

**REPORT OF THE DIRECTORS OF COMMUNICATIONS, MEDIA AND
GOVERNMENT RELATIONS**

TO THE

**20TH TRIENNIAL NATIONAL CONVENTION
UNION OF SAFETY AND JUSTICE EMPLOYEES
SÉBASTIEN BEZEAU & NANCY PECKFORD**

This report outlines the work and achievements of the Communications and Policy Team at the Union of Safety and Justice Employees (USJE) over the current triennial cycle.

The USJE Communications and Policy Team's areas of focus were determined by USJE's six priorities that were identified by the National Executive as part of the 2023-2026 Strategic Plan. Guided by these priorities, USJE's efforts have been focused on strengthening member engagement, advancing key policy objectives, and ensuring the voices of USJE members are clearly reflected in our communications and advocacy for departmental, policy and legislative changes. Importantly, USJE has sought to ensure its messages reach and are understood by a wide range of decision-makers including senior leaders within the 17 departments and agencies where our members work, as well as elected officials from every party and corner of the country.

Over the past three years, our team has confronted a rapidly evolving environment marked by significant challenges, including the federal government's Refocusing Government Spending and subsequent Workforce Adjustment Measures as part of the Comprehensive Expenditure Review. In response, our team has equipped USJE to deliver timely and strategic communications, groundbreaking research and targeted policy advocacy. At present, the Budget Cuts campaign will remain the top priority for the USJE Communications Team.

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. The team is comprised of the following staff:

Sébastien Bezeau – Director of Communications

Nancy Peckford – Director of Policy, Government and Public Relations

Chantal Prud'homme - Executive Assistant to the National President

Bethany Sutton – Communications Officer | Analyst

Kim vanderHelm – Digital Design Specialist

Zoélie Albert – Bilingual Digital Design Specialist

Megan Yeadon – Communications Specialist

Athourina David – Communications Officer | Researcher

Through national campaigns, enhanced digital platforms, and sustained outreach to elected officials and media, we have worked to position USJE as a compelling and credible and influential voice in the public safety realm and regarding labor and public safety issues generally.

This report highlights the breath of that work, from national campaigns and research initiatives to day-to-day communications that keep members informed and connected. It also demonstrates our continued commitment to innovation, accessibility, and responsiveness in serving USJE members from coast to coast to coast.

Urgent Priorities

Budget Cuts

Since the launch of the USJE Budget Cuts Campaign in October 2025, significant progress has been made in challenging the decisions being made by departments and agencies as part of the federal government's Comprehensive Expenditure Review (CER), and the resulting workforce reduction measures announced in Budget 2025.

An important investment in USJE's 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 federal Members of Parliament about the real-world impacts of budget cuts on federal public safety personnel.

As part of USJE's early information efforts, we hosted two podcast episodes 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](#)

To date, the Communications and policy team has also developed analyses and shared communications about the following departmental cuts:

- [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

- [The elimination of 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

Release of Correctional Program Officers and Update on Legal Assistants Report

With the leadership of USJE's Communications and Policy team, USJE released its groundbreaking report - written by leading public safety academic Dr. Rose Riccairdelli - on the challenges confronting Correctional Program Officers employed by the Correctional Service of Canada on Parliament Hill on March 25th, 2026. USJE's press conference was aired live on the Canadian Public Affairs Channel and broadcast to all major media outlets covering Parliamentary affairs. The timing for the release of the report was, in part, influenced by the fact that the Correctional Service of Canada's Workforce Adjustment measures will impact the number of Correctional Program Officers and nature of the Correctional Programs offered by federal offenders.

The independent report, [Correctional Program Officers: Wellness, Safety, and the Responsibility of Rehabilitation](#), was commissioned by USJE and is based on interviews with more than 100 Correctional Program Officers across the country.

It 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.

Events and Campaigns

USJE Key Campaigns

The USJE Communications and Policy 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 made significant contributions to 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
- CR-03 and CR-04 Campaign

Below we detail major advancements to some of these campaigns.

National RCMP Campaign – Serving Together

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.

These visits, led alongside our Regional Vice-Presidents and supported by our Communications team (Sébastien Bezeau and Megan Yeadon and on one occasion, Kim vanderHelm), have allowed USJE 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. Interviewed over 200 members across Canada.

In the fall of 2025, USJE's communications team created a visually compelling booth featuring a variety of USJE swag items and information about

our [Servingtogether.ca](https://www.servingtogether.ca) campaign website that was featured at the Alberta Municipalities Association tradeshow and the Rural Alberta Municipalities Association tradeshow. These events are heavily attended by elected municipal officials from large urban centres and smaller communities and serve as a strategic opportunity for USJE to actively communicate the value of the RCMP to decision makers on the ground in the province.

USJE was encouraged to see that Mayors and other elected officials demonstrated a strong interest in the USJE booth at both conventions and are pleased with the compelling information (brochures, flyers) developed by the Communications and Policy team. Through these exchanges, elected officials frequently highlight their enthusiasm for the RCMP given the longstanding and productive relationships their communities have with local RCMP Detachments.

Advocacy to Improve Access to Presumptive Injury Legislation

USJE's Presumptive Injury Campaign has remained a central priority for the union over the past three years. The campaign's focus has been the adoption of 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 in 2023, 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.

USJE's senior Communications and Policy staff actively liaised with MP Julian's office and other House of Commons personnel prior to the introduction of the Bill in order to ensure that the proposed legislative amendments aligned with USJE's concerns and calls for change and worked to ensure that the tabling of the Bill was well publicized among USJE's membership and decision makers.

Subsequent to the introduction of this Bill, the USJE Communications and Policy team has been instrumental in supporting USJE's Health and Safety Committee to generate momentum for the adoption of these changes. This has included hosting a number of events on Parliament Hill that highlight the urgency in making the legislative changes as soon as possible.

As part of USJE's commitment to increased visibility and political engagement for this campaign, USJE has also hosted two signature events on Parliament Hill on the occasion of World Mental Health Day which is recognized on October 10th annually. World Mental Health Day is 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.

In recognition of the Day, for the past two years, all Members of Parliament and their staff have been invited to a USJE reception. USJE uses the occasion to share important information about why the legislation must change, and key representatives from every party are invited to speak in support of improving access to psychological supports for USJE's Public Safety personnel. At the 2025 reception, USJE featured the experience of a USJE member who was denied access to WSIB despite a traumatic and potentially life-threatening incident on the job.

Further, USJE has invited Members of Parliament to wear a special USJE customized pin featuring the Presumptive Injury logo during Question Period in the House of Commons to mark World Mental Health Day.

The pin was developed by USJE's Health and Safety Advisory Committee with the assistance of USJE's communications team. It symbolizes the power of ensuring USJE members have access to the mental health supports they need. Outside of World Mental Health Day activities, USJE has been sharing the pin with MPs as a tool to raise their awareness about USJE's campaign.

CR-03 and CR-04 Campaign

Since USJE's last convention in 2023, USJE's Equity Committee has evolved into a powerful forum for advocacy, networking and policy interventions. In addition to the second National Equity conference, 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 USJE's 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.

USJE's Communications and Policy team supported USJE's National Equity Committee in the convening of these Town Halls which enabled a select group of members to share their frustrations and aspirations. They gave CR-03 and CR-04 members a platform to speak candidly about their experiences, highlighting systemic issues related to workload, classification, lack of training, workplace safety, mental health supports, and the ongoing challenge of making ends meet.

The Communications and policy team supported the development of a major report outlining key findings and recommendations, which led to the launch of a survey focused on further engaging individuals working in CR-03 and 4 positions. This survey now has over 1000 responses! Together, these efforts will ensure that our advocacy is grounded in robust, member-driven evidence.

Additionally, the Communications and Policy team has leveraged its podcasting platform to dedicate 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 USJE's broader membership, reinforcing why this campaign is so critical and timely.

As part of this next phase, USJE Communications and Policy team has developed a clear and accessible pamphlet highlighting the key findings from the virtual roundtables and to promote the survey designed for all CR-03 and CR-04s. This tool will help raise awareness of the issues facing CR-03 and CR-04 members across our membership. 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.

USJE Public Safety Awards

Since 2023, USJE has convened three National Awards ceremonies on Parliament Hill to celebrate seven outstanding USJE members who work in a variety of capacities as Public Safety Personnel across the country.

This event, led by USJE's Political Action Committee and heavily supported by the Communications and Policy team, brings together USJE's National Executive, Parliamentarians, and senior government leaders to recognize the outstanding contributions of federal public safety and justice employees. The evening serves as a

rare opportunity to highlight the often unseen and unsung work of federal Public Safety Personnel who contribute to keeping Canadians safe every day.

For events like these to succeed, significant coordination is required from the Communications and Policy team who oversee focused promotion and government relations. USJE is fortunate to benefit from a longstanding relationship with some external government relations professionals who support MP outreach and logistics. Through ongoing labour relations and policy engagement, USJE has also been very successful in forging crucial connections with the federal Ministry of Public Safety, and other senior leaders in the RCMP and smaller departments and agencies where USJE members work.

The event regularly features Members of Parliament across party lines, as well as some other distinguished leaders, including:

- Talal Dakalbab, new Commissioner of the Correctional Service of Canada (CSC)
- Mike Duheme, Commissioner of the RCMP
- The Hon. Gary Anandasangaree, federal Minister of Public Safety
- 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

All MPs are invited to the Public Safety Awards, and significant promotional efforts are undertaken to advertise the event in advance in the Hill Times and other digital platforms. Capitalizing on USJE's internal video capabilities, the event is livestreamed directly by USJE to create maximum exposure.

Additionally, MPs and their staff leave with USJE swag including a customized USJE branded coffee mug, among other items developed by the Communications and policy team. USJE is dedicated to ensuring that elected officials who attend our event proudly display USJE paraphernalia to create heightened awareness.

Products and Engagement

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 (22,000+

subscribers) 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 (usjesesj), YouTube (@usjesesj), Instagram (@usjesesj) and more recently, BlueSky (usjesesj.bsky.social), a replacement to X.
- **Multimedia Messaging Service (MMS):** In urgent circumstances, we deploy MMS to immediately 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, reaches thousands of members nearly instantaneously 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. Below is a list of all published episodes.

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

- Episode 1: 3300 job cuts at Immigration department with Rubina Boucher, National President of the CEIU
- Episode 2: Special Federal Election Episodes featuring: Jagmeet Singh (NDP), Louise Chabot (Bloc Québécois)
- 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: USJE and the new Commissioner of CSC

We've been nominated for a Canadian Podcast Award!
The Union Safety Net is recognized as a nominee in the Outstanding Branded Series category for 2025.

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, members of the National Executive team have prioritized meetings with a broad range of elected officials, with an emphasis on federal Members of Parliament (MPs).

USJE has 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. To ensure that USJE representatives are well equipped for these meetings, USJE's policy and communications team have prepared lobby kits, as well as informative and visually compelling materials about our specific campaigns for MPs and staff. Further, our team supports the development and publication of articles on USJE's website about these visits with MPs and other elected officials.

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.

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 identified 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, and a candidate tee shirt.

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

Research Projects

During the past three years, USJE worked in close collaboration with Dr Rosemary Ricciardelli to undertake rigorous research and analysis on issues faced by Correctional Program Officers employed by CSC, as well as challenges faced by 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. Currently, one report has been published with the other two reports to be published in the Fall.

On March 2026, USJE launched its groundbreaking, independently commissioned research on the experiences and perspectives of federal Correctional Program Officers. 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

Promotional Items Design

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:

Atlantic Region

- **Ground Search & Rescue ATV (\$25,000):** Application submitted by Natasha Drover (member) for The Ground Search and Rescue team in Stephenville-Kippens/Port au Port, NL
- **Children's Community Orchestra (\$30,000):** Application submitted by Carol Osborne (RVP) for Sistema New Brunswick in the Chaleur Region, NB
- **Northern Communities Food Hampers (\$5,000):** Application submitted by Michelle Martin (Local President) for PSAC Atlantic Union Leadership Development Program for northern communities across Canada

Prairies Region

- **Project Lifesaver – Electronic Search Kits (\$5,000):** Application submitted by Chantal di Placido (member) for Saskatoon Search and Rescue (SSAR) in Saskatoon, SK
- **Community Walking Trail / Safety Path (\$20,000):** Application submitted by Karen Wagman (Shop Steward) for the Township of Leader in Leader, SK

Ontario Region

- **Transitional Housing Supports (\$20,000):** Application submitted by Bella Skallin (RVP) for United Way Oxford in Oxford, ON

Pacific Region

- **3' x 7' Digital Community Crime Stoppers Sign (\$15,000):** Application submitted by Cindy Vlak (member) for Nicola Valley Crimestoppers in Nicola Valley, BC

National

- **Cold Case DNA Crime Solutions (\$30,000):** Application submitted by Thomas Lingard (Local President) for the Erin Gilmour Foundation (Othram Canada), location to be determined

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.

Summary and Future Direction

Over the course of this triennial cycle, the Communications and Policy Team has played a central role in advancing USJE's strategic priorities and strengthening its national presence.

Through sustained efforts in campaigning, research, media relations, and member engagement, we have built a stronger foundation for advocacy and ensured that the contributions of USJE members are recognized and valued.

The challenges posed by Workforce Adjustment measures and broader shifts in the public service landscape have underscored the importance of clear and consistent communications. Our work on the Budget Cuts Campaign, the Serving Together initiative, and other key projects have demonstrated the impact of coordinated messaging and member-driven storytelling in influencing public discourse and decision-making.

Looking ahead, the team remains committed to ongoing innovation which support the evolution of our tools and approaches to meet the needs of our large and dynamic members in a changing environment.

By continuing to prioritize transparency, engagement, and collaboration, we will ensure that USJE remains a strong, credible, and effective advocate for its members. We are proud of the progress made during this cycle and confident in the work still to come.

Seb and Nancy

**REPORT OF THE
DIRECTOR OF LABOUR RELATIONS
TO THE
20TH TRIENNIAL NATIONAL CONVENTION
UNION OF SAFETY AND JUSTICE EMPLOYEES**

MELANIE CRESCENZI

Report of the Director of Labour Relations for the period of October 3, 2023 to April 30, 2026¹

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:

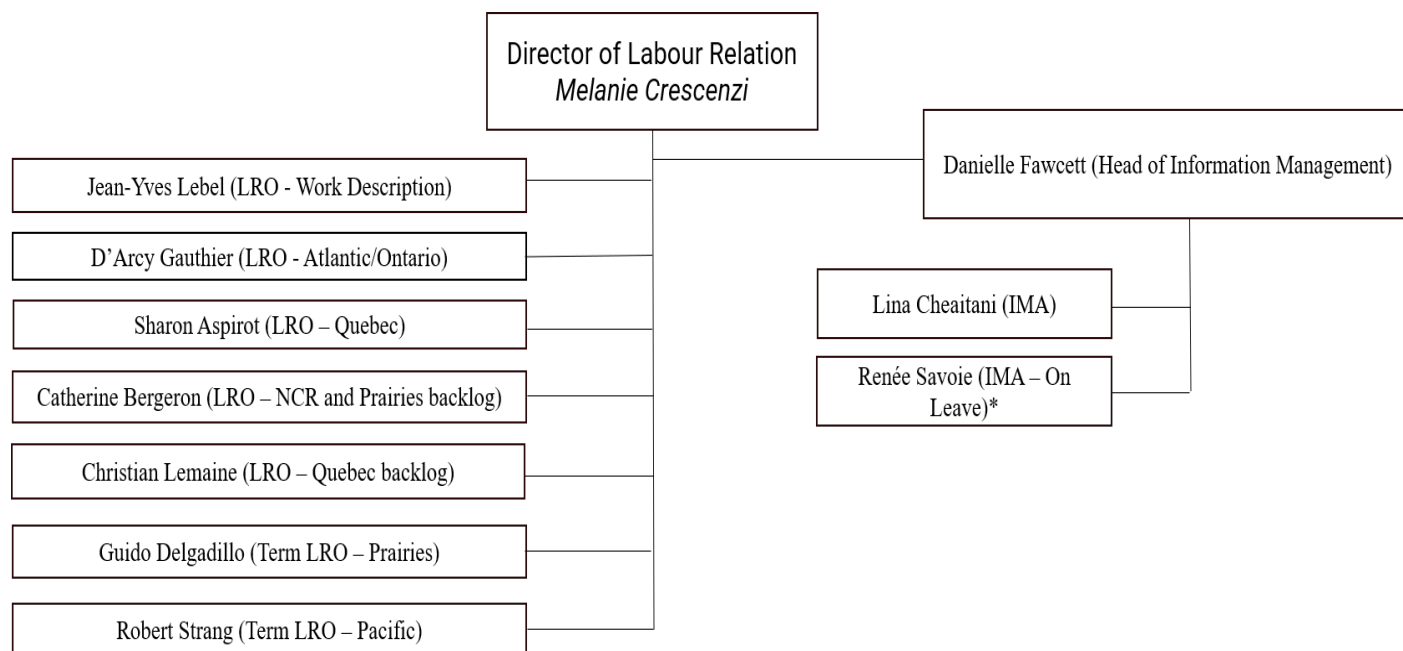
¹ Melanie Crescenzi returned to USJE in the role of Director of Labour Relations on October 3, 2023. As such, the information in this report is for the period of October 3, 2023 to May 1, 2026.

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 role 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.