



Impact

JULY 2005

COMPENSATION EMPLOYEES' UNION

A closer look at the Board's employee survey

For your union executive, the results of the long-awaited employee survey were not surprising. We have been expressing these views--your views--to Board management for some time.

The employee survey was done on the heels of re-branding and re-naming the organization; personal tours by the CEO; a constant stream of happy news on the website; parades, scavenger hunts, and contests; and androgynous cartoon mascots in an all-out blitz to change both staff and stakeholders' perceptions of the WCB. This probably represents the most significant and expensive internal and external public relations campaign in the Board's history. Despite this--internally at least--the results speak for themselves on the campaign's lack of success.

It might be difficult to get a good grasp of the outcome of the survey. The Board chose to isolate survey results by releasing local outcomes to staff around the province in meetings with local managers and Human Resources staff. The result? CEU members are unable to compare divisional results. However, the Board has provided the CEU with the results of each area office and the Richmond work locations. From this information, we are able to see some interesting trends.

Some ratings are positive

On the positive side, the survey showed staff believe that:

- 4 The WCB is committed to a safe working environment
- 4 The culture allows employees to comment on ethical concerns
- 4 The employer seems to be providing the necessary tools, equipment, computer resources, and technical support to do our jobs

The survey also clearly shows that we respect, like, and trust each other. We derive personal satisfaction from doing our jobs well. We believe in each other and we stay at the WCB because it has a special purpose in society. This is a solid foundation for making our organization a success story for all stakeholders.

Employees also expressed a level of satisfaction with their pay and working conditions at the WCB. In particular, they believe there is some capacity to balance work and family life issues. The CEU takes particular pride in this result as we have fended off consistent attacks by the employer on the leave provisions in our Collective

Agreement. The CEU has worked to achieve positive outcomes for you by bargaining for care and nurturing leaves, sick leave to allow you to care for your children, and the Employee and Family Assistance Program, to name a few.

Table 1 contains the questions that resulted in positive responses.

Table 1 – WCB Employee Survey Positive Responses		
+ = Positive responses		
No.	Question	Result
13	The WCB clearly communicates its expectations for ethical behaviour.	62% +
14	I would feel comfortable raising an ethical concern.	57% +
37	My work environment is set up so that I can work safely.	80% +
38	My manager demonstrates a commitment to safety.	78% +
39	I have the tools, equipment, and supplies I need to do my job effectively.	70% +
40	I have the electronic systems and equipment (e.g., computer hardware, software) I need to do my job effectively.	76% +
41	I have the support services (e.g., help desk, administrative support) I need to do my job effectively.	70% +
44	The people with whom I work treat each other with respect regardless of race, religion, gender, age, or sexual preference.	78% +
45	I get a sense of personal accomplishment from doing my job well.	76% +
57	I am able to balance work and personal-life responsibilities.	67% +
60	People in my work group trust each other.	64% +
61	I like the people with whom I work.	84% +
62	Overall, I think I am paid fairly compared with people in other organizations who hold similar jobs.	60% +
64	I am proud to work for the WCB.	60% +
65	I would recommend the WCB to others as a good place to work.	55% +
66	I would prefer to remain with the WCB even if a comparable job were available in another organization.	53% +
67	I would prefer to remain with the WCB even if a comparable job were available in another government agency.	52% +

Trust and confidence are big issues

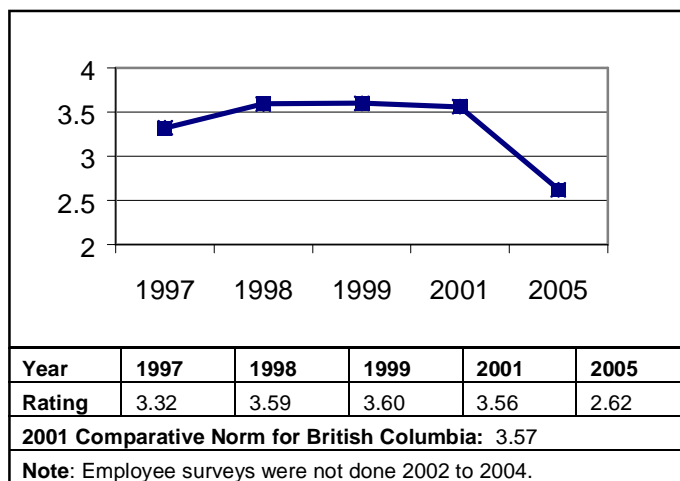
The safety of our workplace, the ethics program, and the degree to which employees like, trust, and respect each other are important. But the survey results also

say--'loud and clear'-- that bargaining unit **and management employees**:

- 4 Do not trust the Senior Executive Committee (SEC)
- 4 Do not have confidence in SEC
- 4 Do not support the direction in which SEC is taking the organization

Surveys from 1998 to 2001 and the 2005 survey asked essentially the same question. In previous surveys, employees were asked to rate the statement: "*I trust and respect my manager.*" The wording in the 2005 survey is: "*Employees trust managers at the WCB.*" Table 2 shows that staff's trust in managers has declined dramatically since 2001.

Table 2 - Staff Trust of Managers, 1997--2005



Looking at the highest rating of 3.60 in 1999, the 2005 rating of 2.62 represents a 27% decline in trust of managers. The surveys prior to 2005 did not include a specific question on staff's trust of SEC; the rating for SEC is included in the manager rating. SEC's 2005 trust rating of 2.47 shows a 31% decline when compared to the 1999 manager rating.

Looking more closely at the 2005 rating of SEC, only 15% of CEU members trust SEC. This number only climbs to a paltry 20% when managers and exempt staff are included.

Even more dramatic is the drop in the Worker & Employer Services (WES) Division. Trust for WES managers fell to 2.33 and trust for SEC to 2.20. In some SDLs, trust fell as low as 1.72--that's a 52% drop!

Continuing on the trust theme, only 25% of CEU members believe that SEC acts consistently on what they say is important.

Employees also strongly believe that change is driven from the top down. According to the survey results, SEC does not:

- 4 Listen to employee concerns
- 4 Factor employee concerns into their decisions
- 4 Make the changes necessary to solve problems and improve the state of things

This begs the question, what should be done when the troops:

- 4 Don't believe what the leaders are telling them
- 4 Don't support where leaders are taking them

- 4 Don't have confidence in the leaders' ability to get them there?

Table 3 contains the questions that resulted in negative responses.

Table 3 – WCB Employee Survey Negative Responses		
n/n = neutral or negative rating		
No.	Question	Result
8	The Senior Executive at the WCB act consistently with what they say is important.	75% n/n
9	The Senior Executive at WCB explain the reasons behind major decisions.	74% n/n
12	I support the WCB's business direction.	57% n/n
27	The Senior Executive at WCB make the changes that solve problems and improve the state of things.	83% n/n
28	I have confidence in the job being done by the Senior Executive at the WCB.	76% n/n
47	The Senior Executive at the WCB involve employees in the decisions that affect them.	86% n/n
48	The Senior Executive at the WCB act on employee suggestions.	86% n/n
58	Employees trust the Senior Executive at the WCB.	85% n/n
59	Employees trust managers at the WCB.	80% n/n

WES gave the lowest ratings

While the Board did not provide us with the results by division, each SDL report includes divisional results. A review of these reveals that WES employees, more so than any other division's employees, think the WCB has changed for the worse in the last year.

In some offices, as many as 65% of the employees think the WCB has changed for the worse. The breakdown on question 72, "*Overall, considering the events of the last year or so, would you say the WCB has changed for the better, stayed the same, changed for the worse*" is shown in Table 4.

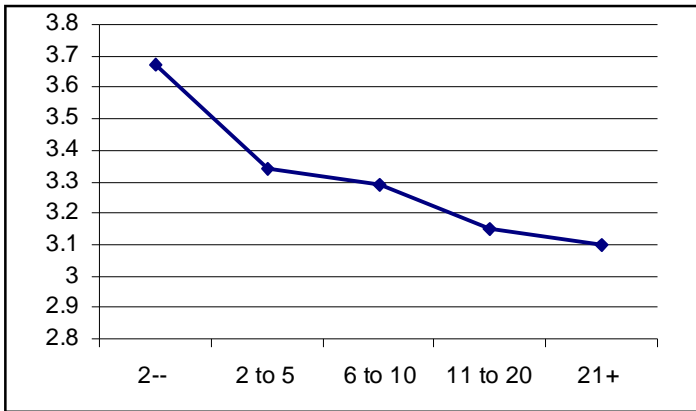
Table 4 – Divisional Mean Responses	
Question 72 on Change:	
WCB has changed for the better; stayed the same; changed for the worse	
Unit or Division	Mean
Bargaining Unit-Permanent	2.05
WES Division	1.82
Finance, ISD, Stakeholder Relations	2.40
Program Design Division	2.21
Investigations & Review	2.34
HR/Facilities Division	2.42

Clearly, the members in the WES division do not agree with the change and business direction imposed over the past years. Most members do not think the changes have made the organization better. This is significant given that two-thirds of all WCB employees work in WES. They provide most of the front line services to worker and employer clients. It is not surprising that WES employees have given the lowest ratings since they have experienced the most change in the past decade. It is also currently the focus of management's efforts to computerize and outsource services to private providers.

Ratings decline with years of service

Temporary and new employees gave the highest ratings on all issues. The results get progressively worse as the years of service increase. When graphed (see Table 5 below), the results slope steeply downward after two years of service. We were told that Watson Wyatt, the company that administered and interpreted the survey, says that the graph should be "U" shaped. Longer-term employees generally give more positive ratings in other organizations. Instead, at the WCB, the longer you've been around, the more you've seen, the more you know-- the less likely you are to support the current direction of the organization. Keep in mind, too, that the WCB has a large number of long service employees.

Table 5 - Length of Service Survey Results by Index Scores (out of 5)



Years of Service	Less than 2	2 to 5	6 to 10	11 to 20	More than 20
Mean	3.67	3.34	3.29	3.15	3.10

Survey results for management and exempt staff are also very similar to the bargaining unit results. As Table 6 to the right illustrates, management and bargaining unit staff results show the same pattern (as do exempt and temporary bargaining unit employees). We have been told that Watson Wyatt said a consistent pattern of responses across all employee types indicates that problems at the Board are systemic.

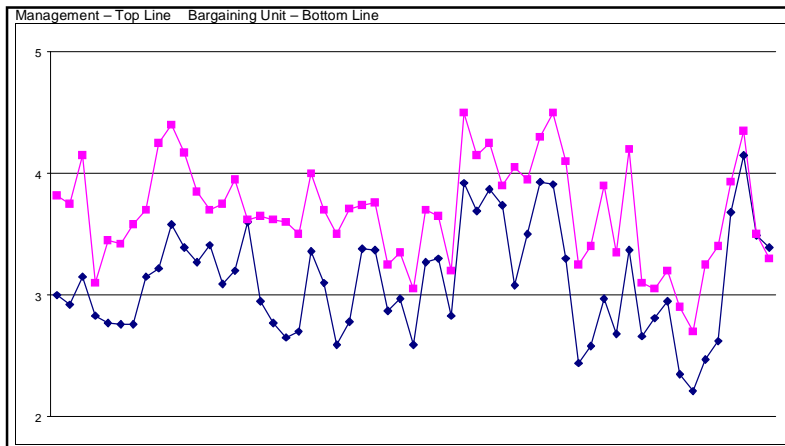


Table 6 - Management Employees and Bargaining Unit (Permanent Employees) Survey Results, Question-by-Question Mean

SEC must take action

On the positive side, the survey shows that employees like and trust each other. We are committed to the Workers' Compensation Board and its true mandate.

On the negative side, the survey results clearly indicate that most employees believe the organization is going in the wrong direction. They are not fooled by the public relations campaign mounted by SEC.

Employees--bargaining unit and management alike--were very consistent in the employee survey in identifying problems at the WCB. In its email of June 8 announcing the survey results, SEC points to the drivers of change at the WCB--government and strong stakeholder (read employer) feedback. The email also refers to the pace of change in society in general, and clearly implies that employees lack the capacity to adapt to change.

This is a message we've heard from senior management before--they incorrectly characterize CEU members as being stuck in the status quo, unable to accept that change is inevitable.

In reality, SEC has not been successful in garnering the support, confidence, and trust of Board employees. The survey clearly says that CEU members and managers do not think the Board is headed in the right direction.

It falls to the senior leadership to accept responsibility for the survey results. It is time for some serious action. SEC should develop and act on a plan to deal with the crisis. Such a plan would likely improve the state of affairs at the WCB if it addresses employees' concerns with the pace of change, the pursuit of technology for technology's sake, privatization, and staffing levels that do not allow employees to provide the level of service that the workers and employers of B.C. deserve.

Defence fund tops \$7 million

The market value of the Defence Fund on May 31, 2005 was \$7,015,164, a significant landmark in the life of our union. This represents an average annual return of 9.01% since we started to use Van City Investment Management in 1998, and cumulative investment growth since inception of 64.58%. To express this differently, we have deposited approximately \$4.5 million of dues into this account over the years, and the remaining \$2.5 million represents investment returns and market gains.

We are proud of these results. The Executive made a decision to invest your Defence Fund with a conservative growth mandate, and as a consequence the power of the membership has been significantly increased. When the day comes that the right of free collective bargaining is once again enjoyed by public sector workers, we will have the financial strength behind us to gain a fair agreement.

We would like to acknowledge the work of our Investment Committee -- Owen Carr, Cheryl Rimer, Stuart Smith, and Sandra Wright -- and the work of our past treasurers.



Outsourcing not good business

UCS/CALM 2005

A study by a leading business consulting firm has found many companies that have tried outsourcing information technology and business process work are bringing operations back home.

Deloitte Consulting's report, "Calling a Change in the Outsourcing Market," said 70 per cent of respondents cited dissatisfaction with outsourcing in aspects where they expected positive results, including costs and complexity. Eighty-one per cent said a lack of transparency in vendors' pricing systems brought increased costs.

A majority said they absorbed costs that they had expected vendors to absorb, or encountered hidden costs. Many companies also said managing outsourced contracts required more senior management attention than anticipated.

"Structural advantages envisioned do not always translate into cheaper, better or faster services," said Deloitte's Ken Landis. "As a result, larger companies are scrutinizing new outsourcing deals more closely, renegotiating existing agreements and bringing functions back in-house with increasing frequency."

Labour Day was a Canadian invention

Clifford Scotten/Canadian Labour/CALM

The Canadian labour movement can justly claim credit for inventing Labour Day. Peter J. McGuire, one of the founders of the American Federation of Labor, has been traditionally known as the "Father of Labour Day". Historical evidence indicates that McGuire obtained his idea for the establishment of an annual demonstration and public holiday from Canadian trade unionists.

Labour day dates back to 1872

Earliest records show that the Toronto Trades Assembly, perhaps the original central labour body in Canada, organized the first North American "workingman's demonstration" of any significance for April 15, 1872. The parade marched smartly in martial tread accompanied by four bands.

About 10,000 Torontonians turned out to see the parade and listen to the speeches calling for abolition of the law saying that trade unions were criminal conspiracies in restraint of trade.

The freedom of 24 imprisoned leaders of the Toronto Typographical Union, on strike to secure the nine-hour working day, was the immediate purpose of the parade, on what was then Thanksgiving Day. It was still a crime to be a member of a union in Canada, although the law of criminal conspiracy in restraint of trade had been repealed by the United Kingdom Parliament in 1871.

Toronto was not the only city to witness a labour parade in 1872. On September 3, members of seven unions in Ottawa organized a parade more than a mile long, headed by the Garrison Artillery band and flanked by city firemen carrying torches.

They took the prime minister

The Ottawa parade wound its way to the home of Prime Minister Sir John A. MacDonald where the marchers hoisted him into a carriage and drew him to Ottawa City Hall by torchlights. "The Old Chieftain," aware of the discontent of workers with the laws that made unions illegal, in a ringing declaration from the steps of the city hall, promised the marchers that his party would "sweep away all such barbarous laws from the

statute books."

The offending conspiracy laws were repealed by the Canadian Parliament in 1872.

The tradition established by the Toronto Trades Assembly was continued through the 70's and into the early 1880's.

In 1882, the Toronto Trades and Labour Council, successor to the TTA, decided to organize the annual demonstration and picnic for July 22. The council sent an invitation to Peter J. McGuire of New York, requesting his services as a speaker for the occasion. McGuire was founder and general secretary of the United Brotherhood of Carpenters, which had been organized the previous year.

Did McGuire get his idea from Canada?

It was in the same year that McGuire proposed at a meeting of the New York City Central Labor Union that a festive day be set aside for a demonstration and picnic.

Labour Day was first celebrated in New York on September 5, 1882. It is apparent, however, that the custom had developed in Canada and the invitation sent to McGuire prompted his suggestion to the New York labour body.

Soon pressure for legislation to declare a national holiday for Labour Day was exerted in both Canada and the United States. In 1894 the government of Sir John Thompson enacted such legislation on July 23, with the prime minister piloting the bill through Parliament against the opposition of some of his conservative followers.

Canadian trade unionists have celebrated this day "set aside to honour those who labour" from the 1870s on. The first Labour Day parade in Winnipeg, in 1894, was two miles long.

There can be little doubt that the annual demonstrations of workers' solidarity each Labour Day in North America owe their inspiration to a small group of "illegal" members of the Toronto Trades Assembly.

** This is an edited version of an article that first appeared in the CLC's Canadian Labour magazine in 1961, by editor Clifford Scotten.*

