



**APER**  
AU SOUTIEN DES CADRES

# INFO-CADRE

JUNE-AUGUST 2025  
FOR OVER 50 YEARS



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An association close to you and there for you throughout your career and especially during the creation of Santé Québec.

APER is a bilingual professional association founded in 1973 that represents managers working in Quebec and New-Brunswick's health and social services sector.

Not yet a member?  
[Click here to become one.](#)



**JOE VIEIRA**  
President

## A word from the president

FINALLY, IT WAS ABOUT TIME!

It has been a year since our employees received their salary increases, which means that several managers earn less than their own employees! Is it possible to see this anywhere other than in the public and parapublic sectors? Asking the question is answering it!

Moreover, these increases take effect retroactively from April 1st, 2023. Our last salary increase was on April 1, 2022... it's been a while! In the meantime, we managed a pandemic, a mass vaccination, and an inflation rate not seen in several decades. It was about time!

Your hourly rate and annual salary will be modified in the upcoming paychecks, and you will receive a payment regarding the retroactivity effective April 1st, 2023, this fall.

Even though we deserved more in terms of salary increases, given the extent of the responsibilities that rest on our shoulders, it is important to specify that the APER was the only association to demand, in addition to salary increases, an additional portfolio in order to address issues in our sector.

Finally, thanks to the efforts of the APER, salary increases and retroactive payments will arrive in a few weeks, and this was achieved without having to transfer control of our pension fund to the government! The APER was the only association to inform its members about this aspect of the discussions, which we believe is a crucial point of the recent agreements. It is truly thanks to the APER that the government reversed its position on this issue. Indeed, when the APER's statement was published on social media, the government asked us to remove our post and subsequently retracted.

Even if we all agree that the salary gap between managers and their employees should be larger, among other reasons due to the hours worked by managers, at least we will receive the same raises as our unionized employees. These raises are still significant in the current context of Quebec's public finances.

I also remind you that the APER is the only association that offers you the opportunity to check if you have received the correct amounts of salary and back pay.

On that note, I wish you all a very beautiful summer and I thank you for your loyalty to the APER!



## GENERAL MANAGER'S EDITORIAL

THE SALARY INCREASES ARE FINALLY HERE!!!

**PATRICK ECCLES**  
GENERAL MANAGER

### My first negotiation experience for managers!

Recently arrived at APER since 2023, I had the honor of representing you at the various negotiation tables with the government, in collaboration with our lawyer, Anne-Marie.

I was expecting, like you I imagine, a high level of discussions in respect and recognition of all that we had accomplished through our work, but also during the pandemic, the general vaccination, the management of a strike and the additional work that it had brought. I also clearly kept in mind the 10% salary increases, for a single year, granted to the managers of Santé Québec and the 25% granted to all the members of the National Assembly...

What a disappointment it was for me. Whether it was with representatives from the Treasury Board Secretariat (SCT), the MSSS, or Santé Québec, the tone was condescending and authoritative. Little to no room for discussion: "You accept the reductions in working conditions, or there will be no salary increases."

Honestly, as a manager in our network and a former "boss" of many employees, I thought: "What a missed opportunity on the part of our employer to take the time to recognize all the work done by my colleagues and myself during the pandemic, the vaccination, and the strikes."

What a missed opportunity to establish a fruitful dialogue in order to implement a new reform with a "new employer". Isn't it time for our employer to adopt a more modern and respectful approach to negotiations?

Thus, after several months of messing about, oops pardon, of «discussions» with the MSSS, the SCT, and Santé Québec, we finally obtained the same salary increases that unionized employees received last year!

All this time of "discussions" to arrive at a conclusion that was most obvious; an employee cannot earn more than their boss!

Despite the fact that our discussions are not finished, the salary increases will go ahead. According to us, the majority of you will see the adjustments to your salary implemented in the coming weeks, while for others, it may be in September at the start of the school year. Regarding the retroactive payments, they will come at a later time as all calculations must be done manually.

As a reminder, here are the salary increases that will apply:

- 6% for April 2023
- 2.8% for April 2024
- 2.6% for April 2025
- 2.5% for April 2026
- 3.5% for April 2027

Let's add a «trailer clause» which could give us an additional 1% for the years 2026, 2027, and 2028 based on the percentage variation of the annual average of the consumer price index from one year to the next.

We remind you that, when you receive your retroactive payments, the APER may verify the amounts received to ensure that you have received everything that you are owed!

On this finally positive note, I wish you all a very beautiful summer season and a restful holiday!

Patrick Eccles, General Manager



## A WORD FROM THE OFFICE

VISION, VALUES AND DIRECTIONS,  
THIS IS WHAT THE APER IS ASKING FOR!

### ME ANNE-MARIE CHIQUETTE

For a very large part of you, you were present at our meeting with Minister Christian Dubé on September 5th. He spoke to us about his vision for Santé Québec, with a marked emphasis on proximity management and being a 'Employer of choice'...

We all understand that Quebec has difficult financial choices to make, but we feel like we are reliving a bad movie with a Barrette 2.0 reform. There are hiring freezes, job cuts, and the imposition of new working conditions that are a copy/paste of the 'top down' method of Barrette.

During our negotiating tables with Santé Québec and the MSSS, we are unable to obtain the vision, values, and orientations of Santé Québec regarding its management personnel. All we want to do is impose changes to the working conditions of managers without even being allowed to raise the relevance of these changes. When we do, we are immediately labeled as unwilling to collaborate!! This is a favored method south of the border...

Considering, moreover, and this personally troubles me, that the APER is the only association debating the modifications and their relevance... it's really not helpful.

In this context, we decided to write to Mrs. Geneviève Biron, PCD of Santé Québec, Mrs. Christiane Germain, President of the Board of Santé Québec, and Minister Dubé to ask them for their vision, values, and orientations for Santé Québec. Why this sudden change? Did Minister Dubé want to deceive us last September with his proximity management and his "employer of choice"? Are ladies Biron and Germain aware of the 'Top down' attitude of his team or is that what they want?

I always say that transparency is always preferable, especially when facing challenges like those of our network. I have been advocating for managers for over 35 years, and you are the strongest core of it: you have a managerial perception while being very close to the field. It's an invaluable double expertise... but we are very far from asking for your opinion??

It's been over 40 years that we've been merging and imposing working conditions, and for 40 years the result has been the same, it doesn't work.

**In order to take care of the population, it is first and foremost necessary to take care of its employees and its management.**

Believe me, this is not a 'new age' phrase; it is a management method and philosophy that has proven itself and works wonderfully... at no additional cost!!

Employees and unions from all sectors are complaining about their employer's attitude during negotiations.

Managers and managers' associations from all sectors complain about their employer's attitude during negotiations.

Doctors and doctor's unions are complaining about their employer's attitude during the negotiations.

Intermediate resources and managers have even requested to be able to unionize because they are complaining about their employer's attitude during negotiations.

In the end, there are a lot of people complaining about the employer's attitude during the negotiations.

Maybe it's time, after more than 40 years, to change our approach...

It might be time for the government to have a vision, values, and guidelines that are respectful towards its employees and managers.



## **PAY EQUITY MAINTENANCE COMMITTEE REPORT OF ACTIVITIES**

AS OF JUNE 1<sup>ST</sup>, 2025

### **MICHELLE BOURGET**

The last few months have allowed the evaluators of the Associations to complete the work of evaluating job categories. Following this work, the Committee for Maintaining Wage Equity received, in the form of a comparative table, the results of the evaluations from the Associations' evaluation subcommittee and those from the Treasury Board Secretariat.

The comparative table of the assessments of the categories revealed several disagreements between the assessments of the Associations and those of the SCT. During the last meeting of the Committee, the representatives of the employer stated that they were waiting for the positions of the Associations on the disagreements, clarifying that on their side they had gone to the maximum of what they could accept.

The representatives of the Associations stated that they are also confident in the assessments made by their evaluators. The representatives of the SCT asked the Associations if they could continue to reflect and discuss among themselves on the identified gaps. They added that if disagreements persist, a dispute will be filed.

Also, the Associations of the Wage Equity Maintenance Committee received a table on the sexual predominance of job categories. Discussions among the Associations must take place soon regarding this table in order to authorize our agreement.

Finally, the activity schedule has been updated and now anticipates the end of the fiscal year in March 2026. This deadline is obviously planned unless a dispute is filed. It should be noted that the Committee's work began in March 2020.

The Associations will meet during the month of June to take a final position on the assessments of its evaluation subcommittee and to take potential positions on the sexual predominance chart. Following this meeting, the Committee on the Maintenance of Pay Equity will convene.

We anticipate tough discussions on the outstanding issues. Let us emphasize that the work of the Equity Salary Maintenance Committee has been challenging in many respects, but we are soon reaching the final stages of the process.

We will keep you informed about the follow-up on this important matter.

# LIST OF YOUR SERVICES DURING THIS REFORM

## Re-affected in your managerial work by a new reform, the APER is here and offers you the following services:

Personalized coaching with managers from our network. Now that Santé Québec has cut training, development, and coaching, the APER has established a free personalized coaching offer. Whether it's for a simple question or to support you during a more complex period, contact us for coaching: [association@aper.qc.ca](mailto:association@aper.qc.ca), it's strictly confidential.

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### Lunch Trainings:

- a. Understanding and managing a budget
  - b. Managing difficult employees
  - c. Disciplinary measures
  - d. Different salary increases
  - e. Understanding your classification better
  - f. Your position is abolished, what to do and what to expect
  - g. Preparing for an investigation following a harassment complaint
  - h. Checking your pay and your RRPE participation statement
  - i. The different pension plans you have: understanding them well
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### Professional services: you benefit from the services of two career counselors to assess your career or assist you in your job placement.

You can also contact us for a meeting to plan your retirement or simply, when retirement is too far away, to plan your career according to the benefits you have in your working conditions.

Contact us for a meeting: [association@aper.qc.ca](mailto:association@aper.qc.ca)

# Vacances : comment sécuriser votre maison

Autour de vous, ça parle de vacances, et les vôtres s'en viennent. Parmi vos préparatifs, gardez de la place pour sécuriser votre maison d'ici votre départ. Vous réduirez alors le risque d'une mauvaise surprise au retour : vol, vandalisme, dégât d'eau... Pour vous aider dans votre démarche, on vous la présente par étapes.



## 1. Invitez vos voisins ou vos proches en votre absence

Une maison inhabitée attire vite l'attention des voleurs. Demandez à 1 ou 2 personnes de montrer une présence chez vous. Par exemple, une voisine peut...

- ramasser le courrier
- garer son véhicule dans votre entrée
- arroser votre jardin et y cueillir les fruits et légumes mûrs
- signaler une activité anormale
- passer la tondeuse au besoin

### Aidez votre ange gardien à vous aider

Confiez-lui une clé et dites-lui comment vous joindre en cas de besoin.

Si vous disposez d'un système d'alarme, précisez à votre proche comment l'utiliser.

Remettez-lui également un code d'accès temporaire.

Si votre équipement est relié à une centrale, donnez son numéro de téléphone à votre compagnie de télésurveillance. Indiquez que cette personne est celle à contacter en cas d'urgence.

## 2. Faites «vivre» votre maison à distance

Des solutions domotiques et des systèmes intelligents peuvent facilement vous aider à simuler votre présence de façon réaliste, même à distance.

Équipez-vous de minuteries électroniques. Le soir, elles permettent d'assurer un éclairage intérieur en votre absence.

Installez aussi une ou des lampes à détecteurs de mouvement pour éclairer les coins plus sombres de votre terrain.

## 3. Cachez votre départ sur les réseaux sociaux

Réservez les photos de vacances pour votre retour ! Les publications sur les réseaux voyagent, elles aussi. Avec vos amis, votre propriété ne risque rien, mais les voleurs traquent les maisons vides par toutes sortes de moyens, y compris Facebook.

## 4. Consommez moins d'énergie

Vous vous absentez, alors pourquoi conserver une climatisation ? Mieux vaut éteindre celle-ci.

Si vous possédez une piscine, ne la chauffez plus. Laissez simplement le filtreur en marche. Baissez également la température du spa.

Débranchez certains appareils comme le four grille-pain, vos téléviseurs, votre

micro-ondes et votre ordinateur. Vous paierez moins d'électricité en plus de prévenir des risques liés à la surtension (en cas d'orage, par exemple).

## 5. Prévenez les dégâts d'eau

Fermez la valve d'entrée d'eau principale. Laissez ensuite l'eau restante s'écouler des tuyaux, et tirez la chasse des toilettes.

Faites fonctionner le lave-vaisselle avant votre départ; vous éviterez qu'il finisse un cycle en votre absence.

## 6. Complétez votre démarche

Le jour tant attendu du départ est arrivé ?

- Si vous quittez la maison plus de 30 jours, informez votre compagnie d'assurance habitation.
- Mettez vos objets de valeur en sûreté (documents importants, bijoux...).
- Si vous avez un garage, verrouillez-le et désactivez l'ouvre-porte automatique.
- Avant de bloquer l'accès au cabanon, rangez-y les articles extérieurs qui pourraient s'envoler ou causer des dégâts en cas de vents violents.
- Verrouillez portes et fenêtres. Surtout, pas de clé cachée dehors : les voleurs connaissent le truc du pot de fleurs par-dessus (et tous ses dérivés).
- Vous détenez un système d'alarme ? Ne reste plus qu'à l'activer, puis à barrer la dernière porte en sortant.

Avec une maison sécurisée, vos vraies vacances commencent... Amusez-vous bien !

# beneva

ASSURANCE  
HABITATION

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Les gens  
qui protègent  
des gens



### TOPLA!

On the website or app only, enter the promo code **APER15** to get 5% discount.



### PIZZA SALVATORÉ

On the website or app only, enter the promo code **APER15** to get 5% discount.



### STROM SPA NORDIQUE

On the [website](#), exclusive to partners, there are discounts of up to 35%. The offers change regularly, so you should check regularly to see if the service you are looking for is still discounted.



### IRIS

On the website exclusive to partners, you must create your profile, enter the promo code **APER** and, subsequently, all family members living at the same address can benefit from discounts of up to \$150.



### GERMAIN HÔTELS

GERMAIN HÔTELS | alt ESCAD | LE GERMAIN

### GERMAIN HOTELS, ALT ET ESCAD

On the website [germainhotels.com](#) choose the hotel of your choice, the nights and apply the promo code **GERMAIN0220** to benefit from a 10% discount.



The logo for Beneva, featuring the word "beneva" in a white, lowercase, sans-serif font on a purple rectangular background.

**BENEVA**

When you call for a quote, mention that you are a member of APER and get up to 15% off.

A green circular badge with the text "15% discount" in white. The "15%" is significantly larger than the word "discount".

**VANESSA MIREAULT  
GUIDANCE COUNSELOR**

APER members benefit from a 10% discount.

A green circular badge with the text "10% discount" in white. The "10%" is significantly larger than the word "discount".The logo for PhysioExtra, with "Physio" in a grey font, "E" in a blue circle with a white cross, and "tra" in a grey font.

**PHYSIO EXTRA**

APER members benefit from a 10% discount.

A green circular badge with the text "10% discount" in white. The "10%" is significantly larger than the word "discount".



# APER

AU SOUTIEN DES CADRES

**We are part of your team, we have seen others (!!)** and we are here to help you!

You are anxious about all this reform, we are here for you. We have been managing reforms for 53 years, contact us:

[association@aper.qc.ca](mailto:association@aper.qc.ca)

(514) 933-4118

We will give you an appointment quickly and we will work together.