



The Professional Institute
of the Public Service
of Canada

L'Institut professionnel
de la fonction publique
du Canada

PROJECT REPORT

PIPSC POLICY REVIEW 2016-2018

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Version: 4.0

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1. Background

Institute policies and by-laws have evolved through organic growth: a problem happens, policy is rewritten without a clear understanding of the impacts and implications, and then policy is changed to deal with the impacts, and so on. This has led to the following consequences:

- There are inconsistencies across policies – in format for certain, but most importantly in contradictions between the different documents.
- There are a number of rules that are not written anywhere, i.e. there are gaps in the policies.
- There is superfluous language that can confuse the interpretation of the policies.
- The rules are difficult to interpret / not clear: inconsistency, ambiguity due to fuzzy language.
- The policies are difficult to navigate: lack of logical organisation and it is difficult to make linkages between policies.

In light of these challenges, the Board of the Institute established a **Policy Review Working Group** to assess and reshape the entire suite of Institute policies. The end goal of the project was to have a suite of Institute policies (By-Laws, Regulations and Policies) that:

- is intuitive,
- is easy to navigate,
- is written in plain language for ease and consistency of interpretation, and
- supports efficiency.

2. Process

The work was completed in multiple phases, and the Working Group met for a total of 15 days between November 2016 and July 2018.

After confirming the scope and intent of the project, the Working Group created a draft framework to structure existing policies into more clearly defined and easily differentiated categories, and mapped all existing PIPSC policies and regulations to the framework.

The framework was first tested with a subset of policies to determine the fit of existing policy content with the proposed structure, identify necessary adjustments, and gauge the level of effort required to complete the entire suite of policies. The framework was then approved by the Board before work proceeded on subsequent phases.

The policies and regulations were systematically reviewed to:

- clarify and simplify the language and the rules
- reformat the policies into a common, more easily referenced format
- identify and remove duplications and overlaps – this led to a recommendation to fold regulations into the policies rather than keeping the two categories of policy instruments
- identify gaps and issues and make recommendations to address them, possibly including recommendations for bylaw changes.

The committee is grateful for all the support and input received during this process. Subject matter experts, for example staff responsible for finance, legal, and official languages, were consulted on any policies or regulations where specialized knowledge was required. Presentations were made to the Advisory Council to inform them of the work, obtain their input, and ask for their support in communicating the review to members. Active membership was surveyed in 2017 for their perceptions of the existing policy suite and any changes that they might want to see. They were again consulted in April 2019 on the proposed policy suite and invited to provide feedback. All feedback received was reviewed and addressed.

Other than specifically stated in separate recommendations to the Board, the Working Group did not change the intent of the policies and regulations. When current accepted practice is different from the policy provisions, current accepted practice was retained in the policy.

Wording changes to clarify meaning are not highlighted in the new policies. Changes that might lead to different interpretations are highlighted in track changes.

3. Assumptions

The following assumptions were made in conducting the work:

- The bylaws are the foundational document and limit and constrain policies.
- Since both regulations and policies are decided by the Board, there is no reason to separate the two.
- The Board policy manual should only include policies and procedures that require Board approval to change.
- “Policies” that represent Institute positions on issues of interest to PIPSC members, while important, are of a different nature and should be published and managed separately.
- Repetition and redundancy should be eliminated or kept to a minimum.

4. Policy Framework

The policies have been reorganized into the following six sections:

- Board
- Conduct
- Constituent bodies
- Institute administration
- Labour relations
- Member participation

The mapping into the framework of current policies and regulations and new policies is provided in the table below. A more detailed mapping showing where the content of current policies has been placed is provided in appendix.

Category	Current Policies and Regulations	New Policies
Board		Institute Policy Governance
	R18 Executive Committee	Institute Staff
	Board of Directors R15 Board of Directors	Board of Directors
	<i>Committees of the Board</i> R17 Committees of the Board	Committees of the Board
	Presidents and Vice-Presidents R19 President R20 Vice-presidents	President and Vice-President Terms and Conditions
	Relocation of FT Elected Officials	Relocation of FT Elected Officials
	National Election Procedures BC-STV R22 Election of Officers and Directors of the Institute	Election of Officers and Directors of the Institute
Constituent Bodies	Branches Groups Regions Subgroups “Guidelines on Constituent Body Elections” R10 Groups, Sub-groups, Retired Members Guild and Advisory Council R11 Regions and Regional Structures <i>R13 General Meetings of the Institute</i>	Structure and Function of Constituent Bodies
	Constituent Body Finances Examination of constituent body finances <i>Purchase of Promo and Visibility Items</i>	Accessing PIPSC General Funds Constituent Body Allocations
Member participation	Balancing union & family life Compensatory salary Family Care <i>Travel</i> Training	Balancing Union Activity & Family Life Family Care Financial Support for Member Participation (includes Travel) Training
Conduct	Conflict resolution (LR) Dispute Resolution and Discipline Policy Harassment Member Complaints to Outside Bodies R24 Discipline Conflict Resolution Procedures for Internal Labour Relations Matters	Conduct
	Conflict of interest	Conflict of Interest for Board Members

Category	Current Policies and Regulations	New Policies
Institute Administration	Accessibility	Accessibility
	Administration	N/A
	Communications Social Media	Communications
	Membership List	Membership List
	Official Languages	Official Languages
	Privacy	Privacy
	R14 Financial Matters and Fees	Member Fees
	R26 Institute Awards	Institute Awards
	R7 Rights of Membership	Communications
Labour Relations	Union-Management Relations / Consultation	Consultation
	Joint Bargaining	Negotiations and Labour Disputes
	Loans to Members	Loans to Members
	Negotiation and Labour Disputes	Negotiations and Labour Disputes
	Representational Services	Representational Services
	Stewards R12 Stewards	Stewards

5. Deliverables

The Policy Review Working Group has produced the following documents, provided in appendix to this report:

- A project charter, which was approved at the beginning of the project and lays out key project parameters, including a schedule and budget.
- A new suite of policies, in English and in French, that reorganizes all the current policy content into a more structured, easy to navigate framework and format.
- A list of recommended changes to the Institute bylaws, regulations, and policies. Material changes to policies are also flagged in track changes in the new policy documents.
- A document listing all the policy elements that were not copied into the new policies or moved to different policies, and the rationale.

Appendix 1 – Project Charter

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PROJECT CHARTER

PIPSC POLICY REVIEW

Professional Institute of the Public Service of Canada

November 28, 2017

Author: Policy Review Working Group

Version: 4.0

Appendix 2 – Policy Suite

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English Version



PIPSC Board Policies
and Guidelines v3 Ma

French Version



PIPSC Board Policies
and Guidelines v3 Fre

Appendix 3 – Recommended Changes to Bylaws, Regulations, and Policies

Recommendation	Rationale
1. Create a new policy on Board Policy Governance	Gap in policy – lays out the process for developing and approving policies.
2. Create a new policy on Institute Staff (with elements from existing policies as well as new content)	Consolidates the various references to institute staff in the policy suite and clearly states the Board’s delegation to the Executive Secretary for the management of staff.
3. Create a new policy on Accessing Institute General Funds	This consolidates and codifies policies from different sources, including unwritten rules and board decisions not captured in policy.
4. Remove regulations and put all Board-approved rules in policy	The approval process for regulations and policies is the same (Board of Directors), there is significant duplication between regulations and policies, and having both creates confusion.
<p>5. Bylaws: Propose the following changes to bylaws at the next AGM:</p> <p>5.1. Replace references to regulations with references to policies</p> <p>5.2. Include regulation R10.4.4.1.2 in bylaws</p> <p>5.3. Include regulations R17.2.3.2 and R17.4.2 in bylaws</p> <p>5.4. Include a statement in bylaws that more clearly specifies that Full-Time Elected Officials must relocate to the NCR for the duration of their mandate if they do not already live in the NCR.</p> <p>5.5. Review and possibly revise Bylaw 18.2 to reflect current practice and responsibilities.</p>	<p>5.1 – See recommendation 3 above</p> <p>5.2 & 5.3 – Same type of information as included elsewhere in bylaws.</p> <p>5.4 Gap in policy – this is generally assumed, and implied in the policy on Terms and Conditions of Employment for the President and Vice-Presidents, but not explicitly stated in bylaws or policies.</p> <p>5.5 Executive committee is not responsible for policy or for staff.</p>
6. Institute Positions: Remove from Institute Policies, review, and post relevant ones on the website under Institute Purpose, Mandate, Values and Strategy	These have a different purpose and audience than the Institute Policies, externally focused rather than internally focused.
7. Model Constitution: Add “Branches shall file annual reports at the Regional Council meeting.” under Filing of Documents.	A better fit for this information than the Institute policies.

Recommendation	Rationale
8. Policy on Stewards: Remove the section on duties and responsibilities.	Overly detailed, would require that minor changes in activities or responsibilities be brought to the Board for approval, could narrow the scope of steward action if anything is omitted from the list. Major responsibilities are included in the section on the Steward’s Role.
9. Policy on Board of Directors: In the policy section on Board minutes, “Once the minutes of a Board meeting have been approved,” replace “a precis will be posted on the Institute’s web site” with “minutes of the Open Session shall be posted on the website.”	Current practice is to post the minutes.
10. Policy on Negotiations and Labour Disputes: 10.1. Increase the maximum of person-days per Group per round of negotiations (currently 18). 10.2. Remove the limit of forty-eight (48) person-days on negotiations.	10.1 – The number is too low, not realistic. 10.2 – A limit of person-days is not realistic since the duration of negotiations is not under our control.
11. Policy on Union-Management Relations: Change the title to Policy on Consultations.	The proposed title better reflects the content of the policy.
12. Policy on Member Participation: Submission of Claims: Replace “claims should be submitted” with “claims must be submitted”.	Submission of claims is a requirement, not a wish.
13. Policy on Membership List: 13.1. Specify that it includes work addresses. 13.2. Under Disclosure: Add “Requests for membership lists must be submitted in writing to the Institute Privacy Officer along with the reason for the request.”	13.1 – Recommended by the Privacy Officer. 13.2 – Recommended by the Privacy Officer, current practice.
14. Policy on Balancing Union Activity and Family Life: Remove the statement that days of rest cannot be accumulated	Days of rest can be accumulated to be taken together, provided they are taken within the prescribed timeline.
15. Policy on Balancing Union Activity and Family Life: Section 4, remove the reference to LWOP to allow leave consistent with sections 2 and 3	Requiring LWOP is not consistent with other policies, and the motions approved at AGM 2013 and 2015 do not mention that the leave must be without pay.

Recommendation	Rationale
<p>16. Policy on Institute Staff:</p> <p>16.1. the job descriptions are reviewed by the Executive Compensation Committee.</p> <p>16.2. COO and Chief Counsel, not excluded Managers</p> <p>16.3. Every 3 years, not 2 years</p>	<p>16.1 The bylaws specify the Executive Compensation Committee.</p> <p>16.2 & 16.3 This is consistent with current practice</p>
<p>17. Policy on Travel: Accommodations: Replace “The Board shall establish a per-night city maximum” with “The Institute shall establish a per-night city maximum”.</p>	<p>The maximum is established by staff. (If not, then change the recommendation to “The Board shall approve a per-night city maximum”)</p>
<p>18. Policy on Communications: Remove the section on Member Resignations.</p>	<p>This is overly explicit and can be determined by the Executive Secretary and staff.</p>
<p>19. Policy on Representational Services:</p> <p>19.1. Delete the reference to Chief, Regional Operations and make General Counsel the approver on policy grievances.</p> <p>19.2. Under 8. Dissatisfaction of the Grievor or Complainant, delete “The President will advise the Executive Committee of his decision.”</p>	<p>Title is obsolete, and since responsibility for staff is delegated to the COO & Executive Secretary, then references to other staff in the policies should be as minimal as possible. General Counsel is expected to be a fairly stable position at the Institute.</p> <p>This has not been the practice over at least the last 8 years.</p>
<p>20. Policy on President and Vice-Presidents Terms and Conditions of Employment:</p> <p>20.1. Move “No changes in terms and conditions, with the exception of annual adjustments to remuneration, shall take effect between triennial reviews.” From the Appendix to the policy itself.</p> <p>20.2. Include “The President and Vice-Presidents will publish status reports every two months. Those reports will be posted to the PIPSC Web site.” as directed by the AGM in 2011.</p>	<p>20.1 – This is a policy statement, not a term or condition of employment.</p> <p>20.2 – This was omitted from the new policy approved in 2018, but the AGM overrides Board authority.</p>
<p>21. Policy on Conflict of Interest: – Incorporate a statement on Conflict of Interest into the Policy on Conduct and extend its application to all elected and appointed representatives of the Institute</p>	<p>The latest changes make the policy apply only to the Board, which leaves a gap in policy for other Institute leaders and representatives; there is no need to have separate provisions for the Board and others. The section on bias can be incorporated separately into the Policy on Conduct and apply only to the Board.</p>

Recommendation	Rationale
22. Policy on Financial Support for Member Participation: Under 3. Compensatory Salary, add “banked time” as per collective agreements	This is consistent with other types of leave in the list and was brought forward in the consultation on the new policy suite.

Appendix 4 – Policy Elements Redundant or Moved

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PolicyElements
Moved or Not Used