



# DISPATCH

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

## Message from the Executive Director

### CECCO to Develop Strategies to Deal with New Employment Standards Act

Last year ended in a flurry of activity and that activity has continued into 2018. CECCO has certainly maintained a steady pace over the winter months to ensure the lines of communication remain strong amongst our members and industry partners.

On December 14, we hosted a very well-attended council meeting in Mississauga. We were pleased to have guest speaker, Bernard Fishbein, chair of the Ontario Labour Relations Board, on hand to discuss the operation of ORLB, it's case load and jurisdictional disputes in the construction industry. In addition to learning about the workings of ORLB, CECCO representatives also had an opportunity to discuss the importance and preference of having a panel to adjudicate construction grievances.

Our trade groups have also held successful meetings over the past few months. As we head towards the 2019 labour negotiations, the open discussion relating to management's need to grow the unionized construction market has certainly been refreshing. We now look forward to the warmer months ahead and continue to encourage our trade partners to take the time to attend these valuable business sessions.

On the legislative front, CECCO continues to work towards achieving a clear understanding on the new Fair Workplace, Better Jobs (Bill 148) which came into effect on January 1, 2018. There is absolutely no question that construction should have exemptions within this Act. However, although we addressed these issues with government officials prior to the passing of the bill, it appears our discussions fell on deaf ears. In subsequent communications with the government, we were advised that the construction industry was exempted from the Labour Relations Act, however, there was no intent to exempt us from the Employment Standards Act revisions.

We are now working with our association members to determine a course of action to deal with the implications of the new bill. I look forward to sharing our combined strategies soon.

– Wayne Peterson

## SUCCESSFUL BARGAINING

# Seven Elements that can lead to a good outcome

It has been determined that just about everything we would like to know in advance of a negotiation can be discovered by thinking about seven key elements. These elements provide a checklist, as well as an organized way of diagnosing an upcoming negotiation and preparing for it.

A good result of a negotiation can be seen as involving the following seven elements. The better we handle each element, the better the outcome.

(1) **Interests** – Whatever our demand or “position” may be, we and others involved in the negotiation would like an outcome that meets our underlying interests – the things we need or care about. The more we have thought about our interests in advance, the more likely we are to meet them.

(2) **Options** – A good outcome should be among the best of all possible ways to deal with our differing interests. By options, we mean possible agreements or pieces of a possible agreement. The more options we are able to put on the table, the more likely we are to have one that will well reconcile our interests.

(3) **Alternatives** – A good outcome should seem better than any alternative away from the table, better than things we might do by ourselves or with others. Before we sign a deal – or, alternatively, turn one down – we should have a good idea of what else we might do.

(4) **Legitimacy** – We do not want to be unfairly treated, nor do others. It will help to find external standards that we can use as a sword to persuade others

that they are being treated fairly and as a shield to protect us from being ripped off.

(5) **Communication** – Other things being equal, an outcome is better if it is reached efficiently. This requires good two-way communication as each side seeks to influence the other. We want to think in advance about what to listen for – and what to say.

(6) **Relationship** – A good outcome will leave a working relationship strengthened rather than damaged. Preparation can help us think about the human interaction – about the people at the table. We should have some idea about how to build a relationship that facilitates, rather than hinders, agreement.

(7) **Commitment** – The quality of an outcome is also measured by the quality of promises that are made. Those commitments are likely to be better if we have thought in advance about specific promises that we realistically can expect or make, during or at the conclusion of a negotiation.



– “Getting Ready to Negotiate” by Roger Fisher and Danny Ertel

## CALENDAR OF EVENTS

**March 29** –  
CECCO Council Meeting

**March 29** –  
CECCO Annual Meeting

**June 14** –  
CECCO Council Meeting

**September 13** –  
CECCO Council Meeting

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

**Fall 2018** – TBD  
CECCO Pre-Bargaining Conference

**December 13** –  
CECCO Council Meeting

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

### CECCO Mission...

To be recognized as Management's voice for unionized I.C.I. construction and to assist members in remaining competitive in an ever-changing environment.

### CECCO Vision...

Management working in harmony with Labour for the advancement of the I.C.I. unionized construction industry.

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

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# Know Your Buttons!

To properly neutralize the effect of your opponent's tactic on you, you need to recognize not only what he/she is doing, but also what you're feeling.

The first clue that you are reacting usually comes from your body. Your stomach gets tied up in knots. Your head starts to pound. Your face flushes. Your palms sweat. These are all visceral responses signalling that something is wrong and that you are losing your composure in the negotiation. These are also cues that you need to take a break.

Each of us has certain emotional susceptibilities – or “hot buttons.” Some of us react bitterly to even minor criticism. Some of us can't stand to have our ideas rejected. Others give in because of guilt or because they are worried people won't like them or because they don't want to cause a scene.

If you understand what your “hot buttons” are, you can more easily recognize when your opponent is pushing them. Recognizing these buttons also allows you to control your natural reaction.

We live and work in competitive environments. So expect verbal attacks and don't take them personally. Remember that your accuser is counting on your anger, fear and guilt. He/she wants you to lose control of your emotions so that you cannot negotiate effectively. Don't let the opponent get to you. It is a ploy to get you off your game.

– William Ury – “Getting Past No”



## CECCO MEMBER PROFILE

# David St. Louis

## Terrazzo, Tile & Marble Guild of Ontario

David St. Louis claims he doesn't have the “prototypical face of construction,” but judging by his successful 30-year career, clearly, he's doing something right.

“Construction stirs that labour relations drive in me,” said the 54-year-old Executive Director of the Terrazzo, Tile & Marble Guild of Ontario (TTMGO). “It's not just the bargaining – we do that every three years. It's the grievances, it's the interactions, it's the forcing you to think outside of the box. Construction doesn't fall within the parameters of just being part of a box, or a mantle or a train of thought. You have to be able to work outside the box, otherwise you don't get things resolved.”

St. Louis had his first taste of the construction industry working for an industrial union from 1988 to 1999. With over 10 years under his belt, his next move was to the Ministry of Labour where he accepted a role as mediator.

“I've had experience in the healthcare, education and industrial sectors, but I've always been drawn to construction,” he said. “For me, just being able to continue on the path of labour relations issues keeps me moving forward. You just never know what you're going to bump into each morning because it's always a new adventure.”

In 2010, St. Louis would embark on yet another one of these new adventures when he was approached by a team of lawyers conducting the search for the new executive director for TTMGO. Although his preliminary response was a prompt “no,” following a meeting with the Guild president, the outgoing executive director and a legal representa-



tive over a round of golf, that “no” slowly turned to a “yes.”

“A lot of the deals made in construction are done over a golf game, a cup of coffee or a drink,” St. Louis said. “Many people don't understand that, and many others don't like it, but I find it refreshing because this industry is all about integrity.”

Over his eight years as TTMGO executive director, St. Louis has attended numerous industry events and business meetings, but claims his involvement with CECCO has proven to be the most beneficial to his organization. Perhaps it's his interest in labour relations, but according to St. Louis, “I just find CECCO to be one of the more effective committees to be involved with, because you get to listen to what the other trades are doing and make sure you're on the same page.”

“When you attend a CECCO meeting, the agenda is set, and it's crisp and tight,” he explained. “After an hour-and-a-half, you're out and you actually feel like you accomplished something.”

Although he has no plans for accepting a new role in the future, St. Louis said, “I never close any doors, but I never go looking either... I'm always open for a challenge, depending on what that challenge may be.” However, having become part of the fabric that is construction, you can be rest-assured that whatever his future may bring, it will certainly include construction.