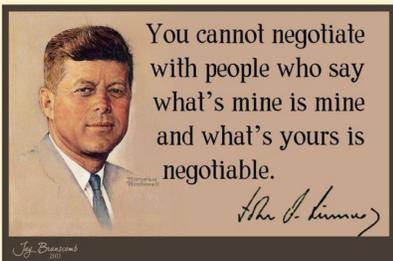




# DISPATCH

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

## Message from the Executive Director



## Did Our EBA's Get A Good Deal?

As the 2019 round of collective bargaining slowly draws to a close, I am sure each Employer Bargaining Agency is considering their own post-mortem.

I recall a conversation that a friend was having with a car salesman – not the one he dealt with – who had asked him if he got a good deal on the car he purchased. The salesman's question was two-part: 'Did you get the vehicle you wanted and did you pay a price you were willing to pay?' My friend responded with a 'yes' on both counts, and with that the salesman advised him that he did indeed receive a good deal.

Did our EBA's get a good deal in this latest round of negotiations? Using the above salesman's analogy, I am inclined to say 'no' we did not. We paid a price we were willing to pay, but we did not get the car we wanted. What did we get? I guess the short answer, for the most part, is labour peace and another opportunity to get it right in three years. I believe the vast majority of our EBA's are in agreement that for our contractors to compete in the open construction market, we require improved hiring hall practices as well as labour mobility. What steps can we take to address this shortfall?

An issue that seemed to percolate to the forefront with this round of negotiations was regional economic differences. One EBA called this "the Toronto factor." It was suggested by a number of trades that union representatives and contractors located within the Ontario Labour Relation Board area eight controlled the discussions and defined their negotiations to the detriment of the balance of the province. Moving forward, how do we deal with this issue? Is it time to ask for a

... continued on page 2

## What to do AFTER The Negotiation is Over

Just getting to the end of a negotiation is only the start

The negotiation is over and done with (or at least the meeting portion), and the negotiation styles and techniques have all been put away. Now you can go home, put your feet up and relax until the next meeting. Hold on – it turns out that things really don't work that way. Reaching the end of a negotiation is when the work really begins. Do you know what you need to be doing now?

**WHAT WAS ACHIEVED?** The most important thing to realize is that you need to get together with your negotiating team as quickly as possible after the negotiation is over. Our memory of what happened starts to slip very quickly, so speed is of the essence. One of the most important things to discuss is a review of whether or not you got what you wanted.

If you had taken the time to define your objectives before the negotiations started, then you'll be well-positioned to evaluate the outcome. If it turns out that you were unable to meet your objectives, then this is the time to delve into why that happened. Your goal needs to be to learn from what happened and improve your odds of meeting your objectives the next time that you negotiate.

**WHAT HAPPENED?** In every negotiation, there will be both good things that happen and bad things that happen. What you and your team are going to have to do is sit down and come up with answers to questions, such as what did you do that worked out? What went wrong? What could have been handled better?

Your goal in doing all of this is to learn from what happened. Your goal has to be to use this knowledge to improve how you go about negotiating. You'll also want to talk to your negotiating team and get their feedback on how things went – what were their impressions?

**HOW HAVE YOUR ASSUMPTIONS CHANGED?** When we walk into a negotiation, we bring along our set of initial assumptions. These are effectively our best guess at where we think the other side is coming from and what they'd like to be able to achieve by negotiating with us. These assumptions are not always correct.

You may need to be open to letting your assumptions go. At the very least, you will probably find yourself having to either modify or eliminate some or all of them. It will be the additional information that you have picked up during the negotiations that will guide you as you evaluate your assumptions. Keep in mind that one of the worst things that a negotiator can do is to hold on to assumptions that are wrong.

**WHAT DOES ALL OF THIS MEAN FOR YOU?** It is a very natural tendency to want to take a break once either a complete principled negotiation – or at least a part of it – has wrapped up. It turns out that this is exactly the point-in-time when you need to be at the top of your game – there's work to be done here.

The very first thing that you need to do is to meet with your negotiating team and review what has been achieved by your participation in the negotiations. How does this align with the objectives that you had mapped out before the negotiations started? Next you need to review how the discussions went. What was good about how things unfolded and what did you think was bad? Was there anything that you could have done differently? Finally, based

... continued on page 2

## Message from the Executive Director ... continued from page 1

review of the provincial bargaining practices that came into being in the mid-70s with minor tweaks in the mid-90s? If this is the case, what would we like to see on the bargaining front?

Moving to discussions with the Ministry of Labour, it appears that with the change of Ministers, resolving the jurisdictional dispute issue has been moved off the front burner. Minister McNaughton is keen on re-instituting the Construction Advisory Panel in line with the advisory panel that was in place under the Davis government. Also being considered by the Ministry is extending the collective agreement to a four- or five-year term. Minister McNaughton also expressed concern for the number of lost-time and critical injuries sustained in our industry. Moving forward, he is looking for assistance and is requesting our input into new programs that will ensure worker safety.

## CALENDAR OF EVENTS

**October 8** – a.m.  
Third Quarter Council Meeting

**November 12** – a.m.  
Post Bargaining Symposium

**November 26** – a.m.  
Executive Committee Meeting

**December 10** – a.m.  
Fourth Quarter 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.

## CECCO

Construction Employers  
Coordinating Council of Ontario  
6299 Airport Rd., Suite 708  
Mississauga, ON L4V 1N3  
Tel: (905) 677-6200  
Email: [admin@cecco.org](mailto:admin@cecco.org)  
Web Site: [www.cecco.org](http://www.cecco.org)

## What to do AFTER The Negotiation is Over ... continued from page 1

on what has happened so far, how have your initial assumptions had to be changed?

I have often found that I've learned the most from my negotiations after they are over. It's only when I have time to reflect on what has happened that I am able to under-

stand how things fit together to lead me to the results that were achieved. The next time that you are involved in a negotiation, when it's over, take the time to review what you've learned and you just might be surprised.

- Dr. Jim Anderson, Blue Elephant Consulting

### CECCO MEMBER PROFILE

## Noel Marsella Architectural Glass and Metal Contractors Association

People in the construction industry are some of the hardest working and most down-to-earth people you will ever meet, says Noel Marsella, executive director of the Architectural Glass and Metal Contractors Association (AGMCA). And, he can attest to this having been directly involved in the industry for the past 40 years.

The 62-year-old made his debut in the architectural glass industry in 1979 when he accepted a position at Byrne Glass in Toronto. By 1983, armed with industry expertise and knowledge, he started his own firm – Royaltech Glazing Systems Ltd– which he ran successfully for 35 years before a brief retirement in the fall of 2017.

Retirement wasn't in the cards for Marsella, though. After a few months, he made a return to the industry in January 2018 when he accepted the role of executive director of AGMCA.

"My company was a member of the AGMCA for 30 years, and it was through interaction with the association members that I finally became a volunteer director in 2014," he says. "After I retired from business in 2017, I remained a member of the AGMCA board, and became executive director in January 2018."

The position of AGMCA executive director seemed a natural fit for Marsella, who was also a past president of the Metro Toronto Glass Association (now the Ontario Glass and Metal Association), as well as a director for 10 years before that.

"Through my experience as past president of the Metro Toronto Glass Association, I met and interacted with many industry members and groups," he says. "Being the executive director of AGMCA allows me to continue to actively participate in the industry I know and love."

With 35 years of business ownership under his belt, Marsella is well versed in the many challenges that AGMCA members face every day.

"Getting paid on time is still a huge issue, and hopefully the new prompt payment legislation will help us with that," he explained. "Another huge challenge we deal with daily is finding and retaining qualified workers."

AGMCA is dedicated to help alleviate the issue of the skilled labour shortage and is a big proponent to trades training. In fact, the association was the main catalyst behind



Ontario's Glazing and Metal Mechanic Apprenticeship program.

"To this day, AGMCA agrees with CECCO in the belief that apprenticeship training is vital to the health of

our industry," Marsella says. "Our members have invested heavily in our world-class training facility and the programs it delivers. Our members demand a strong, well-trained, centralized work force that can meet our needs."

Marsella believes that strong relationships are key to any successful business. A major part of his role at AGMCA is to continue to strengthen and develop the relationship with the International Union of Painters and Allied Trades (IUPAT).

"I believe that the strong relationship that I have with the union really helped me at the bargaining table in 2016 as a director, and again in 2019 as AGMCA executive director," he says.

Being involved with CECCO as a council member has also assisted Marsella and AGMCA. Not only does the affiliation allow for vital interaction with other employer bargaining agencies, it also allows AGMCA to stay in tune with top industry issues.

"CECCO provides a unified voice for the construction industry, especially when it comes to government issues," he said. "For example, CECCO provided valuable input on behalf of the 21 different trade employer groups, and the 53,000 journeypersons and apprentices it represents, to the Ministry of Training, Colleges and Universities with regards to Bill 47 – Modernizing the Ontario Apprenticeship System."

When not representing AGMCA on the industry stage or board room table, Marsella enjoys spending his time at the family cottage with his wife, Cheryl, three children and four grandchildren. But, as October rolls around, the 20-year minor hockey league coach is now setting his sights on the upcoming Toronto Maple Leaf hockey season.

"I am a die-hard Toronto Maple Leaf supporter," Marsella says. "I've waited since 1967 for a Stanley Cup to return to Toronto and we're very close to re-claiming the big prize. I can only hope that maybe this year will be the year!"