

# Le Porte-Parole

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Comité patronal de négociation  
du secteur de la santé  
et des services sociaux

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## MESSAGE FROM THE PRESIDENT



### A DUTY TO INFORM

We are very proud to bring you the first issue of *Porte-Parole*, the official newsletter of the *Comité patronal de négociation du secteur de la santé et des services sociaux* (CPNSSS). This bulletin is distributed to all personnel working in the Québec health and social services network.

The CPNSSS is a committee representing the *ministère de la Santé et des Services sociaux*, as well as the network's employer associations. You will find a brief description of the Committee and its mandate on page 2.

We are about to enter into negotiations to renew collective agreements for the network's 220,000 unionized workers in a context that has changed radically in the last four years.

Bill 25 – an Act respecting local health and social services network development agencies – and Bill 30 – an Act respecting bargaining units in the social affairs sector and amending the Act respecting the process of negotiation of the collective agreements in the public and parapublic sectors – have significantly modified the framework for negotiations.

These bills, which were adopted in the wake of modernizing the network, will result in a simplified service offer and

also improve the organization of work. By reducing the number of establishments, merging bargaining units and decentralizing negotiations to the local level for 26 matters involving day-to-day working arrangements, the government, in the words of Health and Social Services Minister Philippe Couillard, wants to provide health administrators and their staff with the means to carry out their mission as efficiently as possible.

We also believe that decentralizing many of the decisions pertaining to the organization of work will allow a better use of resources and, consequently, improve services to the public.

In some respects, we had some catching up to do compared to other large public and parapublic organizations in Québec. The merging of bargaining units as prescribed under Bill 30 will allow us to bridge that gap. Beyond that, managers and employees alike are invited to take part in a profound transformation of our organizational culture and mindset.

We cannot stress enough the fact that the 33 matters negotiated at the sectoral and intersectoral levels will guarantee equal working conditions for every employee in the network. However, when it comes to the actual organization of work, Bill 30 will enable us to

make decisions and to negotiate locally. The goal, as stated by Minister Couillard, is for all of us to regain some control over our immediate working environment.

In the upcoming months, we will be taking several important steps in implementing this large-scale collective plan to modernize the network. It is very important for each and every one of us to be aware of and understand the changes that are taking place and to know how things are evolving.

Therefore, it is our duty to keep you informed, and this publication is our way of bringing the information to you. Be sure to look for future issues of *Porte-Parole*.

In conclusion, I would like to take this opportunity to wish every one all the best in 2005. May the New Year bring you joy and peace!

**Yves Neveu,**  
Chairman of the Board  
*Comité patronal de négociation du secteur de la santé et des services sociaux (CPNSSS)*  
and  
Director General, *Fédération québécoise des centres de réadaptation pour personnes alcooliques et autres toxicomanes (FQCRPAT)*

As we all know, health is the top priority among people today.

## THE CERTIFICATION PROCESS

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Bill 30 – the *Act respecting bargaining units in the social affairs sector and amending the Act respecting the process of negotiation of the collective agreements in the public and parapublic sectors* – is coming into force gradually. This allows employer and labour organizations, as well as the *Commission des relations du travail* (CRT) to take the time they need to successfully reorganize bargaining units into four classes of personnel.

#### First Wave: 58 establishments (54,700 employees)

- In these 58 establishments, nearly 500 certification applications were filed with the CRT by various unions already in place or new ones looking to represent the workers.
- After some of these applications were rejected by the CRT or withdrawn and others were merged, the number of remaining applications was 425.

- Representation votes were held in these establishments up until October 8.
- The CRT counted the ballots between October 18 and November 18.
- The CRT will announce the results on February 28, 2005.

#### Second Wave: 11 establishments (31,400 employees)

- January 24 to February 25, 2005: Representation votes.

#### Third Wave: 38 establishments (21,100 employees)

- February 28 to April 1<sup>st</sup>, 2005: Representation votes.

#### Fourth Wave: 17 establishments (22,050 employees)

- April 4 to May 5, 2005: Representation votes.

## MODERNIZING THE NETWORK

# ANSWERING THE NEEDS OF THE COMMUNITY

**“The advantage for the public is in knowing that there is an organization in their community that is responsible for offering them the best services, so they no longer have to navigate their way on their own around the maze that our system all too often becomes.”**

Philippe Couillard, Minister of Health and Social Services

This declaration by Minister Couillard sums up well the main goals of the plan to modernize our health and social services network, which are: to place the users at the heart of the system and to make health and social services more accessible.

Concretely, this is being done through the creation of local services networks, which will be responsible for answering the needs of residents in their respective territories, providing them with front-line services and guaranteeing access to specialized and superspecialized services.



For the Minister, reorganizing services should come with a shift in management practices. “We are determined to give administrators and employees the means to carry out their mission as efficiently as possible,” said Minister Couillard when Bill 25 was adopted. “We want to become more flexible and responsive and to get rid of administrative hassles that may be hindering the proper management of human resources.”

When Bill 30 was adopted, the Minister added: “To achieve our goals, we are making sure that this restructuring of the health and social services network is accompanied by changes in the organization of work.”

The Minister’s objectives concur with the recommendations of the Clair Commission which were unanimously hailed by the network’s stakeholders. The Commission report pointed out that “health administrators are practically stripped of the powers they need to run large service organisations. Faced with a lot of pressure, these administrators often have no leeway in a sector that would actually require a lot of flexibility. Meanwhile, staff members have no decision-making power when it comes to the local organization of work, and many employees get to a point where they no longer find meaning in their work.

According to the Commission, Québec must try and create a new managerial culture and conceive new organizational models that will foster mobilization and satisfy everyone, including, first and foremost, the service users. To achieve this, we need to initiate a complete revision of our methods so that workers and establishments can enjoy more flexibility with regard to the organization of work.”\*

In other words, said the Minister, it would be impossible to implement a structure that is based on the needs of the population without allowing health-care providers to organize their work according to the specific needs and expectations of the people they serve.



\*unofficial translation

## THE CPNSSS: WHO WE ARE...



The main function of the *Comité patronal de négociation du secteur de la santé et des services sociaux* (CPNSSS) is to negotiate and approve collective agreements for the network’s establishments concerning matters under its authority. The committee’s members fall under three categories:

- Members of the seven large sectoral associations
- Local health and social services network development agencies
- The *ministère de la Santé et des Services sociaux* (MSSS)

Administrators from the following organizations compose the governing board of the CPNSSS:

### 1. Establishment associations

- *Association des CLSC et des CHSLD du Québec* (ACCQ)
- *Association des centres jeunesse du Québec* (ACJQ)
- *Association des établissements privés conventionnés - santé services sociaux* (AEPC)
- *Association des hôpitaux du Québec* (AHQ)
- *Fédération québécoise des centres de réadaptation pour personnes alcooliques et autres toxicomanes* (FQCRPAT)
- *Fédération québécoise des centres de réadaptation en déficience intellectuelle* (FQCRDI)
- *Association des établissements de réadaptation en déficience physique du Québec* (AERDPQ)

### 2. Agencies

- The chief executive officer from one of the 18 local health and social services network development agencies

### 3. MSSS

- The assistant deputy-minister of the *Direction générale du personnel réseau et ministériel du ministère de la Santé et des Services sociaux*
- The director of salaried personnel at the *Direction générale du personnel réseau et ministériel du ministère de la Santé et des Services sociaux*

# UNION CERTIFICATIONS

## WHY RESTRUCTURE?

Over the years, the health and social services network went through many transformations as the number of establishments went from 1,282 in 1975 to 423 in 2003. However, these mergers were not matched by a similar restructuring of bargaining units. In fact, additional units have been created!

Bill 30 – an Act respecting bargaining units in the social affairs sector – aims to correct this situation. It was formulated after legislators took a careful look at the situation in Québec’s other public and parapublic organizations where bargaining units had already been consolidated to represent the major classes of personnel.

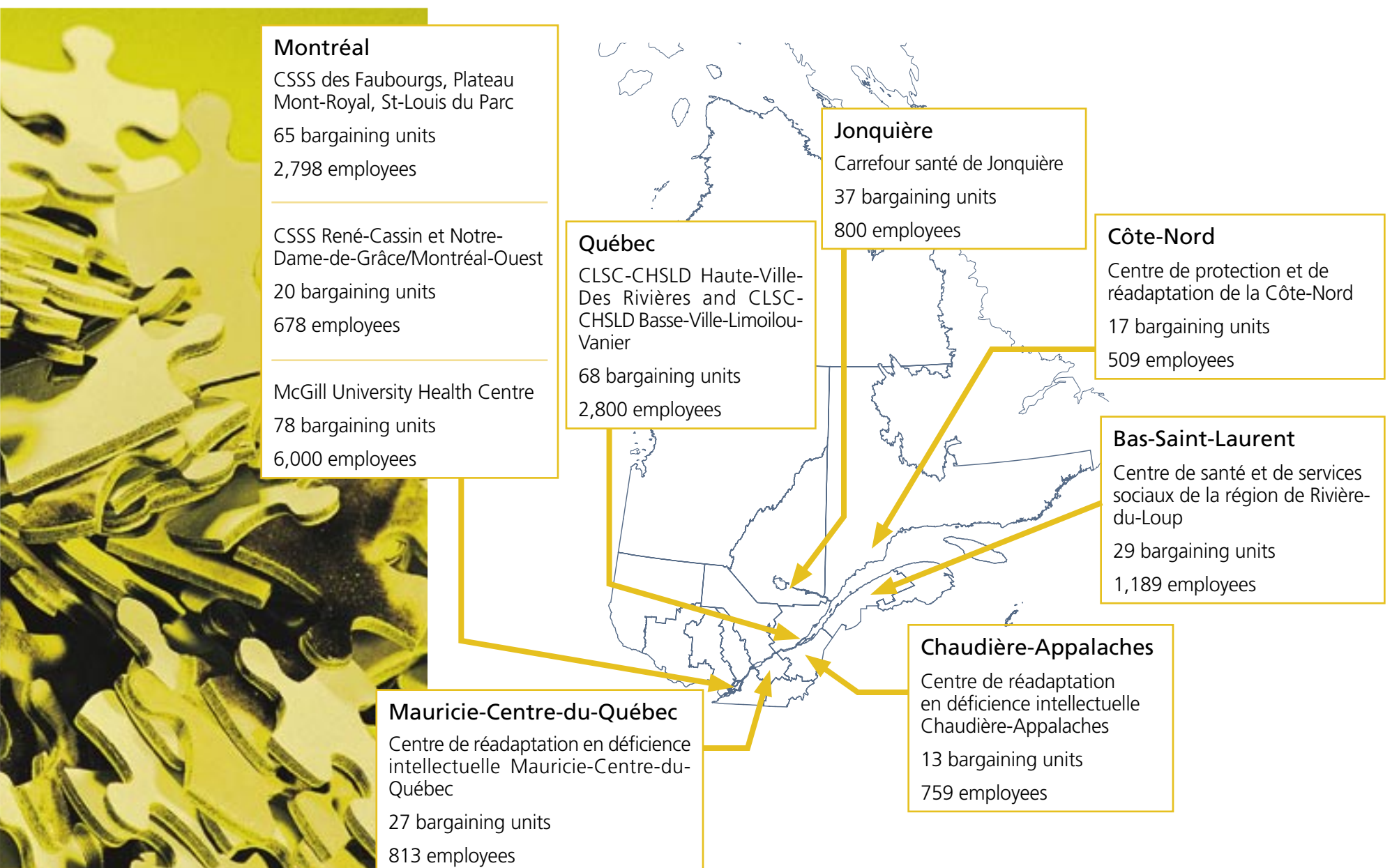
Once the transformation is complete, the network will comprise about 1,000 bargaining units for 279 establishments, which represents a ratio of four units or less per establishment. In the end, the health and social services network will be the last major government body to simplify the rules of union representation.

With the administrative reform introduced under Bill 25, the network now has 3,671 bargaining units in 279 establishments. It is actually common to have several bargaining units representing the same category of personnel in one establishment.

As bargaining units multiplied, personnel management became increasingly complicated. Simple actions such as posting a job opening, granting vacations or assigning overtime work now require a considerable amount of time, money and energy! In spite of that, discussions between employer and union representatives did not succeed in improving the situation.

THE SITUATION ELSEWHERE...			...THE NETWORK UNDER BILL 30		
ORGANIZATION	BARGAINING UNITS		ORGANIZATION	BARGAINING UNITS	
Québec Public Service	3 classes	office employees trade employees professionals	Health and Social Services Network	4 classes	nursing and cardio-respiratory care personnel  paratechnical personnel and auxiliary services and trades personnel  office personnel and administrative technicians and professionals  health and social services technicians and professionals
School Boards	4 classes	teaching personnel non-teaching personnel office employees trade employees			
Municipalities	5 classes	white collar workers blue collar workers professionals police officers firefighters			
Hydro-Québec	5 classes	office employees trade employees technical employees specialists engineers			

## THE NETWORK TODAY... Here are some of the puzzles found in health establishments across the province:



# EQUAL CONDITIONS FOR EVERYONE

In the wake of restructuring the network, negotiations for renewing collective agreements will be conducted on three levels: intersectoral, sectoral and local. The CPNSSS is responsible for negotiations at the sectoral level but it is also involved in discussions at the intersectoral level.

The following table lists the 33 matters to be negotiated at the sectoral and intersectoral levels. **Working conditions negotiated at these two levels will apply to all personnel across the network.**

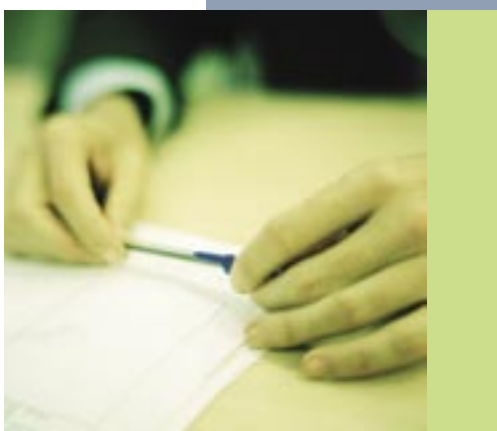
Lastly, 26 matters concerning the organization of work will be negotiated locally by employer and union representatives. Together, they will be able to organize work according to the needs of local users, as well as the needs of personnel. This topic will be covered in more detail in the next issue of **Porte-Parole**.

## MATTERS NEGOTIATED AT THE INTERSECTORAL LEVEL (health, education, public service)

- Compensation (rates, scales, structure, bonuses, allowances, etc.)
- Wage relativity and equity
- Pension plans
- Parental rights
- Regional disparities

## MATTERS NEGOTIATED AT THE SECTORAL LEVEL (health and social services sector)

- Seniority
- Job security packages and moving expenses
- Contracting out
- Paid hours (per day, per week, guaranteed, etc.)
- Overtime rate
- Travel allowance (quanta)
- Annual leave (quantum and remuneration)
- Holidays (quantum and remuneration)
- Floating holidays (quantum and remuneration)
- Leave for family reasons
- Leave with deferred pay
- Job titles and non-standard jobs
- Classification, advancement, etc.
- Recognition of additional training
- Recognition of experience
- Group insurance plan
- Procedure for layoffs (special measures)
- Recourse in case of work overload
- Dispute settlement
- Arbitration
- Union representation, dues and union leave
- Training budgets
- Cost of meals
- Technological change
- Acquired rights
- Health and Safety
- Equal access
- National labour relations committee



### DID YOU KNOW?

While the health and social services network is going through many transformations with the application of Bill 25 – an Act respecting local health and social services network development agencies – and Bill 30 – an Act respecting bargaining units in the social affairs sector – some things will remain the same!

- Everyone keeps their job and seniority will be maintained.

- No one will lose the right to be represented by a union. In fact, Bill 30 will extend this right to thousands of hitherto non-unionized workers who will have an opportunity to choose a union to represent them through the certification renewal process.
- The basic objectives of Bill 30 are to reduce the number of bargaining units in health and social services establishments and to decentralize negotiations for matters pertaining to the local organization of work.



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