

5) **Review Historical Background of Task Force**

The Task Force was struck by the Chief Superintendent and it came out of negotiations with Staff Association in the spring. Recommendation from the mediator's report was that the Task Force would address the relationship between the Staff Association and CBE as well as the five items left over from the bargaining process. The membership consists of four members from Staff Association and four members from CBE. The Chair person was mutually decided upon. We have had four meetings so far and a meeting is scheduled once a week for one-half a day until December 11. On December 15 a report will be given to the Chief Superintendent on the progress of this task force. Dr. Croskery recommended that a researcher be attached to the process. At our last meeting, we discussed what exactly the researcher would be doing. The Chief Superintendent had proposed the Task Force and the Mediator had attached the Task Force to his recommendations along with the resolution of five outstanding bargaining issues.

It is important to note that considerable time was invested in identifying what the Task Force saw as the key issues and how we were going to work together. Although we are two sides, we are trying to approach this as one group.

6) **Revisit key Issues**

The five key issues are:

- 1) Lack of mutual respect, trust and commitment of both Staff Association and Administration to the working relationship
- 2) Lack of knowledge and understanding
 - Employee voice
 - Employee self-sufficiency
 - Roles and responsibilities
 - Employer accountability
 - Education for employees
- 3) Ineffective communication between Staff Association and CBE, within CBE and within Staff Association
- 4) Tension between need to be flexible in responding to student/system need while treating staff in supportive, effective ways.
- 5) Lack of transparent, well articulated engagement and decision making processes

7) Feedback from Staff Association

Staff Association representatives reported back that they had taken the draft of the five key issues as well as the Purpose and Task Force Working Relationship Commitment back to the Advisory Committee. Comments from the committee were very positive, felt the documents were excellent well thought out and made sense. It was shared that the expectation of the Advisory Committee was that they were very concerned because the Task Force had not progressed to the point where some action was being taken on the other four issues. The question was asked if there was a way that these can be addressed. The Task Force is not sure that we have the capacity to address all of the issues at once but “we are committed to addressing each of these five issues over the course of time and they have been itemized on the agenda for the November 13th meeting”.

We recognize that we have five issues leftover from bargaining but the bigger focus is on the relationship. The Task Force has collectively identified five key issues. The purpose of the Task Force is not to answer the five outstanding bargaining issues but to make sure they are being handled by experts.

8) Actions Associated with the Key Issues

We will elaborate on each key issue and recognize best practice, what does it look like and what needs to be in place. Is some of our action to revisit the RAM, revisit some processes around PeopleSoft?

We need to describe the key issues in a positive way. The issues turned upside down is the preferred future. We are not sure that the Task Force will have an immediate impact on Staff Association members or CBE management but our vision is to point the way forward.

The researcher was asked to bring back literature about what is best practice in these areas, how to identify and close the gaps, examples of case studies that some companies have put into place to move forward. Curtis will provide this information at the November 20th meeting. Discussion was then held on identifying the preferred future with respect to the five key issues. During the discussion it was decided that Curtis would also complete the “research to inform our way forward and references” column.

1) *Lack of mutual respect, trust and commitment of both Staff Association and Administration to the working relationship*

Preferred Future	Together we will:	Research to inform our way forward	References	Actions to Take
A working relationship between SA and Admin characterized by mutual respect, trust and commitment	1) Recognize and respect each other: <ul style="list-style-type: none"> • Value our diversity, dignity and worth • Build common understandings • Frame issues and recommendations to others in a respectful ways • Clarify, understand and value each other's roles and responsibilities 2) Earn and Sustain Trust <ul style="list-style-type: none"> • Follow agreed upon processes • Make commitments and act upon them • Match our actions to agreements • Respect confidentiality 		Steven Covey Michael Fullan	

2) *Lack of knowledge and understanding: employee voice, employee self sufficiency, roles and responsibilities, employer accountability, education for employees*

Preferred Future	Together we will:	Research to inform our way forward	References	Actions to Take
A workplace culture characterized or built on the values of voice, accountability, self-sufficiency, clarity of role and responsibility				

“Need some good hard thinking!”

3) *Ineffective communication between Staff Association and CBE, within CBE and within Staff Association*

Preferred Future	Together we will:	Research to inform our way forward	References	Actions to Take
Effective communication between SA and CBE, within CBE and within SA	Communicate with each other with openness, honesty and transparency <ul style="list-style-type: none"> • Speak freely without judgement and listen actively with an open mind • Demonstrate integrity by talking straight, being honest and sincere and telling the truth • Be real and genuine by not having hidden agendas or hiding information Take responsibility for our actions <ul style="list-style-type: none"> • Be open to discussion and feedback • Give each other an opportunity to explain our ideas and actions • Engage in strategies for improvement 			

4) *Tension between need to be flexible in responding to student/system need while treating staff in supportive, effective ways*

Preferred Future	Together we will:	Research to inform our way forward	References	Actions to Take
A learning organization where students and staff are considered.				

“Need some good hard thinking!”

5) *Lack of transparent, well articulated engagement and decision making process*

Preferred Future	Together we will:	Research to inform our way forward	References	Actions to be Taken
Transparent, well articulated engagement and decision making processes	Earn and sustain trust <ul style="list-style-type: none"> • Follow agreed upon processes • Make commitments and act upon them • Match our actions to agreements • Respect confidentiality Seek Solutions to Address Common Interests <ul style="list-style-type: none"> • Acknowledge the past and move to the future • Focus on the issues • Develop processes to make recommendations • Build consensus • Engage the right people • Speak with one voice 			

9) **Other**

After the presentation next week by Joel Benjamin assisted by Bill Flookes, the question was asked if the Task Force makes a recommendation? It was felt that a recommendation would become part of the report that is going to the Chief Superintendent on December 15, 2008. This information will also be needed for our researcher to support his research. Sharing all of the information we determine to be important will be included as part of the report.

Meeting adjourned at 3:30 p.m.