



**5) Review Task Force Working Relationship Commitment using Ends and Executive Limitations as a Filter**

The Task Force members felt there were no contraventions in the Commitment with the Executive Limitations. An item that might have been a conflict would be #4 and it was felt that #4 is totally consistent with the decision-making processes contemplated under the Executive Limitations. This provides an excellent model for Ends 5 - Character. One of our descriptions is we will build consensus and it was discussed and agreed to that consensus meant that each member could live with the recommendation even though he or she was not 100% behind it.

The work of the Task Force is about developing recommendations and looking at the bargaining issues to be resolved in the Mediator's report. It is not up to the Task Force to make the decision but only to decide if the recommendations should go forward.

We can live with it if there is consensus within group. If there is no consensus – what happens? We will continue to do the work to build a consensus and if one can not be reached, you park the issue. Any recommendations that go forward must be agreed upon and when these recommendations are brought forward, acknowledgement is made as to whether it was a group consensus or not. The Task Force members will always give the same message. As a group, our intention is to try to get consensus but it is not an absolute. The spirit is to build consensus.

**Purpose Statement**

Developing the Purpose Statement was an interesting process that worked very nicely. It is amazing how quickly our Purpose Statement and Task Force Working Relationship Commitment were put together. Time was used most efficiently. Good work. There was very positive feedback from the Staff Association Advisory group when the Purpose was shared as well as the discussion on the Relationship Commitment.

**5) Develop Action Plan Based on Purpose**

What are our recommendations?

- Develop questions for the researcher
- Receive input/feedback from various experts on the outstanding bargaining issues
- Discuss common relationship issues and determine how we are going to respond to identified outstanding bargaining issues
- Look at existing structures that facilitate or inhibit the development of the relationship. Appreciative Inquiry Focus could be used to determine the gaps – what is working, what needs to be changed.

Understand how, when and why did it break, what will it take to move on, what is the core of this difficult relationship.

- Clearly articulate the preferred future. Our preferred future is a working relationship that: ... How do we find it?

What are the issues we need to address especially since they are always moving. Is it the issues that cause the problems or how we go about solving the issues? We need to understand what is at the heart of these things. There are different dynamics between staff and supervisor and this is where the real work happens. As well there are different issues between Staff Association and Administration and this is where there are tensions. Why is that? We need to find the primary issues affecting the relationship. If we start at the same point we can recommend what we need to focus on.

- 1) Flesh out what the issues are? Come to consensus that these are the key relationship issues. A resource that might help us is the work we did in the first meeting and through this process we can identify relationship issues to work on.
- 2) We have two lists of issues (CBE and Staff Association) and our goal for this group is to come to have one common list that reflects both of our interests and ask ourselves, "Are these the real issues?"
- 3) Is the issue around an educated workforce? Do our CBE Administration understand the Executive Limitations, Ends, collective agreement and care for their staff? Do our Staff Association employees as individuals understand the Executive Limitations, Ends, collective agreement?
- 4) Clearly articulate the issue that strategies are meant to address.
- 5) Can we address outstanding bargaining issues and relationship issues concurrently? Do we have to wait before we look at the next bargaining issue? One challenge is that 4 out of the 5 bargaining issues are in the Total Compensation's area and there is only one person who would be looking at these.

#### Activity to Develop Core Issues

Each Task Force member individually went through the list of issues that were identified in the October 7th meeting to seek commonalities in both the CBE and Staff Association's list of issues.

The group reconvened and the following Key Relationship Issues were determined:

- 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

Although these are the common issues stated by both CBE and Staff Association, someone else might identify an issue that is more important than those identified here. The target keeps changing and issues are always changing and the last thing is for us to be going down the wrong road – this is the trust piece. Have we zeroed in on the big picture so we can the deal with the pop up stuff? It was suggested that Staff Association members take this list of key issues back to their advisory committee for feedback and examples of situations/practices that fall under each of these issues.

#### Next Step

- 1) Define each issue with examples, actions
- 2) Understand the gaps so we can build solutions.
- 3) What is the role of the researcher and how do we get to the right questions? It was decided that we would ask the researcher to come to our next meeting. Engage him in a conversation on where we come from, where we believe we have to go and talk about strategies.

We would like the researcher to bring literature on effective communication, how to develop knowledge and understanding in employee groups, how do you develop trust, in a public system, what is a transparent decision-making process, and information about current Human Resources – how do we work to strengthen the treatment of staff?

Meeting adjourned at 4:30 p.m.