

**NEXT ISSUE
DEADLINE:**

Sept. 22, 1986

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COMMUNICATIONS COMMITTEE			
Hutchison, Ann	LPC	228 -	5478
Hoffman, Avron	LPC		5478
Christopherson, Seonid	LPC		5478
Broverman, Rona	Compt. Ctr.		3941
Whittam, Alec	Registrars		2935
Zook, Elizabeth	Audiology		5591

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COMMITTEE REPORTS

Grievance Committee Report

The last Grievance Committee agenda listed nineteen items. This is not an unusually long agenda, but we had hoped that the Summer months would be a little quieter. I won't go into great detail, but I would like to give you some idea of the sorts of things we are currently handling.

We currently have only one discharge grievance. There are six grievances arising from alleged problems with work performance. There are three grievances regarding hiring policy. Three policy issues. One grievance concerning medical/dental appointments. And one grievance concerning the transfer of members from positions that have been cut. There is also a grievance concerning the Ritchie and Associates review of Financial Services, which has been reported on elsewhere in this issue of the newsletter. And a few other odds and ends. Remember, these are only the issues that have come to the attention of the Grievance Committee.

Regarding the policy grievance on article 22.03 (Hiring Policy), which we reported on in the last issue of the newsletter, the University is holding to its position that internal applicants have rights under section a) of this article only during the five-day posting period. After the position has been posted for five days, internal applicants are given the same consideration as external applicants. The Union has taken the position that this is a contravention of the article.

If you are interested in sitting on the Grievance Committee, please contact the Union office. We need more people on this committee.

- Ted Byrne



HEALTH AND SAFETY REPORT.CUE for Safety by Karen Shaw

What safety topic would you like researched in this column? Send ideas, clippings, cartoons or documents to me at the CUE office.

In the last newsletter I mentioned 2 areas of concern, Poor communication and poorly heated offices.

Communications are improving! The Occupational Health and Safety Office has compiled a list of approximately 80 names of safety committee chairpersons or department contact people. I will try to update this by adding their phone numbers and by determining who is responsible for the various small buildings on campus.

Poorly heated offices. Here's a twist! During long weekends Physical Plant shuts off the air conditioning systems in some buildings. The horror begins when they forget to turn them back on! In one office in May, it was 2 weeks before they realized the problem. Don't wait that long! If the air conditioner is not functioning, notify your supervisor and/or safety committee and call Physical Plant's Trouble Calls at 2173. If these avenues lead to dead-ends, call the CUE office.

What's new?

The Occupational Health & Safety Office had 3 lunch time seminars dealing with working with acids, women and stress, and air conditioned buildings.

The Fire Department has been giving CPR training. More courses will be held in September.

The University has purchased a video entitled Back Fire. As its title suggests, it is an excellent presentation to prevent back injuries. It is available through the Film Library.

The University Health and Safety committee has reviewed 2 film/videos. The Risk Takers promotes good safety attitudes. The committee suggested it be included in orientation sessions. They thought To See Another Day would be useful to office staff.

The University Health and Safety committee has presented a Clean Air Policy to the President's Office.

The Occupational Health & Safety Office has arranged for the WCB course "How to develop your health and safety program" to be held on campus in the autumn. At least 2 people from each safety committee will attend. If you're involved in safety, please plan to be there.

In June, the first quarterly meeting was held for safety committee chairpersons and secretaries. Topics such as committee structure and functions, accident reports and investigations, inspections, machinery lock out, and training sessions were reviewed.

Didn't I tell you communications are improving!

Safety committee members did you know the Workers' Compensation Board requires copies of your minutes? They can be forwarded to them through the Occupational Health & Safety Office. To ensure your committee meets WCB's requirements, send 2 copies of your minutes to Dr. M. Wayne Greene at the Occupational Health and Safety Office.

To be able to serve you, we need to be informed of current safety issues. Please add CUE to your mailing list of minutes.

Extended sick leave. What are your rights? What are the hidden costs? This will be examined in the next newsletter.

HELLISH JOB

THE MAGAZINE OF NO ESCAPE

NUMBER 1
SIGN UP NOW FOR
LIFETIME SUBSCRIPTION

GETTING FIRED OR
NOT GETTING FIRED:
WHICH IS WORSE?

HOW TO
WHIMPER
FOR A RAISE

HOW TO
GET ALONG
WITH ALL THE
STUPID JERKS
AT WORK

EXPOSE!!

ONE WORKER'S SHOCKING CONFESSION:
"THEY MADE ME DO STUFF I DIDN'T
PARTICULARLY FEEL LIKE DOING"

cupe~cue

GENERAL IMPRESSIONS

CUPE B.C. 23RD ANNUAL CONVENTION, VERNON, B.C.

My impressions as a Fraternal Delegate to this Convention are as follows.

The various reports and other literature handed out are very complete, and in a binder should anyone wish to peruse them. Unfortunately, much of the Convention time was taken up by the committees reading out their reports verbatim. I think that these reports could have been better read by the delegates beforehand, with just the highlights of the reports given and then the reports' recommendations dealt with by the delegates.

Speakers at the Convention included Bob Skelly, Leader, NDP; Jeff Rose, National President, CUPE; and Art Kube, President, BC Federation of Labour. Bob Skelly dealt mainly with a litany of Bennett's sins. A large part of Jeff Rose's speech was philosophical. Rose said that unionists should refrain from perpetuating the stereotype/derogatory image of other public services, such as the post office, where other union members are employed, thereby not playing into the hands of reactionary politicians who would do away with public services that employ union members and replace them by contracted out services employing non-union labour. The major part of Art Kube's speech dealt with the perils of Free Trade with the USA, with regard to the potential loss of work and/or social programs for the average Canadian. Many of the points Kube made are essentially the same as the points made in a CLC brochure entitled "Straight Talk on Free Trade", which was later distributed at the convention. In the interest of brevity, I would refer you to this brochure (reprinted here).

My biggest impression is that a large number of decisions appear to have been made before the convention itself, or during caucuses held outside the convention floor. For example, campaign literature and buttons were being given out with regard to the Election of Officers. However, the full slate of officers was filled by acclamation, leaving one to wonder why it was necessary to prepare campaign literature at all, unless last moment deals were made in the hallways. Another example was the many Resolutions which, prior to voting on them, brought few delegates to the microphones to discuss them. The only real spontaneity displayed was the heated discussion of whether or not the President of CUPE B.C. should be a fulltime position, with regard to which there was a lengthy debate.

Although it was not openly questioned at the convention itself, it would appear from the reaction of some women delegates when the matter of female equality was raised, that it is not a dead issue. In fact, the women delegates held a separate luncheon meeting. It is curious that these women found it necessary to have their own caucus, since I



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am not aware that the men delegates went off and had a similar caucus on their own. With CUE being predominantly women, it seems reasonable to ask what our position in CUPE B.C. would be as compared to a local of similar size comprised predominantly of men?

The social aspects of the Convention were very well planned, e.g., President's Reception, Boat Cruise, Dinner & Dance. Since this was my first convention, however, and I didn't know anyone there, I did feel a little bit at a disadvantage initially. There seemed to be no great effort on the part of CUPE B.C., aside from official recognition at the Opening Session, to make one feel welcome. However, the people that Ted Byrne introduced me to were most hospitable, and many of the people who I met on my own were first time delegates also and seemed to be more friendly than some of their busier colleagues.

All in all, I would rate my attendance at this Convention as having been a very enlightening experience.

Mary R. Vorvis

Mary R. Vorvis



Straight Talk on Free Trade



THE PUSH FOR FREE TRADE

Free trade between Canada and the United States is high on the list of priorities in Ottawa's Conservative government, and it is being pushed aggressively by many in the business community.

The argument for free trade made by the business community generally is that we need to "secure access" to the U.S. market, because we need a big market to get the economies of scale that will keep us competitive. The "Free Traders" say further that the size of the U.S. trade deficit means some Americans are beginning to erect barriers to foreign imports in order to save American business and jobs.

BUT DON'T WE ALREADY TRADE A LOT WITH THE U.S.?

Yes, we do, and our trade has been growing. Three-quarters of our exports now go to the U.S. market. As recently as 1980 it was only two-thirds. In turn, about two-thirds of our imports come from the United States.

However, the U.S. is more important to us than we are to them. Remember, they are ten times larger than we are. And trade is about three times as important to the Canadian economy as it is to the U.S. economy. A lot more of their goods and services are consumed in their home market, and a lot less of what they consume comes from other countries.

In any free trade negotiations, the U.S. would have a lot more leverage than Canada.

WHAT, EXACTLY, IS FREE TRADE?

To begin with, it's important to understand that the federal government, and most business people, don't use the term "free trade". When they did, they found that people were opposed. So they used terms like "enhanced trade", or "enhanced access". Sometimes they refer to it as "secure access" or sometimes it is called "liberalized trade". All of these terms, in general, mean the same thing when we are talking about Canada-U.S. trade.

A free trade agreement is a formal treaty between countries designed to eliminate all tariff and non-tariff barriers to the flow of goods and services between them.

WHAT ARE TARIFF BARRIERS TO TRADE?

Tariffs are special taxes on imported goods. In the past high tariffs have been used extensively to discourage people from buying foreign made goods. High tariffs are one reason why foreign owned companies have built plants in Canada to supply the Canadian market.

In recent years tariffs have been getting lower. Because of an agreement between Canada and several other countries under the General Agreement on Trade and Tariffs (GATT) tariffs have been coming down for several years now. By 1987 four-fifths of the exports that we send to the U.S. will be free of tariffs, and the tariffs on most of the rest will be low enough that they will not be the most important barrier to trade. At the same time, about two-thirds of our imports from the U.S. will be free of tariffs and much of the rest will have very low tariffs.

So most of the discussion between Canada and the U.S. will be over non-tariff barriers.

JUST WHAT ARE NON-TARIFF BARRIERS?

Non-tariff barriers can be anything that discourages the import of foreign goods and services. They can include Buy Canadian and Buy American policies that try to discourage people from buying foreign goods; they can include government procurement (purchasing) policies where governments try, as much as possible to buy domestic goods. This can range from pencils and paper to machinery, computers, school textbooks, and banking and financial services. Non-tariff barriers can include foreign ownership limitations, like the ones we have in our Bank Act to prevent our chartered banks from falling under foreign control. Many countries, like the United States, use national security reasons to prevent foreign companies from bidding on defense contracts. Non-tariff barriers can also include subsidies to business such as grants and special tax measures that are designed to promote regional development.

IS THERE A LIST OF THESE NON-TARIFF BARRIERS?

No, and that's part of the problem. Almost any form of government intervention in the economy could be treated as a non-tariff barrier. Some things that Americans see as barriers to trade are important government programs in Canada. They want to eliminate them, because they think they give Canadian business an unfair advantage over American business. The Americans regard these as "unfair subsidies".

DOES THIS MEAN THE AMERICANS THINK WE AREN'T PLAYING FAIR WITH THEM?

Yes, and that's what the talks between Canada and the U.S. will be all about. The Americans have a long list of "unfair subsidies" that they want us to eliminate and change.

They want us to "even up the playing field", by eliminating these so-called unfair subsidies, by ending government procurement policies that favour Canadian business, and they want an end to barriers to foreign investment like those in the Bank Act. They also do not want any barriers to the flow of U.S. services like computer services, banking and financial services, cultural services like broadcasting and publishing, and U.S. communications services, like those provided by the big American phone companies.

"Evening up the playing field" means eliminating many of the government programs that we have put in place over the years to protect Canadian workers and their families, and it means eliminating some programs that we have put in place to protect Canadian businesses and jobs.

WHAT ARE THESE SO-CALLED UNFAIR SUBSIDIES?

Among the things that the Americans have targetted are government procurement policies, barriers to investment such as the Bank Act, Medicare, unemployment insurance, and regional development grants. They are also unhappy with regulation of the communications system and the transportation system in the public interest, tax incentives to create jobs and marketing boards for agricultural products.

IS THE ELIMINATION OF OR TAMPERING WITH MEDICARE REALLY ON THE FREE TRADE AGENDA?

It's possible. It has already been cited by some Americans as an unfair subsidy, since it is a cost that Canadian business does not have to bear, while American business in many cases has to pay for health care costs for their employees as a part of their labour cost.

BUT ISN'T IT TRUE THAT BECAUSE OF MEDICARE WE SPEND A LOT LESS OF OUR GROSS NATIONAL PRODUCT ON MEDICAL CARE THAN THE AMERICANS DO?

Yes, but American business regards Canadian Medicare as an unfair subsidy since it's built into our tax system, so individual companies don't have to pay it for their workers.

AREN'T REGIONAL DEVELOPMENT GRANTS BUILT INTO OUR SYSTEM, ALMOST PART OF OUR CONSTITUTION?

Yes, and the system has worked reasonably well to the benefit of Canadians. But the Americans don't pay regional development grants to their poorer regions like we do, and they think our system gives industry in these poorer regions of Canada an unfair advantage over American business.

HOW DOES DEREGULATION AFFECT FREE TRADE?

The United States has already gone a long way down the road of deregulation. American business and the present government administration view deregulation as a positive measure despite the negative impact on workers and consumers.

Because of airline deregulation, 40,000 jobs have been lost in the airline industry, and 250,000 jobs have been lost in the trucking industry. In much of the transportation industry concentration has increased as big companies gobble up smaller companies. Some communities have lost service and fares are higher for small communities and for smaller shippers than for big cities and bigger shippers. In addition, transport deregulation in the airline, railway and trucking industries has resulted in a reduction in safety standards with a resulting increase in accidents and injuries. In the telephone industry deregulation has meant some people have lost services, have seen personal rates go up while those for business go down. Some people can no longer afford telephone service.

Under a free trade arrangement Canadian business would redouble their efforts to implement deregulation in Canada, claiming that to maintain their competitive position they would have to limit regulation to match the American experience.

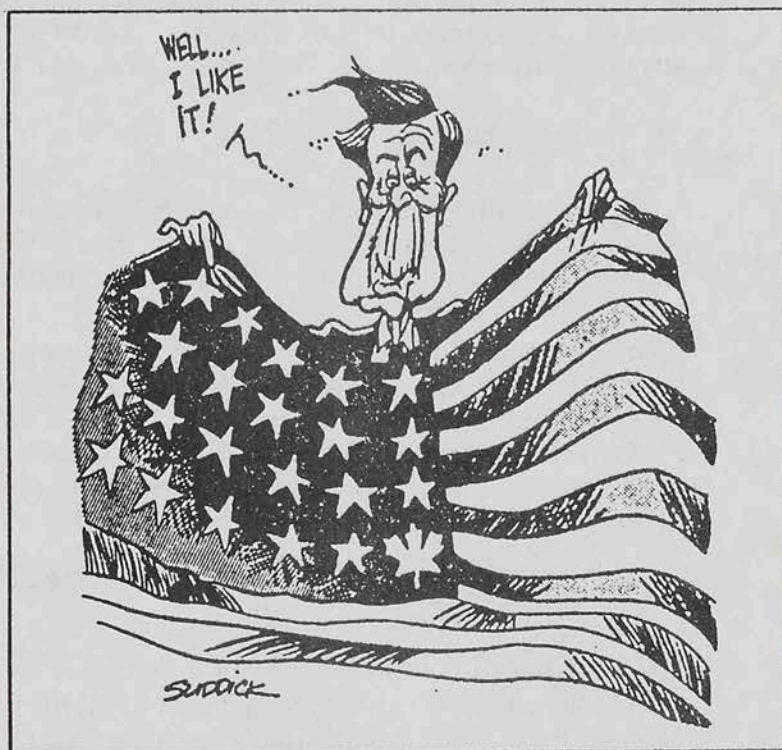
HOW WOULD CANADIAN BUSINESS REACT TO FREE TRADE?

If we enter a free trade agreement with the United States, the U.S. government will demand that we eliminate non-tariff barriers to trade including what they see as unfair subsidies. At the same time Canadian business will demand that they be put on an equal competitive footing with U.S. businesses. Thus they will mount increasing pressure against Canadian laws that they think put them in a disadvantageous competitive position (e.g. health and safety laws, workers' compensation, labour codes that guarantee union security, tax laws, unemployment insurance, etc.). Canadian businesses will also demand that negotiated pay and benefit packages be in line with U.S. agreements.

WOULD FREE TRADE MAKE US EXEMPT FROM U.S. ACTION TO LIMIT IMPORTS?

There is no reason to think so. U.S. officials have said this would not be the case. We would still be subject to American laws to limit what they saw as unfairly subsidized imports.

In addition, if it should work out that free trade has important disadvantages to the United States, the U.S. could decide in future to end the agreement. The U.S. will not and cannot give up its right to protect its own self-interest politically. In the worst possible scenario, the Canadian economy would be restructured and Canadian laws would be changed to accommodate a free trade agreement and the U.S. would decide to back out of it. There is much more at stake in this exercise for Canada than there is for the U.S.



IF CANADIAN GOVERNMENTS CAN'T PASS LAWS IN THE INTEREST OF CANADIANS, DOESN'T THAT MEAN THAT OUR SOVEREIGNTY AS AN INDEPENDENT NATION WOULD BE LIMITED?

Yes, and this is the real danger from free trade.

Free trade could mean that whenever Canada tried to pursue different social programs or our own industrial development strategy, or tried to impose different taxes on the business community than the Americans do, we would be under pressure to make our programs and services more like those in the U.S.

The federal government produced a discussion paper shortly after it came to office. It said that free trade "could... accentuate the pressure in Canada that is inherent in the close Canada-U.S. economic relationship to ensure that Canadian policies in these (meaning monetary, taxation, labour, regional development, investment, competition policy) and other areas did not place Canadian manufacturers, resource and service producers, farmers and fishermen at a competitive disadvantage vis-a-vis the U.S."

One recent writer said that under free trade "it is not clear what would be left of the economic prerogatives of a self-respecting nation state".

WOULD IT NOT BE WORTH GIVING UP SOME OF OUR INDEPENDENCE TO INCREASE CANADIAN JOB OPPORTUNITIES?

Many of our jobs depend on government involvement. Regional development grants are a good example. They are designed to create jobs in the high unemployment areas of our country. In the field of culture, Canadian laws promote the magazine industry, the book publishing industry, and ensure that Canadian artists and performers are able to work in Canada rather than having to go to the United States to pursue their careers. We have a much higher level of government services and social programs than the Americans do. If we cut back on social programs and services, a lot of public sector workers will lose their jobs.

WON'T FREE TRADE ALLOW CANADA TO SELL MORE GOODS AND SERVICES TO THE U.S., AND CREATE MORE JOBS?

There is no way of knowing how many jobs would be created by free trade, or how many would be lost. And, so far, nobody has done any studies that can tell us for sure what the jobs impact will be.

But there is a lot of cause for worry.

Much of our industry is foreign-owned. Many U.S. companies have branch plants in Canada. What guarantee do we have that they will not shut down their Canadian branches and supply the Canadian market from the U.S.?

In many cases the excess capacity in the U.S. is enough to satisfy the entire Canadian market.

This is true of clothing and textiles, carpets, footwear, furniture, electrical appliances, electronic goods, and many others.

In many cases, even where the Canadian industry is not foreign-owned, there is a similar U.S. industry with enough unused capacity to supply the entire Canadian market, and free trade could wipe out Canadian jobs very easily.

The brewing industry is a good example. The U.S. brewing industry has enough unused capacity to supply the Canadian market several times over. Free trade could mean the loss of several thousand jobs in the brewing industry, as well as jobs in the paper, glass, metal, advertising and agricultural industries that supply the Canadian industry.

The meat packing industry is another example. Free trade could mean the shutdown of much of our domestic meat packing industry.

There is a good chance that under free trade the electrical appliance industry would disappear, and our market would be supplied from the U.S. In addition to the direct jobs lost, there would be thousands of jobs lost in the industries that supply raw materials, such as the steel industry, the paint and enamel industry, the wire and cable industry.

What guarantee do we have that Canadian companies will not choose to relocate to the larger U.S. economy, and supply Canada from there, if there are no barriers to stop them from doing so?

All in all we could stand to lose a lot of jobs, and even if some new jobs were created, which is not at all certain, they might be in areas of the country different from the areas where jobs were lost, or require different skills. We could have a serious problem in some parts of the country, with vast numbers of people unemployed, and no jobs for them.

One recent study of free trade said that it could result in higher unemployment rates in many parts of Canada for the next decade, and after that it's anybody's guess.

The discussion paper from the federal government talked vaguely of "substantial intersectoral shifts of up to 7% of the labour force".

The labour force is made up of about twelve and a half million people. Figure out for yourself how many people that would involve.

The federal government's discussion paper went on to talk about "a significant adjustment impact, in terms of reduced employment".

In straight terms, that's a lot of lost jobs.



WHAT ABOUT WAGES AND WORKING CONDITIONS UNDER FREE TRADE?

Once all the economic barriers between Canada and the U.S. are gone, the pressure on wages and working conditions will be much greater than it is now.

Some companies will shut down, others will move to the U.S. Companies that do stay will demand concessions from their workers in terms of wages, working conditions, job security, union rights to match the American situation.

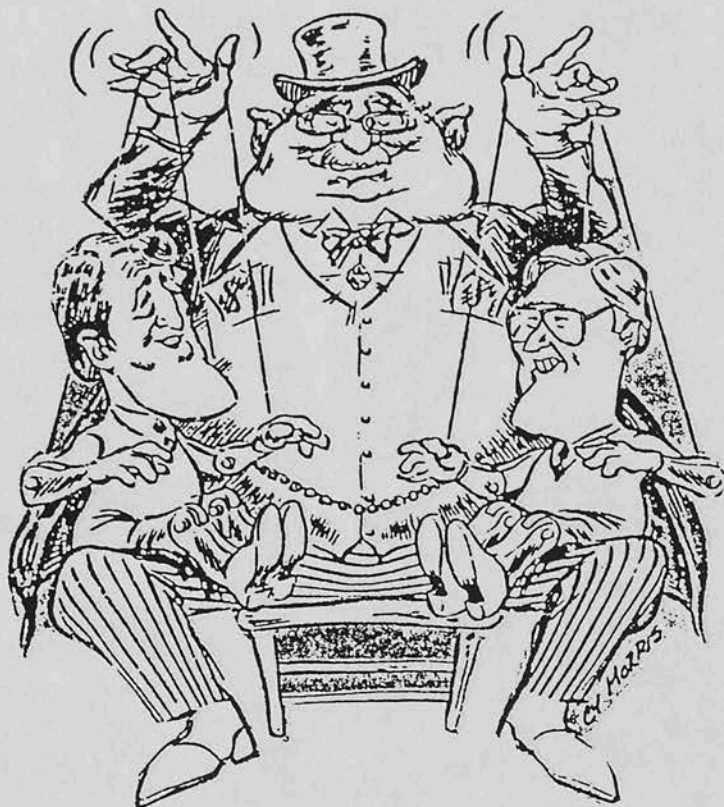
Workers in southern U.S. industries, labouring under terrible working conditions, low standards of health and safety and sub-standard wages could become the standard for Canadian business to aim for, so they can stay "competitive".

Many of the southern U.S. states have no union security, and actively discourage collective bargaining. With free trade, the pressure would be on to adopt similar laws here.

The result would be a drop in the living standards of Canadian workers and their families.

IF FREE TRADE ISN'T A GOOD IDEA, WHY IS THE GOVERNMENT AND THE BUSINESS COMMUNITY IN FAVOUR OF IT?

Trade is just part of overall economic strategy. Canadian governments have turned to free trade because they have given up hope that governments can develop the Canadian economy and get people back to work. So they have decided to turn the economy back to market principles. In other words, the business community will make economic policy in Canada, based on considerations of profit, rather than government developing policy to protect the public interest.



This is why free trade, deregulation, deficit cutting and cutbacks in social programs are all part of the same package. It is why the first Tory budget had increases in sales and income taxes for ordinary people combined with reductions in taxes to the corporate sector.

The government and business are also pushing free trade with the U.S. because it has become harder to sell Canadian goods in some markets outside the U.S. The Government of Canada has been trying to maintain the value of the Canadian dollar compared to the U.S. dollar. In recent years the value of the U.S. dollar has increased compared to the value of other currencies. Canadian goods have also become more expensive in countries other than the U.S. Thus Canada has become more trade dependent on the U.S. and the government and business want to protect this over-dependent situation.

WHAT IS THE ALTERNATIVE? EVERYBODY SAYS WE CAN'T STAY WITH THE STATUS QUO.

Remember that the status quo, as the business community calls it, is not fixed. Tariffs are still falling because of the last round of GATT negotiations. The next round of multilateral talks (discussions between several countries at the same time) under GATT will begin in the summer of 1986. There are lots of people who say we can negotiate reductions in trade barriers through multilateral discussions, if that is what we want to do, without threatening our sovereignty through bilateral agreements with the U.S.

One alternative is to diversify our trade so that we are less dependent on the U.S. market, not more. As part of this process the Canadian dollar could be linked to currencies other than the U.S. dollar.

Programs to encourage the production of goods and services here rather than having to import them are an important part of an industrial strategy designed to create jobs in Canada. Government procurement policies are part of that package. We should not agree to give them up.

Using our raw materials here, to produce finished goods, will create more jobs than simply shipping out the raw materials and importing the manufactured goods.

In short, we need a planned economy that retains the Canadian tradition of positive government involvement in the economy rather than the U.S. tradition of passive government and fewer regulations on business.

A strategy of planned trade, combined with an economic policy designed to maximize the processing of our raw materials and to stimulate domestic consumption of Canadian goods and services offers the best chance for achieving good growth and healthy trade.

Canada is a trading nation, and will remain so. We cannot turn our back on the world, or on our most important trading partner, the United States. But we can insist that trade is fair, and planned. And we can insist that governments, not business, must plan overall economic policy.

IF FREE TRADE ISN'T A GOOD IDEA, WHAT CAN WE DO ABOUT IT?

Talk about it with your friends. Show them copies of this leaflet, and discuss the issues with them.

Inform yourself about the effect of free trade on your workplace. Your local union is a good place to start. Write a letter to the editor of your local newspaper on the effects of free trade on your community.

Write to your MP, to the Minister of Finance, Minister for External Affairs, Minister for Trade, to the Prime Minister. Tell them that free trade is not good for your community, and that it is not good for Canada.

Letters to Members of Parliament do not need postage: send them to your MP, or the Cabinet Ministers mentioned above, House of Commons, K1A 0A6, Ottawa.

MORE INFORMATION

The Canadian Labour Congress has produced a more detailed position paper on free trade.

Contact your CLC representative for a copy, or for additional copies of this leaflet.

- NATIONAL: 2841 Riverside Drive
Ottawa, Ontario
K1V 8X7
- ATLANTIC: 2282 Mountain Road
Moncton, N.B.
E1G 1B4
- ONTARIO: 206-15 Gervais Drive
Don Mills, Ontario
M3C 1Y8
- PRAIRIES: 2267 Albert Street
Regina, Saskatchewan
S4P 2V5
- PACIFIC: 7621 Kingsway
Burnaby, B.C.
V3N 3C7

Cupe BC Division Convention

The BC Division of Cupe is the provincial level of the Cupe organization. To some extent it fulfills the role within the province that the Cupe National fulfills within the country as a whole. Most Cupe locals in the province belong to the BC Division (it is not mandatory). Eventually we may have to decide whether or not we want to belong to the Division. Our current service contract with Cupe does not provide us with affiliation to the Division (nor to the BC Fed, the District Labour Council, or the Cupe Metro Council — the only affiliation that comes with our service contract is to the CLC). If we affiliate to Cupe, I feel that we should also belong to the Division, but this is something that will have to be debated at the time (it does involve a cost). With this in mind, I would like to give you some idea of what this organization does. What follows is basically a list of the business done at the Division's Annual Convention, to which we sent two delegates. The Division has been very generous to us in the past year, even though we do not belong — this is the second Convention we have attended, and we have also been included in several conferences on specific issues (health and safety, library workers, coordinated bargaining, and an upcoming conference of university and college workers). They have also been very helpful to us in the area of public relations, education (the Naramata summer school), and our Ritchie and Associates 'problem'.

The Convention heard from the following speakers: Bob Skelly, Cupe National President Jeff Rose, and Art Kube (not necessarily in order of importance!).

The following reports were presented, debated, and voted on (with specific recommendations): the President's Report (Mike Dummmler), the Regional Director's Report (Len Stair, employed by the National), and the Secretary Treasurer's Report (Bernice Kirk, a full-time elected position on the Division Executive), and reports from various committees.

The Education Committee reported on the Naramata school, political education, and the occasional instructors program, which is an initiative of the National to train rank and file members as instructors who then present courses to locals — courses in grievance handling, health and safety and communications have been developed. The Committee made the following recommendations: guidelines for awarding scholarships on the basis of need; Naramata to be continued in 1987 and funded through the Fightback Program (ie. use of defense fund for education); and push for paid educational leave in collective agreements.

The Executive Board reported on the Coordinated Bargaining Program; municipal and school board elections, where Cupe was very active in some areas; continued funding for DESC (Defend Education Services Coalition); establishment of a permanent PR position; support for the Unemployed Action Centres; the extension of the Fightback Coordinator's position; briefs

presented to commissions on UIC, the task force on child care (see letter, this issue), the BCTF committee on use of volunteers, the NDP Task Force on Education, and the BC Federation of Labour WCB hearings; a workshop on computer programs for Cupe locals; conferences on women's issues, library workers, public school workers, and university and college workers; Donald Gutstein's report on contracting out (presented at the convention); their role in pushing the percentage per capita dues structure through at the National Convention; and improved relations with the HEU and the BCGEU.

Some other committee reports included, the Legislative Committee, which lobbied the government on issues arising from the last Convention; the International Affairs Committee, which reported on work with the South African trade unions (SACTU), the Peace Walk, and Tools for Peace (Nicaragua); the Occupational Health and Safety Committee, which made the following recommendations: a full-time Occupational Health and Safety Officer for the Division, and that locals be encouraged to lobby governments to proclaim April 28 a Day of Recognition for workers injured on the job. There were also reports from other committees, including the Pension Committee, the Political Action Committee, the PR Committee, the Technological Change Committee and the Women's Committee.

Among the many resolutions debated and voted on were the following: solidarity with the striking workers in Alberta (Gainers and Fletchers); support for the BC Building Trades; demand for a federal ban on imports from and exports to South Africa; the biennial election of officers; a full-time President (defeated by one vote on a 2/3 majority vote!); a two day workshop on Women in the Union; that the Women's Committee be funded by the Division and not the councils; tighter controls and enforcement of controls on dangerous substances; opposition to nuclear testing by the U.S.; tighter controls by governments on costs and cost increases for public utilities, housing, interest rates, commercial products (ie. price controls instead of or in addition to wage controls); lobbying the NDP to dismantle the CSP (public sector wage controls) if elected; greater political support for the NDP in the form of direct political action; and a call for a royal commission into the Workers Compensation Board.

There was also a report on the Cupe BC Division Health and Benefit Plan, which is a plan to shift the administration of benefits from employers to members themselves.

I realize that this is just a list, and doesn't really give much information on debates and decisions. If anyone is interested in the details of the issues mentioned above, full texts of all reports and resolutions are available in the Union Office.

- Ted Byrne

know your contract

Article 30.01 Leave of Absence Without Pay

- b) The employee shall submit a request in writing to the department head, stating the reasons for the leave...

When you are requesting a medical leave, and you are asked for the reason, state 'For medical reasons'. Period. That's it. No more! 'For medical reasons' is answer enough. You do not have to give the details. It is no one else's business if you're facing open heart surgery, an abortion, wart removal or psychological problems.

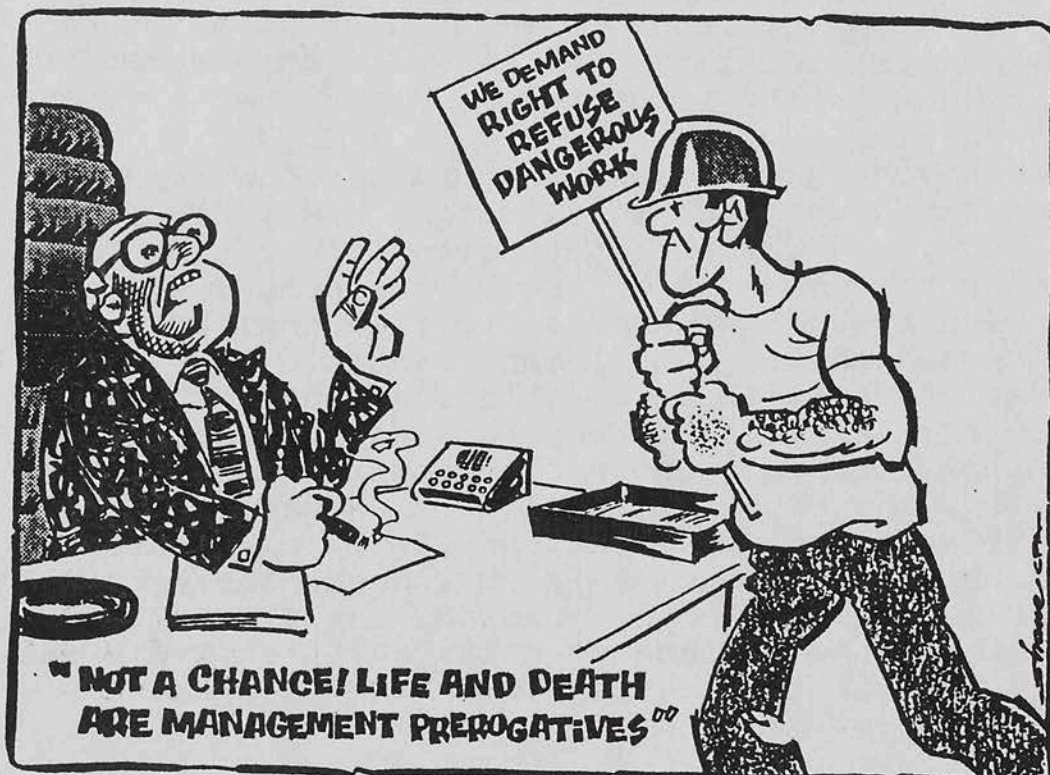
If you feel intimidated to give a detailed answer, check with the Union office first!

Sign nothing that will give your supervisor access to your medical records.

Lastly, no one but your doctor needs to know your medication.

It is in your best interest to keep these things confidential.

- Karen Shaw



Daycare

For years there has been discussion of building a new daycare facility. Now it looks like it may finally get off the ground. The student society (AMS) have dedicated \$350,000 to the project — \$10 per student. Before going after private funding off campus, the Day Care Office is asking for a similar commitment from the rest of the University community. Specifically, the Unions are being requested to donate \$15 per member, and the Faculty \$30 per member. Apparently, the Vancouver Foundation has shown a willingness to contribute once this kind of commitment from the campus community itself has been met. CUE has always been a strong supporter of daycare on campus, and our Executive is recommending that we continue that support by making the donation that has been requested. There are a number of ways that this could be done, but the specific recommendation that will be discussed at our next General Meeting is that we assess each member \$1 per paycheque for fifteen paycheques. This would have to go to referendum. If campus community and private funding is found, there is then a possibility of government funding as well. The total amount needed is \$1 million. Construction will have to begin in 1987 in order for it to happen at all.

The daycares on campus receive no direct government subsidies. All of the money for running the daycares comes from parent fees. It is financially impossible for the parents to afford to rebuild the centres themselves. Currently nine of the daycare 'societies' are housed in army huts. These huts cannot be used much longer — there are problems with plumbing, wood rot, fire regulations, etc. It is common knowledge that the daycare at UBC is of the very highest quality, and it would be a shame to see it crumble with the buildings.

CUE members have always been major users of daycare on campus, but we do not have, at this time, exact figures to present to you. Current statistics do not take into consideration that many of our members are married to students, faculty and members of other unions. The Child Care Coordinator, Mab Oloman, has informed us that a more exact survey will be done in September. She has also told us that the 12 separate daycare societies will be amalgamated into one society, which will improve the financial management of daycare on campus. In the meantime, if you have any questions, problems (hours, cost, availability for example), or suggestions regarding daycare, or the proposal being made by our Executive, please contact Michele McAnulty (228-6662), or Ted Byrne (224-2308). We will be asking Mab Oloman to speak at an upcoming General Meeting.

The following letter was written with the help of Michele McAnulty.

The Canadian University Employees Union represents approximately 1300 clerical workers at the University of British Columbia. Ninety percent of our members are women, and a significant proportion of them are the sole wage earners for their families. As you can well imagine, child care is an issue of primary importance to us. We are an affiliate of the Canadian Union of Public Employees (CUPE), and have studied the brief submitted by them to your Committee on March 26, 1986. We fully support the arguments and positions presented in that brief, and would like to take this opportunity to reiterate some of the points made there, and to express some concerns of our own.

As a group, we are acutely aware of the need for quality child care. There is an argument that undoubtedly occurs often in the material you are studying. This argument concerns changes in the family structure that necessitate wider availability of child care. Our bargaining unit is living proof of these changes. Those of us who are fortunate enough to have two wage earners in our family can attest to the fact that such an arrangement is a common necessity, and no longer a matter of choice. The majority of us do not have a family situation that allows our children to be taken care of in the home. Ideally, we would like our children to have access to the kind of care that would contribute to their development, where they can be together with other children, and be cared for by professional child care workers. Many of us have to resort to less than satisfactory situations, such as baby sitters who are necessarily poorly paid, sometimes poorly motivated, and often not properly skilled.

The current availability of child care, and the methods through which it is made available, are entirely inadequate. It is often very difficult for us to find space in a properly licensed day care facility. We frequently run into roadblocks posed by hours of work, age restrictions, as well as cost. In the CUPE brief we read that child care is available for only 11% of children under 6, and 5% of children under 2 who require it. For us this is more than a statistic, it is a harsh reality with which we have to live. The current user-fee based system, with welfare based subsidies, makes accessibility of child care even more difficult and burdensome. The fact is that we belong to that group which is least subsidized--that is, we are neither extremely poor, and therefore do not qualify for direct subsidies, nor are we well off, and therefore do not benefit greatly from child care tax deductions. The wages for clerical workers in our bargaining unit range from \$15,288 to \$22,380--that is to say, an amount which, as a single wage, is either insufficient to support a family, or just barely so. Under the current system of subsidies, none of our members who are single wage earners qualify for subsidies, with the exception of those in the bottom steps of the lowest pay grade!

For the reasons stated above, we are fully in support of the proposals presented by CUPE, as well as the proposals presented in the Canadian Day Care Advocacy Association document entitled 'Proposed New Federal Policy on Financing Child Care', and the recommendations of the recent Federal Task Force on Child Care. That is to say, in a nutshell: a range of quality child care, properly regulated and administered, at least partially funded by the Federal Government through transfer payments (similar to those that support provincially administered post-secondary education and health care). We would like to add that we favour decentralized, neighbourhood-based child care, with parent involvement. We are also concerned that child care workers be paid adequately for the highly skilled and responsible work that they do--this is not the case at present, and is another serious symptom of the overall problem.

Thank you for the opportunity to present our views on this issue.

Ted Byrne
Union Representative

Ritchie and Associates Update

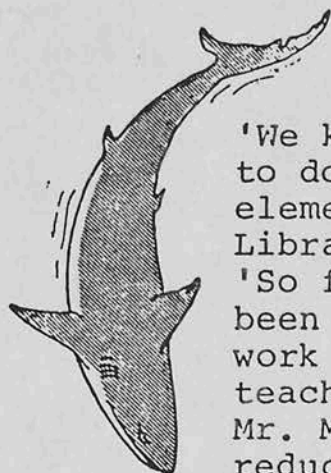
Since our last issue, Ritchie and Associates seem to have vanished into thin air. We have not yet received any information regarding the results of their review in any CUE areas except for AV Services and Finance, in spite of the fact that we have directly requested it. It is not clear to us whether they ever completed their review of the Library Processing Centre. It would appear not, although our information is restricted to rumour. We have heard very little from the Registrar's Office and Personnel Services, although it is evident they have completed their work in those areas. Two areas where they did complete their review, the Finance Department and the Purchasing Department, are still evidently suffering from the results: understaffing, absenteeism, serious backlogs and difficulties meeting deadlines. Judging from our own recent experience, it would appear that Personnel is also suffering from some of these difficulties.

The following excerpts are from the CAUT Bulletin (June, 1986):

'A total of 60 (vacant) positions have been eliminated to date and so far the university will gain \$2 million in savings annually, with no actual lay-offs,' said Mr. Gellatly (Vice President, Administration and Finance).
'The one-time aggregate fee was \$1.4 million. They came up with \$2 million in savings which is more than they took.'

'This has allowed us to put \$500,000 into hiring other people — and other new requirements. As well it has resulted in a further \$300,000 for library acquisitions. There is still another \$1 million which we have to recover from fees. But next year we'll have another \$2 million extra.'

(This is good news about the Library acquisitions budget. The Library has a stated need for an extra \$645,000 in 1986/87 just to maintain the present level of acquisitions. Even if they use the remaining \$165,000 from their reserve, they will still need \$480,000. This is to maintain a level of acquisitions which was already reduced seriously in 1981. To quote from a document circulated by the University Librarian, the Library has been unable, in the 1980s, 'to keep up with new journal subscriptions... especially not able to support adequately new and developing areas such as computer science, robotics, molecular genetics.' Remember, this is the second largest library system in the country, and a major resource for the entire province. So any infusion of funds is good news. But it is important to consider the source of these funds. They are not coming, as they should, from direct government funding, but rather from the reduction of positions, the majority of them in the Library, and will therefore be provided at the expense of a reduction in the level of services, such as we've seen in other departments. According to our sources, even with additional money from the Sacred 'Centres of Excellence' fund, the Library will be short approximately \$100,000.)



'We know that they haven't completed what they intended to do, whether they're finished without completing certain elements we don't know,' said Robin McDonald, head of the Library (Processing) Centre.

'So far it's been a difficult seven months. People have been very upset while being observed and timed at their work and an incredible amount of time has been spent teaching the Ritchie people...'

Mr. McDonald said he expects the firm will recommend staff reductions, since the major reason for the exercise is to reduce costs.

'There's no question that morale is low given the Ritchie approach. People can't be happy when they know many jobs will be eliminated.'

...(Mr. Gellatly) denied that there were any serious complaints about mail room problems, custodial and cleanliness problems or even purchasing problems.

He admitted there were initial problems during the various start-up phases in some departments, but added that the university community had over-reacted to obvious first trial efforts.

Once the problems were ironed out the complaints stopped, he said...

'I don't apologize for the way things have been done. The bottom line is that there is now more money as a result of the process and a system in place that we didn't have before that is considerably more efficient.'

At the moment, it appears that the Ritchie and Associates system is being overhauled in some areas, such as Finance and, we hear, Physical Plant. The Ritchie trained Operations Coordinator, an employee of Personnel Services, is still busy applying their methods to other areas of the campus. Meanwhile, Ritchie and Associates, having left UBC and UVIC, are still busy plying their trade at Dalhousie University. According to one report, which we find hard to believe, they also have a \$500,000 a month contract with the Alberta government. CUPE may not have heard the last of them!

We have one 'Ritchie and Associates' grievance which has not yet been resolved. We are in the process of discussing arbitrators. We anticipate a long arbitration, but thankfully we also anticipate financial and legal support from the Cupe National, so it will not be a drain on our collective pocket book. This grievance concerns the Financial Services Department. The issues are as follows. A large number of jobs were contracted out to agency temps for longer than the three months allowed by our contract (article 22.01). The University readily admitted that this was a violation of our contract, but continued the contracting out for many months. This contracting out also exceeds what we believe is allowed under article 5.05. The reduction of positions in Financial Services has led to an unreasonable increase of work for those employees remaining, in contravention of article 5.04. The 'activity report forms' constitute performance evaluations and copies should be provided to the employees as stipulated in article 23.01. We are

also grieving the accuracy of the forms. (The use of these forms, by the way, was apparently discontinued in Finance for the month of May because they were too busy to fill them out). We are also grieving the accuracy of the forms. And, finally, we are grieving the lack of consultation throughout the entire Ritchie and Associates exercise (article 24.05).

One of the University of Victoria Cupe locals launched a similar grievance several months ago regarding the UVIC Bookstore. This grievance, we are happy to report, was settled before it went to arbitration on the basis of a letter from the Vice President, Administration. In that letter the Vice President stated that he 'sincerely regretted the upset which the involvement of Ritchie and Associates (had) caused in the Bookstore', that the Ritchie and Associates system was not intended to be used for performance evaluation, that the system had 'some shortcomings' and that changes were being made. In addition, he expressed a willingness to continue to meet and discuss the problems with the Union.

The report commissioned by Cupe — the 'Gutstein report' — has been circulated to all colleges and Universities across the country. As reported in the last newsletter, this report was also presented by Cupe to a federal Senate Committee on Financing of Post Secondary Education, and was a topic of discussion in our provincial legislature. We now have a copy of the draft Hansard from that session, and you'll be pleased to know that, according to the Minister responsible for universities, 'the hard, hard days are gone'.

Lorne Nicolson, NDP, made a presentation regarding Ritchie and Associates in the context of a debate on the post-secondary education budget estimates. The following is the text of that presentation, and the Minister's response.

MR. NICOLSON: Mr. Chairman, I'd like to talk to the minister about another topic. I make I suppose one might say infrequent — maybe annual or semi-annual — visits out to the University of British Columbia and slightly more frequent ones to the University of Victoria, and maybe about an annual visit to the Simon Fraser University campus. I would like to draw the minister's attention to the appearance University of British Columbia campus. The fact is that on some of the buildings such as the physics building, there are cracks and crevices. There are plants growing out of the very building. There is evidence of a general deterioration of the services. Some of this results from implementation of a report which was undertaken by University of British Columbia. I am not suggesting that it is the duty of the Legislature or the minister or the Ministry of Post-Secondary Education to set the fiscal priorities of the university, but again I think it shows what happens when you have severe cutbacks. Whether the minister wants to include the one-time funding, the \$14.9 million of last year or whatever, and take issue with the Sager graph, the Sager graph still paints the correct picture.

But one of the manifestations of that is that the administration is forced to take some kind of action, and at the University of British Columbia they hired a firm from Beverly Hills, California - Ritchie and Associates - who received \$1.5 million in British Columbia tax dollars from the University of British Columbia for a study which they did on a no savings, no fee basis. The so-called potential savings from the reduction of staff which they recommended were accounted as receivables to the departments which they studied and which were in turn charged and made up that fee.

The recommendations in about ten of the departments was to cut staff by 20 percent to 30 percent. Now this has been looked at. There were claims from the university administration that there were no jobs lost, and there were no layoffs. But in fact, as staff leave, they were not replaced. They were down some 16 positions, and a lot of work has been contracted out to personnel agencies. In purchasing they are down by five positions, and there are those manifestations.

But one of the things that has happened is....I think that before I heard about this Ritchie study and some of these cutbacks, I noticed the deterioration just visibly. I was just kind of really taken aback by it. I think that if you don't maintain plant, you pay for it very dearly. We went through that experience right in this very legislative building, when for years and years staff used to go up above this chamber, where there were tents of plastic to catch the rain that was coming through the slates that had not been repaired for maybe half a century. Whenever it rained, we had a job-intensive project of having staff go up there and empty buckets that collected the accumulations of rain and so on.

You can kid yourself by ignoring maintenance for so long, but eventually the day comes and you pay, and you pay heavily. We ended up paying far more in restoring this building than it ever cost in the original instance. In fact, I see the same manifestations at the University of British Columbia, where some of the buildings that were built shortly after the Second World War have been allowed to deteriorate. Some of it is very obvious, but I am more concerned about the things that might not be as obvious but might be some real serious structural problems that might be occurring.

This kind of cutback has resulted in a lowering of the quality of service to students and faculty. The campus buildings are not as clean as they should be, although the cleaning staff is working harder than ever. Campus mail is now erratic, and journal circulation, the lifeblood of the academics, is being delayed by several weeks. Urgent messages are now being run across campus because service is so slow and unreliable.

Students and hourly staff are not being paid on time. Purchasing services are in chaos and departments will pay more than they should for goods and services. University employees are under stress and fearful for their jobs, and morale is at an all-time low. These are the summary findings of a report which is done by Donald Gutstein on behalf of the Canadian Union of Public Employees. I think that it should be looked at very seriously. The minister should not smile at the source or who paid the piper for this, because on the one hand, you hire somebody like Ritchie and Associates and on the other hand, we have a British Columbian undertaking this particular study.

I think that one thing that should be looked at is the experience of another firm that hired Ritchie and Associates. That firm was Wardair. They built a reputation on service, and anyone who has travelled on Wardair will remark on the fact that they are treated almost as a first-class flier at an economy-type fair.

Wardair, as a result of another Ritchie report.... You know, you don't have to hire Ritchie. You could almost have predicted it. Their reports are so predictable; they just recommend mass cutbacks in instance after instance. I guess if that's what you want then you hire them, and you know the kind of report you're going to get. They did this for Wardair. As a result, there were cutbacks - I think two people on their 747s and two people on their DC-8s - and a loss of service. Wardair eventually came to the conclusion that this was hurting rather than helping business and they have restored those positions on their planes, not as a result of any kind of pressures from unions or anything, but I think they came to the realization that some things just could not be cut; that it was to their loss.

Unfortunately, in a public institution it's a lot easier to ignore this kind of a loss. It doesn't hit owners or management or shareholders in the pocketbook in quite such a direct way as it does a corporation like Wardair. Nevertheless, it does end up reducing the service to the public that we all pretend to serve, hope to serve and intend to serve in this province. I'd like to bring this to the minister's attention - not so much that the minister should interfere in the administration of the University of British Columbia, but realize that this is another symptom of the underfunding and the desperate attempt to satisfy the political masters, to anticipate the political masters of the government and cabinet who send out these very confused messages which sometimes are

misinterpreted. In that misinterpretation, they serve neither the people, the students nor the government. It brings discredit to the government, I think, for people who are alumni of the University of British Columbia to see the campus as it is today and to compare it with the way we remember it. I think that's a political liability for this government. I don't think this government should allow that to happen. I think politically it is a real mistake.

So again, the minister can get up and...it really isn't the right answer to get up and say that maybe the Sager graph didn't include the special funding for last year or something; it still paints that picture. There's a heck of a swing. The fact is, in British Columbia we have really frozen and cut the base-line budgeting. I warn the minister not to make the mistake.... It's very helpful to have advice in the House, but you'd better look into it, and look into it yourself. You'd better use the skills that you have and do the work, and not just accept everything that's whispered in your ear. That's my advice as an ex-minister of the Crown.

HON. R. FRASER: With respect to the care and maintenance of buildings, it's my observation that that would be correct. In fact, BCBC staff have put together a report suggesting that maintenance of existing plant is a worthwhile objective, and I support that objective. I don't think anybody with any sense would do otherwise.

I have no knowledge about the Ritchie report, having never heard of it. So I can't comment on that.

I would submit for your thought that irrespective of when the Gutstein report was written, it's now out of date. My impression of morale at the post-secondary institutions is that it's on the upswing, probably as a result of the recognition that the hard, hard days are gone; no doubt a recognition of the fact that the excellence fund exists and there's opportunity for increased funding. So I look forward to happier days at the post-secondary institutions.

In preparing the above presentation, an NDP researcher contacted our Vice President, Administration and Finance, and asked him the following questions: where is the money coming from; how much is it; was the job put out to tender; how much longer will they be here; and who made the initial decision to hire Ritchie and Associates? In response, Mr. Gellatly reportedly said that the money is coming from the individual department budgets for the year in which it is paid out, and then being accounted for as a receivable in the following year, that amount of money having been 'saved'. The job was not put out to tender, and Ritchie and Associates were hired on the basis of their presentation to the University Administration. They will be here for four more weeks (this was at the beginning of April). President Pedersen made the decision to hire them.

The Cupe researchers were singularly unsuccessful in their attempts to obtain any information about Ritchie and Associates, and their previous record of success (or failure). A research company in the U.S. approached Dun and Bradstreet for a credit check. Ritchie and Associates apparently would not allow Dun and Bradstreet to release any information, which is very unusual. A California law firm was also retained, but were equally unsuccessful in obtaining information regarding Ritchie and Associates.

Finally, we recently spent some time with a couple of representatives from the Dalhousie Staff Association. We have had a long distance friendship with this Association for a number of years, so it was quite exciting to meet some of them and spend a few hours comparing notes. I do not need to go into detail about their experience with Ritchie and Associates, since it is such a close parallel to our own. I will simply reproduce, for your interest, some excerpts from the documents they have shared with us.

First, an excerpt from a special bulletin released in April:

Q: So this warrants a special bulletin ten months later?

A: Yes. Although we were notified of the study at the very end of July last year, and had our first meeting with Vice President Robbie Shaw on August 2, 1985, we had little to go on but our anger at the secrecy surrounding the contracting of Ritchie and Associates for this job. We found that not even Michael Roughneen, Director of Personnel Services, had been consulted, although Mr. Shaw tells us it took him two years of searching to find the company he needed for the job he wished to have done.

Q: So? What's changed? Surely its management's right to undertake such studies?

A: What's changed is that we've seen and heard enough now to be really concerned. This Ritchie project is a major threat to our job security, increased workloads, job classifications, but mostly, it is a threat to the health and morale of our members working in the departments being "Ritchied".

Moreover, it is Management's intention to expand the Ritchie techniques to other departments through our own in-house Ritchie-trained manager. So this issue has a bearing on all members, not just the ones being studied now.

Q: Oh, c'mon, you're just being alarmist. Unions like to blow things like this up for their own purposes. What's so terrible about the Ritchie techniques?

A: Glad you asked. Ever heard of an R.E.? Stands for Reasonable Expectancy. An R.E. is a number - the number of particular tasks you can reasonably be expected to complete in a set time. (e.g. sorting so many pieces of mail in an hour, doing so many data entries on a computer in an hour, etc.)

Please read on - this is not self-serving union propoganda - this is just relaying what our "Ritchied"-members tell.

Your R.E. is set by a Ritchie analyst after you and others who perform similar tasks, have been observed and timed. Sometimes you or your supervisor can be asked to estimate how long it would take you to perform such tasks. A key aspect of setting an RE is that your work must be uninterrupted. Interruptions mean you won't be able to keep up to your RE.

Once you have an RE, your supervisor can monitor your productivity against your RE. If you meet it, fine. If you don't, you and your supervisor will have to "problem solve", i.e. you look for explanations on why your performance wasn't up to par, and when you figure out what the problem is, you solve it. If you consistently come in higher than your RE, maybe its incorrect, and it should be adjusted upwards?

Q: Boy, that sounds rough. Can your supervisor use this information against you, then? I mean, say you have a mean supervisor, can't they use that to discipline you? Say you can't come up with a reason for not meeting your RE? In my job, no two days are the same. I'm constantly being interrupted by faculty and students - how do you fit that into an RE? SAY YOUR RE IS NOT BASED ON ACCURATE INFORMATION? You could be headed for a lot of trouble!

A: Slow down, there! We're told that the intent is to help you and your supervisor do your work more efficiently, and to solve the problems that slow you down. Judge for yourself how this RE thing would work in your own situation. We certainly have our doubts.

But do you begin to see why we're getting concerned?

Q: Yes, but also, I want to know more about this timing and observing stuff you mentioned.

A: OK. Here's a short list of things some members have complained about:

- Being followed by Ritchie analysts who carry clipboards and stopwatches and time and note down everything about your daily activities, e.g. how long it takes you to take off your coat and hang it behind the door; plug in your coffee kettle; connect two electric cords; go to the washroom.
- The Ritchie analysts make appointments to come and talk to you about your job, and then don't show. Then they do it again. This has happened so many times that people are beginning to suspect it must be part of the Ritchie technique.
- They engage you in social chit-chat and then note the time you were away from your job.
- They ask questions of a personal nature, e.g. are you married, do you have a boyfriend?
- They don't seem to accept the information you give them, e.g.

R= "How long would it take you to complete this task if you were completely uninterrupted?"

Emp= "Gosh, I don't know...I'm always interrupted. Maybe 4 hours."

R= "No, c'mon. Can't possibly take you 4 hours - that's unrealistic."

Emp= "Well, then, maybe 3?"

R= "Wrong again, Much less."

Emp= "Oh. Well, I don't know. Would you say I could do it in maybe 45 minutes?"

R= "Maybe. I'd say 30 minutes easy."

Emp= "I don't think so...?"

R= "Sure - you'll see."

END OF INTERVIEW. EMP GOES AWAY, FEELING SICK TO HER STOMACH, BECAUSE SHE KNOWS THERE'S NO WAY ON EARTH SHE CAN DO THE JOB IN HALF AN HOUR.

- Supervisors also complain that their information is not always accepted by the Ritchie analysts - as if they have made up their minds even before they come to the interview.
- There is a vast lack of information. No-one seems to know what's going on. Explanations seem to be offered only after anxiety reaches a peak. Then explanations and apologies are offered. The supervisors are accused of not keeping the employees informed, but they are themselves often kept in the dark.
- Supervisors and employees complain about the backlog in their regular work because it takes up so much time to explain things to the Ritchie analysts. It becomes particularly frustrating when the same explanation has to be given to a different Ritchie person because of their own changes in staff and schedules.
- The number of forms to be filled out to track the information Ritchie wants takes up a lot of time which isn't allowed for in a normal day.
- The analysts show a remarkable lack of understanding (a) of work in a university environment, and (b) of the true nature of the work they are here to reschedule for greater productivity/efficiency.

Our Ritchied members had a whole lot more to say, but we think you're probably getting the picture.

Q: So what's the DSA's official position on this?

A: Like almost everybody we've talked to, the DSA Executive tended toward initially giving the project the benefit of the doubt. It was decided to collect information, keep in touch with the members being Ritchied, and not to do anything rash. We have also been in close contact with the unions at UBC and U Vic where Ritchie is also engaged in "efficiency" studies, and we have been attending regular meetings with Robbie Shaw, the other

unions on Dal campus, officials from Ritchie. More recently, as we started receiving more alarming information, we have been meeting with any members who have anything to say about Ritchie - good or bad, provided they are undergoing the Ritchie study.

We're now at the point where we do not believe that Ritchie and Associates represent an approach to human resource management which is acceptable at Dalhousie University. We have strong doubts that the "efficiencies" which will be introduced will result in real efficiency, and it is just a matter of time before departments will have to come up with ways other than the ones Ritchie and Associates recommend, in order to get the work done. What is more, management is dealing with a highly demoralized group of people who will not willingly participate in anything that is not strictly required of them to meet the minimum requirements of the job.

From another bulletin later in April:

Now, nine months later, lets look at what has been achieved. Some would suggest the birth of a monster, but we don't want to be emotional in our reaction, so we'll look at some facts and let you judge for yourself:

1. A group of DSA members who willingly used to put in extra hours of work in order to meet deadlines, were pushed to the point last week of seriously considering walking off the job in protest, if the Ritchie operatives insisted on proceeding in their department. The legal consequences of walking out became a whole lot less important than whether they could put up with any more Ritchie timing and observing and rearranging. The Ritchie people were temporarily called off by senior management.

2. In one department where all the DSA members used to share an equal sense of responsibility for getting the work done, a clear supervisor vs. worker wedge has been driven in by the Ritchie process. There is now fear and mistrust in how work will be assigned, who will get blamed when things go wrong, but more important for the non-supervisory members in that department, who will get the recognition for a job well done? The people affected are all in the DSA.

3. We know quite a number of members who have quit their jobs because they just could not stand the indignity and pressure of being Ritchied, and then possibly to lose their jobs anyway.

A high rate of attrition in the Ritchied areas was predicted at the beginning of the process. Such voluntary lay-offs certainly make a "no lay-offs" policy easier to administer.

4. There are instances where employees in Ritchied departments have been booked off on sick leave as a direct result of the Ritchie study (for obvious reasons we do not want to identify the persons or departments affected). We are also aware of an increasing number of members who are under medical treatment for stress-related symptoms.

5. CUPE tells us that about 35 of their members are facing lay-off. They (CUPE) continue to be sceptical of Shaw's promise of no lay-offs, so, where in the DSA we've adopted management phraseology such as "an employee who will become eligible for redeployment as a result of her/his position being declared redundant, following the Ritchie process", CUPE says "Lay-offs". The fact is, a person gets told her/his job will be terminated as of a certain date, which places her/him in a state of limbo. Even though a Dal paycheque might still continue to arrive via Canada Post, until another job comes along.

No-one can believe that you can sit around at home indefinitely, drawing Dal pay, until Staff Relations finds you a job. There must be a cut-off, we all know, but no-one knows where it is.

As a result of these further cuts in cleaning staff we have heard that the whole of the Tupper Building is to be cleaned by four cleaners. Considering the nature of the scientific activity in that building, members in the Tupper are very concerned about the health hazards that inadequate cleaning might pose.

6. Supervisors in Ritchied departments have told us that they are required to drive their employees harder, which is affecting their working relationships, and a high turnover rate of, in one instance, student employees, which is placing greater stress on the DSA supervisor to recruit and train replacements.

Add to this information the fact that in some instances Ritchie have reverted to the old, pre-Ritchie methods, but with RE's (Reasonable Expectancies) placed on performance. In some instances the same amount of work, using the old methods, is being performed by fewer employees, and we're told the Ritchie operatives are "happy with the RE's coming in."

The picture begins to look more like Ritchie and Associates are selling a \$900,000.00 whip than a system of improved productivity through the streamlining of workflow.

Finally, from a Special General Meeting in May. Robbie Shaw, Dalhousie's Administrative Vice President addressed the meeting.

In choosing Ritchie and Associates, Mr. Shaw noted that there are no consultants in Canada to do such a study, Ritchie and Associates have had experience with other universities (UBC), and the whole process, by definition, has to be done by outside people. Mr. Shaw stated that the University cannot look at itself because everyone has an interest to protect. Mr. Shaw knew that changes needed to be made and felt that such changes would be hard to do if the process was done internally.

Mr. Shaw indicated that both Delphine and George have strongly urged him to provide timely information to the members in areas affected by the study. It is an acceptable request. He has sent Delphine a letter suggesting a process by which staff will have access to information in the respective units within ten days after the wet runs and recommendations to talk about the information before decisions are made. Decisions can then be discussed with staff so they are not living on rumours. If such an information sharing system had been established months ago, a lot of grief might have been saved. However, no matter how much consultation there is, concerns will not be eliminated. Mr. Shaw makes no apologies for hiring Ritchie -- he maintains that it is more humane than managers making ad hoc cuts. The Ritchie process is more rational.

A member asked that if the Ritchie process is truly an efficiency study, then shouldn't displaced employees be assigned other work to improve services rather than just balancing the budget by cutting staff. Mr. Shaw responded that the primary motivation was not to get into the deficit spiral that four and one-half years ago made the University almost declare bankruptcy. The motivation was purely financial, to save dollars by cutting staff. All obvious ways of improving non-academic areas have been done. Mr. Shaw would like to do the academic areas but he doesn't have the jurisdiction there. The question was how to provide the same service as is now offered and yet meet the gap between income and expenditures. Academic areas have already begun to reduce staff -- the Faculty of Arts & Science is already reducing the number of professors.

In response to why he did not consult with anyone, Mr. Shaw noted that after chatting with both the UBC managers and Ritchie and Associates, they suggested that consultation would only produce a wide cry of protest, and nothing else productive. A consultative process could be developed when Ritchie became established on campus. Mr. Shaw accepted the advice and would continue to do so. Had he consulted before, he would have gotten a "yowl of protest". It is a management decision and he accepts all criticism. Mr. Shaw did note that management is consulting now.

A member noted that the reason Mr. Shaw gave for hiring Ritchie and Associates, that an outsider was needed to make the tough decisions, would seem to indicate that the administration of the University is conceding that it is unable to do the job of managing. Management by definition includes making many difficult decisions. The study would, according to Mr. Shaw, make managers more accountable, however, having Ritchie make recommendations allows the administration to slough off its own accountability by saying, "Ritchie made me do it." In addition, by studying only some of the areas on campus, the decision has already been made where cuts can be made. The decision to hire Ritchie was also made before the academic planning process was completed. If the Academic Planning Committee (APC) hasn't yet identified objectives, how can the administration attempt to be efficient? The efficiency Ritchie is measuring is only "output" -- where is the service? How are you measuring the service? Were the non-academic areas targeted for study

only because they are without political clout? In that case the study may be efficient but certainly not equitable. Mr. Shaw has indicated that tough decisions need to be made, but tough decisions are already being made -- faculties themselves are making decisions to cut programmes. Any cuts made must be equitable and spread across the whole university, by studying only some areas that is unlikely. While the efficiency study may perhaps increase efficiency in say, the Registrar's Office, it does not seem to look at a more efficient registration.

The member further questioned how Mr. Shaw will know the decisions recommends are good decisions? Ritchie has a vested interest in telling the University where a million dollars worth of cuts can be made. They certainly won't come in and say, "You're doing a good job. Only one or two slight changes need to be made."

Mr. Shaw stated although he has been criticized on a lot of counts over the past years, he does not feel that an inability to make decisions is a legitimate target. The hiring of a consultant was a decision to have an objective third party provide analytical information for management to make their decisions. He wanted to clarify again that Ritchie does not make decisions -- management does. They are analytical agents providing information, they are not responsible for making decisions. In that way management will not slough off its own accountability by saying, "The devil made me do it", any decision to change will be a management decision.

The member noted again that the APC had as its goal the setting of objectives for the entire university. Individual areas could then look at themselves in terms of those objectives.

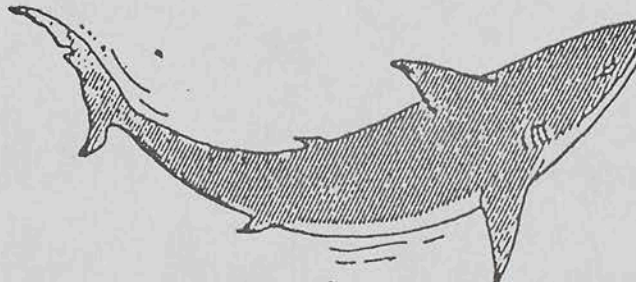
Mr. Shaw noted that this was a valid criticism. He admitted that he had pre-judged the Academic Planning Committee assuming that it wouldn't give enough information to make service-level decisions. He admitted surprise that the Academic Planning process had moved as smoothly as it had, the document has now been produced. He accepts the criticism.

Mr. Shaw emphasized that a major guideline throughout these recent decisions has been that the service level would not be reduced, or if it was reduced, then managers must know the consequences. Service would not be reduced unless it is done consciously. In some areas it is difficult to tell until after the installation whether or not service will be reduced. At UBC they went through the process and eventually returned to the original method. Mr. Shaw noted that Dalhousie may do that also.

In answer to the member's question about measuring service levels, Mr. Shaw noted that each area has its own method. There is no question that every service is measurable. Management will be able to tell where there will be a service level reduction, and it will not be done without thought.

In response to the member's comment that non-academic areas are being analyzed only because they have no clout, Mr. Shaw feels that although superficially that may be true, it is not really. Through the budget process, every faculty this month will be considering cuts. It is not appropriate to apply the Ritchie process to academic teachers -- it is a "whole different ball of wax". The Directors, Chairpersons, Deans and Associate Deans have all come to the conclusion that in order to preserve the quality of Dalhousie University, programmes will have to be cut. We will be seeing that happen in the next few months.

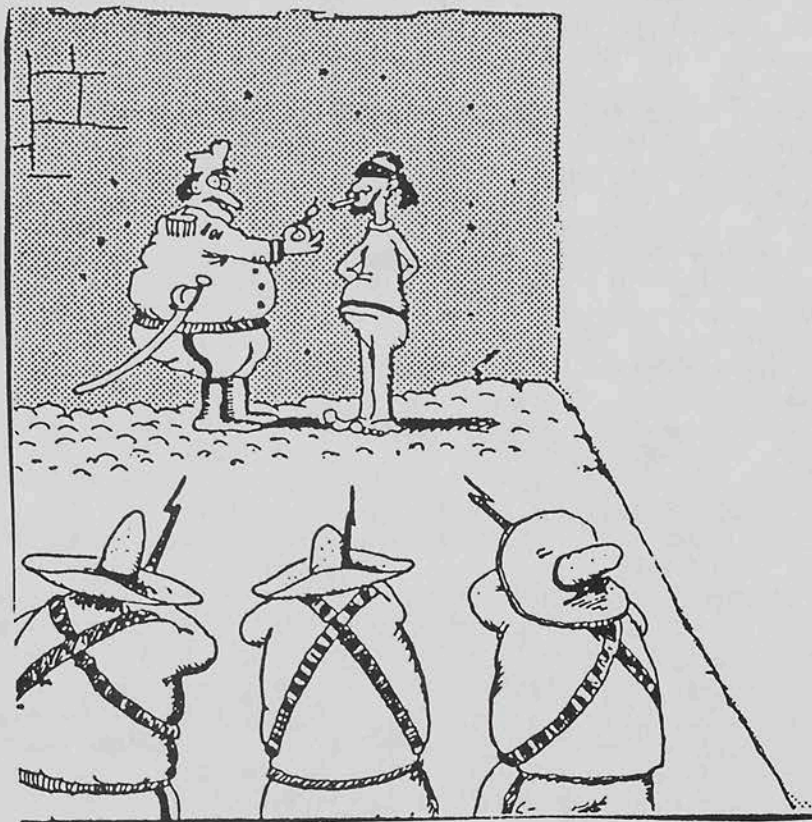
The member restated that Ritchie will give us \$1 million worth of cuts whether we need them or not and we may find as did UBC that the downsizing can't work. Mr. Shaw noted that it was only in one area that the Ritchie system failed. Mr. Shaw noted in response to the member's comment regarding cuts and whether or not they are really required that he is concerned about that too. But he feels that if Ritchie only supplies cuts and then leaves the University, they would be out of work within twelve months from now. The company will only survive if the recommendations they give are used by the administration and they work. The member again questioned how many of the recommendations have actually worked. Mr. Shaw noted that Ritchie has lost a million dollars at UBC, and that they are not going to make anything here. A fantastic amount of time has been spent at UBC. Every aspect of the public sector in Canada is going to have to downsize. Ritchie knows that they have to do well at UBC and Dal in order to access that potential market.



Another member noted that when the study was first announced the price tag was listed at \$900,000. Now the figure of \$1 million is being tossed around. The point is that when administration wants to spend the dollars, they are always there. Yet departments must always operate out of their budget envelopes. The question is, where is the money coming from? The member also expressed doubt that Ritchie will lose money at UBC and here at Dalhousie, the members finds that extremely hard to believe. Mr. Shaw questioned if the member had any experience in business. The member replied that yes, with an insurance company. Mr. Shaw questioned didn't the member think that insurance companies lost money. Ritchie will lose money at UBC, and will only break even here. In answer to the question where the money is coming from, Mr. Shaw explained that administration has set up a capitalized account which does not affect any departmental budgets. The money from the account will be reimbursed by money saved in each department by the Ritchie process. The member again questioned, "But where is the money from?" Mr. Shaw explained that it was generated from the operating account, in the usual generation of cash flow from the university. As in any business, if a \$120 million comes in, then \$120 million goes out.

A member questioned if the Ritchie study will be going to other areas on campus. Mr. Shaw responded that the Ritchie process will only be going to academic areas like the Dean's office if it is requested. It would be disastrous to force the Ritchie study on academic areas. A member commented that with a majority of complaints and stress has been caused by the methodology of Ritchie. The majority of employees were willing to give the process a try at first, but now they realize that the methodology just doesn't work. The numbers are way out. Mr. Shaw responded that he has not seen any numbers that are out. The member responded that Mr. Shaw obviously hasn't been talking to the people working in areas being Ritchied. The numbers are just not realistic. Mr. Shaw said that although he understood what the member was saying, the work that management has seen is, in management's opinion, valid.

- Ted Byrne



hospital news

June 20, 1986

HOSPITAL NEGOTIATIONS

Health Sciences Association (HSA) are among the unions facing concessionary contract demands from the HLRA at their negotiations. Its members are among the lowest paid professional hospital workers in Canada and one of the union's concerns is to negotiate better wages. The union represents lab technicians, physiotherapists and pharmacists at B.C. hospitals. Talks broke off May 27th and the results of a province-wide strike vote were 83% in favour. However, a mediator has been appointed; talks to begin June 24th for 4 days.

The HLRA has been asking the labour minister to declare a 90 day cooling off period. However, as HLRA President has said that hospitals are "hard pressed" to find money for present 3% wage offer over 3 years it seems unlikely that their position will have changed afterwards. (90 day cooling off period is requested by employers when two sides strongly disagree, however, it provides the employer with the opportunity of carrying on "business as usual" during that time and the employer is not required to put anything new on table when bargaining resumes so it is frequently seen as "stalling").

HEU: News blackout in effect. The two sides are still meeting, strike votes were taken long ago and union is prepared if talks break off. According to HEU June bulletin this period of talks is "critical to the bargaining process." HEU estimated that members stood to lose \$4,000/yr. ea. in benefits if concessions being demanded by HLRA at time of strike vote would become a reality.

B.C. Nurses' Union (BCNU): The mediator is still involved in BCNU negotiations with HLRA. The union recently served strike notice on 8 community hospitals and on June 19th served strike notice at more. HLRA had talked about locking the nurses out but no further information on this has been made public so can't speculate on employer's actions. Since then, HLRA said would like 90 day cooling off period to apply to BCNU union as well.

We expect that if any of the unions do strike that it will be very short-lived. The issues at stake in the disputes are important to all union members, particularly in the public sector. A lot of employers are watching in anticipation to see the unions ratify a contract with concessions. Unfortunately, the period which we have experienced all too well of employers offering 0% or 1% for wage increases in addition to wanting weaker clauses in the contract is still with us. B.C. workers' wages are consequently far behind workers in Ontario and other provinces. The trouble with agreeing to concessions is that slowly benefits in contract are wiped out and it is very difficult for the union to restore lost benefits. Concession demands and a bad economy go hand in hand.

Should a strike occur we can help the hospital employees by giving them our support and not crossing their picket lines. CUE members can make a difference to the outcome of the hospital dispute, adding to the pressure the hospitals will certainly feel if strikes take place. Given the determination of the HLRA we can continue to expect pickets at B.C. hospitals anytime, unless the labour minister intervenes.

Mary McKenna-Forkin
St. Paul's

letters to the editor



Canada's Most Unpopular Premier Steps Down

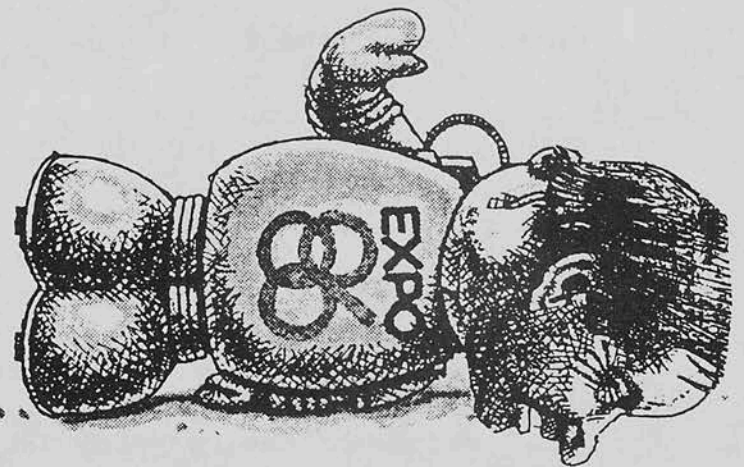
On May 22, 1986 B.C. learned that Bill Bennett was stepping down as Premier and leader of the Social Credit party. If ever I need to think of pleasant thoughts in a moment of fear or pain, I shall always look back on that day!

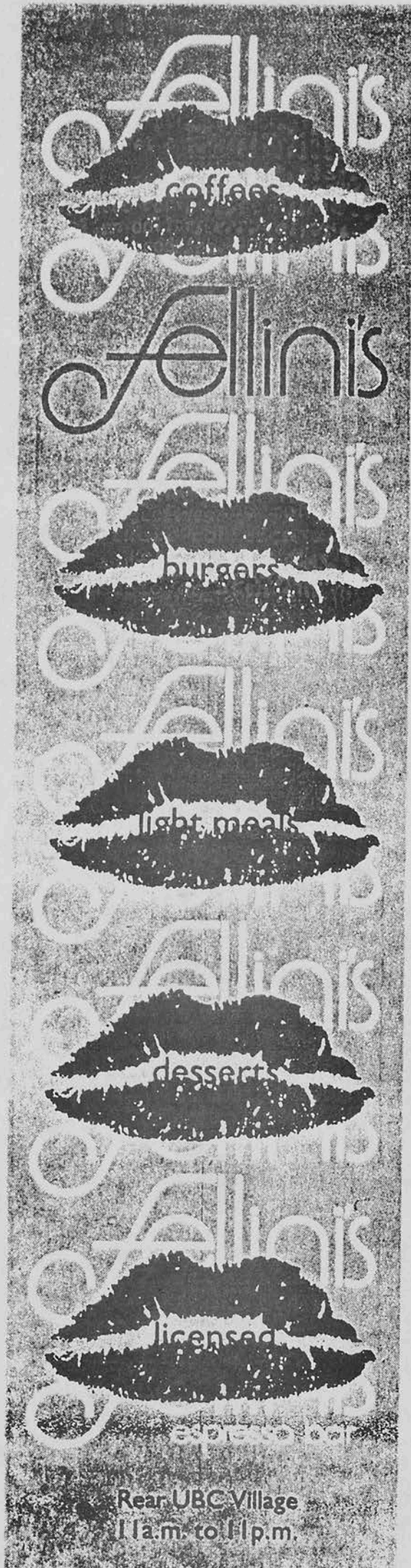
At first, I thought I was dreaming. The world was losing all of its dictators. We would be as free as the Filipinos after Marcos left. We would begin to live again, enjoying the present and a sense of security and there would be hope for the line-ups of people at the food banks across B.C.

The polls said he couldn't win the next election (restraint did not work, people were out of work, and social services and education cuts angered us all).

You would have been trounced, Bill, all because of your fetish for megaprojects at the expense of the people of B.C.

Mary McKenna-Forkin





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*I'M DOING GREAT... EXPO'S DOING GREAT...
YOU'RE NOT DOING SO GREAT
TWO OUT OF THREE ISN'T BAD
IS IT?*



