns, etc.

PART II - Documents That Should Be Readily Available

- the most recent local membership listings. This will allow you to ensure that those in attendance are members in good standing. The local should designate an individual to perform this check-in role.
- a supply of blank "application for membership cards" to sign up Rands or update membership information. Completed cards should be forwarded to the UNE head office. Locals should keep a copy of all completed cards.

- copies of your Local bylaws and the UNE's bylaws and policies. You should also have a copy of the PSAC Constitution and the PSAC rules of order.
- copies of the minutes from the previous AGM.
- copies of the Local's financial statement and proposed budget for distribution to the membership in attendance.
- a supply of blank local executive questionnaires and steward listing forms to be completed by members of the newly elected Local executive.
- copies of the oath of office.

PART III - UNE and PSAC Officials' Roles

Your UNE regional vice-president or their designate will:

- discuss their responsibilities as regional vice-president
- update the Local on various national and regional initiatives
- chairs the election of local executive officers and administers the oath to them.
- forward, on behalf of the Local, the completed oaths of office.
- deal with any other matters as appropriate.

UNE staff may be invited to play a specific role:

- National Labour Relations Officers may speak to representational and other services.

PSAC regional representatives may be invited to the AGM and may:

- speak to initiatives, educational opportunities and any other issues to which the Local and the representative agree.

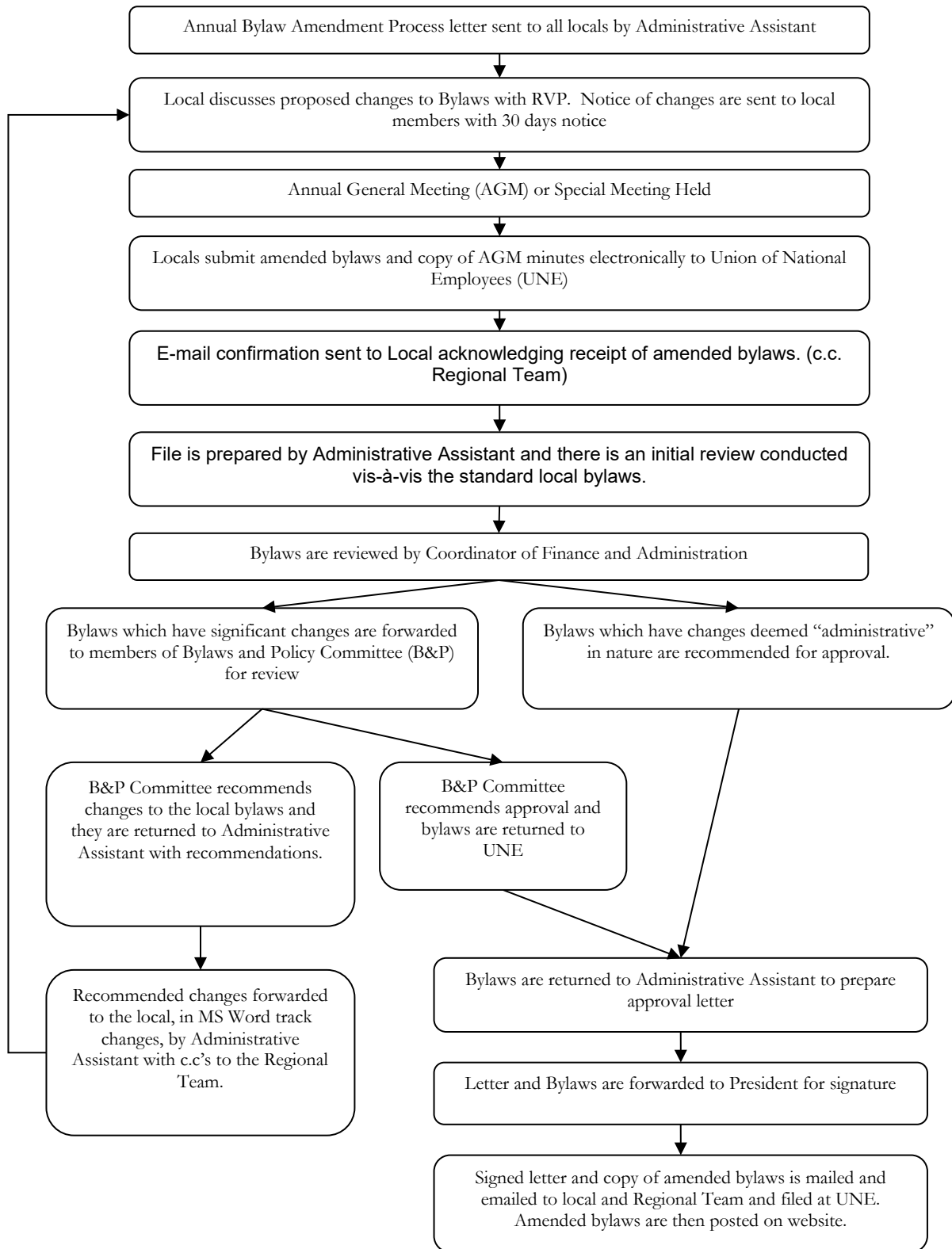
PART IV - Other important information

1. Minutes of the AGM must be forwarded to the UNE as soon as possible following the meeting. The minutes are required to:
 - activate changes to the Local dues
 - support changes to Local bylaws
2. Prior to calling the AGM to order, you must ensure that quorum has been achieved according to the Local bylaws.
3. Participating in an AGM, via teleconference or videoconference, is only permitted if there are multiple meeting locations and the integrity of secret balloting can be maintained.
4. Ensure that candidates standing for office are members in good standing. Only members can vote at a meeting.
5. Members who are on leave without pay must provide proof of 'waiver of dues' from the PSAC President. The waiver application is available on the UNE website.
6. Proxy voting is not allowed according to the PSAC Rules of order.

7. If you plan to use the employer's premises, you must obtain written permission to do so and notify the employer of the date and time of the meeting.
8. Consult with your UNE regional team to ensure that the date chosen for your meeting does not conflict with UNE or PSAC events. The timing is very important to avoid such issues as having Local representatives being designated as late delegates for convention, missing national or regional UNE events, etc.
9. You must provide UNE and the employer with a list of Local Officers. This information should also be provided to members via postings on Union bulletin boards, Local website etc.
10. If new signing officers are elected or designated, the necessary changes must be made with Local's financial institution. The Local must then submit, to the UNE office, a new Schedule D showing three signing officers.
11. You are encouraged to invite UNE National Officers to the AGM, recognizing that they may not always be available.

For additional information, please feel free to contact your Regional Vice-President or visit our website at www.une-sen.org.

Appendix B: Local Bylaws Amendment Process



Membership, duties and responsibilities (MEM)

Policy MEM 1

Life membership

Policy MEM 1 Section 1

Life Membership is the highest recognition that can be given to a member for outstanding service to the members of UNE.

Policy MEM 1, Section 2

A Life Membership may be awarded to any member who, through personal and devoted efforts in the affairs of the UNE, has performed exemplary services for the membership. The member nominated for Life Membership shall have made an outstanding contribution to the welfare of UNE members at various levels of the organization.

Criteria for Application – Current and Past UNE members:

Policy MEM 1, Section 3

The member nominated must have made an outstanding contribution for a period of at least ten years - not necessarily consecutive. It is possible, however, to consider an award for one single outstanding performance if it was something of exemplary value to the organization.

Policy MEM 1, Section 4

A Life Membership will normally only be awarded to a person who is a member of the UNE at the time the application is made. However, retroactive consideration can be given to former members, if warranted.

Policy MEM 1, Section 5

A member shall be granted applicant status if nominated during a period of lay-off or on leave without pay.

Procedure to Award a Life Membership, and Subsequent Honours:

Policy MEM 1, Section 6

The awarding of Life Memberships shall be referred to the Honours and Awards Committee of UNE for review and recommendation to the National Executive.

Policy MEM 1 Section 7

All decisions in the awarding of life memberships shall in all circumstances require a two-thirds majority of the National Executive assembled in a regular meeting and voting by secret ballot.

Policy MEM 1 Section 8

Any award for Life Membership bestowed by the Union of National Employees will also be forwarded to the Honours and Awards Committee of the Public Service Alliance of

Canada as the honouree will have been deemed to have performed exemplary service for the Public Service Alliance of Canada.

Effect of a Life membership Award:

Policy MEM 1, Section 9

A member or past member bestowed a Life Membership Award will receive an appropriate framed certificate from UNE, plus the honour of attending Union of National Employees' Conventions as a guest.

Policy MEM 1, Section 10

A Life Member of the UNE, who is eligible for regular membership in the UNE, shall be entitled to all the rights and privileges of membership in the various parts of the PSAC.

Policy Mem 1, Section 11

Life Members within the Union of National Employees will cease paying the UNE portion of their dues, while otherwise eligible for regular membership in the PSAC.

Exceptions:

Policy MEM 1, Section 12:

A member who has been granted Life Membership in the UNE shall have their Life Membership placed "in abeyance" for the duration of their employment while they are employed in a confidential or managerial capacity or in any position where they are barred from participation in the union by reason of the terms and conditions of their employment.

Revocation of Life Membership

Policy MEM 1, Section 13

A life membership may be revoked for any act considered prejudicial to the good and welfare of the Component.

Policy MEM 1, Section 14

Revocation of a life membership will require a motion and a two-thirds majority vote of the National Executive assembled in a regular meeting and voting by secret ballot.

For information related to membership issues, please see:

Bylaw 7—*Discipline*

Policy FIN 3—*Financial assistance for representation*

Policy FIN 4—*Family-care policy*

Policy FIN 5—*Payable allowances*

Policy FIN 10—*Relocation expenses for paid political positions*

Policy NEN 4—*Language training*

Policy NEN 6—*Harassment in the workplace*

Policy NEN 7—*Media policy*

Policy CE 6—*Email protocol*

Money and finances (FIN)

Policy FIN 1 (09/19)

Local finances

Policy FIN 1 Section 1

Financial records

Financial records

In addition to the annual audited statement of local finances required under UNE Bylaws, locals will submit, on a form supplied by the Union of National Employees (Schedule D):

1. the names of the banks and the names and addresses of the branches where their accounts are held;
2. the account numbers;
3. the names and signatures of the officers of the local authorized to sign cheques and other bank documents; and
4. a declaration by each officer referred to in paragraph c) that:
 - i. neither the officer nor, to the best of his or her knowledge, any other person has a bank card or credit card linked to any of the local's financial accounts.
 - ii. the officer has not approved or made a reimbursement of dues to Local members, whether by cash, cheque, gift card, or any other means.

This form will be submitted to the Union of National Employees annually with the required financial statement. It will also be submitted when any change is made to the bank account numbers, branches or banks, or to the officers authorized to sign cheques and conduct banking business.

Policy FIN 1 Section 2

Locals will submit with their financial statements their bank statements or copies of their bankbooks to cover the period up to December 31. They will also submit schedules of investment certificates and balances of mutual funds or investment funds held at December 31.

Policy FIN 1 Section 3

In accordance with UNE Bylaws, locals will maintain financial records and submit annual financial statements.

Policy FIN 1 Section 4

A local with annual revenues of up to but not more than \$5,000 will maintain financial records at least equal to a simple cashbook or daily journal and will submit an annual financial statement that has been independently reviewed either on a form supplied by the Union of National Employees or on a copy of the form.

Policy FIN 1 Section 5

Locals with annual revenues that exceed \$5,000 will keep financial records in a double-entry bookkeeping system or equivalent. They will submit a comprehensive annual financial statement, independently reviewed in accordance with Bylaw 5. This financial statement will be supported by a copy of the annually approved budget, or by minutes of meetings that contain resolutions authorizing expenditures not approved by the annual budget, or that are in excess of financial limits set by the local's bylaws.

Local financial reviews

Policy FIN 1 Section 6

Independent financial reviews are to be done by professionally designated accountants who are members in good standing as a CA, CGA or CMA for locals with annual revenues (dues rebates and interest) in excess of \$25,000 or assets valued in excess of \$50,000.

Policy FIN 1 Section 7

Independent financial reviews for locals with revenues up to \$25,000 and assets up to \$50,000 may be done by two members of the local other than a professionally designated accountant. These persons will neither be members of the local's executive, nor be signing officers for the local.

Policy FIN 1 Section 8

Independent financial reviews should include, but are not limited to:

1. verification of bank balances through bank reconciliations and bank confirmation;
2. verification of assets including tracking investments, purchasing of furniture, equipment;
3. verification of receipts and appropriate documentation for expense payments,
4. verification that monies properly due to the Government of Canada or the appropriate provincial governments have been paid; and
5. verification that monies owed to the local are recorded and tracked.

Policy FIN 1 Section 9

A regional vice-president may ask that the national executive direct the national president to order an independent audit of the local's financial records

Such audits will include, but not be limited to, verification that the local has adhered to its bylaws and that its expenditures have not contravened any provisions of the Union of National Employees' bylaws or polices.

Following this audit, a full report including recommendations will be submitted to the National President. Costs related to this audit will be borne by the local.

Policy FIN 1 Section 10

Staff may help locals meet audit requirements by providing advice and guidance, but this will not satisfy the conditions described in Section 6, above.

Policy FIN 2

Financial assistance to locals

Grants

The Union of National Employees may make a grant of \$500, when a regional vice-president makes such a request or when a new local makes a written request to the Union of National Employees. Grant requests will be submitted to the national executive for approval.

Policy FIN 3

Financial assistance for courses and conferences

The Union of National Employees will not assist locals in attending courses or conferences offered by another organization when these courses (or similar ones) are available through PSAC. In the event that a PSAC course or conference is not offered at a particular time and place, the local or member may ask the Union of National Employees' education committee (through their RVP) for an exemption. This request will meet all of the following criteria for assistance:

1. The request will include a rationale for attending the course or conference, including a needs analysis for the skills, knowledge and benefit it will bring to the local and the membership.
2. Each request will be accompanied by a copy of the latest local financial statement and a justification for requesting Union of National Employees funds instead of using local funds.

3. The request will be accompanied by a complete costing for attending the course or conference, including travel, loss of salary, meals, incidentals, child/family care and any additional costs related to accommodation. This costing will include what portion will be borne by the member or local, if any, and what portion is being sought from the component.
4. Each request will be accompanied with a course or conference outline and any other supporting documentation (i.e. registration form, etc.).

Reviewing requests

Once the education committee receives all of the documentation listed above, it will review the request and make a recommendation to the national executive. Every effort will be made to respond to requests within six weeks.

Policy FIN 4

Financial assistance for representation

Policy FIN 4 Section 1

Final-level grievances

Once a final-level hearing has been scheduled for a grievance, and should the grievor wish to attend the hearing, they will notify the local or the regional vice-president about the matter.

The regional vice-president will discuss with the appropriate staff person and the national president the particulars of the grievance and their recommendation about whether it would be beneficial to have the grievor present. The national president makes the final determination, including whether the grievor should attend at the component's expense. This decision will be communicated in writing to the local and the member in question.

If the grievor wishes to attend the hearing despite the decision of the national president, they will submit a formal request through the appropriate regional vice-president to the full national executive. This request will include the details of the grievance and the justification for the grievor being present. The decision of the national executive is binding.

In situations where a final-level grievance hearing is scheduled prior to a national executive meeting, the component will reschedule the hearing to a date following the next meeting. If the department or agency is unable or unwilling to reschedule the date, the national president will submit all written documentation relating to the decision and appeal to the national executive for an emergency vote.

Criteria to attend final-level grievance hearings

1. The member has additional information that may influence the outcome of the hearing;
2. the grievance could set a precedent for a group of members;
3. the grievance deals with a potential discharge situation; or
4. special circumstances exist whereby the component deems it necessary for the member to attend.

Policy FIN 4 Section 2

Assistance to locals representing outside of their headquarters area

Locals are encouraged to represent members outside the local's headquarters area. When financial assistance is required for such representation, a local will submit a request in writing to the appropriate regional vice-president.

The regional vice-president reviews all applications for financial assistance using the following criteria:

1. whether the member was represented by the local at first level and the local has completed all relevant documentation;
2. whether the representation is cost effective for the local;
3. if there will be no representation in person; or
4. if the financial resources of the local do not allow such representation.

The regional vice-president, having reviewed the criteria, will make a recommendation to the national president about how much financial assistance should be provided.

Policy FIN 5

Family-care policy

The Union of National Employees understands that our members may use the term *family* to define a multitude of living arrangements. Our family-care policy (FCP) supports this diversity, helping all our members cover the care costs they incur while attending authorized activities on behalf of the Union of National Employees.

What the FCP covers

A Union of National Employees member may claim expenses relating to the care of any of the following family members who live full-time or part-time with the member:

1. children under 18 years of age;

2. persons with disabilities; and
3. dependent adults who need care.

The FCP is intended to cover costs for care provided during normal business hours (from 7:30 a.m. to 5:30 p.m.), but members who are sole caregivers may also use the FCP to claim costs for care overnight (from 5:31 p.m. to 7:29 a.m.).

The Union of National Employees will make every effort to offer on-site child-care services led by early childhood educators or other certified caregivers. We will also attempt to make these caregivers available for hire during the evening sessions that form part of our regular schedule of events.

What the FCP does not cover:

1. Family-care costs that would normally have been incurred during work hours had the member otherwise been at work.
2. Costs for care provided by a spouse, partner or relative who resides in the member's household.
3. Costs normally paid by other sources.

Costs compensated

Family-care expenses will be reimbursed as follows:

1. Where someone other than a spouse/partner or licensed agency or caregiver provides care, the FCP will pay:
 - actual costs up to \$50 per day for the first family member;
 - actual costs up to \$25 per day for each additional family member; and
 - actual costs up to \$30 per night, per family member for overnight care.
2. If a licensed agency or attendant provides care, the FCP will reimburse all costs.
3. Where the Union of National Employees provides on-site childcare, the FCP will pay the cost of meals for the duration of care, as well as any additional shared accommodation costs.
4. Upon request, the Union of National Employees' finance section will consider unusual circumstances that result in care costs that exceed the above rates and

allowable expenses. (Please provide detailed information to the finance section in advance of the activity.)

How to claim costs

Members should complete a Family Care Expense Claim form (found in Appendix B) and submit it to the Union of National Employees' finance section. Include a receipt that lists the caregiver's name, address, telephone number, license number (if applicable) and signature, as well as the dates and hours worked.

Incomplete forms will not be processed for payment.

Policy FIN 6

Payable allowances

Members, officers and staff authorized to travel on Union of National Employees business are entitled to reimbursement for their travel expenses in accordance with Union of National Employees policies.

Policy FIN 6 Section 1

Per diem

The current Union of National Employees *per diem* is paid in all circumstances where it is appropriate. In the event an individual travels but does not require the full *per diem*, the component pays the applicable portion.

Policy FIN 6 Section 2

Salary

1. Reimbursement for an individual's loss of salary or leave from his or her place of employment, or loss of employment insurance or disability insurance are paid according to the employer's job classification system unless this rate is less than the minimum rate established by the national executive.
2. Adjustments are made for salary increases that result from promotions, contract settlements and periods in which a member collects acting pay.

Policy FIN 6 Section 3

Submitting claims

Expense claims will be submitted to the Union of National Employees for payment no later than the third Monday of the month following the month in which expenses were incurred.

Policy FIN 6 Section 4

National Capital Region members

Members of the Union of National Employees who work in the National Capital Region and are required to attend national executive meetings during working hours are entitled to claim the daily *per diem*.

Policy FIN 6 Section 5

Private accommodation

Component members, officers and staff members who stay in private accommodation during travel are entitled to an allowance of \$50 per night. This allowance is in lieu of any other accommodation expense.

Policy FIN 7

Travel expenses

Where the Union of National Employees is responsible for the payment of travel costs, the following will be adhered to:

1. All airfare will be at economy or lower rates except where upgrading or an alternate form of travel is required for a medical condition, or in an exceptional situation as determined by the national president or his or her designate. First-class air travel is strictly prohibited. Business-class or executive-class air travel, or their equivalent, will be preauthorized by the national president or his or her designate.
2. Where it is economically more feasible to depart or return on a weekend, the Union of National Employees pays additional *per diem* and hotel costs. This occurs only when the reduced cost of airfare is a greater saving than the additional cost of the *per diem* and hotel and possible loss of salary. The component will advise the individual of this option; however, the final choice remains with the individual involved.
3. The Union of National Employees applies a time of return home policy. If the member is able to return to his or her home by 10 p.m. on the day of an event's closing, travel will take place on that day. If travel time prevents arrival home by 10 p.m., an overnight stay will be approved. **(10/12)**

4. Wherever possible, all services and products used by the Union of National Employees, its executive and staff should be purchased from unionized businesses.
5. If travel by personal automobile is approved, transportation rates for the use of an individual's car are paid at the component rate up to the equivalent lowest airfare available, as per part 1. No additional money is to be paid if the kilometre rate is used as a result of a personal request. Individuals who use a personal vehicle for a Union of National Employees business or function will ensure that they are appropriately insured. Insurance costs will be assumed by the individual using the vehicle.
6. Where appropriate, car rentals at a rate of compact or mid-size may be approved rather than the individual using their personal vehicle. All associated costs due to the rental will be covered by the Union of National Employees.
7. Where an advance has been issued and no claim has been received to substantiate it, no further advances will be issued until the outstanding claim is received.
8. Taxi, train, bus and ferry fares will be paid up to the equivalent of the lowest airfare available as per part 1 when they are incurred for Union of National Employees business and when receipts are provided.

Policy FIN 8

Executive expenses

The following policies apply to all members of the national executive (as defined by Bylaw 2, Section 1), their assistants as well as members of the Human Rights committee:

Policy FIN 8 Section 1

Pay

They are paid on days of rest and holidays while they are on Union of National Employees business. This pay does not exceed 7.5 hours per day and is paid at a rate equivalent to the average wage of a Union of National Employees member and is paid only when required to work outside their home. They can also be paid up to 7.5 hours per month for hours worked from home on a day of rest. Such hours should be clearly identified on the expense claim. Component business also includes travel time as defined in the next paragraph. The minimum average wage of component members is reviewed at the first national executive meeting of each calendar year.

Policy FIN 8 Section 2

Travel

Travel time is paid for all travel while the member is in travel status (more than 60 km away from one's headquarters or home). Remuneration is paid according to the standard established in the paragraph above. This applies to all national executive members, and the assistant Regional vice-presidents, as well as members of the human rights committee.

Policy FIN 8 Section 3

Supplies

Supplies acquired by executive members are paid provided the member can produce receipts and has not made unreasonable purchases. For example, supplies could include postage, paper, envelopes etc.

Policy FIN 8 Section 4

Meetings

Members of the national executive are paid actual and reasonable expenses when they attend meetings within their headquarters area. (Hotel accommodation must be approved by the National President).

Policy FIN 8 Section 5

National Capital Region

Members of the national executive in the National Capital Region who are not in travel status and who attend meetings of the national executive are paid the same *per diem* as other members of the national executive.

Policy FIN 8 Section 6

Other

The Union of National Employees may consider other costs when the executive member can show that the cost was incurred as he or she carried out responsibilities as an elected member of the national executive.

Policy FIN 9

Hospitality and public-relations expenses

Purpose

Sometimes, hospitality or public-relations expenses incurred in connection with official Union of National Employees business are in the best interest of the component and its members. The following is a guide to executive officers and staff to ensure that the use of such expenses is consistent with union principles and the fiduciary responsibility of

the component. It is understood that any expense should be incurred in the most cost-efficient manner possible.

This policy applies to activities that promote the Union of National Employees to the public and component members. It establishes and communicates the rules governing the allowance of hospitality and public relations expenses, including reimbursement to the executive and staff.

This policy should be read in conjunction with Policy FIN 8, *Executive expenses* and Policy CE 4, *Conflicts of interest*.

Definitions

Hospitality expenses

Expenses incurred to purchase or provide meals, refreshments or small tokens of acknowledgment incurred for promotional or members' business.

Allowable hospitality expenses

Expenses approved when they are directly related to component business are:

1. appropriate to the occasion;
2. reasonable in amount; and
3. serve a *bona fide* component purpose.

Seminar/convention hospitality

Expenses incurred for the purpose of providing hospitality to members and invited guests at component seminars, conventions and other component-sponsored events.

Gifts

Non-cash items of nominal value presented to individuals as a token of appreciation for their work or service.

Memorial donations

Upon notification to the president's office, an amount not to exceed \$100 will be donated in memory of a deceased person, usually the parent or child of a national executive officer, staff member or member of the national board of directors. Other memorial donations will be considered by the national executive on a case-by-case basis.

Receptions

Normally, a reception provided during a component-sponsored event with cash-bar service only for alcoholic beverages. Refreshments could include soft drinks, juices, coffee, tea and hors d'oeuvres. The cost of these events is charged against the event

being held. No more than \$30 per attendee should be incurred for such activities, including room rentals, gratuities and taxes.

Solidarity contributions

Contributions to striking locals' or unions' activities, other than those of Union of National Employees community contributions, such as support for local or union activities.

Requirements for reimbursement:

1. For expenses of less than \$100, original receipts will be submitted on a Union of National Employees expense claim form, including information regarding the circumstances of the expenditure and the names of those present. Expenses incurred in the regions will be charged against the appropriate regional budget.
2. For expenses that are projected to be greater than \$100, pre-approval is required from the national president. Requests should be forwarded to the national president in writing, including an estimate of the total cost, the location of the event, date of the event, the number of attendees, benefit to the Union of National Employees or region and the reason for the proposed expenditure. Hospitality expenses incurred in the regions will be charged against the appropriate regional budget.
3. During Union of National Employees seminars, conferences and conventions, a hospitality suite will normally be maintained with the hours determined by the national executive members hosting the event. The amount to be spent is determined by the national executive and costs are charged to the specific event provided that no more than \$10 per attendee per day will be incurred.
4. Hospitality expenses and meal *per diems* cannot be claimed simultaneously. If the hospitality expense includes a meal and the expense is claimed and reimbursed, no meal *per diem* can be claimed.
5. Staff who expect to incur or offer hospitality will seek approval from their supervisors to claim reimbursement.
6. Appropriate hospitality expenses do not normally include those incurred for family members or staff unless approved in advance.
7. No alcohol expenses are reimbursed for staff events.

Policy FIN 10

National executive election-campaign expenses

One of the cornerstones of unionism is open democratic elections. They enable the membership to choose and empower its organizational leadership. Through this dynamic process, individuals can seek leadership roles, express different perspectives on issues and promote new directions for the organization. This open process will be balanced with some fundamental guiding principles to ensure an ethical and legal context as defined in Sections 1 and 2 below.

Policy FIN 10 Section 1 Expenditures

1. The spending limits for candidates for national executive will not exceed \$5,000.
2. The cost of a suite or room is not included in the spending limit.
3. The monetary value of donated literature, posters, handouts, buttons and other paraphernalia, food and refreshments will be included in the spending limit.
4. Receipts for campaign expenses, along with a detailed accounting of all materials, materials in kind, monetary donations and expenditures incurred will be submitted to the Union of National Employees' financial officer within 90 days of an election. Following the 90-day limit, the financial officer will make a report to the national executive meeting listing the candidates who have submitted receipts and those who have not. This list will include candidates running for all national executive positions, including regional vice-presidents and assistants and members of the human rights committee.

Policy FIN 10 Section 2 Ethical considerations

Prospective candidates are prohibited from:

1. using component funds;
2. using material, services and equipment from the Union of National Employees office;
3. using other material, service and equipment that lead to additional costs to the component;
4. soliciting the assistance of any staff member; or
5. using the component logo, trademark or any facsimile thereof on campaign material.

Prospective candidates:

1. will obtain the approval of one of the three national officers for any material that is included in Union of National Employees mailings;
2. will avoid personal attacks and slanderous comments;
3. will be provided with a list of all members who are eligible to vote; and
4. will be treated equally by the component. For example, if any candidate is allowed to give a campaign speech at a union meeting, all candidates for that position should be given the same opportunity.

Prospective candidates will be provided with a reasonable period prior to the election for campaigning. What constitutes a reasonable period depends on the circumstances, including the method of nomination, the number of members eligible to vote, and the geographic area involved. (These parameters are determined by the national president and will be in accordance with any applicable component bylaws.)

Policy FIN 11

Relocation expenses for paid political positions

The purpose of this policy is to authorize the Union of National Employees to reimburse actual and reasonable relocation expenses for paid political positions.

Policy FIN 11 Section 1

When a member is elected

A member who is elected to a full-time paid position is paid relocation expenses if he or she moves to the National Capital Region (NCR) to comply with the terms and conditions of employment.

Policy FIN 11 Section 2

When a member ceases employment

When the full-time elected person ceases to be employed full time for any reason except misconduct, the member will be paid relocation expenses provided that he or she:

1. resided outside the NCR at the time of the election;
2. does not accept any other employment in the NCR after the termination of employment;
3. applies for relocation expenses within three months following the termination of employment; and
4. does not resign during the first term of office for reasons other than exceptional personal circumstances as determined by the national executive.

When a member ceases to be employed as a full-time elected officer of the Union of National Employees, that person is entitled to collect relocation expenses to return to the place where he or she resided prior to accepting his or her full-time position (provided the member is in compliance with Section 2, above). Any expenses will be actual and reasonable.

Policy FIN 11 Section 3

When a member chooses not to relocate

Should the officer not relocate to his or her prior place of residence, he or she may be paid up to an equivalent amount to locate outside the NCR, provided the expenses are actual and reasonable.

Policy FIN 11 Section 4

Death of a member

1. If the full-time elected member dies during the term of office, a spouse, common-law partner or dependants are entitled to relocation reimbursement subject to the same conditions as above. If an immediate family member requests, the family may be paid assistance for transporting the deceased's remains to their former place of residence.

SPECIFIC ALLOWABLE EXPENSES:

Policy FIN 11 Section 5

House hunting:

1. house-hunting trip—up to six nights of accommodation for the member and their spouse or common law partner; meals and incidentals up to five days plus two days travel; family care for seven days; travel (air, etc);
2. home-inspection trip for the purposes of purchasing a principal residence—up to three night's accommodation; meals and incidentals for two days plus two days of travel for the member and his or her spouse or common law partner; travel costs, family care;
3. rental car if required, and gas expenses with receipts.

Policy FIN 11 Section 6

Interim housing/living expenses:

1. in old location—accommodation during packing, loading, cleaning; up to three night's accommodation for member and dependants; meals and incidentals for up to three days for member and dependants;
2. up to five days paid time off work to prepare personal effects for shipment and for other appointments related to the relocation;
3. accommodation, meals and incidentals up to 15 days for the member and his or her dependents if they are between residences;
4. in new location—accommodation, meals and incidentals for the member and his or her dependants for unloading and packing for up to two days; and

5. in both locations—family care that may be required during the packing and unloading days.

Policy FIN 11 Section 7

Travel to new location:

1. transportation by the most appropriate means for the member, his or her spouse/common-law partner and dependants;
2. meals and incidentals while in travel status for the member, his or her spouse/common-law partner and dependants; and
3. accommodation while in travel status for the member, his or her spouse/common-law partner and dependants.

Policy FIN 11 Section 8

Disposing of accommodations at the old location – If Rental or Lease:

If renting, the member should attempt to schedule his or her move to avoid lease-liability payments in the old location. The member should also seek a rental accommodation in the new location that will be available at the time of the move. This reduces the payment of rent in advance and interim accommodation costs. The component will reimburse the following expenses:

1. up to three months rent liability or more if more notice is required by law;
2. professional cleaning of residence up to \$500;
3. one month's advance rent for the new rental location;
4. rental agency fees, if required; and
5. legal fees, if required, to review new lease.

Policy Fin 11 Section 9

Disposing of accommodations at the old location – If a homeowner:

If the member is a homeowner, the home is his or her principal residence, the home is sold within 12 months of the member being elected to full-time office, and the member purchases a house in the NCR, expenses that are actual and reasonable for the following will be paid:

1. real-estate commission at rates of up to six percent on both old and new properties should costs on either or both ends of the sale/purchase be incurred;
2. legal fees and disbursements on both old and new properties;
3. appraisal fees for one professional appraisal on each property;
4. mortgage administration fees including penalties, upon provision of receipts/invoices;
5. mortgage interest differential up to a maximum of \$10,000;
6. member who relocated as a paid political officer and must relocate, in accordance with FIN 10 Section 1, who sell their home at a loss are entitled to reimbursement for 100% of the difference between the original purchase price and the sale price of the old property.
7. rental car at new location on an interim basis, until the private vehicle shipment to the new home location (NEW)

8. interest on a short-term bridging loan as well as any necessary legal and administrative fees associated with the loan;
9. attending/power of attorney fees;
10. (one structural inspection of the new residence);
11. Temporary dual residence assistance up to a six-month maximum, including accommodation, meals and incidentals (at 65 percent of the dinner rate, for the member, spouse or common law partner of the member, and dependent(s) of the member if applicable. This assistance will apply to each individual identified above commencing on the date of the actual residency in the NCR Region until the dual residency ends or six months which ever comes first;
12. any utilities, or home security fees while not occupying the old residence, and residing in the NCR, in accordance with FIN 10, Section1;
13. commuting assistance up to six months to a maximum of \$500 per month;
14. professional cleaning up to a \$500 maximum;
15. return trip to finalize sale and transportation, meals and incidentals up to two days;
16. return trip to make the move, and accommodation, transportation, meals and incidentals up to five days plus two days of travel to pack.

Policy FIN 11 Section 10

Shipment of household goods and effects:

1. reimbursement of actual costs for shipping up to 20,000 lbs. or 9,071.94 kg of personal household goods and effects from old to new location and return, if required;
2. storage in transit, if required, up to 90 days;
3. basic insurance up to \$100,000;
4. shipping of two private motor vehicles if required; and
5. packing and crating of personal goods and effects.

Policy FIN 11 Section 11

Other related relocation costs:

1. connection or disconnection of public utility services such as telephone, water, electricity, gas and cable;
2. connection or disconnection of electronic or electrical equipment such as internet, satellite dishes, etc;
3. payment of local licenses such as automobile and driver's licenses if moving from a different province;
4. Vehicle registration costs, including spouse or common law partner, if applicable, including safety inspection, certificates, and front license plate bracket and installation, if from out of province, and if required;
5. cost of new locks at new residence, including labour;
6. costs paid to Canada Post for change of address; and
7. Spousal employment search costs to a maximum of \$10,000

Policy FIN 11 Section 12

Exceptional circumstances:

The Union of National Employees recognizes that there may be exceptional

circumstances in which costs could be incurred that are outside the items listed above. The member may make a request to the national executive for special consideration. All requests will be accompanied by an explanation and details of actual expenses, including receipts.

Policy FIN 12

Statement of Investment Policy

Responsibilities:

The Board of Trustees has delegated the management of the funds as follows:

The Finance Committee will:

- Establish and amend the Policy Statement
- Review annually the Policy Statement
- Recommend to the Board, the Investment Manager
- Review at least quarterly the fund's performance
- Review at least annually the Investment Manager's performance
- Be responsible for the delegation of any responsibility not specifically mentioned

The Investment Manager will

- Invest the UNION OF NATIONAL EMPLOYEES assets in accordance with the Policy Statement
- Participate in annual reviews of the Policy Statement
- Present a quarterly report to the Finance Committee which will include a brief review and outlook for the economy and the capital markets, investment performance data in relation to the objectives, and prescribed benchmarks, a demonstration of adherence to the various parameters and limits included in the investment Policy, and a detailed listing of all transactions.

Investment Objectives

The objective of the Policy is to set investment guidelines for the Organization's funds. The assets of the UNION OF NATIONAL EMPLOYEES Fund (FUND) shall be invested and reinvested with a view to:

- a) Preserving the purchasing power of the capital contributed to the Fund.
- b) Achieving real appreciation in the capital of the Fund over the long-term.
- c) Achieving an optimum rate of return on investments of the Fund consistent with (a) and (b) above with a median performance measure relative to the appropriate benchmarks.

It is the belief of the Organization that using a professional Investment Manager can maximize investment returns.

The investment Policy will be reviewed on an annual basis by the Finance Committee of the Board of Trustees of UNION OF NATIONAL EMPLOYEES expected need for funds, and the recommendation of the Investment Manager. The Investment Manager has the discretion to make changes to the mix of assets as long as the changes adhere to the Asset Class ranges and guidelines.

Subject to the above noted principles, the following constitutes the investment policy of the **UNION OF NATIONAL EMPLOYEES**

CURRENT STRUCTURE		
<i>Fixed Income Portfolio</i>		
<i>Fixed Income Strategy</i>		
Ranges		
Category of Investment	Minimum	Maximum
Cash Equivalent Assets	0%	20%
Fixed Income Securities	50%	90%
Equity Securities	10%	30%

Permissible Investments:

1. Cash Equivalent Assets

The fund may be invested in the sub-categories set out below, or in Mutual (or Pooled) Funds following the same guidelines.

- a) Debt obligations issued or guaranteed by the Government of Canada or a province thereof,
- b) Debt obligations issued or guaranteed by a Canadian municipal government provided that they are rated at least A-1 by the Standard and Poors / Canadian Bond Rating Service (S&P/CBRS) amalgamated rating service or R-1 on the Dominion Bond Rating Service (DBRS).
- c) Debt obligations issued or guaranteed by a corporation, incorporated under the laws of Canada or a province thereof, provided that they are rated at least A-1 by the Standard and Poors /Canadian Bond Rating Service (S&P/CBRS) amalgamated rating service or R-1 on the Dominion Bond Rating Service (DBRS).
- d) Bankers acceptances of a bank listed in Schedule A or Schedule B of the Bank Act (Canada) provided the bank is rated at least A-1 by the Standard and Poors

- / Canadian Bond Rating Service (S&P/CBRS) amalgamated rating service or R-1 on the Dominion Bond Rating Service (DBRS).
- e) Term deposit receipts of a bank listed in Schedule A or Schedule B of the Bank Act (Canada) provided the bank is rated at least A-1 by the Standard and Poors / Canadian Bond Rating Service (S&P/CBRS) amalgamated rating service or R-1 on the Dominion Bond Rating Service (DBRS).
- Maximum Amount – except as to obligations issued or guaranteed by the Government of Canada and Province of Ontario, no more than 10% of the total market value of the amount from time to time invested shall be invested issued or guaranteed by any one issuer.
 - Term – No debt obligation may be purchased unless it is payable on demand or matures in accordance with the terms within one year from the date of investment.
 - The Fund may deposit monies with the custodian at the rate of interest from time to time offered by the custodian for similar deposits and the Fund may be invested in debt obligations of the custodian at the rate of interest from time to time offered by the custodian for similar debt obligations.

2. Bonds and Fixed Income Investments

The following rules apply to investment of the Fund in bonds and or Bond Mutual (or Pooled) funds.

- a) Not less than 20% of the total market value of the Fund from time to time invested in fixed income securities shall be invested in obligations issued or guaranteed by the Government of Canada
- b) Except for bonds issued or guaranteed by the Government of Canada and the Province of Ontario, no more than 10% of the total market value of the Fund from time to time invested in fixed income securities shall be invested in obligations issued or guaranteed by any one issuer.
- c) No more than 65% of the total market value of the Fund from time to time invested in fixed income securities shall be invested in obligations issued or guaranteed by corporations.
- d) The Fund shall not invest in any bond (obligation) unless the debt obligations of the issuer are rated not less than “BBB+” by the Standard and Poors*/Canadian Bond Rating Service (S&P/CBRS) amalgamated rating service or “A” on the Dominion Bond Rating Service (DBRS).
- e) The average term and duration of the bonds held in the Fund shall be varied according to the Investment Manager’s anticipation of adjustments in interest rates.
- f) Mortgage, real estate and private placements will not be purchased except where guaranteed by the Federal Government.

- g) Investments shall not be with anti-union, environmentally non-friendly or non-Canadian organizations.

*This takes into consideration the more stringent valuation and rating techniques used by Standard and Poors (S&P) over the former Canadian Bond Rating Service (CBRS). The BBB+ rating of the newly combined S&P/CBRS is similar to the DBRS "A" rating. The Fund may purchase split rated bonds.

3. Equities

The following rules apply to investments of the Fund in common shares and other equity securities or in Equity Mutual (or Pooled) Funds.

- a) The fund shall own no more than 10% of the voting shares of any one issuer; and
- b) No investments shall be made in common shares of any one corporation if, after giving effect to the proposed investment, the total market value of the Fund's holdings in common shares of the issuer shall exceed the Lesser of
- 5.0% of the total market value of the Fund's investment or 10% of the Total Market Value of the of the Fund's investment in equities.
 - The percentage of the total market value of the Fund's investment which equals the weighting of the issuer on the Toronto Stock Exchange 300 Composite Index.
- c) The fund shall own shares in union friendly Canadian Companies only
- d) Investments shall not be with anti-union, environmentally non-friendly or non-Canadian organizations.

Performance Review

The Finance Committee on a quarterly basis shall review investment Performance. In judging the performance the committee will consider a number of measures including, but not limited to, the following:

- 1) Comparison of overall rate of return of the investment funds to the expected benchmarks.
- 2) Comparison of the overall rate of return of the invested funds to the rate of return of the Short Term securities, this latter measure to act as a proxy for the rate of return which would have been achieved in a passive management strategy.
- 3) Comparison of the rate of return of the short-term securities or Short Term Mutual (or Pooled) funds to Government of Canada 30-day Treasury Bill

- returns, with the expectation that the Fund's short term returns should be similar
- 4) Comparison of the rate of return of the fixed income securities of Bond Mutual Funds to the Scotia Capital Short/Mid Bond index, with the expectation that the Fund's return should be similar.
 - 5) Comparison of the rate of return of the of the equity securities or Equity Mutual (or Pooled) funds to the TSE 100 Index, the S&P 500 Canadian Dollar Index and the MSCI World Index, in their proportionate weight, with the expectation that the Fund's returns should be somewhat superior.
 - 6) At least annually, the Fund Manager will meet with the Finance Committee to review objectives, performance, and the investment outlook.

Amendments of this policy

This policy can be amended at any time but must be formally reviewed once per year by the Finance Committee. Any changes shall not be effective until they have been presented to, and approved by, the Board of Trustees of the UNION OF NATIONAL EMPLOYEES.

If the Investment Managers wish to temporarily alter any of the above guidelines due to market conditions, all such requests must be approved by the officers of the Board of Trustees (The Finance Committee).

Appendix A

Includes:

- Appendix A: Family Care Expense Claim

FIN Appendix A - UNION OF NATIONAL EMPLOYEES, PSAC, FAMILY CARE EXPENSE CLAIM FORM

COMPLETE ALL SECTIONS TO ENSURE PAYMENT OF CLAIM.

NAME OF MEMBER: _____

ADDRESS: _____

_____ POSTAL CODE _____

UNION OF NATIONAL EMPLOYEES FUNCTION: _____

(TITLE OF CONFERENCE, COURSE, MEETING, ETC. - PLEASE SPECIFY)

DATE OF FUNCTION: _____

CLAIMS WILL BE PROCESSED FOR EXPENSES INCURRED OUTSIDE NORMAL WORKING HOURS ONLY

----THE FOLLOWING INFORMATION IS FOR UNION OF NATIONAL EMPLOYEES INTERNAL USE ONLY AND WILL REMAIN CONFIDENTIAL---
--

CARE PROVIDED BY: UNLICENSED CAREGIVER LICENSED AGENCY/CAREGIVER LICENSE No: _____

NAME OF CAREGIVER OR AGENCY : _____

ADDRESS: _____ PHONE: _____

DATE AND HOURS CARE WAS PROVIDED: _____

SECTION A - COST OF CARE

RATES: **UNLICENSED CARE**

MAXIMUM \$50/DAY FOR FIRST FAMILY MEMBER AND \$25/DAY FOR EACH ADDITIONAL FAMILY MEMBER

MAXIMUM \$30 /OVERNIGHT FOR EACH FAMILY MEMBER

LICENSED CARE

AS BILLED

FAMILY MEMBER & RELATION

AGE(S)

1. _____ DAY (S) @ _____ + _____ NIGHT(S) @ _____ \$ _____ \$

2. _____ DAY (S) @ _____ + _____ NIGHT(S) @ _____ \$ _____ \$

3. _____ DAY (S) @ _____ + _____ NIGHT(S) @ _____ \$ _____ \$

TOTAL A _____ \$

SECTION B - ADDITIONAL COSTS (SEE 4 UNDER COSTS COMPENSATED ON REVERSE)

1. _____ \$

2. _____ \$

3. _____ \$

ATTACH SUPPORTING DOCUMENTS. TOTAL B _____ \$

PRE-APPROVED BY: _____ SIGNATURE: _____

SECTION C - SPECIAL CIRCUMSTANCES AS PRE-APPROVED (SEE 5 UNDER COSTS COMPENSATED)

COST AS APPROVED (ATTACH DETAILED INFORMATION AND SUPPORTING DOCUMENTS)

TOTAL C _____ \$

TOTAL CLAIM (TOTAL A +TOTAL B + TOTAL C) _____ \$

PLEASE ATTACH DETAILED RECEIPTS

I CERTIFY THAT THE ABOVE CLAIMED EXPENSES WERE INCURRED AS A DIRECT RESULT OF ATTENDING AN AUTHORIZED UNION OF NATIONAL EMPLOYEES ACTIVITY.

SIGNATURE OF MEMBER _____ RECOMMENDED FOR PAYMENT _____
APPROVED FOR PAYMENT _____ DATE: _____

Conventions and Committees (CC)

Policy CC 1 (09/19)

National Convention Resolutions

A resolution submitted to the Union of National Employees by an executive officer of a local or six members in good standing will have the appropriately affixed signatures. If the submitting body is a local, the proof that the resolution was approved by the local at a general meeting is required. Whether the submitting body is a local or six members in good standing the name and telephone number of the contact person who can provide clarification will be provided. A resolution will not deal with more than one subject, will refer to the direction(s) proposed and should not exceed 150 words.

Policy CC 2 (09/19)

Attendance to UNE Conventions, Conferences and Seminars

For health and safety along with financial accountability:

Delegates and participants attending conventions, conferences and seminars at the expense of the Union of National Employees are required to be present at all of the convention's or conference's sessions. Non-attendance at sessions will result in immediate revocation of credentials, all corresponding entitlements and the member being sent home, unless the delegate can provide an immediate justification acceptable to the vice-president for the region.

A local is empowered to apply the same provisions to alternates and observers attending using local funds.

Policy CC 3

Conferences

The Union of National Employees supports the development of greater skills within its membership ranks in relation to all union activities. The component will develop knowledge and expertise among members by introducing and implementing specialized seminars and conferences in a variety of areas.

Conference applications from a region are ranked or rated by the regional team and then forwarded for review to the proper authority within the Union of National Employees. The authority makes its selections by looking at all regional rankings with a view to ensuring a balance of gender, employer-group, equity and geographic considerations. Any changes to the regional rankings will be communicated by the national office with rationale to the regional team.

For more information, refer to Policy CC 7, *Seminars*.

Policy CC 4

Electing Union of National Employees delegates to the PSAC Convention

Policy CC 4 Section 1

Eligibility

All Union of National Employees members in good standing are eligible for election as delegates to PSAC Triennial Conventions. (January 2011)

Policy CC 4 Section 2 (09/19)

Determining the delegate count to the PSAC Convention:

1. The basic number of delegates is equal to the number of members divided by 400.

Example using sample printouts

$$\frac{20,471}{400} = 51.18$$

This figure is rounded to 51.

2. To this answer, subtract the national executive delegation to arrive at a remaining delegate figure.

Example using sample printouts

$$51 - 13 = 38$$

3. Divide the number of members of the Union of National Employees by the remaining delegate figure.

Example using sample printouts

$$\frac{20,471}{38} = 538.71$$

This figure is rounded to 539

In this example, 539 is the base number of members. Use this number to determine the number of delegates from each region.

4. To determine the number of delegates from the 11 geographical zones, divide the number of members in the geographical zone by the base number of members (539).

Example using sample printouts**Extra members**

Outside Canada	$\frac{1663}{539}$	=	3, 09	49
		or	3	
Atlantic	$\frac{1546}{539}$	=	2, 87	NIL
		or	3	
Quebec	$\frac{1358}{539}$	=	2, 52	NIL
		or	3	
Ottawa (TB)	$\frac{3470}{539}$	=	6, 44	237
		or	6	
Gatineau (TB)	$\frac{3905}{539}$	=	7, 24	129
		or	7	
N.C.R. (SE)	$\frac{2844}{539}$	=	5, 28	151
		or	5	
Ontario	$\frac{1830}{539}$	=	3, 40	216
		or	3	
Manitoba	$\frac{673}{539}$	=	1, 25	135
		or	1	
Saskatchewan	$\frac{724}{539}$	=	1, 34	183
		or	1	

Alberta/N.W.T./Nunavut	$\frac{1379}{539}$	=	2, 56	NIL
		or	3	
B.C. & Yukon	$\frac{1048}{539}$	=	1, 94	NIL
		or	2	
<hr/>				
Total			37	

When the figure for each of the 11 geographical zones has been established, the sum may be less than the remaining delegate figure. In this case, the remainder of delegates will be apportioned as follows: one delegate is added to the highest decimal remainder geographical zone, one delegate is added to the second highest decimal remainder geographical zone, etc. until the total number of delegates has been designated.

Summary using sample printouts

Outside Canada	=	3	Ontario	=	3
Atlantic Canada	=	3	Manitoba	=	1
Quebec	=	3	Saskatchewan	=	1
Alberta/N.W.T./Nunavut	=	3			
Ottawa (TB)	=	6+1			
Gatineau (TB)	=	7			
N.C.R. (SE)	=	5	B.C. & Yukon	=	2
			TOTAL		38

Policy CC4 Section 3 Electing delegates to the PSAC Convention from regions

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

Regional caucuses will elect their delegates as determined by the formula described in Policy CC4 Section 2.

Regional caucuses will also elect 3 alternates, at a minimum, or the equivalent or the actual number of regional delegates, whichever is greater, to allow for ready replacement.

Elections Procedure for all regions (unless otherwise specified):

1. The regional caucus chair calls for nominations three times for members willing to stand as a delegate for PSAC Triennial Convention
2. All nominees for must be moved and seconded, with no mover or seconder nominating more than one person per round of voting.
3. Nominees will indicate, in reverse order, if they are willing to stand as election as a regional delegate.
4. Nominees declining the nomination will be struck from that specific round of voting and their name will removed from the screen.
5. Each nominee remaining on the ballot will have no more than 3 minutes to speak to their candidacy as a potential regional delegate to the PSAC Regional Convention.
6. The caucus chair shall then instruct regional delegates to select their preferred candidate.
7. The caucus chair will ask after 60 seconds if delegates have had time to vote, check for technical issues, and then instruct technicians to close the vote within the next 30 seconds.
8. Technicians will first show the caucus chair, and then the caucus, the result of each vote.
9. Nominees receiving the lowest vote per round, or less than 10% of ballots cast in each voting round, will be dropped from the ballot, and repeated until a clear majority exists, and a nominee is declared.
10. The process is repeated as per steps 1-5, until all regional delegates, and the regions' respective alternates as specified in step are elected in the preamble above.
11. The caucus chair will instruct staff to record all those elected on all positions, including alternates, and deliver them to the Chair of the Elections Committee, with a copy kept for safekeeping for reference within UNE, by UNE staff.

Policy CC 5

Process for electing youth delegates to the Union of National Employees Triennial Convention

The Union of National Employees fully supports the active participation of youth in all union activities. To this end, the 2008 Triennial Convention adopted a resolution that

entitled two youth delegates per region to attend the convention (as per Bylaw 6, Section 3).

The criteria and process for electing youth delegates are as follows:

1. Youth delegates will meet convention-eligibility requirements.
2. Youth delegates will be 35 years of age or younger on December 31 of the year in which the Union of National Employees Triennial Convention is held.
3. Locals will elect a youth delegate to attend the regional seminar per convention cycle.
4. The regional team will organize a youth caucus during regional seminar to elect youth delegates for the Union of National Employees Triennial Convention.

Policy CC 6

Selecting Union of National Employees committee members

According to the Bylaw 2, Section 14, the national executive has the authority to establish any committee necessary to conduct of the affairs of the Union of National Employees. The national president is *ex-officio* member of any committee so formed.

Standing committees

Standing committee members are composed of members of the national executive. The composition of these committees is determined by the national president, national executive vice-president and the national vice-president for human rights in consultation with the remainder of the national executive. To assist in the selection process, the National Executive may refer to the voluntary Standing Committee Application Form to guide their decision making (Appendix C). The composition is revisited following each Triennial Convention. The president may ask the national executive to approve the participation of assistant regional vice-presidents and assistant national vice-president for Human Rights on the standing committees.

Ad hoc committees

These are created for a specific purpose by the national executive, with a membership span of no more than three years (created between Triennial Conventions of the component). Example: Triennial Convention Committees of the Union of National Employees.

Policy CC 7

Types of seminars

The Education Committee recommends that the Union of National Employees structure two types of seminars: regional seminars and special seminars.

A regional seminar brings together members within the region to deal with current regional and national issues, impart knowledge, provide networking opportunities, share workplace experiences and promote human rights issues.

A special seminar brings together members within the region to deal with time-sensitive regional matters and issues specific to bargaining units that may fall outside the normal regional seminar cycle.

Regional seminars

1. The regional seminar should be conducted once during the term of office. In addition, the date of any Union of National Employees seminar should be established by the regional team(s) in consultation with the national president.
2. Regional seminars will be hosted by the regional team, and the regional team will be responsible, in consultation with the national president, for ensuring a sufficient level of participation by national officers and Union of National Employees staff.
3. Agenda items may include:
 - organization of PSAC and Union of National Employees;
 - requirements of locals within the Union of National Employees;
 - servicing provided by the Union of National Employees;
 - role and purpose of elected officers;
 - collective bargaining (update and local/component/PSAC procedures); and
 - occupational safety and health.

Other agenda items may be submitted by attending locals.

Note: Pursuant to Policy CC 5, the regional team will organize a youth caucus during the regional seminar to elect youth delegates for the Union of National Employees Triennial Convention.

- a) Planning should begin at least four months prior to the anticipated date of the seminar. The call-out to members should take place minimum of 10 weeks prior to the event.
- b) The seminar agenda, with the time and location of the seminar, will be given to participants prior to the seminar.

- c) Regional vice-president(s) should chair the seminar, introduce participants and participate in open discussions. The president and/or the national vice-president(s), if they attend, should speak on their role, participate in open discussions, and assist with modules or presentations, as requested by the regional vice-president(s). The regional vice-president(s) may invite component staff to attend the seminar. Staff who have been invited may speak on agenda items and assist with the co-ordination of administrative matters.

Special seminars

Regional budgets allow each regional officer to hold such seminars as long as they have the funds available in their regional budgets. Special seminars should be organized in consultation with the national president.

Location of seminars

The regional team(s), in consultation with the national president, will select the location for their seminar based on the following criteria:

- a) It must be a unionized facility.
- b) The facility must be accessible.
- c) It must be a suitable venue.
- d) It must conform to the total projected cost

Note: For further information please refer to the attached Union of National Employees Seminar 'To Do' Checklist.

Participation and attendance

- a) The Union of National Employees will endeavour to ensure that members do not experience barriers to participation and attendance at seminars because of age, race, colour, sex, marital status, family status, national or ethnic origin, disability, sexual orientation, gender expression, gender identity or language.
- b) The Union of National Employees will fund two delegates per local to attend the regional seminar. A third, youth delegate will be funded to attend one of the two regional seminars. Members who have not previously attended a seminar should be given priority. The local president or designate should be one of the two local delegates.
- c) Participation at special seminars will be determined by the regional team in consultation with the national president.
- d) When locals are selecting or electing delegates to attend a seminar, equity standards should be applied and locals should encourage attendance by members from under-represented groups i.e., members with disabilities; gay,

lesbian, transgender and bisexual members; Aboriginal (First Nations, Métis and Inuit) members; racially visible members; and women.

- e) Component Human Rights Committee members or alternates in their own regions will be asked to attend their respective seminars to speak on Human Rights Committee matters including how to increase the attendance of women; racially visible members; gay, lesbian, transgender and bisexual members; Aboriginal (First Nations, Métis and Inuit) members; and members with disabilities. They will also be asked to speak on how to improve the communications networks between members of these target groups.
- f) PSAC representatives may be invited to speak.
- g) Members who have been elected to regional positions within the respective region(s) will be allowed to attend regional seminars as delegates. Their attendance at special meetings will be determined by the regional vice-president(s) and will be by invitation.
- h) If available, the Union of National Employees' president and national vice-presidents will attend.

Administrative arrangements

- a) The organization of seminars must adhere to established Union of National Employees deadlines. Please refer to the attached Union of National Employees Seminar 'To Do' Checklist for specific deadlines.
- b) Confirmed participants will be advised by telephone, fax, email or regular mail that they have been selected.
- c) Late delegates are responsible for any difference in accommodation costs.
- d) Participants should be advised to bring some money with them because any advance cheques provided during the seminar may not be cashable at the time of the seminar. Advance cheques will be distributed at the seminar.
- e) Participants should make travel arrangements in accordance with Policy FIN 6 using the Union of National Employees' approved travel agent.
- f) Airfare will be approved by the coordinator, finance and administration.
- g) Non-conventional travel arrangements will be approved in advance by the coordinator, finance and administration in consultation with the regional vice-president and the national president.

Costs

Regional seminars and special seminars

Each delegate who participates in a Union of National Employees regional seminar and special seminar will be reimbursed the following:

- a) normal travel expenses in accordance with Policy FIN 6 and other applicable component policies;
- b) the regular component per diem for each day of the seminar; and

c) loss of salary when a delegate is scheduled to work.

Note: Where a seminar terminates early or is extended, normal expenses will be paid with respect to actual travel and accommodation.

The Union of National Employees encourages further participation of each local at seminars. Expenses for additional local members are to be borne entirely by the local.

Policy CC 8 (09/19)

Observers at executive meetings

All locals will be advised in writing of the dates, times and locations of executive meetings. Such notice is to be provided to locals at the same time as the executive is notified in writing of an executive meeting.

Requests to attend a National Executive meeting as an observer must be made to the member's regional vice-president.

Such requests must be made at least 3 weeks prior to any National Executive meeting and will be reviewed and approved by the National President subject to available space.

All expenses incurred by observers attending any National Executive meeting are the responsibility of the individual observer or their local.

All such observers will have neither voice nor vote.

Policy CC 9

Establishment of, and participation in, joint labour-management consultation committees

Principles of Consultation:

Consultation is the cornerstone to good union management relations and ultimately to a healthier and more productive workplace.

Consultation is based on full disclosure to the utmost possible extent, of contemplated actions by both parties.

In order for consultation to be meaningful it has to be done before the fact, before ideas are set in people's minds and before implementation of plans are started, even before some of the inevitable trade-offs are fully identified. Both parties need to feel that they are part of the process and that they are partners in analyzing workplace/departmental issues, developing and assessing the various options and recommending specific actions.

Consultation requires a commitment on both parties to share information, listen and respect the opinion and observations of others and to work together to solve problems and resolve differences.

Consultation does not remove Management's authority and right to manage, or the union's legal rights as established by various acts and collective agreements.

The Union of National Employees recognizes the benefit of joint consultation with employers to resolve workplace issues and share information. The UNE will strive to establish national consultation forums for all national and regional bargaining units. The component and employer should ensure that committees such as labour-management consultation and health and safety are established and meet on a regular basis. It is the policy of Union of National Employees that the employer will pay all costs associated with their employees' participation in such consultations.

As a general principle, the Union of National Employees will not meet with the employer for consultative purposes at the national, regional, or local levels without the presence of at least two members unless the Terms of Reference prescribe differently. It is preferable that these members be employed by the employer group affected. At the national level, the two members will represent different regions unless the committee is exclusive to one region. At the regional level, every attempt will be made to ensure that membership on the committee is equitably distributed.

It is understood that the terminology used throughout the Policy (LLMCCs, RLMCCs and NLMCCs) refers to all labour management consultation forums including Health and Safety Committees, Equity Committees, Human Resource sub-committees, Uniform committees, etc.

The following outlines the composition of joint labour management consultation committees.

Policy CC 9 Section 1 Local committees

At the local level, participation in local labour-management consultation committees (LLMCCs) will include, at minimum, the local president and one other local executive officer. Locals should ensure that management representatives do not outnumber labour representatives.

Policy CC 9 Section 2 Regional committees

Whenever possible, regional labour-management consultation committees (RLMCCs) should include, at minimum, the president of each local (or his or her designate) within the region that has members working for the employer.

In the event that the terms of reference for the RLMCCs do not allow at least one participant from each local within the region, the following will apply:

Based on a three -year cycle, and respecting terms of references of RLMCCs and legislation, the regional vice-president (RVP), in consultation with the assistant vice presidents and the human rights representatives, will select members in good standing to participate on RLMCCs. These members will be members of their respective local executives. This process begins when the RVP or his or her designate requests that locals submit the names of interested local executive officers. The RVP, or his or her designate, will communicate the names of the committee members and alternates to the local.

In the event that the regional labour-management consultation crosses more than one component region, and the number of seats available is less than the number of affected locals, the following process will apply:

Where the employer region is represented by more than one component region, the affected RVPs will meet early in the mandate to determine which RVP will take the lead on the RLMCCs organization.

The lead RVP, as defined above will contact the affected locals with administrative assistance from the component, if required. Locals will submit to the RVP the names of interested local executive officers in good standing. The affected RVPs or their designates will meet to select the regional representatives. If consensus is not reached, the national president will make the final determination.

Where the employer region is represented by one component region, the RVP is responsible for organizing the agenda items, the pre-consultative meeting and any required follow-up that results from the meeting.

Policy CC 9 Section 3 National committees

These provisions apply to all national committees that are established for national and regional bargaining units. It is understood that not all regional bargaining units have or will establish national consultation forums due to unwillingness of the employer, feasibility etc.

Representatives at national labour-management consultation committees (NLMCCs) will be members who have been elected to regional or national positions from within that employer group who wish to participate and with consideration to regional representation. On an exceptional basis and with the approval of the National Officers, the President may conduct a call-out for an NLMCC when the interests of the membership are better served by doing so.

In the event that no elected officer is available or is employed by that employer, the following will apply:

- The UNE National Office will conduct a call out to all locals within the specified employer group (including composite locals with members from the employer group).
- Once applications are received, the National President will consult with the regional teams from which applications were received.
- After consultation with the regional teams the President will select applicants and make appointments to the respective committee(s).
- To conclude this process, the Union of National Employees office will communicate the names of the committee members and alternates to the locals.

The national president or a designate should participate at all national labour-management consultation meetings. As well, the labour-relations officer responsible for the department should attend all national labour-management consultation as a technical advisor.

Every effort will be made to post the schedule of all known LLMCCs to foster a smooth transition between local and regional LMCCs and their national counterparts.

Issues should be discussed at each level before they can be transmitted to the next level of the LLMCCs.

Policy CC 9 Section 4

Organizing a regional LMCC

If an employer region is represented by one component region, the regional vice-president (or designee) is responsible for organizing agenda items, pre-consultative meetings and any follow-ups that result from a consultation meeting.

If the employer region is represented by more than one component region, the regional vice-presidents will meet early in the mandate to determine which among them will lead the regional LMCC's organization.

Policy CC 9 Section 5

Organizing a national LMCC

The labour-relations officer assigned to the employer group will organize the NLMCC, make the call-out for the agenda items, and conduct the pre-consultation teleconference, the pre-consultative meeting, the post-consultation teleconference and any required follow-up.

Call-outs will be sent to all locals with instructions for submitting agenda items for regional and national committees. These call-outs will take place a minimum of four weeks before the consultation meeting.

To facilitate the processes outlined in Policy CC9 Sections 4 and 5, UNE will provide a current list of all known consultation committees, early in the mandate, to all Nationally and Regionally elected officials.

Policy CC 9 Section 6

Communication

The Union of National Employees will develop and maintain an intranet site for all LLMCCs RLMCCs and NLMCCs where:

:

- All members of the respective committee will be posted.
- All corresponding minutes will be posted
- All corresponding terms of reference will be posted
- All known scheduled meetings will be posted
- All employer policies/directives etc, will be posted

Local presidents, RVPs and the national president or their designates are responsible for forwarding final minutes of all local, regional and national labour-management committee meetings to the Union of National Employees for inclusion on its intranet.

Consultation committee representatives will advise the lead RVP or the Component labour-relations officer as early as possible if he or she is unable to attend. Alternates will be used when the representative is unable to attend a meeting and when a representative resigns from his or her position.

CC APPENDICES

Include:

- Appendix A: National Executive Standing Committee Application Form (Supplement to Policy CC 6)
- Appendix B: Union of National Employees Seminar “To Do” Checklist (Supplement to Policy CC 7)
- Appendix C: Seminar Evaluation Form (Supplement to Policy CC 7)
- Appendix D: Suggested Competency Profile to Select Members to National Consultation Committees (Supplement to Policy CC 9)
- Appendix E: Roles and Responsibilities of Members Selected to NLMCC (Supplement to Policy CC 9)

Appendix A: National Executive Standing Committee Application Form (*completion is voluntary*)

Purpose of this form

This form was developed to:

1. Inform National Executive members of the Terms of Reference of the UNE Standing Committees.
2. Better understand the knowledge and know-how of National Executive members in relation to skills and competencies required with a view to ensuring that standing committees work in an efficient manner.

Information drawn from this form will be used for 2 purposes:

1. Help appoint standing committee members.
2. Highlight specific needs that must be addressed when learning and professional development programmes are developed to support elected officials in building and strengthening their competencies as part of an ongoing learning process.

Note: This information will only be used for the expressed purpose and will be viewed by the National Officers only. A list of current and active committees will be maintained on the web site.

If you wish to serve on this committee, please answer the following questions:

1) Why do you wish to serve on this committee?

2) What do you believe you can bring to the committee?

NE Standing Committee : By-Laws & Policy Committee	
Mandate / Terms of Reference	<ol style="list-style-type: none"> 1. The Bylaws and Policy committee will take note of sections of the bylaws and policies which are causing difficulty and make recommendations for changes to the National Executive. 2. The Committee will review all local bylaws referred to it and make recommendations regarding the content contained therein. 3. The committee will consider and report on all matters that are referred to it by the National Executive or National President. 4. Union of National Employees members in good standing may attend meetings of the committee as an observer. All expenses incurred by observers attending the meeting are the responsibility of the individual observer or his or her local. Prior approval should be sought from the chair. 5. Should the chair of the committee be absent from the executive meeting, the committee members will decide amongst themselves who will present the report of the committee. 6. Quorum for the committee is 50 percent of established committee members.

Competencies	Musts¹	Assets
Competencies	<ul style="list-style-type: none"> ▪ Written and oral mastery of one official language ▪ Good understanding of UNE and PSAC structure ▪ Analytical skills ▪ Communications and presentation skills ▪ Good understanding UNE by-laws & policies & PSAC constitution ▪ Understanding and experience of governance ▪ Consensus building skills 	<ul style="list-style-type: none"> ▪ Written and oral mastery of both official languages ▪ Technical writing skills ▪ Previously attended UNE & PSAC Conventions ▪ Well connected to Locals ▪ Problem solving skills ▪ Decision-making skills ▪ Time management skills ▪ Organizational skills ▪ Knowledge of Rules of Order

If you wish to serve on this committee, please answer the following questions:
<ul style="list-style-type: none"> ▪ Why do you wish to serve on this committee? ▪ What do you believe you can bring to the committee?

NE Standing Committee : Collective Bargaining

Mandate / Terms of Reference	<p>The Collective Bargaining Committee will:</p> <ol style="list-style-type: none"> 1. Review Component policies and procedures with respect to collective bargaining, on an as-needed basis; 2. Review and approve all designations/draft MOUs concerning essential services and exclusions; 3. Support locals where essential services and exclusions are concerned; 4. Review all demands from National Bargaining Unit Locals prior to their submission to PSAC negotiators in conjunction with Policy NG1 and Regulation 15; Regional Bargaining Units demands will be reviewed via the established UNE internal process; 5. Propose resolutions for adoption at the National Executive meetings related to Collective Bargaining; 6. Union of National Employees members in good standing may attend meetings of the committee as an observer. All expenses incurred by observers attending the meeting are the responsibility of the individual observer or his or her local. Prior approval must be sought from the chair; 7. Should the chair of the committee be absent from the executive meeting, the committee members will decide amongst themselves who will present the report of the committee. 8. Quorum for the committee is 50 percent of established committee members.
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Competencies	Musts¹	Assets
	<ul style="list-style-type: none"> ▪ Good understanding of UNE collective bargaining policies ▪ Good understanding of PSAC collective bargaining regulations ▪ Good understanding of PSAC policy ▪ Understanding of essential service agreements (formerly designations) ▪ Synthesizing capacity (ability to sort, condense, invalidate demands if need be) ▪ Well connected to Locals ▪ Consensus building skills 	<ul style="list-style-type: none"> ▪ Experience in negotiation ▪ Experience in collective bargaining ▪ Experience writing demands ▪ Written and oral mastery of both official languages ▪ Decision-making skills ▪ Time management skills ▪ Organizational skills ▪ Results oriented

If you wish to serve on this committee, please answer the following questions:

- Why do you wish to serve on this committee?
- What do you believe you can bring to the committee?

NE Standing Committee : Communications and Member Engagement Committee

Mandate / Terms of Reference	<ol style="list-style-type: none"> 1. Review all component communication policies on an ongoing basis and recommend changes as appropriate. 2. Address any communications matters brought forward by conference and seminar evaluations. 3. Address communication matters brought forward by members. 4. Provide guidance and recommendations to the National President and National Executive on matters related to communications. 5. Develop policies and strategies that facilitate member engagement. 6. Union of National Employees members in good standing may attend meetings of the committee as an observer. All expenses incurred by observers attending the meeting are the responsibility of the individual observer or his or her local. Prior approval must be sought from the chair(s). 7. Should the chair(s) of the committee be absent from the executive meeting, the committee members will decide amongst themselves who will present the report of the committee. 8. Quorum for the committee is 50 percent of established committee members.
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Competencies	Musts¹	Assets
	<ul style="list-style-type: none"> ▪ Written and oral mastery of one official language ▪ Excellent communications skills ▪ Good knowledge of communication methods ▪ Good contacts with Locals ▪ Good knowledge of internal & external environments, current events ▪ Creative ▪ Networking skills ▪ Excellent knowledge of UNE and PSAC positions ▪ Consensus building skills 	<ul style="list-style-type: none"> ▪ Written and oral mastery of both official languages ▪ Media savvy ▪ Familiarity with web & social media ▪ Experience with branding ▪ Experience with marketing ▪ Experience / knowledge of printing industry ▪ Public relations skills ▪ Knowledge of government workings and practices ▪ Political savvy (internal and external) ▪ Experience with strategic communications (planning and timing) ▪ Decision-making skills ▪ Time management skills ▪ Organizational skills

If you wish to serve on this committee, please answer the following questions:

- Why do you wish to serve on this committee?
- What do you believe you can bring to the committee?

NE Standing Committee: Education

Mandate / Terms of Reference	<ol style="list-style-type: none"> 1. Review all component, conference, seminar and communication policies on an ongoing basis and recommend changes as appropriate. 2. Review summary reports of evaluations after each seminar or conference and make recommendations for improvements to the National Executive. 3. When required, review and make recommendations on all proposed training to be offered by the Union of National Employees. 4. Identify training modules that will assist our members achieve the mission of the component or assist them in their union activities. 5. Work with UNE staff to strengthen the training information provided on the web site. This includes webinars, interactive modules, trainings offerings, etc... 6. Union of National Employees members in good standing may attend meetings of the committee as an observer. All expenses incurred by observers attending the meeting are the responsibility of the individual observer or his or her local. Prior approval must be sought from the chair(s). 7. Should the chair(s) of the committee be absent from the executive meeting, the committee members will decide amongst themselves who will present the report of the committee. 8. Quorum for the committee is 50 percent of established committee members.
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Competencies	Musts¹	Assets
	<ul style="list-style-type: none"> ▪ Ability to be impartial ▪ Participated in past UNE or PSAC training events ▪ Analytical skills ▪ Good knowledge of internal & external environments ▪ Knowledge of PSAC and UNE offerings ▪ Good understanding of UNE and PSAC training policies ▪ Knowledge of training evaluation methods and tools ▪ Consensus building skills 	<ul style="list-style-type: none"> ▪ Knowledge of members' education needs ▪ Participated in a "Train the trainer" workshop ▪ Knowledge of curriculum development ▪ Knowledge of training modalities ▪ Knowledge of needs assessment methods and tools ▪ Experience with selection processes ▪ Technical writing skills ▪ Well connected to Locals ▪ Problem solving skills ▪ Decision-making skills ▪ Time management skills ▪ Organizational skills

If you wish to serve on this committee, please answer the following questions:

- Why do you wish to serve on this committee?
- What do you believe you can bring to the committee?

NE Standing Committee : Honours & Awards Committee

Mandate / Terms of Reference	<ol style="list-style-type: none"> 1. This committee shall be responsible for dealing with all Union of National Employees national bursaries, awards and honours assigned to it including: <ol style="list-style-type: none"> 1. UNE President Bursaries for Continuing Education 2. Alfred Papineau Bursary 3. Laurier Auger Bursary 2. Reviews all National Honours, Awards and Bursaries on a triennial basis. 3. Union of National Employees members in good standing may attend meetings of the committee as an observer. All expenses incurred by observers attending the meeting are the responsibility of the individual observer or their local. Prior approval should be sought from the chair(s). 4. Should the chair(s) of the committee be absent from the executive meeting, the committee members will decide amongst themselves who will present the report of the committee. 5. Quorum for the committee is 50 percent of established committee members.
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Competencies	Musts¹	Assets
	<ul style="list-style-type: none"> ▪ Ability to be impartial ▪ Participated in past UNE or PSAC training events ▪ Analytical skills ▪ Good knowledge of internal & external environments ▪ Knowledge of PSAC and UNE offerings ▪ Good understanding of UNE and PSAC training policies ▪ Knowledge of training evaluation methods and tools ▪ Consensus building skills 	<ul style="list-style-type: none"> ▪ Knowledge of members' education needs ▪ Participated in a "Train the trainer" workshop ▪ Knowledge of curriculum development ▪ Knowledge of training modalities ▪ Knowledge of needs assessment methods and tools ▪ Experience with selection processes ▪ Technical writing skills ▪ Well connected to Locals ▪ Problem solving skills ▪ Decision-making skills ▪ Time management skills ▪ Organizational skills

If you wish to serve on this committee, please answer the following questions:

- Why do you wish to serve on this committee?
- What do you believe you can bring to the committee?

NE Standing Committee : Finance and Human Resources

Mandate / Terms of Reference

Section A - Finance:

1. The Committee shall review the monthly component financial statements on an ongoing basis and provide comment to the National Executive as required.
2. The Committee shall provide costing on any and all items referred to it by the National Executive or the National President.
3. All requests for funding for locals, except grants to new locals shall be submitted to the Standing Finance Committee for review and recommendation to the National Executive.
4. The Committee shall review the proposed component budget prior to submission to the Union of National Employees Triennial Convention Finance Committee.
5. All non-budgeted items shall be referred to the committee for recommendation back to the National Executive.
6. The Committee shall review the component's annual audited financial statements prior to submission to the National Executive.
7. The Committee shall review overtime incurred.
8. In the event of a dispute over Executive expenses, such matters may be referred to the committee for recommendation back to the National Executive.
9. The Committee shall review any and all other matters which may be referred to it.
10. Union of National Employees members in good standing may attend meetings of the committee as an observer. All expenses incurred by observers attending the meeting are the responsibility of the individual observer or his or her local. Prior approval must be sought from the chair(s).
11. Should the chair of the committee be absent from the executive meeting, the committee members will decide amongst themselves who will present the report of the committee.
12. Quorum for the committee is 50 percent of established committee members.

Section B - Human Resources (04/08):

The Committee will be responsible for:

1. Providing advice and recommendations to National President on issues regarding management of staff.
2. Reviewing and making recommendations on our succession planning policies for the component;
3. Reviewing and making recommendations on professional development and training policies for component employees;
4. Reviewing and making recommendations on other human resources policies with the aim of ensuring good labour relations and practices within the component;
5. Making recommendations with respect to establishing employer bargaining demands in negotiations with the Alliance Employees Union;
6. Ensuring that employee complaints or other workplace issues are dealt with in a fair, efficient and timely manner;
7. Providing assistance and/or direction on staff grievances when requested by the national officers.
8. A member of the Standing Finance Committee shall sit as a management team member of the Union of National Employees negotiating team with staff. (09/07)
1. The Committee will report directly to the National President on sensitive issues, such as individual complaints or grievances, and to the National Executive on policy issues.

Competencies	Musts ¹	Assets
	<p>Finance:</p> <ul style="list-style-type: none"> ▪ Good understanding of financial statements ▪ Knowledge of UNE income and expenses ▪ Understand financial impact of decisions ▪ Analytical ▪ Consensus building skills 	<p>Finance:</p> <ul style="list-style-type: none"> ▪ Accounting background ▪ Understanding of budgeting and forecasting ▪ Knowledge of dues structure ▪ Knowledge of GAAP ▪ Negotiating skills ▪ Understanding of financial investments ▪ Previously attended UNE & PSAC Conventions ▪ Problem solving skills ▪ Decision-making skills ▪ Time management skills ▪ Organizational skills
<p>Human Resources:</p> <ul style="list-style-type: none"> ▪ Knowledge of HR policies and practices ▪ Knowledge of the collective agreement ▪ Analytical skills ▪ Technical writing skills ▪ Knowledge and experience in conflict resolution ▪ Knowledge and experience in teambuilding ▪ Problem solving skills ▪ Decision-making skills ▪ Consensus building skills 	<p>Human Resources:</p> <ul style="list-style-type: none"> ▪ Knowledge of the structure and function of AEU ▪ Experience in negotiation ▪ Experience in arbitration ▪ Experience in mediation ▪ Knowledge of training evaluation methods and tools ▪ Well connected to UNE staff ▪ Time management skills ▪ Organizational skills 	

If you wish to serve on this committee, please answer the following questions:
<ul style="list-style-type: none"> ▪ Why do you wish to serve on this committee? ▪ What do you believe you can bring to the committee?

NE Standing Committee : Francophone Committee

Mandate / Terms of Reference	<ol style="list-style-type: none"> 1. To foster member's awareness and understanding of the reality, concerns and issues that National Component Francophones face. 2. To make recommendations and draft policies regarding issues that affect the Francophones in the union. 3. To review all matters that may be referred to the Committee. 4. The Committee's work will be guided by the constituent document from the October 19, 2010 meeting. <p>MEMBERSHIP</p> <ol style="list-style-type: none"> 1. The Committee will consist of national Francophone officers from the National Executive, as well as Francophone members of the National Human Rights Committee. <p>QUORUM</p> <ol style="list-style-type: none"> 1. The Committee quorum is set at 50% of established members and must include at least one Vice-President or Regional Vice-President. <p>MEETINGS</p> <ol style="list-style-type: none"> 1. The Committee will be chaired by a Vice-President or a Regional Vice-President. 2. Meetings will be held according to the schedule established for the National Executive, as needed. 3. Union of National Employees members in good standing may attend meetings of the committee as an observer. All expenses incurred by observers attending the meeting are the responsibility of the individual observer or his or her local. Prior approval should be sought from the chair(s). <p>MINUTES</p> <ol style="list-style-type: none"> 1. Meeting minutes will be written in French to reflect the Committee's working language. 2. Should the chair(s) of the committee be absent from the executive meeting, the committee members will decide amongst themselves who will present the report of the committee.
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Competencies	Musts¹	Assets
	<ul style="list-style-type: none"> ▪ Mastery of French language (written & oral) ▪ Knowledge of <i>Official Languages Act</i> and <i>Canadian Charter of Rights and Freedoms</i>, Articles 16 to 20 ▪ Excellent communication skills ▪ Good understanding of Francophone issues and history of political decisions ▪ Political savvy ▪ Consensus building skills 	<ul style="list-style-type: none"> ▪ Understand the diversity of realities across different francophone communities (regional and ethno cultural) ▪ Mastery of both official languages ▪ Previously attended UNE & PSAC events ▪ Well connected to Francophone networks ▪ Well connected to members ▪ Problem solving skills ▪ Decision-making skills ▪ Time management skills ▪ Organizational skills ▪ Creative

If you wish to serve on this committee, please answer the following questions:

- Why do you wish to serve on this committee?
- What do you believe you can bring to the committee?

NE Standing Committee : National Executive Disciplinary Committee

Mandate / Terms of Reference	<ol style="list-style-type: none"> 1. To make recommendations from time to time with respect to discipline, including bylaws, policy issues and procedural matters. 2. To provide advice and input, in conjunction with the Education Committee, with respect to the development of education and training in disciplinary policy and procedures. 3. To review all investigation reports and recommendations for disciplinary action before they are submitted to the National Executive, with a view to ensuring that due process and proper procedures have been followed. 4. To make recommendations to the National Executive in this respect. 5. To carry out other tasks referred to the Committee by the National Executive or the National President. 6. Should the chair of the committee be absent from the executive meeting, the committee members will decide amongst themselves who will present the report to the committee. 7. Quorum for the committee is 50 percent of established committee members. 8. All members of the committee will be given reasonable notice in advance of any scheduled meetings of the committee. 9. Union of National Employees members in good standing may attend meeting of the committee as an observer. All expenses incurred by observers attending the meeting are the responsibility of the individual observer or his or her local. Prior approval must be sought from the chair. 10. For further information, refer to Policy CC6, appendix A, page 86.
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Competencies	Musts¹	Assets
	<ul style="list-style-type: none"> ▪ Knowledge of UNE and PSAC disciplinary policies ▪ Analytical skills ▪ Investigative skills ▪ Interviewing skills ▪ Presentation skills ▪ Consensus building skills 	<ul style="list-style-type: none"> ▪ Familiarity with principles of natural justice / rules of procedural fairness ▪ Technical writing skills ▪ Problem solving skills ▪ Decision-making skills ▪ Time management skills ▪ Organizational skills

If you wish to serve on this committee, please answer the following questions:

<ul style="list-style-type: none"> ▪ Why do you wish to serve on this committee? ▪ What do you believe you can bring to the committee?
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¹ Musts mean that the committee as a whole has these skills at entry. It also means that individual committee members will commit to acquiring these skills over the course of the mandate.

Appendix B: Union of National Employees Seminar ‘To Do’ Checklist

Item	Task	Completed by	Notes	Timeline
1	Start of process	Regional team	Draft agenda and list of suggested cities provided to conference coordinator	17 weeks prior to event (four months)
2	Create hotel plan (see attached sample).	Conference coordinator	Includes: -date of event -meeting space/office space required -estimated number of residential rooms and for which nights -catering requirements (coffee breaks, meals, receptions) -hotel must be unionized -hotel must be accessible -there should be no renovations in progress or recently completed	16 weeks prior to event
3	Submit plan to hotels for proposals.	Conference coordinator	Can use convention and visitor’s bureau for large cities rather than send out to many hotels.	16 weeks prior to event
4	Review proposals and submit for costing.	Conference coordinator and RVP to determine which hotels go for costing. Financial advisor to complete the costing spreadsheet.	Eliminate properties that are not suitable due to accessibility, availability or pricing.	14 weeks prior to event

Item	Task	Completed by	Notes	Timeline
5	Submit costing to regional team and finance committee for review.	Regional team to make final decision of venue.		13 weeks prior to event
6	Visit sites.	Conference coordinator	If required. Representative(s) of regional team may attend if located in selected city.	12 weeks prior to event
7	Select hotel and sign contracts.	RVP, president, NEVP and conference coordinator to decide on hotel.	President or NEVP to sign contracts.	11 weeks prior to event
8	If simultaneous translation is required, contact Conference Interpreters of Canada (CIC) et Electronic Language Communications (ELC).	Admin assistant or conference coordinator	President or NEVP to sign contracts.	11 weeks prior to event

Item	Task	Completed by	Notes	Timeline
9	Finalize agenda.	Regional team	Suggested agenda items: <ul style="list-style-type: none"> -organization of PSAC and component -requirements of locals within the component -servicing provided by the component -role and purpose of elected officers -collective bargaining (update and local/component/PSAC procedures) -training modules 	11 weeks prior to event
10	Send out input call to all locals and regional office (cc labour relations officers).	Conference coordinator and/or admin assistant	Includes: <ul style="list-style-type: none"> -dates -hotel (name, address etc.) -registration form -final agenda -travel information 	10 weeks prior to event
11	Prepare content.	Regional team	<ul style="list-style-type: none"> -invite guest speakers -organize workshop facilitators -organize training modules -send list of requirements for delegate kits to office 	Nine weeks prior to event

Item	Task	Completed by	Notes	Timeline
12	Process registration forms.	Admin assistant	<p>-check registration forms to verify that member is in good standing and the local is in conformance.</p> <p>-confirm receipt of registration form and approved leave form and enter information into seminar database</p> <p>(Members will contact Saskatoon Coop to organize travel. Travel will not be approved until registration forms and approved leave forms have arrived.)</p>	Nine to five weeks prior to event
13	Send confirmation to delegates.	Admin assistant	Delegates will receive confirmation of hotel booking and travel arrangements.	Nine to five weeks prior to event
14	Prepare delegate kits.	Admin assistant	<p>Include:</p> <ul style="list-style-type: none"> -paper -pen -any documentation requested by regional team -expense claims -seminar evaluation forms 	Five weeks prior to event

Item	Task	Completed by	Notes	Timeline
15	Send rooming list to hotel.	Admin assistant or conference coordinator	This list must be received one month prior to event or hotel will release space.	Four weeks prior to event
16	Ship conference supplies.	Admin assistant	All delegate kits, office supplies and any other items required for event must be shipped to hotel c/o conference coordinator or regional team (if conference coordinator is not attending event).	One week prior to event
17	Hold event.	Admin assistant	Collect evaluation forms (sample form attached).	Last day of event
18	Review evaluation forms.	Conference coordinator and regional team	Conference coordinator to review evaluation forms for logistical suggestions, then have them scanned and forwarded to regional team for review.	One week after event
19	Send copy of evaluation forms to member.	Admin assistant	As indicated on evaluation form, they will be returned to participants two months after event.	Eight weeks after event

Appendix C: Seminar Evaluation Form

Thank you for taking the time to fill out our event survey. Your feedback is very important to us and will help us make future events even better.

	Poor	Satisfactory	Good	Excellent
1. How would you rate the overall content of the seminar?				
	1	2	3	4
Comments:				
2. How would you rate the opportunity for participation and discussion?				
	1	2	3	4
Comments:				
3. How would you rate the venue?				
	1	2	3	4
Comments:				
4. What did you like most about the seminar?				
Comments:				
5. What did you like least about the seminar?				
Comments:				

6. What improvements would you make to the seminar?	
Comments:	
7. Was the information provided in the language of your choice adequate?	
Comments:	
8. How will your participation in this week's seminar benefit the members of your local?	
Comments:	

Do you have any other comments or suggestions?

Appendix D: Suggested Competency Profile to Select Members to National Consultation Committees

National Policy Health and Safety Committee (NPHSC)

Competencies – Must

- Good understanding of the Canada Labour Code Part II
- Knowledge of Health and Safety Legislation
- Written and oral mastery of one official language
- Participant on a Health and Safety Committee (member of a Health and Safety Committee, recent experience)
- Analytical skills
- Communications and presentation skills
- Time management skills
- Organizational skills

Competencies – Assets

- Knowledge of applicable Health and Safety Legislation and relevant information and standards
- Understand duties of employers
- Understand duties of employees
- Knowledge of Work Place Health and Safety Committees
- Knowledge of the role of a Policy Health and Safety Committee
- Knowledge of Health and Safety Representative's role
- Understand the three basic rights: right to know, right to participate, right to refuse
- Understand Internal Complaint Resolution Process
- Knowledge of Health and Safety Officer's role
- Knowledge of offences and punishments.

If you wish to serve on this committee, please answer the following questions:

- Why do you wish to serve on this committee?
- What do you believe you can bring to the committee?

National Labour Management Consultation Committee (NLMCC)

Competencies – Must

- Good understanding of departmental structure
- Knowledge of departmental policies, directives, guidelines, etc.
- Written and oral mastery of one official language
- Participant on a workplace committee (recent experience)
- Analytical Skills
- Consensus building skills
- Communications and representation skills

- Time management skills
- Organizational skills

Competencies – Assets

- Understanding workplace issues
- Problem solving skills
- Listening skills
- Able to share information with stakeholders
- Respect when working on committees
- Experience sitting on a committee
- Experience dealing with senior organisational officials
- Interest based negotiations skills

If you wish to serve on this committee, please answer the following questions:

- Why do you wish to serve on this committee?
- What do you believe you can bring to the committee?

Appendix E: Roles and Responsibilities of Members Selected to National Labour Management Consultation Committees

ROLE	National Labour Management Consultation Committees	National Policy Health and Safety Committee
To Represent the Members' Interests	<ul style="list-style-type: none"> • Consult with the Locals and/or Regional Labour Management Consultation Committees to identify "Hot Button" issues 	<ul style="list-style-type: none"> • Consult with the Locals and/or Regional Labour Management Consultation Committees to identify "Hot Button" issues • To review accident reports or identify systemic health and safety issues
To Be Prepared	<ul style="list-style-type: none"> • Identify issues of interest to the membership • Read any and all material provided to the Union and Employer • Review minutes to ensure that the Employer adheres to any and all commitments • Consult with the members regarding their positions on issues • Liaise with their assigned Component Labour Relations Officer to understand the Component's position • Research topics that appear on the agenda and gather facts • To make presentations on assigned topics • Develop a strategy to achieve the desired outcome • To arrive at a consensus position that embodies the members' desires and the Component's position 	<ul style="list-style-type: none"> • Identify issues of interest to the membership • Read any and all material provided by the Union and Employer • Review minutes to ensure that the Employer adheres to any and all commitments • Consult with the members regarding their positions on issues • Liaise with their assigned Component Labour Relations Officer to understand the Component's position • Research topics that appear on the agenda and gather facts • To make presentations on assigned topics

		<ul style="list-style-type: none"> • Develop a strategy to achieve the desired outcome • To arrive at a consensus position that embodies the members' desires and the Component's position
To Communicate	<ul style="list-style-type: none"> • Ensure that members are canvassed for input • Provide feedback to members • Build consensus position to show unified front to the employer • Report back and follow-up with Locals 	<ul style="list-style-type: none"> • Ensure that members are canvassed for input • Provide feedback to members • Build consensus position to show unified front to the employer • Report back and follow-up with Locals

Component staff/personnel (SP)

Policy SP 1

Staffing requirements and restrictions

The national president, in consultation with the national executive vice-president, the coordinator of finance and administration, the coordinator of member services and the senior management team, determines the Union of National Employees' staffing requirements. In all cases, the component staffing policy is subject to the provisions negotiated with the component staff, the Public Service Alliance of Canada and other components.

Competitions

In general, competitions proceed through three steps until a position is staffed.

- 1. Competitions among staff**

The Union of National Employees endeavours to staff a position using its existing staff resources. Competitions are restricted to staff and conducted respecting staff's collective agreements.

- 2. Membership competitions**

The Union of National Employees attempts to fill a position by restricting applicants to its membership and staff.

- 3. Open competitions**

If the component is unable to staff a position using either of the steps above, it opens the competition to the general public, preferring qualified internal staff and PSAC members.

Eligibility

Eligibility requirements take into account the component's need for qualified staff, the component's desire to give qualified members access to competitions, costs and other factors.

The Union of National Employees' competitions may not be restricted by geographic regions.

Basic qualifications

The national president or appropriate member of the senior management team prepares a summary of the duties and basic qualifications for all new or vacant positions to be staffed.

Basic qualifications reflect the essential requirements needed to perform the position's duties and consider ability, knowledge, work experience, union experience and personal suitability. Experience in human rights is also considered an asset.

Basic qualifications are established to guard against systemic discrimination that could result from setting standards that are higher than necessary for the position.

Because the Union of National Employees provides membership services in both official languages, we encourage all staff to become bilingual.

Selection committees

Union of National Employees staff selection committees should strive to achieve gender balance. These committees will be established according to the following criteria.

1. Selection committees for excluded staff members will include the national president, one other national officer and a regional vice-president.
2. Selection committees for service officer positions will include the national president or a designated member of the national executive, a vice-president and the appropriate senior management team member.
3. Selection committees/screening agencies for support staff positions will include the national president or a designated member of the national executive, a vice-president and the appropriate senior management team member.

Selection committees will screen applicants based on established basic qualifications and eligibility requirements. Prior to interviewing any candidates, the members of these committees will have input into the design of—and authority to approve—the tests, guides and rating systems used to screen applicants.

Interviews and all related materials will be available to candidates in either of Canada's official languages. If required, simultaneous translation services will be available during the selection process.

Selection committees will seek and select, according to merit, the most qualified person available for a position. Employment-equity principles will be considered when determining the most qualified person for a position.

The staff member appointed to the selection committee will be available to candidates for post board reviews.

Reporting

Details of staffing actions, excluding confidential items, will be reported to the national executive.

For further information related to Component staff, please see:

Bylaw 5, Section 5—*Terms of employment*

Bylaw 7—*Discipline*

Policy FIN 4—*Family-care policy*

Policy FIN 5—*Payable allowances*

Policy RF 4—*Rights and interests of all Union of National Employees Members*

Policy NEN 4—*Language training*

Policy NEN 6—*Harassment in the workplace*

Policy NEN 7—*Media policy*

Policy NEN 9—*Acquisition and disposal of assets*

Policy CE 2—*Records retention and destruction— Union of National Employees office*

Policy CE 2, Section 8—*Third-party agreement policy*

Policy CE 3—*Code of conduct and ethics*

Policy CE 4—*Conflicts of interest*

Policy CE 5—*Information technology policy*

Policy CE 6—*Email protocol*

Policy CE 7—*Records retention and destruction— Union of National Employees office*

Conduct and ethics (CE)

Policy CE 1

Privacy policy

This policy governs personal information collected from and about Union of National Employees and PSAC members. Personal information refers to any information about an individual, or from which an individual's identity may be inferred or determined.

The Union of National Employees is committed to respecting the privacy of its members and employees. Our privacy officer manages all enquiries about the collection, use and management of personal information. He or she works in consultation with the national president to determine appropriate actions in all cases.

Policy CE 1 Section 1

Collection, use and disclosure of personal information

The Union of National Employees uses the personal information it receives from members to:

1. represent their interests;
2. provide them with information about their grievances or appeals;
3. provide counsel to them;
4. keep their information current; and
5. prepare their grievance or appeal files for possible arbitration.

The use of personal information is strictly limited to these purposes.

Policy CE 1 Section 2

Personal information and grievances

When a member files a grievance or appeal with the Union of National Employees, he or she agrees that the component may collect, use and disclose personal information in accordance with the policy. For example, to effectively prepare a grievance or appeal file, a member's personal information may be shared among staff members at the Union of National Employees office and occasionally with outside entities such as the member's employer or health-care professional.

Policy CE 1 Section 3

Personal information and outside service providers

Using contractual or other binding arrangements, the Union of National Employees will ensure that third-party service providers who receive our members' personal information in the course of providing services to the component agree not to use this information for any other purposes. Moreover, this information may be used only under the instruction of this component and in a manner consistent with this policy's principles.

Policy CE 1 Section 4

Disclosing information without consent

Occasionally, the Union of National Employees is obliged to disclose a member's personal information without his or her consent. This situation can occur when:

1. the component believes the member is a danger to himself/herself or others;
2. the component suspects that a child under the age of 16 years may be at risk; or
3. the Union of National Employees' records are subpoenaed by the courts.

When obliged to disclose a member's personal information without consent, the Union of National Employees will not disclose more information than is necessary.

Policy CE 1 Section 5

Accuracy of personal information

The Union of National Employees strives to ensure that all personal information is as accurate, current and complete as necessary for the purposes for which the component uses these data.

Information that is contained in closed files is not actively updated or maintained.

Policy CE 1 Section 6

Retention of personal information

The Union of National Employees retains personal information as long as the component believes the information is required to fill the purpose for which it was collected.

For more information on records retention, see Policy CE 8, *Records retention and destruction— Union of National Employees office*.

Policy CE 1 Section 7

Security of personal information

The Union of National Employees maintains adequate physical, procedural and technical security at its offices and information-storage facilities to prevent any loss, misuse, or unauthorized access, disclosure or modification of personal information.

The component further protects personal information by restricting access to personal information to only those component employees who require this information to deliver Union of National Employees services.

Policy CE 1 Section 8

Access to personal information

Any member may access and review his or her own personal information that is held by the Union of National Employees.

If a member believes that any personal information that pertains to himself or herself is not correct, he or she may request that the component update its information. The Union of National Employees reserves the right not to change any personal information, but will append any alternative text that the member in question believes is appropriate.

To guard against fraudulent requests for access to personal information, the Union of National Employees requires sufficient information to confirm the identity of the person making the request before it will grant access.

For more information on the Union of National Employees' privacy policy, see "Protecting your privacy" in Appendix C of this document.

For additional information on protecting personal information, see also "Privacy and security practices checklist for local union representatives" in Appendix C of this document.

Policy CE 2

Confidentiality policy

The Union of National Employees regards confidentiality as a trust as well as a legal obligation. It is our policy to maintain the confidentiality of all information that concerns employees and members.

Policy CE 2 Sec 1

Confidentiality obligations (staff)

Upon starting employment with the Union of National Employees, all employees will sign a confidentiality form. (See “Statement of Confidentiality” in Appendix C of this document.)

Policy CE 2 Sec 2

Confidentiality obligations (officers)

Upon election, each new member of the national executive will sign a confidentiality form. (See “Statement of Confidentiality” in Appendix C of this document.)

Policy CE 2 Sec 3

Sharing confidential information (without consent)

Confidential information may be shared only to serve members and perform human-resources functions.

Policy CE 2 Sec 4

Sharing confidential information (with consent)

A member’s prior written or verbal consent will be obtained before anyone may share that member’s personal information with external agencies. Consent will be documented or noted in a grievance or appeal file. Consent to disclose information is implied when that information is required for the purposes described in Section 3, above.

Policy CE 2 Sec 5

Confidentiality and former staff or officers

Former staff members and officers are bound to the confidentiality obligations in this document even after the termination of their arrangements with the Union of National Employees.

Policy CE 2 Sec 6

Breaches of confidentiality

Confidentiality breaches are considered serious matters and may lead to immediate dismissal of an employee or immediate removal of an executive member.

Policy CE 2 Sec 7

Email confidentiality disclaimers

All Union of National Employees and officers will append the following text in the body of all outbound emails:

“This email message, including any attachments, is for the sole use of the intended recipient(s) and may contain confidential and privileged information. Any unauthorized review, use, disclosure or distribution is prohibited. If you are not the intended recipient, please contact the sender by reply email and destroy all copies of the original message.”

Policy CE 2 Sec 8

Third-party agreement policy

These confidential-information clauses apply to all third-party service providers (hereafter referred to as the consultant) who act on behalf of the Union of National Employees.

1. The consultant acknowledges that certain information made available to him or her from the Union of National Employees is confidential. This confidential information is the sole property of the Union of National Employees, and the consultant will use his or her best efforts to protect and maintain the confidentiality of the information.
2. The consultant acknowledges that the information provided to him or her by the Union of National Employees will be used only for the purposes specified in the agreement between the two parties.
3. Any confidential information is, and remains, the sole property of the Union of National Employees, regardless of whether the information was generated by the consultant. The consultant agrees that, when his or her agreement with the Union of National Employees ends, he or she will deliver promptly all confidential information.
4. This agreement will survive the termination of any contract between the consultant and the Union of National Employees.

Policy CE 2 Section 9

Policy for complaints regarding protection of personal information

All Union of National Employees and members have the right to express their suggestions and complaints about Union of National Employees privacy practices. The Union of National Employees will respond to all concerns and try to resolve them.

If you have a concern or complaint about the protection of your personal information you receive at the Union of National Employees:

1. Try to resolve the issue directly with the person involved.
2. If the issue cannot be resolved, send a written complaint to the national office privacy officer. If you are not comfortable making a written complaint, contact the privacy officer by phone.

3. The privacy officer will investigate the complaint in consultation with the national president. This may involve a meeting with the complainant.
4. Within 15 working days of receiving the complaint, the privacy officer will contact you to acknowledge the complaint has been received and establish an agreed-upon timeframe for resolving the problem. The privacy officer will then follow up with you within a reasonable timeframe.
5. If your complaint is about the privacy officer, the national president will handle the complaint. If the complaint is about the national president, the national executive vice-president will handle the complaint.

Policy CE 3 (09/19)

Code of Conduct and Ethics

The following code was developed to meet the Union of National Employees' obligation for the provision of a code of conduct and ethics. This code applies to elected officials, members and staff.

This code should not be read in isolation, but in concert with all bylaws and policies that deal with conduct and ethics. This code sets a framework for ethical decision making by establishing a common understanding of the standards of behaviour expected of all officials (elected and appointed) and staff. Individuals will be held accountable for their own behaviours and are expected to model ethical behaviour for others. Officials, staff and members should always foster an atmosphere that reflects our mission, vision and values.

Policy CE 3 Section 1

Principles

Officials, members and staff are required to acknowledge and agree to uphold the principles and practices described in this code under the terms of their contract or terms of employment, office or membership.

Officials, members and staff are expected to act in the membership's interest and demonstrate ethical behaviour as they execute their official duties. This code has been developed because officials and staff have responsibilities by virtue of their positions of authority as well as their high levels of accountability for decision making and leadership.

While the code cannot address all possible ethical challenges that individuals may face, it provides guidance in ethical decision making. On some occasions, there will be a need to balance competing interests or values. Officials and staff are encouraged to

discuss difficult-to-resolve issues with the national officers or Union of National Employees' management.

Policy CE 3 Section 2

Personal and professional behaviour

To maintain membership confidence in the integrity of the component, officials and staff will:

1. perform their duties impartially, with professionalism, objectivity and integrity; and
2. avoid conflicts of interest and act in the best interests of the membership.

As they perform their duties, officials and staff are expected to:

1. exercise their best possible technical or professional judgment;
2. comply with any legislative, industrial or administrative requirements relevant to their positions and any official policies concerning the performance of their duties.
3. ensure equity in the employee-selection processes, manage staff equitably, ensure the workplace is free from discrimination and harassment, and promote employment equity;
4. treat members with respect, be sensitive to members' rights, provide appropriate examples, guidance and assistance;
5. ensure that resources are used efficiently; and
6. lead by example and encourage colleagues to exercise similar qualities of personal and professional behaviour.

Officials and staff have a responsibility to ensure fairness and transparency in decision making. When they make decisions concerning individual matters, they are expected to consider:

1. fairness; and
2. the substance and effect of decisions on individuals and the membership at large.

When required to give references to, or make reports on officials and staff, individuals have a duty to provide frank and accurate comment and avoid making statements that could be regarded as malicious. Situations in which a report potentially could be regarded as malicious include the following:

1. where the report knowingly includes false allegations;
2. where the language of the report is deliberately or unnecessarily strong and might unreasonably harm the person being reported on; and
3. where extraneous material is deliberately introduced or where omissions are made so as to create a misleading impression.

Policy CE 3 Section 3

Relationships among senior managers and members of the national executive

Senior managers report to the president and members of the national executive and support them in implementing decisions. Senior managers are also responsible for carrying out decisions and implementing programs promptly, conscientiously and with full regard for component policy.

There may be some circumstances in which a senior manager strongly disagrees with a direction or request received from the president and national executive. Such circumstances may fall into one of the following categories:

1. where the act of following instruction from the president or national executive appears to contravene law; and
2. where the act of following instruction from the president or national executive appears to conflict with professional standards or component's governance documents.

A senior manager will not knowingly follow a directive that contravenes component bylaws and policies or breaches the law and will not require subordinates* to do so. In any circumstance where a senior manager strongly disagrees with a direction or request received from the president or national executive, they have the right to obtain such a direction in writing. Senior managers are expected to resolve such differences or concerns by open negotiation.

Senior management may approach Informal Conflict Management System (ICMS) coordinators for assistance when the above steps have failed to resolve ethical issues. A senior manager may also approach ICMS coordinators if they feel that taking a particular ethical position on an issue has resulted in discrimination against them.

* Staff are empowered to not knowingly follow a directive that contravenes component Bylaws and Policies or beaches the law.

Policy CE 3 Section 4

Public comment

Public comment encompasses public speaking engagements (including comments on radio and television), expressing views in letters to the press or in books or notices, or social media platforms or where it is reasonably foreseeable that publication or circulation of the comment will enter the public domain.

Except where required by law, only officials and staff specifically authorized by the national president is expected to provide comment on behalf of the component. In their private capacity as members of the community, officials and staff have the right to make public comment and enter into public debate on political and social issues.

Officials and staff need to be sensitive to the fact that their responsibility and status will tend to implicate the component, even when the public comment is made in private. They may need to state at the time of the comment that the discussion in question reflects personal opinions only.

Public comment is inappropriate:

1. where an official or staff member is directly involved in advising on or directing the implementation of component bylaws and policies, and the public comment compromises their ability to continue in an efficient and professional manner; and
2. where the public may perceive such comment to contradict Union of National Employees' bylaws and policies.

Officials and staff are expected, where legally possible, to try to resolve complaints about component administration internally, without recourse to public comment or criticism.

Policy CE 3 Section 5 **Use of official information**

Other than as required by law, when called to give evidence in court or when proper authority has been given, officials and staff will ~~should~~ not disclose confidential information or documents acquired in the course of their tenure or employment. Officials and staff will not misuse information gained in their official capacities such as seeking to take advantage for personal reasons of another person on the basis of information about that person held in official records or trying to obtain unauthorized information.

Officials and staff should maintain the integrity and security of any official documents or information for which they are responsible.

Any intellectual property created by officials and staff while employed by the Union of National Employees is the property of the component, unless otherwise agreed in writing.

Policy CE 3 Section 6 **Use of membership funds**

Membership funds will be used only for the purposes for which the component has appropriated them, and as authorized by officials and staff.

Policy CE 3 Section 7 **Use of official facilities and equipment and services**

Officials and staff will not use the services of colleagues or employees for personal purposes where perceived abuses of power could be construed. Official facilities will not

be used for personal purposes, unless official permission has been granted by the president.

Policy CE 3 Section 8

Financial and other private interests: disclosure and conflicts

Officials and staff will disclose in writing to the president or national executive any financial or other interests held by them when they become aware that a potential conflict between personal interest and official duty has arisen or may arise. The elected official or staff will discuss the matter with the president or national executive to decide whether they should:

1. continue their duties;
2. divest themselves of the interest; or
3. rearrange or transfer their duties to an equivalent position with duties involving no such actual or potential conflict.

The president or the national executive will decide upon the most appropriate course of action.

Policy CE 3 Section 9

Bribes, gifts, benefits, travel and hospitality

Officials and staff will not solicit or accept any bribe or other improper inducement.

Where any offer or suggestion of a substantial gift is made, either directly or indirectly to an elected official or staff member, they will report the facts at the first opportunity to the president or national executive. Substantial gifts may be accepted only under exceptional circumstances (for example, if the gift's refusal may incur negative cultural implications or if the gift is offered as part of a formal exchange between representatives from another organization). In such cases, the gift should be treated as property of the component and may be purchased by the official or staff. Officials and staff may accept unsolicited token gifts or moderate acts of hospitality in some circumstances. The decision to accept these gifts or benefits will be left to the discretion of the individual concerned. They will, however, be satisfied that acceptance will not compromise or appear to compromise the integrity of their position. Component policies on the subject will be taken into account, and the elected official or staff member will bear personal responsibility for any decision to accept a gift or benefit.

Officials and staff:

1. will not accept any gifts or benefits that may be offered as a means to influence, or appear to influence, individuals in their official capacity;
2. should avoid situations in which the provision of hospitality or benefits may be perceived as an attempt to secure influence or favour; and
3. should take all reasonable steps to ensure that spouses, children and staff members do not receive benefits that could give the appearance of an indirect attempt to secure the influence or favour of another individual or organization.

Policy CE 3 Section 10

Political participation

The use of an office or resources for internal Union of National Employees political activity is not acceptable and is contrary to the component's policies (see Policy FIN 9, National executive election-campaign expenses).

Staff should not participate in the internal Union of National Employees political process outside of their work duties.

Officials involved in the political arena—whether as independent candidates, spokespersons, representatives, fundraisers of a political party, cause or movement—should be aware of potential conflicts of interest.

If an official or staff becomes aware that a potential conflict, whether real or apparent, has arisen or is likely to arise, they should immediately inform the president or national executive. If a conflict of interest exists, the official or staff member may be asked to withdraw from the political arena or resign their duties.

Staff members who are nominated as public electoral candidates, or candidates will take leave for election-campaigning purposes on the day of their nominations to avoid potential conflict between their political interests and current employment.

Officials who are nominated as public electoral candidates, or candidates will take leave from their official position for election-campaigning purposes on the day of their nominations to avoid potential conflict between their political interest and current positions.

Officials who seek election may do so without resigning their UNE office subject to the Component Bylaws.

Policy CE 3 Section 11

Outside employment

Officials or staff members will report any outside employment that may be, or be perceived to be, a conflict of interest (see Policy CE 4, Conflicts of interest).

The president or national executive should consider whether a conflict may arise between an official or staff member's outside duties and their corresponding component responsibilities. Special consideration should be given to whether the company or organization concerned is in, or is entering into, a contractual relationship with the component.

Any outside activities should be performed wholly in the official's or staff member's private time and should not affect performance of their component position.

Officials or staff members should not, at any time, allow their decisions to be influenced

by future employment prospects.

Policy CE 3 Section 12

Reporting code of conduct violation

Violations of the code of conduct will be reported. Officials or staff members should be protected against reprisals for voluntarily reporting such matters. All reports should be made to the component President, if the allegation is against the President, it should be reported to the national executive vice-president.

Officials and senior managers are expected to support staff who make or intend to make protected disclosures and maintain the utmost confidentiality. Alleged violations should be reported to the National President, unless the National President is named in the alleged violation then it should be reported to the National Executive Vice-President.

Policy CE 3 Section 13

Sanctions

For UNE staff a breach of this code represents a breach of terms and conditions of employment and could result in discipline up to and including termination, For elected officers, a breach of this code represents a breach of the oath of office and could result in discipline up to and including removal from office and possible suspension from membership.

For members a breach of this code represents a breach of the PSAC Constitution and could result in discipline up to and including possible suspension from membership.

Although this code prescribes standards of conduct for most circumstances, the absence of a specific standard of behaviour does not necessarily mean that the action would be condoned. It may still be subject to disciplinary action.

Policy CE 3 Section 14

Responsibilities of national executive and staff who leave the Union of National Employees.

When an official or staff member considers accepting a job offer that bears any close or sensitive connection with their current activities, they will be expected to declare the conflict to the president or national executive in good faith.

Officials or staff members who leave the Union of National Employees are expected to return all documentation and any equipment provided or obtained as part of their work. During subsequent employment and activities, they are expected to respect the confidentiality of information gained in their official capacity. (See component bylaws regarding oath of office)

Policy CE 4 (09/19)

Conflicts of interest

Elected officials, members and staff will act in the best interest of the Union of National Employees and perform their official duties and arrange personal affairs and off-site working arrangements such that the public confidence and impartiality of the Union of National Employees is upheld.

Definition of conflict of interest

A conflict of interest occurs when an elected official, member or staff uses information, influence or resources from the Union of National Employees to benefit themselves, a relative, friend, past or present member, business associate or to benefit some other personal interest in a manner that may be deemed to be inappropriate. Conflicts of interest can be subtle and not easily recognized.

1. Elected officials, members and staff will take all reasonable steps to avoid the exercise of any influence on Union of National Employees' decisions in which they may have conflicts of interest.
2. Elected officials, members and staff are responsible for declaring all perceived or real conflicts to the national president in order to prevent misunderstanding and ensure the interest of members of the Union of National Employees is not jeopardized. Should the conflict of interest involve the national president, they will declare so to the national executive vice president.
3. Elected officials, members or staff conflicts of interest may include but are not limited to:
 - a. receiving gifts or money for personal benefit;
 - b. having financial interests or undertakings that are or may be in conflict with the interests of the Public Service Alliance of Canada or any of its components;
 - c. carrying on financial dealings with any person or organization with whom or with which the component carries on a business relationship and the elected officials, members or staff would personally benefit;
 - d. providing to any individual third-party representation or a legal opinion privately that may constitute a conflict of interest;
 - e. entering into a supervisory or subordinate reporting relationship with a relative or person living in a family-type situation;
 - f. being involved in the hiring, promotion, transfer, discipline or termination of a relative or person living in a family-type situation;

- g. taking on a representation role for someone they know personally, when that relationship could reasonably prevent them from providing objective advice and effective representation;
 - h. establishing a personal relationship with members that may compromise objectivity and lead to abuse of information gained through employment at Union of National Employees; and
 - i. placing themselves in a situation in which opposing loyalties are owed to both the union and a personal or outside interest.
4. Elected officers, members and staff may accept gifts, subject to the UNE *Code of Conduct and Ethics*.
 5. If there is a conflict of interest, appropriate action will be determined and communicated to the elected official, member or staff by the national president.
 6. In the case of potential conflicts of interest involving the national president, the national executive vice-president would intervene.

Anyone who believes that the conflict of interest policy has been violated can submit their specific concerns in writing to the national president.

Any ruling of conflict of interest can be appealed to the national executive.

Policy CE 5

Policy on informal conflict management

The Union of National Employees, PSAC and the Alliance Employees Union (AEU) are jointly committed to creating a culture where differences of opinion are respected and addressed in ways that promote harmonious, satisfying and productive work relationships among staff, volunteers and members, and that abide by the principles described in the Union of National Employees' mission statement, vision and values.

Informal conflict management (ICM) is a life skill that offers each of us the opportunity to strengthen our communications and relationships. Informal conflict management is about clearly communicating our interests — the specific reasons or motivations underlying the positions people take in conversations. When interests are shared, people gain greater understandings of each of their peers. As a result, the acts of solving problems, managing conflicts and making decisions become more effective. In this way, informal conflict-management skills contribute to our organization's values and our mission statement.

Informal conflict management also means more choices for dealing with disputes through assisted processes such as conflict coaching, mediation, facilitation or group facilitation.

Policy CE 5 Sec 1

Objectives

The four main objectives of this policy are:

1. to encourage regular practice of effective communication and enable rapid conflict resolution;
2. to incorporate preventive activities and assisted ICM methods into existing rights-based structures to form a multi-option conflict management system;
3. to standardize the use of, and access to, assisted ICM at the Union of National Employees; and
4. to create an organization where differences of opinion are respected and addressed in ways that promote satisfying and productive work relationships among staff, volunteers and members, and that abide by the principles described in the Union of National Employees' mission statement, vision and values.

Policy CE 5 Sec 2

Policy statements

To facilitate the use of ICM, the Union of National Employees will:

- provide employees and members of the executive with opportunities to acquire and develop conflict-management skills;
- promote the use of interest-based communications and problem-solving skills in daily interactions at the earliest opportunities;
- inform employees of all interest-based and rights-based processes and resources that are available to help them resolve workplace conflict;
- offer the use of assisted ICM to employees and elected officials;
- respect the wishes of employees who request the assistance of union representatives or other support people when engaged in ICM;
- honour and respect the right of employees to access formal dispute-resolution mechanisms, such as the grievance process; and
- ensure that where disputed issues revolve around the interpretation or application of the collective agreement, the parties to the agreement be involved.

Where a conflict pertains to an item of the collective agreement, AEU members of Unit III will have the right to file a grievance and keep it in abeyance, pending the successful resolution of the conflict by way of ICM.

ICM participation is voluntary.

Policy CE 5 Sec 3

Application

This document applies to the use of ICM for the effective prevention, management and resolution of all types of workplace conflict. All staff, volunteers and members who participate in ICM processes will be bound to this policy.

The use of an ICM process will not compromise the collective agreement between the Union of National Employees and the AEU, nor the laws, legislation, bylaws and policies of the Union of National Employees.

Policy CE 5 Sec 4

Definitions

For the purposes of this policy, the Union of National Employees offers specific definitions of the following terms:

Confidential means private, secret, not to be mentioned or disclosed. Confidentiality is an important factor that influences participants' confidence in the integrity of ICM. Absolute confidentiality cannot be guaranteed.

Conflict is the perception or actual occurrence of diverging, opposing, competing or incompatible interests between two or more people.

A *dispute* is the manifestation of unresolved conflict.

Employee means an employee of the Union of National Employees.

Impartiality is an essential quality of an informal conflict-management practitioner. It denotes open-mindedness, the ability to treat people equally and fairly, and be unaffected by outside influence.

Policy CE 5 Sec 5

Roles and responsibilities

Employees and members of the national executive will:

- minimize workplace conflict and its escalation wherever possible,
- consider participation in ICM processes; and
- respect the collective agreement and any applicable workplace policies and procedures.

ICM service providers will:

- adhere to this policy and its guidelines;
- help parties make informed decisions with respect to the decision to participate in ICM;
- advise employees that they may have the right to union representation during the conflict-resolution process;
- conduct and coordinate intervention services;
- keep all documents used during the ICM process confidential;
- give staff and members of the national executive the tools to enable the use of ICM; and
- assess the suitability of ICM to any case.

Managers will:

- promote, apply and use behaviours consistent with ICM principles;
- encourage and use ICM where appropriate to manage conflicts;
- authorize costs related to the use of ICM where applicable;
- help employees access the ICM program;
- participate in ICM training and encourage others to do the same; and
- respect and honour employee's rights to access formal dispute resolution mechanisms such as the grievance process;
- attend ICM processes when collective agreement rights are being addressed.

ICM participants will:

- respect confidentiality during and after the ICM process;
- participate in good faith;
- respect the collective agreement and any applicable policies and procedures;
- comply with any agreements to mediate and terms of settlement; and
- address conflict at the earliest opportunities.

Union representatives will:

- encourage the use of ICM where appropriate;
- encourage and help employees to use ICM;

- participate in ICM training and encourage others to do the same;
- represent members in an ICM process on matters not relating to the collective agreement, if requested and where deemed appropriate by the union;
- attend ICM processes when collective agreement rights are being addressed;

Any provisions that relate to the collective agreement or legislation within a term of settlement are subject to review and concurrence by the authorized AEU and Union of National Employees representatives. Confidentiality will be maintained by both groups.

Policy CE 5 Sec 6 (09/19)

Monitor and review

Members of the Union of National Employees will review this policy and its guidelines every two years after its effective date. (09/19)

Policy CE 5 Sec 7

References

- *Personal Information Protection and Electronic Documents Act*;
- Collective Agreement between the Union of National Employees and AEU (Unit III); and
- Grievance and Grievance Transmittal Forms.

Policy CE 5 Sec 8

Effective date

This policy is effective as of September 24, 2019.

Policy CE 5 Sec 9

Enquiries

Any enquiries regarding this policy should be directed to a manager, union representative or the Union of National Employees president.

Policy CE 6

Information technology policy (01/11)

The Union of National Employees provides computing and network facilities for elected officials and staff to support the component's mission. These people will ensure that these assets are used lawfully, ethically and courteously.

This policy is to ensure that the Union of National Employees guards against unauthorized access to and abuse of these assets while balancing the right to privacy

for all users. Staff and officers will be expected to review and sign a user agreement that affirms their knowledge, understanding and adherence to a code of conduct. This policy is not a stand-alone document and should be read in consultation with Policy CE 6, *Email protocol* and Policy CE 3, *Code of conduct and ethics*.

It should be noted that this policy is silent on electronic voicemail boxes. The reason is twofold: the proprietary rights related to the Union of National Employees' telephone system belong to the Public Service Alliance of Canada, and access to smart phone voicemail is password-protected by individual users. Therefore, neither is accessible by component personnel.

Policy CE 6 Section 1 Responsibilities

Users will respect local, provincial and federal laws and the policies of the component.

Users will also respect the rights of other users, the integrity of the information technology (IT) systems and related hardware.

Policy CE 6 Section 2 General computing policy

Authorized users will be issued user IDs, provided they agree in writing to uphold the Union of National Employees' user agreement, which is appended to this policy. The agreement may be amended from time to time as deemed appropriate by the component.

Authorized users are solely responsible for all actions taken while their user ID is in use. Therefore, it is critical that all users maintain confidential passwords and secure their accounts.

Policy CE 6 Section 3 Consequences

Violation of this policy may result in disciplinary action that may range from a reprimand to maximum penalties afforded under component policies and the staff collective agreement.

Any attempt to circumvent local, provincial, federal, or international laws while using the component's assets may result in litigation against the offender by the appropriate authorities. If an event should occur, The component will fully comply with the law to provide any information necessary for the litigation process.

Policy CE 6 Section 4

Privacy

The political nature of the Union of National Employees gives rise to many ethical considerations, some of which may not be evident. As a result, correspondence between elected officials may not be accessed by the component without the approval of the national executive.

The component respects users' privacy and under normal circumstances will not access users' accounts. However, the component reserves the right to examine the contents of users' accounts should the need arise. Such circumstances might include: suspected misuse of the assets, protection of the integrity of the system, repairing errors or accessing time-sensitive documents. In these cases, the user will be advised that their account has been accessed by the component pursuant to this policy and the user agreement.

Should a staff member be directed to provide access to correspondence between elected officials, by another elected official, he or she must first obtain approval to do so from the national executive.

Policy CE 7 (01/19)

Email protocol

An email is a dynamic document; a medium of written communication between a sender and one or more recipients. Exercise caution when communicating in emails. Be aware that once you send an email, its content enters the public domain and becomes a direct reflection of you. The Union of National Employees considers email communication among our members and staff to be a privilege. We encourage our members to use email but urge them always to exercise caution. Here are some important considerations for the courteous and effective use of email:

1. Think before you select your target audience and select only the appropriate recipients.
2. Your email's subject line will be complete and will capture the document's essence. Ensure your email includes a proper signature block that identifies you as the author.
3. Always convey respect and professionalism in emails. Because it is impossible to convey body language or tone of voice in emails, ensure that your message is clear and diction respectful.
4. Email correspondence is subject to the Public Service Alliance of Canada's Policy No. 23: *Harassment in the Workplace*. The written word, used improperly, can lead to litigation and other severe consequences.

5. Emails that address a group, third party, or national audience may need to be translated and submitted in both official languages. Ask a regional team member or contact the national office for further guidance.
6. Avoid unnecessarily replying to all recipients.
7. Clearly identify the action you expect a recipient to take as a result of your email. If you expect a recipient to respond or take action, include their name in the email's "to" line. Do not expect responses from recipients listed in the email's "cc" line. If you expect a response to your email, provide a date by which you expect the recipient to act.
8. Set realistic expectations with regard to email-response times. Never assume recipients will act immediately on your emails.
9. When in doubt about an email's appropriateness, contact a member of your regional team or a national officer.
10. Insert email confidentiality disclaimers in all outgoing messages sent electronically (SEE - Policy CE 2, Section 7).

Policy CE 8 (09/19)

Records retention and destruction— Union of National Employees office

The Union of National Employees maintains a strict policy on the retention and destruction of all corporate, financial, human-resource, member-record and grievance or complaint documents.

Document-retention procedures

Records should be retained for the following reasons:

1. to facilitate service delivery to members;
2. to provide historical data for future investigations;
3. to minimize risk to the Union of National Employees;
4. to comply with legal requirements;
5. to comply with human-resource functions; and
6. to meet the organization's operational requirements.

Records should be stored in such a way that they maintain the original document's integrity and the confidentiality of any personal information. All records will be stored in dry, secure locations for as long as they are required, and the Union of National Employees will maintain electronic back-ups.

Records will be retained for only as long as the Union of National Employees requires them to meet the reasons listed above. The Union of National Employees will review its document portfolio on a periodic basis to ensure documents are managed according to the records-retention schedules below.

For corporate documents

The Union of National Employees considers the following to be corporate documents:

1. contracts
2. bylaws
3. service agreements
4. insurance policies
5. auditor reports
6. letters patent
7. annual reports
8. strategic plans
9. board documentation

The Union of National Employees will retain original corporate documents in a central location and according to the retention schedule below. Union of National Employees staff will make copies of these documents available to anyone who requests them.

Retention schedule: corporate documents	
Document	Retention length
Organization charter, annual reports, bylaws, letters patent, strategic plans, board documentation	Organization's lifespan, plus five years
Insurance policies (current and previous)	Indefinitely
Contracts and service agreements	Seven years after expiry of contract or agreement

For member records

The UNE will ensure that all member- and service-related records are stored, retained and destroyed according to this policy and retention schedule.

Retention schedule: member records	
Document	Retention length
Member complaint or grievance files (in hard copy)	One month after paper record is returned from PSAC offices
Member complaint or grievance files (in electronic format)	Indefinitely
Laserfished records of complaints or grievances	Indefinitely
Member files	One month after the file is no longer required

Electronic records	Archived annually
Paper claims	Triennial cycle, plus one year
Member change of information	One month after change has been made
Locals financials statements	Current, plus seven years

For financial documents

The Union of National Employees will maintain the following documents at its place of business:

1. invoices
2. payroll records
3. donation receipts
4. proofs of payment
5. deposit books and records
6. records of all cash disbursements
7. documents that substantiate disbursements
8. any other supporting documentation

The UNE will ensure that all original financial records are stored, retained and destroyed according to this policy and the records-retention schedule below.

Retention schedule: financial documents	
Document	Retention length
Annual audited financial statements, general ledger, annual adjusting journal entries, duplicate receipts relating to 10-year gifts to registered charities	Organization’s lifespan, plus seven years
Duplicate donation receipts (except those relating to 10-year gifts)	End of fiscal year to which they relate, plus seven years
Payroll-remittance files	Indefinitely
Other financial records, including payroll	End of fiscal year to which they relate, plus seven years

For human-resource records

The UNE will ensure that human-resource documents are stored, retained and destroyed according to this policy and the records-retention schedule below.

Retention schedule: human-resource records	
Document	Retention length
Employee records	Indefinitely
Electronic back-ups	Indefinitely

For further information related to these conduct and ethics issues, please see:

Policy FIN 9—*National executive election-campaign expenses*

CE Appendices

Include:

- Appendix A: Protecting your privacy (supplement to Policy CE 1)
- Appendix B: Statement of confidentiality (supplement to Policy CE 2)
- Appendix C: Privacy/security practices checklist for local union representatives
- Appendix D: Guidelines for the use of informal conflict management services at the Union of National Employees (supplement to Policy CE 5)
- Appendix E: Union of National Employees' User Agreement (supplement to Policy CE 6)

Appendix A: Protecting your privacy

Supplement to Policy CE 1

The Union of National Employees is committed to protecting your personal information. Here are 10 ways in which we ensure your privacy.

- 1. We recognize our responsibility to protect personal information.**
We are legally responsible for the personal information we collect, and we maintain policies that guarantee the confidentiality of this information.
- 2. We are clear about why we collect your information.**
We collect information about you only to manage our membership and grievance files.
- 3. We limit how much information we collect.**
We collect only the information we need to maintain our records and provide you with good service.
- 4. We use personal information only for the purposes you agree to, unless otherwise directed by law.**
We will not use your personal information for any purpose other than to provide services to you, or to manage or plan services, unless we are required otherwise by law.
- 5. We take steps to safeguard your personal information.**
We protect your information and ensure its privacy.
- 6. Our staff members serve you.**
Your personal information may be shared among Union of National Employees staff members so that we can help you most effectively.
- 7. We respect your consent.**
Once a complaint or grievance file has been sent to our offices, we assume you have given consent to collect, use and share your personal information.
- 8. We provide information about our privacy policies and practices.**
Our privacy officer is standing by to provide you with information about our personal-information policies and practices. Just ask.

9. We recognize your right to know what personal information we hold.

If you send us a signed note, we would be happy to provide you with a comprehensive list of the personal data we hold about you.

10. We respond to concerns and questions.

If you have any comments about the way we carry out the above principles, please contact our privacy officer at (613) 560-4302.

Appendix B: Statement of confidentiality

Supplement to Policy CE 2

I have read and reviewed the policies on confidentiality of employee and member files of Union of National Employees.

I understand that all employee and member information to which I may have access is confidential and is not to be communicated to anyone in any manner, except as outlined in the policies.

Signed: _____

Witnessed: _____

Date: _____

Appendix C: Privacy and security practices checklist for local union representatives

Local union representatives are required to deal with highly sensitive, personal and confidential information during the performance of their duties. This document describes a series of steps to ensure that representatives appropriately manage their obligations toward sensitive information.

- Destroy all documents that contain personal information once they are no longer needed.
- Lock documents that contain personal information in cabinets and offices.
- Keep copies of all documents sent to the Union of National Employees or PSAC.
- Back up computer data regularly to ensure information is not lost.
- Ensure you do not discuss sensitive information in common areas.
- Take every precaution to ensure the security of faxes.
- Always obtain proper, written consent before collecting, transferring or sharing personal information with a third party (such as a health professional or insurance company). File the member's consent note in his or her grievance or complaint file.
- Append a signature block to all correspondences that clearly indicates your name, position, email address, and telephone and fax numbers. Also include a bilingual notice that instructs recipients to contact you if they receive your correspondence in error.
- Ensure that personal information is not left in visible locations such as lunch rooms, reception desks, vacated offices, recycle bins, hotel rooms or airport lounges.
- Log out of your computer's user profile by simultaneously holding down the Control, Alt and Delete keys when leaving your desk area.
- Promptly remove all personal information from printers.
- Change your computer user password regularly. Do not choose passwords that can be easily guessed (such as your birthday or a family member's name).
- Sign the Union of National Employees Oath of Office if you are a local executive officer.

If you have any questions or concerns about any of these items, please contact the Union of National Employees privacy officer at 613-560-4302 or 1-800-663-6685.

Appendix D: Guidelines for the use of informal conflict management services at the Union of National Employees

Supplement to Policy CE 5

These guidelines offer additional information and structure to the Union of National Employees Policy CE 5, *Policy on informal conflict management* to ensure its consistent application. In so doing, they also help the Union of National Employees become an employer of choice—an organization where people work together at all levels with respect and dignity—improve workplaces for all, and promote satisfying and productive work relationships.

Core principles

A series of principles govern the policy, the services it offers and the practice of informal conflict management (ICM) in general at the Union of National Employees. These principles are:

- *Accessibility*
Union of National Employees employees and members of the national executive must understand the system in place, know of the available options for resolving disputes, and have easy access to these processes at all times.
- *Choice*
Participants may choose the conflict-management method that is best suited to their circumstances or create a new process that meets their objectives.
- *Confidentiality*
The confidentiality of all participants during an ICM process will be maintained subject to all applicable laws. Moreover, participants will agree not to use any information gained through ICM processes outside of those processes.
- *Consultation with stakeholders*
Involving stakeholders at an early stage is fundamental to success.
- *Impartiality*
ICM providers will be impartial.
- *No retaliation or reprisal*
No one will retaliate against any individual who requests to participate, or participates in, a conflict-management process, or who refuses to participate in such a process.
- *Preservation of rights*
ICM processes will maintain the rights of employers, employees and Union of National Employees officers.

- *Prevention*
Effective and proactive conflict management promotes a respectful work environment.
- *Promptness*
ICM processes will be conducted with sensitivity to the time constraints or needs of the parties.

Privacy and confidentiality

The Union of National Employees will train its employees on all applicable privacy principles and legislation to ensure that they fully understand the requirements and implications of the referenced confidentiality legislation.

ICM process options

Members are encouraged to use ICM practices, tools and skills without the direct involvement of the Union of National Employees. These process options include:

- interest-based communication;
- problem solving;
- consultation; and
- collaboration.

Assisted ICM process options include:

- conflict coaching;
- facilitation;
- informal fact finding;
- mediation; and
- workplace assessments.

Timelines for the use of ICM processes in the context of the grievance and complaint processes

Once all parties agree to a process option, a date for the intervention will be set. That date should be as convenient as possible to all attending parties, and should be within 30 days of the date on which the provider is selected.

When a grievance is filed, and when both parties agree to participate in ICM, the grievance timelines described in the collective agreement will be stayed and timelines extended. Participation in ICM will not compromise a party's right to grieve. If either party opts to return to the grievance process, the timelines described in the collective agreement (or as agreed to by the parties) will recommence.

Selecting an ICM process

The ICM service provider will consult with the parties to determine the type of intervention that best suits their respective needs and interests.

Attending an ICM process

ICM parties may be accompanied or represented by someone of their choosing, such as a bargaining agent representative. Parties will make every reasonable effort to ensure that the persons with the necessary authority to settle disputed issues are present.

Terminating an ICM process

At any time, participants may remove themselves from the ICM process. Moreover, the ICM provider may terminate the process if he or she deems it appropriate to do so. The ICM provider will inform the parties of the reason for his or her decision to terminate. If an ICM process has been terminated, the parties may consult with their respective representatives to determine the next steps in addressing the conflict.

File closure

The file will be closed in a manner that respects confidentiality.

Expenses relating to ICM interventions

Assisted ICM interventions will be scheduled in ways that are as cost effective and efficient as possible. They should also be held as near as possible to the participants' workplaces.

The Union of National Employees will bear the reasonable costs of external ICM providers. It will also bear the cost of any salaries lost by the attending participants, as well as their employee witnesses or representatives. Each requesting organization will bear their own costs—including the lost salaries and expenses of non-employee representatives and support persons.

Enquiries

Any enquiries regarding this policy should be directed to a manager, union representative or the Union of National Employees president.

Appendix E: Union of National Employees' User Agreement

Supplement to Policy CE 6

User Agreement in consideration of the issuance to me of a Union of National Employees Network Account User ID, I agree that:

General

- I am the sole person authorized to use this User ID;
- I am solely responsible for all actions taken under my User ID while my User ID is valid;
- I will not let others use my User ID;
- I will not use the computing assets and/or services for commercial purposes;
- I will not delete, examine, copy or modify files and/or data belonging to other users without their prior consent;
- I will not take any unauthorized, deliberate action which damages or disrupts a computing system, alters its normal performance, or causes it to malfunction, regardless of system location or time duration.

Electronic Messaging Systems

- I am responsible for all electronic mail originating from my User ID;
- I will not forge, or attempt to forge, electronic mail messages;
- I will not attempt to read, delete, copy, or modify the electronic mail directed to other users without prior consent;
- I will not send, or attempt to send harassing, obscene and/or other threatening E-mail to another user;
- I will not send unsolicited "for-profit" messages or chain letters.

Network Security

- I will not attempt to use Union of National Employees Systems or Networks in attempts to gain unauthorized access to remote systems. I will not use Union of National Employees Systems or Networks to connect to other systems in evasion of the physical limitations of the remote system;
- I will not decrypt system or user passwords;
- I will not copy System Files;
- I will not intentionally attempt to "crash" Network systems or programs;
- I will not attempt to secure a higher level of privilege on Network systems than authorized. I will not willfully introduce computer "viruses" or other disruptive/destructive programs into the Union of National Employees Systems network or into external networks.

I have read and understood this User Agreement and I agree to use my account(s) in accordance with this document. I accept full legal responsibility for all of the actions that I commit using the Union of National Employees network according to any and all applicable laws.

(Signature)

(Date)

Collective bargaining Policy and Framework (NG)

This policy defines the responsibilities of the Union of National Employees and of its Locals under PSAC Regulation 15, Collective Bargaining Process.

Policy NG 1 Sec 1

Principles

All members in good standing have a right to participate in the bargaining process. This includes the ability to submit bargaining proposals for consideration by the general membership of the local, to be informed of progress at the bargaining table, to participate in mobilization activities, and to vote in strike and ratification votes.

The Union of National Employees' primary goal will be to encourage and assist members' participation in the bargaining process.

Bargaining demands should reflect union values. They should therefore foster inclusive and progressive workplaces, as well as promote human rights and social justice.

The bargaining process is a democratic process.

Policy NG 1 Sec 2

Definitions

Bargaining Demand: A request for a change, addition or deletion to a bargaining unit's collective agreement.

Bargaining Team: A team composed of bargaining unit members and a PSAC-appointed negotiator and, which may include a PSAC-appointed researcher, in accordance with PSAC Regulation 15.

Local bargaining committee: Is a group of elected/selected local members who may be tasked with conducting surveys and other research to prepare for collective bargaining.

National Bargaining Units (Treasury Board/Parks/SSO): A bargaining unit which is national in scope and composed of members from more than one Local. These locals may be situated in different regions of the country.

Program of Demands (POD): Is a guide produced by PSAC, for Treasury Board and Parks Canada bargaining units. It can be used as a reference tool to stimulate the demand-setting process within the Local. It represents a body of research that provides:

- a list of demands that were not achieved and remain outstanding from previous rounds of bargaining
- current trends in collective bargaining
- demands that keep pace with legislative, social and economic changes

- areas members may wish to pursue as ground-breaking language
- areas where language improvements are required based on grievance wins and losses

Members are free to submit demands on any bargaining topic and are not restricted to those contained within the POD.

Regional Bargaining Unit (All Other Bargaining Units): A bargaining unit where members work in a single region.

Strategy or Strike-Coordinating Committee: A committee composed of bargaining team members, UNE and PSAC-appointed elected officials and staff.

UNE Collective Bargaining Committee: A committee composed of members of the national executive, which may also include nationally elected officers, regionally elected officers, and staff.

UNE Regional Team: A team composed of the regional vice-president, assistant regional vice-presidents and regional human rights representatives.

**Policy NG 1 Sec 3
Roles and Responsibilities**

	Treasury Board and Parks (National Bargaining Units)	Statistical Survey Operations (National Bargaining Unit)	Regional Bargaining Units (All Other Bargaining Units)
Members	<ul style="list-style-type: none"> • submit bargaining demands that reflect their issues. • should keep themselves informed of progress at the bargaining table. • support their bargaining teams by participating in mobilization activities. 	<ul style="list-style-type: none"> • submit bargaining demands that reflect their issues. • should keep themselves informed of progress at the bargaining table. • support their bargaining teams by participating in mobilization activities. 	<ul style="list-style-type: none"> • submit bargaining demands that reflect their issues. • should keep themselves informed of progress at the bargaining table. • support their bargaining teams by participating in mobilization activities.
Locals	<ul style="list-style-type: none"> • receive the input call from the UNE and distribute it to bargaining unit members. • receive and notify members of the input call. • review the Program of Demands. • elect/select a local bargaining committee to consult, review, prioritize, and recommend demands submitted by the local membership. • conduct a membership meeting in order to affirm 	<ul style="list-style-type: none"> • receive the input call from the UNE and distribute it to bargaining unit members. • receive and notify members of the input call. • review the Program of Demands. • elect/select a local bargaining committee to consult, review, prioritize, and recommend demands submitted by the local membership. • conduct a membership meeting in order to affirm the demands prior to submitting 	<ul style="list-style-type: none"> • receive the input call from the UNE and distribute it to bargaining unit members. • receive and notify members of the input call. • elect/select a local bargaining committee to consult, review, prioritize, and recommend demand themes. • elect/select local bargaining teams (elections are conducted by the UNE regional team)

	Treasury Board and Parks (National Bargaining Units)	Statistical Survey Operations (National Bargaining Unit)	Regional Bargaining Units (All Other Bargaining Units)
	<p>the demands prior to submitting the package of demands to the UNE.</p> <ul style="list-style-type: none"> ensure that the demands are submitted to the UNE by the input call deadline along with minutes or record of the local meeting. ensure demands are submitted in the proper format, include a rationale for all bargaining proposals, and be signed by a local officer. provide input towards the negotiation of essential services agreements when required. work with the UNE and PSAC when their members vote on the ratification of tentative agreements or strike actions. 	<p>the package of demands to the UNE.</p> <ul style="list-style-type: none"> ensure that the demands are submitted to the UNE by the input call deadline along with minutes or record of the local meeting. ensure demands are submitted in the proper format, include a rationale for all bargaining proposals, and be signed by a local officer. provide input towards the negotiation of essential services agreements when required. elect/select knowledgeable and committed members to represent the UNE as delegates to the National Bargaining Conference. work with the UNE and PSAC when their members vote on the ratification of tentative agreements or strike actions. 	<ul style="list-style-type: none"> affirm that the demand themes have been reviewed prior to submitting the bargaining proposals to the UNE. ensure demands are submitted to the UNE by the input call deadline along with minutes or record of the local meeting. ensure demands are submitted in the proper format, include a rationale for all bargaining proposals, and be signed by a local officer. set deadlines for bargaining input from members in order to meet the UNE' deadlines. provide input towards essential services agreements when required. work with the UNE and PSAC when their members vote on the ratification of tentative agreements or strike actions.
Local Bargaining Team	<ul style="list-style-type: none"> assists in the development of rationale. ensures that the final package of demands is affirmed by the local. ensures that the locally-affirmed demands are submitted to the UNE by the input call deadline along with the record of the local review. 	<ul style="list-style-type: none"> assists in the development of rationale. ensures that the final package of demands is affirmed by the local. ensures that the locally-affirmed demands are submitted to the UNE by the input call deadline along with the record of the local review. 	<ul style="list-style-type: none"> consults, reviews, prioritizes, and recommends demands assists in the development of rationale. ensures that the final package of demands is affirmed by the local. ensures that the locally-affirmed demands are submitted to the UNE by the input call deadline along with the record of the local review. works with the assigned PSAC Negotiator to bargain and conclude a collective agreement.

	Treasury Board and Parks (National Bargaining Units)	Statistical Survey Operations (National Bargaining Unit)	Regional Bargaining Units (All Other Bargaining Units)
Local Bargaining Committee	<ul style="list-style-type: none"> • consults, reviews, prioritizes, and recommends demands. 	<ul style="list-style-type: none"> • consults, reviews, prioritizes, and recommends demands. 	<ul style="list-style-type: none"> • consults, reviews, prioritizes, and recommends demands.
UNE Regional Team	<ul style="list-style-type: none"> • ensures that Locals have received bargaining demand callouts and are aware of the deadline to return demands to the UNE. • encourage Locals to submit demands promoting human rights and social justice • participates in the UNE internal collective bargaining process (see Appendix B) by providing guidance and help to Locals in their region • encourages Locals and members to submit collective bargaining proposals when bargaining demands are requested • provides Locals with suggestions for collective bargaining proposals on current issues facing the PSAC and the UNE as well as ways to promote human rights and social justice • works with national officers to identify members who will attend bargaining conferences. • assists Locals in providing input towards negotiations of essential services agreements • actively participates in mobilization activities of the collective bargaining process and assists Locals in mobilizing their members 	<ul style="list-style-type: none"> • ensures that Locals have received bargaining demand callouts and are aware of the deadline to return demands to the UNE. • encourage Locals to submit demands promoting human rights and social justice • participates in the UNE internal collective bargaining process (see Appendix B) by providing guidance and help to Locals in their region • encourages Locals and members to submit collective bargaining proposals when bargaining demands are requested • provides Locals with suggestions for collective bargaining proposals on current issues facing the PSAC and the UNE as well as ways to promote human rights and social justice • works with national officers to identify members who will attend bargaining conferences. • assists Locals in providing input towards negotiations of essential services agreements • actively participates in mobilization activities of the collective bargaining process and assists Locals in mobilizing their members 	<ul style="list-style-type: none"> • ensures that Locals have received bargaining demand callouts and are aware of the deadline to return demands to the UNE. • encourage Locals to submit demands promoting human rights and social justice • participates in the UNE internal collective bargaining process (see Appendix A) by providing guidance and help to Locals in their region • encourages Locals and members to submit collective bargaining proposals when bargaining demands are requested • provides Locals with suggestions for collective bargaining proposals on current issues facing the PSAC and the UNE as well as ways to promote human rights and social justice • Conducts the election of bargaining team members • assists Locals in providing input towards negotiations of essential services agreements • may participate in the collective bargaining process of the regional bargaining units, including keeping up to date with the progress at the bargaining table and issues being discussed. • actively participates in mobilization activities of the collective bargaining

	Treasury Board and Parks (National Bargaining Units)	Statistical Survey Operations (National Bargaining Unit)	Regional Bargaining Units (All Other Bargaining Units)
			process and assists Locals in mobilizing their members.
UNE Collective Bargaining Committee	<ul style="list-style-type: none"> reviews local demands to ensure that they conform with union principles combines duplicate demands ensures that all demands forwarded to the PSAC do not contravene the constitution, bylaws, policies or regulations of UNE or PSAC. prioritizes demands forwards bargaining unit demands to the PSAC 	<ul style="list-style-type: none"> reviews local demands to ensure that they conform with union principles combines duplicate demands ensures that all demands forwarded to the PSAC do not contravene the constitution, bylaws, policies or regulations of UNE or PSAC. prioritizes demands forwards bargaining unit demands to the PSAC 	<ul style="list-style-type: none"> Director of Member Representation and Labour Relations will review all demands sent by all other bargaining units and ensures that all demands forwarded to the PSAC do not contravene the constitution, bylaws, policies or regulations of UNE or PSAC.
UNE National Executive	<ul style="list-style-type: none"> approves changes to the Collective Bargaining Policy and Framework. actively participates in mobilization activities and assists regional teams in mobilizing their members distributes the bargaining schedule published by the PSAC may participate in National Strategy and Strike-Coordinating Committees 	<ul style="list-style-type: none"> approves changes to the Collective Bargaining Policy and Framework. actively participates in mobilization activities and assist regional teams in mobilizing their members distributes the bargaining schedule published by the PSAC may participate in National Strategy and Strike-Coordinating Committees 	<ul style="list-style-type: none"> approves changes to the Collective Bargaining Policy and Framework. actively participates in mobilization activities and assist regional teams in mobilizing their members distributes the bargaining schedule published by the PSAC may participate in Regional Strategy and Strike-Coordinating Committees
Strategy and Strike-Coordinating Committee	<ul style="list-style-type: none"> For further information, see PSAC Regulation 15A 	<ul style="list-style-type: none"> For further information, see PSAC Regulation 15B 	<ul style="list-style-type: none"> For further information, see PSAC Regulation 15C

Policy NG 1 Sec 4

When delegates are selected by UNE to attend regional or national bargaining conferences, priority will be given to delegates from locals that have submitted bargaining proposals.

Policy NG 1 Sec 5

Members' Salary for Bargaining Team

The Union of National Employees will compensate members of the bargaining team for all hours of work and travel in excess of the maximum hours compensated by the PSAC

at an hourly rate equivalent to the average wage of a Union of National Employee member.

No member of the Union of National Employees will receive loss of salary pay during a strike of their bargaining unit.

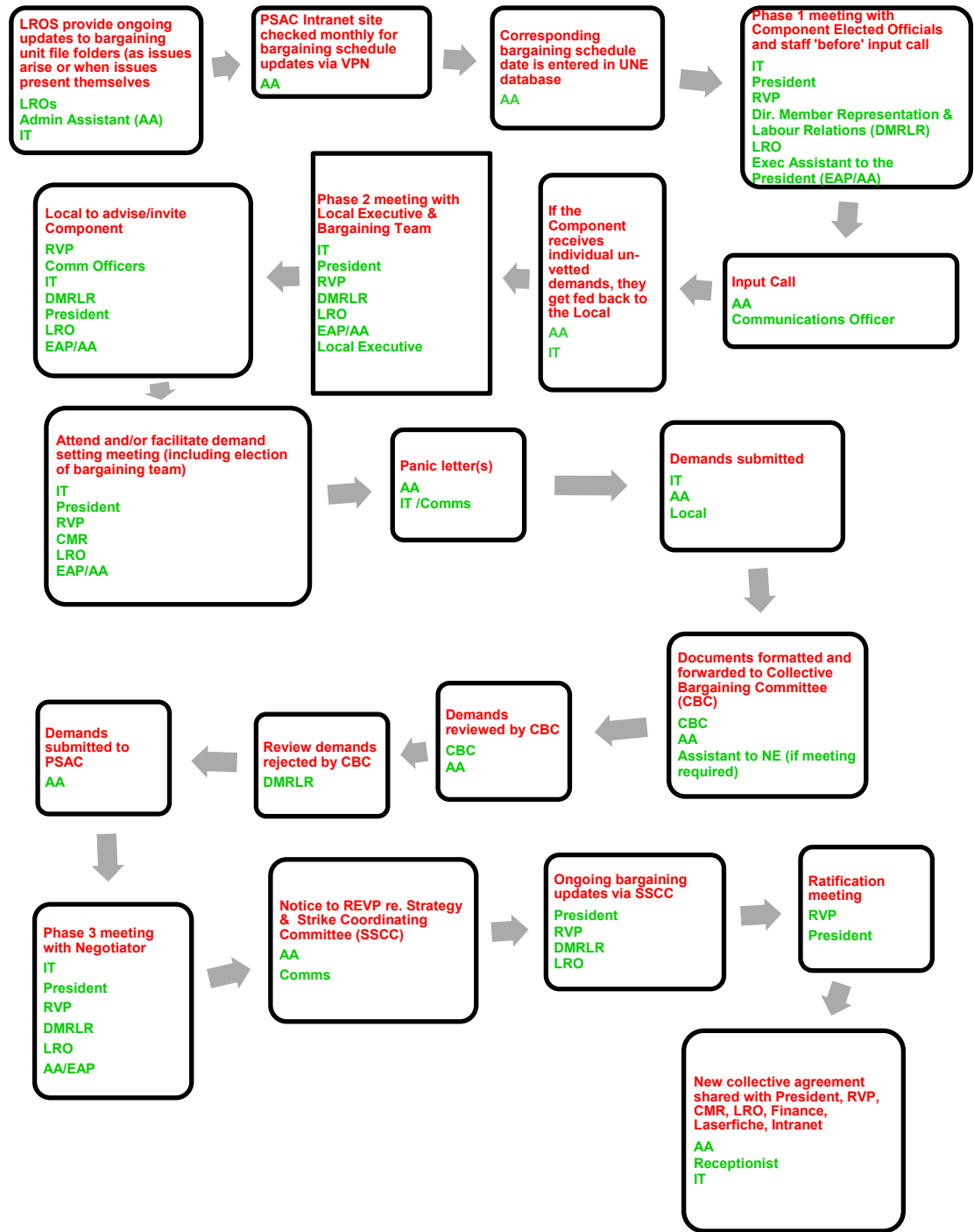
NG Appendix

Includes:

- Appendix A: UNE Internal Bargaining Process – Separate Employers
- Appendix B: UNE Internal Bargaining Process-Treasury Board/Parks/SSO
- Appendix C: UNE Internal Bargaining Process – NJC Cyclical Review

For further information related to Collective Bargaining issues, please see the Public Service Alliance of Canada Regulation 15.

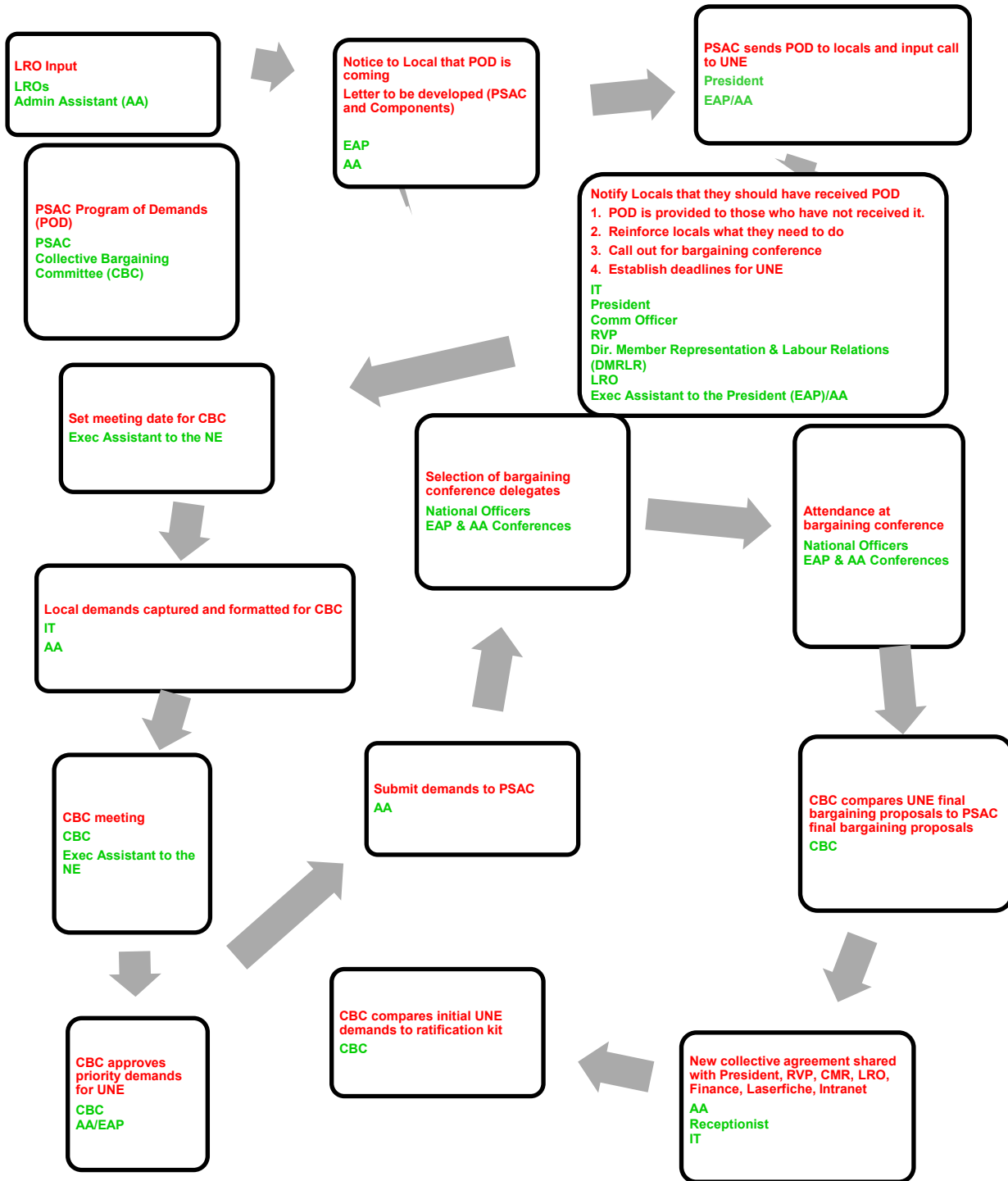
Appendix A: UNE Internal Bargaining Process - Separate Employers



Legend:

- Process
- Those involved or tangentially involved

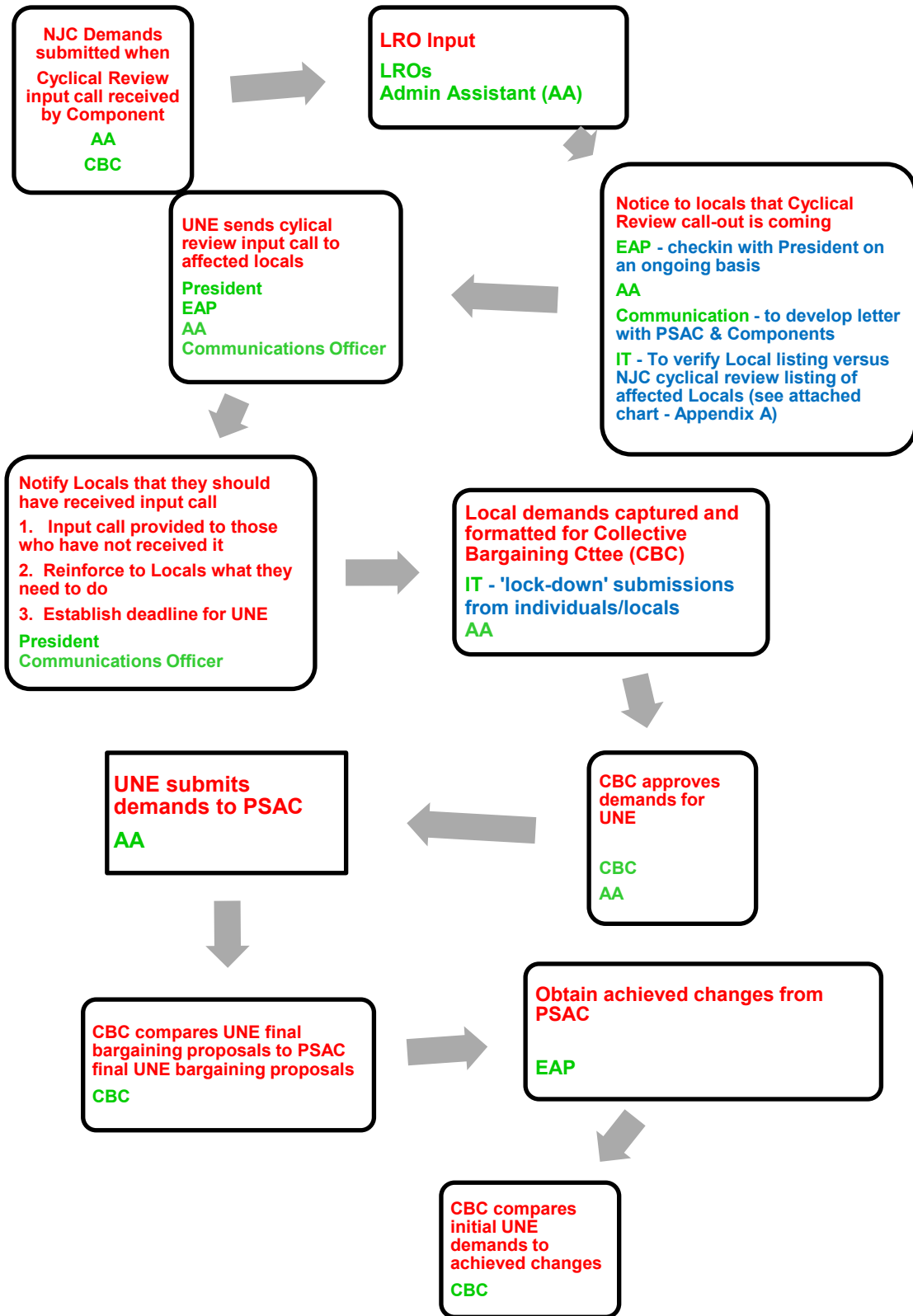
Appendix B: UNE Bargaining Process-Treasury Board/Parks/SSO



Legend:

- Process
- Those involved or tangentially involved

Appendix C: UNE Internal Bargaining Process – NJC Cyclical Review



Legend:

- **Process**
- **Those involved or tangently involved**
- **Required functionality to support the process**