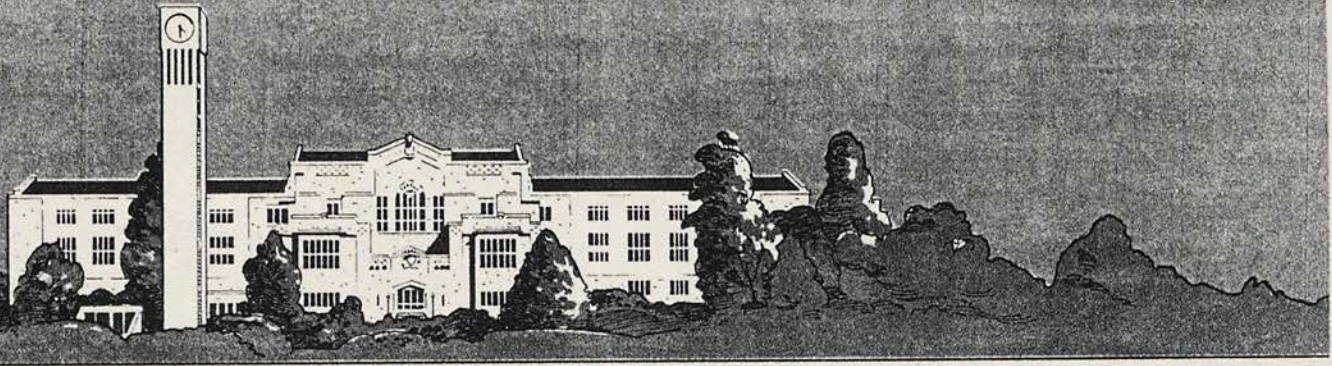




Canadian Union of
Public Employees



University of British Columbia Employees
Local 116

September 19, 1985

Mr. Robert H.T. Smith
President Pro Tem.

Dear President Smith:

As the Chief Executive Officer for CUPE, Local 116. It is necessary that I place on record a response to your memo, of September 16/85, addressed to members of the University community.

You are aware that CUPE 116 has been certified to represent a broad cross-section of the University's employees since 1942, and that the relationship and climate between the parties has, until quite recently, been second to none in the Labour Relations field.

Firstly, it is our view that your communication should have taken place in early March, or better still, a direct meeting of the organized bodies within the community in order to get their co-operation in finding a more effective means of management.

The University needs lots of "guided autonomy, as it is made up of a large number of interwoven separate decision-making bodies. Our view is that there is a need for freedom in management to encourage people to come forward with creative ideas. We are not suggesting anarchy, it will not work.

You don't just set people free and say,

"Go do it."

Somebody at the top has to say,

"Here are the boundaries".

Top management has to be willing to set some fairly broad and public guidelines, and say to the University organization

"Here is what we want".

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Leaving those boundaries broad enough so that the people within the University have enough room to operate.

SOLUTION SPACE

The idea is to leave a big enough solution space so that employees down the line have plenty of room to operate within the requirements. Over stating, overdefining, and over specifying, and having "Penguins" running around campus can only be seen as top management having too heavy a hand. So that those down the line feel that they have no authority to make the necessary decisions. The major problem, over the years, has been a feeling from your Line Supervisors and Administrators that they had no authority vested in them to make any decisions.

The basic requirement in any organization is the willingness to change; no real changes can happen without the administration feeling that there is some kind of crisis and that they must change to survive it. Often, it is too late by then to turn things around. Far better top management can do is create the sense of need to change, it can design what the changes will be.

Experience has shown that it has become, to a very large extent, a time consuming, and time wasting exercise, that can only be understood from the working level to be an unnecessary time and motion study. It has created fear, anxiety, and stress amongst the ordinary working people. It has caused confusion and created a rumour mill.

And over the past months, we have requested a meeting be set up for the purpose of examining the areas of changed working conditions, due to the presence of the consultants on campus and in our opinion, have been chasing rainbow ends.

We have been forced, quite recently, to file a formal grievance with the Personnel Services. We recognize the current economic stress that the University is under, but we find it somewhat ludicrous to find any saving which only indicates an annualized savings equal to the fees paid out.

We believe that the University would have been better advised to have negotiated in good faith reasonable compensation and encourage joint participation of all the parties involved in the University to develop a more effective system, maintaining the high standards that this establishment has achieved.

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We expect nothing less than the University living up to its obligations and contractual arrangements.

Yours truly,

A handwritten signature in cursive script that reads "Ken Andrews". The signature is written in dark ink and is positioned below the typed name.

Ken Andrews
President

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