AREA 6 NEWS

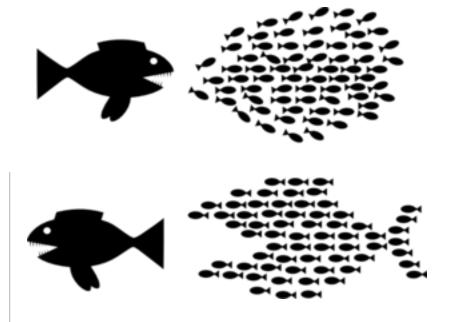
Area 6 Meet-ing

An Area 6 meeting took place at the CUPE 1479 office in Napanee on October 11, 2016. New structure and campaign for next round of bargaining talked about.



If you or anyone you know in your local has been recognized for something outstanding or has a special talent we would like to hear about it and start a *Member Highlights* section.

lizjamescupe1479@gmail.com



Remedy and Contract Extension Meeting- October 23, 2016



Illness of a Critically Ill Family Member or Child

If anyone is in the unfortunate circumstance where they need to apply for the leave you must apply for EI benefits and submit proof to the board that your claim has been approved through Employment Insurance. Once this information is submitted you will be topped up for 8 weeks to 100% of your wages.

Toronto, Ontario **Cupe Educa**tion locals gathered together in October 23, 2016 to discuss the pros and cons of talking with the government at their request to possibly extend the length of this collective agreement.



National Sector Conference – Winnipeg October 2016

There were many informative topics discussed during the 2016 National Sector Conference, including health and safety, violence, CPP and issues directly related to the Education sector.



Terri Preston, OSBCC Chair at podium,

Laura Walton Vice-chair OSBCC at table.

Education Sector Talks:

267 Education delegates
125, 676 Education workers across Canada
55,000 Education workers in Ontario
73.9% of Education workers in Ontario are organized
74% of Canadian Education workers are organized
97% have pension plans and (2% of those are defined contribution pensions
School age population will increase in Ontario until approximately 2025-2026 then #s drop

There were excellent conversation that took place in the round table sector talks.

Some of the issues that are on the forefront across the country are:

- Member burnout
- What more can and should be done to strengthen our union locals and sector
 - Communication and transparency with members is key (web, social media, newsletter)
 - Open collective bargaining and interpreting the collective agreement for members
 - Joining together with other education stake holders (education unions, Parents for Education, special needs advocacy groups...)
 - Working together on a central campaign the promote our sector with the same message
 - Bring profile of jobs forward all year round, not just when in a bargaining position
- Violence:
 - Harassment and violence
 - Working in an inclusive classroom
 - Work refusals lead to action
 - Violence and harassment from parents
 - Lack of support from admin
 - Member vs member violence and harassment due to accommodation and interpersonal conflict
 - Support staff not being given information about students behaviour
 - "What we permit, we promote"
- How does organizing new members strengthen union?
 - Instead of "Young Workers" we suggest "New Workers"
 - Everyone needs to buy in and get involved and create a community feel
- Dangers of not organizing workers?
 - Race to the bottom unions are harder to start and we are fighting to keep them
 -) Pitting employees against each other
 - People want to decertify because employers are creating issues among staff

- What makes union strong?
 -) Training
 -) List serv
 - Labour standards
 -) Allies with other sectors
 -) Meeting with teacher unions monthly
 -) Labour councils
 -) Good relationships with HR
 -) Strong, clear collective agreement
- What are the characteristics for a strong local union?
 - Communication with members with newsletter, websites, social media...
 -) Strong attendance at GMM
 -) High member turn out at organized events
- What obstacles do we face locally, provincially and nationally?
 -) Lack of centralized information
 - Communication issues
 -) Rural vs. Urban
 -) Lack of job specific information at bargaining tables
 -) Violence
 -) Benefits
 -) Teachers vs. Support staff
 -) Filing grievances
 - No pay consistency across province and country
 -) EI
 -) Contracting out
 -) Aging members

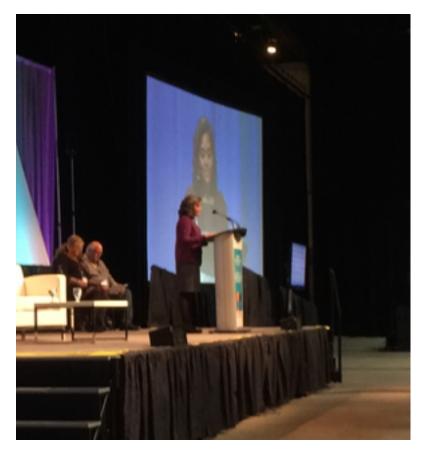
Strategies to Win

Guest Speaker, Sarita Gupta, Executive Director, Jobs With Justice spoke to the delegates about different bargaining strategies and information campaigns that have proved effective in the USA.

Sarita spoke about her role at Caring Across Generations, where she leads a national movement to transform the way we care. She uses the power of social action, social media and storytelling. This campaign's goal is to get people engaged across generations and to strengthen family and caregiving relationships. Sarita spoke about the "sandwich generation," balancing caring for young children with caring for aging parents.

Sarita also talked about the roles she serves on the boards of directors for several organizations, including the International Labor Rights Forum, the Institute for Policy Studies, the General Service

Foundation and the Labor Network for Sustainability.



Jobs With Justice is leading the fight in the USA to protect and expand the ability for all workers to be able to take part in the collective bargaining process by developing strategic campaigns and opening the eye of the public to generate power and opportunities for working people. She spoke extensively on the fact that everyone has the right to the collective bargaining process. Sarita stressed the importance of working together with our labour allies and the community at the national and local levels to create new and effective solutions to the problems working families face today.

"Sarita Gupta inspired delegates about bargaining for social justice, the power of coalitions, and successes in turning the tide on public service attacks. "This moment calls for visionary leadership. It is critical for labour and community interests to not only have one another's back, but to envision the society we are trying to create together," said Gupta. "This can only happen when we invest in long-term relationships, taking the time to understand the challenges, opportunities, hopes and dreams of other stakeholders."

"I'm a dreamer, but also believe in victories, and I want to win on our terms," concluded Gupta. "To win big, we have to dream big, and I invite you to dream big with your union and build the broader alliances and the bold agendas that reflect the inclusionary vision we have for our communities, for the workplaces that will allow all of us to thrive, and the future we want for our children." – Sarita Gupta via CUPE National Facebook page

CUPE's Organizing Strategy Gwen Hewitt, Managing Director, CUPE Organizing and Regional Services

Delegates made Organizing a big focus of our strategic directions, to help our union's work, at CUPE's last National Convention. Gwen Hewitt, CUPE's Managing Director of Organizing and Regional Services, shared CUPE's organizing approach.. "Organizing is a priority for CUPE," said Hewitt. "Working with our members

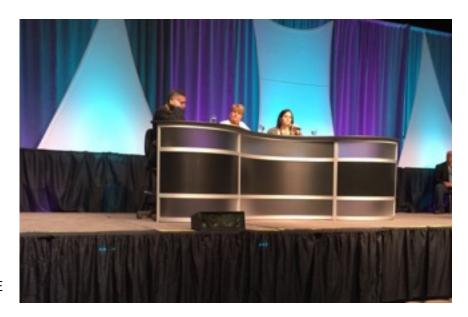


and staff, we will build our union's strength, by building our bargaining strength and building strong and inclusive locals."

- Photo and text from CUPE National Facebook

Bullying, Harassment and Violence in the Workplace – Bargaining protection and more

- Theresa McAllister, President, CUPE 2745 (middle of photo)
- Troy Winters, CUPE National Health and Safety (left)
- Andréane Chénier, CUPE National Health and Safety (right)



The main theme during this address was that we are not required to be a victim of violence when we go to work.

- We need to get violence and harassment language in our collective agreement, including domestic violence, microagression and violence in the workplace.
- We need safety plans, access to students information

• "Right to know, Right to Refuse"- You have the right to refuse unsafe work, if the investigation provides no resolution get the MOL involved

Microagression definition: https://www.psychologytoday.com/blog/microaggressions-in-everyday-life/201011/microaggressions-more-just-race

Microaggressions are the everyday verbal, nonverbal, and environmental slights, snubs, or insults, whether intentional or unintentional, which communicate hostile, derogatory, or negative messages to target persons based solely upon their marginalized group membership

- In situations involving students or clients the Right to Refuse still applies. We are not refusing working with the students/clients, we are refusing the working conditions around working with the student. Is the safety plan being implemented properly? Is the information regarding the student/ client being shared with the worker? Is the proper PPE being prescribed to the staff working with the student?
- Making comments or "jokes" about violence against women or racial comments are not okay in the workplace or anywhere else.

Collective Bargaining Strategies to Prevent Workplace Violence

http://eventmobi.com/api/events/13617/documents/download/a7d462ad-43e7-4ac1-a63e-0b8bc686cef5.pdf/as/Collective%20Bargaining%20Strategies%20to%20Prevent%20Workplace%20Violence.pdf

In all jurisdictions, it is the primary responsibility of the employer to provide a healthy and safe workplace by removing or controlling hazards. That said, strong collective agreement provisions can enhance the safety of workers and accountability for employers. Such provisions should include definitions, affirmations and specific clauses.

1. A strong definition of what constitutes violence.

Here's how CUPE defines violence:

Violence in the workplace is any incident(s) in which an employee is threatened, assaulted or abused during the course of their employment that may cause physical or psychological harm. This includes threats, attempted or actual assault, application of force, verbal abuse or harassment.

Harassment is offensive behaviour that a reasonable person would consider unwelcome.

The workplace is any location in which work-related activities under the control of the organization are performed.

2. General statements affirming that:

Violence is not considered part of the job.

- Violence in any form is not acceptable in the workplace
- Violence can be inflicted by co-workers, managers, clients, patients, students, partners, members of the public, domestic partners in the workplace1, etc.. The workplace is any location in which work-related activities under the control of the organization are performed including patient and clients' homes, after-hour work-related functions, etc.
- Investigations into incidents of violence will be the purview of the joint health and safety committee or health and safety representative, and where appropriate will be performed jointly
- Staffing levels will be such that where possible the need to work alone will be eliminated.
 When this is not possible, protective measures such as the use of alarms, communication equipment, and emergency procedures will be put in place
- Workers have a right to a healthy and safe workplace and as such have the right to refuse unsafe work, including violent situations, without the fear of reprisal in accordance with applicable provincial or federal legislation.
- Workers are encouraged to report all acts of violence, including near misses, to their joint
 health and safety committee or representative by filling out the Violent Incident form and
 if injury occurs the WSIB form 6.

3. Specific clauses that will prevent exposure to workplace violence:

- Provide all information around previous history of patients/clients/students etc. that will help to identify potentially violent individuals. (Note that a client/patient's right to confidentiality does not supersede a worker's right to know about hazards in their workplace!)
- Require that your jointly managed health and safety committee or health and safety representative:
- A. Perform inspections for hazards that will increase the likely hood of violence.
- B. Assessallidentifiedhazardsandensurethatappropriaterecommendationsaremadein writing to the employer on the removal or control of identified hazards.

In some sectors, such as health care and education, the hazard can be an individual's behaviour. In these situations the severity of the hazard can vary from person to person.

- Ensure accountability by requesting that the response to recommendations identifies the person who will be responsible for implementing them within a given time-frame.
- Follow up and evaluate implemented recommendations.
- Conduct some type of review (or audit) to ensure that the violence policy and procedures are working as intended.
- 4. Post-violent incident procedures:
 - A clearly defined procedure for reporting and responding to violence (which includes seeking medical and professional help, and contacting the authorities when necessary).

• Provisions for time off to recover from mental and physical injuries caused by violence . Such provisions are to also be extended to witnesses of violence.

- Provisions for alternative work arrangements following an incident.
- Assurance that there will be no loss of pay due to time off work to recover from violence-related incidents.
- Assurance that a worker is advised to consult a health professional of the worker's choice for treatment or referral if the worker:
- reports an injury or adverse symptom resulting from workplace violence
- 5. Specific training for workers who may be exposed to violence should include:
 - How to recognize work place violence.
 - Information contained in the policies, procedures and workplace arrangements that effectively minimize or eliminate workplace violence.
 - The appropriate response to workplace violence, including how to obtain assistance, and
 - Procedures for reporting, investigating and documenting incidents of workplace violence.

Note: when the training involves the use of force (such as for security guards), ensure that there are additional safe guards in the policy or collective agreement language, including protections against reprisals for such workers in the case of a patron or client being injured.

What CPP Expansion Means for Canadians and for CUPE Bargaining Tables

Mark Janson, CUPE National Researcher

June 2016 – CPP deal reached

- •Canada's Ministers of Finance agree in principle to a Canada Pension Plan (CPP) enhancement with the following design features:
- •The income replacement level will be increased to one third of income.
- •The upper earning limit will be targeted at \$82,700 upon full implementation in 2025.
- •A 5-year contribution rate phase-in below the Yearly Maximum Pensionable Earnings (YMPE), followed by
- •A 2-year phase-in of the upper earnings limit.
- •An increase to the Working Income Tax Benefit (WITB) to help low-income earners.
- Tax deductibility for the enhanced portion of employee CPP contributions.
- •Quebec opted out of the deal but said it would look into a "modest, gradual and targeted increase" in its own pension plan, the QPP.

Historic deal – June 2016

•Basic CPP benefit formula has not been changed since CPP created 50 years ago, only increase has been with inflation rate

- •Changing CPP harder than changing Canadian Constitution
- Powerful right-wing groups, employer groups, insurance industry, and banks all pushing hard against CPP expansion
- •Deal could have fallen apart many times

Unions key to win on CPP

- •Doubling CPP benefits has been a 50-year goal of CLC
- •Major labour priority in the 1960s, early 1980s and most recently since 2009
- •Example of CUPE & labour fighting on behalf of all Canadian workers and winning
- •Remember this when right-wing preys on "pension envy"

CPP deal: The basics

Wage attacks

- •Employers already have agenda of attacking pension plans
- They will likely try to use CPP expansion as an excuse to mount more attacks
- •These attacks could come on contribution side of plans, the benefit side of plans or both Pension attacks

Defined contribution plan

- •Employer currently contributes 4% to plan
- •Scenario: Citing extra 1% they are now contributing to CPP, they say they want to reduce their contribution to the pension to 3%
- Effect: worker loses most of new CPP win, employer passes on their CPP cost to worker



Photo credit CUPE National

Definite benefit plan

•Scenario: Employer wants to reduce benefits in plan proportionally

as CPP increases

• Effect: worker loses most of new CPP win, employer pension costs/risks reduced, employer passes on their CPP cost to worker Pension attacks – examples

- •Canada's public pension system is growing, but CPP expansion is relatively moderately
- •Compared to other countries we will continue to have a small public pension system
- •Workers will continue to need significant pension coverage outside of the public system
- Many CUPE members still lack workplace pension coverage
- •Many members with a pension do not have a DB plan
- •Those who do have a good DB plan know that their plan is modest and not "gold-plated"

There is an continued need to fight to protect and expand workplace pensions

- •Canada's unions were key players in securing CPP expansion for all workers in Canada
- Employers will try to push increased CPP costs onto workers and will continue their pension attacks
- •Our public pension system will remain modest, so workers will need to defend and expand workplace pension coverage in face of continued employer attacks

Violence is not part of the job description: one worker's story

Theresa McAllister CUPE National Sector, Health and Safety Panel @ CUPE National Sector

"I've been kicked, punched, head butted, bitten, spat on, knocked down, had my clothes torn... you name it, it's probably happened. I've had injuries that were so bad that I've missed work."

You might expect to hear this description of working conditions from someone who works in law enforcement. Unfortunately, it's an all-too-common description of incidents that educational support staff who work with special needs students often face in our under-funded school systems.

"These types of working conditions were becoming more and more common. We were being told and made to feel as though this type of violence was part of the job," says Theresa McAllister, an educational support staff in Miramichi, New Brunswick, and President of CUPE Local 2745.

This grim situation inspired McAllister to become involved in health and safety in the early 2000's. "I took it upon myself to get training any time training or courses were being offered. I pushed to have my union and my employer send me. I took that knowledge and I used it to try and benefit everybody – it wasn't just for me. It was to benefit myself, my colleagues and my employer."

McAllister began her activism as the health and safety representative in her workplace, which grew into a position as a health and safety representative in her district. Later, she joined health and safety committees at the local level and at CUPE New Brunswick. Today, she is president of CUPE 2745 where she also leads the local's provincial health and safety committee.

"It's been a long battle and a lot of work but we're seeing improvements," she says. McAllister credits a lot of the gains made in her workplace to the use of the Right to Refuse Unsafe Work. By calling the Provincial Compliance Officers, they began having conversations and looking for ways to resolve concerns. In other words, refusing unsafe work prompted the right conversations to take place.



Recently, McAllister had a significant meeting with the Provincial Chief Compliance Officer to discuss workplace violence in the school boards. She has a follow-up meeting this fall to continue to work towards the elimination of this workplace hazard.

"As a worker, you have every right to go home from work the same way you came in. Violence in the workplace happens all too often in school settings – and whether it's accidental or intentional, it still has an impact on the worker."

-From www.cupe.ca

Education Opportunities for Stewards and Executives

Available in Belleville: Nov 8 -Handling Grievances Nov 15-Disablilty issues for stewards Nov 29th- Being ally for equality

The Tuesday courses in Belleville will start at 5:30 and end at 8:30. The cost is 5 for 50 or 30.00 dollars each. Location is 135 Cannifton Road in Belleville.



Workshops include: **WORKSHOP DATE**

Nov 5, 2016 to Nov 6, 2016

WORKSHOP LOCATION

Queen's University, McIntosh-Corry Hall, Kingston

WORKSHOP TIME

Saturday 9 a.m. - 4 p.m. & Sunday 9 a.m. - 12 p.m.

WORKSHOP DESCRIPTIONINTRO TO STEWARDING

INTRO TO HEALTH AND SAFETY

SLS - HANDLING DISCHARGE & DISCIPLINE

BUILDING YOUR CASE

MEDIATING MEMBER TO MEMBER CONFLICT

CUPE Ontario files lawsuit against Liberals to block further sale of Hydro One shares

Post Author Credit By Keith Leslie The Canadian Press



WATCH ABOVE: Fred Hahn, the president of CUPE Ontario, told reporters Wednesday that his union intends to sue Ontario Premier Kathleen Wynne for misfeasance in public office over the sale of portions of Hydro One.

TORONTO – The Canadian Union of Public Employees is suing the Ontario government over the privatization of Hydro One, the province's electricity transmission monopoly.

"The principal reason for filing this suit is to stop them from selling additional shares in our hydro system," said CUPE president Fred Hahn. "Our goal with this lawsuit is to protect the people of Ontario and the ratepayers of Hydro One."

The union said it served the Ministry of the Attorney General with a notice of intent to sue Premier Kathleen Wynne, Finance Minister Charles Sousa and former Energy Minister Bob Chiarelli for malfeasance.

READ MORE: Integrity watchdog dismisses fundraising complaint against Ontario Liberal ministers

CUPE claims the Liberals inappropriately mixed government and party business by holding expensive fundraisers with cabinet ministers, including one \$7,500 a ticket event with Sousa and Chiarelli that was attended by bankers who profited from the sale of Hydro One.

"We can't speak directly to the specifics of the case, but all of the documents will be accessible to the public when we file in court after the 60-day notice period is over," said Hahn.

Premier Kathleen Wynne defended the decision to sell up to 60 per cent of the utility, saying the money raised is needed to fund the Liberals' \$160-billion, 12-year program to modernize public transit and infrastructure across the province.

READ MORE: Ontario raises \$1.7B after secondary offering of Hydro One shares closes

"Those investments have to come from somewhere, and that's why we're making the changes on Hydro One," she said. "We're using an asset to

leverage funding for a new asset that will be owned by the people of Ontario."

Energy Minister Glenn Thibeault said he can't comment on a lawsuit that's before the courts, but insisted the Liberals did nothing wrong with their fundraisers, even though the government now prohibits ministers from attending such events.

"The integrity commissioner has already looked into this and recently confirmed that there was no wrongdoing," Thibeault told the legislature.

READ MORE: Financial Accountability Officer warns partial sale of Hydro One will hurt Ontario

Commissioner J. David Wake ruled last month that Sousa and Chiarelli may have benefited politically by attending the fundraiser with bankers involved with the privatization of Hydro One, but they didn't contravene the Members' Integrity Act.

But he also said the legislature should consider clarifying the law to include the apparent conflicts of interest, not just actual ones.

The province, which hopes to raise \$9 billion from the partial privatization of Hydro One, raised \$3.8 billion from the sale of 30 per cent, and booked a gain of \$3 billion from a deferred tax asset benefit and a special payment in lieu of taxes.

READ MORE: Ontario Liberals file preliminary prospectus for Hydro One sale

The Progressive Conservatives tried to force Wynne to admit she was behind the Liberals' fundraising efforts.

"Will the premier reprimand these ministers for crossing an ethical line, or will she admit that they were acting on her own orders when they used the very unpopular Hydro One sale to bankroll for the Liberal Party of Ontario," asked PC hydro critic Todd Smith during question period. The New Democrats said the CUPE lawsuit is another shot across the Liberal bow to try to stop the sale of Hydro One, which also serves as a local electricity distribution company for 1.3 million homes in remote and rural parts of Ontario.

READ MORE: Ontario to sell more shares of Hydro One in secondary offering

"Everyone knows the public doesn't want it sold off, and this is another way to send that strong message to the government," said NDP Leader Andrea Horwath.

CUPE successfully sued the previous Progressive Conservative government to stop its sale of Ontario Hydro, which the Tories broke up into several different companies, including Ontario Power Generation and Hydro One, added Hahn.

"The challenge we have is that immediately after we stopped that sale, Ernie Eves, who was then the premier, changed the wording of the law," he said. "And the Liberal government – in power for 13 years – has never changed that wording back to protect our public hydro system."

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CLOSING SCHOOLS WON'T SOLVE BOARD'S FUNDING PROBLEMS, BUT WILL HURT STUDENTS AND COMMUNITIES

BROCKVILLE, ON – Education workers with the Upper Canada District School Board (UCDSB) are gearing up for a fight to preserve the quality of education in the region and quality of life in smaller communities, both of which are under threat from the board's plans to close up to 29 of its public schools. Sixteen are targeted for closure by June 2017. Education assistants, custodians, school administrators and other support staff with UCDSB warn of serious negative consequences for students, families and communities if the closures go ahead. They are organizing with allies to call on the provincial government for changes to schools' funding formula so that schools can be protected as valuable community assets.

"We understand the financial pressures that have led to these proposed closures, but we don't believe the board recognizes how harmful they will be, or has explored all the alternatives," said Sue Hanson, president of

Local 5678 of the Canadian Union of Public Employees (CUPE), which represents education workers at UCDSB.

Hanson met with UCDSB earlier this month to learn more about the proposed closures.

"As workers at the heart of the system, we base our opposition to the closures on our deep knowledge about the vital role that our schools play in our communities," she said.

The union's members will base their defence of the region's schools on the following:

- Many students will have to travel further every day to get to school;
 some may have more than an hour's travel each way by school bus.
- Schools that remain open will become overcrowded with new enrolments.
- Children and young people risk being "warehoused" in overcrowded schools.
- Up to ten child care centres operating in schools will be closed, with no provisions to create new spaces or accommodate families' child care needs locally.
- Programs that operate outside regular classroom hours from recreation programs to summer day camp to sporting events – can no longer be hosted in schools, threatening community life.
- Business and municipalities will feel the economic impact as families move to be closer to schools; parents are forced to leave work or leave their communities for child care; and good jobs are lost as schools close.

"We will insist that the board take into account all the ways that schools are woven into the fabric of the community. Then we will urge them to join us in lobbying the provincial government for better funding for our schools so that they can be retained as assets for the community," affirmed Hanson.

CUPE has long advocated for improvements to the school funding formula, which fails to account for all the people required for our community schools to provide the complete education that students deserve. "A flawed formula is at the root of school closures. Only the provincial government can provide funding that properly accounts for the real needs of our children and communities," she concluded.

"It takes a whole school to educate a child."

For more information, please contact: Sue Hanson, President, CUPE 5678, 613-330-4665 Mary Unan, CUPE Communications, 647-390-9839

OSBCC Whole Schools Funding - Fact Sheet

- Ontario ranks 36th of the 61 Canadian and American jurisdictions (provinces, states, and Washington DC) in terms of per-student funding.
- The average spending of the 16 states of the northeast/Great Lakes is \$17,306 per student, compared to \$12,106 in Ontario.
- Roughly 61% of people in Ontario support more spending on K-12 education (compared to 56% in 2012), and there remains majority support for increasing taxes to pay for it.
- Averaging the cost of services/materials etc., and applying that average to all Boards means that many boards are under-funded on many budget line-items
- · The rate paid for most budget line-items is set arbitrarily low
- Not all mandated services are fully funded
- Budgeting is done with the implicit goal of forcing boards to close schools
- Approximately 44,000 students are on waiting lists for IPRC meetings, or for special needs services (People for Education)
- The clear majority of boards say they spend more on special education than they receive from the Ministry. (P4E)
- Only 41% of schools with Kindergarten have on-site child-care yearround.

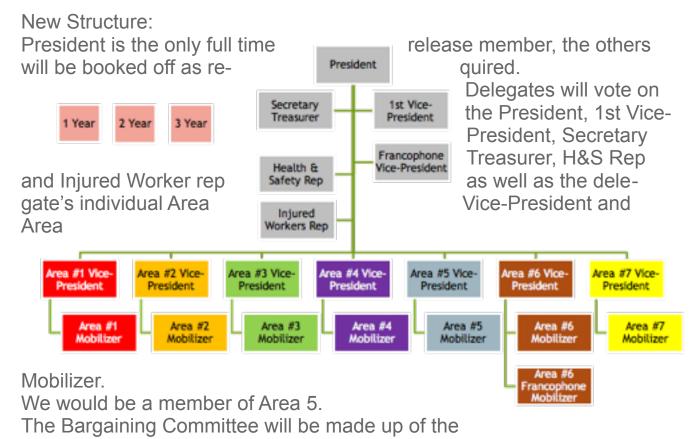
 The government provides \$1,669.97 per early learning student (in 2015), but the program costs much more than this in many boards. For example, it costs the TDSB \$2066.97 per student. (Canadian Centre for Policy Alternatives)

- Closing schools increases transportation costs because more students must be bussed longer distances (Auditor General, 2015)
- The loss of a school to a community makes it difficult for the community to attract young families to move there
- Schools across the province require more than \$15 billion in maintenance for outstanding repairs (Fix our Schools)
- It should be noted that the repair backlog is likely greater than \$15 billion because the province uses a physical assessment that is "limited to a visual inspection, and rarely involves any destructive or intrusive testing to make a better determination of the state of the building component."
- From 2011 to 2015 the government spent between \$150 million and \$500 million on school maintenance. The Auditor General reports that the real need is \$1.4 billion per year to properly maintain schools. About 50% of schools are at least 40 years old.
- There are over 100,000 students in portables (Auditor General, 2015).

Join the call for Whole School Funding!

OSBCC Restructure

There was a resolution passes at the last OSBCC conference in Toronto in 2016. One of the resolutions on the floor was a restructuring of the OSBCC. The reason for the new structure is to keep up with the change from local bargaining to both local and central bargaining. This new structure will allow our bargaining unit to be recognized by CUPE National.



President, 1st Vice President, Francophone Vice President and each of the 7 Area Vice Presidents.