



- Staff Association Executive attended to hear Dr. Croskery's address to the Task Force members.
- Dr. Croskery shared his perspective and provided historical content and expectations. He also indicated it was the #1 challenge in CBE and framed parameters around the work as sources of hurt.
- Chair provided some conceptual framework through Steven Covey Jr. and Michael Fullan's work. She also talked about her personal expectations about these "Olympics".
- Dalton Sheldon video was shown and the "Six Secrets of Change" were discussed.
- The group participated in an exercise to identify the issues and spent time with Focused Conversation. Discovered we shared a lot of concerns and issues and grouped them to come up with specific issues. Categorized them into: What are the Issues, Conflicting Values, Gut Reactions and Way Forward.
- Talked about a quick win. Developed a question to address first bargaining issue - "What opportunities or possibilities within the context of 2008 are available to provide for the 10 month support staff members with an optional consistent payment of salary over 12 months? What are the operational implications for these options?" It was identified that Joel Benjamin and Bill Flookes would work on the question together.
- Highlight of five items accomplished: context for working together, focused conversation activity, agreed Bill and Joel will research question, suggested Working Relationship Commitment be revamped under current context, talked about looking at processes around how we work on the grievance piece and problem-solving piece
- Identified deliverabilities as: report to the Chief Superintendent by December 15, recommend strategies to address the issues, filters to reconsider issues, address specific issues, take one of the issues and do it quickly so we can get people on side and away some
- Chair met with Director of Total Compensation to discuss work for Joel Benjamin. An email was received. The Director of Labour Relations also had a conversation with Joel and Bill.

#### **October 16:**

- Developed Purpose Statement using a "card storming" activity .

- Set up future meeting schedule and added full day to November 27. Worked on Task Force Working Relationship Commitment and made statement that we modelled what we want others to do. Paid attention to whether each commitment was in alignment with Ends and Executive Limitations. Used some of Steven Covey Jr.'s literature to flush these out a bit.

#### **October 29:**

- Reviewed Working Relationship Commitment and developed an action plan based on purpose. A Purpose statement emerged as a result.
- Determined key relationship issues and identified five:
  - Lack of mutual respect, trust and commitment of both Staff Association and Administration to the working relationship
  - Lack of knowledge and understanding: employee voice, employee self-sufficiency; roles and responsibilities; employer accountability; education for employees
  - Ineffective communication between Staff Association and CBE, within CBE and within Staff Association
  - Tension between need to be flexible in responding to student/system need while treating staff in supportive, effective ways
  - Lack of transparent, well articulated engagement and decision making processes
- Next steps – defined each issue with action, understand gaps.
- Invite researcher to look for some effective literature.

#### **November 6:**

- Curtis Slater, researcher in the ILS Department, was invited to attend this meeting.
- Revisited five key issues.
- Report on feedback from SA. The feedback from Staff Association Advisory Group indicated that we were on track with the five issues but reiterated that the five outstanding bargaining issues must not be lost. They felt that the issues were examples and were illustrative of the five key issues developed.

- Talked about key issues and turned the negative statements into positive. Asked Curtis to do some research to defend what our preferred future is.
- Interviews were scheduled with Dr. Croskery and Jean Minifie and Bill Flookes for Curtis to talk about the history of the relationship between CBE and Staff Association.

**November 13:**

- A discussion was held with Bill Flookes and Joel Benjamin about the 10 month over 12 month pay issue. They presented five options and were asked to look at ranking these options from both a CBE and Staff Association perspective and provide update at the next meeting.
- There was discussion around the letter from Duncan Truscott to the Staff Association. Staff Association tried to contact Tom Hodges, Mediator, to obtain a copy and he is looking for it. We decided that Curtis should interview Duncan but has not been able to make contact with him yet.

**November 20:**

- Staff Association and Labour Relations were asked to provide clarity around the perspectives of the outstanding bargaining issues not addressed yet. These documents were received and discussed on November 20. They would be appendices to the report to Dr. Croskery.
- Curtis shared his discussions with Dr. Croskery and Staff Association.
- At Joel and Bill's request, their update was rescheduled to next meeting.

**November 27:**

- Discussed and developed a question for each of the four outstanding issues.
- Joel and Bill updated the status of the five options for 10 month pay over 12 months. Task Force asked them to come back with the costings involved for the two options that may be feasible. A request was made for a communication to be sent to Staff Association member that the two account banking is now available.

**6) Discuss Format and Content**

- Recommend that we use the report structure that we have.
- Page number on each report.
- Include information as an attachment rather than clutter the issues.

- Easy on the narrative and more on the bullets.
- Issue piece is critical to framework. Did we frame the issue by developing the Purpose Statement. Has the questions been framed correctly and are they the right questions? Does the framing of the questions go back to the mediator and Brendan?
- The issue is the perception of a dysfunctional labour relationship between the Staff Association and CBE. Our conclusion is that it is not a perception; it is a reality that there is a dysfunctional relationship not just in negotiations but as a whole within the CBE. Curtis was asked to bring back wording around the issue. We must be clear on how we frame it. Using the guidance statements from Dr. Croskery will help frame and identify the issue.
- Both Dr. Croskery's letter and Mediator's report will be appendices to the report.
- Recommendations (such as the RAM model – look at it and revisit it) to be included.
- Chair's perception of the work accomplished.
- Is there any value added if individual Task Force member's perceptions are noted opposed to our collective work voiced as a group?
- It is important that all members of the Task Force are named and recognized.
- Secondary review report use same vein with level of commitment.

#### 7) **Recommendations from Task Force**

After much discussion, eight recommendations will be made from the Task Force to be included in the report to Dr. Croskery. Along with the eight recommendations are two reports that will be shared. A proposal to one of the bargaining issues, 10 month over 12 month pay, will hopefully be available.

#### 8) **Other**

Ulrich model

- This is a model that HR uses for best practice
- Diagram distributed
- Tabled for a future meeting.

Meeting adjourned at 4:30 p.m.

**There was discussion and question development of the four outstanding issues in collective bargaining:**

a) Lay-off and Recall for PSS

*Q: What opportunities and implications exist to manage more effectively positions within PSS that share common qualifications, responsibilities, purposes and accountabilities.*

b) Job Evaluations

Note: SA wants in writing around PeopleSoft the question of titles on payroll stubs.

*Q: What are the examples concerning position descriptions that are at odds with the collective agreement? What resolution is required to correct them? What is the plan to align job titles in PeopleSoft with collective agreement titles and how will this be communicated?*

c) Job Postings/Position Descriptions

*Q: Acknowledging the principal's accountability to direct the management of the school (School Act section 20(e)), what is necessary to ensure that the deployment of support staff in the supervision of students is in accordance with the purpose of the work and the position description?*

d) Job Postings/Hours of Work

*Q: Acknowledging the principal's accountability to direct the management of the school (School Act section 20(e)), what parameters should be followed when changing the hours of work of support staff?*