

SYNDICAT DES EMPLOYÉ-E-S DE LA SÉCURITÉ ET DE LA JUSTICE



UNION OF SAFETY AND JUSTICE EMPLOYEES

National President's Report to the 2026 USJE National Triennial Convention, Quebec City

This National President's report is the final one I will write for this past term of office. It is amazing to think that three years has passed since we last met in Whistler, British Columbia, for our 19th USJE Triennial Convention! As I look back and reflect on this past term of office, I am sincerely struck by the positive progress and the evolution we have achieved as a union through some very difficult and challenging times. I am also highly motivated to see what our future holds and how our union will continue to evolve and fight on issues that matter to our members.

It has truly been a privilege to serve as your National President for the past three years. This is a role that I have not taken lightly and is one that I have held with great honour and pride. Every day I am reminded how our members do incredible work across this country and how they contribute to the safety and security of all Canadians. To be given the privilege to hold the position of National President for a union that represents over 19,000 public safety and justice personnel has been humbling and one I do not take for granted.

Whether it is sitting and meeting with USJE members during regularly scheduled site visits, across from the employer during departmental meetings, speaking with federal politicians or advocating for members issues in the media, I am always mindful that our members are the backbone of public safety and that much of our members' work goes unnoticed. So, when I have the chance to speak to our members work, their difficult working conditions or their contributions to public safety, I do this with much pride and passion knowing that our union is making a difference.

One thing I have always emphasized about the National President's report is that it is a compilation and reflection of the work that is being done within USJE. It would be literally impossible to identify all that has happened over the past three years, but I trust that you will find this report helpful to understand how our USJE team has come together to advocate and fight on issues that matter to our members.

In this report, you will learn how our National Executive team has been working hard with front line union representatives across the country and how we have pulled together to fight and advocate on many different interests and priorities over the past three years. Many of you reading this report have contributed to these efforts and have taken on various roles in our union (and within the PSAC) to help push our members issues and seek positive change. For this, I express my deep appreciation and respect to you, for without you, progress would be inevitably difficult to achieve.

You will also hear about how the National Executive has worked together to help achieve positive progress on **six key priority areas** that were set as part of USJE's Strategic Plan. These efforts have been substantial and required consistent effort, planning and execution of strategies by all. I am very proud of this National Executive and for the support they have provided to members in their daily work and their dedication to the various committees and initiatives to which they were assigned over the past three years.

I also want to acknowledge the hard work, dedication and professionalism of our USJE Directors and staff who work tirelessly in support of our front-line membership and the priorities that had been set through the USJE Strategic Plan 2023 to 2026. Our national team consistently picks up on things that we could not achieve without their enthusiasm, skill set and perseverance. The past three years has been extremely busy, but I believe it has also been very rewarding. The list of priorities may seem numerous and ambitious, but our union is stronger because of our ability to come together and put our "members first".

My goal as the leader of our union has always been to bring people together and to ensure that we are always moving forward in a positive, progressive way. I have sought to foster a culture based on **three key values** at all levels of our organization. These are: **respect, inclusivity and excellence**.

I firmly believe that, if a culture is not built "by design" (intentionally), it will be built "by default" (unintentionally). Historically, union cultures have leaned heavily on friction, protective silos and defensive postures. But by setting our culture based on these values, it allows USJE to maximize our internal solidarity and to work more effectively together. Building this intentional culture has been a work in progress but I do believe we are on the right path. I believe we have witnessed significant growth across our organization when it comes to working together and pooling our efforts for the good of the greater membership. There will always be room for improvement when it comes to building this culture. Members will come into our union, and members will leave but we must always be intentional on how we treat one another and put our best efforts forward in everything we do.

The following represents a few thoughts on each of these important values:

1) **Respect**

Showing respect begins with listening to each other and those that we work with (both in the union and the departments where we work or represent others on behalf of USJE). Everyone wants to be listened to and understood. From my perspective, respect is about the affirmation of others and valuing others' opinions. It is also about helping others and demonstrating a caring and kind attitude. It is how we communicate with others and treating others as we would want to be treated.

2) **Inclusivity**

It is important for our union to create a sense of belonging and connection for all our members. People want to feel valued and respected for who they are, for their past experiences and what they can contribute. It is important that we create a safe space where members can contribute their perspectives and talents. USJE has a diverse membership, and we want to be a union that is both reflective and representative of our membership.

3) **Excellence**

It is important that we are all deliberate in our actions, exhibit consistent positive behaviors and share values that contribute to a high-level service for our members. As leaders within USJE, we seek to inspire others and model excellence. We want to be a union where members feel proud and confident about the organization and its leaders. USJE also strives to empower and trust our members/staff to collaborate, innovate and experiment with new ideas and approaches when it comes to servicing our membership.

USJE's efforts over the past three years has been **guided in part by the six priorities** that were adopted as part of USJE's National Strategic Plan (2023 to 2026). When this plan was developed in October 2023, the USJE National Executive understood that these priorities must be based on serving the needs of our broad membership and focused on improving the personal and professional lives of our members. It was also understood that achieving these goals would require much work, time and resources.

I am proud of how USJE's Regional Vice Presidents have come together as a team to make some bold decisions about our organization's future. Each RVP has their own region and departments to consider but have proceeded with USJE's best interests at heart so that we can better serve USJE's members and, consequently, pursue real change for our membership. As National President, I am honoured to lead an organization where we can be united in a shared vision of success.

As already mentioned, I am also proud of USJE's staff team who have worked very hard and are dedicated to delivering positive results for USJE's membership. We are a dynamic and fast-moving organization, and the pace is quite rapid. Time and again, staff rise to the occasion for USJE's members. It is a pleasure and a privilege to work with this incredible team.

What has become clear is how, over the past several years, our union has continued to evolve and to find new and innovative ways to serve, protect and represent our membership. Our evolution has resulted in better ways of communicating with our members and the development of new strategies (via several campaigns) that seek to address the specific challenges our members are facing in their workplace. USJE has also challenged itself to be innovative and find new and improved ways to represent and engage USJE's members (i.e. initiating an annual National Public Safety Awards, establishing a new USJE podcast and creating new websites to support our member campaigns). We have also found ways to become more politically active, understanding that resolutions with our employer is not always found at the departmental tables but can be pushed when we apply political pressure on federal politicians.

USJE's strong commitment to robust communications has also resulted regular monthly newsletters, social media posts, townhall meetings with members or our regular updates on the USJE website. It is USJE's goal to actively share information with our members on what is happening, and how we are making progress on our top priorities. Our members have been clear that they appreciate timely updates which give them important insight into what is happening across the country.

In addition to communications, USJE has invested in increasing our capacity in Labour Relations. At the USJE Strategic Planning session in October 2023, the incoming Director of Labour Relations, Melanie Crescenzi, provided her overall assessment of our Labour Relations department and provided recommendations on what she felt was necessary to address the grievance backlog over the next several years. This included the funding for Labour Relations Officers who would focus on Job Descriptions, the backlog, a Phoenix Officer and an Information Management Assistant.

After carefully considering the assessment provided by Ms. Crescenzi and as part of the Strategic Plan, the National Executive agreed to invest over \$1.8 million to hire the additional staff for the Labour Relations department in order to dramatically increase its capacity to respond to grievances. The result has been an impressive reduction in the grievance backlog which Director Crescenzi will detail later in this report.

I will note that the past three years have been very challenging on many levels and required our union to be responsive to the changing political landscape both within Canada and the United States. What started with a period of leadership under Justin Trudeau's Liberal party shifted to a Mark Carney led Liberal government in April 2025. Soon thereafter, Prime Minister Carney announced the **Comprehensive Expenditure Review** and his intentions to reduce the day-to-day government operations to "reinvest" these "savings" into high priority capital investments (National Defense, Housing and Infrastructure) and balance the operational budget by 2028-2029.

What did this mean for federal public service employees? That most federal departments had to identify ambitious savings proposals of up to 15% of their baseline operating costs by 2028-2029 and that roughly 40,000 bureaucratic positions would be eliminated through attrition, workforce

adjustment and “modernizing digital service delivery”. This budgetary threat was and continues to be a major pressure point across the federal public service leaving many federal public service employees to make difficult decisions about their future employment within the federal government or to leave entirely.

It is important that our union continues to prioritize a fight back campaign against the federal government for any budgetary cuts that will **impact our members work** and **public safety** more generally. Protecting our members work (i.e. job security), their working conditions and future livelihood are essential responsibilities of the union, and this is something that USJE will not back down on. Not now, not ever!

Workforce Adjustment Update from Across Departments

USJE first started to see lead ups to workforce adjustment exercises arise under the Refocusing Government Spending initiative back in 2024/early 2025. At that time, many departments began implementing “Stop the Clock” measures to freeze the transition of term employees to indeterminate employees. Many departments also implemented temporary staffing restrictions to control departmental workforce growth, with the hopes of minimizing impacts on indeterminate employees.

June 2025 is when USJE saw its first big WFA exercise with the Department of Justice affecting 61 of our members. Since then, each time a department implements a WFA exercise, a National Joint WFA Committee is struck between department executives and bargaining agent representatives. The Director of Labour Relations, Melanie Crescenzi, is the lead on all National Joint WFA Committees for USJE members. She is usually accompanied on these committees by either me or a regional vice-president. The purpose of these committees is for the departments to provide updates on their WFA exercises and for the bargaining agents to raise national procedural concerns that we hear from our members.

Below is a table providing updates on the Workforce Adjustment process for each department with employees represented by USJE as of **May 11, 2026**.

	Wave 1	Wave 2	Status	Meeting Frequency
ATSSC	18 affected	25 affected (target 19)	Wave 1 - 8 resigned/deployed/appointed; 4 opting; 6 notices were rescinded. Wave 2 – 6 affected status rescinded; 9 in the opting stage; 10 files remain to be actioned.	Monthly

CAS	6 affected	N/A	4 resolved; 2 are pending but follow ups are being made.	Ad hoc
CSC	611 total affected; of those, 386 are USJE members. 282 reduction target; of those, 182 are positions represented by USJE.	Supposed to commence April 1, 2026, but, with the arrival of the new Commissioner, they have paused the exercise to brief the new Commissioner.	VDP closed across the department. Some WFA exercises will be cancelled since the VDP or ERI (early retirement incentive) yielded the target reductions that they needed. In other units where reduction targets remain, CSC will launch SERLO (Selection of Employees for Retention or Lay-Off) processes and/or issue opting letters.	Bi-weekly Committee Meetings and regular ad hoc meetings with Sector Heads to discuss group specific concerns.
Justice	61 affected	60 affected	Wave 1 - 15 GRJO; 15 deployed/appointed; 2 in opting period; 5 VDP selected; 24 affected statuses rescinded. Wave 2 - ongoing.	Monthly
PBC	43 affected (38 target)	N/A	22 of the 43 affected were Case and Subject Records Clerk positions. The VDP period ended on April 10, 2026, and 4 employees participated in VDP. The PBC was able to rescind the affected status of all of these positions in all regions, except the Prairies. For the Prairies region, 2 SERLO processes are being initiated for the remaining 7 Clerk positions. Of the 21 remaining affected employees, 12 are in an opting period until July 15, 2026. 3 of those 12 have submitted opting forms and one has since been appointed to another position within the PBC. 4 are on LWOP with return dates unknown. 4 have or are looking to deploy, which would then conclude the associated WFA processes.	Monthly
PPSC	12 affected on April 16, 2026, with 12 target	Barring any changes announced by	6 of the 12 are going through the 30-day VDP process. The other 6 received opting letters and are	Meeting on May 11, 2026. Commitment to

		the government, the department does not envision any other WFA exercises.	currently in their 120-day opting period.	provide updates for each employee as they move through the process.
Public Safety	672 total affected; of those, 408 are PSAC members (389 are USJE members). 375 reduction target; 220 are positions represented by PSAC.	N/A	VDP processes complete and opting periods are underway. SERLO processes will be launched where applicable. As of end of April, of the 408 PSAC affected members, 101 files have been resolved (either through departure, deployment, RJO, etc.)	Monthly
RCMP	265 total affected; of those, 57 are USJE members, 3 of which are civilian members (majority within the NCR region)	No wave 2 at this time, but there may be a future need for more reductions. No information on who would be affected.	4 statuses have been rescinded, and 3 employees have deployed. RCMP is currently doing its GRJO analysis in hopes of reducing those affected statuses even further. Thereafter, they will be going into VDP and likely SERLO. They are expected to move to next steps by end of May or beginning of June.	Bi-weekly
CHRC	N/A	N/A	No WFA exercise yet; however, on March 26 there was an announcement by the Director General and CFO indicating that a need to reduce the workforce may arise and, as such, WFA is not off the table for this department.	N/A

Update on Budget Cuts Campaign

Since the inception of the Trudeau government's ***Refocusing Government Spending Initiative in 2023***, USJE identified early that any reductions in federal spending had the potential to significantly impact USJE's members and public safety across the departments we represent.

Based on previous experience between 2012- 2014 with the adoption of the Deficit Reduction Action Plan (DRAP), USJE has always been aware that any staffing reductions, unfilled vacancies, term rollbacks, and Workforce adjustment exercises would negatively affect workloads, aggravate employee mental health concerns, workplace morale, and pose potential risks to public safety.

The **Refocusing Government Spending** initiative began with a Phase 1 and proceeded into *Phase 2* with even deeper cuts than the first phase. It sought to ensure “prudent spending that is best aligned with current priorities”, starting in Budget 2023 where it announced the refocusing of \$14.1 billion over five years (beginning in 2023–24) for departments, agencies and appropriated crown corporations, and \$4.1 billion annually thereafter.

USJE was well aware that this refocusing would translate into cuts for some of our departments and agencies, which would largely be felt on the frontline with USJE’s members asked to do more with less through increased workloads as an example.

In anticipation of such a development, USJE was already seeking to move quickly to create a comprehensive national “fightback” campaign focused on resisting public safety cuts and workforce reductions. USJE formally identified the Budget Cuts Campaign as a top organizational priority and developed a national mobilization strategy in early 2025.

The campaign objectives included:

- Protecting members’ jobs and working conditions
- Defending public safety
- Raising awareness among Canadians and parliamentarians
- Mobilizing members nationally
- Supporting workers facing workforce adjustment
- Challenging decisions that would compromise public safety operations

In January 2025, the union launched a national mobilization plan with ten planned action dates across Canada. These mobilization events were designed to inform members of the impact of cuts, pressure government departments, demonstrate solidarity and highlight threats to public safety service.

USJE organized coordinated mobilization events at:

- C.D. Howe Building (Ottawa, ON)
- RCMP Firearms Centre (Miramichi, NB)
- Nova Institution for Women (Truro, NS)
- Matsqui Institution (Abbotsford, BC)
- Pacific Institution (Abbotsford, BC)
- Fraser Valley Institution (Abbotsford, BC)
- Federal Training Centre Laval (Laval, QC)
- Stony Mountain Institution (Stony Mountain, MB)

- Regional Psychiatric Centre Saskatoon (Saskatoon, SK)
- Ottawa Parole Office (Ottawa, ON)
- CSC Regional Headquarters Kingston (Kingston, ON)

These events involved local leaders, Regional Vice Presidents, activists, and frontline members distributing materials explaining how cuts would impact public safety and federal operations.

USJE also recognized early that members and union representatives would require substantial education and training regarding Workforce Adjustment provisions. USJE endeavoured to:

- Deliver Workforce Adjustment Appendix training to its National Executive
- Planned and developed WFA training for frontline union representatives
- Conducted WFA training sessions at regional conferences
- Created educational resources and guidance materials for members

After the election of the Mark Carney government in April 2025, it became clear that a major Comprehensive Expenditure Review with even more aggressive spending reduction targets was going to be implemented fairly quickly. In response to these developments, on October 21st, 2025, USJE's National Executive passed a motion to take \$296,198.00 out of unrestricted reserves for the creation, implementation and support of a Budget Cuts Campaign.

MORE INFORMATION: [Union of Safety and Justice Employees gearing up for major campaign to fight cuts to federal public safety personnel – USJE](#)

As noted above, the strategies to be implemented as part of the Budget Cuts Campaign can be summarized as follows:

- 1) Identify detrimental cuts that have an impact on our membership and public safety across the departments where USJE has members. Bring these cuts to the attention of the Public Safety Minister and seek to reverse/change the decision. Bring these cuts to the attention of federal politicians and Canadians through a dedicated website.
- 2) Use political action to advocate for change (i.e. meeting with MPs).
- 3) Use member mobilization to bring attention to the cuts (i.e. national mobilization events).
- 4) Provide support to front line members through education and representation. This includes the scheduling of National Townhalls, Departmental Townhalls and creation of communication products for our members (i.e. podcasts, newsletters, flyers, email campaign etc.).

Since the launch of the **USJE Budget Cuts Campaign in October 2025**, significant progress has been made in advancing our national response to the federal government's Comprehensive Expenditure Review (CER) and the resulting workforce reduction measures announced in Budget 2025.

At USJE's five regional conferences in Fall 2025, Workforce Adjustment training was prioritized and delivered by PSAC subject matter experts to help members understand WFA rights and protections, the "affected" notice process, surplus employee procedures, selection for retention and layoff processes, employer obligations and member representation rights.

USJE also hosted two podcasts dedicated specifically to workforce adjustment education and awareness for members across the country. You can listen to them here:

- [Union Safety Net | Le filet de sécurité syndical | S2:EP3 Work Force Adjustment - Réaménagement des effectifs](#)
- [Union Safety Net | Le filet de sécurité syndical | S2:EP12 WFA Part Deux](#)

USJE has also recognized the strategic value of political engagement and advocacy in response to proposed spending reduction initiatives, targeting Members of Parliament, the Minister of Public Safety, Commissioners and members of the public about the consequences of cuts to public safety operations. There has also been some strong media interest over the past several months on cuts being made within the public safety realm.

Consequently, USJE leveraged several opportunities to highlight the invaluable role of USJE's members in keeping Canadians safe. This includes briefings to the Minister's office (where possible), briefings to the Commissioner of the Correctional Service of Canada, and comments to the media.

USJE has spoken out regarding:

- [Proposed Reductions under WFA to the Correctional Program Officer position \(*more details about this later the report*\)](#)
- [Affected notices and cuts to USJE members supporting legal teams within the Ministry of Justice](#)
- **Significant cuts** to positions performed by USJE Members at the Government Operations Centre in Public Safety
- [Plans to **eliminate entirely** the Community Employment Coordinator position within the Correctional Service](#)
- Impacts of WFA cuts to other non-USJE positions on USJE's members workloads moving forward, such as librarians within CSC

USJE Interventions regarding Proposed WFA Measures

USJE has also sought to equip USJE representatives at every level, including Regional Vice Presidents, with the information and tools to fight these cuts, and best represent our members.

As this campaign continues to evolve, USJE remains firmly committed to resisting cuts that undermine public safety and the working conditions of our members. The scale of the CER and its

anticipated impact underscore the importance of sustained political pressure, strong member engagement, and coordinated advocacy at all levels.

As of 2026, the union was actively involved with seven departments undergoing the WFA process under the CER:

- [The Workforce Adjustment process under the Comprehensive Expenditure Review has begun for the federal public service, affecting hundreds of USJE's members](#)
- [Union of Safety and Justice Employees gearing up for major campaign to fight cuts to federal public safety personnel](#)
- [USJE objects to the elimination of the Community Employment Coordinator position within the Correctional Service of Canada given potential risks to Public Safety](#)
- [USJE meets RCMP senior leaders about Workforce Adjustment processes and other changes under the Comprehensive Expenditure Review](#)
- [Department of Justice failing in its commitment to employees affected by workforce adjustment](#)
- [USJE holds info picket on Workforce Adjustment at Department of Justice](#)

USJE has and continues to participate in:

- National WFA Committees
- Departmental consultations
- Staffing review discussions
- Workforce reduction planning meetings

USJE also raised concerns regarding departmental readiness and competency in administering WFA processes correctly. At this stage, USJE is **pressing for greater transparency** around the cuts. Specifically, USJE has been requesting that departments provide the true cost of these reductions. This includes the number of vacant positions that are being used to account for a portion of the operational savings and the number of positions being eliminated through the WFA process.

USJE has also been questioning each department on how they intend to introduce or utilize Artificial Intelligence (AI) in the workplace in the future, as this is something that was woven throughout the federal government budget in November 2025 to gain efficiencies.

Frankly, it has been quite concerning to see how some of the departments were very ill-equipped to go through the WFA exercise – and how much scrambling there has been by senior departmental leaders to understand and implement the provisions under our WFA in our collective agreements. This includes identifying what a “work unit” may look like and how decisions are taken on sending out affected notices to members.

USJE has significantly expanded its communications efforts to support members during the spending reduction and WFA period. I would like to note that USJE's seasoned Director of Labour

Relations, Melanie Crescenzi, has been involved in all WFA Committees where USJE members are being impacted. I want to thank her for taking on this very important work.

Budget Cuts Campaign Website and Related Materials

Another central development in the campaign has been the launch of USJE's public-facing campaign platform, SafetyinJeopardy.ca. This website has become a key tool for raising awareness among the public and political representatives about the real-world impacts of budget cuts on federal public safety personnel.

Members have been actively encouraged to share the platform with their local Members of Parliament and within their communities, helping to broaden the campaign's reach and amplify its message. Consequently, USJE has been very busy over the past several months as we have worked to get as much information as possible from departments and agencies.

In parallel, USJE has undertaken a series of coordinated national and departmental communications initiatives, including virtual town halls, member updates, and targeted outreach materials. These efforts have focused on ensuring members are informed, supported, and actively engaged in collective mobilization efforts.

USJE members were invited to important virtual Town Halls on the following dates:

- May 6, 2026, at 18:30 EST (CSC-focused)
- May 7, 2026, at 18:30 EST
- May 7, 2026, at 20:00 EST (CSC-focused)

These town halls enabled the Director of Labour Relations, senior PSAC Representatives, and I to provide members with a comprehensive update on the union's budget cuts campaign, with a focus on actions being taken to counter the incoming workforce adjustment. Members also had the opportunity to ask questions regarding the process.

For the first call, there were 265 members who registered for the call, with 127 members in attendance. The call was approximately 75 minutes, and many good questions were asked from the members. For the subsequent calls, there were 133 members in attendance with 173 registrations, and 97 members in attendance with 111 registrations.

In conclusion, USJE recognizes the dedication, commitment, and expertise USJE members bring to the 17 different departments and agencies. We know that much of the work of USJE's members happens in the shadows of the front line but is essential to Canada's public safety infrastructure. USJE's members are crucial to the operational backbone of this infrastructure. Without our members, the departments and agencies for which you work would not or COULD not function.

RCMP Pay Equity Committee (CM's and RM's only)

USJE meets with bargaining agents representing Civilian Members and Regular Members, Treasury Board Secretariat and the consultant **biweekly** to go through the process required to meet the Pay Equity Act. We continue to work on the evaluation tool. This part of the process involves making a matrix using gender neutral subfactors and indicators to be able to assess knowledge, work environment, responsibilities, impact of actions, etc. Unfortunately, the work is slow, however, it is so crucial when evaluations of the jobs will commence.

As this committee work requires “non-disclosure”, there are limits on what can be shared on this work.

New Normal/Telework Campaign

Since 2023, USJE has played a significant role in pushing back against multiple efforts by the Treasury Board’s blanket approach to remote work/hybrid work. The “new normal” deeply affected many USJE members since the beginning of the COVID-19 pandemic. It has been a major focus of USJE for much of the past 2 to 3 years.

Throughout the COVID-19 pandemic and beyond, USJE has always advocated for a **nuanced and flexible approach** that allows members to meet the demands of their position, become more efficient in their work and maintain a work-life balance that helps improve overall job satisfaction, personal health and public safety outcomes.

USJE’s position on the development of the “new normal” has always been clear. We have stated time and time again that all telework arrangements must be done in a fair, transparent manner while also being flexible, creative and considerate of the needs of our members. USJE has been advocating this position at all National Labour Management meetings with departments and agencies at the regional/local levels.

At the bargaining table, PSAC’s proposal is seeking to ensure that remote work is fair, transparent and flexible. Not a one-size-fits-all mandate. It is also seeking to have remote work applied on a case-by-case basis, based on operational needs and the unique circumstances of employees.

That is why in the last round of collective bargaining, the issue of telework as many know was a key priority for PSAC. In fact, the establishment of Letters of Agreement (LOA) within departments and agencies was successfully negotiated as a priority, alongside the respective collective agreements, to ensure that members have their remote work requests assessed individually subject to the term in the Letters of Agreement.

While these prospective agreements have unfortunately gone by the wayside and are no longer deemed relevant by the Treasury Board, these Letters were intended to prevent “one-size-fits-all” mandates in the federal public service and would have ensured that:

- Telework arrangements can be initiated by the employee and that employees’ participation is voluntary;
- The agreements are subject to regular review (at least annually), and they may be modified with the mutual agreement of the employee and the employer representative;
- Employee telework requests will be considered on a case-by-case basis and if a request is denied, the employee will be provided with reasons in writing for the denial.

In August of 2023, I had proactively sent a letter to each of USJE’s departments asking to enter discussions in establishing Terms of Reference for the Joint Panel on Telework.

Please see the link below for an update on the concerns being expressed by the PSAC in December 2023 regarding the implementation of the LOA on Telework.

[Telework: PSAC raises concerns about implementation as consultations begin to modernize telework policy | Public Service Alliance of Canada](#)

Despite an almost total retreat from hybrid work by the Treasury Board, USJE has stood firm on the principle that telework arrangements should remain and be based on a nuanced approach which would examine each case on an individual basis and consider what may optimize productivity for each of USJE’s members.

The reality is that public service employees, like many employees in the private sector, want workplaces that support a mix of remote/tele-work and ‘in the office’ work given long commutes and complex family arrangements. USJE’s members have highlighted that hybrid work environment creates the conditions for better productivity and improved work-life balance.

Despite the commitments to Letters of Agreement during the Collective Bargaining process, on May 1st, 2024, there was an unexpected announcement from the Minister about a retreat from hybrid work and mandates that would be imposed regarding Prescribed Presence in the Workplace. The Minister announced that she would require federal public service employees to be at the physical work site a minimum of three days per week, starting in September 2024. This blindsided all federal public sector unions and was done with absolutely no consultation with bargaining units, and no advance notice.

Just three days later, on May 4th, 2024, USJE posted an article on our website encouraging our members to write directly to Anita Anand (President of Treasury Board) and to let her know of our opposition to a “one size fits all” approach that had already been broadly implemented without consideration. This generic policy lacked nuance in terms of an individual’s work realities and ignored the widely used technological innovations already in place.

[Take Action – Treasury Board Directive on Hybrid Work](#)

Two weeks after the May 1st announcement, on May 14th, USJE held a number of information pickets across the country opposing Treasury Board's new mandate requiring workers report to the office three days per week. Members gathered at institutions and offices across Canada, including Bowden Institution in Alberta, Collins Bay Institution in Ontario, La Macaza Institution in Québec, Stony Mountain Institution in Manitoba, as well as offices in Moncton and Ottawa.

I attended the information picket at CSC's National Headquarters at 340 Laurier in Ottawa handing out flyers to CSC management as they entered their underground parkade. I joined USJE Regional Vice-Presidents, JP Surette and Sonia O'Brien-Colterman, and several local union representatives from the National Capital Region for this picket. It was great to see the enthusiasm by USJE members who participated in these information pickets across the country who were demonstrating the importance this issue is to our membership.

[Info pickets – Treasury Board Directive on Hybrid Work](#)

Less than a month later, on June 11th, 2024, multiple parties came together to rally against the three-day in-person mandate imposed by Treasury Board. USJE was joined by PSAC, CAPE, CSU, CUPE, CEIU among others, in a unified demonstration calling for the mandate to be withdrawn. Addressing the crowd, I declared "We're here to say today: scrap the mandate!" drawing strong support from attendees and fellow union leaders Sharon DeSousa and Alex Silas.

[Union of Safety and Justice Employees holds rally to scrap the three-day in-person mandate](#)

Some departments were impacted particularly hard by the mandate. An information picket was held on November 6th, 2024, outside the national headquarters of the Correctional Service of Canada, in response to the organization's new mandate requiring regional employees to report to the office five days per week.

RVPs JP Surette and Sonia O'Brien-Colterman mobilized union members and supporters, with representatives from several other unions joining in solidarity. In response, I spoke to the Ottawa Citizen and emphasized the need for "a flexible and nuanced approach, and not a top-down approach," highlighting concerns about the impact on employees and workplace morale.

[Mobilization for Hybrid Work Policy at CSC NHQ](#)

Finally, on December 5th, 2024, USJE members joined yet another hybrid work rally, organized by PSAC's Ottawa Area Council. As a keynote speaker, I delivered a speech denouncing Treasury Board's one-size-fits-all approach to hybrid work. Denying the proven benefits of remote work will

have lasting consequences not only for public service employees, but also for the Canadians who rely on the critical services they provide.

I remain committed to advocating for our members and defending fair, modern and sustainable workplaces that recognize both operational realities, and the well-being of employees who work so hard to keep Canada's public services running.

[Hybrid Work rally ahead of Holidays for USJE members](#)

While recent mobilization events in 2025 were essentially focused on fighting the impending "budget cuts" and supporting our national RCMP Campaign, the reality is that many of our members continue to share (with our union) the importance of remote/hybrid work right across this country.

Unfortunately, on February 5th, 2026, the federal government announced that they intend to require all federal public service workers to be in the office four days a week beginning July 6th, 2026, while executives will have to be on site five days a week starting May 4th, 2026. This announcement is quite frankly insulting, as there are laws that prevent an employer from unilaterally making changes to the conditions of work during a bargaining process and we are in an active round of collective bargaining!

This move shows a clear disregard of the protected right bargaining rights of workers and came only two weeks after PSAC members at the Library of Parliament won a decision by the Federal Public Sector Labour Relations and Employment Board (FPSLREB) which ruled that the employer cannot avoid negotiating key telework provisions into the collective agreement.

It should be noted that the PSAC has filed an unfair labour practice complaint (a "freeze complaint") with the FPSLREB in response to the government's announcement of the new in- office mandate. This action by the federal government, taken at a time when thousands of Workforce Adjustment notices are being served to federal public service workers across Canada, is disrespectful and, in my opinion, meant to disorient the demands of the union.

It is important to recognize that, while remote/hybrid work is not applicable to all positions that USJE represents, there are a significant number of USJE members who could benefit from these work arrangements and fulfil the mandate/role of their positions.

USJE will continue to push back on a full return to the office and advocate for a hybrid work model that's best for our members. This would be a model that supports public safety outcomes, promotes a positive work-life balance and improves the personal and professional lives of our members.

Food Services Officer Campaign

Over the past 3 years, USJE has remained committed to urging CSC to make significant changes in the working conditions for our Food Service Officers through our Food Service Officer Campaign. This campaign and the National Working Group are led by USJE Regional Vice-President Laurie Ann Wesselby (CSC Atlantic) and USJE Regional Vice-President, Kirk McIntosh (CSC Manitoba).

As National President, I am highly committed to keeping CSC accountable for making meaningful and measurable improvements for our Food Service Officers in our CSC kitchens. I continue to make it a point to always spend some time at each kitchen in every institution I visit in order to hear directly from the Food Service Officers and to determine if the working conditions are in fact improving.

In 2021, after the brutal assault of one of our USJE members in the kitchen at Stony Mountain Institution, 22 Food Services Officers submitted a Refusal to Work based upon unsafe working conditions.

This ultimately led to CSC being found in violation of the Canada Labour Code for not providing mandatory training for Food Services Officers and exposing them to unnecessary vulnerability to violence and assault. This finding is of grave concern to USJE but sadly confirmed concerns USJE's and its Food Services Officers have expressed for some time.

In response to this situation, at the beginning of 2022, USJE launched our Food Services Officers' survey which garnered strong member participation. The results of USJE's survey demonstrated that, unsurprisingly, Food Services Officers suffer from hazardous working conditions, and a lack of safety training and understaffed kitchen. Specifically, our survey identified that Food Service Officers require: 1) Immediate (and annual) safety training; 2) More Food Service Officers in the kitchens, and 3) Broken equipment to be fixed.

On September 24th, 2024, I visited Stony Mountain Institution, along with USJE RVPs Kirk McIntosh (CSC Manitoba) and Shauna Ward (CSC Saskatchewan). The purpose of this visit was to conduct a review of the Food Services Staffing Model and discuss concerns with the members themselves, as well as meet with management representatives from CSC. Several key issues were brought up, including staffing levels, inmate labour, training, and work equipment. After a 90-minute conversation with CSC representatives, it was determined that the CSC National Headquarters would be moving forward with the Food Service Model Review and base their recommendations on consultations with frontline staff.

[USJE visits Stony Mountain Food Service Officers and management as part of CSC's Food Services Staffing Model Review](#)

On April 8th, 2025, Laurie Ann Wesselby, Kirk McIntosh and I met with CSC to gain further insight into the ongoing Food Services Human Resources Review. This review is intended to inform the development of a new staffing model aimed at modernizing food services operations and increasing the number of Food Service Officers in institutional kitchens. The discussion provided USJE with an important opportunity to better understand CSC's approach and to reinforce the union's key priorities.

On September 16th, 2025, the Working Group met with CSC representatives, including Stephane Charron (CSC NHQ) and Patrick Larose (Senior Human Resources Consultant) to receive an update on the proposed Food Services Human Resources model. This meeting provided a valuable opportunity to highlight key issues consistently raised by our members on the frontline, including staffing levels, equipment challenges, recruitment and retention, duties performed outside of job descriptions, Phoenix pay issues, and training needs. CSC representatives were receptive to these concerns and committed to further follow-up.

In support of the campaign, USJE developed a campaign website, FOSunsafeatwork.ca, in October 2025. This was featured in the October 2025 edition of the USJE newsletter, reinforcing the union's call for improved safety training and better working conditions for Food Service Officers.

[Protect Food Services Officers – Tell Correctional Service Canada that Food Services Officers need safety training now!](#)

I also visited kitchens at Regional Psychiatric Centre (Saskatoon), Kwikwèxwelhp Healing Village, and Dorchester Medium and Minimum Institutions. Additionally, I have remained actively engaged by attending the National Working Group's virtual meetings on a regular basis.

[National FOS Working Group check-in and discussion of Campaign next steps](#)

USJE has continued to closely monitor the evolution of this review and to advocate for outcomes that address the longstanding concerns raised by our members.

While the review was initially expected to advance to EXCOM in the Fall of 2025, the broader fiscal context, including the federal government's Comprehensive Expenditure Review, has influenced departmental timelines and planning process.

Federal departments such as CSC have been asked to devise plans to significantly reduce operational spending between 2026 and 2029. As such, CSC has opted to hold back on any decision making on the Food Services Human Resources Review until further notice. USJE remains engaged at the national level to ensure that this important work continues to move forward and hopes that this will become a priority to the newly appointed Commissioner.

The USJE National Working Group has maintained its ongoing engagement throughout this period and continues to meet virtually on a bi-annual basis. They also continue to connect with Food Service Officers across the country to ensure their voices remain central to this work.

I want to thank Laurie Ann, Kirk and the members of the National Working Group for their ongoing commitment to this campaign.

Sentence Management Officer Campaign

After many years of sustained advocacy by the Union of Safety and Justice Employees, the Correctional Service of Canada has agreed to restructure, provide additional staff resources, and strengthen systems to ensure that the complex work of Sentence Management within CSC can be undertaken without compromising the well-being staff or public safety outcomes.

This comes after raising the issues of Sentence Management Officers directly with the Commissioner of CSC at the National Labour Management table and at Senior Executive Meetings over several years and within the Regions at Regional Labour Management Meetings.

In April 2025, USJE made an open plea to CSC to address the issues of Sentence Management Officers and to improve working conditions that had become unbearable. USJE has been actively advocating for the following actions on behalf of all Sentence Management Officers (SMO):

- provide paid overtime to SMOs, as necessary;
- allow for hybrid work which, having proved effective, will diminish the stress on SMOs;
- reduce caseloads to 275 cases per SMO;
- provide 1 CR-4 per SMO;
- provide sufficient time for SMOs to undertake effective training and revert to institutionally based SMO caseloads.

As early as 2014-2015, USJE's National Office was receiving a substantial number of emails and calls from Regional Vice Presidents and members concerned about the workloads of Sentence Management teams owing to developments under the former Harper Government's Deficit Reduction Action Plan. At that time, certain employee groups within Sentence Management teams were deemed vulnerable and impacted, while at the same time CSC moved to centralize Sentence Management services.

In 2019-2020, CSC contracted an external consultant to review current existing organizational structure, work distribution and alignment of priorities to identify work and staff challenges, to validate effective practices in place and to identify areas of improvement. The results of this identified that the current structure did need to be changed.

In 2021-2022, an internal audit of Sentence Management was conducted, that resulted in several recommendations that have since been implemented or completed. One of the recommendations surrounded the commitment to review the organizational structure and propose options for consideration to senior management.

It should be noted that, in 2023, a compelling letter was sent by over 90% of SMOs to CSC identifying that their caseloads were impossible to complete in their regular hours, that they had frequently worked unpaid overtime, and that stress levels had reached a harmful level. Subsequently, USJE undertook its own survey to gain additional insights which were utilized by the National Executive to insist that CSC revisit the current model. Around the same time, CSC was undergoing its internal audit and evaluation to identify specific changes that would make a meaningful difference. This audit was released in March of 2023. USJE's concerns combined with the audit formed the basis of a productive dialogue between the employer and management. While USJE would like to see CSC invest more into the work of Sentence Management, it is recognized that the investments that CSC is now planning are a crucial step in the right direction.

USJE has been formally advised that CSC is planning to:

- Increase in the number of Sentence Management Officers (AS-02) from 75 to 90;
- Create a National Team responsible for policies and audits, which will complement the existing national teams dedicated to training and data quality. This will have a significant positive impact on the workload in the regions;
- Review of the positions and job descriptions of the Regional Managers to align the structure with other regional positions;
- Create Administrative Assistant (CR-04) positions.

Once fully approved by CSC, the Director of the Reintegration Operations Division will be working closely with the national and regional managers in order to review work practices and work distribution model to optimize efficiency, develop formal mentoring program for new Sentence Management Officers and Chiefs of Sentence Management, and reconfigure of the Sentence Management training program.

Further, CSC will undertake a comprehensive review of the internal audit program in connection with the creation of the national audit team. This information was shared with Sentence Management staff in a townhall on February 18th, 2026.

USJE would like to thank all of the Sentence Management Officers that came forward to share their concerns, participated in the USJE survey, and worked with their Regional Vice Presidents to ensure they were well equipped to advocate on their behalf.

USJE will be closely monitoring the impacts of these developments, particularly at a time when the caseloads of Sentence Management Officers have been extremely high. The addition of just 15

SMOs may not be sufficient, but USJE looks forward to getting feedback from the frontline as things evolve.

Parole Officer Workload Review Update

The issue of Parole Officer workload is not new, but since its original reporting, we have made meaningful strides in moving from identification of the problem to building real, structural solutions.

For years, our members have been clear: workloads are unsustainable, and the continued reliance on Lean-informed approaches has only compounded the pressures faced by frontline staff. Supported by the important research of Dr. Rose Ricciardelli and reinforced through our members' lived experiences, USJE has remained steadfast in its position; Parole Officer workloads must be reduced, and a new, evidence-based approach must replace the current model.

To that end, we took decisive action. USJE established a strategic research partnership with Professor Soares of the Université de Montréal, a recognized expert who has long challenged the effectiveness of Lean methodologies in complex public sector environments. Through direct engagement with frontline Parole Officers, this work is laying the foundation for a compelling, evidence-based critique of the current system and a path forward grounded in reality. This report, expected in 2026, will be a critical tool in advancing our advocacy.

At the same time, we ensured that this issue was addressed at the bargaining table. A key breakthrough was the negotiation of a Letter of Agreement committing USJE and CSC to undertake a comprehensive Parole Officer Workload Review.

What followed was the development and eventual finalization in September 2025, of the Terms of Reference and methodology required to move this work forward. While progress has been slower than we would have liked, it is important to recognize that we now have an agreed-upon framework in place; something that did not exist before.

This framework has already begun to take shape through the development of a Case Complexity Matrix. This is an important step toward properly understanding and measuring the realities of Parole Officer work. For the first time, there is a structured effort to quantify the true complexity of cases by examining factors such as risk, mental health, behavioural history, and reintegration challenges. This represents a fundamental shift away from one-size-fits-all workload assumptions toward a more nuanced, data-informed approach.

I am pleased to report that this work is now actively underway. A joint working group, supported by both USJE representatives and CSC, has begun developing the methodology, identifying key complexity drivers, and establishing the foundation for the matrix. This includes a completed

literature review, the development of an initial definition of “complex case,” and ongoing refinement of the factors and weighting that will ultimately shape how workloads are assessed.

This work is about ensuring that our members’ time, expertise, and professional judgment are properly recognized, and that resources are aligned with the true demands of the job.

I want to acknowledge the many individuals who have contributed to getting us to this point: from our Regional Vice-Presidents leading this file (Patrick Menard, Annie Blanchette, Jeff Sandelli, Zef Ordman), to the members serving on the Case Complexity Sub-Committee (Alex Creamer, Karen Esparza), and to those who helped initiate this work, including the critical role played in establishing our research partnership.

We must also be clear: this work is happening in a broader context of fiscal restraint and potential frontline cuts. That reality only reinforces the importance of what we are doing. This workload review will be essential in defending Parole Officer/POS/MAI positions and ensuring that any future decisions are grounded in evidence, not assumptions.

While there is still much work ahead, we have moved beyond simply raising concerns. We now have research underway, formal processes established, and concrete tools in development.

Canadian Institute for Public Safety Research & Treatment (CIPSRT) Update

In the 2018 Federal budget, as part of the National Action Plan on Post-traumatic Stress Injuries (PTSI) and the Federal Framework on Post-traumatic Stress Disorder (PTSD), the Government of Canada recognized the need for federal support to assist Public Safety Personnel (PSP) suffering from mental health challenges. It announced five years of funding, from 2018-2023, for a research consortium headquartered at the University of Regina, which became known as CIPSRT. This funding has since been extended, in part, through USJE’s political advocacy.

I would encourage everyone to visit the CIPSRT website to review the research, treatment, training and knowledge resource available for PSP. CIPSRT is known as a centre for “knowledge exchange” in supporting the mental health and well-being of PSP, their leaders, and their families. It provides a space for a variety of academic researchers to meet with PSP representatives in order to coordinate, discuss and plan their efforts with respect to evidence-based research; the creation of tools; guides; and the advancement of treatment and training for frontline PSP. CIPSRT prides itself on communication that bridges the gap between the academic and frontline experience, to ensure complimentary guidance and outcomes.

As one of the founding members of CIPSRT, USJE has two positions on the Public Safety Steering Committee (PSSC) which is a crucial forum for USJE to advocate for the mental health of its members. USJE is unique in being one of only a few member organizations that do not represent a

typical 'first responder group'. USJE is fully committed to ensuring that we remain at the table given its influence on research and policy development in Canada.

As National President, I hold one of these positions and the other representative is USJE Regional Vice-President, Jeff Sandelli. USJE ensures representation at both the Annual meeting as well as at events that take place with stakeholders, both internally and externally.

USJE's participation through this group has allowed us to continue advancing the realities of the PSP that USJE represent and to remain connected with other organizations that represent PSP across the country.

CIPSRT had their first conference take place in May 2025, in Regina, SK. The theme of the conference was "*Thriving in Public Safety; Research to Action.*" The conference saw approximately 500 attendees and received very positive feedback from participants. I was honored to attend this inaugural conference along with several members of USJE's National Executive as well as frontline members.

Building on the success of the first conference, CIPSRT hosted the second edition of the conference in Calgary, AB on May 5th and 6th. The conference was attended by a number of USJE Executive and frontline members.

The two-day conference, matching last year's incredible turnout, saw approximately 500 public safety personnel (PSP), Academics, Researchers and Clinicians from across the country and overseas, come together to learn how they can better support PSP mental health and wellbeing. The conference included engaging keynote speakers, interactive sessions, and expert-led discussions designed for frontline PSP, public safety leadership, and their families.

MORE INFORMATION: [USJE well-represented at CIPSRT Conference](#)

Release of Correctional Program Officers and update on Legal Assistants Report: Update

As part of USJE's persistent efforts to advocate for better working conditions for our members and to help support our USJE Presumptive Injury Campaign, USJE has invested significant resources in recent years into academic research that identifies the challenges related to our members work and speaks to the value of our members work in the context of protecting and servicing Canadians. This research has also spoken to the risks our members face experiencing operational stress injuries because of the work they perform in the many departments we serve.

This research has been completed by Dr. Rose Ricciardelli, and her team at Memorial University located in St. John's, Newfoundland. Dr. Ricciardelli is a well-known and respected public safety expert who has conducted significant research in the public safety sphere for many years.

Back in March 2022, USJE released research that was conducted on Detachment Services Assistants at the RCMP. In May 2022, USJE released research conducted on Parole Officers at the Correctional Service of Canada.

MORE INFORMATION: [Reports and research – Union of Safety and Justice Employees](#)

Following the release of these two reports, the USJE National Executive made a decision in the fall of 2022 to invest further resources into two new studies with the assistance of Dr. Ricciardelli and her team: Correctional Program Officers at the Correctional Service of Canada and Legal Assistants at the Department of Justice and Public Prosecutions Services of Canada (PPSC). This research often takes years to complete as it must be undertaken in partnership with a credible academic institution (Memorial University), receive ethics approval, solicit and conduct interviews with interested participants – after which time the extensive data that is collected must be evaluated and synthesized for the purposes of an comprehensive research report.

With this in mind, in late 2025, Dr. Rose Ricciardelli and her team completed their study on Correctional Program Officers at CSC and recently met with USJE to go through the report. The timing of this report came to USJE at a very crucial time given that CSC was already considering how to reduce overall operational spending under the Comprehensive Expenditure Review. CSC signaled very clearly on January 26th, 2026, that they plan to “modernize” correctional programs “to improve efficiency, reduce administrative burden, and better support offender reintegration across institutions and community settings”.

In response, USJE convened a national press conference on Parliament Hill on March 25th, 2026, that was aired live on the Canadian Public Affairs Channel and broadcast to all major media outlets covering Parliamentary affairs. The report, ***Correctional Program Officers: Wellness, Safety, and the Responsibility of Rehabilitation***, is based on interviews with more than 100 Correctional Program Officers across the country and provides the first comprehensive look at the workplace realities faced by the professionals responsible for delivering rehabilitation programming in federal institutions and in the community.

The shared results of Dr. Ricciardelli's study highlighted major workplace challenges such as heavy workloads, administrative burdens, and mental health stressors. The report also included 35 recommendations to help reduce administrative demands, improve safety and training, and give officers more flexibility in delivering rehabilitation programs. Strengthening support for these workers is essential to improving offender rehabilitation and public safety.

Additionally, the report recommends equipping Correctional Program Officers with more latitude regarding the development of program content and delivery, addressing overwhelming workloads, issues of physical and psychological safety, and diminishing unnecessary administrative burdens. It also calls for greater recognition of the role that Correctional Program Officers play in supporting rehabilitation and public safety.

In advance of this launch, I took the opportunity to highlight key findings and recommendations with:

- the **Office of the federal Minister of Public Safety of Canada, the Hon. Gary Anandasangaree**, including a senior policy advisor
- **Parliamentary Secretary for Public Safety Jacques Ramsay**, MP for La Prairie—Atateken;
- the newly appointed **Commissioner of the Correctional Service of Canada, Talal Dakalbab**.

USJE also arranged for in person briefings in advance of the report's launch with three other Members of Parliament who sit on the House of Commons Public Safety Committee, including:

- **Rhonda Kirland, MP** (CPC) for Oshawa, Ontario;
- **Dane Lloyd, MP** (CPC) for Parkland, Alberta; and
- **Ali Ehsassi, MP** (LPC) for Willowdale, Ontario.

On behalf of USJE, I was also able around the time of the launch of the report a regularly scheduled meeting of the **House of Commons Public Safety Committee** where the Minister of Public Safety, Commissioners of the Correctional Service of Canada and the RCMP were serving as witnesses, as well as senior leaders from the Parole Board of Canada and the Canadian Border Services Agency who were presenting to MPs on some key initiatives.

In relation to the Legal Assistant's Report, all interviews have now been completed, and it is anticipated that this report will be ready for release later this year. The timing of this report is very important as well, given the number of reductions we have seen taking place at the Department of Justice under the Comprehensive Expenditure Review. Members have been reporting at both Justice and PPSC that workloads are increasing, and it appears that things are only becoming more difficult due to the operational savings that both departments are being asked to find.

USJE will continue to stand up for our members and fight for better working conditions. We will continue to share their stories in a public way and push for meaningful, positive change. Our members deserve to receive presumptive coverage (as it relates to Workers' Compensation) across this country, and we will continue to advocate for changes to the Government Employees Compensation Act (GECA) to make this happen.

USJE Public Safety Awards

As a part of USJE's National Strategic Action Plan, USJE has held three National Public Safety Award ceremonies – in 2023, 2024, and 2026. These awards serve as a way to recognize and celebrate our members, and their commitment to federal public safety.

Every year, USJE's National Political Action Committee selects up to seven recipients across the country to be recognized for their outstanding contributions to public safety. They are invited to attend a ceremony on Parliament Hill where they are presented with USJE's National award for their outstanding contributions. This event is particularly special because it brings together Parliamentarians and senior government leaders, as well as USJE's National Executive and staff.

On April 15, 2026, during USJE's third National Awards ceremony, USJE celebrated the following USJE members: **Mike Ashman, Chantal Blier, Francine Cadieux, Hatem Mohammed Hammad, Kristy McDougall, Michelle Martin and Nicholas Tilgner.**

USJE was joined by several distinguished guests, many of whom were attending our Public Safety Award Ceremony for the first time, including:

- **The Hon. Gary Anandasangaree**, federal Minister of Public Safety,
- **Talal Dakalbab**, the new Commissioner of the Correctional Service of Canada, and
- **Frank Caputo**, Vice-Chair of the Standing Committee on Public Safety and National Security, MP for Kamloops—Thompson—Nicola
- **Claude DeBellefeuille**, Vice-Chair of the Public Safety Committee, and MP for Salaberry—Suroît
- **Jenny Kwan**, NDP Critic for Public Safety and National Security and MP for Vancouver East

It was the first time that the federal Public Safety Minister and the CSC Commissioner joined USJE for these National Awards. Alongside their colleagues, they reflected on the importance of the work that USJE's Public Safety Personnel do to maintain the robust public safety network on which Canadians so heavily rely.

Several of the speakers recognized that this work often comes at a cost—as federal Public Safety Personnel often, inadvertently, put their mental and physical health on the line to protect Canadians.

USJE was very appreciative to have Commissioner Dakalbab and Minister Anandasangaree not just speak at the event but take the time to meet with recipients and extend their personal and heartfelt congratulations. We also had the pleasure of speaking at length with Member of Parliament Ruby Sahota who graciously hosted a special luncheon with the recipients and attend Question Period in the House of Commons.

The National Public Safety Awards are part of USJE's Strategic Action Plan initiatives designed to elevate and amplify the visibility and contribution of the almost 19,000 federal public safety personnel USJE represents. Initiatives like the Awards program are crucial opportunities to not only highlight the challenging work of our members in the public safety realm but also allow USJE to build relationships with influential decision-makers who can assist with our various campaigns and advocacy efforts. Through these initiatives, USJE strengthens its capacity to serve as a respected and influential voice on public safety.

More information can be found at the links below:

[National Public Safety Award winners 2026](#)

[USJE celebrates seven remarkable members at Public Safety Awards on Parliament Hill](#)

Job Security for Full-time Elected Union Representatives

In 2023, there were two USJE members who returned to their home department after serving in the capacity of a full-time union representative. Upon notification to the department of these members return, neither of these two members were placed into their substantive positions nor were they provided with reasonable employment options by the department.

These scenarios were deeply troubling and unprecedented. They pointed to a real issue around job security for members who take on full-time elected representative positions in their union. Consequently, USJE was launched into a significant and coordinated effort to advocate for job security for full-time elected representatives.

From the outset, USJE was clear: this treatment of a full-time union representative returning to the workplace after serving their union **is unacceptable**. Not only did it represent a failure of the employer to support those who serve our membership, but it also raised broader concerns about the potential for systemic union-busting practices. In response, USJE mobilized on multiple fronts through direct advocacy, strategic campaigning, and coordinated bargaining efforts.

Throughout 2024 and into 2025, USJE worked tirelessly to elevate this issue across the broader PSAC. We brought it to the floor of the PSAC National Triennial Convention, where it was met with strong solidarity and support from across Components. We ensured that this issue was not only heard but understood as a movement-wide concern requiring collective action. That momentum carried forward into our internal processes, where the demand received strong endorsement through our Regional and National Bargaining structures and was advanced as a top priority.

MORE INFORMATION: [Day Three of PSAC National Triennial Convention 2024: USJE raises the issue of job security for union elected officials – USJE](#)

USJE Delegation in campaign mode on second day of the PSAC-TB National Bargaining Conference – USJE

I am proud to report that these sustained efforts have yielded tangible results.

Most notably, on March 10, 2026, USJE reached a Memorandum of Understanding with the RCMP that directly addresses job security for our elected representatives. I wish to acknowledge Commissioner Duheme's role in making this finally happen. This agreement represents a significant breakthrough and a clear recognition that those who step forward to serve their union must not be penalized for doing so. It is a testament to persistence, pressure, and the strength of our collective voice.

At the same time, important progress continues with the Correctional Service of Canada. While negotiations have been more complex, we have secured verbal commitment and will be meeting with new leadership to bring this agreement to conclusion. Our work does not stop until all our representatives are protected. This includes any RVP who comes from a governmental department that we represent.

Beyond these departmental agreements, there has also been meaningful advancement of this issue at the national bargaining level. USJE's advocacy on this issue led to a bargaining demand being tabled at the bargaining table (PA, SV, EB and TC) on job security for full-time election representatives during the current round of bargaining. What was once a reactive fight has become a proactive movement toward securing permanent protections in our collective agreements that would benefit not only USJE, but all unions within PSAC.

While there is still work ahead, we have moved this issue from the margins and onto the bargaining agenda.

USJE Strategic Plan Update

At the Strategic Planning session in October 2023, the National Executive came to agreement on the following **six priorities** for this next term of office:

- 1) To continue building a strong **presumptive injury campaign** that advocates for legislative changes to the antiquated federal Bill, the Government Employees Compensation Act (GECA). These changes would seek to include our members in presumptive injury coverage (under Workers' Compensation across the country) when experiencing an operational stress injury.
- 2) Creation of a **nationwide campaign to profile and protect** the jobs of our members **at the RCMP** in every province and territory.

3) Advancement of **Equity** and diversity goals which includes both an internal and external approach to addressing the challenges and opportunities within our union and in our members' workplaces.

4) Establishment of an internal **USJE Collective Bargaining Strategy Committee** to better prepare our union for future rounds of collective bargaining and potential strike action.

5) Implementation of **USJE's Member Engagement Strategy** (developed in consultation with the Lansdowne Group) through the work of the newly created Mobilization and Member Engagement Committee.

6) A focus and commitment to **reducing the grievance backlog** at USJE.

Below, I will provide an update on each priority.

1) Presumptive Injury Campaign

USJE's Presumptive Injury Campaign has remained a central priority for the union over the past three years. The campaign continues to focus on securing legislative amendments to the Government Employees Compensation Act (GECA) that would expand the definition of "public safety personnel" to include USJE members.

As it is currently written, GECA excludes thousands of federal public safety personnel who suffer psychological injuries as a direct result of their efforts to keep Canadians safe. This gap has resulted in many of our members being denied access to Worker's Compensation by provincial and territorial systems, which is why USJE is proposing key amendments to GECA.

A significant step in our campaign was achieved on September 2023 with the introduction of Private Member's Bill (PMB) C-357 by former Member of Parliament, Peter Julian (New Westminster, Burnaby). This initiative followed Mr. Julian's presentation to USJE's National Convention in Whistler, BC, where he heard from several delegates about the urgent need for the federal government to better address the mental health needs of USJE members, the vast majority of whom are federal Public Safety personnel.

The introduction of Mr. Julian's Private Members' Bill was historic for USJE and represented a watershed moment for our union in terms of our capacity to seek crucial legislative changes that would ensure many more of USJE's members have access to Workers' Compensation for psychological injuries.

MORE INFORMATION: [Urgent Changes Sought to Federal Legislation which Excludes Public Safety Personnel from Compensation for Mental Health Injuries](#)

In order to generate momentum for the adoption of the Bill, USJE immediately sought meetings with influential Parliamentarians, particularly members of the Liberal Government who sat on the House of Commons Public Safety Committee, who could support the Bill proceeding through Parliament in a timely fashion.

In November 2023, USJE succeeded in securing a meeting with the Honorable Dominic LeBlanc who was the Minister of Public Safety, Democratic Institutions and Intergovernmental Affairs to brief him on our efforts regarding GECA. The meeting was very productive, and Minister LeBlanc signaled his interest to learn more about how to implement the changes to GECA, so that more USJE members can have access to presumptive injury coverage under Workers Compensation. For more details concerning this meeting, please see the link below:

[USJE meets federal Minister LeBlanc to discuss proposed changes to federal legislation to protect the mental health of federal Public Safety Personnel](#)

In addition, on February 13th, 2024, USJE's Health and Safety Committee took another step in the Presumptive Injury Campaign by hosting an all-party breakfast event on Parliament Hill. The purpose of this event was to gain further support for USJE's Presumptive Injury campaign from all political parties and generate commitments from key MPs for the adoption of the proposed legislation by the current federal Government as quickly as possible.

The event, hosted by USJE in collaboration with a select number of MPs, saw three members of the USJE Health and Safety Committee share their personal experiences of the psychological toll that their jobs as federal public safety personnel, unfortunately, creates. Highlighting their difficult stories of working within their respective departments under circumstances that created the conditions for psychological injury underscored why changes to GECA are so urgently needed to better support front line public safety personnel. For more details concerning this all-party event, please see the link below:

[USJE Hosts Parliament Hill Breakfast on Improving Mental Health Supports for Federal Public Safety Personnel](#)

Building on this all-party event, USJE also developed a comprehensive [Pre-Budget brief](#) for the Ministry of Finance which detailed why investing in presumptive injury coverage for federal public safety personnel (in particular, USJE's members) is a fiscally sound decision.

Further, recognizing the need for USJE to further amplify its efforts to engage Members of Parliament on our Presumptive Injury Campaign, USJE chose to host, for the first time in its history,

a special Parliamentary reception on Wednesday, October 9th, 2024 on the eve of **World Mental Health Day** to generate further awareness and support for USJE's Presumptive Injury campaign.

World Mental Health Day, recognized around the globe, is an opportunity to raise awareness at every level of government about the importance of mental health – and to mobilize efforts to increase access to mental health supports. The Day provides an opportunity for stakeholders in Canada and internationally to share information about their work and highlight how governments can increase access to mental health care for people worldwide.

USJE's special reception on Parliament Hill was convened in collaboration with USJE's National Health and Safety Advisory Committee's Co-Chairs, Kirsty Havard and Jeff Sandelli, who oversaw the event. USJE was honored to have the following senior Parliamentarians speak at our event:

- **Parliamentary Secretary to the Minister of Public Safety, and Member of Parliament for Pickering-Uxbridge**, Jennifer O'Connell;
- The **Member of Parliament for Cariboo-Prince George and Conservative Shadow Minister of Mental Health**, Todd Doherty;
- The **Vice President of the House of Commons Public Safety Committee and MP for Avignon – La Mitis – Matane – Matapédia**, Kristina Michaud;
- **the Member of Parliament for New Westminster-Burnaby, and the NDP Critic for Health**, Peter Julian

All MPs spoke in favour of closing a key gap in the federal Government Employees' Compensation Act (GECA) so that federal public safety personnel.

USJE was also joined by several other Members of Parliament across party lines at the Reception on Parliament Hill including long-time ally Pam Damoff, the deputy Whip of the Official Opposition Chris Warkentin, Scott Aitchison, Kelly Block, Parm Bains, Frank Caputo, Michelle Ferreri, Ted Falk, Alistair McGregor and Carol Hughes as well as Nova Scotia Senator Michael MacDonald. Special guest RCMP Commissioner Mike Duheme also spoke at the event and articulated the need for more mental health supports for Public Safety Personnel.

In addition to the reception, USJE invited Members of Parliament to wear a USJE customized pin featuring the Presumptive Injury logo during Question Period in the House of Commons on World Mental Health Day, Thursday October 10th, 2024. The pin was developed by USJE's Health and Safety Advisory Committee with the assistance of USJE's communications team and symbolizes the power of ensuring USJE members have access to the mental health supports they need.

Further, two MPs with whom USJE has worked closely, Jennifer O'Connell, and Peter Julian made special statements in the House of Commons on October 10th recognizing USJE and its Presumptive Injury campaign. Their statements can be heard at the link below.

[USJE Marks World Mental Health Day on Parliament Hill – USJE](#)

However, while USJE made some meaningful progress in raising awareness and building support for the Bill between late 2023 up until the 2025 federal election, the dissolution of Parliament resulted in the bill dying. With Mr. Julian no longer in office, USJE had to weigh its options to revive this Private Member's bill or pursue other ways to advance the changes we proposed.

On July 29, 2025, I had the opportunity to meet with first time MP Colin Reynolds (Conservative) and invite him to come to one of our workplaces to learn more about our members' work firsthand. We visited Stony Mountain Institution together in September, and in October, MP Reynolds attended our World Mental Health Day reception and gained crucial insight into how our USJE member uphold public safety in Canada, and how they do not always receive the psychological support needed and deserved.

MORE INFORMATION: [National President David Neufeld Meets with Local MP – USJE](#)

Building on the inaugural World Mental Health Day reception on Parliament Hill from the previous year, USJE opted to host its second annual reception marking World Mental Health Day on October 8, 2025, using it as an opportunity to remind and re-introduce USJE's Presumptive Injury campaign to a new cohort of Members of Parliament.

The second annual reception featured participation from several senior Members of Parliament and provided a platform for meaningful dialogue on the need for legislative change. USJE's National Health and Safety Advisory Committee's Co-Chairs, Kirsty Havard and Jeff Sandelli, once again oversaw the event. USJE was honored to have numerous senior Parliamentarians speak, just like in the inaugural year, including:

- **Maggie Chi**, Member of Parliament for Don Valley North, Parliamentary Secretary to the Minister of Health
- **Todd Doherty**, Member of Parliament for Cariboo–Prince George and Conservative Shadow Minister for Addictions
- **Claude DeBellefeuille**, Member of Parliament for Beauharnois—Salaberry—Soulanges—Huntingdon, Quebec, Vice Chair of the Standing Committee on Public Safety and National Security, and Bloc Québécois Critic for Public Safety
- **Gord Johns**, Member of Parliament for Courtenay—Alberni, British Columbia and the NDP Mental Health Critic

Further, USJE was also very pleased to welcome one of our own members to speak, Conrad Zalevich from Winnipeg, Manitoba. Unfortunately, Conrad was denied Workers' Compensation after incurring a psychological injury, owing to a major incident on the job with a violent offender, in his capacity as a federal program officer in the community. Despite two appeals, Conrad was

deemed ineligible for Workers' Compensation, and he bravely shared his difficult journey with MPs and USJE members at the reception in order to highlight the urgency of making changes to the federal Government Employees Compensation Act (GECA), a piece of legislation that has not fundamentally changed in 50 years.

All MPs who spoke expressed their commitment to closing this key gap in the federal Government Employees' Compensation Act (GECA) so that federal public safety personnel have access to Workers' Compensation for mental health related injuries, just like first responders in most provinces and territories. In addition to the reception, USJE invited Members of Parliament to wear a USJE customized pin featuring the Presumptive Injury logo during Question Period in the House of Commons on World Mental Health Day.

In order to further amplify USJE'S impact while on Parliament Hill and generate momentum for the changes to GECA, USJE met with three senior MPs on Thursday, October 9th, including two government Members, federal Secretary of State for Labour John Zerucelli and Ruby Sahota as well as Kyle Seeback, the Conservative Shadow Minister for Labour for the Conservative Party of Canada on why USJE's members and other federal Public Safety personnel who are suffering from an Occupational Stress Injury need the legislation changed now.

In a rare opportunity, USJE also had the chance to sit down the federal policy team responsible for overseeing the administration of the Government Employees Compensation Act prior to our World Mental Health Day event on September 29th, 2025. I was joined by Regional Vice Presidents Kirsty Havard and Jeff Sandelli from USJE's Health and Safety Advisory Committee for this discussion. Throughout, senior policy officials with GECA demonstrated a strong appetite to learn more about the experience of USJE's members, particularly in regard to the lack of access experienced by federal public safety personnel, and the absence of coverage being offered by many different provinces and territories.

[USJE National President meets with federal Secretary of State for Labour John Zerucelli in August, followed by discussion with the federal policy team responsible for the Government Employees Compensation Act](#)

Following this series of events, RVP Sandelli and I were able to secure a virtual meeting with the Minister of Jobs and Families, Patty Hajdu, who also oversees the Ministry of Labour. The initial meeting provided an important opportunity to highlight gaps in the current Government Employees Compensation Act and to outline how USJE's proposals would improve access to compensation for psychological injuries. USJE has since continued engaging with her office and remains in discussion with her on how to best implement the changes.

MORE INFORMATION: [USJE meets with federal Minister of Jobs and Families, Patty Hajdu, regarding the urgent need to increase access to Presumptive Injury coverage](#)

As part of its ongoing strategy, USJE has continued to collaborate with Raven Law to finalize the proposed legislative amendments. This work will support the continued engagement with Minister Hajdu's office, ensuring that the proposed changes are both practical and effective in addressing the identified gaps.

Looking ahead, USJE is also advancing work on a research initiative to better assess the anticipated costs and benefits to the changes to GECA. Demonstrating the financial and operational value of supporting the mental health of federal public safety personnel will be critical in strengthening our case. Canadians and politicians need to know that ensuring employees receive appropriate support before reaching the point of long-term disability is not only the right thing to do, but also a sound investment in the sustainability of the public service and the functioning of Canada's public safety system.

I would like to recognize the exceptional work of USJE's National Health and Safety Committee. I extend my sincere thanks to Chair Kristy Havard and Co-Chair Jeff Sandelli for their continued leadership, and to all members for dedication and collaboration in advancing this important campaign.

2) RCMP Campaign: Profile and Protection of USJE jobs in the RCMP

Since February 2024, USJE has undertaken one of the most ambitious and forward-looking initiatives in our history; the RCMP Campaign. This campaign was built on a clear and urgent objective: to defend our members' work by demonstrating, to Canadians and decision-makers alike, the indispensable role USJE members play as part of the operational backbone of the RCMP.

With policing contracts across the country set to be renegotiated by 2032, we recognized early the importance of reinforcing why the RCMP is the right fit to serve as the policing agency of choice for provinces and territories. From the outset, USJE understood that success would require both external influence and internal cultural change. That meant securing the support of RCMP leadership while also amplifying the voices of our members, many of whom have long felt overlooked in an organization focused primarily on sworn policing functions. Through direct engagement with Labour Relations and Commissioner Duheme, we were able to open doors that initially proved difficult to access and establish the foundation for a truly national campaign.

Since March 2024, USJE has conducted extensive outreach across the country, visiting dozens of RCMP sites and engaging directly with our members in their workplaces. A list of these site visits is available near the end of this report.

These visits, led alongside our Regional Vice-Presidents and supported by our Communications team (Sebastien Bezeau and Megan Yeadon), have allowed us to hear firsthand from members, document their contributions, and invite them to help shape this campaign. The level of

engagement has been exceptional, and it is clear that members are eager to have their work recognized and protected.

This work has culminated in the launch and continued expansion of our dedicated campaign platform, *ServingTogether.ca*, which showcases the real stories of our members and their contributions to public safety. This is more than a communications tool. It is a strategic asset that positions USJE as a credible and necessary voice in the national conversation about the future of policing in Canada. And that conversation is already underway.

In addition to some focused information about how USJE's members comprise the operational backbone of the RCMP, the website features profiles of RCMP Public Service employees from coast to coast, to coast. The reality is that USJE members perform so many different operational functions within the RCMP that most Canadians (including our own members) have no idea how they help to keep our communities safe.

Using personal video testimony taken at the RCMP sites where these members work, the videos highlight, in the voices of the RCMP Public service employees themselves, the type of work USJE's members perform within the RCMP and how it contributes to public safety. It is one of the first times that RCMP Public Service employees (and USJE members) have been featured in a major campaign within or outside of the union for their longstanding and crucial contributions to the RCMP.

As this work was underway, in early 2025, the outgoing Prime Minister Justin Trudeau unexpectedly tabled a White Paper where he suggested a new policing vision for the RCMP focused on federal priorities such as violent extremism, national security, cybercrime, etc., and proposed an end to contract policing for the RCMP in the provinces and territories. This White Paper came as a shock to many senior government officials, stakeholders, and bargaining agents, including USJE.

However, the reality is that provinces such as Alberta and Saskatchewan were already in the process of exploring or advancing alternative policing models (Sheriff Service and Marshal Service, respectively). While the Trudeau White Paper served to create further questions about the role of the RCMP in provinces and territories, it reinforced what we have been saying from the beginning: the landscape is changing, and the work we are doing now is essential to ensuring that our members are not left out of that future. In response, USJE has not stood still.

Consequently, USJE has escalated our efforts where needed, particularly in Alberta, where legislative changes (Bill 49, introduced by the United Conservative Party of Alberta) have accelerated the move toward a provincial policing model. Through direct political engagement, targeted site visits, participation in key stakeholder events, and visible presence at municipal conventions, we have actively made the case for the RCMP and for the critical role our members play within it. We have also worked closely with PSAC leadership to ensure alignment and amplify our message at every opportunity.

These efforts have not only increased awareness, but they have also opened dialogue. Municipal leaders, provincial representatives, and national stakeholders are engaging with us, asking questions, and, in many cases, expressing strong support for the RCMP and the services it provides.

At its core, USJE's campaign is about more than contracts or structures. It is about people. It is about the nearly 8000 USJE-represented public safety personnel whose work is essential to the functioning of the RCMP and to the safety of communities across this country.

In Alberta specifically, USJE has been successful in publishing three influential Op-eds in major papers, including:

- **Proactive policing means doing more with what we have** (2022-11-17)
Zef Ordman – [Edmonton Journal](https://albertansforrcmp.ca/opinion-proactive-policing-means-doing-more-with-what-we-have/)
<https://albertansforrcmp.ca/opinion-proactive-policing-means-doing-more-with-what-we-have/>
- **The real cost to communities served by the RCMP** (2022-04-11)
Valda Behrens – [Calgary Herald](https://albertansforrcmp.ca/the-real-cost-to-communities-served-by-the-rcmp/)
<https://albertansforrcmp.ca/the-real-cost-to-communities-served-by-the-rcmp/>
- **Most Albertans want to keep the RCMP** (2025-12-11)
Valda Behrens – [Edmonton Journal](https://albertansforrcmp.ca/most-albertans-want-to-keep-the-rcmp/)
<https://albertansforrcmp.ca/most-albertans-want-to-keep-the-rcmp/>

In addition, given the heightened efforts by the Government of Alberta to create a Provincial Policing Agency that could replace the RCMP in certain municipalities (at their choosing), RVP Valda Behrens and I collaborated with the REVP for PSAC Prairies, Marianne Hladun, and planned a week of site visits in August 2025 in northern Alberta that would take us to 11 different RCMP sites, in addition to a face-to-face meeting with the Rural Municipalities of Alberta and a personal meeting with UCP MLA, Scott Cyr (Bonnyville – Cold Lake – St. Paul) in Edmonton.

All of these visits were extremely valuable and allowed us the opportunity to share our union's perspective on Bill 49 and what was being done to protect our members work at the RCMP in Alberta. For more information in relation to these visits, please see the following links:

[USJE-PSAC continue touring Edmonton area to protect jobs in Alberta – USJE](#)
[During Alberta tour, USJE-PSAC highlight threats to RCMP jobs and connect with local leaders – USJE](#)

[USJE and PSAC tour RCMP worksites and meet politician and RMA staff – USJE](#)
[USJE-PSAC Complete Tour in Edmonton to Protect Jobs at the RCMP – USJE](#)

The reality is that the fight to protect our members work in the RCMP across the country is far from over. Between now and 2032, we recognize that provinces and municipalities will continue to conduct their own local reviews on what their policing needs are and decide whether they wish to remain with the RCMP in the future. In the case of Alberta, the establishment of a provincial policing agency creates the architecture for the provincial policing agency to become a compelling, if not more expensive option and replace the RCMP in the future.

This is also why USJE decided to collaborate with the PSAC (Prairie Region) in order to jointly attend Equal Voice Calgary's Stampede event to advocate for public safety personnel and women's representation. Equal Voice is an organization committed to increasing women's representation in Canadian government at all levels. As proud sponsors, USJE-PSAC aimed to shed light on both the importance of gender diversity in politics and the pressing concerns facing public safety personnel in Alberta.

The delegation comprised five USJE-PSAC representatives, including myself as National President, Regional Vice Presidents Valda Behrens, Zef Ordman; PSAC Regional Executive Vice President, Prairie Region Marianne Hladun; as well as Krysty Thomas, PSAC Alternate Regional Executive Vice President, Prairie Region. Throughout the event, we emphasized USJE-PSAC's role in advocating for public safety personnel, not only in Alberta but across Canada.

Further, during this event, USJE-PSAC representatives had the invaluable opportunity to engage with numerous elected officials from Alberta and beyond, including members of the provincial government and Official Opposition, as well as Christy Clark, former Premier of British Columbia, to communicate the challenges faced by their members.

In particular, USJE-PSAC's discussions with Premier Danielle Smith, cabinet ministers, and members of the Official Opposition resulted in invitations for these elected officials to meet with USJE's leaders so they can better understand the realities for USJE's operational personnel who live in Alberta and work with the RCMP.

Despite all of the conversations USJE has held with a broad range of elected officials in Alberta, we know that we must stay fully engaged. That is why, in addition to all of these efforts, USJE has chosen to have a consistent presence at the tradeshow that are part of the Alberta Municipalities Association and Rural Alberta Municipalities conventions for the next year.

MORE INFORMATION: [USJE-PSAC attends Equal Voice Calgary Stampede event to advocate for public safety personnel and women's representation](#)

In the fall of 2025, Regional Vice President Valda Behrens attended both convention tradeshow this past fall with the assistance of USJE communications and policy staff. USJE's communications team created a visually compelling booth featuring a variety of USJE swag items and information

about our *Servingtogether.ca* campaign website. Mayors and other elected officials demonstrated a strong interest in the USJE booth at both conventions, often highlighting their enthusiasm for the RCMP given the longstanding and productive relationships their communities have with local RCMP Detachments.

In a few cases, municipal elected officials have posed questions or expressed concerns that have been the catalyst for important dialogue. RVP Behrens plans to attend the spring tradeshow where they are being organized to ensure strong visibility. The following articles provide an overview of both events, and the tremendous value they offer to USJE as we continue to be a strong advocate.

[USJE makes its mark at the Alberta Municipalities Association Tradeshow event](#)

[USJE continues advocacy for Alberta RCMP at the Rural Municipalities Trade Show](#)

Further, at the Rural Municipalities Association convention in November, USJE's Regional Vice President Valda Behrens met with NDP Leader Naheed Nenshi, David Shepherd (Shadow Minister for Public Safety and Emergency Services), as well as Rob Miyashiro (Shadow Minister for Municipal Affairs) to discuss the value in investing in more boots on the ground for the RCMP, instead of an unproven Provincial Police Force.

RVP Behrens spoke clearly about the concerns USJE has in regard to public safety outcomes if there is a transition away from the RCMP in Alberta, in addition to the precarity faced by the nearly 800 public safety personnel employed by the RCMP and represented by USJE.

You can read more about the meeting here: [USJE RVP Behrens meets with NDP Leader Naheed Nenshi and MLAs to discuss Albertans for RCMP campaign](#)

I do want to thank all of the RCMP Regional Vice-Presidents for their active involvement and assistance in setting up the site visits across the country for this very important campaign. I also wish to thank all of the local executive members in the RCMP who helped to engage our members and encourage them to participate in the campaign.

Since the commencement of the campaign, USJE is pleased to report that no province has actively severed its relationship with the RCMP, including in Alberta. In fact, both the RCMP Commissioner and federal Minister of Public Safety Gary Anandasangaree have restated in recent months their strong commitment to ensuring that the RCMP remains active in contract policing in all jurisdictions where it operates.

We know that the road to 2032, when current contracts between provincial/territorial governments and the RCMP are set to expire, will bring continued uncertainty and ongoing challenges. Provinces and municipalities will weigh their options, and some will test alternatives. But let me be clear, USJE is prepared. We have built the relationships, we have developed the tools, and we are sharing

our message clearly and confidently across this country: the RCMP will continue to remain as the contract policing option across Canada.

3) Equity

Since our last convention in 2023, USJE's Equity Committee has moved from building its foundation to delivering meaningful, tangible results for our members, and I am very proud of the progress that has been made.

Following the 2023 Triennial Convention, where delegates took the important step of enshrining a regular Equity Conference into our bylaws, we set out to strengthen the structure and purpose of the Committee.

With the appointment of Shauna Ward and Kirk McIntosh as Chair and Co-Chair, and the selection of a dedicated and diverse group of committee members from across the country, the groundwork was laid for a more focused and action-oriented approach to equity within our union. Currently, in addition to the Chair and Vice Chair, members of the **USJE Equity Committee** are:

CSC Pacific – Laura Wildly
RCMP Pacific – Shari Scheifele
RCMP Ontario – Tracy Coates
CSC Ontario – Joe Brathwaite
RCMP Québec – Annie Lacombe
OIC NCR – Burcu Gürkan

From the outset, the Committee prioritized learning and capacity-building. Through collaboration with PSAC's Human Rights branch, members received specialized Equity, Diversity, and Inclusion training and support that helped shape their understanding of systemic barriers and better equip them to advocate on behalf of equity-deserving members. These early efforts ensured that the Committee's work would be informed, intentional, and responsive to the realities faced by our membership.

That strong foundation quickly translated into action. The Committee successfully planned and delivered USJE's second Equity Conference in May 2025 in Halifax. This was a major milestone for our union.

With 46 participants from across the country, many of whom were attending a union event for the very first time, the conference created a truly inclusive and welcoming space. It provided an opportunity not only to share lived experiences and build networks, but also to empower new voices and foster deeper engagement within our union. The success of this conference speaks

directly to the leadership and dedication of the Committee, who developed the agenda and guided its vision from start to finish.

For a more detailed account of the Equity Conference, you are encouraged to access the links below:

[USJE Equity Conference 2025 Starts in Halifax! – USJE](#)

[2025 Equity Conference Day 2 Recap – USJE](#)

[2025 Equity Conference Day 3 Recap – USJE](#)

[USJE Equity Conference 2025 draws to a close in Halifax – USJE](#)

At the same time, the Committee has taken on a critical advocacy role through the development of the CR-03/CR-04 Campaign. This is an initiative rooted in our Strategic Plan and focused on some of the lowest-paid and often most undervalued members in our bargaining units. Over the past year, this work has evolved significantly: from initial discussions and strategy-setting to direct engagement with members through virtual town halls held in late 2025.

These town halls marked an important step forward. They gave CR-03 and CR-04 members a platform to speak candidly about their experiences, and what we heard was both powerful and concerning. Participants highlighted systemic issues related to workload, classification, lack of training, workplace safety, mental health supports, and the ongoing challenge of making ends meet. These conversations reinforced what we already suspected: that these members are critical to the functioning of our departments, yet too often undervalued and under-supported.

MORE INFORMATION: [It's time to improve working conditions for CR-03 and CR-04 employees](#)

Importantly, this engagement has moved us from listening to action. The Committee has developed a draft report outlining key findings and recommendations and is now broadening its consultation to ensure that the final proposals reflect the realities of members across the country.

Additionally, in May 2025, USJE released an episode of our *Union Safety Net* podcast focused on the Clerical and Regulatory (CR) classification. This episode helped shine a spotlight on the realities faced by CR members and elevated these issues within our broader membership, reinforcing why this campaign is so critical and timely. You can listen through the link below:

[Union Safety Net S2 : EP5 – The Clerical and Regulatory \(CR\) classification – USJE](#)

As part of this next phase, I am pleased to share that our USJE Communications team has developed a clear and accessible pamphlet highlighting the key findings from the virtual roundtables. This tool will help raise awareness of the issues facing CR-03 and CR-04 members across our membership. In addition, a targeted survey has been created and is being distributed to

members at this classification level to further validate and strengthen these findings. Together, these efforts will ensure that our advocacy is grounded in robust, member-driven evidence.

This work is already helping to inform our priorities for future rounds of collective bargaining, with a clear focus on fair compensation, proper classification, safer workplaces, and respectful, trauma-informed management practices.

Throughout this period, the Equity Committee has also remained responsive to emerging issues, including concerns around the Duty to Accommodate process, ensuring that equity remains not just a conversation, but a lens through which we approach all aspects of representation.

In short, we have seen the Equity Committee grow into a vital and effective force within USJE. It is building knowledge, creating space for members, and driving forward meaningful change. There is certainly more work ahead, but the progress we have made together gives me great confidence in the path forward. I am extremely grateful to have had the opportunity to participate regularly in the Equity Committee meetings over this past term of office and to be welcomed to participate and support their work.

I want to close by thanking Shauna, Kirk, and all members of the Committee for their leadership, commitment, and hard work. Their efforts are helping to shape a more inclusive, responsive, and equitable union for us all.

4) USJE Collective Bargaining Strategy Committee

During the last round of Collective Bargaining, many issues were exposed within the internal PSAC collective bargaining process and particularly around the planning and execution of a strike. Many members were left feeling frustrated, disappointed, discouraged, and disillusioned at the end of the strike.

The strike of 2023 represented a key opportunity to engage with our members and to make key connections for the future. This was the first National General Strike since 1991. USJE signed up over 2000 RANDS and provided over \$1 million of strike pay to over 6800 members who reported to be on the strike line.

As a Component of PSAC, USJE is not responsible for the Collective bargaining process but, I believe, can seek to improve how we prepare for future rounds of bargaining and potential strikes.

The reality is that the next round of Collective Bargaining will be even more difficult than the one we just experienced. Presently, we are witnessing a Mark Carney Liberal government looking to reduce operational spending, which has resulted in Workforce Adjustment and job loss.

We must be ready to ensure that our USJE priorities are heard and advanced, not simply depend on the PSAC collective bargaining process to be prepared for future rounds of bargaining.

Under the USJE's Strategic Plan, it was identified that a USJE **Collective Bargaining Strategy Committee** would be established to help our union prepare for future rounds of collective bargaining. In addition, this committee would be tasked with examining USJE's internal practices around collective bargaining and strikes, proposing new tools to better position for future rounds of bargaining and to submit recommendations for future change.

The following RVPs were appointed to this committee:

- Patrick Menard (Committee Chair)
- Lynette Robinson (Committee Co-Chair)
- Jeff Sandelli
- Laurie Ann Wesselby
- Bella Skalin
- Kirsty Havard
- Bill Bailey

[Lessons learned from the 2023 strike: Recommendations from the Collective Bargaining Strategy Committee](#)

The Committee produced a report that was made available to the National Executive, PSAC and USJE members. In this report, the Committee identified certain strategic issues, identified lessons from the 2023 PSAC strike and formulated recommendations.

Recommendations are grouped around six (6) main issues:

- Failures in support and inadequate training
- Confusion about roles and responsibilities
- Materials provided on the sites of strikes
- Failures in coordination and strategic communication
- Missing or incomplete protocols and/or procedures
- Strikers who cross picket lines and/or work during a strike

[Bargaining at USJE Regional Conferences](#)

Members of the Collective Bargaining Strategy Committee ensured to deliver consistent messaging on the committee's role and objectives during the various USJE Regional Conferences. It was a great opportunity to showcase this new committee and to promote its strategy for the PSAC Bargaining Conference.

MORE INFORMATION: [Atlantic USJE members elect delegates to PSAC Bargaining Conference](#)

MORE INFORMATION: [Eight members elected from Ontario to attend PSAC Bargaining Conference in February](#)

MORE INFORMATION: [Five USJE members from Pacific Region to represent USJE at PSAC Bargaining Conference](#)

MORE INFORMATION: [Prairies elect seven members to attend PSAC Bargaining Conference](#)

MORE INFORMATION: [Final Bargaining Training Conference held in Montreal](#)

SUCCESS: [USJE internal strategy to enhance the success of USJE members being elected to the PSAC bargaining teams](#)

The Public Service Alliance of Canada (PSAC) held its Treasury Board National Bargaining Conference in February 2025 to set priorities for the PA, TC, SV, and EB bargaining groups. This conference, held in Montréal, allowed delegates to discuss and prioritize issues for the upcoming round of negotiations with Treasury Board.

Following a motion from the Collective Bargaining Strategy Committee, USJE sent an action, mobilization, and support team to the site.

In summary, the main tasks of the team members were as follows:

- Promote USJE candidates;
- Promote USJE demands;
- Lobby with other PSAC components;
- Share what's happening in the room (observers);
- Take notes about interactions with other people present at the Convention;
- Transmit interaction/lobbying reports to designated people throughout the day;
- Participate in Caucus, "End-of-day" meetings and promotional events organized by USJE;
- Support and help the communications team.

Interacting with delegates at the Conference was crucial to promoting USJE candidates and demands.

All USJE attendees were able to contribute by taking notes about their interactions and submitting a lobbying report using a data collection tool created by the communications team. On-site, some RVPs were responsible for analyzing the data and information collected throughout the conference.

After 3 days of interactions with delegates from the other Union components present, more than a hundred lobbying reports were sent to the RVPs in charge of collecting information. Reports showed the following:

1) **Promotion of USJE candidates**

All USJE candidates received increased promotion, except for the last-minute "replacement" candidate on the EB table. The initially selected candidate withdrew from the race the day before the vote. Our communications team members who were on site were able to pivot quickly and create promotional items for the new candidate.

The average rating of our candidates was 7.78 out of 10. This score fluctuated throughout the conference, up until the day of the vote. The tool allowed the team to adjust the candidates' promotion level. Ultimately, this score of 78% was most encouraging and motivating.

2) **Promotion of USJE demands**

Among the requests that were promoted, two stood out for their well-above-average results: More protection related to union leave and Teleworking. One request related to overtime and another regarding "family day leave" also received significant promotion. Overall, USJE requests that were promoted received a rating of 8.22/10.

3) **Event Promotion**

USJE had planned a hockey night on the evening of the 4 Nations Cup Tournament Grand Final. Canada hockey team was facing the United States. This event was heavily promoted throughout the Conference. An invitation was sent to all delegates in attendance. The response was remarkable. The reserved place was packed. The timing was perfect for promoting our candidates and our demands. The overall response was very positive, and our hockey team won.

The tool created has allowed USJE delegates and our field team to share all relevant information with the RVPs responsible for collecting and analyzing intelligence. Some sixty reports containing highly relevant intelligence were submitted for analysis.

At the end of the Conference, USJE was able to elect all its candidates (6) in addition to a few alternates. All objectives were achieved (maximizing the election of USJE candidates and broadly promoting demands for upcoming negotiations).

The results are positive and clear. Unless the rules regarding the election of members to the various bargaining tables are changed, USJE must ensure a presence at the PSAC Bargaining Conference to promote its candidates and demands. All in the best interest of our members.

MORE INFORMATION: [PSAC Treasury Board National Bargaining Conference](#)

MORE INFORMATION: [Opening Day from the PSAC-TB National Bargaining Conference](#)

MORE INFORMATION: [USJE Delegation in campaign mode on second day of the PSAC-TB National Bargaining Conference](#)

MORE INFORMATION: [Saturday: voting day at PSAC-TB National Bargaining Conference](#)

MORE INFORMATION: [PSAC-TB National Bargaining Conference concludes on Sunday](#)

Reporting tool: Incidents, risks and injuries in the workplace

The Committee is finalizing a tool to allow members to report incidents, risks and injuries occurring in the workplace.

Why might such a tool be useful for members and USJE? Here are a few reasons:

a) Workplaces “unlike any other”

USJE members don’t carry out their duties in classic, traditional workplaces. Compared to other workplaces in the federal public sector, risks and dangers to health and safety are increased, in particular because of their frequent exposure to incidents, disturbing material, victims and persons from criminal milieux, all of which can be sources of trauma. A reporting tool for workplace incidents will allow USJE to identify the constantly changing reality in the field and properly describe the differences between its members’ workplaces and those of other public sector employees.

b) An employer that doesn’t recognize that workplaces cause injuries

USJE is trying to get changes to the [workers’ compensation legislation in Canada](#) so that ALL workers who are victims of trauma can have access to the compensation that they need and deserve. A reporting form for workplace incidents will allow USJE to gather relevant data and properly support its campaign promoting changes to presumptive injury legislation.

c) Difficult past and present collective bargaining

In order to make gains during collective bargaining, the union must clearly express those issues that are specific to certain groups of employees and the need to add or amend an article. The employer expects a demonstration from the negotiating union. A reporting form for workplace incidents will allow USJE to gather relevant data and properly support members’ demands during collective bargaining.

d) Members who inform their union. A union that educates members about their rights

Gathering data without seizing the chance to educate members would be a missed opportunity. That’s why the tool is designed for reciprocity between the union and the member. A reporting form for workplace incidents will allow USJE not only to find out about members’ experiences but also to educate members on their rights and obligations.

What will that tool look like? It will be divided into a few sections including:

- Information-gathering questions
- Room for the member to make comments and give details
- Clickable links for more information on a subject matter
- Educational material on rights and obligations

These are the main sections expected to be part of the tool:

- Basic information on the member
- Description of the incident, situation or injury
- Report of the incident, situation or injury
- Absence from work because of an incident, a situation or an injury
- Filing a complaint and/or a grievance for workplace violence or harassment

The Committee wants the tool to be available as soon as possible. I want to thank Patrick Menard (chair) and Lynette Robinson (co-chair) for their leadership on this very important committee.

5) Implementation of USJE's Mobilization & Member Engagement Strategy

Implementation of **USJE's Member Engagement Strategy** (developed during the last term of office with the help of the Lansdowne Group) has been delegated to the USJE ***Mobilization and Member Engagement Committee (MME)***. This committee was established by the USJE National Executive in the fall of 2023.

In December 2024, the MME shared their recommended strategies (based on the Lansdowne Report) to the USJE National Executive on member engagement.

These plans focused on three key areas (with several identified actionable items):

1. **Member Engagement: New Members** – Push the departments to provide the component with the names and contact details of all new hires; update the new member letter and package; pilot an interactive survey for new members to educate them and invite them in the union
2. **Member Engagement: Unengaged Members** – Develop podcasts on range of key issues to members; develop local packages on “how to run a local meeting/AGM”; support locals who want to do hybrid meetings, conduct a survey on entire membership to see what issues are important to them.

3. **Mobilization** – Prepare and distribute to all locals' checklists for mobilization events; use scheduled USJE events as an opportunity to rally on a current issue; address issues as they arise that cannot be adequately addressed through the above actions.

Below is a list of actions taken by the **Mobilization Member Engagement Committee** to help meet the three key areas listed above:

- 1) The committee has finalized a document for RVPs and locals to use when planning mobilization, strike lines and other events.
- 2) There are new members letter and video from all their respective RVPs that can be accessed through the USJE website. A new member survey has been utilized to try and obtain personal contact information from new members and send them a USJE lanyard. Lanyards have been sent to those members who have provided their information.
- 3) A pilot project on membership engagement was started and the feedback from members raised concern about the new members online registration card. Many new members did not know their department would fall under “Treasury Board”, therefore it was raised with PSAC, and they have fixed the issue.
- 4) Contact with new members at some departments has been a challenge, as there is a lack of engagement with the employer advising locals when new hires occur. The MME committee (with the assistance of USJE National office) worked on a letter to send to those departments requesting that new hire updates be provided on a monthly basis to the union and with more fulsome contact information. These letters were sent to the departments in early February 2026. USJE has sent a letter to each department head asking for this information directly from the employer, unfortunately departments have responded saying they send the information to PSAC. Thankfully, few departments have realized their lists were not complete and will now be sending PSAC completed lists.
- 5) The following statistics reflect the meetings that USJE staff have scheduled and participated in:
 - 2024: 43 meetings
 - 2025: 48 meetings
 - 2026: 16 meetings
- 6) The committee created a flow chart for the steps to convention so that locals would be able to better visualize the process. They are also developing an executive summary for convention materials for each committee to be included in the convention documents.

7) Through the work of the committee, a pilot initiative was approved to provide locals and members with subsidized USJE promotional items to further enhance USJE branding and member engagement. Through a member survey, it was determined that USJE would proceed with USJE branded socks as they ranked highest on the survey. Locals were encouraged to purchase the socks in bulk and use them for local AGMs, gatherings, to give to new members during onboarding or rewarding local members.

In the end, over 1000 pairs of socks were purchased and the pilot was a huge success! Special thanks to RVP Jeff Sandelli for this work on the creation of the business case and putting some significant work behind this pilot. His efforts are very much appreciated.

8) The committee approved some funding from their budget for tents and promotional banners for RVPs to bring to future mobilization events. The purpose of these items is to better support the mobilization events and to make USJE more visible.

9) The committee has discussed the desire to create a member survey that could be used to hear from members on issues that are important to them. It is anticipated that this survey may be ready for release in July 2026. It is hoped that this survey can help inform the National Executive when developing the Strategic Plan in the fall of 2026.

A USJE national mobilization plan was developed and presented to the USJE National Executive in January 2025 which focused on the federal budget cuts being implemented across the federal public service. The purpose of this plan was to rally our members against the cuts and to educate our members on what they can do to help support our fight. Ten dates were identified where members would be asked to join local and regional USJE representatives and bring attention to the cuts and what the negative impact they will have on public safety.

Below are some links to the events that took place between September 2025 and December 2025 under this plan:

[USJE holds cross-Canada mobilization events to bring awareness to potential job cuts – USJE](#)

[USJE holds info picket on Workforce Adjustment at Department of Justice – USJE](#)

[USJE's Atlantic Regional Conference – a Conference to Remember! – USJE](#)

[USJE's Ontario Regional Conference: two days of learning and activism – USJE](#)

[Pacific Region members gather at Regional Conference – USJE](#)

[USJE Prairies Regional Conference delegates learn, collaborate and connect – USJE](#)

The MME has developed an updated mobilization plan for 2026 which will support a similar level of mobilization activity and action on issues that matter to our members (i.e. fighting the budget cuts contained in the Comprehensive Expenditure Review; supporting the Bargaining teams and fighting for a fair contract for all). The Regional Vice-Presidents will continue to work with their locals to identify sites for national mobilization events in the months of March, May, September and November 2026. USJE has truly become a leader within the PSAC as it relates to holding regular mobilization events across the country because of our planning efforts. All locals are encouraged to speak to their RVPs regarding future opportunities to get involved and join in the action throughout 2026.

I want to thank the Lynette Robinson (chair) and Laurie Ann Wesselby (co-chair) and members of the MME Committee for their support and guidance of the mobilization plan and assisting in the execution of these very important events.

6) Reducing the Grievance Backlog

Our current Director of Labour Relations, Melanie Crescenzi, returned to USJE in the role of Director on October 3, 2023. At that time, a thorough analysis of the grievance backlog at USJE National Office was undertaken. At the end of October 2023, the USJE National Executive approved a plan created by the Director for addressing the grievance backlog.

I am happy to report that, through various measures such as changes to the Labour Relations resourcing, refocusing priorities for the department and suspending training and any unnecessary travel for a period of one year, we have been able to significantly address the grievance backlog and are better placed to continue this important work.

In October 2023, there were **1,486** level 3 grievances awaiting review and action by the National Office. Since October 1, 2023, there have been an additional **762** level 3 grievances received at the National Office. As such, from October 2023 to April 30, 2026, USJE National Office has had a total of **2,248** grievances at Level 3.

As of May 1, 2026, the total number of grievances at Level 3 is **679**.

As such, an impressive **1,569** grievances have been actioned by our Labour Relations team over a period of 30 months.

Going forward, the work on grievances, in addition to other labour relations work that is not easily quantifiable, will continue with a focus to always improve and maintain strong insight on grievance progression and service deliveries.

Site and Departmental Visits

When I reflect on this past term of office, one of the greatest, most memorable and satisfying activities I have been able to participate in are site visits across the country.

Visiting members in their workplaces, learning about our members roles, hearing about their working conditions and assisting to address issues raised during these visits was truly invaluable to me as National President. Some of the best information I have received over the past three years came from these visits and helped to inform me when it came to meeting with senior management and addressing issues at the national level. It has been a very powerful tool to be able to go into meetings with a Deputy Head, National Headquarters Executive, NHQ staff etc. and sharing the front-line information obtained and advocating on our members' behalf. Site visits were conducted with each of the respective Regional Vice-Presidents, and I want to thank all of the Regional Vice-Presidents for their collaboration and effort to arrange these many site visits.

From September 2023 up until July 2026, I had the honor and privilege to meet so many members across departments. I will note that many of the site visits I was able to complete were part of building the USJE "RCMP Campaign" but I made a conscious effort to see sites across all 17 departments USJE represents across the country. In total, I was able to visit **132 sites**. The sites are listed below:

September 2023 – March 2024:

- 1) High River RCMP Detachment; High River, Alberta
- 2) Diamond Valley RCMP Detachment; Diamond Valley, Alberta
- 3) Eden Valley RCMP Detachment; Eden Valley Reserve, Alberta
- 4) Drumheller Institution; Drumheller, Alberta
- 5) Bowden Institution; Innisfail, Alberta
- 6) London RCMP Headquarters; London, Ontario
- 7) Public Safety; Toronto, Ontario
- 8) Kitchener RCMP Detachment; Kitchener, Ontario
- 9) LaRonge RCMP Detachment; LaRonge, Saskatchewan
- 10) Prince Albert RCMP Detachment; Prince Albert, Saskatchewan
- 11) Whitehorse RCMP Detachment; Whitehorse, Yukon
- 12) Whitehorse Justice/PPSC; Whitehorse, Yukon
- 13) Fraser Valley Institution; Abbotsford, British Columbia
- 14) Pacific Institution; Abbotsford, British Columbia
- 15) Kelowna RCMP Detachment; Kelowna, British Columbia
- 16) Princeton RCMP Detachment; Princeton, British Columbia
- 17) Vancouver Justice; Vancouver, British Columbia
- 18) RCMP E Division; Surrey, British Columbia

- 19) Parole Board of Canada, Moncton Office; Moncton, New Brunswick
- 20) Dorchester Minimum; Dorchester, New Brunswick
- 21) Moncton Parole Office; Moncton, New Brunswick
- 22) District Office, Moncton (CSC); Moncton, New Brunswick
- 23) Springhill Institution; Springhill, Nova Scotia
- 24) C Division RCMP; Montreal, Quebec
- 25) Maisonneuve Parole Office; Montreal, Quebec
- 26) Moose Jaw RCMP Detachment; Moose Jaw, Saskatchewan
- 27) Craik RCMP Detachment; Craik, Saskatchewan
- 28) RCMP F Division; Regina, Saskatchewan
- 29) RCMP Regina Depot; Regina, Saskatchewan
- 30) Wynyard RCMP Detachment; Wynyard, Saskatchewan
- 31) Yorkton RCMP Detachment; Yorkton, Saskatchewan
- 32) Yorkton Police Reporting and Occurrence System Data Center; Yorkton, Saskatchewan
- 33) RCMP Regional Headquarters; Brand Place, Saskatchewan
- 34) Rosthern Detachment; Rosthern, Saskatchewan

April 2024 – September 2024:

- 1) Carman RCMP Detachment; Carman, Manitoba
- 2) Canadian Criminal Real Time Identification Services, RCMP Laboratories; Ottawa, Ontario
- 3) RCMP Musical Ride Stables; Ottawa, Ontario
- 4) Canadian Police College; Ottawa, Ontario
- 5) RCMP Technical Operations (TPOF); Ottawa, Ontario
- 6) Osborne Centre (CCC); Winnipeg, Manitoba
- 7) Cochrane RCMP Detachment; Cochrane, Alberta
- 8) Didsbury RCMP Detachment; Didsbury, Alberta
- 9) Innisfail Dog Kennels (RCMP); Innisfail, Alberta
- 10) Sylvan Lake RCMP Detachment; Sylvan Lake, Alberta
- 11) Maskwacis RCMP Detachment; Maskwacis, Alberta
- 12) RCMP K Division; Edmonton, Alberta
- 13) Public Safety; Winnipeg, Manitoba
- 14) Office of the Privacy Commissioner; Toronto, Ontario
- 15) Court Administrative Services; Toronto, Ontario
- 16) Public Safety; Toronto, Ontario
- 17) RCMP E Division; Surrey, British Columbia
- 18) RCMP Post Garage; Chilliwack, British Columbia
- 19) Pacific Regional Training Centre (PRTC), RCMP; Chilliwack, British Columbia
- 20) Hope RCMP Detachment; Hope, British Columbia
- 21) Kamloops Rural Detachment (Tk'emlups); Kamloops, British Columbia
- 22) Southeast District Regional Office (RCMP); Kamloops, British Columbia

- 23) Southeast Division Headquarters (RCMP); Kelowna, British Columbia
- 24) Southeast Division Operational Call Centre; Kelowna, British Columbia
- 25) Merritt RCMP Detachment; Merritt, British Columbia
- 26) Fraser Valley Institution; Abbotsford, British Columbia
- 27) La Macaza Institution; La Macaza, Quebec
- 28) Valleyfield RCMP Detachment; Salaberry-de-Valleyfield, Quebec
- 29) Milton RCMP Detachment; Milton, Ontario
- 30) Newmarket RCMP Detachment; Newmarket, Ontario
- 31) RCMP Canadian Anti-Fraud Unit; North Bay, Ontario

September 2024 – April 2025:

- 1) Correctional Learning Development Centre (CSC); Saskatoon, Saskatchewan
- 2) Saskatchewan Penitentiary; Prince Albert, Saskatchewan
- 3) Regional Psychiatric Centre; Saskatoon, Saskatchewan
- 4) Stony Mountain Institution; Stony Mountain, Manitoba
- 5) Yellowknife Parole Office; Yellowknife, Northwest Territories
- 6) Ottawa Parole Board of Canada; Ottawa, Ontario
- 7) E Division, RCMP Labs; Surrey, British Columbia
- 8) Kwikwèxwelhp Healing Village; Harrison Mills, British Columbia
- 9) C Division, RCMP; Montreal, Quebec
- 10) Dorchester, Medium Security; Dorchester, New Brunswick
- 11) Dorchester, Minimum Security; Dorchester, New Brunswick
- 12) CSC NHQ; Ottawa, Ontario
- 13) Public Safety Canada; Ottawa, Ontario
- 14) Federal Training Centre (CSC); Laval, Quebec
- 15) Collins Bay Institution; Kingston, Ontario
- 16) Beavercreek Institution; Gravenhurst, Ontario
- 17) Grand Valley Institution; Kitchener, Ontario

April 2025 – August 2025.

- 1) Public Prosecution Service of Canada; Ottawa, Ontario
- 2) RCMP Depot; Regina, Saskatchewan
- 3) Amherst Detachment; Amherst, Nova Scotia
- 4) Canadian Firearms Program; Miramichi, New Brunswick
- 5) RCMP J Division; Fredericton, New Brunswick
- 6) RCMP L Division; Charlottetown, Prince Edward Island
- 7) Cornwall Detachment; Cornwall, Prince Edward Island
- 8) Canadian Firearms Program; St. John's, Newfoundland
- 9) RCMP B Division Headquarters; St. John's, Newfoundland
- 10) Grande Cache Institution; Grande Cache, Alberta

- 11) Parkland/Spruce Grove Detachment; Spruce Grove, Alberta
- 12) Barrhead Detachment; Barrhead, Alberta
- 13) Athabasca Detachment; Athabasca, Alberta
- 14) Lac Le Biche Detachment; Lac Le Biche, Alberta
- 15) Bonnyville Detachment; Bonnyville, Alberta
- 16) St. Paul/Saddelake Detachment; St. Paul, Alberta
- 17) Elk Point Detachment; Elk Point, Alberta
- 18) Fort Saskatchewan Detachment; Fort Saskatchewan, Alberta
- 19) Strathcona/Sherwood Park Detachment; Sherwood Park, Alberta
- 20) RCMP Post Garage and West Campus; Edmonton, Alberta
- 21) Wetaskiwin Detachment; Wetaskiwin, Alberta
- 22) Supreme Court of Canada; Ottawa, Ontario
- 23) Court Administration Services; Ottawa, Ontario

September 2025 – March 2026.

- 1) Stony Mountain Institution; Stony Mountain, Manitoba
- 2) Saskatoon Detachment; Saskatoon, Saskatchewan
- 3) Public Prosecution Service of Canada; Yellowknife, Northwest Territories
- 4) Quebec City Parole Office; Quebec City, Quebec
- 5) Donnacona Institution; Donnacona, Quebec
- 6) Henry Traill CCC; Kingston, Ontario
- 7) Public Prosecution Service of Canada; Calgary, Alberta
- 8) Calgary Parole Office; Calgary, Alberta
- 9) Warkworth Institution; Warkworth, Ontario
- 10) RCMP G Division; Yellowknife, NWT
- 11) Public Prosecution Service of Canada; Yellowknife, Northwest Territories
- 12) RCMP D Division; Winnipeg, Manitoba
- 13) Selkirk Detachment; Selkirk, Manitoba
- 14) Powerview Detachment; Powerview, Manitoba
- 15) Lac du Bonnet Detachment; Lac du Bonnet, Manitoba
- 16) Beausejour Detachment; Beausejour, Manitoba
- 17) Portage la Prairie Detachment; Portage la Prairie, Manitoba
- 18) Souris Detachment; Souris, Manitoba
- 19) Brandon RCMP Detachment; Brandon, Manitoba
- 20) Minnedosa Detachment; Minnedosa, Manitoba
- 21) Wasagaming Detachment; Wasagaming, Manitoba
- 22) Dauphin Detachment; Dauphin, Manitoba
- 23) St. Rose du Lac Detachment; St. Rose du Lac, Manitoba
- 24) Gimli Detachment; Gimli, Manitoba

April 2026 - July 2026

- 1) Edmonton Institution; Edmonton, Alberta
- 2) Parole Board of Canada, Ottawa
- 3) Drummond Institution; Drummondville, Quebec

I should note that many site visits included bringing Members of Parliament into our workplaces to learn about the value of our members' and the working conditions of our members. I am pleased to report that all Members of Parliament who attended these sites shared their true appreciation for our members work and a new understanding of why our USJE campaigns matter (i.e. Presumptive Injury, Food Services Officer, Budget Cuts). I believe that our union must continue to be politically active and to educate Members of Parliament about the significant role our members play in keeping Canadians safe.

During this past term of office, USJE had regularly scheduled mobilization events across the country to support many of our USJE campaigns (i.e. Remote Work, Budget Cuts, RCMP Campaign). As such, I had the opportunity to attend many mobilization events across the country, and I thought I would share two specific mobilization events in this report that were quite unique.

In October 2024, we saw a strong demonstration of collective action in the National Capital Region with the first-ever **USJE roving rally**; an initiative that I was proud to help lead. Members came together to march across three separate worksites (Courts Administration Service, Public Safety Canada, and the Correctional Service of Canada (NHQ)) in response to the government's return-to-office mandate, bringing visibility to their concerns and standing united in their opposition. The energy and participation at this rally were remarkable, and it was encouraging to see members, along with key union leaders, mobilize in such an impactful and visible way. It was a clear demonstration that when we stand together, our voices are stronger.

Eight members elected from Ontario to attend PSAC Bargaining Conference in February – USJE

In March 2026, I travelled to Yellowknife to stand alongside members participating in a rally against budget cuts resulting from the Comprehensive Expenditure Review. This was, without question, one of the most challenging environments I have visited, with temperatures reaching nearly -50 degrees Celsius. However, despite the extreme cold, our members showed up, spoke out, and made their voices heard. For me, it was important to be there to demonstrate that our support for members extends to every region of this country, including the North. Their resilience and commitment were truly inspiring, and it reinforced the importance of ensuring that northern voices are not overlooked in our advocacy efforts.

When it feels like -50° in Yellowknife, but the cuts must stop: RALLY!

Taken together, these visits tell a broader story about our union. Whether in a healing lodge in British Columbia, marching through the streets of Ottawa, visiting historic institutions in New Brunswick, standing with RCMP members in Alberta, or rallying in the extreme cold of Yellowknife, one thing remains constant: our commitment to showing up for our members.

These moments matter. They build trust, strengthen relationships, and ensure that the work we do at the national level is grounded in the lived experiences of our members. I remain committed to continuing this work and to ensuring that, no matter where our members are located, they know that their union is present, engaged, and ready to stand with them.

Finance and Administration Update (Christina Hatchard)

USJE Finances

Our **Finance and Administration** team continues to be directed by Christina Hatchard, CPA and her team of Melanie McCormick, Jonathan Savard and Tawfiqul Haque.

We had another successful Audit conducted in March 2026 for the year ending December 31st, 2025. The audited financial package is an appendix to these reports.

For the last 3 year review our financial health still remains strong, with operations generally in line the budget approved to Convention. Revenues are well over budget with our membership numbers continuing to be over the number of members in the budget as well as Investment Portfolio returns were strong at 9.2%.

Expenses are in line with budget. Key savings have come from continued monitoring of operating expenses, while increased costs have been seen in services and travel.

That being said we have had a surplus of Net Income prior to the spending through Reserves. Reserve spending is the result of motions approved by the National Executive. The largest spending here is supporting the 3rd Strategic Plan, the RCMP Campaign and attendance at the PSAC National Bargaining Conference for the National Executive as Observers.

Our cash position is healthy, with sufficient liquidity to cover operations and short-term Commitments. In terms of risk, we continue a close eye on rising costs and political climate. As anticipated Work Force Adjustment talks continue with departments now issuing letters. We took a very conservative approach to identify the number of members we anticipate losing for the next triannual cycle budget. If you would like additional information on USJE's Finances, please refer to Christina Hatchard's Directors Financial Report.

The Finance Committee

The Finance Committee is made up of members of the National Executive with Christina Hatchard as Technical Advisor. The goal of the Committee is to review quarterly the finances of USJE. The Chair of the Finance Committee in turn provides a report at each National Executive meeting. Furthermore, Christina, as the technical advisor, presents the most recent quarterly financial statements to the National Executive. This process lends credibility to our commitment to continued accountability and transparency.

Administration

On top of the day-to-day activities necessary to keep the National Office's finances in order, the Finance team provides administrative support necessary to do the following:

- Local Assistance (for both finances and virtual AGMs)
- Event Planning, Travel and Site Coordination (Convention, Regional Conferences, Equity Conference, Training, National Local President's Meeting, Bargaining Conferences)
- Office Administration
- Human Resources
- Online Boutique
- Liaison to PSAC IT
- Contract Negotiations for all National Office
- Liaison with Pay Center and Departments for RVP program
- All National Office Procurement

The team is small but mighty and continues to serve the membership time and again.

At any time during Convention please feel free to stop by the USJE Convention Office to say Hi!

Report of the Director of Labour Relations (October 2023 to July 2026)

Since October 2023, the Labour Relations Department – comprised of both the Labour Relations (LR) and the Information Management (IM) groups – has undergone significant change and restructuring.

While staffing exercises and changes have occurred each year for our department, we have consistently maintained our focus on both our quantifiable work, such as the grievance backlog, and on our non-quantifiable work, such as interactions with members and representatives. Below you will find an overview of our department's progress over the last 30 months, as well as a review of some of the many areas or issues where USJE's LR Department is active.

Labour Relations Department

Thanks to an overwhelming vote of support from the National Executive following a strategic planning session in late October 2023, the Labour Relations Department spent most of 2024 and part of 2025 consistently engaged in hiring processes to build the LR/IM Team.

Labour Relations Officers - 2023-2025

In November 2023, we interviewed candidates for the role of Labour Relations Officer (LRO). D'Arcy Gauthier and Sharon Aspirot were the successful candidates from that process and joined the LR Team on December 4, 2023. D'Arcy and Sharon were hired as terms to replace Catherine Bergeron and Christian Lemaine who were on maternity/parental leave. Since that time, both D'Arcy and Sharon have been appointed as full-time indeterminate LROs with USJE.

Interviews for additional LROs were held on February 12, 2024. As a result of that staffing process, Guido Delgadillo joined the LR team in April 2024 on a one-year term contract that has since been extended to July 31, 2026.

Another LRO staffing competition was initiated in April 2024. Unfortunately, there were no qualified candidates identified in that competition and, as such, we elected to cancel that process.

In the fall of 2024, a final LRO competition was initiated. Robert Strang was the successful candidate from that competition and joined our team in mid-January 2025. He is on a term contract until July 31, 2026.

No further LRO staffing competitions were undertaken after the fall of 2024; however, the LR team was delighted to welcome back both Christian Lemaine (in March 2025) and Catherine Bergeron (in July 2025) following the end of their parental leave.

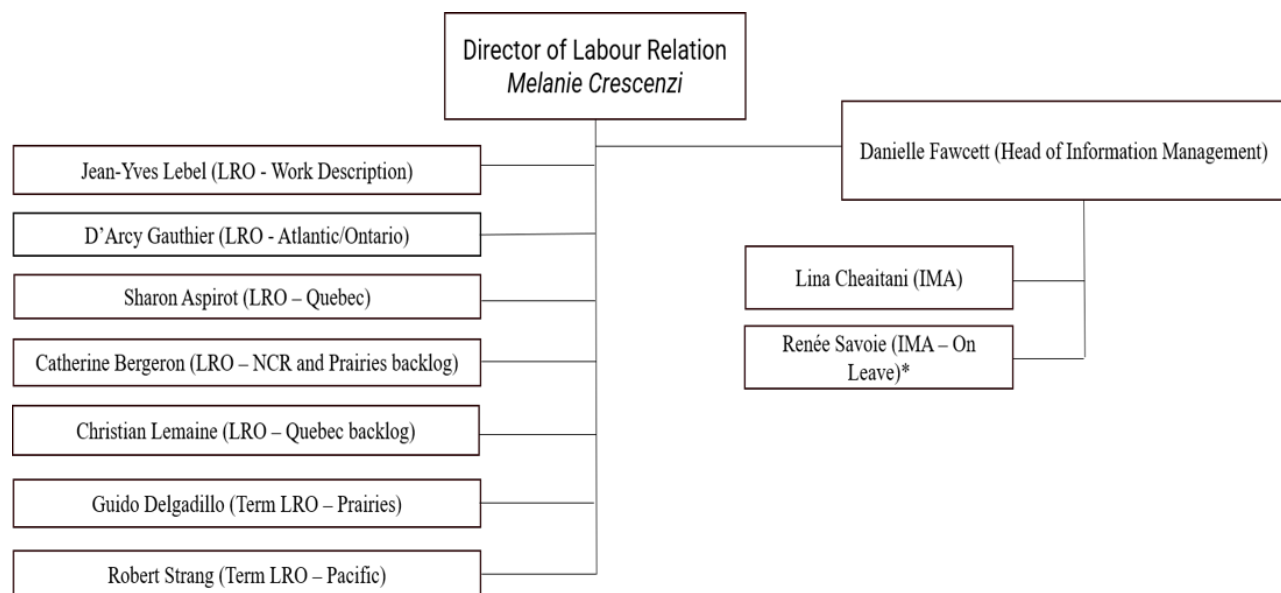
Information Management Associates – 2023-2025

On the IM side of the house, interviews for 2 additional Information Management Associates (IMA) positions were held in February 2024. This specific IMA staffing competition did not yield any successful candidates.

A second IMA staffing competition was done in April/May 2024, and Joanne Labadie was the successful candidate who was hired on a one-year term contract. She remained in the role until June 2025.

While the strategic plan that was established in October 2023 allowed for the ability to have 3 IMA positions for a specific period of time, it was ultimately decided to hold off on further staffing competitions for this role and to focus on refining tools and resources that were already germane to the Department's operations.

Today, the Labour Relations Department at USJE can be summarized in the below organization chart:



Grievances

Despite undergoing growth and changes in the LR Department, this new and evolving team has done significant work on USJE's Level 3 grievance backlog. On October 1, 2023, the total number of active grievances at the third level was 1486. USJE's National Executive were provided with regular updates on the grievance statistics at each of the National Executive Meetings during this term of office. While numbers fluctuated, the department has remained steady in addressing grievances awaiting processing at the national office.

Below is a summary of the status of grievances at the third level at the National Office:

GRIEVANCES	OCTOBER 2023	APRIL 30, 2026
LABOUR RELATIONS	684	315
WORK DESCRIPTION	201	233
PHOENIX	601	131
TOTAL	1,486 (+762*)	679**

**In addition to the 1,486 grievances at level 3 in October 2023, USJE received an additional 762 grievances at the national office between October 2023 and April 30, 2026.*

***The total of 679 grievances does not include 91 level 3 grievances related to inmate training differential (ITD) that are currently in abeyance. A policy grievance has been filed on this issue, and these 91 grievances will be resolved following the Board's decision on this matter.*

Historically, since USJE moved away from paper-based files and acquired the ability to track grievance data (approximately 12 years ago), the Component has always hovered around 1,400-1,600 grievances awaiting processing by the national office.

Based on the above data, USJE has had a total of 2,248 grievances at level 3 from October 2023 to April 30, 2026. Of those 2,248 files, the Labour Relations team has actioned 1,569 grievances** in the span of approximately 30 months. Bringing the total number of grievances at the 3rd level to an all-time low of **679 files**.

Labour Relations and Information Management Matters

The last 30 months have been anything but calm and quiet on the Labour Relations front. We spend a significant amount of time tracking grievance data. We count grievances because grievances count. Every grievance number is a name, and every name is a member. However, there are a lot of other things that the Labour Relations department at USJE does that count but that are not reflected in any numbers. Below is brief list of some of the many LR and IM matters that our team has dedicated time, resources and expertise to, all of which is above and beyond the work we do for our members and their grievances.

- Liaise with Local and Regional Vice-Presidents on labour relations matters;
- Negotiate and establish Terms of References with many of our departments relating to the PSAC Letter of Agreement on remote work;
- Assist in creating and refining bargaining demands for the current rounds of collective bargaining;
- Work with the PSAC on the roll out of *MemberLink*;
- Develop resources for LR, national executive and/or the membership, such as the creation of guides for the transfer of information to national office and templates/guides for job description grievances, etc.;
- Participate at events such as the National Local Presidents Meeting, Regional Collective Bargaining Conferences, Regional Conferences, etc.;
- Develop and provide labour relations training to the membership;
- Develop USJE's First Annotated Collective Agreement;
- Negotiate Terms of Reference and sit on every committee with USJE's departments that are currently undergoing workforce adjustment (WFA) exercises;
- File and argue Policy Grievances related to inmate training differential (at CSC) and to Priority Placement Units for WFA (at Justice);
- Participate in monthly National Labour Management Consultation Committees with various departments represented by USJE;
- Act as Technical Advisor on various USJE committees, such as Health & Safety, Organization of the Locals, Standing Education Committee, Internal Grievance Handling Committee; etc.

- Establish relationships with and work with various representatives of the PSAC on USJE-specific matters;
- Participate in continuing development courses and obtain a certificate in Alternative Dispute Resolution;
- Work closely with the PSAC and the RCMP to welcome Civilian Members into the USJE fold and create union training materials for our new CM members;
- Provide regular updates to the National Executive and participate in all Townhalls with the National President;
- Enter and track all grievances and membership cards received at the national office;
- Generate monthly and quarterly reports for the National Executive and other departments within USJE relating to membership; and
- Meet with sector heads on the use of Artificial Intelligence (AI) in their department and sit on a PSAC Joint Component Committee relating to AI.

Training

One of the many things that sets USJE aside from other Components is our resolve to personally educate members on labour relations matters that are specific to our Component. USJE's training program is, in many ways, unique to USJE and we are often approached by other Components and, a few times, by Employers for advice on how to emulate the work that we do.

While I firmly believe that our Labour Relations team can do anything, the reality is that we cannot do everything. For that reason, in 2024, the Department suspended training while we onboarded new LROs and narrowed our focus to addressing the grievance backlog.

By 2025, USJE had several new union representatives that could benefit greatly from labour relations training. A training blitz was developed and provided in the first quarter of 2025 to USJE members who had never before taken USJE training. The Labour Relations team delivered training in the following areas in February and March 2025:

- February 4-6, 2025 – Grievance 101 and Workshop – Montreal, QC (Melanie Crescenzi; Sharon Aspirot)
- March 4, 2025 – Grievance 101 – Abbotsford, BC (Melanie Crescenzi; Robert Strang)
- March 5, 2025 – Grievance 101 – Abbotsford, BC (Melanie Crescenzi; Robert Strang)
- March 6, 2025 – Grievance 101 – Vancouver, BC (Melanie Crescenzi; Robert Strang)
- March 25, 2025 – Grievance 101 – Miramichi, NB (D'Arcy Gauthier)
- March 27, 2025 – Grievance 101 – Truro, NS (D'Arcy Gauthier)
- April 1-3, 2025 – Grievance 101 and Workshop – Calgary, AB (Melanie Crescenzi; Guido Delgadillo)
- April 1-3, 2025 – Grievance 101 and Workshop – Kingston, ON (D'Arcy Gauthier)

After the first quarter of 2025, a further pause was placed on LR training as we were still operating with LROs who were on parental leave and as we readied to attend Regional Conferences across the country in the fall of 2025.

At the end of 2025, when we announced that we were ready to reinstate the training program, requests for training came flooding in. Below is a list of training delivered by Labour Relations in the first half of 2026:

- January 6-7, 2026 – Grievance 101 for RCMP Civilian Members – Halifax, NS (D’Arcy Gauthier)
- January 27-28, 2026 – Grievance 101 – Fredericton, NB (D’Arcy Gauthier)
- March 3-5, 2026 – Grievance 101 and Workshop – Yellowknife, NT (Melanie Crescenzi; Guido Delgadillo; Robert Strang)
- May 27-28, 2026 – Grievance 101 – Kelowna, BC (Robert Strang)
- June 2-3, 2026 – Grievance 101 – Delta, BC (Robert Strang)
- June 2-4, 2026 – Grievance 101 and Workshop – Ottawa, ON (Catherine Bergeron)
- June 4, 2026 – Grievance 101 for RCMP Civilian Members – Delta, BC (Robert Strang)

While USJE already has a great training program, we are always looking for ways to improve both the content and the delivery model. In 2027, the hope is to start delivering training across the country on a more consistent basis, having one directed training session (3 days) delivered per month for 9 months per year. More information on the changes to our delivery model will be shared soon.

Next to come...

With WFA still very much underway, the use of AI generating many uncertainties within the federal government and the current collective bargaining situation, there is sure to be no shortage of work for USJE’s Labour Relations Department in the coming years.

As the team continues to develop and refine its skills, we remain committed to actioning grievances at the third level in a timely manner. We will also increase the number of training sessions delivered across the entire country, with the goal to train as many members as possible. Finally, we will need to continue to be progressive and innovative in the way that we work. Continuing to work on projects such as the USJE’s First Annotated Collective Agreement will ensure that we remain in the know in our field and retain our position as a department comprised of subject matter experts that many turn to for support and guidance.

It has been a pleasure being a part of the USJE Labour Relations team and we are very excited for what is to come in the years ahead for this organization.

Communications & Policy Department Update (Sebastien Bezeau & Nancy Peckford)

The USJE Communications and Policy Team focused on the top six priorities identified by the National Executive that were part of the Strategic Plan. Through this three-year cycle, the team was able to provide credible and constant communications and policy analyses while supporting its members, elected officials and external audiences.

When the federal government announced they were undergoing a Workforce Adjustment process, the team focused its attention on the budget cuts campaign. At present and for the next cycle, the budget cuts campaign will remain the top priority for the USJE Communications Team.

Communications with members

- **Newsletter:** Our most effective means of communication is USJE's monthly digital newsletter, also available in print. With a proven track record of readership and engagement, it's an easy tool for members to reach out whenever they have enquiries or event comments to share.
- **Speaking notes:** Provided monthly to USJE RVPs and for them to distribute to local presidents. These notes are tools for assisting local presidents and RVPs when conducting membership meetings. It includes trending topics and upcoming events. It has proven to be an appreciated and anticipated tool.
- **Social media:** We continue to see an increase in collaboration and communication with our members, various elected officials and external allies on our social media platforms. This statement is by far more prevalent to Meta's Facebook. Shortly after Elon Musk took over X (formerly known as Twitter), the communications team made the decision to quit the platform for practical and ethical reasons. The data spoke in our favour! The team continues to focus on Meta's Facebook, YouTube, Instagram and more recently, BlueSky, a replacement to X.
- **Multimedia Messaging Service (MMS):** In urgent circumstances, we use this tactic to send a text message to our members. It has been utilized as part of the AB RCMP Campaign as well as budget cuts campaign. It is extremely cost effective with proven results.
- **Podcast:** Produced monthly (one exception for April 2026) and published every third Wednesday of the month. The team has been able to produce a high-quality credible product that also assisted in building relationships with politicians and allies. USJE members were asked to provide feedback on topics and guests, and the team was able to deliver on some of these suggestions while building a list of potential upcoming episodes. Our top three most popular episodes include: *Update on Bargaining between PSAC and Treasury Board of Canada*, *PSAC-AFPC Leadership* and *Work Force Adjustment*.

SEASON 1

Episode 1: Presumptive Injury with Kirsty Havard and Rosemary Ricciardelli

Episode 2: RCMP-GRC with David Neufeld and Valda Behrens

Episode 3: Issues facing Canadian workers with NDP MP Alexandre Boulerice and Laurie Ann Wesselby

Episode 4: Labour unrest with Bea Bruske, President of the Canadian Labour Congress and Professor Martin Petitclerc from L'Université du Québec à Montréal

Episode 5: Pride with Larry Rousseau, Executive Vice-President of the Canadian Labour Congress and Shauna Ward

Episode 6: PSAC-AFPC Leadership with Sharon DeSousa, PSAC National President and Alex Silas, PSAC National Executive Vice-President

Episode 7: Community roles with renowned economist Jim Stanford

Episode 8: National Public Safety Awards with two Award recipients from the 2024 Awards, Una Gair and Pierre-Luc Gilbert

Episode 9: Building Member Engagement with four USJE local leaders: Caroline Morais-Gregan, JR Legault, Thomas Lingard and Sandy Berthelotte

Episode 10: Remote work with Dr Linda Duxbury, a professor of management at Carleton University and a seasoned expert on work-life balance and remote work

Episode 11: Starbucks, Unionized with Jaymi, a Starbucks employee who has been involved in this organizing drive

Episode 12: Border control and security with Mark Weber, National President of the Customs and Immigration Union

SEASON 2

Special Federal Election Episodes:

Episode 1: 3300 job cuts at Immigration department with Rubina Boucher, National President of the CEIU

Episode 2: Special Federal Election Episodes (USJE did extend an invitation to the leaders of **all** federal parties in the House)

NDP with NDP leader Jagmeet Singh

Bloc Québécois with Bloc Québécois Member of Parliament, Louise Chabot.

Episode 3: Work Force Adjustment with Howie West, formally of PSAC and Erin Sirett, lead on WFA at PSAC.

Episode 4: Buy Canadian with Derek Johnstone from the United Food and Commercial Workers

Episode 5: The Clerical and Regulatory (CR) classification with Sonia O'Brien-Colterman and Carol Osborne

Episode 6: More than 1,000 job losses at CRA with Marc Brière, National President of the Union of Taxation Employees

Episode 7: Canadian Institute for Public Safety Research and Treatment, also known as CIPSRT with Leslie Anne (LA) Keown and Dr. Kimberly Bitz from CIPSRT and Jeff Sandelli

Episode 8: Blair Doucet Youth Summer Camp with Paula Doucet, daughter of Blair Doucet, and Adam Mallais, who attended the camp annually from 2013-2016

Episode 9: Alberta's relationship with the RCMP with Valda Behrens

Episode 10: Spotlight on the relevancy of CBC/Radio-Canada with Sarah Andrews from Friends of Canadian Media

Episode 11: Understanding collective bargaining with Treasury Board a.k.a. the Government of Canada with Pierre-Samuel Proulx and Rachel Besharah from PSAC

Episode 12: WFA Part Deux with Erin Sirett and Darren Pacione, Senior Research Officers at the Public Service Alliance of Canada and the leads on Workforce Adjustment

SEASON 3

Episode 1: Joint Learning Program with Nycole Turmel, Catherine Gilbert and Roxanne Lépine

Episode 2: Government's 4-day in-office mandate with Sharon DeSousa, PSAC National President

Episode 3: Update on Bargaining between PSAC and Treasury Board of Canada with members of the PA, TC, EB and SV bargaining teams: Alex Creamer, Krysty Thomas, Guillaume Legault and Rick Sweetman

Episode 4: Food Safety First with Milton Dyck and Patrick St-Georges, National President and 1st VP of Agriculture Union

Episode 5: Impacts of cuts at Correction Service Canada with David Neufeld, USJE National President

Campaigns

The USJE Communications Team plays a crucial role in developing and implementing campaigns. This involved developing a detailed communications plan and budget with the input of elected officials and frontline members.

The team has been working on and off on the following campaigns:

- Budget Cuts Campaign
- New Normal/Telework Campaign
- Food Services Officer Campaign
- Job Security for Full-time Elected Union Representatives
- Presumptive Injury Campaign
- National RCMP Campaign: Serving Together
- AB RCMP Campaign: AlbertansForRCMP
- CR3-4 Campaign

Media Relations

USJE continues to increase its interactions with reporters from across the spectrum. Since the announcement of budget cuts, we have seen an increase in outreach from reporters seeking additional information on the impacts of those cuts. The team ensures to follow-up as soon as possible and consults with USJE leadership to determine next steps. It is essential for the communications team to seek input from frontline members, and it has proven to be crucial in providing key information to reporters.

Meetings with Elected Officials

As part of a USEJ's broader political engagement strategy, I and other members of the National Executive team have prioritized securing meetings with a broad range of elected officials, with an emphasis on federal Members of Parliament (MPs). We have focused particularly on MPs from ridings where there is a federal facility or office from one of the 17 departments or agencies that USJE represents, as well as on the MPs who are in the ridings of Regional Vice Presidents and/or other Local Executive members.

More recently, through the efforts of USJE's Political Action Committee, we have undertaken specific outreach to MPs from the House of Commons Public Safety Committee who have a mandate to examine a variety of public safety issues affecting Canadians.

At the same time, USJE has seized the opportunity to attend a small number of higher-level events where senior political officials are likely to be present, including (former) Prime Minister Justin Trudeau, and Premier Danielle Smith in Alberta. When USJE attends these, I make sure to prepare myself and support others participating so that we are equipped with the appropriate messaging regarding the issues we care about, and USJE is well represented.

The following is a list of many of the meetings that I and other members of the National Executive have secured with Members of Parliament in particular. As you can see from this list, USJE has made every effort to meet with elected officials from all parties and every corner of the country, recognizing that it is important that all MPs better understand the role USJE members play in keeping Canadians safe each and every day. Nearly every time, MPs express their gratitude for the opportunity to learn more about the work of USJE's members, often stating they really had no understanding of the crucial operational role of the thousands of USJE members who provide their dedication and expertise.

Federal Cabinet Ministers:

- Minister Gary Anandasangaree (LIB)
- Minister Patty Hajdu (LIB)
- Minister Dominic LeBlanc (LIB)

Members of Parliament:

- MP Branden Leslie (CPC) – Portage—Lisgar
- MP Frank Caputo (CPC) – Kamloops—Thompson—Cariboo
- MP Claude DeBellefeuille (BQ) – Salaberry—Suroît
- MP Jenny Kwan (NDP) – Vancouver East

- MP Ruby Sahota (LIB) – Brampton North
- MP Shannon Miedema (LIB) – Halifax
- MP Shuvaloy Majumdar (CPC) – Calgary Heritage
- MP Buckley Belanger (LIB) – Desnethé—Missinippi—Churchill River
- MP Kyle Seebach (CPC) – Dufferin—Caledon
- MP Rhonda Kirkland (CPC) – Stormont—Dundas—South Glengarry
- MP Dane Lloyd (CPC) – Sturgeon River—Parkland
- MP Greg Fergus (LIB) – Hull—Aylmer
- MP Ernie Klassen (LIB) – Churchill—Keewatinook Aski
- MP Steven Bonk (CPC) – Souris—Moose Mountain
- MP Sukhman Gill (CPC) – Abbotsford—South Langley
- MP John Barlow (CPC) – Foothills
- MP Colin Reynolds (CPC) – Fundy Royal
- MP Warren Steinley (CPC) – Regina—Lewvan
- MP Brad Vis (CPC) – Mission—Matsqui—Fraser Canyon
- MP John Zerucelli (LIB) – Etobicoke North
- MP Mike Morrice (Green) – Kitchener Centre
- MP Jennifer O'Connell (LIB) – Pickering—Uxbridge
- MP Todd Doherty (CPC) – Cariboo—Prince George
- MP Kristina Michaud (BQ) – Avignon—La Mitis—Matane—Matapédia
- MP Peter Julian (NDP) – New Westminster—Burnaby—Maillardville
- MP Glen Motz (CPC) – Medicine Hat—Cardston—Warner
- MP Leah Gazan (NDP) – Winnipeg Centre
- MP John Aldag (LIB) – Cloverdale—Langley City
- MP Michelle Ferreri (CPC) – Peterborough
- MP Alistair MacGregor (NDP) – Cowichan—Malahat—Langford
- MP Terry Duguid (LIB) – Winnipeg South
- MP Ryan Williams (CPC) – Bay of Quinte
- MP Marie-France Lalonde (LIB) – Orléans
- MP Matt Jeneroux (CPC) – Edmonton Riverbend
- MP James Bezan (CPC) – Selkirk—Interlake—Eastman
- Hon. Judy Sgro (LIB) – Humber River—Black Creek

Parliamentary Secretaries:

- MP Yvonne Jones (LIB), Parliamentary Secretary to the Minister of Northern Affairs
- MP Pam Damoff (LIB), Parliamentary Secretary to the Minister of Foreign Affairs
- MP Anita Vandenbeld (LIB), Parliamentary Secretary to the Minister of International Development

PSAC National Bargaining Conference

Operation: Elect USJE to PSAC Bargaining teams

USJE developed a campaign to ensure at least two of our members would be elected to each of PSAC's PA, SV, EB and TC bargaining teams. As a PSAC component, USJE representatives run against other component representatives to sit on these PSAC bargaining teams. In the past, USJE representatives were sometimes running against each other to sit on these teams. This ran the risk of the PSAC bargaining team being elected without a single USJE representative.

In 2025, in advance of the PSAC Bargaining conference, USJE determined two USJE candidates per bargaining table; created marketing materials for each candidate - which included flyers, buttons/stickers, t-shirts, as well as a special t-shirt for our National President.

USJE also assigned Regional Vice Presidents to support each candidate and promote candidates to other delegates, booking a central location during prime time (while the Four Nations hockey tournament was on), enticing delegates to learn more about USJE's candidates.

As a result, USJE candidates were elected to each bargaining team, in addition to USJE alternates for many of those teams.

Summary article: [PSAC-TB National Bargaining Conference concludes on Sunday](#)

Promotional materials featured:

- Invitations
- Buttons and flyers
- Candidate tee-shirt

Initial article: [PSAC Treasury Board National Bargaining Conference](#)

Research Projects

During this cycle, USJE worked in close collaboration with Dr Rosemary Ricciardelli to report on issues faced by Correctional Program Officers employed by CSC and Legal Assistants employed by the Department of Justice and Public Prosecution Service of Canada. In addition, USJE collaborated with University of Montreal Professor Angelo Soares to assess the current use of the Community Parole Officer Resourcing Formula (CPORF) tool and the challenges it has presented in the field when it comes to properly resourcing Community Parole Offices. As we write this report, one report has been published with the other two reports to be published in the Fall.

- **Correctional Program Officers Report:**
USJE launched its groundbreaking, independently commissioned research on the experiences and perspectives of federal Correctional Program Officers on March 25, 2026. USJE commissioned this research in 2023 through a partnership with Memorial University, and the research findings from the academic team were made available to USJE late last year. Additional information on this research, including results, details on the press release and other knowledge mobilization efforts, has been provided earlier in this report.

Virtual Meetings

The communications team members play a vital role in promoting various virtual meetings. Event promotion is done via email, social media platforms, our website and in some instance, via text message. The team is also responsible for designing all artwork the event, assisting in script development, and reporting on the event after the fact. Listed below are all virtual Town Halls since 2024.

Town Halls for RCMP Civilian Members

April 17, 2024, 20:00 EST

April 18, 2024, 18:30 EST

Town Halls with National President

May 14, 2024, 20:00 EST

May 15, 2024, 18:30 EST

Town Halls with National President

May 14, 2025, 20:00 EST

May 15, 2025, 18:30 EST

Virtual Town Hall with National President

Dec. 2, 2025, at 20:30 EST

Virtual Town Halls with National President

May 6, 2026, 18:30 EST (CSC/SCC)

May 7, 2026, 18:30 EST

May 7, 2026, 20:00 EST (CSC/SCC)

Video Production

Megan Yeadon is USJE's sole photographer and videographer. She has produced the following videos:

1. 2023 National President year-end message

2. Legal support staff research study invite
3. 2024 National President year-end message
4. RVP and NP welcome package
5. Equity Conference live streams
6. World Mental Health Day reception 2025
7. National President Town Hall December 2025
8. HUMA Definition of work
9. Le SESJ s'oppose au retrait d'un local syndical à Westmount
10. Local knowledge and expertise is priceless when it comes to rural policing. Full ep. out now #RCMP
11. From worksite safety to the housing crisis: Issues facing workers across Canada. Full ep. out now
12. Treasury Board: skip the coffee and pizza parties - respect workers and scrap the 3-day RTO mandate.
13. Going on strike isn't a snap decision for workers -CLC President Bea Bruske
14. Representation matters. Sharon DeSousa is breaking barriers as the new National President of PSAC.
15. Strikes vs lockouts – Jim Stanford
16. Roving rallies
17. Starbucks unionized
18. Ongoing border issues
19. “Not sure what I was expecting, but it sure wasn't that”
20. 3300 job cuts at Immigration department
21. 2025 Federal Election – Jagmeet Singh
22. What is the WFA?
23. 2025 Federal Election – Louise Chabot
24. Get out the vote
25. Buy Canadian; buy union made
26. 20-45% of PSP suffer from mental health injuries
27. NB union camp
28. Alberta RCMP
29. Why does the union only bargain when the collective agreement has expired?
30. How can we support workers who face WFA layoffs?
31. Make it make sense – RTO
32. Bargaining update
33. New research – support CPOs (EN and FR)
34. Wear black to support PSAC bargaining teams
35. PSAC Convention – protect union jobs
36. Anchor days info picket
37. PSAC TB Bargaining Conference –
38. Alex Creamer motivates
39. Julie Nelson

40. Shannon Boudreau
41. PS Awards live stream
42. PIPSC RTO rally
43. Pacific region rally 2024
44. Prairie region rally 2024
45. Quebec region CUPW support rally 2024
46. CSC onboarding videos
47. Regional bargaining trainings – former bargaining team member videos
48. World Mental Health Day – clips from parliament
49. Eric Villeneuve on Radio Canada 2024

Design of promotional items

The communications team plays a pivotal role in designing promotional item for USJE. They work in close collaboration with the Finance and Administration team who manages the USJE Boutique.

Kim vanderHelm is the staff person responsible for designing all products and ensuring it respects USJE's branding guideline. On some occasion, Megan Yeadon will assist with some product design.

- USJE stickers and campaign stickers
- Baseball hat
- Socks
- Prize wheel (used at trade shows for AB RCMP campaign)
- Support bargaining team chair cover
- USJE chair cover
- Equity Committee Hoodie
- USJE Convention Coin
- Equity Committee Pin
- Presumptive Injury campaign pin
- Union Safety Net coffee mugs and cue cards
- USJE mugs
- Bomber jackets

In progress and planned for delivery at the next National Local Presidents Meeting: USJE National President Coin.

Community Investment Initiative (CII)

This cycle, the process was moved to conducting one call for applications in the 3-year cycle. Applications for this cycle closed on 6:00 p.m. EST, July 5, 2024. At the October NEM, the following applications were approved:

Region / Région	Proposed project / Proposition	Community / Localité	Applicant / Demandeur ou demandeuse	Organization / Organisation	\$ requested / \$ demandés
ATL	Ground Search & Rescue ATV / VTT pour la recherche et le sauvetage au sol	Stephenville- Kippens/Port au Port, NFLD (TN)	Natasha Drover (member / membre)	The Ground Search and Rescue team in Stephenville- Kippens / L'équipe de recherche et sauvetage au sol de Stephenville- Kippens	\$25,000 / 25 000 \$
CAN	Cold Case DNA Crime Solutions / Résolution de crimes au moyen de tests d'ADN dans les affaires non résolues	To Be Chosen / À déterminer	Thomas Lingard (local president / président de la section locale)	Erin Gilmour Foundation (Othram Canada)	\$30,000 / 30 000 \$
ON	Transitional Housing Supports / Aide au logement de transition	Oxford	Bella Skallin (RVP / VPR)	United Way Oxford / Centraide Oxford	\$20,000 / 20 000 \$
PRA	Project Lifesaver – Electronic Search Kits / Projet Lifesaver – Trousses de recherche électronique	Saskatoon, SASK	Chantal di Placido (member / membre)	Saskatoon Search and Rescue (SSAR)	\$5,000 / 5 000 \$
PAC	3' x 7' Digital Sign for Community – Crimestoppers / Enseigne numérique de 3' x 7' pour la lutter contre la criminalité dans	Nicola Valley, BC	Cindy Vlak (member / membre)	Nicola Valley Crimestoppers	\$15,000 / 15 000 \$

	la communauté – Crimestoppers				
ATL	Children’s Community Orchestra / Orchestre communautaire d’enfants	Chaleur Region / Région Chaleur, NB	Carol Osborne (RVP / VPR)	Sistema New Brunswick	\$30,000 / 30 000 \$
PRA	Community Walking Trail/Safety Path / Sentiers pédestres communautaires/ sentiers sûrs	Leader, SASK	Karen Wagman (Shop Steward)	Township of Leader / Canton de Leader	\$20,000 / 20 000 \$
ATL	Northern Communities Food Hampers / Paniers de denrées alimentaires pour les communautés du Nord	Northern Communities of Canada / Communautés du Nord du Canada	Michelle Martin (local president / présidente de la section locale)	Michelle Martin, Odeisa Stewart, Michelle Gallivan, Jonathan Jenkins (via PSAC’s ATL Union Leadership Development Program) / dans le cadre du Programme de développement du leadership syndical de l’AFPC (ATL)	\$5,000 / 5 000 \$

USJE-SESJ APP

The team continues to manage this environmentally friendly way of conducting business. It is now an expected tool by participants for all USJE events. The app is only available to USJE elected officials and members who attend USJE events.

CONCLUSION

Throughout this report, I have attempted to capture not only the tremendous volume of work undertaken by USJE during this term of office, but also the broader evolution of our union as a highly engaged organization prepared to meet the challenges facing our members today and into the future.

We have navigated an incredibly complex and rapidly changing environment. Our members have faced political uncertainty, fiscal restraint, operational pressures, workforce adjustment exercises, increasing workloads, and shifting workplace expectations. At the same time, they have continued to carry out critical responsibilities that protect Canadians, uphold public safety, support the justice system, and maintain the integrity of essential federal operations across this country. The dedication demonstrated by USJE members during these difficult times has been remarkable and deserves recognition at every level.

One of the strongest themes reflected throughout this report is that USJE has not remained passive in the face of these challenges. Rather, we have chosen to confront them directly. We have strategized, mobilized, advocated, educated, organized and pushed back whenever necessary to defend our members work and the vital public safety work they perform. Whether through our Budget Cuts Campaign, our advocacy on remote/telework, our Presumptive Injury Campaign, or our political engagement efforts on Parliament Hill, USJE has consistently demonstrated a willingness to lead and to fight for meaningful change.

Importantly, this work has not occurred in isolation. It has been built upon the collective efforts of USJE's members, activists, local executives, Regional Vice Presidents, committees, and staff have contributed their expertise and time to advancing the interests of our membership.

The achievements highlighted throughout this report are not the accomplishments of any one individual. They are the result of **teamwork, collaboration**, and a shared belief that our members deserve strong representation, and our union is prepared to act on their behalf.

Over the course of this term, we have also seen significant progress in strengthening USJE internally as an organization. We have invested in our labour relations capacity, communications strategies, member mobilization efforts, and political advocacy initiatives. These investments were deliberate and necessary. They reflect an understanding that the challenges facing our members are increasingly complex and require a union that is proactive, sophisticated, and adaptable.

I am extremely proud of the work of our **Labour Relations team** and how they have worked together to bring our grievance backlog down to a level not seen for many years. Our goal of providing timely and effective representation continues to be a high priority and this is something that we as a union must continue to pursue with excellence. We must also be prepared to examine how we can bring more union training to local union representatives across the country, tackle the ongoing pay issues our members face, support our members around **Duty to Accommodate/Return to Work** and the **health and safety issues** experienced in the workplace.

I am extremely proud of our **Communications team** and how we have transformed the way USJE engages with its membership. Through regular newsletters, podcasts, websites, virtual town halls, social media engagement, campaign platforms, and direct outreach, we have sought to ensure that members remain informed, connected, and engaged with the work of their union. In an era where information moves rapidly and uncertainty can create anxiety and confusion, clear communication has become more important than ever.

I am also proud of our **Finance and Administration team** who work every day to ensure that all other departments can do their work efficiently and effectively. With all the events, travel and activity taking place in our union, this team keeps everything going and works with much patience and grace.

I believe that our union has become increasingly visible and influential in the broader public and political sphere. Over the past three years, USJE has strengthened relationships with Members of Parliament, Ministers, senior departmental officials, academics, media representatives, and public safety stakeholders. These relationships matter and they create opportunities for us to amplify the voices of our members, influence public policy, and challenge decisions that negatively impact public safety personnel and the Canadians they serve.

This increased political engagement has been particularly important in the context of the federal government's Comprehensive Expenditure Review and the resulting Workforce Adjustment exercises. The scale of the proposed reductions across the federal public service has created enormous uncertainty for many of our members and has reinforced the importance of having a strong, organized, and vocal union prepared to defend public services and the workers who deliver them.

It is important to recognize that many of the cuts being proposed today do not simply affect "positions" or "numbers" on a spreadsheet. They affect our members, their families, and public safety outcomes. Across departments and agencies, USJE members perform highly specialized work that cannot simply be replaced or absorbed without consequence. Reducing frontline capacity, increasing workloads, and eliminating experienced personnel creates risks that extend beyond the workplace and into the communities we serve. This is why USJE has consistently framed these issues not only as labour concerns, but as public safety concerns.

Another defining aspect of this term has been our commitment to advancing workplace mental health and psychological safety. Through our Presumptive Injury Campaign, our partnership with researcher Dr. Rose Ricciardelli, our involvement with the Canadian Institute for Public Safety Research and Treatment, and our advocacy surrounding operational stress injuries, USJE has continued to push for recognition of the psychological toll associated with public safety work.

The same can be said for our work surrounding workload reviews and operational pressures within departments such as the Correctional Service of Canada. Whether examining the realities faced by Sentence Management Officers, Parole Officers, Food Service Officers, Correctional Program Officers, or other frontline personnel, USJE has consistently sought to ensure that workplace decisions are grounded in evidence, operational realities, and respect for the expertise of our members.

Equally important has been our commitment to building a union culture rooted in **respect**, **inclusivity**, and **excellence**. These values are not abstract concepts. They are practical principles that influence how we engage with members, how we conduct ourselves internally, and how we

represent our organization publicly. Building a healthy union culture requires ongoing effort, intentional leadership, and a willingness to listen, learn, and grow together.

I firmly believe that the strength of USJE lies not only in our ability to advocate externally, but also in our ability to support one another internally. We are at our best when we work collaboratively, respect diverse perspectives, and remain united in pursuit of common goals. Over the course of this term, I have witnessed tremendous growth across our organization in this regard. While there will always be challenges and differing opinions within a democratic union, I believe we are building a stronger and more cohesive organization that is increasingly focused on solutions, solidarity, and collective progress.

One thing that I do believe we need to focus on in the future is **how we provide support to union representatives across our organization**. Over the past few years, we have witnessed union representatives face increasingly: more complex cases; having to work with members who are facing high levels of anxiety, depression and suicidal ideation; increasing personal stress levels; and being highly stretched when providing support to members. This is something that we as a union must look at and determine how we can do better support our representatives. We must find ways to help protect the mental health of our representatives and to keep them connected with other representatives. This would require an investment of resources, but I feel that this would be wise investment into our future.

As we look ahead, there is no doubt that significant challenges remain. Fiscal restraint and workforce adjustment processes continue across multiple departments. Operational pressures will also continue to persist and put additional pressure on our members. Technological change, including the increasing use of artificial intelligence and digital modernization initiatives, will continue to reshape workplaces throughout the federal public service. Issues surrounding recruitment, retention, mental health, workload, and workplace flexibility will remain central concerns for many members. This is why our fight on the budget cuts must continue!

As this term of office comes to a close, I want to express my sincere gratitude to everyone who has contributed to the work of our union over the past three years. To our members, thank you for the incredible work you perform every day and for the trust you place in your union leadership. To our local executives, activists, committee members, and Regional Vice Presidents, thank you for your tireless dedication and advocacy.

To our USJE staff and Directors, thank you for your professionalism, expertise, and unwavering commitment to our membership. I also wish to recognize the families and loved ones who support our members and union representatives in the work they do. Thank you for the sacrifices you also make behind the scenes.

While the challenges facing our members are real, so too is the strength, determination, and solidarity of our union. USJE has proven time and again that when we come together with purpose and conviction, we can influence change, defend our members, and build a better future for public safety personnel across this country.

Our work is far from over, but the foundation we have built together over the past three years leaves us well-positioned for the future.

In Solidarity,

A handwritten signature in black ink, appearing to read "David Neufeld". The signature is fluid and cursive, with the first name "David" being more prominent than the last name "Neufeld".

David Neufeld

Appendix A

National President's Meetings

January 2026 to July 2026

This appendix captures prescheduled meetings but does not include unscheduled meetings.

January 2026

January 5th	Annual General Meeting (virtual) RE: Local 20174
January 7th	Meeting with K Division, RCMP RE: Commanding Officer Trevor Daroux
January 9 th	Meeting with Sonya Kim St-Julien (Justice) Re: Ombuds and Informal Resolution Services Office 2024-2025 Annual Report
January 9th	Meeting with Jeff Sandelli, Carol Osborne, Annie Blanchette Re: CCC Discussion
January 13 th	RVP Monthly Call
January 15 th	Annual General Meeting RE: Local 70165 (Ottawa)
January 19 th	Meeting with John Park, Kate Duah (RCMP)
January 21 st	National Workforce Adjustment Meeting (CSC)
January 21 st January 21 st	Equity Committee Meeting (virtual) Political Action Committee Meeting
January 21 st	RVP Call
January 22 nd	Meeting with Bridgette Bouchard, CSC

January 22 nd	Meeting with Liane Sauer, PBC
January 22 nd	CSC NLMCC (Ottawa)
January 26 th	Comprehensive Expenditure Review Update (CSC)
January 26 th	Meeting with USJE National Health and Safety Committee (Chair and Co-chair)
January 27 th	Meeting with France Gratton, CSC
January 29 th	Special PSAC NBoD meeting

February 2026

February 2 nd	Meeting with Raven Law Re: GECA
February 2 nd	CBC of the PSAC NBoD
February 3 rd	Meeting with Guy Morissette, CSC Re: Pre-brief - National Workforce Adjustment Committee
February 4 th	National Workforce Adjustment Committee (CSC)
February 5 th	Comprehensive Expenditure Review – Update (RCMP)
February 6 th	NSCC Emergency Meeting
February 10 th	Meeting with Mark Webber Re: GECA
February 10 th	RVP Monthly Call
February 11 th	USJE Correctional Program Officer Report Review
February 12 th	Meeting with Tony Matson, CSC Re: CER and WFA
February 12 th	Meeting with Jay Pyke, CSC Re: Sentence Management Business Case

February 12 th	Meeting with Alex Silas, PSAC Re: Law Enforcement Roundtable
February 16 th	Meeting with Liam McCarthy (PSAC)
February 17 th	USJE National Health and Safety Committee Meeting (virtual)
February 17 th	Meeting with Veronique Savard, PBC Re: National Joint WFA Committee
February 17 th	Meeting with Guy Morissette, CSC Re: CER and WFA
February 18 th	National Workforce Adjustment Committee (CSC)
February 18 th	USJE Collective Bargaining Committee Meeting
February 18 th	USJE Staff meeting
February 18 th	Meeting with Raven Law RE: Amendments to GECA
February 19 th	Site visit to Warkworth Institution
February 23 rd	USJE Correctional Program Officer Report Review
February 24 th	Meeting with CSC Re: NTS Review Framework Discussion
February 24 th	Meeting with Katherine Belhumeur, CSC Re: USJE Bilateral Meeting
February 25 th	Meeting with Rob Hawkins, ACFO
February 27 th	Meeting with Bargaining Agents Re: WFA

March 2026

March 2 nd to 6 th	USJE Training in Yellowknife
March 4 th	Mobilization Event at PPSC (Yellowknife)

March 5 th	National Workforce Adjustment Committee (CSC)
March 6 th	Site Visit to RCMP G Division (Yellowknife)
March 6 th	Site Visit to PPSC Yellowknife
March 3 rd to 6 th	PSAC NBoD (virtual)
March 9 th	CSC NLMCC (virtual)
March 9 th	Meeting Liam McCarthy (PSAC)
March 10 th	RVP Monthly Call
March 11 th	ACCSO Meeting (virtual)
March 11 th	Meeting with Jay Pyke (CSC) RE: Comprehensive Expenditure Review
March 12 th	USJE Correctional Program Officer Report Review
March 13 th	Meeting with ACHRM, Matt Peggs (RCMP) RE: Comprehensive Expenditure Review
March 13 th	Meeting with Kit Public Affairs RE: Preparing for Meeting with Minister of Public Safety
March 16 th -20 th	RCMP Campaign in Manitoba
March 16 th	Site Visit at RCMP D Division
March 16 th	Site Visit at Selkirk RCMP Detachment
March 17 th	Site Visit at Powerview RCMP Detachment
March 17 th	Site Visit at Beausejour RCMP Detachment
March 18 th	Site Visit at Portage la Prairie RCMP Detachment
March 18 th	Site Visit at Souris RCMP Detachment

March 18 th	Site Visit at Brandon RCMP Detachment
March 19 th	Site Visit at Minnedosa RCMP Detachment
March 19 th	Site Visit at Wasagaming RCMP Detachment
March 19 th	Site Visit at Dauphin RCMP Detachment
March 20 th	Site Visit at St. Rose du Lac RCMP Detachment
March 20 th	Site Visit at Gimli RCMP Detachment
March 23 rd	Meeting with Senator Bernadette Clement (Ottawa)
March 24 th	Lobbying MPs on Correctional Program Officer Report MP Jacques Ramsay (La Prairie—Atateken, Quebec) - LPC MP Rhonda Kirkland (Oshawa, Ontario) - CPC MP Dane Lloyd (Parkland, Alberta)- CPC MP Ali Ehsassi (Willowdale, Ontario) – LPC
March 25 th	Release of Correctional Program Officer Report (Parliament Hill)
March 25 th	NLMCC Justice
March 26 th	National Mobilization Event (Public Safety Canada, Ottawa)
March 27 th	Meeting with Marie Doyle, CSC
<u>April 2026</u>	
April 1 st	Visit to Edmonton Institution
April 2 nd	Joint WFA Committee RCMP
April 2 nd	Meeting with Paula Vargas, Regional Director General Parole Board of Canada Office (Edmonton)
April 7 th	NBoD Political Action Committee Meeting
April 13 th	USJE CSC Pre-Senior Executive Meeting
April 13 th	Meeting with CSC Commissioner Talal Dakalbab

April 13 th	CSC Senior Executive Meeting
April 14 th	Meeting with Convention Committee Chairs and Co-Chairs
April 16 th	Meeting with CSC Senior Deputy Commissioner, France Gratton
April 14 th – 17 th	USJE National Executive Meetings
April 17 th	Mobilization Event, PBC Ottawa
April 20 th	Meeting with Conservative MP Branden Leslie (Portage-Lisgar)
April 21 st to 22 nd	USJE Convention Committee Meetings
April 23 rd to 24 th	USJE Equity Committee Meetings (Ottawa)
April 23 rd	Annual General Meeting, Parole Board of Canada (Ottawa)
April 24 th April 27 th	Meeting with Mira Ahmad, PSAC Meeting with Shaheen Lotun, PSAC Re: TB Mobilization
April 27 th	Meeting with Heather Veltman, CSC Re: USJE RTW & DTA Committees
April 28 th	Meeting with Jay Pyke, CSC Re: Virtual Correctional Program Model
April 29 th	Meeting with Guy Morissette, CSC Re: National Workforce Adjustment Committee
	PSAC Special NBOD Meeting
<u>May 2026</u>	
May 1 st	PPSC NLMCC
May 3 rd	PSAC National Equity Conference (Winnipeg)
May 6 th	USJE WFA Town Hall
May 7 th	RCMP NLMCC (Ottawa)

May 7 th	USJE WFA Town Hall
May 8 th	ATSSC WFA Joint Committee
May 10 th to 11 th	Canadian Labour Congress (Winnipeg)
May 11 th	Meeting with CSC Commissioner Talal Dakalbab
May 11 th	Meeting with Justice
May 11 th	Meeting with CSC Re: Artificial Intelligence
May 12 th	USJE RVP Monthly Call
May 13 th	CSC National WFA Committee
May 14 th	Site Visit to Drummond Institution with MP Jacques Ramsay
May 14 th	CSC NLMCC
May 14 th	Meeting with CSC, Guy Morrisette RE: Alternation
May 19 th	Meeting with Justice RE: Increasing On-Site Presence
May 20 th	Personnel Committee Meeting
May 20 th	Mobilization and Member Engagement Committee Meeting
May 21 st to 24 th	PSAC BC Regional Triennial Convention (Victoria)
May 26 th	NJC IPGH Committee Meeting
May 27 th	NLMCC Public Safety
May 28 th	Affirmation of Command Ceremony CSC (Ottawa)
May 29 th to 31 st	PSAC North Regional Triennial Convention (Whitehorse)

June 2026

June 4 th to 7 th	PSAC Prairie Regional Triennial Convention (Calgary)
June 8 th	Annual General Meeting RE: Local 00078 (virtual)
June 9 th	USJE RVP Monthly Call
June 11 th	CSC NLMCC
June 12 th to 14 th	PSAC Ontario Regional Triennial Convention (Markham)
June 15 th	USJE Staff Meeting
June 16 th to 19 th	PSAC NBOD Meeting
June 17 th	Meeting with Conservative MP Grant Jackson (Brandon-Souris)
June 23 rd	ATSSC NLMCC
June 26 th to 28 th	Atlantic Regional Triennial Convention
June 29 th	ACCSO Meeting (virtual)
June 30 th	Parole Board of Canada NLMCC

July 2026

July 12 th	National Executive Meeting (Quebec City)
July 13 th – 17 th	USJE Triennial Convention (Quebec City)