



## MEMORANDUM

Date: **March 27, 2015**

Date Last Updated: **April 25, 2014**

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

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**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, there 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 survey respondents, reporting that they strongly agree or agree, that their working conditions are no more than 5% lower than the previous year’s survey results.

### **Evidence:**

An Employee Engagement Survey was conducted in November 2014. All full and part time employees had the opportunity to respond to an anonymous on-line survey. The survey results (for the full sample of 499 respondents out of 849 full and part time employees) are accurate to within +/- 2.8%, 19 times out of 20, assuming a representative sample.

While a new survey tool was used for the 2014 Engagement Survey the results were shared with CCI, our previous survey provider. As they have done in the past, CCI compared our Engagement Survey results against their norms for engagement and in five instances indicated that our results were similar to other colleges/clients and in five instances our results were higher. One result continues to be at the lower end of the range compared to other colleges/clients; the result related to “recognition or praise for doing good work”.

The Engagement score for the College is 89% (the highest it has ever been). High Engagement leads to increased retention, productivity and customer satisfaction and is a measure of the positive attitude held by employees towards the College. In ten (10) instances the responses to

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Engagement questions improved. In three (3) instances the responses were lower; one was 4% lower, another 5% lower and the third one was 8% lower. The results have been communicated throughout the College via a town hall meeting, a Managers' meeting and Staff News. The Engagement Committee has developed an action plan to address the results of the Survey.

A new feature of this survey tool is pulse surveys. Three Pulse surveys have been conducted giving full time employees an opportunity to provide written feedback/comments/suggestions with regard to a) Empowerment and Career, b) Recognition and c) the Senior Leadership Team.

The specific results of the Engagement Survey as they relate to fairness, respect, dignity, organization and clarity are provided in Appendix A. Specific action plans are being developed and will be implemented on the basis of these results.

I therefore report compliance.

**The President shall not:**

- 1. Allow staff to work without having 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 Senior Team recently approved a revised policy and procedures approval process that includes consultation with Academic Council and employee representatives (see Appendix B)

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 (see Appendix C).

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Previously the College has received less than 10 grievances each year from any constituency group. A significant change is that 45 faculty grievances have been received since January 2014 (33 of which have been received since January 2015); we anticipate that most of these will be referred to arbitration by the faculty union. Prior to this there were 23 faculty grievances over a 5 year period; 6 of which were referred to arbitration.

With respect to the Support Union 8 grievances have been received since January 2014 (and none since January 2015); 2 were referred to arbitration. Prior to this there were 15 support grievances over a 5 year period; 4 of which were referred to arbitration.

A legal proceeding related to an administrative employee is 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 guideline as noted are followed and are effective in ensuring fairness.

**Evidence:**

Results of a confidential, on-line survey conducted in March 2014 indicated that employees know or can easily find out what options they have in the event that they feel they have been exposed to wrongful conditions. Employees responded similarly to previous years when asked if they felt confident that the process to resolve wrongful conditions would be effective. The results are provided in chart form in Appendix D.

I therefore report compliance.

**2. Allow negative consequences 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)**

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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. The vast majority of staff should be able to report that no such retaliation occurs.

**Evidence:**

Results of a confidential, on-line survey conducted in March 2014 indicated that the majority of respondents continue to indicate that they are not aware of anyone being fired, re-assigned or subjected to formal discipline for respectfully expressing dissent.

All four aspects of the survey were more positive in 2014 than in previous years. The results are provided in chart form in Appendix D.

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 lockdown and fire drills.

**Evidence:**

Guidelines for responding to emergencies exist in our policies. Drills were conducted at the Thunder Bay campus during both the fall and winter semesters. Drills were practiced at the Rainy River District, Greenstone and North-shore campuses, in conjunction with the high-schools in which they are co-located. The next drills at the Thunder Bay campus are planned for April and May 2015.

A variety of emergency response training has been provided to College employees as evident in Appendix E.

A one-day overview session on *Violence Threat Risk Assessment (VRTA)* was delivered on January 3, 2014, with 19 participants. The *Level Two Multidisciplinary VRTA – Post secondary* training was conducted on February 13 and 14, 2014, with 37 participants from five organizations in attendance. Work continues on a Community Threat Assessment protocol, in collaboration with Lakehead University and Thunder Bay Police Services.

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 Senior Manager, Human Resources Services is available to present new policies, procedures and practices to employees at staff meetings upon invitation. Three presentations have been made regarding Freedom of Information and Code of Conduct during this year.

As a part of orientation activities, new employees received presentations on College policies, procedures and practices including Freedom of Information and Protection of Privacy, the Code of Conduct, Acceptable Use of IT Resources and Conflict of Interest in August and January.

Online professional development is a means of reaching out to and informing employees. All new employees are required to participate in online training in Accessibility for Ontarians with Disabilities' Act (AODA) and Health and Safety regulations. 95% of full time employees have completed AODA the three parts of the required training. Health and Safety training statistics are reported in an annual report to the Board. (see Appendix B)

I therefore report compliance.

**Integrated Risk Management Reporting to the Board**

<b>EL-2b Treatment of Staff – March 27, 2015</b>		
<b>Item</b>	<b>Risk</b>	<b>Mitigation Strategy</b>
Strategic Talent Development	<ul style="list-style-type: none"> <li>• Employees not keeping up with professional knowledge</li> <li>• Skills gaps in employees</li> </ul>	<ul style="list-style-type: none"> <li>• Supervisors developing PD plans for employees' at the employee's request</li> <li>• Professional Development supports including: tuition interest free loans, education and work leaves, personal spending accounts, subsidized college courses, etc.</li> <li>• Professional Development Work Group overseeing Leadership and PD courses.</li> <li>• Departmental Succession Plans are being implemented</li> </ul>
Academic: Effective Curriculum Delivery & Faculty	<ul style="list-style-type: none"> <li>• Ensuring curriculum relevant to needs of the employers and the market</li> <li>• Faculty unable to deliver programming requirements</li> </ul>	<ul style="list-style-type: none"> <li>• Teaching &amp; Learning Centre (TLC) offering faculty an array of programming as well as one-on-one support for teachers with specific concerns</li> <li>• Program Advisory Committees</li> <li>• PD for Faculty</li> </ul>
Key Person Dependency (Senior Team, VP's, Deans)	<ul style="list-style-type: none"> <li>• Our ability to replace key personnel</li> <li>• Succession Planning</li> </ul>	<ul style="list-style-type: none"> <li>• Senior Team implementing a succession plan for key positions across the College</li> <li>• Strategic Leadership Team has taken over leading the day-to-day operations of the College as a means of ensuring a broader pool of leaders</li> <li>• Mentoring offered through OCASA and soon an internal program</li> <li>• Academic Administrators provided with PD (Leadership Academy, guest speakers, administrative specific workshops etc.)</li> </ul>
Government Compliance	<ul style="list-style-type: none"> <li>• Changing Provincial and Federal Acts and legislation in</li> </ul>	<ul style="list-style-type: none"> <li>• Consultation with The Council, Colleges Ontario, our legal advisors</li> </ul>

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<b>Item</b>	<b>Risk</b>	<b>Mitigation Strategy</b>
with Acts & Legislation	regards to employee relations, human resources and payroll <ul style="list-style-type: none"><li>• Ensuring compliance</li><li>•</li></ul>	and other College HR departments <ul style="list-style-type: none"><li>• Payroll and HR audits</li></ul>

**Motion:**

**THAT we accept Report EL2b – Treatment of Staff, showing full compliance with a reasonable interpretation of the policy.**

Respectfully submitted,

D. Jim Madder,  
President