



Canada Industrial Relations Board

2002-2003
Estimates

Part III – Report on Plans and Priorities

Canada

The Estimates Documents

Each year, the government prepares Estimates in support of its request to Parliament for authority to spend public monies. This request is formalized through the tabling of appropriation bills in Parliament. The Estimates, which are tabled in the House of Commons by the President of the Treasury Board, consist of three parts:

Part I – The Government Expenditure Plan provides an overview of federal spending and summarizes both the relationship of the key elements of the Main Estimates to the Expenditure Plan (as set out in the Budget).

Part II – The Main Estimates directly support the *Appropriation Act*. The Main Estimates identify the spending authorities (votes) and amounts to be included in subsequent appropriation bills. Parliament will be asked to approve these votes to enable the government to proceed with its spending plans. Parts I and II of the Estimates are tabled concurrently on or before 1 March.

Part III – Departmental Expenditure Plans which is divided into two components:

- (1) **Reports on Plans and Priorities (RPPs)** are individual expenditure plans for each department and agency (excluding Crown corporations). These reports provide increased levels of detail on a business line basis and contain information on objectives, initiatives and planned results, including links to related resource requirements over a three-year period. The RPPs also provide details on human resource requirements, major capital projects, grants and contributions, and net program costs. They are tabled in Parliament by the President of the Treasury Board on behalf of the ministers who preside over the departments and agencies identified in Schedules I, I.1 and II of the *Financial Administration Act*. These documents are tabled in the spring and referred to committees, which then report back to the House of Commons pursuant to Standing Order 81(4).
- (2) **Departmental Performance Reports (DPRs)** are individual department and agency accounts of accomplishments achieved against planned performance expectations as set out in respective RPPs. These Performance Reports, which cover the most recently completed fiscal year, are tabled in Parliament in the fall by the President of the Treasury Board on behalf of the ministers who preside over the departments and agencies identified in Schedules I, I.1 and II of the *Financial Administration Act*.

The Estimates, along with the Minister of Finance's Budget, reflect the government's annual budget planning and resource allocation priorities. In combination with the subsequent reporting of financial results in the Public Accounts and of accomplishments achieved in Departmental Performance Reports, this material helps Parliament hold the government to account for the allocation and management of public funds.

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Canada Industrial Relations Board

2002-2003
Estimates

Report on Plans and Priorities

Approved:

Honourable Claudette Bradshaw
Minister of Labour

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Section I: Messages

1.1 Message from the Chairperson

Since its inception in January 1999, the Canada Industrial Relations Board (CIRB) has experienced an escalation of the quantity and complexity of cases received. This year is no exception to the trend; it is forecast that the number of cases received will exceed the last four-year annual average by 20 per cent. Matters before the CIRB can range from the straightforward to the highly complex. Recently, as a result of the intricate corporate restructuring in some federal jurisdiction industries and the consequent need to restructure bargaining units, the demands upon the Board have significantly increased. The current pressures on the Board's resources show no sign of abating.

To respond to needs, in the autumn of 2001, the CIRB requested and received additional resources to assist it in meeting the increasing demand and to allow it to respond more effectively to the needs and concerns of the business and labour relations communities. Most importantly, the Board's front-line adjudicative staff was strengthened by the appointment, by the government, of three part-time Members on each of the employer and employee sides and an additional Vice-Chairperson. The Board now has five full-time Vice-Chairpersons and six full and part-time Members. In order to continue to improve the Board's performance, the Board is in the process of adding additional front-line staff to support the new adjudicators, to improve its case management and to strengthen its regional offices and operations. At the request of its clients, the Board is also moving to dedicate more resources to mediation and other appropriate dispute resolution processes. It has also established a research capacity to pursue and expand its consultations and interactions with the industrial relations community and remain abreast of developments in the federal jurisdiction. Over the next three years, the CIRB will renew most of its information technology to increase its efficiency and meet the demands of its clients and the Canadian citizens in the context of the federal government's Government On-Line strategy.

Building on extensive client consultations, on December 5, 2001, the Board comprehensively amended and updated the *Canada Industrial Relations Board Regulations*. The Board is now turning its attention to the development of comprehensive Practice Notes to clarify and improve the transparency of its procedures and processes.

The challenges will continue in 2002-03. The CIRB must dedicate the necessary resources to implement its renewal strategy and further review its business processes in light of these important changes in its environment. I am confident, however, that our efforts will serve us well in improving our services to the industrial relations community and to Canadians.

1.2 Management Representation Statement

MANAGEMENT REPRESENTATION

Report on Plans and Priorities 2002-2003

I submit, for tabling in Parliament, the 2002-2003 Report on Plans and Priorities (RPP) for the Canada Industrial Relations Board.

To the best of my knowledge, the information in this document:

- Accurately portrays the Board's plans and priorities.
- Is consistent with the reporting principles contained in the *Guide to the preparation of the 2002-2003 Report on Plans and Priorities*.
- Is comprehensive and accurate.
- Is based on sound underlying departmental information and management systems.

I am satisfied as to the quality assurance processes and procedures used for the RPP production.

The Planning, Reporting and Accountability Structure (PRAS) on which this document is based has been approved by Treasury Board Ministers and is the basis for accountability for the results achieved with the resources and authorities provided.

J. Paul Lordon
Chairperson
February 11, 2002

Section II: Raison d'être

To contribute to and promote effective industrial relations in any work, undertaking or business that falls within the authority of the Parliament of Canada.

Section III: Strategic Outcome

Total Planned Spending

\$ 12,754.0

3.1 Plans and Priorities by Strategic Outcome

3.1.1 Planning Context

The past fiscal year has presented the CIRB with numerous challenges, both internally and externally. The impact of the 2001-02 economic downturn has affected most industries under our jurisdiction. At times, the resulting effects induced significant industrial relations tensions and a need to alter industrial relations structures within firms and industries to meet bargaining unit changes and tensions consequent upon corporate downsizing initiatives. Another area of significant activity results from the impact of privatization on industries of national importance. Here, the Board has been called upon to decide issues related to the maintenance of activities, in accordance with the new *Code* provisions introduced in 1999.

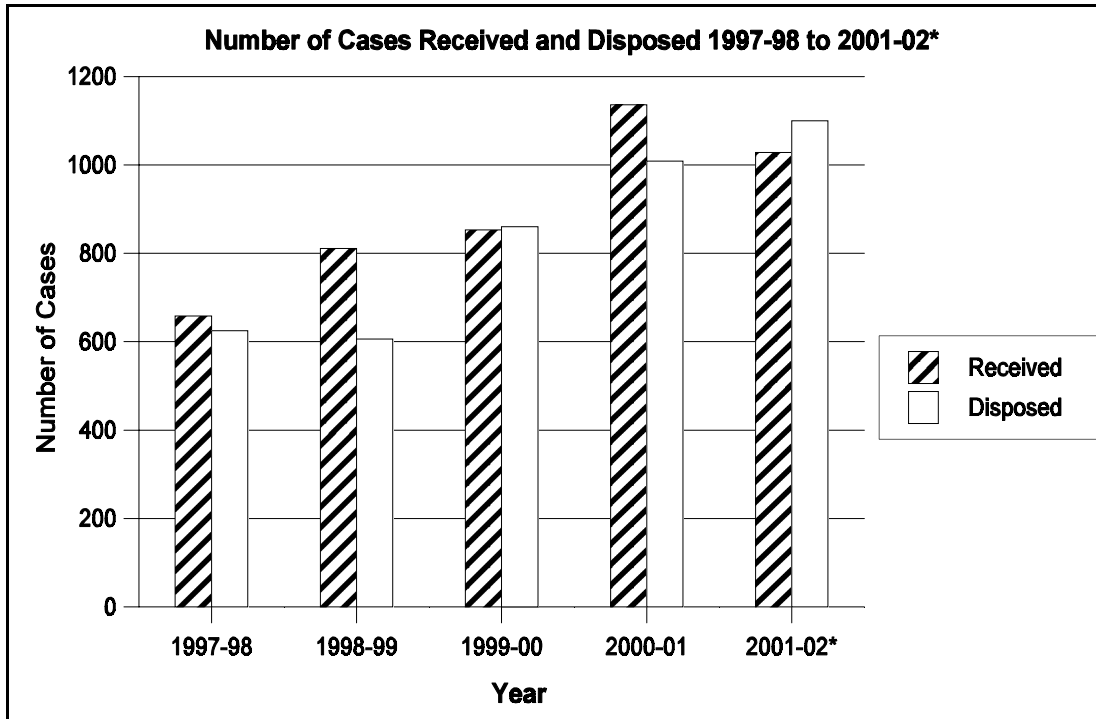
To respond to such pressures, the Board has endeavoured to respond to applications submitted as quickly as possible. Quite obviously, the sheer time sensitivity of such conflicts affects the case management processes of the Board. These increasing internal pressures were further intensified by the continued growth in the number of cases received by the Board. Statistically, the data from 2001-02 reveal that the caseload increase of the previous year (i.e., 2000-01) appears to reflect a longer term increase in the level of demand upon the Board. In fact, the CIRB expects the current levels of workload to remain constant.

In response to the escalating pressures exerted by caseload levels and complexity, the Board has initiated a series of strategic plans to further increase its organizational efficiency, therein providing better services to clients. Such plans include the promotion of alternative dispute resolution mechanisms, the advancement of our technological innovation agenda and the further development of support services, including supporting research.

The following will set the stage for the Board's initiatives; a presentation of its strategic outcome and action agenda will correspond.

Departmental Performance

Table I



* Projected data based on first six months (April to September 2001) and annual average % change between quarters.

In the half year from April to September 2001, the CIRB received 457 new cases. Based upon the previous four-year annual average percentage change between quarters, the Board projects the total number of cases received in the fiscal year 2001-02 will exceed 1,000. This total is well above the previous four-year average of 865.¹ Thus, caseload has continued to be high, in comparative terms, for two consecutive years.

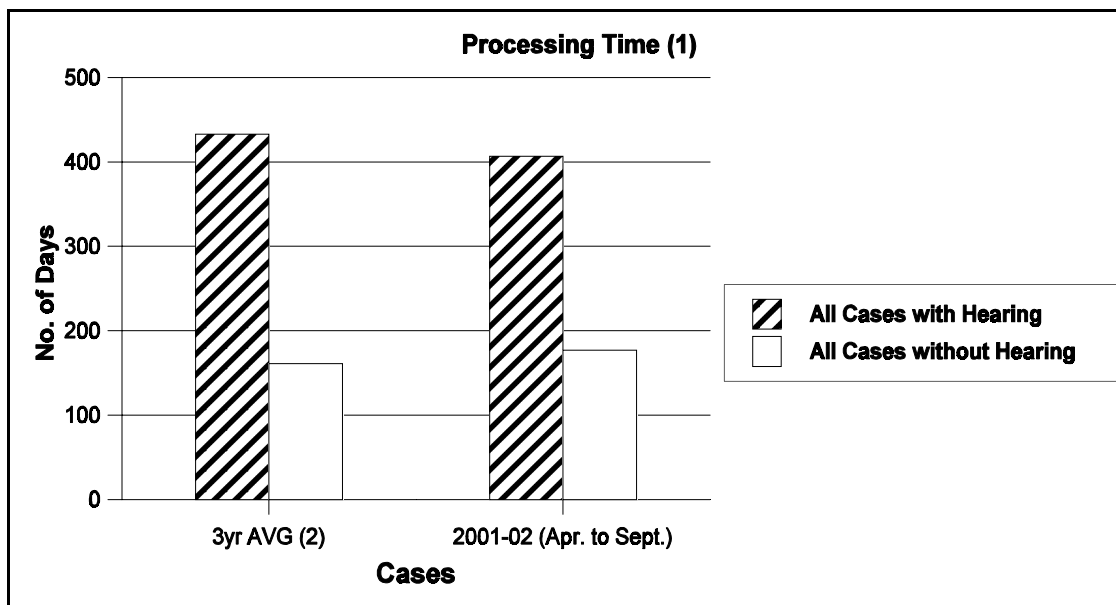
In regard to performance, the Board has disposed of a record number of cases; 550 cases were disposed of from April to September 2001, representing a forecast total of 1,100 for 2001-02. Moreover, the CIRB has been able to dispose of significantly more cases than it has received, thereby making up ground for previous years, when the number of cases received often exceeded those disposed. This has eased the backlog that has occurred over the past few years, as the Board has addressed and resolved cases passed to it by the

¹ It is important to note that this four-year average *includes* 2000-01, a record year for caseload. The four-year average for the 1996-2000 fiscal years is 741. These figures clarify the fact that last year was a bumper year for the CIRB in terms of cases received; *however*, the 2001-02 figures suggest that such an elevated caseload is persisting, thus will continue to be the neo-norm.

predecessor Canada Labour Relations Board at the same time as it has met its increasing caseload. The maintenance of an appropriate level of resources at the Board, including its administrative support, is imperative to sustain the CIRB's initial success. The Board will continue to initiate strategic steps in order to maintain, and improve, its current levels of efficiency.

Despite the increase in caseload over the past two years, the Board has moderately reduced the time taken to process files. Table II shows the processing time² for all cases from initial receipt to their resolution, particularly in respect of cases requiring hearing. The rapid resolution of disputes referred to it continues to be a high Board priority.

Table II



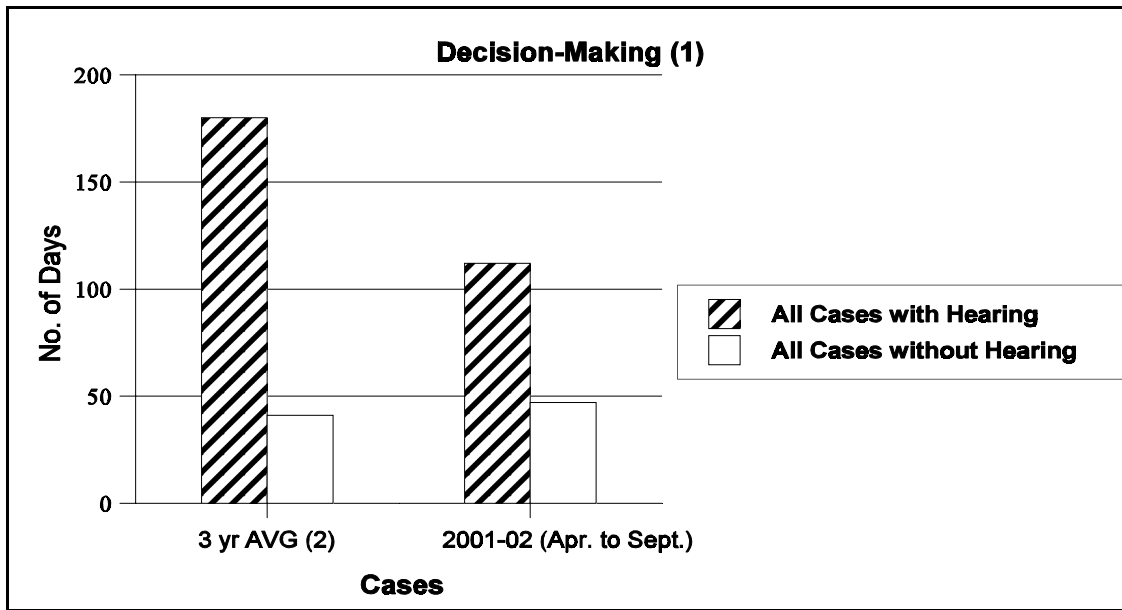
- (1) Average number of days from point of receipt to disposal.
- (2) Three-year average is based on data from 1998-99 to 2000-01.

The time taken to process cases without a hearing mildly increased this year, reflecting the heightened volume and complexity of cases as well as the increase in the absolute number of cases that were resolved through mediation. However, the Board is making notable improvements in processing cases that require a hearing by further streamlining a number of processes, including the scheduling and conduct of hearings; the CIRB is taking an average of 407 days to dispose of such cases, 26 days less than the previous three-year average of 433 days. The impact on the average disposal time of backlogged cases from the predecessor Board continued to impact on this figure in the year under review.

² Processing time represents the period required to complete a file - time spent investigating, mediating, holding hearings where necessary, and rendering decisions.

The increases in workload experienced by the CIRB over the past two years, coupled with a decrease in processing time (see Table II above), is indicative of the escalating pressures being placed upon Board members and staff to handle multiple cases. Additional resources have been recently allocated to the CIRB to allow it to more effectively respond to its increased caseload and related pressures.

Table III



- (1) Average number of days from last hearing day or ready date to disposition.
- (2) Three-year average is based on data from 1998-99 to 2000-01.

The Board’s own disposition time in respect of cases requiring adjudication improved significantly in reference to the previous three-year average.³ While the decision-making time remains fairly stable for cases without a hearing, time required to dispose of cases with hearing improved from an average of 180 days to a current mean of 112 days per case (see Table III above). Again, in relation to the high levels of cases received and disposed during the past two years, the fact that decision-making time declined so dramatically this year in the face of an increased workload reflects more effective and aggressive case management by individual Board members. The CIRB continues to improve actively its case management processes, therein further reducing time and increasing productivity.

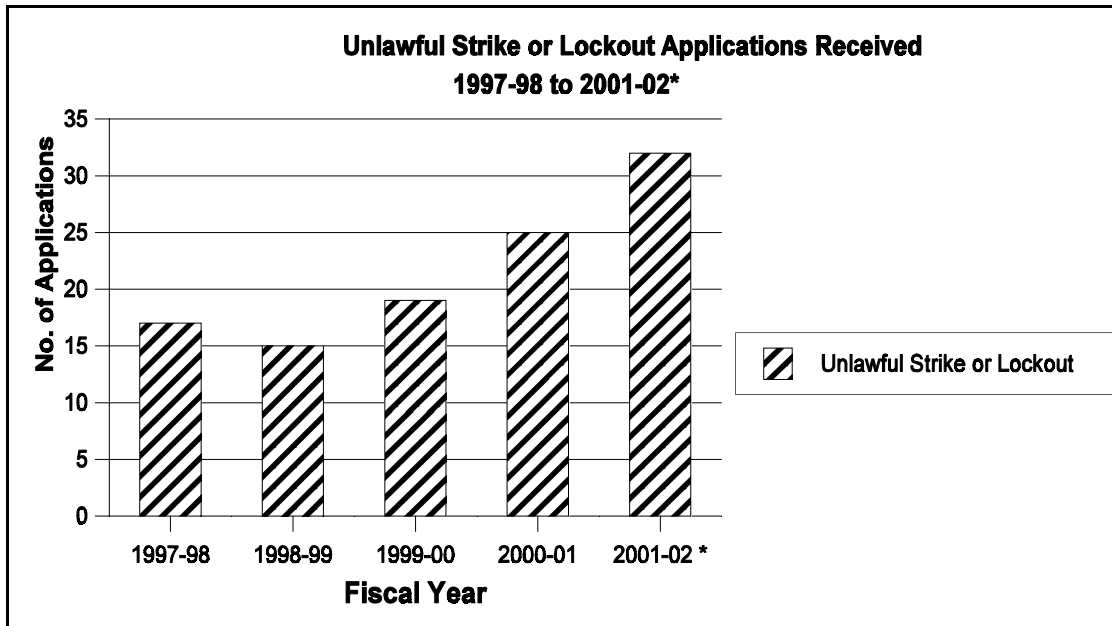
³ Disposition time refers to the time from reservation of decision (normally the final day of the hearing) *or* from the time a case disposed without hearing is presented for consideration, to the time a decision is rendered.

Critical Issues Faced by the CIRB

A number of factors have arisen this year that have been reflected in the pattern of the Board's caseload:

- **Representation Rights in a Broad Sense:** The economic downturn is leading to significant corporate restructuring and downsizing. In some cases, firms are filing for bankruptcy protection, merging with competing organizations and/or dramatically cutting employment levels. The Board has been called upon on an urgent basis, in the circumstances, to consider a wide range of complex and fundamental labour relations issues that stem from this environment. Recurring issues include new bargaining unit structures, the applicability of collective agreements in an altered context and the determination of seniority rights in merging organizations. The airline industry is undergoing tumultuous reform this year, regularly involving a combination of these issues. In light of this, the Board is spending considerable time responding to submissions that affect large numbers of workers.
- **Maintenance of Activities and Public Health and Safety:** Since the 1999 amendments to the *Canada Labour Code*, regarding the protection of the safety and health of the public in the event of labour disputes, the CIRB hears numerous cases involving the determination of levels of workers required to remain on the job during a strike or lockout (i.e., maintenance of activities). As witnessed in the nuclear energy and telecommunications industries earlier this fiscal year, such cases involve competing interests and multiple issues. Naturally, the increase in hearing days required to consider such issues has had a heavy impact on the workload of the Board.
- **Illegal Strikes and Lockouts and Related Legal Challenges:** This year, as in all other years, the CIRB is being asked to intervene in instances where the relations between the parties are particularly acrimonious. The parties frequently adopt antagonistic and complex strategies in disputes regarding various issues. In light of this, the Board is experiencing a marked increase in the number of illegal strikes and lockouts it must mediate and/or adjudicate (see Table IV). All such matters are responded to by the Board on an urgent basis.

Table IV

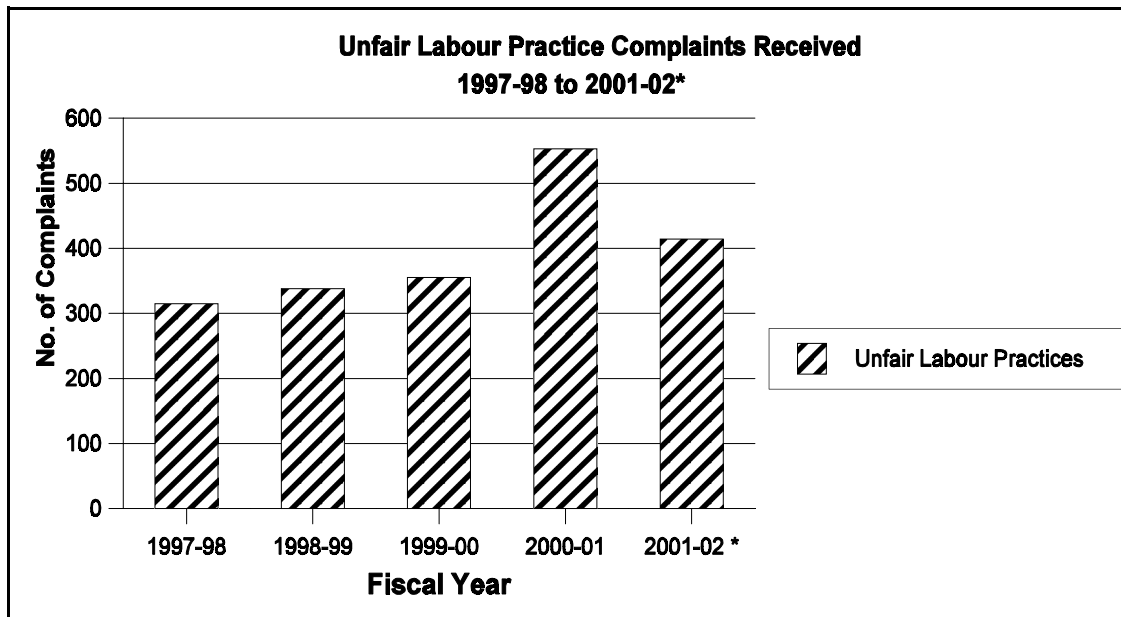


* Projected data based on first six months (April to September 2001).

Given that these disputes can have potentially large impacts not only on labour relations but also on broader economic and social environments, the Board accords such cases a high priority, usually scheduling a hearing within 24 to 48 hours. As a result, other scheduled matters are often affected by these cases, further intensifying subsequent workload and scheduling pressures. In addition to the applications received, a significant number of matters are settled by mediation or otherwise following an indication that the Board's practice is that they will be immediately scheduled.

- **Unfair Labour Practices:** Unfair labour practice (ULP) complaints continue to comprise a significant percentage of CIRB's caseload. While the number of ULP cases projected for this year will likely fall below the record received in 2000-01, it still remains higher than in any other preceding year (see Table V).
- ULP complaints are quite often complex, usually representing only a small part of a large file that contains numerous sections. The CIRB continues to endeavour to assist the parties in reaching mediated solutions to these matters; last year, more than 2/3 of the cases were resolved without the need for Board adjudication. In the coming period, as resources allow, the Board will be giving higher priority to the scheduling of ULP complaints.

Table V



* Projected data based on first six months (April to September 2001).

Strategic Outcome

The Board contributes to and promotes effective industrial relations in any work, undertaking or business that falls under federal jurisdiction. It interprets and applies the *Code* in a manner that supports and promotes free collective bargaining and the constructive settlement of disputes. In achieving this strategic outcome, the CIRB provides effective industrial relations solutions for Canadian parties in a fair and timely manner. Public transparency and accountability of decision making is a priority of the Board in regard to this goal.

The delivery of this strategic outcome focuses upon the broad issue of organizational effectiveness. The following initiatives represent definitive plans to increase the overall organizational effectiveness of the Board, thereby facilitating the aforementioned overall strategic outcome of the CIRB:

- Following extensive consultations with clients, stakeholders and interested parties, the CIRB introduced its *Regulations*⁴ on December 5, 2001. The changes focus upon streamlining the Board's procedures, facilitating and expediting the exchange of documents and accelerating the processing of applications and the conduct of

⁴ *Canada Industrial Relations Board Regulations*, 2001, SOR/2001-520

hearings.⁵ The *Regulations* were also revamped in order to facilitate ease of understanding for Canadian parties.

- In direct response to the new *Regulations*, the Board is in the process of developing practice notes in order to help clarify supporting procedures and practices in relation to the *Canada Labour Code* and the *Regulations*. Practice notes are intended to improve the transparency of the Board's processes to ensure that the client community has effective input into their development, and to ensure that those appearing before the Board fully appreciate and understand its processes.
- In response to client demands and expectations, and to allow the more expeditious handling of complaints prior to their referral to the Board itself, the Board is currently adding front-line staff in its regional offices to speed up case processing and to improve its mediation and appropriate dispute resolution (ADR) capacity.
- The CIRB has also established a new research capacity to systematize its consultations and interactions with the industrial relations community, to remain abreast of developments in the federal jurisdiction and in other jurisdictions, and to support its internal policy development.
- As part of its strategy to meet the goals of the Government On-Line initiative, the CIRB identified six specific priorities to improve overall organizational effectiveness and provide transparency and access to information for Canadians. The six priorities are as follows:
 1. The improvement of the Board's system for case tracking and case management. The Case Management Information Retrieval System (CMIR) is the core business system for the CIRB; it encompasses all Board cases and activities and the related internal document maintenance, monitoring, tracking, scheduling, etc.
 2. The implementation of a comprehensive electronic support system for records, documents and correspondence management. This initiative will improve the efficiency of the Board in regard to correspondence control, records information, retrieval and accessibility.
 3. Video conferencing facilities in all offices will be in operation early in the new fiscal year. This technology will aid in making the Board more accessible, expediting the processes of the Board, reducing the time lost in travel, and will allow time-sensitive matters to be more rapidly scheduled and heard.

⁵ The *Canada Industrial Relations Board Regulations*, 2001 as well as an overview document of the *Regulations*, prepared by the CIRB, are available at the following Web site: http://www.cirb-ccri.gc.ca/whatsnew/index_e.asp?id=63.

4. To allow the work of the Board members to continue during often extensive periods of travel, the CIRB is currently implementing secure access to Board systems and databases for use by staff and members from locations outside of CIRB offices.
5. As part of its secure remote access strategy, the Board is developing its first intranet. The goal is to make available all necessary tools for exchange of internal information necessary to allow the Board to operate in a more timely and efficient manner and for its members and staff to communicate and exchange valuable information.
6. The Board is exploring the development of services to improve electronic filing of matters and systematic electronic communication with clients.

3.2 ORGANIZATION

Strategic Outcome and Business Line

Business Line	Strategic Outcome	Planned Results	Related Activities	Resources (000)	(%)
administration of the <i>Canada Labour Code</i>	effective industrial relations in any work, undertaking or business that falls within the authority of the Parliament of Canada	decisions on applications and complaints provided in a fair, expeditious and economical manner	<ul style="list-style-type: none"> intake and investigative services case management activities Board deliberations, public and in-camera hearings production, translation, and dissemination of Board decisions legal and research services in support of Board deliberations and court proceedings information management services and the development of mechanisms to make the Board's activities more accessible and less costly 	8,710.5	68
		successful resolution of applications and complaints through alternative dispute resolution mechanisms	<ul style="list-style-type: none"> alternative dispute resolutions services 	1,441.7	11
		an involved and well-informed labour relations community	<ul style="list-style-type: none"> publication and distribution of <i>Reasons for Decisions</i>, newsletters, information circulars direct consultations with clients response to <i>ad-hoc</i> inquiries from the public public access to a resource center on industrial relations and administrative law enhancement of CIRB Web site presentations by Board members and staff to the industrial relations community a new research capacity to systematize its consultations and interactions with the industrial relations community, to remain abreast of developments in the federal jurisdiction and in other jurisdictions, and to support its internal policy development 	1,518.2	12

Business Line	Strategic Outcome	Planned Results	Related Activities	Resources (000) (%)	
		effective <i>Regulations</i> and practices, pursuant to the revised <i>Canada Labour Code</i> and the establishment of the CIRB	<ul style="list-style-type: none"> client consultations, publications, and distribution of <i>Regulations</i> and practices 	233.4	2
				11,903.8	93

Note:

- Financial, Administrative and Human Resources services in support of Key Results Commitments represent 7%.

3.3 Accountability



* The Canada Industrial Relations Board is an agency operating under the Minister of Labour's portfolio.

3.4 Departmental Planned Spending

(\$ thousands)	Forecast Spending 2001-2002*	Planned Spending 2002-2003	Planned Spending 2003-2004	Planned Spending 2004-2005
Budgetary Main Estimates (gross)	9,108.0	12,754.0	12,018.0	11,469.0
Adjustments**	4,103.0	-	-	-
Net Planned Spending	13,211.0	12,754.0	12,018.0	11,469.0
Less: Non-responsible revenue	(2.0)	(4.0)	(4.0)	(4.0)
Plus: Cost of services received without charge	2,248.2	2,304.1	2,735.3	2,735.3
Net cost of Program	15,457.2	15,054.1	14,749.3	14,200.3
Full Time Equivalents	100	121	119	118

* Reflects the best forecast of total planned spending to the end of the fiscal year.

**Adjustments are to accommodate approvals obtained since the Main Estimates exercise and include Budget initiatives.

Section IV: Appendices

4.1 Business Line - Administration of the *Canada Labour Code*

4.1.1 Business Line Objective

To contribute to and promote effective industrial relations in any work, undertaking or business that falls within the authority of the Parliament of Canada.

4.1.2 Business Line Description

The Board has a single business line - the administration of the *Canada Labour Code*. To achieve this business line, the Board has three major service lines: adjudication, mediation and information/communication.

When differences arise between bargaining agents and employers resulting in applications to the Board that cannot be resolved through the intervention of the labour relations officers (LROs) in the regional offices, these differences are referred to the Board for adjudication. A large majority of all matters before the Board are decided based on the parties' written submissions and on the detailed investigation reports filed by the regional offices. The remainder are decided after the holding of oral public hearings at which the parties submit evidence and argument in support of their respective positions. All Board decisions are issued in writing; when the reasons for decision are issued, they are subsequently published in both official languages for the benefit of the labour relations community at large.

Mediation services are provided through the regional offices in an effort to resolve applications and complaints quickly and efficiently, while contributing to maintaining more constructive relationships between the parties. Labour relations officers and case management staff at the Board's regional offices are responsible for the processing and investigating of applications, complaints and referrals filed by the Board's clients. The LROs hold informal discussions and mediation sessions with the parties in order to resolve contentious issues. Settling complaints and disputes at the regional level eliminates the need for costly public hearings, accelerates the decision-making process, and in some instances, can avoid the unlawful shut-down of important services. Industrial relations solutions arrived at between the parties contribute to greater harmony in the workplace and win-win results for those involved.

Information/communication services are provided on an ongoing basis by the Board, management and staff who continue to be active in the labour relations community, through direct consultation with clients, by responding to *ad-hoc* enquiries, and through presentations by Board members and staff. Information concerning the Board's jurisprudence and activities is made available through the publication and distribution of *Reasons for Decision*, newsletters and information circulars. The CIRB also provides considerable information through its Web site. Following consultations with numerous

parties, the CIRB has recently introduced the *Canada Industrial Relations Board Regulations, 2001*. The interactive development of Practice Notes, which will aid our clients in understanding the processes of the Board, is now underway.

4.2 Financial Information

Table 4.2.1: Source of Non-Respendable Revenue

(\$ thousands)	Forecast Revenue 2001-02	Planned Revenue 2002-03	Planned Revenue 2003-04	Planned Revenue 2004-05
Photocopies of decisions and material related to cases such as transcripts for hearings	(2.0)	(4.0)	(4.0)	(4.0)
Total Non-Respendable Revenue	(2.0)	(4.0)	(4.0)	(4.0)

Table 4.2.2: Net Cost of Program for the Estimate Year

	Canada Industrial Relations Board
(\$ thousands)	
Planned Spending	12,754.0
<i>Plus: Services Received Without Charge</i>	
Accommodation provided by Public Works and Government Services Canada (PWGSC)	1,836.3
Contribution covering employees' share of employees' insurance premiums and expenditures paid by Treasury Board Secretariat	467.8
Less: Non-Respendable Revenue	(4.0)
2002-2003 Net Program Cost	15,054.1
Full Time Equivalents	121

4.3 Mandate, Role and Responsibilities

The *Constitution Act, 1867*, provides that provincial jurisdiction extends over “Property and Civil Rights,” meaning that the negotiation of collective agreements containing terms and conditions of employment for employees is regulated by the provinces. The Constitution, however, assigns exclusive jurisdiction to Parliament over specific sectors of the economy, and as such, it has seen fit to enact laws regulating employment matters within those sectors that have constitutionally been reserved to it. The laws governing the federal jurisdiction are contained in the *Canada Labour Code*, which is divided into three parts:

- Part I- Industrial Relations
- Part II- Occupational Safety and Health
- Part III- Labour Standards

Part I of the *Code* sets out the terms under which trade unions may acquire the legal right to represent employees in the negotiation of collective agreements with their employer. It also delineates the process under which collective bargaining takes place and provides remedies to counter infractions committed by any party subject to the *Code's* provisions.

Part I of the *Canada Labour Code* had remained virtually unchanged since 1972. However, with the coming into force on January 1, 1999 of Bill C-19, an *Act to amend the Canada Labour Code (Part I)*, R.S. 1998 C. 26, significant changes were made to the *Code* in an effort to modernize it and improve the collective bargaining process for federally-regulated industries. The *Act* replaced the Canada Labour Relations Board with the Canada Industrial Relations Board as an independent, representational, quasi-judicial tribunal responsible for the interpretation and application of Part I, Industrial Relations, and certain provisions of Part II, Occupational Safety and Health, of the *Canada Labour Code*.

*The Canada Industrial Relations Board's **mandate** is to contribute to and promote effective industrial relations in any work, undertaking or business that falls within the authority of the Parliament of Canada.*

In support of its mandate, the Board established the following vision and values:

- decisions on applications and complaints provided in a fair, expeditious and economical manner
- successful resolution of cases through appropriate dispute resolution mechanisms
- an involved and well-informed labour relations community
- effective Regulations and practices developed through consultation with clients

In the discharge of its mandate and the exercise of its powers, the Board aims to be progressive and innovative, efficient and effective, open and accountable. The working environment at the Board promotes learning and development, harmony, teamwork and respect.

The Board's **role** is to exercise its powers in accordance with the Preamble and provisions of the *Code*, which states that Parliament considers "the development of good industrial relations to be in the best interests of Canada in ensuring a just share of the fruits of progress to all." To that end, the Board aims to be responsive to the needs of the industrial relations community across Canada in all aspects of delivering its program.

Departmental Organization

The Board, functioning at an appropriate level, is comprised of the Chairperson, five full-time Vice-Chairpersons, six full-time Members (three representing employers and three representing employees) and six part-time Members (representing, in equal numbers, employees and employers). The recent departure of a full-time Member, representing employers, creates the need for the appointment of a new Member in the near future. The Board also lost a part-time Member during the second quarter of 2001-02, creating a need for an appointment to fill this position. Furthermore, several Members' terms are expiring in February, March and August 2002. All are appointed by the Governor in Council: the Chairperson and the Vice-Chairpersons for terms not to exceed five years, the Members for terms not to exceed three years. (Information on Board members can be found at: www.cirb-ccri.gc.ca/about/members/index_e.html.)

The Chairperson is the Chief Executive Officer of the Board. The provisions of the *Canada Labour Code* assign to the Chairperson supervision over and direction of the work of the Board, including:

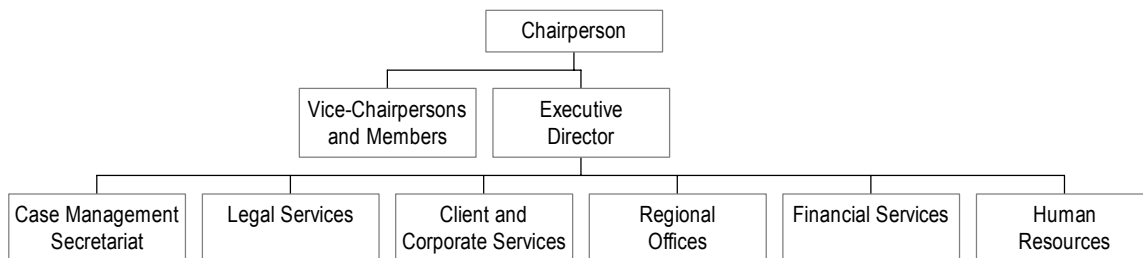
- the assignment and reassignment to panels of matters that the Board is seized of;
- the composition of panels and the assignment of Vice-Chairpersons to preside over panels;
- the determination of the date, time and place of hearing;
- the conduct of the Board's work;
- the management of the Board's internal affairs; and

- the duties of the staff of the Board.

The Board's headquarters are located in the National Capital Region. Support to the Board is provided by the Executive Director reporting directly to the Chairperson. The Executive Director is responsible for regional operations, case management, legal services, client and corporate services, financial services and human resources.

The Board also has five regional offices in Dartmouth, Montréal, Ottawa, Toronto and Vancouver, with a satellite office in Winnipeg. These offices are staffed by labour relations professionals and case management teams. Each regional office is headed by a regional director, who reports to the Executive Director in Ottawa.

Organization Chart



To Contact the Board:

Toll-free 1-800-575-9696

TTY: 1-800-855-0511

E-mail: info@cirb-ccri.gc.ca

Web Site: www.cirb-ccri.gc.ca

Further information on how to contact the regional offices can be found at:

www.cirb-ccri.gc.ca/contact/index_e.html