



DISPATCH

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

Message from the Executive Director

New Government Moving Too Quickly?

While reflecting on past negotiations, it appears this session has commenced at a turtle's pace with most trades not holding initial formal meetings until well past mid-February. I can foresee that it's going to be an extremely busy time as we move into late March and April.

Through our various group discussions, we have determined that managements' main concerns revolve around the new cannabis legislation and how employees report "fit for work," alleviating ongoing labour shortages by allowing personnel to move from one area of the province to another in a timely and economical fashion, and ensuring any wage increase will not cripple the unionized contractor's ability to secure work. I believe the labour hierarchy understands the need for fair and equitable contracts, but may need to be reminded of the aggressive approach being taken by the non-union and alternate sectors. We must all lobby for legislative change and work hand in glove for the advancement of the unionized contractor.

Reviewing the first six months of our new Ontario Government at the helm, I wonder if they are moving forward with legislation at too rapid a pace? We understand the need to repeal a number of items instituted by the past Liberal Government, but we question the implementation of other initiatives. For example, the recently introduced Bill 47 – *Making Ontario Open for Business Act, 2018*, repealed a number of sticking points from Bill 148 – *Fair Workplace, Better Jobs Act 2017*, namely the personal emergency leave (PEL) issue and the scheduling clauses that were to come into effect on January 1, 2019. However, the move to disband the Ontario College of Trades (OCOIT) in the same Bill without full and formal consultation with the industry, or the provision of an industry-approved replacement, certainly raises the question of the government's competency with regards to understanding our industry's needs.

Then there is Bill 66 – *Restoring Ontario's Competitiveness Act, 2018*. Specifically, Schedule 9 of that Bill which is another questionable piece of legislation. We do not know the reasoning behind this legislation, but on

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Let the Negotiations Begin...

Many Employer Bargaining Agencies are just getting started with their negotiation process. The following is an excerpt from the widely-acclaimed book *"Getting to Yes" (1983)*, which offers some helpful suggestions to ensure negotiations proceed meaningfully.

The writers – Roger Fisher, William Ury and Bruce Patton – identified four fundamental principles of negotiation that will serve you well if you keep them in mind as you move forward:

- Be hard on the problem and soft on the person.
- Focus on needs, not positions.
- Be inventive about win-win options.
- Make clear agreements.

These basic principles have been further developed into a set of 12 skills by the Conflict Resolution Network. Where possible, prepare in advance and consider what your needs are, as well as the needs of the other party involved. Consider outcomes that would address more of what you both want, and commit yourself to a win/win approach even if the tactics used by the other person seem unfair. Be clear that your task will be to steer the negotiation in a positive direction. To do so, you may need to do some of the following:

REFRAME – Sometimes it's necessary to step back and reframe escalating conversations. Ask a question such as "If we succeed in resolving this problem, what difference would you notice?" This could potentially reframe the issue. Ensure complete understanding of the discussion at hand and if any party is unsure ask them what they if they grasp what is being said. If necessary, re-state a comment in a more positive fashion or as an "I" statement. If matters escalate, re-interpret an attack on the person as an attack on the issue.

RESPOND NOT REACT – It is essential that everyone involved in the negotiations manage their emotions and go above and beyond to let accusations, attacks and threats of ultimatums pass. By utilizing positive tactics, you make it possible for the other party to back down without feeling humiliated and change the circumstances which could justify a changed position on the issue.

REFOCUS ON THE ISSUE – Maintain the relationship and try to resolve the issue by determining what is fair for both parties. Summarize how far you've come, and review common ground and agreements achieved thus far. Focus on being partners resolving a problem, as opposed to opponents on different sides of the fence. Divide any issues into smaller parts and address the less difficult aspects when obstacles arise. Invite trading, and explore best and worst alternatives in order to negotiate an acceptable agreement between both of you.

IDENTIFY UNFAIR TACTICS – Name the behaviour as a tactic and address the motive for using the tactic. If unfair tactics come into play, change the physical circumstances. If necessary, take a break, change locations or seating arrangements, or go into smaller groups. If no resolution can be achieved, call for the meeting to end and resume at a later time in order to provide "an opportunity for reflection." If it is an option, perhaps meet privately.



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the surface, it appears that it is the result of lobbying efforts by non-union and alternate union forces. The government appears to be enamored with the propaganda released by CARDUS, a relatively small, faith-based research group. Their propaganda advises that open bidding would save the government as much as 40 per cent of a project's cost. We know this is to be extremely inaccurate. The Provincial Government needs to slow down and do a proper investigation into cost differences, and take all aspects of a completed, well-performed project into account before enacting new legislation.

CECCO lobbied for the positive changes that came with Bill 47, and we will continue to lobby in order to have a say in the Ministry of Training, Colleges and University's structural governance and the replacement for the OCoT that will meet our needs. Additionally, we will lobby to have Schedule 9 removed from Bill 66 to ensure the health of the unionized sector is maintained.

— Wayne Peterson

CALENDAR OF EVENTS

April 4 – CECCO Council Meeting

April 4 – CECCO Annual Meeting

April 12 – Council Negotiation Status Meeting

April 26 – Council Negotiation Status Meeting

May 6 – Council Negotiation Status Meeting

May 14 to 16 – OCS Future Building 2019, Ottawa, ON

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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ATTRIBUTES FOR SUCCESSFUL NEGOTIATING – There are a number of attributes and competences that help us to influence positively and negotiate successfully. Here we have sought to group them in a number of key areas and phrases. As with many things in life, up-front planning can prove beneficial.

To review the 12 conflict resolution skills, please visit the [Conflict Resolution Network](#).



CECCO MEMBER PROFILE

Geoff Kinney Jr. Cement Finishing Labour Relations Association

For the Kinney family, the concrete floor industry forms a solid foundation that runs in the blood. Following in the footsteps of his father, Geoff Kinney Sr., Geoff Jr. also started in the industry at a young age and moved through the ranks to his current role as Executive Director of the Concrete Floor Contractors Association of Canada and President of the Cement Finishing Labour Relations Association (CFLRA).

“My father contributed to the establishment of the original concrete floor association in 1971 and was a respected industry leader,” Kinney said. “It was only natural for me to follow.”

Kinney Jr. was introduced to the industry by his father in 1977 at the age of 16 when he started as a labourer performing concrete, waterproofing and epoxy work with the family-business, Duron Ontario. After taking some time to complete his Business Marketing degree at Ryerson University, Kinney found his way back to the industry in 1985. However, his return wasn't one of joyful reunion, but was instead brought on by the death of his father from cancer in 1985.

Kinney took the knowledge he gained from his father and applied it to carrying on the successful concrete business established by Duron, for the next 21 years. Starting out as junior estimator, he quickly advanced to manager and then to vice president. In addition to the time spent growing the business, Kinney branched out and started volunteering as a labour relations representative in 1992, and progressed into the role of director, chairman, and later, executive director of the Concrete Floor Contractors Association of Canada and President of the Cement Finishing Labour Relations Association (CFLRA).

“I took a pay cut and left my successful career at Duron at the end of 2006 to fix our trade industry,” Kinney explained. “As volunteers, we attempted to advance our interests, but I quickly recognized that what was required was a sustained effort to organize and fix the problems moving forward.”

Since that time, Kinney has worked diligently to build the industry and create more professionalism at all levels. With a motto of



“Safety, Quality and Integrity,” the Concrete Floor Contractors Association (CFCA) has gone on to establish itself as an advocate for the concrete floor industry, nationally. In

particular, the CFCA has been a long-time contributor to the Canadian Standard CSA A23.1/2 “Concrete Materials and Methods of Concrete Construction,” where the association established a concrete mix for floors, and an improved 120mm concrete slump workability to reduce injuries and improve productivity.

With his passion for the trade, Kinney has also made efforts to formalize the establishment of the Ontario College of Trades' Concrete Finisher Trade Board and harmonizing with the national Red-Seal “Concrete Finisher” program.

The CFLRA led the establishment of the Infrastructure Health & Safety Associations Concrete Floor Labour-Management Safety Committee where it has committed to raise the health and safety bar through industry-wide initiatives. In 2016, the CFLRA purchased and distributed 180 carbon monoxide monitors to 40 employers across Ontario to comply with the new Carbon Monoxide regulations. A Canadian first came in 2017, when the CFLRA distributed printed copies of the new IHSA Concrete Finishers Health & Safety Manual to all of its concrete finishers. And last year, CFLRA distributed ear-muff hearing protection to comply with noise regulations too. The CFLRA is proudly taking action on safety to make a better future for its workers.

What does the future hold?

“There are always new and emerging challenges in front of us but, as an association, we are increasingly focused on the sustainability of our work activities and the impact on the environment,” said Kinney, whose 24-year-old son Andrew has been working with him for the past three years. “It is really up to the next generation to carry forward these efforts to promote safety, quality, integrity & sustainability in our trade work.”