



## Labour Management Relations Committee (LMRC)

May13<sup>th</sup>, 2021 @ 4:00 pm by Zoom

Present – Tanee Edwards, Jeff Armour, Noah Austin, Karla Pacheco, Nick Soave, Andrea Klooster

### 1. Performance Appraisals

Karla – There was discussion at the Senior Management meeting about putting something on paper in regards to everyone's work this year. There is some merit in employees seeing that they have accomplished something during this time and that they are recognized for it. It is also good to have something from the supervisors in the employee files so there is not too long of a gap and so that we get back in the habit of recording things again. Kate has amended the regular PA to make it more in line with how this year has gone. Everyone will list their top three accomplishments from the last year to start. There can be more than three if people want to include more. There is a sub-section of the accomplishments area that will cover the pillars for COVID survival in the workplace that Jeff talked about. These include; listing innovative and creative solutions that employees came up with to continue to perform in a changed environment, examples of how they were flexible and adaptable to all the change, and how they kept the lines of communication open. The next part of the PA involves talking about goals for the rest of the year. This will open up communication for summer projects etc. We know that some work is cyclical and some is regular so that will need to be factored in. It is good to have a discussion about how we communicate and through what channels so that we can be clear in the process. PD requests can be noted on the sheet so we can book them in for this fiscal or next. The due date for the PA's will be June 15<sup>th</sup>, before most peoples' vacations, so that there is a road map set for the summer. This is a good process to recognize people and make sure the pillars are revisited in a practical way.

Tanee – A modified version of what we normally do is a good plan so that people can say, 'I did not do my regular job but these are the tasks that I worked on'.

Karla – It really was not appropriate to pursue PA's up until now but, since we are at a new fiscal year, it makes more sense. We can look forward to the future even if we do not really know what it will look like.

Jeff – With vaccines happening etc., it gives people hope. It is also important to outline your accomplishments and to note that you were available and that there has been good discussion with your supervisor. We quickly forget what normal is and so it will be about reintegration and people getting back to what we value them for. It is important not to just forget about the year but instead talk about what was accomplished. It will also help people have some more structure for the summer.

Karla – Senior Managers will steward the process since there have been people who have been doing tasks under different managers than they normally work with. It is not about micromanaging but just a matter of having to move resources around. There are core responsibilities but some people have been pulled away from them. Now there will be documentation about what they are doing and will ensure that no one has been forgotten. An e-mail will be going out next Tuesday as long as the Union is good with the form.

Noah – I do not foresee any issues with the amended form.

## 2. CBA Discussion

Karla – I have created a document to add CBA discussion points to. We have talked a bit about extending the CBA for another year, something we would have talked about doing anyway at this time for budgetary purposes and to get approval for increases etc. The extension is based on the principles of the MOU, post-COVID. We are trying to commit to some normalcy and look at items that might be contentious moving forward. We have some language to work on in terms of benefit enhancements etc. The goal is to have some discussion about the items to put together an MOU settlement. The following items are up for discussion -

Wellness Benefit – Enhance to \$450 for next year and moving forward.

Dental Benefits – Not increasing cap on coverage but will include caps, crowns, veneers, and bridges. These extensive renovations can be very expensive. We can start June 1<sup>st</sup> and then look at the impact to the plan and see how much it is used in the next 2 years. Will it be a drop in the bucket or will it have a major impact?

Health Benefit – No increase in premium. Will get two more years of data to see what the options could be (increase in premiums vs. decrease in benefits).

Vacation Booking – Vacation to be booked and used prior to August but flex can happen afterwards. It is already in the CBA to book vacation before April 30<sup>th</sup>. Vacation time is a liability to the Corporation but it is also good to make sure people take a break. We are seeing how it goes for everyone and if vacation can be staggered well etc.

Increases - Payout for 2022-2023 as opposed to an increase. We would have to talk about the percentage.

Current MOU terms need to be added and things like holding off on staff courses coverage and the wellness benefit can be removed. We want to keep flexibility in place so we preserve the people who are here with no bumping and lay offs.

Tanee – If you are proposing increased coverage under dental, we need to make it very clear that it is a two-year window. We would not want to pull it back if people were not clear on that.

Jeff – For the no increase to health premiums, would that mean no increase at all or above and beyond the scheduled increase?

Noah – It would be no substantive increase above and beyond what was already scheduled.

Karla – It used to be an increase up to 2% if we were in a deficit but it was taken out.

Jeff – So essentially we would freeze where it is at now?

Noah – I do not have the information in front of me for that so we could look at that in negotiations.

Karla – As long as it is noted in the MOU that the premiums need to be revisited, we should be good. We can think about and commit to find a way to fund the plan. The employer pays the bulk of the premiums. We should try to find a sustainable place where we could have a reserve to give people a payment holiday or give back some money. We need to be making sure that people understand what the premiums are. We should make it explicit in the intentions that we will find a really good plan to come up with any shortfall.

Karla – In terms of increases, we will have to look at what the student leaders' appetite is for salaries in a recession and considering the political environment etc.

Noah – Most people were surprised that there would be a payout anyways considering the year.

Jeff – We are here and we are through it so that was the goal. What we are discussing would be for a year from now.

Karla – We could start at 1.75%. If you would like to take that to membership and then bring it back? We are also investing in wellness money and freezing premiums etc. so that should be considered as well. We can anticipate pay out if nothing else.

Noah – I will take it to the Collective and will come back with a figure.

Jeff – Do we have to agree on this all at the same time or could we separate this piece out?

Karla – Maybe we could plan another meeting in a week so that we do not drag it out. We want to be transparent. It would help to know soon so it could be built into the budget etc. We want to make an effort to recognize service in the meantime before negotiations.

Noah – I can come back with a figure but it will probably be closer to 2%.

Jeff – There is already a number in the budget but we can pull it from somewhere else if we need to.

Karla – So we will set this as an action item and book something for next week. I would like to have it together before the long weekend.

Noah – In regards to working from home, there is a feeling that this will be a component of most industries going forward. It would make sense if we were to add

some working from home time into the regular working schedule. Something like two working from home days per month that does not carry over? It would not be mandatory to use them but you could use them if you wanted to. It would be interesting to see if it would help with engagement. It would not take the place of lieu time, vacation time, or flex time. It would not de-incentivise people to take time off but would add to the appreciation of being at work.

Karla – Some people would not be able to work from home simply due to the nature of their work. We would have to navigate roles that can and those that cannot. InfoSource is a good example. If Karen was not there two days a month, that might be difficult logistically. The intent is good but the application is hard. F&B, for instance, cannot work at home. The difficulty would be how to strike a balance and how would it work for everyone.

Jeff – We have been looking at everyone's jobs to see which ones could be working from home anyway so that we could consider what we could do with the extra office space. We could lean into it a bit but it may be something that we talk more about once we consider job descriptions etc. We could explore this a little more at the Engagement Group level. I have no opinion on it except that we need to consider perception, optics, and equity. It should be a positive if we can get there.

Noah – We are in a unique position to do this. It will be a mixed model going forward in most industries. This will be a worldwide model for the future so we should at least explore the idea.

Karla – Would it be more palatable if it was presented like an HR policy? Maybe we could work and consult with the Engagement Committee on it. It might not be feasible for every position but maybe every request could be considered when they are made.

Noah – That is totally fair and it would be good to find a mechanism that way. The USC has always been accommodating and forward thinking about things like this so hopefully we can figure something out.

Jeff – It is good that this has been an open discussion as we will need buy in from all areas. There needs to be some accountability with maybe some projects that are considered WFH projects. We need to start a conversation as everyone will be saying it makes sense in some instances but how it works will be a whole different thing. It is maybe not a good time during COVID to make a decision about it while everyone is nervous and frustrated.

Noah – It makes sense for it to be an HR Policy and that there is advocacy for it. Maybe tailoring it to departments is the better way to go. To take it back to Engagement and to have people that can champion it. People will be reticent to change and may have a hard time coming back in so we need to accommodate for that.

Tanee – Maybe you could apply for usage of those two days a month by going through your manager. For instance, I could do payroll from home. Maybe people could save up things that they could do from home.

Noah – An approval process would work. Either way, it is a good conversation to have now before coming back to the office.

Karla – The WFH document is in the shared drive. Jeff is the authority on it and I am the delegate. It is reviewed through Board and it is pretty general right now. The administration length of time is determined by COO. We can perhaps come up with a better process and this might be the mechanism to address the issue. The Board knows about the Engagement Committee so we can do some solid work there. We might not even be allowed to have everyone back anyways. We would have to come up with a process and a procedure and figure out who would it apply to etc. I will get a scope together and commit to that in the MOU.

Jeff – Writing in the intent is a great idea and then how do we roll it and action it out. That part is good to be discussed later on.

Noah – So the next steps is to talk about the increase. We had unanimous support for what we talked about last year.

Jeff – Please get back to us and let us know. Karla will get back with the premium information.

Karla – We have been letting it go for three years and have not been looking at it but now have a good Administrator for the plan who can help us with that. I can draft up actual language if you are confident with these items and I can make the MOU settlement and leave the percentage part blank for now.

Noah – That sounds good. I would like to get things signed as soon as we can.

Karla – We will try for next Thursday for another meeting and I will have the proposed document ready for my next meeting with Noah.

### 3. New Business

There was no new business at this time.