



UNION MATTERS

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*My local works
because I participate*

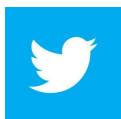
Date and time of General Membership meetings are posted at each worksite and at www.cupe1169.ca

“The role of a labor union is to ensure that the balance is not tipped in favor of the employer when employees do not receive wages and benefits commensurate with their contribution.”

~William Burrus~



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You Should Know

Management is legally obligated to comply with the Collective Bargaining Agreement.

How many managers at the Calgary Public Library (CPL) have read their Collective Bargaining Agreement (CBA)? How many CPL managers simply look at articles about when breaks can be taken and if they can expect staff to work overtime? Or, do CPL managers toss the booklet in a drawer of their desk and only refer to it once there is a problem at the worksite? Unfortunately, many CPL managers and many members of the bargaining unit pay little or no attention to one of the most important documents regarding their working life.

The CBA determines the rights and responsibilities of both management and members of the bargaining unit. How can either party exercise their rights and responsibilities at the worksite without the knowledge of what the CBA says about those rights and responsibilities? How can this be achieved? Both parties must treat the CBA as the important legal contract that it is.

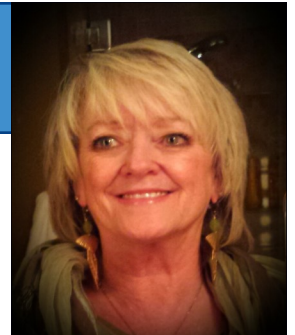
Understand that the CBA is a legal contract that spells out the rights and obligations of both the board and the union. The terms and conditions of employment have been negotiated and agreed to by both parties. This mutually agreed to contract is referred to as a “collective” agreement as it addresses the working conditions of all employees within the bargaining unit and not individual contracts of employment found in non-unionized worksites. Your CBA ensures a fair and consistent application of equality

at the worksite.

When Management Gets it Wrong: A lack of training in understanding the CBA

When there is an absence of clarity and understanding of the CBA amongst front-line management, this becomes a problem. How many CPL managers are knowledgeable about their role in applying the CBA? How many front-line managers have read the CBA? How many managers regularly make decisions without checking the CBA to ensure they are compliant? Of greater concern is that many workers are not informed as to whether their manager’s decisions are in compliance or contravention of the CBA. For managers to have credibility in the worksite they must be knowledgeable and familiar with the CBA. Without this knowledge, there is no credibility with their workers, and their ability to lead and initiate change is impaired. Lack of knowledge and understanding of the basics of the CBA is often used as a tool of “authority” to force workers into compliance, when the correct approach is to jointly work within the framework of the CBA.

Union-management relationships are not effective within a framework of power. To function effectively, there must be a working culture of respect and engagement. It is management’s responsibility to take the lead in creating and supporting mutually respectful worksites. CPL managers should review the contract article by article to ensure that they understand the



rights and responsibilities of both parties.

Management needs to ask themselves the following questions:

- What right (s) does this article establish?
- What obligations and/or working conditions must be met by management and/or the union for those rights to apply?

Within the scope of “managements right to manage”, which falls outside of the CBA, CPL management is failing when introducing worksite operational changes as well as failing in communicating those changes. There are meetings and emails flying around our worksites, but CPL management still fails at communicating effectively with their employees. They need to answer one of the most important questions, why the change? Why are we changing what we have always done and why is this change important? Without knowing and being informed of the rationale for change often results in a failure of engagement and a lack of commitment to new initiatives.

Within the CBA, your union acknowledges, *“that it is the function of the Board to exercise regular and customary functions of Management and to direct the working force of the Library System subject however to the terms of the Agreement”.*

Management has the responsibility to create and sustain productive, respectful, and rewarding worksites. CPL management fails when they are un-knowledgeable, disrespectful, and unsupportive in applying the terms of the CBA, which often leads to grievous misunderstandings. The CBA is one of the most important tools that CPL management should be using effectively to create and sustain an organizational culture that is progressive, professional, and rewarding. Sadly, for too many CPL managers, the CBA is viewed as the “union document”, and it is this attitude that limits their ability to manage effectively. The CBA is not a tool that can be used to resist change and initiatives. The CBA is not intended to foster conflict. Rather, the purpose of the CBA is to support, protect, and promote a respectful and rewarding worksite. By management gaining knowledge and understanding of the CBA, new initiatives and changes to operations, whilst being respectful of the CBA, will result in a stronger culture of improved working relationships.

*In solidarity,
Rh'ena Oake, President CUPE Local 1169
Calgary and Cochrane Public Library Workers*

Contract Corner: know your rights under the collective agreement



Article 9 Hours of Work 9.01 (e) Work Week

Except in emergency situations, written notice of any ongoing change in hours of work or work schedule shall be given to each affected employee. The Manager or Manager's designate will provide as much notice as possible, but at least two (2) weeks' written notice.

ten notice.

What does this mean?

While it would be ideal that our scheduled hours remain stable over time, this is not the reality for most members. Managers or their designates can and do make permanent changes to our hours of work in order to meet the needs of the worksite. These changes are a response to changes in technology, changes in patron expectations, and escalating management demands. The one thing that your manager MUST do is notify you, Human Resources, and the union of any change at least two (2) weeks prior to the implementation of that change.

*Respectfully submitted by,
Terrill Budd, Chief Steward CUPE Local 1169*



CUPE LOCAL 1169 AFFILIATES



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