

# Better Together

PIPSC 2017



Canada's public service  
is the best in the world.  
Let's keep it that way.



The Professional Institute  
of the Public Service  
of Canada

[www.pipsc.ca](http://www.pipsc.ca)





4



8



12



16



20



24

# We're No. 1

Canadians have the most effective public service in the world, says a new international study.<sup>1</sup> I'm not surprised. Working with public service professionals, I know just how valuable our members are to Canadians. I also know that others deserve to know and celebrate this. So we are introducing the publication you now hold in your hands, to showcase some of the very best public servants in the world – the variety of the work they do, and the value they bring to Canadians.

Celebrating our title as the best public service in the world is not enough. We have to work together to keep our number-one status. The Canadian Centre for Policy Alternatives reported last year that “the federal government is the smallest it's been since before the Second World War.”<sup>2</sup> That needs to change if we're to meet the challenges of the future. I hope after reading about the six members we feature in this publication, you will be inspired to visit [action.pipsc.ca](http://action.pipsc.ca) and sign our petition calling on the government to invest more in Canada's public service.

## Working for the best

When you bring together the best public service professionals in the world, you get the best union in the world. Consider just three of the highlights of what we've accomplished over the past year:

- Together, we negotiated provisions to protect against the muzzling of scientists.
- Together, we secured collective agreement language to reduce the government's over-reliance on outsourcing.
- Together, we saved the sick leave system and created an opportunity for genuine negotiations on meaningful improvements.

*Celebrating our title as the best public service in the world is not enough. We have to work together to keep our number-one status.*



Ashley Burke/CBC Licensing

<sup>1</sup> The International Civil Service Effectiveness (InCiSE) Index 2017

<sup>2</sup> The Alternative Federal Budget 2016: Time to Move On, CCPA

Yukon Hospital Corporation members secured their first negotiated agreement. New Brunswick crown prosecutors are no longer the lowest-paid prosecutors in the country. We also scored victories outside of the bargaining process. Our longstanding call for more investments in the Canada Revenue Agency was heard in the federal budget. We've made our voices heard in opposition to Bill C-27 and its threat to defined benefit pensions – one of the vital safeguards of middle-class incomes for retired workers. And we're making progress on other issues too.

### Fixing Phoenix

The best public service in the world deserves better than the Phoenix payroll system and the tremendous toll it has taken on us.

We filed two policy grievances against the employer – our only legal means of pressuring the government to repair the system and properly compensate all our members who have been harmed or impacted. We have assisted hundreds of members in filing individual grievances, many of which have been resolved, as well as writing to and meeting with ministers, arguing new measures be adopted to assist members, keeping the issue alive in the media, offering loans to those particularly hard hit, organizing many of our members to protest, and lobbying – successfully – for more money to be spent on fixing the system.

We've argued from the start that Phoenix's problems had their origin in an over-reliance on outsourcing. Any hope to fix Phoenix rests with federal IT professionals, not IBM. In late June, I met with the new ministerial working group established to fix Phoenix and made a case for closer collaboration between the government and some of our CS Group members in finding solutions. I hope this will lead not only to eventual Phoenix fixes but also to better appreciation of our members' professional contribution and a change in the government's outsourcing practices.

*Better Together  
is no longer just  
a slogan. It's  
a promise – a  
measure – of our  
collective success.*

### We are better together

We're calling this publication *Better Together* – the same as the member engagement campaign we launched in 2013. We've had a lot of success with the *Better Together* campaign. It's helped us raise awareness about unmuzzling scientists, reducing the outsourcing of government jobs, and ensuring tax fairness. It's helped us make more effective public arguments to government and employers.

Better Together is no longer just a slogan. It's a promise – a measure – of our collective success. As our accomplishments of the past year and the challenges before us demonstrate, we all have a stake in ensuring we remain better together.

Debi Daviau, President



**CECILIA WONG**

Senior Ecosystem  
Information Scientist,  
Environment and  
Climate Change Canada  
Vancouver, B.C.

# Protecting Ecosystems: **We're in it together**

As a working mom of three, Cecilia Wong feels the same pull that many parents feel. But as someone whose work is protecting the environment, she sees her work and love of family as intertwined.

// **T**he work-life balance is a challenge but at the same time, making sure my kids can enjoy the great world that I live in is so important to me. I see it as less of a challenge than as something I need to do." As a Senior Ecosystem Information Scientist at Environment and Climate Change Canada, Cecilia provides analysis, interpretation and information-sharing on the Salish Sea Ecosystem and Mackenzie River Basin.

"Research is important to understand what changes are happening, what's causing these changes and to better identify what we can do to address these changes if they're moving in a negative direction," she says. "Without a better understanding of the challenges, it's difficult to take appropriate action."

Cecilia's connection to environmental science was originally driven by her curiosity of how things work and why. In university she earned a Bachelor's degree in Biology and Psychology and then a Master's in Resource and Environmental Studies.

"I've always been a curious person. My number one passion has always been to understand what's happening and why, whether in biology or psychology. The environment happens to be the focal area where it all comes together," she says.

Cecilia entered the public service as a co-op student at Environment Canada. "That gave me the opportunity to explore how to apply what I learned in school. And after completing my Master's degree, I was able to compete for a full-time position."

Environmental issues are, by nature, a team effort, and Cecilia's work requires continuous collaboration, bringing scientists, researchers, non-governmental organizations, Indigenous people and others in the community together to figure out what's happening in the ecosystem and what can be done to address the issues. And because the Salish Sea Ecosystem is shared by the U.S. and Canada, Cecilia also works very closely with colleagues across the border.

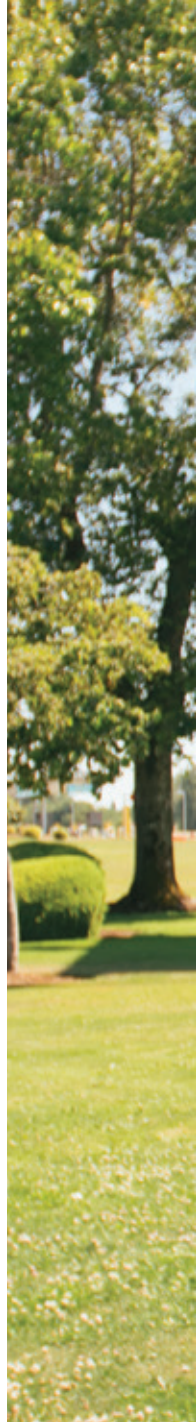
"I feel strongly that we're in this together," she says. "How we do things on one side of the border may be different from how things are done on the other side of the border. But access to clean air and water, the health of our species and habitat, and the link between ecosystem health and human well-being are common needs for people on both sides."

To Cecilia, being a good scientist also means being a good communicator. She believes that you need to be able to collect information and to analyze it accurately, as well as interpret and communicate the information in a way that makes sense to others. Spreading good science leads to informed debate and, ultimately, to helping inform good public policy.

As challenging as protecting delicate ecosystems can be, Cecilia takes pride in knowing her work is making a difference.

"This is my home. It's also home to over 7 million people in the Salish Sea north and south of the border. My family is here. My kids are here. I feel strongly about working to ensure the sustainability of the Salish Sea Ecosystem for many generations." ■

*As challenging as protecting delicate ecosystems can be, Cecilia takes pride in knowing her work is making a difference.*





"How we do things on one side of the border may be different from how things are done on the other side of the border. But access to clean air and water, the health of our species and habitat, and the link between ecosystem health and human well-being are common needs for people on both sides."

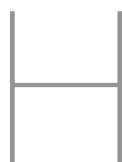


**JAMES TREPANIER, Ph.D.**

Curator,  
Canadian Museum of History (CMH)  
Gatineau, Québec

# Making *Canadian History*

James Trepanier's first 'exhibit' was a fifth-grade Social Studies project on the Charlottetown Accord. Although his grade was lower than expected, the project ignited his passion for history.



His love of history and education developed growing up in Kamloops, B.C. His parents were teachers, and James says debates about history and politics were frequent at the dinner table. With those early experiences – and James' years of post-secondary education and professional development that followed – the opportunity to work at the Canadian Museum of History and have his research seen by millions of Canadians was an opportunity he couldn't miss.

As Curator for post-Confederation Canada, James spends his days developing exhibitions, selecting artifacts, publishing and providing research input, researching the collections themselves and responding to public inquiries.

"There are many interesting parts of the work, but as a historian something that always gives me goosebumps is being able to work with the collections and see some of the millions of artifacts we have up close," says James. "It's incredible to be so near artifacts that are so key to our history."

James says he's most fascinated by artifacts that speak to very personal moments in Canadian history. His favourites include one of Rick Hansen's gloves, worn during the Man in Motion World Tour that raised over \$26 million for spinal cord research. "Every rip, tear and sign of wear in the glove speaks to Hansen's passion and determination to make the world a more accessible and inclusive place. And the glove also represents the efforts of so many Canadians to improve the world for others."


*“What we tried to do with the Canadian History Hall is to create a story that reflects the richness of Canada, the diversity of it, some of the tensions, some of the losses, some of the struggles, as well as some of the achievements that have shaped Canada,” he says.*



Another is the lunchbox carried every day by Nora Gibson, who worked as a factory hand in a Fort William foundry making fighter planes in the Second World War. Again, “it speaks to a very personal experience of a large national event.” In the four years he’s been at the CMH, James has applied his expertise specifically to work on the new Canadian History Hall, a permanent exhibition covering 15,000 years of human history in 40,000 square feet.

“What we tried to do with the Canadian History Hall is to create a story that reflects the richness of Canada, the diversity of it, some of the tensions, some of the losses, some of the struggles, as well as some of the achievements that have shaped Canada,” he says.

One of the principal goals of the exhibit was to show that history is never one-sided; there are always multiple experiences around a particular event. To that end, James is extremely proud of the scope of the collaborations undertaken with various communities.



Putting together the part of the exhibition on residential schools was the most challenging and most rewarding part of the project for James. He knew they had to get it right. He and his colleagues did many interviews, working with survivors, speaking directly to and learning from them.

*As a researcher in the public service, James says you always want more time and resources. But he's adamant that the work belongs in the public sector.*

Putting together the part of the exhibition on residential schools was the most challenging and most rewarding part of the project for James. He knew they had to get it right. He and his colleagues did many interviews, working with survivors, speaking directly to and learning from them. "Hearing those stories and seeing the courage it took to tell those stories was a deeply moving and transformative experience."

As a researcher in the public service, James says you always want more time and resources. But he's adamant that the work belongs in the public sector.

"Our job is to tell the story of Canada and the stories of Canadians to the public. I think having an institution like ours that can do the work in a fair, balanced and honest way allows us to be authentic with Canadians." It's meaningful work, indeed. ■



**EVA HENSHAW**

Network Support Manager,  
Department of National Defence  
Canadian Forces Base (CFB)  
Greenwood, Nova Scotia

# *A Civilian in the Military:* Pride and Purpose

Eva Henshaw sometimes finds herself scrunched up in a corner working in small spaces. Not what many would expect of a typical day for a public service professional, but for Eva, the days when she's repairing the networking systems on a military aircraft are some of the most exciting.

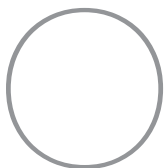


s a network support manager at CFB Greenwood, Eva has seen many changes over her 30 years of service as technology has evolved rapidly. Her current work involves networking systems that allow real-time, high-quality video to be delivered from military aircrafts so decisions can be made promptly on the ground. It's work that helps the military on missions overseas and helps protect Canadian families here at home.

"In a fire or a flood situation, for example in Winnipeg, we would be able to use that aircraft, fly over and take video, and transmit that video immediately to the decision makers to make better decisions on what needs to be done," says Eva.

Her favourite part of the job is solving problems and troubleshooting, although there can be a lot of pressure when an aircraft is scheduled for a flight and she has to do a fix, fast. "It's very nerve-racking at times," she admits.

"The military environment has trained me well over my years. With all of that training, there are pretty much no troubles I can't solve. I'm pretty confident in the work that I do."



ne of the highlights of her long career was being sent to work in the field, in the Middle East. "As a civilian you're not used to that environment, so it gives you a sense of purpose and makes you appreciate what's going on and the importance of your job.

It makes you feel proud." Being a civilian in the military environment is a unique aspect of Eva's career. Eva sees the challenges but also recognizes the benefits. "You have to learn about military culture and the way military personnel think. Their focus is very different, but very needed. Once you get used to it, you can't imagine working anywhere else."

Eva also recognizes the important role civilians play in the military. As military personnel move in and out of the base, it's up to Eva and her fellow public service professionals to provide the continuity, hold the history and keep things steady.

Between working on a military base and on networking systems, Eva doesn't have a lot of female colleagues at work.



Her current work involves networking systems that allow real-time, high-quality video to be delivered from military aircrafts so decisions can be made promptly on the ground. It's work that helps the military on missions overseas and helps protect Canadian families here at home.

"You get used to working with a lot of male colleagues, and I find sometimes I have to prove myself a little more," she says. "Once you're comfortable in what you do and you're confident in it, your male counterparts see that competence, and your gender doesn't really matter."

Still, Eva finds her work so rewarding that she'd love to see more women get into the field and experience the challenges and fulfillment she enjoys.

*"You have to learn about military culture and the way military personnel think. Their focus is very different, but very needed."*

Eva believes in her work, and takes pride in being a professional member of the public service. "We have our hearts in it. We're very proud of the work we do and we want to deliver the best that we can for Canadians." ■



**CLAUDE LORD**

Curator,  
Photo Library Collection,  
National Film Board of Canada (NFB)  
Montréal, Quebec

# Lord of Canada's *Photo History*

As the National Film Board of Canada's Curator for the Photo Library Collection, Claude Lord's job is to store, preserve and share the NFB's photography collection. "Canadians discover their country and fellow Canadians through our films," says Claude. I'm really proud of my work, because I'm helping to preserve the collective memory of Canadian society."

*"In the early '80s, I took off for California with a pack on my back and a guitar in hand, in quest of my dream to become a musician. I'm a reformed rock and roller!"*

Yet that's not the path Claude had chosen as a young person. "In the early 80s, I took off for California with a pack on my back and a guitar in hand, in quest of my dream to become a musician. I'm a reformed rock and roller!" It was through the network of artists he met on that journey that Claude got interested in photography. That interest would serve him well, once he realized after a few years that he was not going to be a Hollywood rock star. So Claude decided to go back to school.

After returning to Quebec in 1992, he enrolled in a digital imaging program at Cégep Ahuntsic. That decision eventually led to a career at the NFB photo library. When he started as a technician in 1999, Claude was thrilled to be part of the organization. "It was fantastic! I was working in a highly stimulating environment." The NFB's mission is to create films to familiarize the world and other Canadians with Canada, which is very rewarding to Claude: "We make animated films, as well as documentaries. Just being around the people who create these films is amazing in itself."

"The world of cinema takes us to places we've never been before, and the pictures teach us a lot," says Claude. Historic events, social problems, day-to-day life and unusual places. "Pictures speak to us; they convey all sorts of information. They tell us stories. A picture is indeed worth a thousand words, as the saying goes."

*Claude feels that it's very important to Canadians that these archives be preserved. "It's a tremendous cultural heritage. Over the decades, we can see how society has changed."*



Claude and his team receive a great deal of material from the various NFB productions. "My job consists of gathering and storing the photographs in our collection and ensuring that they are available to Canadians." Managing the collection is no small feat: the NFB collection holds an estimated 600,000 physical items and a few million digital units! "I work long and difficult hours, and the job never ends," states Claude.

The pictures are on different physical media and saved in huge vaults, which are environmentally controlled and have limited access. Ironically, the explosion in digital photography has made the job more difficult. That's because the number of items to manage has increased exponentially, with the ease of taking pictures these days. Claude believes the government could do more to preserve our collective memory. "If the resources were available, we could invest further—because a lot of our photographic heritage is gathering dust on shelves."

All these photographs can be displayed at museums around the world, and at various exhibitions and events, so that people can enjoy them.



Claude takes great pride in his work in the film industry and in being able to promote it across Canada and throughout the world. "When I watch an NFB film, I say to myself, wow! I work where they make these films! That's the way most of us feel here."

*Claude also gets requests from publishers of books and magazines and filmmakers and TV producers looking for photographs of a specific event or person.*

Claude also gets requests from publishers of books and magazines and filmmakers and TV producers looking for photographs of a specific event or person. Some people are also looking for photos of their family members.

Claude feels that it's very important to Canadians that these archives be preserved. "It's a tremendous cultural heritage. Over the decades, we can see how society has changed. We can see how the film industry has changed. There's so much information and knowledge in these pictures." During anniversaries, like the 150<sup>th</sup> anniversary of Confederation and the 50<sup>th</sup> anniversary of Expo 67, these materials help us remember. "It's important to know where we came from so that we know where we're headed," explains Claude.

Claude takes great pride in his work in the film industry and in being able to promote it across Canada and throughout the world. "When I watch an NFB film, I say to myself, wow! I work where they make these films! That's the way most of us feel here. When we see what the filmmakers do, we're extremely proud of being a part of it." ■



**ANDREW WIGMORE**

Analyst,  
Canadian International  
Trade Tribunal  
Ottawa, Ontario

# Proud to be Protecting Jobs

Not a lot of Canadians have heard of the Canadian International Trade Tribunal (CITT). Andrew Wigmore admits he didn't know much about it either, before he applied to work there.

**B**ut after working as an analyst for four years, Andrew is acutely aware of the critical role the CITT plays in protecting the interests of Canadian industries and Canadian jobs. Born and raised in Ottawa, Andrew started working for the government in the Student Federal Work Experience program at 17. He then worked in procurement in the departments of National Defence and Public Works before joining the CITT.

As a CITT analyst, Andrew's job is to compile the reports used to determine whether duties will be applied to goods in Canada. The Tribunal sees a range of cases, but Andrew's focus is on subsidizing and market dumping. Using surveys and gathering data from various players, such as domestic and foreign producers, importers and purchasers, he helps deliver the information Tribunal members need at a hearing. There, they determine whether or not injury has occurred to the Canadian industry and whether duties need to be applied to certain goods coming into Canada.

"It's a challenge for us to get the most accurate picture. Our Canadian legislation doesn't necessarily require each group to submit a response but we do our best to get a solid rate of response," he says.

"You need to know how to approach people and to speak with different people in order to get them to divulge certain information. It takes special people skills."

For Andrew the most interesting part of the job is getting out of the office and doing plant visits. Through these visits he gets to see how and where the products he's researching are made and who's making them. "I really enjoy the one-on-one interaction with people. In everyday life, we don't necessarily see the people making hot-rolled carbon steel plate in Sault Ste. Marie or coolers down in Brantford. So it's neat to get a different perspective as to what these people are doing on a daily basis."

Committed to helping the Tribunal make the most fair and impartial decisions, Andrew sees his role as ensuring Canadian companies are able to compete, supporting Canadian industries, Canadian jobs and, ultimately, consumers.

"It's extremely important that we have some protection to make sure our industries are not being injured unfairly by things like price undercutting, price suppression, or government subsidies in other countries," he says.

"It's extremely important that we have some protection to make sure our industries are not being injured unfairly by things like price undercutting, price suppression, or government subsidies in other countries," he says.



Andrew believes it's critical that the work of the Tribunal be impartial in order to protect Canadian industries and jobs. And that impartiality couldn't be accomplished by the private sector. "I suspect they wouldn't apply a lot of duties. They'd give a little more free rein to that."

"I'm proud to work for the Canadian government. It's a great place to work, I've been here for over 10 years. I plan to continue my career here." ■

*Andrew believes it's critical that the work of the Tribunal be impartial in order to protect Canadian industries and jobs. And that impartiality couldn't be accomplished by the private sector.*





**VALERIE EMERY**

Registered Nurse,  
Whitehorse General Hospital  
Whitehorse, YT

# Being there *to Care*

It might surprise some people that PIPSC counts registered nurses among its members. Not Valerie Emery though – she’s one of those nurses.

Valerie never knows what her day will be like when she walks through the door to work. As a registered nurse in the ER at Whitehorse General Hospital, every day is different. “In a 12-hour shift you meet many people that might have sore throats, broken bones, or a motor vehicle accident. The variety of the care that you provide to patients is what makes the job so interesting,” Valerie says.

Valerie has worked at the hospital for almost ten years, but has been in the ER for just over a year. Growing up she always knew she wanted to be a nurse. With her mother and godmother both being nurses, she knew what she was getting into.

“I feel very fortunate that I always knew I wanted to be a nurse, so right from high school I was able to direct my career towards that.”

Valerie sees it as a tremendous privilege to be able to take care of people. “In the emergency room, people come in and it’s the worst day of their lives. So just meeting them where they’re at and being able to help them through their crisis for the day...it gives me joy to be able to do that for them and their families.”

While she loves the variety of the work, juggling competing demands is also the biggest challenge in the job. “It can be very chaotic and you have to constantly change your priorities when new patients arrive in the ER. The person you are working with is not necessarily the priority anymore so you have to continually redirect your care.”

*“In the emergency room, people come in and it’s the worst day of their lives. So just meeting them where they’re at and being able to help them through their crisis for the day... it gives me joy to be able to do that for them and their families.”*



When a patient comes through the hospital doors, one of the first people they see is an RN who triages them and decides how urgent their care needs are. And with only one or two doctors in the Whitehorse ER department, it’s often nurses who provide much of the care. Valerie worries about having enough nurses to provide patients with the safe care they need and deserve. “We’re pushed to our limits of how many patients we have and we’re just bare bones caring for some of these patients, I’m afraid. If we had more staff we could really, really give safe, quality patient care. We really need more nursing staff to give complete care,” she says.

Being a nurse in the North brings the additional challenge of not having all the services and specialists often needed to provide patient care. You need to have much broader skills, wear many hats and be ready to move the patient to a larger centre.



But for Valerie, she's perfectly happy nursing in a smaller hospital and community. While studying nursing in Victoria she had the opportunity to do a practicum in Whitehorse. She took it and two years later made Whitehorse her home.

*You need to have much broader skills, wear many hats and be ready to move the patient to a larger centre.*

"If a patient comes in to the emergency room and they're having a heart attack, you may need to start communicating with your team right away to get the patient a flight to a tertiary care centre to save that patient's life."

But for Valerie, she's perfectly happy nursing in a smaller hospital and community. While studying nursing in Victoria she had the opportunity to do a practicum in Whitehorse. She took it and two years later made Whitehorse her home.

"Working in a small community you can be exposed to and move to many different areas, whereas I'd never be able to do that in a bigger centre. In my time here, I've been able to work in the ICU, the ER, the recovery room and day surgery. You have so much room to grow in your profession."

"And I fell in love with the midnight sun," she says, laughing. ■

# Investing in Tomorrow's *Best*

The best public service professionals know that investing in the next generation of professionals and youth is vital. That's why the **PIPSC Legacy Foundation's scholarship program** has to date awarded \$770,750 to 376 students pursuing post-secondary education. Our scholarships are funded by the generous contributions of individual members, like you, by PIPSC constituent bodies, and by corporate sponsors.

Applications are open to the children and grandchildren of PIPSC members, and to students associated with our community partner, the Boys and Girls Clubs of Canada.

We invite you to donate to the Legacy Foundation and to celebrate our ongoing success by visiting [www.pipsc.ca/legacy](http://www.pipsc.ca/legacy) and viewing two short videos featuring:

- the significant contributions of the Institute's Legacy Foundation, and
- recent recipients of the Foundation's awards.

The Legacy Foundation is a registered charity (80869 4954 RR0001) which issues tax receipts for donations over \$10.00.

Help us support a new generation of young professionals and make a difference in their lives.

**Join us so we can be better together.**  
Visit [www.pipsc.ca/legacy](http://www.pipsc.ca/legacy).

*"Your support of a future professional means a great deal to me. Through scholarships and support of young Canadians, the Professional Institute sets an example for others. Thank you."*  
Emily Fay, laureate



The Foundation is deeply grateful for the support of our corporate sponsors.

MARQUEE



ANCHOR



PILLAR



BUILDER





**PIPSC • IPFPC**

[www.pipsc.ca](http://www.pipsc.ca)