

# CSQ

MAGAZINE

## INJUSTICE AT WORK

WHEN STRESS, TENSION AND  
DEMOTIVATION MEET

Pay equity:  
gaps persist

.....

Education shortages:  
looking for solutions

.....

Duty of loyalty in the age  
of social media



Centrale des syndicats  
du Québec

Fall 2019



# Dividends, a concrete advantage of being a CSQ member



Thanks to the partnership between the CSQ and The Personal, holders of an insurance policy under *Les protections RésAut CSQ* plan will be paid a dividend in 2020\*.



**\$35 per auto insurance policy**



**\$35 per home insurance policy**

You can also benefit from this advantage!

**1-888-476-8737**  
**[csq.thepersonal.com](http://csq.thepersonal.com)**



**Centrale des syndicats  
du Québec**



**thePersonal**

The Personal refers to The Personal General Insurance Inc. Certain conditions, exclusions and restrictions may apply.  
\* Dividends are paid out to insured clients with home or auto insurance policies in effect between January 1, 2020 and December 31, 2020. Conditions for paying out dividends will be determined based on the effective date of the home or auto insurance policy. The dividend for each eligible home or auto insurance policy will be sent by mail in the form of a cheque, in April, June, October 2020 or February 2021, based on the policy's effective date.



# PAY EQUITY IS NOT A WHIM

Nearly 25 years after the adoption of the Pay Equity Act, the average hourly wage gap remains greater than 10%. At this rate, will we have to wait another 40 years before equity finally becomes reality?

**I**n terms of compensation in Québec, Canada and the rest of the world, women still face systemic discrimination based on gender, despite significant progress achieved through mobilization.

In terms of compensation in Québec, Canada and the rest of the world, women still face systemic discrimination based on gender, despite significant progress achieved through mobilization.

Before the adoption of the Pay Equity Act in 1996, Québec women were at a distinct disadvantage compared to men. The average hourly wage gap was 15.8%. More than two decades later, the gap remains significant.

A closer look at the data contained in the recent report on the implementation of the Pay Equity Act reveals that the first evaluation of pay equity maintenance, the one that counts, has only been completed 69.2% on average.

Bill 10, An Act to amend the Pay Equity Act, was introduced in April 2019, mainly to improve the pay equity audit process. Yet no significant changes were made and the issue remains; this law must be challenged again. Those who lodged a complaint in 2010 and 2015 will not be able to receive the full correction of pay equity and will have to wait to recover the amounts owed to them. The situation is as shocking as it is unfair.

History has proven that we can make things happen when we act together. That is why we are undertaking a series of actions to urge the government to change the law once again, and to correct persistent discrimination and injustices, once and for all.

Let it be said: pay equity is not a whim. It is a right under the law.

Solidarity!

Sonia Ethier | PRESIDENT

**CSQ Magazine** Volume 35, No. 1 Official publication of the Centrale des syndicats du Québec, 9405 Sherbrooke St. East, Montréal, Québec, H1L 6P3, Phone 514 356-8888, Fax 514 356-9999, E-mail [magazine@lacsq.org](mailto:magazine@lacsq.org) / Director of Communications Catherine Gauthier / Chief Editor Audrey Parenteau / Production Secretary France Giroux / Translation Annie-Danielle Grenier, Suzanne Shields / Revision Dominique Carle / Photos François Beaugard, Julien Choquette, Stéphane Lemire, Pascal Rameux, Pascal Rathé, Shutterstock / Legal deposit Bibliothèque et Archives nationales du Québec, Library and Archives Canada. ISSN 2561-3685 / Printing Impression F.L. Chicoine

Printed on Rolland Enviro 100 Satin. This paper contains 100% post-consumer fiber and is manufactured using renewable biogas energy. It is certified FSC®, Processed Chlorine Free and Ancient Forest Friendly™.



# A SILENT TAX ON WOMEN

Is the wage gap between men and women something of the past? Sadly not. Despite real improvements, inequities persist. A look at a case which has yet to have a happy ending, with new controversial legislation in the background.

Marie-Claude Ethier  
COLLABORATION



Despite the closing of the salary gap between 1997 and 2018, men still earn 10.2%<sup>1</sup> more than women. This means women see their hourly wage cut by \$2.96 compared to their male counterparts. Some wouldn't hesitate to refer to this disparity as a "silent tax" imposed on women's income.

"In a society like ours, where equity is a fundamental value, these disparities don't make sense anymore. Still, the Pay Equity Act, adopted in 1996, made the equity principle an inalienable collective right<sup>2</sup>," pleads Sonia Ethier.<sup>3</sup>

## GAPS THAT PERSIST

The Québec legislator asserted its desire to eliminate the systemic wage discrimination against women. Nevertheless, many recent studies show that significant wage gaps persist between women and men in Québec.

"No matter what variable we use to study the hourly rate progression, the gap almost always remains at the expense of women. More specifically, the wage gap between men and women, present upon entering the workforce, increases with the age of the employees [...] The wage gap between men and women is present in all activity sectors and in companies of all sizes," states the 2019 Minister's report on the Pay Equity Act's implementation.<sup>4</sup>

The inequality caused by systemic discrimination based on gender varies between 30 and 40%. According to the report, "that wage gap is the result of many factors, including the education level, number of hours worked, [...], activity sector, seniority, etc."

## POSITIVE EFFECTS OF THE PAY EQUITY ACT

Despite these persistent gaps, the Act did have direct positive impacts, in particular in the public and parapublic sectors. In

2006, the parapublic sector's personnel obtained a pay catch-up of \$630 million once the joint pay equity committee's work was complete, negotiations in which the CSQ actively took part. The adjustment affected about 140 job categories and represented an average adjustment of 6.30%.

In the public and parapublic sectors as well, almost 326,000 people received pay adjustments in the range of 2.94% to 13.65%. Two other major pay equity programs in those two sectors resulted in corrections of 4.16% to 6.49% for over 450,000 employees upon completion of the initial pay equity audits, according to the CNESST.<sup>5</sup>

## PAY EQUITY SUMMARIZED

Pay equity corresponds to the right to get an equal salary for equivalent work. The Pay Equity Act aims to correct and avoid discriminatory compensation gaps against predominantly female job classes.

Companies with 10 employees or more in the public and private sectors need to comply with the Act. The CNESST is responsible for its application.

The three main obligations of the employers:

1. Carry out an initial pay equity process;
2. Conduct a maintenance audit every five years;
3. Post the results and produce a report a report on his approach.

1 STATISTICS CANADA (2018). Labour Force Survey, 2018. Wage gap calculated between the average hourly salary of men and women.

2 MINISTÈRE DU TRAVAIL, DE L'EMPLOI ET DE LA SOLIDARITÉ SOCIALE (2019). *La Loi sur l'équité salariale : un apport indéniable pour contrer la discrimination salariale : rapport du ministre 2019 sur la mise en œuvre de la Loi sur l'équité salariale* (May), 120 p.

3 Sonia Ethier is president of the CSQ.

4 MINISTÈRE DU TRAVAIL, DE L'EMPLOI ET DE LA SOLIDARITÉ SOCIALE (2019). *La Loi sur l'équité salariale : un apport indéniable pour contrer la discrimination salariale : rapport du ministre 2019 sur la mise en œuvre de la Loi sur l'équité salariale* (May), 120 p.

5 The Commission des normes, de l'équité, de la santé et de la sécurité du travail (CNESST) is responsible for the application of the Act.

### REVISION OF THE 2009 ACT

Up until 2009, the Act required employers to continuously maintain pay equity and make the required adjustments, yet without specifying the procedure. To better articulate the process, the government decided to transform the continuous maintenance obligation into a periodical maintenance (every five years), without, however, providing for a retroactive effect on salary.

Many trade unions felt that those modifications are unconstitutional and brought the case before the courts. Almost 10 years later, in May 2018, the Supreme Court of Canada ruled in their favour, concluding that those measures create a discriminatory system against women. The Court forced the Québec legislator to ensure:

- ✓ that the pay adjustments are retroactive to the modification date, according to the five-year periodicity;
- ✓ that the results posting (of the periodical audit) contains more information to allow the personnel to understand the employer's approach and, if appropriate, to efficiently dispute their decisions.

### NEW REVISION, NEW DISAPPOINTMENT

On April 10, 2019, the National Assembly sanctioned Bill 4<sup>6</sup> amending the Pay Equity Act to comply with the Supreme Court's ruling. "Sadly, the new provisions don't resolve the problems and even constitute a step back. Indeed, they don't allow women to obtain full salary adjustments, to fully participate in the achievement of pay equity or its maintenance. Moreover, the modifications remove the right and duty of minority certified associations to represent their members who have filed a complaint," explains Sonia Ethier.

### BACK IN COURT

The CSQ intends to pursue legal recourse to have some of the modifications included in Bill 4 declared unconstitutional. Its president strongly wishes that this act be subjected to a substantial reform and this, as soon as the next parliamentary session.

"We can't wait another 40 years before equity becomes reality. It's urgent that women take action for things to change once and for all," concludes the union leader.

### BIRTH OF THE PAY EQUITY ACT

Québec recognized the right to an equal pay for equivalent work as early as 1975, by enshrining it in the *Charter of Human Rights and Freedom*. The complaints mechanism provided in the *Charter*, however, proved to be inadequate and limited the access to appeals.

In light of this situation, groups of women, trade unions (including the CSQ) and government bodies rallied to form, in 1989, the Coalition québécoise en faveur de l'équité salariale, advocating for the adoption of legislation to correct the systemic wage discrimination against women.

In 1995, an event brought women's claims on the matter to the forefront: the "Bread and Roses" march. Overseen by the Fédération des femmes du Québec, the march brought 800 women together and enjoyed great media coverage. The gathering also advocated for the adoption of pay equity legislation.

That outstanding mobilization paid off: in 1996, the National Assembly unanimously adopted the Pay Equity Act.



Photo Archives CSQ

In 1995, the "Bread and Roses" march brought 800 women together who advocated, among other things, for the adoption of pay equity legislation.

<sup>6</sup> An Act to amend the Pay Equity Act mainly to improve the pay equity audit process.



# WHEN INJUSTICE REIGNS

Equality in the workplace is an important value.  
When injustice interferes, stress, tension, and engagement ensue.  
How can this situation be prevented?

Pierre Lefebvre | COLLABORATION

Your superior is inconsiderate and disrespectful towards you. They never take your opinion into account and they distribute benefits and rewards to colleagues who are not the most deserving. You feel that injustice reigns at work...

One out of every two members of the CSQ says they have experienced this feeling.<sup>1</sup> Despite a work context governed by increasingly complex collective agreements, this high rate is disturbing to say the least.

### A MATTER OF PERCEPTION

The notion of organizational justice is linked to the perception workers have of three elements:

- ✓ **The distribution of resources and benefits.** You feel that the organization does not fairly reward skills, effort, and performance.
- ✓ **Decision-making processes.** You feel that you are not being listened to and that your opinion does not count in the decision-making process. The choices are not always neutral, ethical, and in line with the values of the organization.
- ✓ **Personal interactions and the quality of communications.** You do not feel that you are treated with respect. You are not allowed to know the elements that contribute to the decisions being made and the information does not circulate in a transparent way.

These dimensions are interrelated and influence each other. As noted by the authors of an article published on the subject, "People form their perception of justice either by comparing their contribution to their reward (distributive justice), by evaluating the procedures that lead to the attribution of results (procedural justice), or by assessing the quality of interpersonal treatments (interactional justice)." <sup>2</sup>



Photo François Beaugard

"Beyond the relationship between an individual and their employer, it is also necessary to take into account the social relationships between the different work groups in a company," says Stéphane Moulin.<sup>3</sup>

### EQUALITY AND AUTONOMY

The idea of workplace justice also refers to the principles of equality and autonomy.<sup>4</sup> "Equality is the feeling of being treated with dignity, of not being discriminated against, and of having respected labour standards. As for autonomy, it is the capacity to enjoy oneself or to blossom at work. These are two other dimensions of perceptions of injustice," he adds.

1 SOARES, Angelo (2017). *Des blessures qui n'arrivent pas à cicatriser, santé mentale chez les membres de la Centrale des syndicats du Québec*. Report presented to the Centrale des syndicats du Québec (March), 81 pp.

2 FRIMOUSSE, S., J.-M. PERETTI et A. SWALHI (2008). « La diversité des formes de performance au travail : le rôle de la justice organisationnelle », *Management & Avenir*, vol. 18, n° 4, pp. 117 to 132.

3 Stéphane Moulin is an associate professor in the department of sociology, Université de Montréal. In 2016, *Inégalités : mode d'emploi : l'injustice au travail au Canada* was published by Les Presses de l'Université de Montréal.

4 DUBET, F., et autres (2006). *Injustices. L'expérience des inégalités au travail*, Paris, Seuil, 504 pp.

## HEADING TOWARDS BURNOUT

Your perception of justice within your organization can affect your motivation for work because it is also related to the respect you believe you deserve.

A situation of injustice can be perceived as an affront to one's dignity. When it comes to interpersonal relationships, social support, which is recognized as a protective factor, risks being undermined.

In the same vein, a difference between your expectations and the reality of the organization of work or an imbalance between your efforts and the rewards received (especially in the form of salary or recognition) can create a sense of injustice.

"The imbalance can also be associated with gender, age, and geographical location. When encouragement is tied to one of these elements, favouritism is not far off," says Matthew Gapmann.<sup>5</sup>

<sup>5</sup> Matthew Gapmann and Luc Bouchard are occupational health and safety advisors at the CSQ.

"An unfair environment decreases the involvement, effort and willingness to stay in the company. It creates uncertainty, which generates stress and tension that can lead to psychological distress, and cardiovascular and musculoskeletal disorders," says Luc Bouchard.<sup>5</sup>

## COURSES OF ACTION

Collective action in the workplace must lead managers to consider how procedures are implemented and applied in the organization. Managers must be transparent in management policies, practices, procedures.

In addition, approaches for implementing procedures and, above all, the reasons for them should be communicated to workers so they can judge their impartiality and consistency.

Finally, it is important to ask yourself about your own practices: when assigning tasks, resources, working hours, for example, do you consider the needs and realities of others? Do you act fairly?

## Contest



# Find your Comfort

## Imagine...

The warm glow of candlelight.

A hot cup of cocoa on a snowy day.

Enjoying the simple things in life.

*Get comfy!*

Get a home, auto or business insurance quote and you could win **one of three \$5,000 prizes** to create the perfect cozy space in your home.\*

Already a client?  
You'll be automatically entered!

Get a quote.

1-888-476-8737

[thepersonal.com/contest](http://thepersonal.com/contest)



Insurance provider of the CSQ



The Personal refers to The Personal General Insurance Inc. Certain conditions, limitations and exclusions may apply. \* No purchase required. Contest ends on December 31, 2019. There will be draws for three (3) prizes worth \$5,000 each, delivered in the form of a cheque. The draws will take place October 9, 2019, November 6, 2019 and January 8, 2020. Chances of winning depend upon the number of valid insurance quotes received and the number of home, auto and business insurance policies in force at the end of the month preceding the date of each draw. Winners must correctly answer a skill-testing question to receive their prize. Full contest rules and details available at [thepersonal.com/contest](http://thepersonal.com/contest).

LABOUR SHORTAGE

# WHERE ARE THE SOLUTIONS?

In some sectors, the labour shortage is caused by the low unemployment level and by an aging population, but in education, we point the finger at the deterioration of practice conditions.

Sylvie Lemieux | FSE-CSQ ADVISOR

Lots has been said about the labour shortage in Québec schools since the beginning of the school year. Teachers, professionals and support staff are all needed. For their part, school boards complain of the phone calls puzzle to fulfill the job postings. How to improve the situation?

## MANY FACTORS IN PLAY

Different elements explain the labour shortage in the education sector. In a context where an increase of 65,000 students is expected by the next 5 years and where some 200,000 students require professional monitoring and special support, the headline deficit is glaring.

“At this time, there are too few of our professionals. They barely have enough time to evaluate the students and rarely have time to provide a follow-up or conduct the appropriate interventions.



Photo François Beauregard

Jacques Landry



Photo Shutterstock

Youth at risk end up on waiting lists that keep getting longer. Detecting or diagnosing without intervention doesn't help the student at all,” says Jacques Landry.<sup>1</sup>

The succession in education is also lacking. The number of graduates is stagnating at around 1,400 per year, while about 3,000 students are missing in the education faculties. What's more, over 20% of teachers drop out in their first 5 years in the workforce.

Finally, absences from work for physical or mental health reasons are increasing for all professionals, as are the number of retirements.

## THE SOURCE OF THE PROBLEM

Québec educational institutions have trouble attracting and retaining personnel, notably because work conditions are difficult and complex. The staff is often in a precarious situation.

“Work overload, overtime, increase of mandated tasks, lack of support, limitations in accommodations for work-family balance or progressive retirement, those are impacts of the labour shortage

<sup>1</sup> Jacques Landry is president of the Fédération des professionnelles et professionnels de l'éducation du Québec (FPPE-CSQ).

and it's a heavy burden for the people we represent. That tension at work hits full force the professionalism of the workers who want to do everything they can to offer the best possible services to students, often at the price of their life balance and at the risk of suffering a burnout," regrets Sonia Ethier.<sup>2</sup>

According to Josée Scalabrini,<sup>3</sup> the current shortage is the result of the lack of valorization and of the deterioration of the working conditions of teaching staff, amplified by many years of cutbacks. "Sadly, the effects of the lack of resources are felt by everyone, including the students. To attract new blood and keep our colleagues in the schools, a concerted action will clearly need to be made to improve not only the salary, but the teachers' working conditions as a whole," she says.



Photo Pascal Ratthé

Josée Scalabrini



Photo François Beaugard

Éric Pronovost

## HOW TO MITIGATE THE CRISIS?

The population views the situation the same way the school network's personnel does, according to a Léger poll carried

out for the CSQ. The survey highlights many measures that, according to the majority of respondents, would have positive mitigating effects on the shortage issues. For example:

- ✓ Increase the number of full-time jobs in education;
- ✓ Ensure a higher level of support for new teaching staff;
- ✓ Reduce the number of students per class;
- ✓ Establish a students/teachers/professionals and support staff ratio;
- ✓ Promote professions of the education sector;
- ✓ Lessen the workload of the education personnel;
- ✓ Establish threshold for professional services and students support;
- ✓ Improve education personnel's wages.

"For support staff, a global improvement of work conditions, including number of hours worked, is needed. In total, 15% of people working in direct students' services want to quit the school board in the next two years,<sup>4</sup>" warns Éric Pronovost.<sup>5</sup> The main reasons mentioned: insufficient hours, unfavourable work conditions and an insufficient salary. "If we don't finance education properly, there will always be a shortage," he adds.

The ball is in the camp of the current government, which is heading for a multi-billion dollar surplus, cleared by cutbacks in public services. In a press conference, Premier Legault insisted on repeating that the surplus should go back in the pockets of Québec's citizens and not in those of "pressure groups".

"Education personnel continues to pay a high price for the recent years' cutbacks. Those workers are citizens first. They pay taxes and fully contribute to Québec's economic health. We can't promote education if we don't promote those who dedicate themselves to it daily," concludes Sonia Ethier.

<sup>2</sup> Sonia Ethier is president of the CSQ.

<sup>3</sup> Josée Scalabrini is president of the Fédération des syndicats de l'enseignement (FSE-CSQ).

<sup>4</sup> FÉDÉRATION DU PERSONNEL DE SOUTIEN SCOLAIRE (2019). *Sondage sur la précarité du personnel de soutien scolaire dans les services directs aux élèves*.

<sup>5</sup> Éric Pronovost is president of the Fédération du personnel de soutien scolaire (FPSS-CSQ).

# “THE SCHOOL ENVIRONMENT MUST BE ATTRACTIVE”

“As the winds of decentralization blow through the school boards, the government needs to invest in public and centralized professional services in order to preserve equity for all students.”

Karine Lapierre | FPPE-CSQ ADVISOR

“With the government planning to transform school boards into service centres, we are more concerned than ever about significant disparities in services to students as well as the potential use of outsourcing,” says Jacques Landry.<sup>1</sup>

## ACKNOWLEDGING A JOB WELL DONE

The newly elected FPPE-CSQ president intends on redoubling his efforts during the next term to ensure the work of education professionals is duly recognized. Jacques Landry is determined to defend the working conditions of members as well as increase recognition for their expertise, which is vital to our public education system.

“As professionals are well positioned to understand educational needs, whether they be student services, educational support services, organizational support services or material resources, they will need to be increasingly consulted in the organization of services,” he says.



FPPE-CSQ president Jacques Landry (middle) can count on the members of the Executive Office: Sophie Massé, re-elected Vice-President, and Jean Martineau, new Vice-President of Administrative Affairs.

Photo François Beaugard

## AS NEGOTIATIONS APPROACH

Jacques Landry recalls that the current context is different from the last public sector negotiations in 2015. “The government is swimming in surpluses. Many

professional positions are being opened in school boards, but they are sometimes difficult to fill. It needs to be made clear to the government that the school environment must be attractive and competitive to attract the best candidates to work with students,” he adds.

<sup>1</sup> Jacques Landry, psychoeducator, was elected president of the Fédération des professionnelles et professionnels de l'éducation du Québec (FPPE-CSQ) in May 2019.

# Drive with peace of mind!



With **The Personal's Roadside Assistance**, you get up to four emergency roadside service calls over a **12-month period**<sup>1</sup>:

- ✓ Towing
- ✓ Winching (removing a vehicle that is stuck but not damaged)
- ✓ Flat-tire change
- ✓ Battery boost
- ✓ Lockout service
- ✓ Fuel delivery

Offered to members who have an auto policy with The Personal and are holders of the Desjardins Unlimited package for CSQ members.\*

Visit [lacsq.org/desjardins](https://lacsq.org/desjardins) for details.



Insurance provider of the **CSQ**



The Personal refers to The Personal General Insurance Inc. Certain conditions, exclusions and limitations may apply. The Personal Roadside Assistance is managed by Assistel Inc.

\* It is offered at no cost for one year to CSQ members who have auto insurance with The Personal through the CSQ group insurance plan, provided their coverage takes effect no later than January 1, 2020, and who sign up for the Desjardins Premier transaction plan between May 1 and November 1, 2019. If you hold the Desjardins Unlimited transaction plan for CSQ members and a The Personal car insurance policy under the CSQ group insurance plan, you are automatically eligible for roadside assistance from The Personal for one year.

<sup>1</sup> The Personal's Roadside Assistance program covers up to four emergency roadside service calls per eligible year.

# AT THE HEART OF THE ACTION

Guiding students to solutions for the problems they face is challenging.

Martin Cayouette | FPSS-CSQ ADVISOR

“Behaviour management accounts for 80% of my work as a social work technician in a school environment. Sometimes there are problems with students consuming drugs or alcohol, bullying, conflicts, fights, anxiety... You have to stay on top of what’s going on,” says Melly Rioux.<sup>1</sup> Although it requires a lot of follow up, she loves her job. “I feel like I’m making a difference in the lives of students.”

To gain the trust of young people, she must join them in their reality: “In my interventions, I connect with teens, I understand them, I listen to them, but I also have to enforce the rules of the school.”

## FIVE NECESSARY QUALITIES

First of all, “open-mindedness and flexibility are essential, because we have to be everywhere to play our role well and be able to turn on a dime. We must also be empathetic, show respect and be able to listen,” she says.

## ANTI-BULLYING PLAN

Melly Rioux has developed an intervention protocol for bullying and violence for the secondary schools in Sept-Îles. As part of this project, she has worked with a multidisciplinary team of which she is very proud. “The protocol providesare tools to differentiate conflict from bullying. Teachers are raising awareness in their classrooms.” The social work technician has also trained young facilitators to give workshops in classrooms. “Prevention is designed for young people and taught by young people!” she says proudly.

<sup>1</sup> Melly Rioux is a member of the Syndicat de l’enseignement de la région du Fer (SERF-CSQ).



# HOMECOMING

A computer technician, AENQ-CSQ union delegate and sector director, Paul Washipabano proudly wears many hats.

Nicole de Sève | COLLABORATION

Paul Washipabano<sup>1</sup> works at Waapinichikush Elementary School in Chisasibi, or “The Big River,” in northern Québec. Born to a Cree father and a non-Indigenous mother, he grew up and studied in Québec City. But it was in Chisasibi, where he spent several summers, that he learned traditional hunting and fishing activities.

## PRIDE IN WORK WELL DONE

Paul Washipabano started his career in 1999, when a computer job opportunity opened at the administrative offices of the Cree School Board. “As a young Métis man coming from Québec City, I experienced a cultural shock, even though all of my Washipabano paternal relatives lived there. Over the years, I’ve adapted and now it’s my home.”

Today, Paul Washipabano works at the primary school and speaks proudly: “Our community is in the 21st century. Our



Paul Washipabano

Photo François Beaugard

classrooms are well equipped with computer technologies, including interactive whiteboards.”

## AND UNIONISM?

The computer technician knew exactly what he was getting into when he was elected union delegate for the first time in 2012. “My mother studied industrial relations, so I understood what unionism was.” His biggest challenge? Getting along with school management and defending members well.

Having attended the AENQ-CSQ congress in Montréal in the spring of 2019, Paul Washipabano appreciates the value of

this union meeting: “It’s an important event during which we become aware of realities lived elsewhere. It shows the big picture. I really appreciate what I learn each time.”

Paul Washipabano decided to take on a new challenge and apply for the position of Sector Director for Cree School Board support staff. “I’ve always hesitated in the past, but this year is the right time for me to become more involved in my union,” says the happy candidate, grateful for the support of his colleagues.

<sup>1</sup> Paul Washipabano is a member of the Association des employés du Nord québécois (AENQ-CSQ).

# PROFESSIONAL LOVE AT FIRST SIGHT

Falling in love while studying at cégep is common, but it also happens when working there too!

Félix Cauchy-Charest | CSQ ADVISOR

Nathalie Lussier<sup>1</sup> fell in love with her work environment as soon as she set foot there almost 10 years ago. “It was love at first sight,” she recalls. An administrative support officer at Cégep de Granby, she began her career at the library. “I had direct contact with students, faculty, external clients, and all other staff members,” she says.

## DIVERSE AND INTERESTING TASKS

In a relaxed atmosphere and with the desire to help everyone, Nathalie Lussier’s first two years of work went by fast.

“Seven years ago, I applied to my current job in finance, an area I was familiar with. My days now consist of processing invoices, travel expenses, refund requests, and so on. I also produce various invoices for employees and for cégep clients. Plus I’m responsible for parking stickers,” she says.

Every day presents a lot of challenges. “That’s what makes my work interesting and motivating. Through administrative tasks, I’ve also kept in touch with students by supporting them in their international or humanitarian projects. I guide them with fundraisers or I handle their deposits or payments for airline tickets, for example.”

## STAYING INVOLVED

Although the office work has distanced her from student services and staff, the cégep provides her with opportunities to get involved in various events: graduation, open houses, shows, and more. “I love what I do and I love my work environment!” she concludes.



Nathalie Lussier

Photo Pascal Rameaux

<sup>1</sup> Nathalie Lussier is a member of the Syndicat du personnel de soutien du Cégep de Granby – Haute-Yamaska (CSQ).

# TRUST ABOVE ALL

In cégeps, psychologists are available to assist students and coach staff members. In the following interview, Geneviève Corbeil explains the challenges she faces every day.

Simon Lavigne | CSQ ADVISOR

**CSQ MAGAZINE: YOU WORK IN A CÉGEP. IS YOUR ROLE DIFFERENT FROM THAT OF A PSYCHOLOGIST PRACTICING ELSEWHERE?**

**Geneviève Corbeil<sup>1</sup>** : My team and I coach staff members who are concerned about or who report disturbing behaviours among the students they interact with.

We also conduct workshops with teachers where we discuss boundaries in the student-teacher relationship. The teachers are eager for advice; they want to define certain guidelines and be prepared for the challenges they face.

Our job is also to intervene in case of emergency or crisis and to follow up in psychotherapy.

**WHAT PART OF YOUR WORK ARE YOU MOST PROUD OF?**

Creating a true bond of trust. When someone says to me, “I don’t want to leave your office; I’m comfortable here,” I know I’ve made a real connection. Building a therapeutic relationship with a person in order to get them to know themselves better, to help them assert themselves, respecting their limitations and ambitions - it’s my thing.

These days, many young people struggle with anxiety, making countless decisions, but forgetting what’s most important: taking the time to decide for themselves. In this respect, the support we provide is beneficial.

<sup>1</sup> Geneviève Corbeil is president of the Syndicat du personnel professionnel du Collège de Sherbrooke (SPPCS-CSQ).



Photo Stéphane Lemire

**SINCE THE LEGALIZATION OF CANNABIS IN OCTOBER 2018, HAVE YOU OBSERVED ANY CHANGES IN STUDENTS?**

To be honest, nothing has really changed. We didn’t feel an increase in consumption, either in terms of frequency or quantity. Although the news made headlines, it kind of went unnoticed in the day-to-day context. In any case, our approach to all types of consumption, not just weed, is primarily based on openness and listening. We want to provide accurate information, but first we need to let the person speak freely.

What I do see is that, in some cases, the consumption problem is more serious than young persons realize. I also see more students consuming alone. And, we can’t forget alcohol, which is more accessible and consumed more, but often trivialized.

# FOR THE LOVE OF CHILDREN

We clearly love our children in Québec. But are we doing everything we can to foster their development?

Véronique Brouillette  
CSQ ADVISOR



Photo Shutterstock

Dr. Jean-François Chicoine<sup>1</sup> raises the question, noting a degree of indifference on the part of parents who spend increasing amounts of time on their electronic devices, are less physically active, spend less time outdoors, meditating, having dinner with family or volunteering.

It's no wonder kids are glued to their screens! These devices are everywhere. Young people who watch television fall into a state of passivity. Those who abuse it or who are often in the presence of screens are more likely to develop delays in language and self-regulation.

Many children therefore start kindergarten with some delays. According to Dr. Chicoine, even though we are able to detect a lot of these cases, unfortunately, there are no professional services available.

The pediatrician is very concerned about the 4-year-old kindergarten project. Will the teacher-child ratio serve the most vulnerable children well? Where will the children go between 3 pm and 5 pm? And what about summer? He also wonders about the effects that changing locations and staff will have on the development of children.

## THE IMPORTANCE OF EDUCATIONAL SERVICES

Dr. Chicoine emphasizes the importance for children of attending a quality educational service. Since babies first attach to one person, then to four or five others, it is crucial that the presence of the workers remains stable. Educational services with high staff turnover create insecurity, especially in children aged 9 months to 2 years.

## PLAY-BASED LEARNING

To grow well, children must be physically active at least two to three hours a day, according to Dr. Chicoine. They must also play freely, as this gives them space to invent, create and ask questions. Moreover, learning through play is the method by which children learn best.

Ideally, one third of the time spent in an educational service should be devoted to free play, one third to solitary play, and the last third to interaction with the educator. Children love to play and educational services do a good job!

<sup>1</sup> Dr. Jean-François Chicoine is a pediatrician and author of several books on child development. He was a speaker at the Congrès de la Fédération des intervenantes en petite enfance du Québec (FIPEQ-CSQ) in June 2019.

# THE BIG ILLUSION

The government wants to impose a new funding method on health care institutions. A foolish project that will only weigh down an already too heavy administrative burden.

Lise Goulet | CSQ ADVISOR

The experimental project, quietly submitted in the summer of 2019, will force the targeted 500 health and social services facilities to establish the cost per user<sup>1</sup> for each service received and for every care plan. The health minister, Danielle McCann<sup>2</sup>, plans to develop cost comparison models, within the institutions and between them, to establish the best practices to fund.

## THE CONSEQUENCES OF THE ACCOUNTING LOGIC

Despite what the government implies, patient-centered funding will eventually decrease the quality of care because of its cost reduction logic.

“This accounting approach is completely unrealistic. Wanting to precisely establish the cost of each service will never account for the complexity and variety of actual situations. Worse, it could obscure many needs,” claims Sonia Ethier.<sup>3</sup>

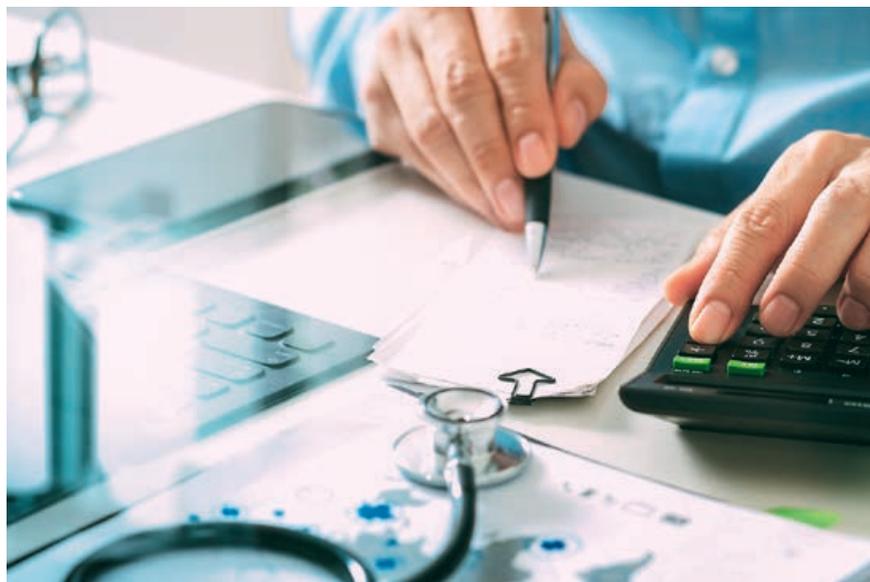


Photo Shutterstock

## A GROWING BURDEN

“Imposing new data entries, already too numerous and often problematic, is completely inappropriate. Yet, the government acknowledges the heaviness of the health care personnel’s task and the need to review some elements of the organization of work,” adds Claire Montour.<sup>4</sup>

## GETTING RID OF UNDER-PERFORMANCE

The government must review its priorities and reinvest in the supply of health care and direct services to the population, instead of in increasingly expensive information systems which complexify the health care system management and decrease the time dedicated to clinical activities. There lies the real challenge the minister must meet.

<sup>1</sup> The entirety of costs, both direct (labour expenses, medical and surgical supplies, instruments) and indirect (administrative and support fees), will be considered.

<sup>2</sup> Danielle McCann is the Québec’s Minister of Health and Social Services.

<sup>3</sup> Sonia Ethier is president of the CSQ.

<sup>4</sup> Claire Montour is president of the Fédération de la Santé du Québec (FSQ-CSQ).



# WE'VE INVENTED A SAVINGS VEHICLE THAT WORKS HARD

Your savings with the Fonds have created  
nearly 195,000 jobs across Quebec.

THAT'S WHAT BEING POSITIVELY INVESTED MEANS

[fondsftq.com](http://fondsftq.com)

 **FONDS**  
de solidarité FTQ