



association of university and college employees

PERSONAL AND CONFIDENTIAL

September 3, 1982

Mr. R. A. Grant
Director
Employee Relations Department
CAMPUS MAIL

Dear Mr. Grant:

The relationship between the supervisor of Printing Services and the AUCE members working in the Copy & Duplicating Centre has been deteriorating for quite some time. A substantial amount of pressure has been placed on the Union by these employees to intervene on their behalf. I am now faced with the obligation to point out to you what I believe to be the source of the many labour/management problems I have encountered in my capacity of Shop Steward for the Copy & Duplicating Centre.

I have been asked many times by both the supervisor of Printing Services and AUCE members working in Copy & Duplicating to intervene in disputes and because of this I feel it is necessary to give you some background to the situation there.

Although the working relationships in Copy & Duplicating have not always been the best, I believe a substantial change in the management's attitude occurred during the 1980 AUCE strike. During the strike, work that was normally done by bargaining unit members, who were officially designated as on strike, was transferred from the Registrar's Office to Copy & Duplicating. As the AUCE members from Copy & Duplicating were not totally familiar with the work normally done by the striking employees, they requested that Donna Keith (an employee from the Registrar's Office) and myself, as their Shop Steward, be there to identify the work in question. The work was identified as being work normally done by the striking employees. Ms. Keith and myself advised the employees not to do it. A letter from AUCE, dated May 15, 1980 (see Appendix 1) was sent to Mr. S.C. Potter, Director of Copy & Duplicating, advising him of the Union's position. Since that time, it has been down hill all the way.

For you to determine the quality of management of the supervisor of Printing Services, the following represents some of my findings:

1. Following a meeting between Ms. Keith, myself and Mr. Taylor, a discussion between Ms. Keith and Mr. Taylor occurred; see attached documentation from Ms. Keith to S.C. Potter relating the incident.

continued -

2. I have been called to meetings, as per Article 8.02, where nothing more than a shouting match between the employee and Mr. Taylor occurred with no constructive results.
3. Members of Copy & Duplicating have walked off the job by reporting to our Union Office and refusing to return to their workplace due to the intolerable working relationship between them and their supervisor.
4. Members have been kept on a month to month appointment, contrary to Article 34.03.
5. A member has been promoted to a vacant position in the Copy & Duplicating Centre without the position being posted, contrary to Article 22.01. The employee had been on the job for less than three months.
6. Members were asked to work overtime and refused payment for this work until the union became involved.
7. Inconsistent internal decisions on hours of work and overtime has created bad feelings between the employees and their supervisor.
8. Employees have been kept on the hourly payroll for up to one year although they have requested transfer to monthly payroll.
9. Employees are being directed to their work site with hand gestures.

If you find it necessary to discuss any of the above with AUCE members, they are willing to talk to you in my presence.

I believe a lack of method and order in planning, controlling and efficiency has resulted in undue pressure and criticism of bargaining unit members. Because I do not intend to make recommendations for possible improvements in the method of operation, I will confine myself to providing information:

1. AUCE members are expected to learn the operation of new equipment without proper training.
2. Work is accepted by management with the full knowledge that deadlines cannot be met. This creates numerous complaints from departments and impacts on AUCE members in the form of complaints about the slowness of their work and/or overtime work is required (see attached departmental minutes of meetings, Appendix 11).
3. Work, which I believe to be private work, is being done during normal working hours and sometimes at reduced costs, while the employees are expected to work overtime on University departmental jobs (see enclosed samples, Appendix 11).
4. The constant interruption of rush jobs during the normal running of a work request has created late deliveries on original material.

5. Incomplete information on work requests is taken by management and passed down to operators, thus resulting in unsatisfactory work completion.
6. AUCE members are expected to work overtime without supervision.
7. The department accepts work of a commercial nature from private firms which I believe is contrary to the University policy.
8. The University printing facilities are being used in a manner that competes with the private sector. This could result in questions by other printing unions which are paid for this type of work at a higher rate.

It is emphasized that the above is merely an outline of the present system of operation.

I would request that the present practice of receiving work in Copy and Duplicating be investigated with the view of improving the working and management relationships within the University community, the management of Copy & Duplicating and the AUCE members working in the Centre.

It is essential that a close co-operation between management and staff be developed so that feelings of frustration and inadequacy, which has impaired the performance of the operation, can be corrected. It is further obvious that the lack of clearly stated departmental guidelines has made it impossible for AUCE members to reach any set of goals or to even consider a method by which such goals could be reached.

I would appreciate your assistance in finding a solution to this labour/management problem, specifically in the area of the application of the collective agreement between AUCE Local 1 and the University.

Yours truly,

Marcel Dionne
President
AUCE Local 1

cc: S.C. Potter
Director of Copy & Duplicating

MD/cc