

A | M | A | P | C | E | O MEMBER NEWS

Association of Management, Administrative and Professional Crown Employees of Ontario

www.amapceo.on.ca

September 29 is Nomination Deadline

A call for nominations to fill a number of AMAPCEO positions was posted on the website last month and an e-mail alert was sent to all members-in-good-standing. The annual Fall election cycle has begun. Further information is included inside this issue of the newsletter.

The deadline for all nominations is 12:00 noon on Friday, September 29, 2006.

The following Association-wide positions are open for nomination: President; Vice-President; two members of the Board of Directors; three members of the Audit Committee; five members of the Member Reconciliation Committee; Delegate-at-Large.

The following Chapter-level positions are open for nomination: Chapter Chair; Delegate; Member of the Chapter Executive Committee (although not in all Chapters; check the website for specific openings).

September 29 is also the deadline for submitting resolutions or constitutional amendments to be considered at the Annual Delegates' Conference, which is scheduled this year for Friday and Saturday, December 1 and 2, in Toronto.

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Despite Slow Bargaining, AMAPCEO Had a Productive Summer

Gary Gannage, President

In the July issue of this newsletter, I indicated that the employer and AMAPCEO bargaining teams had been meeting on a regular basis to negotiate a new collective agreement and that, although some progress had been made on minor non-monetary issues, a number of major items (including binding interest arbitration, alternative work arrangements, a prohibition against workplace bullying, training, bargaining unit integrity and conversion of long-serving unclassified employees) remained unresolved.

I also noted in July that, based upon previous agreements, monetary issues (e.g., compensation and benefits) cannot be dealt with in bargaining until the Job Evaluation Project is completed and that we were waiting for the employer to finish the draft job descriptions for all of the positions in the bargaining unit, based on the input from members and some managers last Spring.

The parties continued to meet in bargaining in July and there was a meeting of the joint steering committee of the Job Evaluation Project in August. Further bargaining dates have been scheduled for September and October and we have been informed that the employer is close to completing the draft job descriptions, on which AMAPCEO-represented employees and their managers will have an opportunity to comment when they become available.

Notwithstanding the frustrating pace of both bargaining and the Job Evaluation Project, the Association was busy over the summer and there is some good news to report on other fronts. The employer announced in

August that it has agreed to increase the reimbursement rates for meals and personal use of vehicles while on government business. While the changes fall short of what AMAPCEO was proposing (and what competitive employers in the federal and some provincial governments pay), they do go some distance towards recognizing that the former rates, which were last adjusted five years ago, were clearly inadequate.

In July, AMAPCEO successfully negotiated a resolution of the ten-year old "Bill 7" dispute, under which a number of our colleagues in the Ministry of Finance have been excluded from complete coverage of the collective agreement. As a result of our efforts, over 150 employees out of 225 affected will now join the bargaining unit, paying dues and gaining the full protection of the collective agreement.

We reached an amicable settlement in August with the Association of Law Officers of the Crown (ALOC) over the representation of arbitrators at the Financial Services Commission of Ontario (FSCO); AMAPCEO will continue to represent the arbitrators. Finally, we were also busy submitting, in July, additional comments on proposed revisions to the *Public Service Act*, particularly as they relate to whistleblowing protections for civil servants. (See AMAPCEO submission on our website).

The number one priority for AMAPCEO as we enter the Fall is to focus the employer's attention on making progress on both job evaluation and collective bargaining.

Call For Nominations—Fall Elections

The AMAPCEO Elections and Credentials Committee has issued a call for nominations (including self-nominations) to fill a number of elective and appointed positions in the Association. Nominations opened on Monday, August 28, and close at 12:00 noon on Friday, September 29, 2006.

A full description of the nomination and election process, including a summary of the responsibilities of all positions and a nomination form, is posted on the AMAPCEO website: www.amapceo.on.ca.

Who can participate?

Members-in-good-standing are eligible to nominate, be nominated and vote. A member-in-good-standing is an employee with a home position in the AMAPCEO bargaining unit who has signed a membership form. If you are unsure of your status or do not know which Chapter you are in, please contact the AMAPCEO office. If you would like to fill out either a membership form or a nomination form, both are posted on the website.

Nomination Deadline

The nomination deadline, by which time the form must be *received* by the Chief Returning Officer at the AMAPCEO office in Toronto, is 12:00 noon on Friday, **September 29**, 2006. *Any forms received after the deadline will not be accepted.*

Which positions are open for nomination?

The following Association-wide positions are open for nomination this year: President; Vice-President; two positions on the Board of Directors; three positions on the Audit Committee; five positions on the Member Reconciliation Committee; and up to ten non-voting Delegate-at-Large positions to this year's Annual Delegates' Conference.

The following Chapter-level positions are open (but not in all Chapters): Chapter Chair; Delegate (voting); Member of the Chapter Executive Committee. Some Chapters hold elections in the Spring and others in the Fall and terms are typically staggered so that not all positions in a Chapter are open at any given time. A chart has been posted on the website indicating which positions in which Chapters are open.

The term of office for all positions is two years unless indicated otherwise and the term begins immediately upon election. Incumbents are always eligible for re-nomination and re-election.

Nomination and Election Process – AMAPCEO-Wide Elective Positions

Terms on the nine-member Board of Directors and the five-member Audit Committee are staggered so that the terms of approximately one-half of the members expire each year. For the Board, that means that the positions of Secretary and Treasurer and three Directors are up for election one year and the positions of President, Vice-President and two Directors are up the next.

This year, the positions of President and Vice-President (currently held, respectively, by **GARY GANNAGE** and **ROBERT STAMBULA**) and two Directors (currently held by **DOMENIC FRAGALE** and **CATHERINE MILLER**) are up for nomination and election. (The terms of the following members of the Board continue for another year: Secretary **DAVID COLVIN**, Treasurer **PHYLLIS WAUGH** and Directors **KEITH BAIRD**, **MARGARET KIPP** and **LINDA SULLIVAN**.)

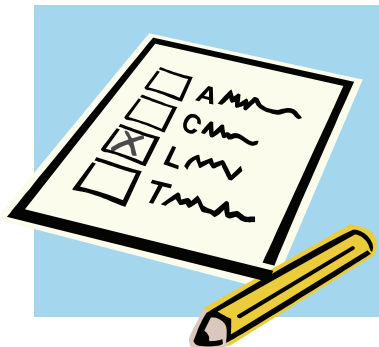
For the Audit Committee, the terms of **ARTHUR MOHIPP**, **ARTHUR BROWN** and one vacant position expire this year and are up for nomination and election, while the terms of **RICK BERTOZZI** and **DAVID PLUMPTON** continue for another year.

For all central-level positions (both Board and Audit Committee), if there are more candidates nominated than the available open seats for each given position, an election is held by secret ballot among

Delegates at the Annual Delegates' Conference (ADC), scheduled this year for Friday and Saturday, December 1st and 2nd, in Toronto. Candidates are entitled to have circulated with the ADC agenda a one-page candidate statement. In addition, candidates for President, Vice-President and Director are entitled to participate in a question-and-answer session at the ADC and to make a speech to the Delegates.

Nomination and Election Process - Chapter-level elective positions

AMAPCEO members are assigned, for electoral purposes, to one of 23 ministry or regional Chapters across the Province. Eight Chapters hold elections in the Spring and the remainder hold elections in the Fall (although by-elections are held in the Fall for positions in any Chapter that are vacant or unfilled, even if nominations would normally be held in the Spring).



If, by the nomination deadline, there are more candidates than openings for a particular position, a mail-ballot election will be held among Chapter members in early October, in which case candidates are entitled to have circulated with the ballot a one-page candidate statement.

Nomination and Appointment Process – AMAPCEO-Wide Appointed Positions

Nominations are being invited to fill the position of Delegate-at-Large to the ADC (up to ten positions) and Member of the Reconciliation Committee (five positions). Appointments to these positions will be made by the Provincial Council (which consists of the nine members of the Board of Directors and the 23 Chapter Chairs) voting by secret ballot at its meeting scheduled for October 25th. Candidates for these positions should use the standard nomination form (the deadline for which is 12:00 noon on Friday, September 29, 2006) and are entitled to have circulated with the agenda for the meeting a one-page candidate statement.

Delegate-at-Large positions are typically reserved, in the first instance, for those officials or committee members who have functions to perform at the ADC but who are not elected Delegates. The Constitution provides for the appointment of up to ten Delegates-at-Large, who may attend and speak at the conference but who are not entitled to vote. If not all ten positions are required for officials or committee members, the remaining positions, up to ten, may be filled by Provincial Council from among those members-in-good-standing who have been nominated as part of the general nomination process. The term of office is limited to the specific Annual Delegates' Conference for which the appointment is made.

The *Member Reconciliation Committee* is a five-member committee of the ADC but whose members are appointed by the Provincial Council. The full terms of reference of the committee are contained in By-law 4 (see website) and nominations are invited, in particular, from those with experience in mediation and dispute resolution. The committee is responsible for dealing with disagreements that may arise between or among members-in-good-standing. The term of office is two years. The terms of the four previous members of the committee (there was one vacancy) expired last spring, so there are no current incumbents at this time.

Responsibilities of Elective Positions - General

All meetings of governing bodies and committees are held in Toronto, although some meetings (particularly committee

meetings) are held by teleconference. Members of the Board, Chapter Chairs and Delegates are entitled to paid leave to attend required governance meetings, as well as reimbursement for travel, meal and accommodation expenses, as provided for in the AMAPCEO *Expense Reimbursement Policy* (see website). Board meetings are typically held once a month, Provincial Council meetings are held six times a year and the Annual Delegates' Conference meets once each year for two days in early December (although on special occasions, a one-day spring conference has been held in June).

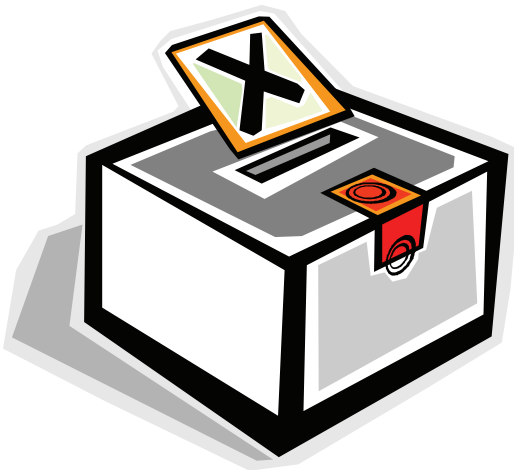
A comparative summary of the responsibilities of each of the three major governing bodies (ADC, Provincial Council and Board) has been posted on the AMAPCEO website.

AMAPCEO-Wide Positions

The *President* is the chief executive officer of the Association and is a member of the Board of Directors, Executive Committee, Provincial Council and Annual Delegates' Conference. The President chairs meetings of the Executive Committee, prepares (with the Secretary) the agenda for the Board and Provincial Council and, generally, provides leadership to the Association and its members. The President is also an *ex officio* member of the Negotiating Team and is the AMAPCEO co-chair of ACERC (the AMAPCEO Central Employee Relations Committee). The President's position is expected to require a full-time commitment requiring a full-time paid leave from the incumbent's workplace for the duration of the term of office.

The *Vice-President*, in consultation with the President, shares some of the leadership responsibilities of the President, fulfills the duties of the President when the President is temporarily absent or otherwise unable to perform the duties of the office and assumes additional duties (which *may* require a full-time commitment from time to time) as agreed on with the Board of Directors. The Vice-President is a member of the Board, Executive Committee, Provincial Council and Annual Delegates' Conference.

A *Director* (member) of the Board of Directors, is a member of the Board, Provincial Council and Delegates' Conference. Each Board member typically also sits on one Board committee. The principal responsibility is to attend meetings of those bodies and participate in decision-making.



Continued on back page

Know Your Collective Agreement: Articles 8 and 9 – Association Leaves

Since this edition of *AMAPCEO Member News* contains information about the nomination and election process for Association representatives, it is useful to review the clauses in the Collective Agreement that enable our representatives to devote time to their responsibilities and, thereby, serve fellow members.

Under Article 8 of the agreement, AMAPCEO representatives are entitled to a variety of paid leaves of absence to conduct their responsibilities. For most of these leaves, e.g., to attend meetings of Association governance bodies (such as the Board of Directors, Provincial Council, Annual Delegates' Conference and committees of those bodies), the Association reimburses the employer for the cost of the salary and benefits for the time away from OPS work and there is no impact on the member's take-home pay.

Under Article 8.3, however, the employer has agreed that Chapter Chairs are entitled to take up to four hours every three weeks to work on internal AMAPCEO business and this cost is borne by the employer. Similarly, the employer has agreed to pay the costs of leave for members of the bargaining team when they are engaged in meetings with the employer.

Article 9 also spells out the rights of AMAPCEO's workplace representatives, who function in a capacity similar to stewards in other bargaining agents. Essentially, workplace representatives are entitled to time off with pay (with no requirement for the Association to reimburse the employer) when meeting with employees about their rights under the Collective Agreement; when investigating or resolving a dispute; when meeting with the employer; and when presenting a dispute.

Similarly, other articles of the agreement (Article 12) permit members of ACERC (our central employee relations committee) and AMERCs (ministry employee relations committees) time off with pay for both meeting time, preparation time for meetings and travel time to attend meetings. There is no requirement for the Association to reimburse the employer for the costs of such leave, since it is deemed to be government business.

It is important to note that, although AMAPCEO attempts to make its representatives "whole" in terms of paying for leave and for reimbursing for travel, accommodation and meal expenses when attending Association meetings, there is an expectation that some time will be voluntary, e.g., Delegates to the ADC receive paid leave to attend one day of the two-day event, but the second day, typically held on a Saturday, is unpaid.

Chapter Chairs

GRAHAM HOWE	Agriculture, Food & Rural Affairs/ Guelph
TIM SIM	Attorney General/ Aboriginal Affairs
SHARYN BIR	Government Services
JOHN KIRK	Community & Social Services/Children & Youth
ROGER NEWELL	Community Safety & Correctional Services
MICHAEL HELFINGER	Economic Development & Trade/Intergovernmental/ Research & Innovation
BARBARA GOUGH	Education/Training, Colleges & Universities
ADAM SOCHA	Environment & Energy
STAN SOSIN	Finance
JAMES TREGONNING	Health & Long-Term Care & Health Promotion
APRIL EASTMAN	Labour
STEPHEN STEIN	Municipal Affairs & Housing & Public Infrastructure
ROY SCOTT	Transportation
TERRY PETERS (A)	Kingston
KEVIN KILLOUGH	London
FRANK CERILLI	North Bay
SIOBHAN FARRELL	Northwestern Ontario
DIONNE SINCLAIR	Ottawa & Eastern Ontario
STEVE SMITH	Peterborough/ Natural Resources
RAY WRIGHT	Sault Ste Marie
DAN SKWAROK	Sudbury/Northern Development & Mines
CONRAD MARIER	Windsor

(There is one vacancy: Culture, Citizenship & Immigration,
Tourism and Francophone Affairs)

Book Review

Two reviews this issue – one of a book and the other of a journal article, both suggested by members. If you have a suggestion for a review, please let us know (or better still, consider writing one yourself – we can always use help).

Disciplined Minds

by Jeff Schmidt (Rowman and Littlefield Publishers), 2000, 293 pp.



The subtitle of this book is “A Critical Look at Salaried Professionals and the Soul-Battering System that Shapes their Lives”, which should signal the reader that this is a polemical rather than a dispassionate treatment of this

subject. The author describes his work as being “about professionals, their role in society and the hidden battle over personal identity that rages in professional education and employment”. The book is witty, well written, contains fascinating anecdotes about public and private sector workplaces and sets out a cogent and distinctive point of view that will likely resonate with many OPS employees.

Schmidt, who holds a PhD in Physics, was an editor at *Physics Today* magazine for nineteen years until he was fired for writing this book. (The story of his firing and his successful battle for reinstatement is chronicled on his website: www.disciplinedminds.com.) He argues that the workplace is a battleground for the very identity of the individual, that professional work is inherently political and that professionals are expected by their employers to subordinate their own vision and maintain strict “ideological discipline.”

The author argues that the hidden root of much career dissatisfaction is the professional’s lack of control over the political component of his or her creative work. Many knowledge workers set out to make a contribution to society and add meaning to their lives, yet our system of professional education and employment encourages us to accept politically subordinate roles in which it is difficult to make a significant difference. Schmidt says that acceptance of this system undermines the creative potential of individuals, organizations and our democratic society generally.

“Simply put,” writes Schmidt, “you must become a radical professional”, someone who questions and, ultimately, undermines authority or the status quo; someone who takes a critical view of the social role of your profession and employer; someone who, working from within a mainstream organization, nevertheless is committed to pursue an alternative vision. This book offers both an analytical tool with which to assess your own working environment and some very practical advice (33 specific suggestions, in fact) that professionals can use at work to advance their goals. While not all of Schmidt’s strategies will appeal or be applicable to everyone, he offers a stimulating and empowering way to look at our roles both as employees and as citizens.

“Leadership Lessons of Deputy Ministers: Lessons for a Sustainable Public Service”

by Keith Brownsey in *Public Sector Management*, published by the Institute of Public Administration in Canada (Vol 17, Issue 2), 2006.

This is a brief report on a two-day conference sponsored by the Institute of Public Administration in Canada (IPAC) that was held in Toronto last April and featured as panelists a number of current and former federal and provincial deputy ministers, as well as deputy ministers (permanent secretaries) from six African countries and a few academics. Keith Brownsey, a former chair of the IPAC research committee, teaches political science at Mount Royal College in Calgary.

The “lessons” put forward by the panelists include the usual mix that one might expect of this sort of event: obvious, earnest, sensible and occasionally off the wall, but with no real surprises. Among the observations were the need for deputies to encourage accountability; to foster expertise in procurement, contracting and human resources; to simplify a vision in order to move it forward; to build intergovernmental networks; and to attract scientific experts to work in government.

One important theme that was addressed by more than one panelist was the role of the deputy minister as the link between the political side, represented by the minister, and the apolitical side, represented by the civil service bureaucracy. In this role, the deputy clearly has a dual responsibility: on the one hand, to “speak truth to power” and ensure that the advice and expertise of the civil service is conveyed to the minister on any given issue, even if it runs counter to government proposals, and on the other, to inspire and motivate civil servants to work for and implement a government’s agenda once political decisions have been made.

Some deputy ministers had advice that could have come from the pages of this newsletter, e.g., that deputies need to foster a culture of respect within their ministries and create a good work-life balance; to ensure that “the call to public service does not lose its vitality or its validity” among civil servants; to enhance interministerial and intergovernmental collaboration; to have a strong commitment to learning and listening; to ignore the impulse to reorganize (!); and to be wary of inexperienced political staff in the minister’s office.

Brownsey concludes by noting that, while deputy ministers need to stay focused on their day-to-day responsibilities (e.g., managing crises and fighting fires), they will be judged, ultimately, on their ability to promote the capacity of the public service to be “sustainable”, i.e., to strengthen its integrity and continue to serve democratic societies in the future. His “key lesson” from the event – one that we cannot argue with – is that deputy ministers cannot do it alone and that their leadership will be measured by the quality of their staff.

AMAPCEO Office Staff News

AMAPCEO welcomes **FARRAH CHARANIA** back to the office. Farrah was on maternity leave for the past year and is excited to be back to continue her responsibilities as Senior Administrative Officer responsible for human resources/labour relations & business planning services. Many thanks to **SANDRA FRANCIS** who replaced Farrah during her leave and returns to her home position in the Ministry of Community Safety & Correctional Services.

KEISHA FERGUSON FORDE was promoted in July to the new position of Membership and IT Coordinator in recognition of her skills and extensive knowledge of database coordination. Congratulations Keisha!

Congratulations are also in order for Project Officer **TARA IRWIN** (currently on a developmental leave at the International Labour Organization in Geneva, Switzerland), who will be returning in December as a Dispute Resolution Officer. Tara was successful in a recent competition for the newly-established DRO position, which brings the number of AMAPCEO Dispute Resolution Officers to six.

AMAPCEO Governance Meetings

After the flurry of Board, Council and various committee meetings in June, AMAPCEO governance issues tend to take a vacation over the Summer (although as reported elsewhere, both the bargaining team and the joint steering committee of the Job Evaluation Project held meetings in the Summer and AMAPCEO officers and staff were busy in July and August negotiating a number of important settlements with the employer).

The AMAPCEO Board of Directors typically schedules one meeting in August and this year's meeting was held on August 16, at which time members discussed the state of bargaining and job evaluation and started to plan activities scheduled for the fall.

One item of business dealt with by the board was to receive the 2005 draft audited financial statements prepared by our external auditors (Clarke Henning LLP) and to approve a recommendation to the Annual Delegates' Conference that the 2005 audited statements be accepted.

The board also voted to concur in the recommendation of the Audit Committee that the delegates re-appoint Clarke Henning LLP as the Association's external auditors for the 2006 fiscal year.

The board meets again for its Fall planning session in mid-September and holds its September business meetings in two all-day sessions scheduled for September 26 and 28. The Provincial Council meets in the afternoon of September 27 and the board, chapter chairs and all of our representatives on AMERCs (AMAPCEO-Ministry Employee Relations Committees) from across the OPS meet in the morning of September 27.

From the Archives...

AMAPCEO looks forward to celebrating the 15th anniversary of our founding next August. It was during the summer of 1992 that just over fifty OPS employees who were then excluded from collective bargaining met to draft a letter of protest to all deputy ministers over the lack of consultation on proposed changes to the *Crown Employees Collective Bargaining Act*.

At the time, the government was contemplating changes that would see a large number of excluded employees simply transfer to the OPSEU bargaining unit, with the risk of losing seniority and COC (MCO) days. Management Board noted that, "in the absence of democratically elected representatives . . . it is difficult for the employer to undertake formal, bilateral consultation with [the excluded] group of employees". As a result of the letter to deputies, MBS agreed to consult excluded employees, originally with a tight July 30, 1992 deadline.

Further intervention, supported by over 3,000 letters and 400 phone calls, persuaded MBS to extend the consultation period to September, which enabled AMAPCEO to be formed in August with a Board of Directors and a constitution. The Association was then able to negotiate changes in the proposed legislation that led to the creation of a separate bargaining unit in which employees would have the right to choose whether to be represented and, if so, by whom. The first council of representatives, predecessor of the Delegates' Conference, met in December 1992, with representatives from all ministries.

Thanks to Gerry and Sarina

GERRY TULLIO and **SARINA LABONTÉ** recently resigned after a number of years as members (and former chairs) of the Board's Health, Safety and Wellness Committee. We thank them for devoting their time and energy to representing their colleagues in health and safety matters.

Correction

In the July 2006 *AMAPCEO Member News*, under Health & Safety Representatives, it was stated that **SIRKKA TOSSAVAINEN** was a member of Community Safety and Correctional Services. Sirkka is a member in the Ministry of Attorney General - Office of the Public Guardian and Trustee.

Health, Safety and Wellness News

Stressful Jobs = High Blood Pressure

Two recent studies have confirmed what most managers and workers have suspected for years: Working in highly stressful jobs can increase your blood pressure, which in turn can increase the risk of heart attack and stroke.

One study, "Effects of Job Strain on Blood Pressure: A Prospective Study of Male and Female White-Collar Workers," appears in the August 2006 issue of the *American Journal of Public Health*.

The study, completed by Laval University researcher Chantal Guimont and her colleagues, found that cumulative exposure to job strain resulted in significant increases in systolic blood pressure among male white-collar workers, especially those with low levels of social support at work.

Similar previous studies attempting to assess the impact of job strain on blood pressure have produced conflicting results, so Guimont and her colleagues looked at the issue again in a study of 6,719 white-collar workers, aged 18 – 65, in Quebec City.

Participants completed a questionnaire about their physical activity level, smoking history and other potential items that might increase their risk of high blood pressure and cardiovascular disease. At follow-up, 7.5 years later, men who were exposed to high levels of job strain throughout the course of the study had blood pressure levels that were nearly two points above that of men with no exposure to job strain. Even more significant, men with a high level of job stress at follow-up, who initially reported no such stress, had similarly increased blood pressure levels.

The second study, conducted by researchers at the University of California, Irvine Campus, found that working longer hours is directly associated with hypertension, the condition suffered by those with high blood pressure. This study looked at 24,000 adults in California and results have been published in the American Heart Association journal *Hypertension*. Compared with those working between 11 and 39 hours per week, people working between 40 and 51 hours were 17-per cent more likely to report hypertension. Those who put in more than 51 hours per week were 30-per cent more likely.

[American Journal of Public Health research report, *Effects of Job Strain on Blood Pressure: A Prospective Study of Male and Female White-Collar Workers*; also: "Long Hours at work can raise blood pressure", *Globe and Mail*, August 29, 2006.]

Women at Greater Risk From Working Overtime

Are you working long hours at work? Those extra hours may be doing you more harm than you thought, according to a study funded by the U.K. Economic and Social Research Council.

Women who work long hours are more likely than men to indulge in

unhealthy behaviours such as snacking, smoking and drinking caffeine. The British study "Effects of Stress on Eating Behaviour: An Integrated Approach", finds that men and women respond very differently to working long hours.

"Women who work long hours eat more high fat and high sugar snacks, exercise less, drink more caffeine and, if smokers, smoke more than their male colleagues", explains researcher Dr. Daryl O'Connor. "While for men, working longer hours has no negative impact on exercise, caffeine intake or smoking."

In this study, researchers examined the stress caused by minor events or hassles, both in and outside work, such as having an argument with a colleague or friend, meeting your boss, giving a presentation, missing a deadline or even losing your keys. Findings showed that those who experienced one or two stressful events during the day reported consuming significantly more between-meal snacks than usual.

[Economic and Social Research Council report, *Effects of Stress on Eating Behaviour: An Integrated Approach*]

Lack of Sleep Effects Job Satisfaction

A bad night's sleep might mean a really bad day at the office the next morning.

A new survey from the University of Florida reveals that lack of sleep not only makes people tired and irritable, it also causes them to dislike or even hate their job the next morning.

Employees reported higher rates of job satisfaction if they slept soundly the night before and lower levels if they had experienced insomnia.

The study found the effects more pronounced in women, who reported feeling more fatigue and hostility and being less attentive and happy than men.

"It's intuitive that one might feel a little irritable, but to experience emotional spillover to the point of actually feeling less satisfied with work is a little surprising," says Brent Scott, a University of Florida graduate student assistant in management who led the research.

"These differences may have something to do with society's expectations for men and women," Scott continued. "Women are encouraged to be nurturing and more emotionally expressive than men, who have been taught to remain stoic and restrain their emotions."

The study, to be published in the October issue of the *Journal of Management*, tracked 45 employees of a large insurance company.

[University of Florida, *News Release: July 18, 2006*
<http://news.ufl.edu/2006/07/18/sleep-2/>]

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AMAPCEO, established in 1992, is the
second-largest bargaining agent in the
Ontario Public Service, representing over
8,500 professional and supervisory civil
servants who work directly for the
Government of Ontario in every ministry
and in a number of agencies, boards and
commissions.

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Call For Nominations - Fall Elections

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The *Audit Committee* is responsible for providing an independent monitoring and oversight of AMAPCEO's financial policies and accounts, including recommending the appointment of external auditors to the Board. Detailed terms of reference can be found in By-law 3 (see website). The committee typically meets four or five times a year. Members are responsible for attending meetings and participating in the deliberations of the committee. The committee elects its own chair, who is expected to attend the Annual Delegates' Conference to give a report to the Delegates.

Chapter-level positions

The *Chapter Chair* provides leadership in each Chapter for membership development and mobilization initiatives. He or she presides over meetings of both the Chapter and the Chapter Executive Committee, acts as a communication link between the AMAPCEO office and the Chapter membership and participates in two governing bodies of the Association: the Annual Delegates' Conference and the Provincial Council. A detailed list of responsibilities of the Chapter Chair has been posted on the AMAPCEO website.

The *Chapter Executive Committee* consists of the Chapter Chair, two elected "at large" members and, as *ex officio* members, the Delegates, AMERC Representatives and Workplace Representatives in each Chapter. The committee typically designates two of its members to serve as Vice-Chair and as Secretary-Treasurer of the Chapter and is also expected to designate an alternate in cases where the Chair is unable to attend meetings of Provincial Council. The Chapter Executive Committee, which is required to meet at least four times each year, provides advice and assistance to the Chair and shares the leadership responsibilities in the Chapter.



Delegates (other than Chapter Chairs and members of the Board of Directors) are elected from Chapters on the basis of one Delegate for every fifty members. The Annual Delegates' Conference (ADC) is the highest governing body in the Association, responsible for electing the Officers and Board, approving the annual budget, adopting constitutional changes, setting bargaining priorities and authorizing membership dues. Delegates are automatically voting members of their Chapter Executive Committee.

Elections and Credentials Committee

The AMAPCEO nomination and election process for both central and Chapter elections is overseen by the Elections and Credentials Committee, an arm's length body elected annually by the Annual Delegates' Conference. The Chair of the Committee is the Chief Returning Officer for all elections. Members of the Elections and Credentials Committee for 2006 are: **JAMES QUIGLEY**, Chair (and Chief Returning Officer), **ROGER BANGS**, **TOM BERTRAND**, **MURRAY GAUDREAU** and **RAY WRIGHT**.

Further details about the nomination and election process and rules, the responsibilities and time commitments of the positions and the AMAPCEO governance structure may be obtained by contacting **MICHAEL MOURITSEN**, Director of Operations and Planning, at the AMAPCEO office (extension 2724 or by e-mail at mouritsen@amapceo.on.ca).