



MEMORANDUM

Date: **March 8, 2017**

Date Last Updated: **March 18, 2016**

To: **Board of Governors**
From: **President**
Subject: **MONITORING REPORT – EL-2b Treatment of Staff**

With respect to treatment of paid and volunteer staff, the President shall not cause or allow conditions, which are unfair, disrespectful, undignified, disorganized or unclear.

Regarding “conditions which are unfair, disrespectful, undignified, disorganized or unclear,” this part of the global policy has been substantially further defined in the Board’s subsequent policies however, they remain as yet undefined aspects to the conditions described by the Board as unacceptable.

Conditions can be described as fair, respectful, dignified, organized and clear when the college has processes in place for:

- 1) terms and conditions of employment;
- 2) recognition of employee excellence;
- 3) ongoing development of staff; and
- 4) Overall Engagement Scores and questions related to working conditions from the Employee Engagement Survey are no more than 5% lower than the previous year’s survey results.

Evidence:

- 1) Provincially negotiated Collective Agreements are in place for Support Staff and Faculty as well as terms and conditions of employment for our Administrative Staff.
- 2) College wide recognition through individual and team awards of excellence celebrated annually at Confederation Day.
- 3) We offer multiple pathways for employees to obtain professional development (PD) through opportunities such as:
 - Interest free tuition loans;
 - 50% tuition rebate;

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- \$20 College courses;
 - Personal PD Spending Account;
 - PD leaves of absence;
 - Internal certification offerings (ie. Bawaajigan through CPAL, Facilitating Student Success through a strategic planning work group, Instructional Skills Workshop through the TLC).
- 4) An Employee Engagement Survey was conducted in November 2016. All full and part time employees had the opportunity to respond to a confidential and anonymous online survey. 480 employees out of 846 responded (57% response rate) comparing to 2014 where 499 of 861 responded (58% response rate). With a confidence level of 95% the 2016 results are accurate within + / - 2.94% 19 times out of 20. Full time response rates are very healthy at 337/401 (84%) where part-time response rates are continuing to be a challenge and are sitting at 114/445 (32%). Specific action plans are being developed and implemented on the basis of these results.
- For multi-year engagement score and working condition comparison results see Appendix B.

I therefore report compliance.

The President shall not:

- 1. Operate without written personnel procedures that:**
 - a) clarify rules for staff,**

I interpret “clarify rules for staff” to mean that employees have access to the policies and procedures, collective agreements and terms and conditions of employment. Further, that the policies and practices are reviewed regularly and updated when necessary

Evidence:

Regarding “clarifying rules for staff” policies and procedures, collective agreements and terms and conditions of employment are available on the College’s web page. The process for policy development was renewed in 2016 and is currently under review again to ensure process by which all policies and procedures are reviewed and where necessary renewed to reflect the changing landscape of education and related legislative requirements.

I therefore report compliance.

- b) provide for effective handling of disputes, and**

I interpret “provide for effective handling of disputes” to mean that there must be policies and practices, collective agreements and terms and conditions in place that describe the process employees can follow to initiate a complaint, including the options for representation, the

stages of the process, all applicable deadlines, and the privacy rights of all parties to the dispute.

Evidence:

Guidelines as defined above for the effective handling of disputes exist in our policies, administrative terms and conditions and collective agreements, according to a review by our legal counsel in March 2017 (see Appendix A). The collective agreements and terms and conditions of employment have not changed and our policies have not substantially changed since this letter was received.

On March 18, 2016 we reported 13 outstanding Academic Union grievances and of the 13, only one had been scheduled for arbitration with the rest were awaiting action by the Union. Two of the outstanding grievances from this time period have been settled and two have been scheduled for arbitration. The rest remain awaiting action by the Union. Since the last report we have received 14 new grievances, one of which was subsequently withdrawn. The Union has brought forward 6 of these grievances for arbitration scheduling, 3 of which have been assigned dates.

With respect to the Support Staff Union, 5 new grievances were received since our last report. Of the 5, 2 have been settled and 2 are being dealt with on a provincial level and 1 is scheduled for arbitration.

A legal proceeding related to an administrative employee remains ongoing.

I therefore report compliance.

c) Protect against wrongful conditions (e.g. nepotism and grossly preferential treatment for personal reasons)

I interpret “protect against wrongful conditions (e.g. nepotism and grossly preferential treatment for personal reasons)” to mean that staff will be considered protected against wrongful conditions if two conditions are met:

First, there are clear guidelines explaining their options if they feel they are a victim of sexual harassment; given an unjustifiably poor performance appraisal; or disadvantaged in comparison with others and secondly report confidence that the guidelines as noted are followed and are effective in ensuring fairness.

Evidence:

In late 2016 we launched a “Policy of the Month” initiative whereby all employees are required to attest that they have reviewed the policy/procedure identified for that month. To date we have put forward the Whistleblower and Sexual Assault and Sexual Violence

policies/procedures. Despite technical challenges in the rollout of this initiative, 100% of administrators, 87% of full time faculty, 89% of full time support and 50% of part time employees have now attested that they have read the Whistleblowers policy and procedure. Compliance with respect to the Sexual Assault and Sexual Violence policy and procedure will be available by the end of the month.

I therefore report compliance.

2. Retaliate against an employee for non-disruptive expression of dissent, or for reporting to management or to the Board of Governors (per the complaint procedure in the personnel manual) acts or omissions by staff, management or the Board of Governors that the employee believes, in good faith and based on credible information, constitutes a violation of provincial or federal law or a governing policy of the Board. (Whistleblower policy)

I interpret “expression of dissent” to be any statement by an employee that indicates disagreement with a decision made by management. Such expression is non-disruptive, when there is no refusal to perform work, when it is made in a courteous and private manner, and when it is not made publicly including to the media. Employees who disagree non-disruptively (as defined above) with management decisions may not experience retaliation from the President or any other member of management such as firing, reassignment to less desirable jobs or job hours, or initiation of a formal discipline procedure.

Evidence:

There have been no cases of discipline of any kind with respect to employees expressing dissent regarding a decision made by management. Further, the 2016 Employee Engagement Survey showed that 75.5% of respondents felt that employees were treated with courtesy and respect. This compares to 69% in 2014 for an increase of 6.5%.

I therefore report compliance.

3. Allow staff to be unprepared to deal with emergency situations.

I interpret “unprepared to deal with emergency situations” to mean that there must be policies and practices in place that describe the process employees will follow in the event of an emergency and that there have been opportunities to practice those processes. Practices mean that employees have participated in drills and exercises.

Evidence:

Guidelines for responding to emergencies exist in our policies. A new policy was approved in June 2016 to address unscheduled campus closures that result from emergencies, such as snow storms.

Drills (including fire, hold and secure and shelter-in-place) were conducted at the Thunder Bay campus in June and September 2016. Drills (fire and lockdown) were practiced at the Rainy River District, Greenstone and North-shore campuses, in conjunction with the high-schools in which they are co-located.

I therefore report compliance.

4. Allow staff to be unfamiliar with the President's interpretations of their protections under this policy.

I interpret "unfamiliar" to mean that there must be policies and practices in place and accessible online, as well as workshops, professional development and staff meetings that inform employees about their rights and responsibilities, the processes available to them to make a complaint and the steps that will be taken once a complaint has been made.

Evidence:

All policies and procedures are accessible to all staff via the intranet and revised or new policies are announced to the employees via a post on Staff News (a daily electronic newsletter). The Director, Human Resources and Organizational Development and/or the Employee Health and Wellness Consultant are available to present new policies, procedures and practices to employees at staff meetings upon invitation.

As a part of orientation activities, new employees receive presentations on College policies, procedures and practices, including Freedom of Information and Protection of Privacy, the Code of Conduct, Acceptable Use of IT Resources, Sexual Assault/Sexual Violence Protocol and Conflict of Interest in August and January. A new online program under development to ensure that all information is easily accessible to all employees immediately upon hire and as a reference on an on-demand basis.

Provincial legislation requires that supervisors complete health and safety awareness training, and College policy requires that supervisors meet that obligation by completing the 8-hour on-line *Health and Safety for Managers and Supervisors in Ontario* course: 84% of full-time supervisors have completed the training.

The *Occupational Health and Safety Act* requires that all employees receive worker health and safety awareness training: 80% of full time employees have completed the one-hour on-line *Occupational Health and Safety Orientation* training course, in compliance with the *OHS*A requirement.

The Provincial government introduced legislation in 2015 to ensure that Colleges and Universities have protocols in place to deal with sexual assault and sexual violence on campus. A requirement of the legislation was to introduce training regarding the protocol to all

employees. 91% of full time employees have participated in either a face to face training session or have completed the online SAFE campus training. During the week of February 21 to 24, 2017 we held our first Sexual Assault & Sexual Violence Awareness Week consisting of distribution of SASV resources, a speaker series (live streamed for Regional participation), SAFE Campus support fair (highest attended event of the week) and a self-defense demonstration. Certificates of Completion for “Sexual Assault/Sexual Violence Awareness and Prevention Week 2017” when all 4 sessions were attended.

I therefore report compliance.

Motion:

THAT we accept Report EL-2b – Treatment of Staff, showing full compliance with a reasonable interpretation of the policy.

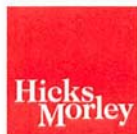
Respectfully submitted,

D. Jim Madder,
President

Appendices:

- Appendix A: Letter from Hicks Morley Human Resources Law and Advocacy, dated March 7, 2017
- Appendix B: Employee Engagement Survey Results

Appendix A



Hicks Morley Hamilton Stewart Storie LLP
77 King St. W., 39th Floor, Box 371, TD Centre
Toronto, ON M5K 1K8
Tel: 416.362.1011 Fax: 416.362.9680

WALLACE M. KENNY
wallace-kenny@hicksmorley.com
Direct: 416.864.7306

Toronto
Waterloo
London
Kingston
Ottawa

March 7, 2017

**DELIVERED VIA EMAIL
STRICTLY PRIVILEGED & CONFIDENTIAL**

Ms. Jeannine Verdenik
Director, Human Resources
Confederation College of Applied Arts and Technology
1450 Nakina Drive
P.O. Box 398
Thunder Bay, ON P7C 4W1

Dear Ms. Verdenik:

Re: Personnel Policies and Practices

You have requested that we advise concerning the state of your personnel policies and practices that provide for the handling of disputes. We have acted on behalf of the college in relation to Human Resource issues for many years and have knowledge of your policies and practices in this regard.

I can independently confirm that the policies, practices, collective agreements and terms and conditions in place for employees effectively describe the process employees can follow to initiate complaints, including the options for representation, the stages of the process, all applicable deadlines, and the privacy rights of all parties to the dispute.

The policies I have reviewed are compliant with the Colleges legal obligations.

I trust the above is satisfactory.

Yours very truly,

A handwritten signature in blue ink, appearing to read "Wallace Kenny".

Wallace Kenny
WMK/sc

Appendix B

2014 to 2016 Employee Engagement Summary:

| Engagement | 2016 | 2014 |
|---------------------|------|------|
| Highly Engaged | 47.8 | 41.8 |
| Engaged | 39.9 | 47.2 |
| Disengaged | 10.9 | 8.8 |
| Actively Disengaged | 2.3 | 2.1 |

*Employee Engagement is quantified as the aggregate total to specific questions falling into the following 7 categories:

- 1) Job / role satisfaction;
- 2) Satisfaction with the College;
- 3) Energy level;
- 4) Discretionary effort;
- 5) Co-worker satisfaction;
- 6) Work Pride; and
- 7) Perceived impact.

Appendix B (Continued)

Working Environment:

