



4) Communication

Barb outlined how Communications would be able to support the Task Force in the distribution of the report and response from Dr. Croskery.

a) Distribution of the report

The report is available now on the Staffroom under the Task Force icon. Hard copies would be made and distributed to the system – a distribution list was passed out for the Task Force to review. After further discussion, it was agreed to send out an allusers email that would include the Executive Summary with a link to the full report and Dr. Croskery’s response. (Communications can monitor the number of hits to the report and response.) No feedback will be asked for. The email should also state that actions are being developed around each recommendation and include a declaration of progress that the first four recommendations have been completed and implemented.

b) An Executive Summary was suggested and a draft summary was passed around. Everyone agreed it was well written and a good introductory to the allusers email.

c) A new icon using a photo of the actual Task Force members will replace the one used in the Staffroom (photo was taken).

**Action:**

- 1) Barb Kuester would send out an allusers email that would include the Executive Summary with a link to the full report and Dr. Croskery’s response. (Communications can monitor the number of hits to the report and response.) The email should also state that actions are being developed around each recommendation and include a declaration of progress that the first four recommendations have been completed and implemented.

5) Recommendations to Chief Superintendent

Recommendations #1, #2 - accomplished

Recommendations #3 - #12

It was decided to go through all the remaining recommendations and identify who is going to manage the action plan around them. The Task Force member(s) assigned to each recommendation would act as a small steering committee to build plans.

Recommendation #3:

*Redo the current Working Relationship Commitment document to reflect the current governance model of the Board using the Task Force Working Relationship Commitment as a starting point.*

Recommendation #4:

*Community Engagement Department develop a process to engage employees and union leaders within the organization in the redoing of the current Working Relationship Commitment document.*

**Action:**

- 1) Cliff, Syd, Naomi and Jenica will devise an action plan.
- 2) Community Engagement will develop a process to redo the working relationship.

Recommendation #5:

*Demonstrate accountability to one another by modeling an open, constructive working relationship to Staff Association Advisory Group, Superintendent's team, Mutual Interest Board, Job Evaluation committee, Human Resources by sharing recommendations and talking about the Task Force Working Relationship Commitment.*

**Action:**

- 1) Naomi will set up a meeting with Don Dart, Cliff Hosfield, Linda Angelo Brenda Spilker and herself to discuss prioritizing resources and financial implications to support carrying out the recommendations.
- 2) After the HR directors have met with Naomi and Don, Diana will set up three one-hour meetings to be attended by the Task Force members with Staff Association Advisory Committee (1<sup>st</sup>), Human Resources (2<sup>nd</sup>) including TSSI and Mutual Interest Board and Job Evaluation committee. The conversation would be similar to what was presented at the Superintendents' Team.

Recommendation #6:

*In support of the Calgary Board of Education vision, mission, values and policy governance that the processes of International Association for Public Participation (IAP2) be adopted to engage internal and external stakeholders in opportunities and decisions that affect them.*

Recommendation #7

*The Calgary Board of Education requires people in leadership positions to learn the IAP2 engagement process to inform the decision making process.*

We could look at bringing in trainers to do the work in leadership or we could have in-house trainers do the work. Financially, in-house would be more economical. A couple of people would need to take the training to be the trainer. A budget item would be needed and could be placed in the 3 year education plan. This could be a role that might belong to the Leadership Centre. Task Force can model the concept and the Leadership Centre would develop the program for all Master and Entry Academy members.

<b>Action:</b> Syd, Jeff Jones and Cathy Evanochko to develop an action plan.
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Recommendation #8:

*The following processes be reviewed: Grievance, Collective Bargaining, Resource Allocation and Deployment (RAM), Professional Improvement Leaves, Position Descriptions.*

Recommendation #9:

*The following standing committees be reviewed in the context of the Working Relationship Commitment model: Job Evaluation and Mutual Interest.*

Grievance, Collective Bargaining – Processes need to be discussed with Staff Association and Labour Relations (Keith Peterson and one or more Labour Relations Advisors) – on hold.

Resource Allocation and Deployment (RAM) - Strong declarations along with clear and specific statements will be written into the RAM booklet. RAM is being split and there is an HR section that outlines what is necessary to make things happen and what should be done – compliance and guidelines.

Professional Improvement Leaves – Tracey Ross (Main and PSS) and Deb Lewis (PSS) will review process for PIFs.

Position Descriptions - Develop processes to put parameters and references around competitive positions.

Job Evaluation Committee - Review processes with Committee.

Mutual Interest Board - Review and discuss Working Relationship Commitment document

Recommendations #10 & #11:

*The following questions be referred to task specific groups to consider the possibilities for resolution of the outstanding bargaining issues.*

*The following task specific groups be created to address the above questions relations to the outstanding bargaining issues (**task specific groups shown above beside question**)*

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

**Suggested Task Specific Group:** Director, Total Compensation and Information (lead), Manager, Total Compensation, business owner (person accountable for organizing PSS staff), member of PSS who is impacted by the decision, Staff Association Board Director or designate.

b) *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?*

**Suggested Task Specific Group:** Director, Total Compensation and Information, Manager, Total Compensation, Manager, Labour Relations, Manager, Staff Association, Staff Association member(s) impacted by this issue, Staff Association Director or designate.)

c) *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?*

**Suggested Task Specific Group:** Director, Talent Management & Sourcing (lead), cross-section of school principals, Recruiter, Talent Management & Sourcing, Staff Association member(s) impacted by this issue, Staff Association Director or designate, Area Director.)

d) *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?*

**Suggested Task Specific Group:** Director, Talent Management & Sourcing (lead), cross-section of principals, Recruiter, Talent Management & Sourcing, Staff Association member(s) impacted by this issue, Staff Association Director or designate, Area Director.)

This work needs to be started and in place in a timely fashion as well as look for any quick wins. The work has been scoped, identified and the challenge is to elevate them to the forefront by developing a plan and a commitment around how we address them.

Recommendation #12:

*The Salary Administration issue (10 month over 12 month pay) be resolved as quickly as possible after the cost information requested on November 27, 2008 about the direct payroll option is received.*

This recommendation/bargaining issue needs to be resolved as soon as possible. A conclusion which includes the update information requested from Bill and Joel should be decided soon.

**Action:**

- 1) Naomi will talk to Bill and Joel through Don Dart re request of November 27, 2008.
- 2) Cliff will inquire into what communication has or has not been sent to Staff Association members describing the two bank account process and holiday pay.

**Conclusion:**

*We must:*

- *Identify structural deficiencies which have led to performance gaps and problems, analyze and restructure to remedy any mismatches.*
- *Admit that a good fit between CBE and CBE Staff Association benefits both. Help individuals find satisfying work while CBE fulfills the goals of the organization.*
- *Merge positional power with other forms of power to reduce the conflict in the deployment of scarce resources.*
- *Rebuild the expressive or spiritual side of the organization through identification of the interwoven pattern of beliefs, values and practices that define for all members who we are and how we do things.*

Comments:

- When the work unfolds, we need to jointly engage in this work and acknowledge it and acclaim on both sides that we have done good work. This is an opportunity to get others involved.
- By helping employees find satisfying work while the goals of the organization are met, makes them feel valued and they do not feel powerless.
- Beliefs, values and practices define who we are and how we do things but there seems to be a conflict in 4 a and 4 b in the 3 year education plan. How does it relate to the values of the CBE?
- Question was asked: what sanction or authority do we have to direct others? This is important work, acknowledged by the Chief Superintendent and Superintendents' Team. Dialogue needs to happen to encourage people to understand that this is the work? Everyone is aware that there may be a lack of resources, issues around pay and spring staffing, bargaining issues that have budgetary implications so we prioritize, make a long term plan to deal with the recommendations and a timeline needs to be established to create a sense of urgency to complete the bargaining issues. We need to post each recommendation, write an update for each one every two or three months so there is a running commentary about where we are at with them.
- Talking about modelling is very important and we need to present it in a constructive fashion. We are the keepers of the hope and process.

Meeting adjourned at 3:30 p.m. Next meeting is scheduled for Tuesday, March 3, 12:30 – 3:30 p.m. in Conference Room 5E at the Ed Centre. Lunch will be served at 12:00 noon. Please bring your action plans to this meeting.