



DISPATCH

Management's Voice for Unionized I.C.I. Construction

Message from the Executive Director

Summer Reflections

Reflecting on happenings occurring over the summer, the most significant is perhaps the Ontario Labour Relations Board ruling relating to EPSCA and the Fair Workplace – Better Jobs Act (Bill 148).

While the decision clarified a number of issues, it was disheartening to read that if the employer chooses the 0.8 per cent Personal Emergency Leave (PEL) option, it is based on the hourly rate plus vacation pay on hours earned, not hours worked. Previously, it appeared clear from all discussions with the Ministry of Labour – and as advised in the government's new Employment Standards Act Interpretation Manual – that pay calculations for PEL days did not include overtime.

Not to be missed was the election of our new Ontario Progressive Conservative Government. It is critical to the well-being of our industry that CECCO actively meet with the new ministers to inform them of who we are and explain our role within the construction industry. We also want our new government to understand that through consultation with our group, they will be better informed when making critical decisions affecting the direction of the construction industry and the impacts on the many people within it.

I would like to take this opportunity to welcome the Electrical Contractors Association of Ontario back into the CECCO family. ECAO's Executive Director, Graeme Aitken, and Labour Relations Manager, Jodi Travers, are extremely capable individuals who will certainly add strength to our EBA network.

We are now only eight months away from contract expirations. I am sure labour is currently in the throes of communication with its membership to determine any industry concerns and prioritize a list of industry 'wants.' I trust our EBAs are meaningfully engaged in clarifying the changes required to ensure our segment of the construction industry has a healthy future. If you have not already done so, please ensure the lines of communication are open with your labour counterparts.

I believe that our senior labour and management reps know the true state of our industry, and will work in unison to ensure a fair and equitable settlement that will improve our joint position in the marketplace going forward.

– Wayne Peterson

Some Thoughts on Bargaining Set-up

As the industry prepares for the 2019 round of collective bargaining, following are some thoughts on setting up your upcoming negotiation meetings.

WHERE SHOULD THE MEETING BE HELD? Depending on the size of your combined committees and state of the negotiations, a third party location – such as a hotel – could be advantageous. If at all possible, pick a location where no other Employer Bargaining Agency (EBA) may be conducting negotiations simultaneously. Ensure there is sufficient space to accommodate all participants and provide a “break-out” room with comfortable furniture, refreshments, snacks and windows. You want your committee to be relaxed and comfortable. Additionally, you want wish to have AV equipment on hand to present information to the group.

If it is a small group, meet at your contact's office or a third party location. It is difficult to walk out of your own office should discussions not progress well.



WHEN SHOULD WE MEET? Most likely your bargaining committee members have businesses to run, therefore Tuesdays to Thursdays are probably preferable. This allows your committee to ensure their companies start and finish the week off under firm control.

HOW LONG SHOULD WE MEET FOR? Generally, two days for any one meeting allows you to get sufficient ground covered and sets a time line to encourage both parties to move forward. In most cases, two days does not allow for any “flair-ups” to take hold.

HOW LONG DO WE MEET? Unless you are in the final stages of reaching a settlement, the best suggestion for meeting length is maintaining common business hours, such as 8 a.m. to 4 p.m. Going into the evening after you have been negotiating all day only leads to frustration and short tempers. The most important thing to accomplish in your bargaining session is the elimination of any stress on your committee.

Please advise CECCO of your thoughts on this article. We would be happy to share any tips and/or commentary you may have to offer.

Fine-Tuning Your Negotiating Skills

Now that the bargaining meetings are set, here are some negotiating skills to assist you:

- **Listening skills** – Listen carefully and observe the other side's behaviour. Be advised that poor listeners miss opportunities.
- **Analytical skills** – Analytical skills are basic for problem-solving situations.

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Negotiating Skills

The Levers of Influence

“Pull Skills” for upgrading your negotiating skills include creating a rapport, implementing authentic listening skills and utilizing skillful questioning techniques.

These “Pull” skills also involve the effective use of non-verbal communication tools. One creates rapport with proper posture, tone and volume of voice, eye contact, gestures, facial expressions and how you occupy the space.

Carefully consider how you want to build the relationship with someone whom you will be negotiating with.

- This article is an excerpt from a LinkedIn Slide Share program focused on Negotiating Skills.



CALENDAR OF EVENTS

September 13 –
CECCO Council Meeting

September 19 & 20 –
Ontario Construction Secretariat
(OCS) Annual Meeting & Conference

November 8 –
CECCO Pre-Bargaining Conference

December 13 –
CECCO Council Meeting

For more information and /or meeting location, please contact CECCO at (905) 677-6200.

THE CONSTRUCTION EMPLOYERS COORDINATING COUNCIL OF ONTARIO

DISPATCH

The Construction Employers Coordinating Council of Ontario (CECCO) DISPATCH newsletter is published two times per year and spearheads the association's communication efforts. It is designed to ensure members are kept abreast of current CECCO undertakings, as well as relevant educational opportunities and industry news.

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Fine-Tuning Your Negotiating Skills

- **Be professional and control your emotions** – A loss of control could cause you to think irrationally, to lose negotiations and can lead to unfavourable results.
- **Communication skills** – To succeed in business negotiations, you have to communicate clearly and effectively.
- **Be patient and respect the other side** – Always be respectful to your opponent. Be patient even if the other side is not. Your behaviour during business negotiations make impressions so keep calm, and use tact and diplomacy. One of the aims of negotiations is to make good business relationships.
- **Problem-solving skills** – It is very important to have the ability to identify the problem and to find a way to solve it.
- **Persuasive skills** – Use both verbal and non-verbal persuasion and influencing skills.

CECCO MEMBER PROFILE

Andrew Sefton

Ontario Painting Contractors Association

Andrew Sefton, executive director of the Ontario Painting Contractors Association (OPCA), has always been hungry to learn and grow. As such, he actively participates in industry opportunities which lead to the betterment of not only the association he represents, but the construction industry as a whole.

“I am constantly on the look-out for opportunities for improvement within the construction industry,” he said. “Whether it’s participating in business meetings with my industry peers or conversing with OPCA members, each opportunity offers a chance to learn and grow.”

Making his start in the not-for-profit sector in 2001, the 48-year-old came to OPCA in 2007. Sefton sure had some big shoes to fill as he was the prime candidate to replace Maureen Marquardt, who had diligently served the interests of the association for 20 years.

“Assuming leadership following such a highly-regarded 20-year veteran certainly was daunting,” he said. “However, with the support of the OPCA and IUPAT leadership, the transition was made so much easier.”

According to Sefton, his favourite aspect of being OPCA executive director is his affiliation and contact with the members. Although he represents painting contractors, Sefton continually embraces any new opportunities which can lead to the betterment of all construction sectors.

“OPCA contractor members are a group of great individuals and business owners who have an eye toward the betterment of the industry, their association and their respective businesses,” he said. “I continuously benefit from the learning opportunities offered by my peers and the contractors I represent.”

One of the opportunities to learn from his peers comes from Sefton’s involvement with the Construction Employers Coordinating Council of Ontario (CECCO).

“Participation in organizations such as CECCO help fulfill the constant vigilance, function and focused engagement required to address the continuing regulatory and legisla-



tive challenges faced by the construction sector,” he said. “I have participated in CECCO since 2007 by attending meetings, annual conferences and special events. It’s a great opportunity to learn from industry peers.”

With 2019 bargaining on the horizon, Sefton said that his priority is to ensure consensus is achieved which supports organizational and industry strategic objectives. Although there are new challenges which must be faced in the upcoming discussions, the availability of historical data and traditional industry best practices help shape the OPCA’s negotiating strategy.

“The OPCA engages contractor members to complete a member collective bargaining survey the summer prior to the actual collective bargaining,” he said. “The responses we receive from this survey are consolidated and presented to the Board of Directors for review and prioritization. Once priorities are identified, OPCA legal counsel prepares written positions for presentation to members of the Collective Bargaining Unit (Appendix B: Interior Systems Contractors Association and Acoustical Association of Ontario), as well as the International Union of Painters and Allied Trades DC46.”

According to Sefton, OPCA has many seasoned veterans of the collective bargaining process who have spearheaded past success. He is confident this group will once again achieve success in the coming year.

“OPCA’s participation in the arbitration protocol in 2013 – 2016 bargaining did not result in measurable monetary or language gains,” he said. “However, the process fundamentally altered historical bargaining patterns and contributed not only to management success in 2016 – 2019, but will play a role in future negotiations as well.”

Established in 1976, the Ontario Painting Contractors Association is a provincial trade group representing unionized painting and wall-covering contractors involved in the ICI sector.