

## NEWS BULLETIN

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JUNE 1979

### Robert Donahue resigns



Robert R. Donahue, 36, first Chief Executive Officer of the United Nurses of Alberta, resigned May 31st, 1979, to take new employment in Vancouver, B.C.

Mr. Donahue was principle architect of the plans which took the nurses' collective bargaining program out of the professional association into an independent provincial union.

He was employed by the A.A.R.N. in 1972, and soon became heavily involved in bargaining and grievances as an Employment Relations Officer and later Acting Director of the collective bargaining program.

In 1977 he was instrumental in forming the United Nurses of Alberta and became

its first Chief Executive Officer.

During the period of his employment nurses' salaries doubled, and the first ever hospital strike by nurses was conducted. As a result, Alberta nurses became the only employee group in Canada to successfully compromise a roll-back decision of the Anti-inflation Board.

"It hasn't worked out exactly the way it was planned," he said, "but perhaps this is the best the world has to offer at this time."

He took up his new duties as a consultant with the Health Labour Relations Association of B.C. on June 1st, 1979.

### Staff Appointments

Three new employees have been added to the staff of the United Nurses of Alberta.

The Executive Committee at their last meeting interviewed and hired a new Chief Executive Officer and two new Employment Relations Officers.

The new Chief Executive Officer, Simon Renouf, 29, of Toronto, will assume the duties of the Chief Executive Officer on June 4th, 1979.

He was employed from 1974 to 1978 as a Research Officer for the Ontario Public Service Employees' Union. Prior to 1974, he was employed for six months with J. V. Poapst Associates, where he assisted with a review of asset and liability management in the Canadian Credit Union System. For the 1973 school year, he was a high school teacher in Dundas, Ontario.

Mr. Renouf attended the University of Toronto, and has a Bachelor of Arts and a Bachelor of Education degree.

Joanne Monro, 34, of Edmonton has been appointed Employment Relations Officer.

Ms. Monro is a graduate in political science from the University of Saskatchewan and has a master's degree in political science from the University of Alberta. She majored in community development. She is a founding member of Edmonton's first non-profit continuing housing co-operative. She has taken an active interest in housing and other social issues such as day care services.

Prior to commencing work with the U.N.A., Ms. Monro worked for the Alberta Union of Provincial Employees as a Grievance Officer and for the Canadian Union of Public Employees as a National Representative in the Edmonton area office. Prior to that, she was employed by the Alberta Government as a Preventive Social Services Consultant. Ms. Monro is married and has two daughters.

A former University of Alberta Hospital Staff Nurse, Chris Rawson, 25, of Edmonton was also appointed Employment Relations Officer.

Ms. Rawson, a 1973 graduate of the Toronto General School of Nursing, was president of the U.N.A. Chartered Local at the University Hospital before it disbanded.

She has previous union experience as a member and was on the executive level with the Ontario Nurses' Association. At the present time, she is enrolled as a special student at the University of Alberta completing courses toward a Baccalaureate Degree.

### Misericordia Local Certified

Staff nurses at the Misericordia Hospital in Edmonton have been certified as bargaining agent as Chartered Local #11 of the United Nurses of Alberta.

The Board of Industrial Relations issued the certificate following a hearing in which the hospital objected to the procedures used by the Misericordia Hospital Staff Nurse Division in merging with Local #11. In reaching its decision the Board examined the procedures followed by both parties. With respect to the Staff Nurse Division the Board was satisfied that:

- There was proper notice given of the meeting of June 27, 1978, and the purpose of the meeting.
- The motion to amend the constitution made at the June 27, 1978, meeting was properly made and passed; the approval obtained for such a motion was properly within the constitutional requirements; and the person giving such approval had the delegated authority to do so.
- The motion to merge the Staff Nurse Division with Local 11 was properly made and passed at the meeting of June 27, 1978.

With respect to Local 11 the Board is satisfied that on the date the members of Local 11 voted to accept the merger, December 5, 1978, they had the proper constitutional provisions within their Constitution and Bylaws.

The Board, having satisfied itself of the above, directed its attention to a preliminary objection before it. In this respect the Board was satisfied that, for the purposes of Part 4 of the Act, the Staff Nurse Division had ceased to exist as of the date of the instant application and accordingly the application properly fell within the

provisions of Section 152. The preliminary objection was therefore denied.

Accordingly, the Board declared that Misericordia Hospital United Nurses of Alberta Local #11, Edmonton, Alberta, is the successor trade union to Misericordia Hospital Staff Nurse Division of the A.A.R.N. and has acquired the rights, privileges and duties of the Misericordia Hospital Staff Nurse Division of the A.A.R.N. under Part 4 of the Act.

Having made the above declaration, the Board noted, even though it was not raised before the Board, the question of unanimity. In numerous cases dealing with the merger of two organizations the question of unanimity has been raised. The Board saw a petition with 265 signatures as being a fairly definitive expression with respect to the argument of unanimity.

### Foothills Nurses suffer while negotiations go on

Nurses contemplating employment at the Foothills Hospital in Calgary are being advised that current salaries in the Institution are 8.4% less than salaries in other hospitals.

The advice is contained in an advertisement running in Calgary newspapers which advises that since negotiations to establish a collective agreement for the nurses have broken down the rates of pay have been frozen at 1978 levels.

Application has been made for an arbitration hearing to rule on the items in dispute.

The advertisement explains that the arbitration process will take several months and there is no guarantee that the rates will have parity with other hospitals when the arbitration is concluded.

### 60% of Discharge grievances upheld

A brief survey of discharge cases submitted to the Ontario Labour-Management Arbitration Commission over the period November 1977 to October 1978 inclusive, showed that 59.2% of the grievances were upheld.

Over the one-year period there were 267 awards dealing with discharge submitted to the Commission. Of these 109, or

40.8%, were dismissed with the balance of 158 being upheld either in part or completely.

As a result of the phraseology utilized by the Commission, a breakdown of upheld grievances is somewhat cloudy. Nevertheless, based on the Commission's choice of words, 60, or 38%, of the cases upheld involved the substitution of a suspension; 27, or 17%, provided for reinstatement with either full or partial compensation; 41, or 26%, awarded reinstatement without compensation; 19, or 12%, allowed the grievance; while the other 11, or 7%, provided for conditional reinstatements of various types.

### Manitoba Nurses accept two-year contract

Manitoba nurses have recently approved a two-year settlement which could have an effect on 1980 negotiations in Alberta.

The nurses at the Health Sciences Centre in Winnipeg voted in favour of a twenty-four month agreement effective from January 1st, 1979, to December 31st, 1980.

Increments will be in four stages. The first increment was effective January 1st, 1979. A 5% increase was added to the rates of pay to produce a minimum and maximum monthly range of \$1209 to \$1426.

As of July 1st, 1979, an additional 4% will be added to the pay grid to bring the range to \$1257 to \$1483.

On January 1st, 1980, an additional 2% will be added to the grid to bring the beginning nurses rate to \$1282 to \$1513.

In April, 1980, a 6% increase will be applied to produce a range of \$1359 to \$1604.

An increase of approximately 12% would be required for Alberta nurses in 1980 in order to maintain parity with Manitoba nurses. Since 1977, Alberta nurses have been substantially ahead of their counterparts in both Saskatchewan and Manitoba. However, as of July 1st, 1979, the nurses in Manitoba have surged well ahead.

In addition to the salary increase, the on-call duty pay was increased to \$6.80 per shift, and the nurses will be given a bonus week of vacation on the completion of 20, 25, 30 and 35 years of service.

### U.N.A. to start strike fund

The new dues structure of the U.N.A. could provide a strike fund of approximately \$1 million within three years if surpluses are transferred to the special fund.

Delegates attending a special meeting in Edmonton in February approved an increase in U.N.A. dues from one-half of one percent to one percent of gross basic income with a minimum of \$7.50 per member.

The delegates also decided to establish

an emergency fund.

The details of the operation of the fund are to be worked out by the Executive Committee. The dues increase will double the current budget of the U.N.A. and allow for planning an emergency fund beyond the money needed to operate the U.N.A.

Nurses' basic salaries in Alberta Hospitals under collective agreements, effective January 1, 1979, are set out below:

	1st Year	2nd Year	3rd Year	4th Year	5th Year	6th Year
Staff Nurse (Registered)	1,217 (7.22)	1,265 (7.50)	1,313 (7.79)	1,359 (8.06)	1,406 (8.34)	1,454 (8.63)
Staff Nurse (Non Registered)	1,096 (6.50)					
Assistant Head Nurse	1,265 (7.50)	1,319 (7.82)	1,373 (8.15)	1,428 (8.47)	1,481 (8.79)	1,535 (9.11)
Head Nurse and Instructor	1,353 (8.03)	1,415 (8.39)	1,474 (8.74)	1,535 (9.11)	1,596 (9.47)	1,657 (9.83)

The above salary rates are calculated by applying an increase of 8.4% over the previous rates that became effective on January 1, 1978. This is in compliance with Clause 26.01(b) of the Agreement.



# TOWARD FAIR AND ACCURATE EVALUATIONS

In his article, "Designing an Appraisal System that is Fair and Accurate," John B. McMaster, President, John B. McMaster & Associates, Albuquerque, New Mexico, discusses the main considerations governing the design of a personnel appraisal system. First are the determining factors to be used in arriving at reasonably accurate profiles of employee performance and potential, and second, and more importantly, making the system developed from these factors acceptable to both employees and management.

Profile factors need tailoring to individual groups and are therefore beyond the scope of a short article, the author notes. He concentrates on the second requirement, the design and implementation of a system that will help management to identify:

- (1) Employees with potential for advancement;
- (2) Employees needing additional training;
- (3) Employees performing well in their present positions but with limited potential;
- (4) Employees whose employment should be terminated.

McMaster considers ways of producing a system in whose fairness employees can believe, and which does not arouse antagonism, suspicion and fear in those performing unsatisfactorily.

McMaster puts personnel appraisal systems into one of two categories by using Douglas MacGregor's Theory X and Y concept. The X system—mere window-dressing—is not helpful to management and arouses employee resentment. Y on the other hand is an invaluable management tool, accepted by fair-minded employees who see their contributions recognized and rewarded, and shortcomings—if any—fairly stated.

He lists points which make for success—Y—or failure—X:

(1) Does the system stress the need for supervisors to brief employees on what is expected of them? Does it correct them when they fail to perform? Warnings about shortcomings are needed well before criticisms pass into personal files. Here MBO can be useful. Supervisor and employee agree on objectives for the employee that year, taking into account capabilities, limitations and responsibilities, as outlined in the job description.

(2) Supervisors should evaluate employees on actual results, not on *how* the job was accomplished. An introvert achieving goals in his own way should receive marks as high as those of the more gregarious. Quietness and reticence should only be considered when they obviously hinder an employee's attainment of objectives and constrain his ability to fill the next highest position.

(3) Monitoring ensures that supervisors do not rate the performance of duties with which they are unfamiliar. Supervisors must be knowledgeable about the purpose of the whole system as well as about its components. Inaccuracies and unqualified statements undermine the confidence of ratees.

(4) The appraiser should be as objective

as possible, setting aside prejudices such as are attached to colour, creed, sex, coiffure and dress. If an employee's appearance is not in keeping, counselling should occur months before formal evaluation. Criticism should be backed with supporting records of several incidents. Everyone should be permitted to fail at least once, as long as failure does not arise from carelessness or poor attitude. Supervisors must take care not to colour achievements or disguise shortcomings of those with winning personalities. Less than impartial ratings injure the system and employee morale, for although appraisals are supposed to be confidential, unduly high ratings have a way of leaking out. To check objectivity the endorsing official should carefully review all ratings not in tune with the ratee's personality and achievements.

(5) Supervisors must maintain a log for recording superior and poor performance and consequent remedial action. Without this no one lacking an unusually good memory can prepare objective reports at appraisal time. Things are not always what they seem. One supervisor gave high ratings to an employee with a consistently full in-basket and an uncomplaining attitude to overtime. Closer scrutiny would have revealed ponderous, outmoded working methods—meriting criticism, not praise.

(6) Many organizations allow supervisors to certify that performance ratings have been approved by employees, a claim which is unfortunately often untrue. For absolute honesty supervisors should first be obliged to discuss the draft appraisal with the employee and to amend it where the employee can show that a rating error has been made. Forms should provide space for employee approval of ratings, for disapproval and for comments. The employee should also see the form *after* it has been signed by the endorsing official to ensure that the agreed-to rating was not altered before being read by the endorsing official and being entered in the records. Supervisors are not generally unethical, but a few are. This procedure reassures those rated.

(7) To make appraisal preparation less onerous—and therefore more accurate and effective—individual appraisals should be scheduled to occur throughout the year.

(8) Subordinates may be invited to rate their supervisors. Disgruntled employees could be said to harm the reputation of good supervisors with this device, but it is unlikely when at least five subordinates prepare appraisals on a single supervisor. One or two low ratings to three or four high ratings indicate a good supervisory performance. A contra-indication may suggest a need for further training and counselling.

Finally McMaster comments, the Y system depends upon management's commitment to giving its staff, supervisor or supervised, the fairest and most accurate of performance appraisals. Attention to these eight points can only help in creating a reliable and well-received management tool.

rates in the construction industry across Canada have increased more rapidly than comparable rates in the GLT group which necessitated the catch-up.

Other recent settlements in the federal public service include the *air traffic controllers* which settled for 8.0% and 6.7% over two years. The minimum salary in the group is now \$10,098 and the maximum is \$37,800. The library science group (400 employees) settled for 7.0% in each year of a two-year agreement retroactive to August 7, 1978. The two-year agreement covering the *veterinary science group* (561 employees) provides 7.5% and 7.0% over two years effective from December 25, 1978. An arbitration award provided between 7.5% and 9% for employees in the *secretarial, stenographic, and typing group* effective from January 8, 1979.

## Arbitration fees only 30% of arbitration cost

A study in British Columbia of the cost of grievance arbitration disclosed that the arbitrator's fees represent only 30.8 percent of average total costs.

The figure is for a single arbitrator. The percentage was slightly higher at 33.4 percent in the case of the chairman of a tripartite board.

The survey of costs is the first of its kind undertaken in Canada, and its findings are reported by David Bruce. The cost issue was one factor in the introduction by Labour Minister Robert Elgie of a bill earlier this month dealing with grievance arbitration. Among other aspects, the bill would give the Minister authority to regulate arbitrators' fees in some instances.

The survey in British Columbia is based on a study of arbitration cases in 1977. Mr. Bruce prefaces his report on the survey's findings with the comment that the changing context within which arbitration occurs is largely responsible for the higher costs. He notes that in many cases the collective agreement has evolved into a much more sophisticated and complex document, stretching more deeply into the employment life of the plant or office. There are new and more complex issues that the parties are often reluctant to submit to less experienced and usually less expensive arbitrators.

The survey found that average total costs per party in cases before single arbitrators was \$2,160. In cases before arbitration boards, the average total cost per party was \$2,930. The figures include cost of arbitrators' fees, legal counsel, staff expenses and witnesses.

The average total cost for employers for arbitration before a single arbitrator was \$2,960, while the average for a union was \$1,726. In cases before an arbitration board, the average total cost for employers was \$3,254 and for unions \$2,082. In arbitrations before a single arbitrator the average expense for the arbitrator was \$665 per party per case, or 30.8 percent of the total cost. Where a hearing took place before a tripartite board, the average expense for the chairperson was \$980 a case, or one-third of the total cost.

Mr. Bruce comments that the figures indicate other components such as costs for legal services, staff and witnesses account for a greater share of total costs than the fees of the arbitrators or nominees. Average expenses per party for professional legal assistance was \$2,100, or 47.7 percent of the costs in the cases involving legal counsel. The average cost per party for staff expenses and witnesses totalled \$700, or 26.4 percent of average total costs in those cases.

Mr. Bruce states that the total costs were higher than anticipated. But the figures do not support "some of the sensational charges often heard concerning fees of practitioners."

## The graduated strike

by  
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A dimension of "essentiality" in public employee strikes is that of *time*. When we leave the tiny sphere of "public safety" and encounter the amorphous world of "public welfare," there are really very few *short* strikes of public employees which inflict unacceptable damage.

Of course Canada (and the United States) are known around the world as the home of the long drawn-out strike. But even given our average—between 15 and 20 days—I suggest that a three-week strike by teachers, by postal workers, by bus and subway operators, by garbage collectors, by just about the entire array of government employees can and should be tolerated as the price of an effective system of free collective bargaining.

The truly serious problems arise as a strike drags on. Makeshift adjustments

become inadequate, dislocations accumulate, chain reactions set in, and eventually the crisis point is reached: the shutdown of schools threatens an entire year for the pupils; garbage rotting in the parks poses a health hazard; small tourist operators face insolvency. As these substantial and irretrievable losses are threatened, one can't just shrug one's shoulders and say that that is the price to be paid for free collective bargaining. Even if one believes that an attitude of "grin and bear it to the bitter end" is defensible—which I do not—it simply is not realistic to expect it from the voters, who, after all, do hold the trumps!

Thus I've grown enamoured of another kind of controlled strike—the *graduated* strike. What that means is that a trade union does not institute an immediate, total shutdown of certain essential public services. Instead the employees should be permitted to withdraw their services partially for an initial period. For example, teachers could close the schools, or subway operators shut the rapid transit system down, for only one day in the first week of an impasse. If a negotiating dispute was not resolved by the end of that week, then the trade union would have the right to escalate its work stoppage another notch for the next week. That process would continue until either a contract settlement was reached at the bargaining table or the entire operation was shut down.

In fact, that tack has now been added to the repertoire of many public sector unions looking for intermediate weapons in their battle with government employers. However, the immediate interests of trade unions are not always congruent with the larger objectives of the public labour relations system. In any event, the employer often responds to such rotating strikes with a total lockout. I suggest that both of these decisionmakers should be subject to external scrutiny. I realize as well that kind of graduated, *temporal* strike may not be feasible in certain operations, such as a railroad or even the postal service, because of the rippling effect of its shutdown on one day upon operations the next day. But we must beware of the illusion that because a legal instrument is not a total answer to all of our problems, it thereby is irrelevant to any of them.

That scheme has this virtue. The community will not inevitably have inflicted on it all of the damage that comes from a total shutdown of important public services, as the price of settling every serious deadlock at the bargaining table. Some pressure should build up on both sides. Each day that they are on strike, the employees lose some earnings and the general public loses some services which they'd like to have. On some number of occasions the experience of that limited pain will spur the negotiators to settlement, aware as they are of the timetable by which those losses by their constituents would be escalated. I don't know how often that would occur. But every time a settlement is reached without a total shutdown would be a plus for the system.

That device responds to another problem. In the last few years I have been struck by how often the participants in public sector bargaining—after all, still in its adolescent stage—have stumbled into an impasse and strike over differences which should have been easy to bridge. What happens as soon as those public services are shut down? A general hue and cry erupts. A crisis atmosphere envelops the talks. More often than not, the parties dig themselves even further into their last bargaining position; if for no other reason than out of self-defense against the popular outcry. As a result the strike cannot play its intended role, which is concentrating the minds of the parties on fashioning a reasonable compromise as quickly as possible. Even in private sector negotiations, in which the bulk of the harm is felt by the immediate parties, a shutdown period is often needed before negotiators get the emotion—indeed the exhilaration—out of their system and get back to serious bargaining. The problem in a teachers' strike, a transit strike, a ferry strike, is that we can't afford that time—both because of the accumulating and rippling effect of long strikes, and because of the popular pressure that builds up on politicians to pass *ad hoc* back-to-work legislation. That's why I

## Federal settlements

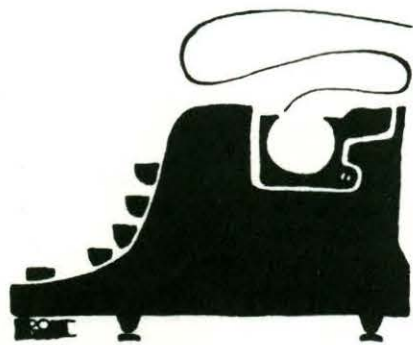
The 20,000 employees in the General Labour and Trade (GLT) bargaining unit reached agreement March 25.

The agreement will provide an average adjustment of 9.25% the first year, with a minimum of 8.5% and an across-the-board adjustment of 9.25% effective January 7, 1980. Also included in the agreement are *improvements in vacations* which would reduce service requirements to 2 years, 12 years, and 26 years for three, four, and five weeks of vacation the first year and further reductions to 10 years and 25 years for four and five weeks in 1980. *Shift premiums* will increase to 25c and 33c from the present 18c and 25c effective on signing, and the weekend premium will increase to 30c from 20c at the same time. Improvements will also be made to meal allowance and standby pay.

The wage adjustments include a "catch-up" factor of about 2% for the group. The



would like to see that notion of a graduated strike tried out: as a device frankly designed to make the strike a more viable instrument in a system of free collective bargaining for public employees;



Letters to the editor of the U.N.A. News Bulletin are welcomed from members.

The subject should be of a general nature affecting members of the bargaining unit or dealing with other aspects of

by giving their leaders both the incentive and the mental space to try to bridge a gap at the bargaining table if they can, free of the hue and cry which attends the total shutdown of essential public services.

## Letters to the Editor

collective bargaining.

Your letters may be edited in the interest of space or if the material is deemed to be either libelous or defamatory.

Your criticisms are welcomed, although it is well to keep in mind that the primary purpose of the publication is to engender unity among members of U.N.A. and not to promote discord.

The U.N.A. News Bulletin is scheduled to be published every two months, time and money permitting. It is published out of the U.N.A. offices at 10571 - 109 Street, Edmonton, Alberta, T5H 3B1, Tel. 425-1025.

## Questions and answers concerning the United Nurses of Alberta

### WHAT IS THE U.N.A.?

A collective bargaining agent for nurses in Alberta.

### WHAT DOES THE U.N.A. DO?

Assists nurses to organize a U.N.A. Local and works to have the Local certified as bargaining agent by the Board of Industrial Relations or Public Service Employee Relations Board.

Helps to negotiate a contract with the nurses' employer.

Aids in policing the agreement through the grievance and arbitration process.

Researches trends in industrial relations and provides education in industrial relations for members.

### THIS MUST COST MONEY—

#### HOW MUCH?

U.N.A. dues are 1% per month of gross basic income with a minimum of \$7.50 per month. \$1.00 of this is returned to the Local to finance its activities. Some Locals set a higher Local fee.

### WHO RUNS THE U.N.A.?

A thirteen-member Executive Committee of nurses, elected by the member-

ship, administers the affairs of the U.N.A. The Annual General Meeting provides for member input into U.N.A. policy formation. U.N.A. salaried staff carry out U.N.A. policy on a day-to-day basis.

### HOW MANY MEMBERS DOES THE U.N.A. HAVE?

7000 nurses in Hospitals, Nursing Homes, Public Health Units and the V.O.N.

### HOW CAN I BECOME A MEMBER?

By filing out the membership application form and paying the \$2.00 application fee.

### IS MEMBERSHIP MANDATORY?

No, but contracts require that any employee benefiting from a contract pay the appropriate dues—whether or not they are members.

### HOW WILL I BENEFIT FROM U.N.A. MEMBERSHIP?

You will benefit by having a contract as the regulator of your relationship with your employer, and the strength of a group rather than that of an individual.

## Red Deer Hospital wants strikes prohibited

The Red Deer Regional Hospital Centre board is asking the provincial government to prohibit strikes in hospitals in Alberta.

A letter containing the request has been sent to the Labor Minister. Copies of the correspondence have been mailed to the Hospitals Minister; Red Deer MLA's; the Attorney General; Pete Langelle, president of the Alberta Hospital Association; and Dr. Shirley Hovan, president of the medical advisory committee of the hospital here, board chairman Barrie Skinner said.

Mr. Skinner said in an interview the board is hoping an amendment to the Labor Act, banning hospital workers' strikes, can be introduced in the fall session of the Alberta Legislature.

Mr. Skinner also confirmed a review of hospital procedures to deal with strikes and other kinds of emergencies such as fires is being conducted by all Alberta hospitals following the province-wide strike last fall by 3,000 members of the Canadian Union of Public Employees (CUPE).

The review was initiated by the Alberta Hospital Association (AHA). Mr. Skinner said the support workers strike precipitated the re-assessment of procedures by the hospitals.

## Nova Scotia nurses sign agreement

Nurses and service support staff employed by the Province of Nova Scotia have both reached two-year agreements.

The majority of employees involved work in Victoria General Hospital, Halifax, and the Provincial Mental Hospital, Dartmouth, and both are represented by the Nova Scotia Government Employees' Association.

The 1,600 nurses signed a two-year agreement effective from December 31, 1978, which provides \$30.77 biweekly effective December 31, 1978; \$15.38 biweekly effective July 1, 1979; and 7% the second year. The first-year cost is 8.4% with end lift rates of slightly over 9%. Other contractual changes include improvements in shift premium to \$2.20 per shift, previously \$2.00 effective on signing, and to \$2.35 in the second year. Standby pay will increase to \$5.90 per shift by the start of the second year. The base rate for an R.N. will be \$12,677 effective December 31, 1978, while the R.N.A. start rate is \$9,603.

The 450 employees in the service group will receive increases of \$23.08 biweekly on December 31, 1978; \$11.54 biweekly on August 26, 1979; and 7% the second year. The first-year cost is 8.4% with end lift rates slightly in excess of 9%. The rate for an SE-2, which includes the majority of employees, will be \$7,733 initially, increasing to \$8,595 the second year.

Of greater importance in both agreements was the issue of job security. Both agreements now contain a job elimination clause which basically prescribes lay-off procedures. While these two agreements affect only provincially-run hospitals, other hospitals have historically paid comparable rates and will likely follow these settlements.

## UNA film completed

A 16mm colour film on nurses in collective bargaining, produced by the United Nurses of Alberta, is now available for screening.

The film, approximately twenty minutes in length, is designed to serve a dual purpose, says U.N.A. Chief Executive Officer Robert Donahue.

"Its most important job," he says, "is to give nurses some new feelings about collective bargaining. It has been my experience over the past seven years that nurses are generally hostile to collective bargaining and conflict. In order to change that, there must be a fundamental change in attitude in order to make the whole process less esoteric and more acceptable to nurses."

In addition to exploring some collective bargaining attitudes of nurses, the film contains a basic explanation of the process of bargaining from gathering proposals to dispute settlement.

"It is time nurses recognize they are part of the labour movement and that they must define themselves within that movement or be swallowed up by it," said Mr. Donahue.

The film, partially financed by a grant from Labour Canada, was produced by Mr. Donahue with the assistance of a freelance television producer.

Screenings for Locals or groups of Locals can be arranged through an Employment Relations Officer.

## Shift work harmful

So that the same employees do not always work the unpopular "graveyard" or evening shifts, employers frequently establish rotating shifts, giving all a part of the less-liked shifts. However a new study by the U.S.-based SRI International suggests that such adjustments to employees' schedules may in fact be dangerous both from the physical and psychological health viewpoints. SRI reviewed the health records of 1,200 nurses and 1,200 food-processing employees and examined questionnaires completed by a further 2,000 employees. SRI found that those who worked rotating shifts had more accidents and more serious illnesses than other staff. Nervousness and fatigue were more apparent and "rotators" were more disposed to take stimulants and alcohol, and experienced less satisfactory sex lives. Those best able to adjust to the rotating routines were found to be "extroverted" and "impulsive" workers, with uncomplaining spouses.

## Arbitration cases

THE ISSUE: INABILITY TO PERFORM WORK DUE TO MEDICAL REASONS—IS DISCHARGE JUSTIFIED.

At the time the grievor was discharged she had worked for the company for 15 years with an excellent record. She spent approximately half her time as a cashier and half in the general merchandise department. A hearing problem had made it impossible for her to continue as a cashier, and as no other employment was available for her, she was dismissed from the company.

**What the Arbitrator Said:** We are satisfied that the store manager has made every reasonable effort to find alternative employment for the grievor. It is clear that there is no authority in the collective agreement which would empower this Board to establish a position for the grievor or to direct the company to do so. While the company was justified in what it did, the Board is entitled to vary the company's decision by directing the company to assign the grievor to a job which she could do at the first opportunity.

**Comment:** The union nominee, in his dissent, agreed that the grievor had become incapable of working as a cashier. He felt that the company could have reduced the grievor's hours of work rather than discharge her.

## "B.C. nursing homes unsafe"

Some British Columbia nursing homes are dangerous to the health of their patients, the director of the provincial Registered Nurses Association (RNABC) said in a recent statement.

Marilyn Carmack said some staff members are under-trained, facilities are inferior and provincial legislation governing nursing homes is inadequate. The nurses' association has asked the provincial government to strengthen the legislation.

"We've submitted revisions of regulations under the Community Care Facilities Licensing Act to correct the problems," she said.

She added that existing legislation allows unlicensed personnel to supervise staff who provide nursing care leading to severe problems.

Elderly patients are sometimes given incorrect dosages, and staff are unable to deal with some patients' reactions to prescribed medicine.

"One of our main concerns is in the area of medication," Carmack said. "It's not hard to train someone to give people pills. But to know what reactions to watch for—that takes a little more."

The RNABC brief recommends changes in nursing home staffing regulations to assure that qualified supervisors are always on duty.

"We also want to have changes in general surveillance of nutrition and general hygiene," Carmack said. "We know of situations where a person in long-term care facilities had scabies."

"There are also cases where patients, although fed properly, have lost their dentures and they haven't been replaced. Or the dentures didn't fit, or were broken, and nothing was done."

"They can't get proper nutrition if they have trouble eating, and health workers don't notice the problem," she said.

In other homes, patients are virtual prisoners in their rooms because the institutions lack proper wheelchair or ambulatory facilities.

"Because of the physical environment—homes with stairs and no elevators, without handrails, with narrow doors—some patients can't get out," Carmack said.

Home care workers in Vancouver say their patients stay at home as long as possible because they fear nursing homes in their area.

Officials in the provincial health department said the nurses' proposals are being studied.

*In Alberta the United Nurses of Alberta has been attempting to enforce regulations regarding minimum care standards by filing complaints against nursing homes using unqualified staff as registered nurses.*

## "Dire consequences for hospital patients"

Quebec management nurses have written Social Affairs Minister Denis Lazure warning of dire consequences for hospital patients if the province's 23,000 staff nurses have to strike this year to get a contract.

Joan Porcheron, executive-director of the 1,200-member United Management Nurses Inc., said in an interview today that Quebec's new law on essential services is flawed and the past practice of having supervisory nurses do double duty during nurses' strikes is dangerous for patients.

Contracts for staff nurses ran out last June, and talks during the last 10 months have achieved little progress. In the case of the 6,500-member United Nurses union, not one contract clause has been signed.

Members of the United Nurses and the 12,000-member Federation of Quebec Professional Unions of Nurses voted last week to authorize pressure tactics, although strikes are being ruled out for the time being.





New ERO's



Left to right are Employment Relations Officers Joanne Monro and Chris Rawson. They are the latest additions to U.N.A. staff and will be working out of the Edmonton office.

CHANGE OF ADDRESS

U.N.A. members are asked to complete the form below to advise the Union of any change of address or employment. This will enable us to continue to send you information as quickly as possible.

Name: \_\_\_\_\_

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Hospital and Local #: \_\_\_\_\_

Collective Bargaining Seminar  
to be held in Calgary

The U.N.A. will sponsor a Collective Bargaining Seminar for members in Calgary in June.

The seminar will be most useful to Local officers; however, individual members are encouraged to attend and benefit. The Calgary location will provide a better opportunity for members of Southern Alberta Locals to attend. The seminar will run for two days, June 14th and 15th, in the Southern Alberta Jubilee Auditorium Social Room. Sessions will be from 9:00 a.m. to 4:00 p.m. Lunch will be provided.

Mrs. Bonnie Castrey, R.N., Commissioner with the United States Federal Mediation and Conciliation Services, a much-appreciated instructor at last October's seminar, will return. She will be accompanied by her husband, Robert Castrey, who is a Commissioner with the same Federal agency. Together they will present sessions on Preparing for Bargaining and Mock Bargaining. This part of the program will take up the full day of June 14th and the morning of the 15th.

In the afternoon on June 15th Mr. Larry Robbins, Arbitration Officer for the Ontario Nurses Association, will present a session on the use of the Grievance and Arbitration procedures. A registration form for either or both days is printed below.

Please return the form to the Provincial Office as soon as possible.

*Seminar Registration*

An educational seminar on Collective Bargaining will be held by United Nurses of Alberta at the Southern Alberta Jubilee Auditorium, Calgary, June 14th and 15th, 1979, commencing at 9:00 a.m.

Guest speakers will be:

Bonnie and Robert Gastrey, Commissioners, United States Federal Mediation and Conciliation Services; and Larry Robbins, Arbitration Officer, Ontario Nurses Association.

Topics will deal with Collective Bargaining including Preparing for Negotiations, Negotiating and the Grievance and Arbitration process.

Please enclose a \$10.00 registration fee, payable to United Nurses of Alberta, and the following information:

Name: \_\_\_\_\_

Address: \_\_\_\_\_

Local: \_\_\_\_\_

Position in Local: \_\_\_\_\_

Precedent established in  
Ontario Hospital settlement

A precedent for new collective agreements in the hospital field in Ontario has been established under a settlement between the Service Employees International Union and the Ontario Hospital Association.

The agreement, which was ratified last week, covers 8,100 employees of 43 hospitals and will set a pattern for 18,000 other hospital employees represented by the Canadian Union of Public Employees. CUPE had urged members of the SEIU to reject the settlement terms.

The total cost to the hospitals over the

two-year term of the agreement is just under 12%. But the average rate of \$5.49 an hour will increase by 13.2%, with the last of the three increases staged through the life of the agreement. The settlement provides 25c an hour retroactive to April 1, 1979, 22c on December 1, 1979, and 25c on August 1, 1980, plus special adjustments for about 400 employees.

CUPE is at the conciliation stage in its wage dispute with about 55 hospitals. Although that union may try to resist a pattern settlement, it will be faced with the precedent created by the SEIU agreement.

EXECUTIVE COMMITTEE OF THE UNITED NURSES OF ALBERTA			PROVINCIAL OFFICE 10571 - 109 Street Edmonton, AB T5H 3B1  Phone: 425-1025  Simon Renouf Chief Executive Officer  David F. Thomson Employment Relations Officer  Chris L. Rawson Employment Relations Officer  Joanne Monro Employment Relations Officer  Calgary Office Michael J. Mearns Employment Relations Officer 98 Harcourt Road SW Calgary, AB T2V 3E1  Phone: 253-2272
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Managing your mind

Life, as is said so boldly by S. H. Kraines in *Managing Your Mind*, is neither a rose garden nor a garbage dump; it's neither and it's both. There are arid places that can be turned into gardens, and dumps that can be removed. We, like our environment, are in process of becoming; we are capable of modification and change. A good rule is: don't accept anything you don't wish until you have used all your imagination and sincerity and graciousness to make it better.



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