

Progressive Discipline & Grievance Management

Labour Relations

HR Day

February 21, 2018



HPS – Labour Relations

The screenshot shows the HPS Home website in Internet Explorer. The browser address bar displays <https://www.southernhea...>. The website header includes the Southern Health and Santé Sud logos, navigation links (Policies, Forms and Guidelines, Stats and Facts, Programs & Services, Human Resources, Staff Resources), and utility links (SHOW PUBLIC SITE, LOGOUT, SHARE, CONTACT US, PRINT, SUBSCRIBE). A search bar is also present.

The main content area features a purple header with "HOME" and "HPS Home". A green arrow points from this header to the "Labour Relations" menu item in the central navigation column. The "Labour Relations" menu includes sub-items: "All Staff Resources", "Management Resources", "Recruitment and Selection" (with sub-items "Letter of Offer Templates" and "New Employee Package"), and "Human Resources Plan".

Other navigation items include "Apply for a job", "Employee Benefits", "Continuing Education & Assistance", "Position Descriptions", "Volunteer Resources", "Workplace Safety & Health", "Indigenous Employment" (with sub-item "Indigenous Employee Network"), and "Southern Perks".

The main content area contains several sections: "Internal Portal Service / Collaborative Work Sites", "STAFF Newsletter Survey" (with the text "SO WHAT DO YOU THINK?" and "Staff Newsletter Survey"), "Electronic Pay Statements Quadrant Self-Serve (QSS)", "Updates on Health Transformation", "Health Providers' Site Training Videos", and "Education Events" (with sub-items: "Acute Care / Emergency Room", "Cultural Awareness", "General - HPS", "Leadership / Mentoring", "Mental Health - HPS", "Orientation", "Perinatal", "Wound Care").

The footer shows the user is logged in as Shelley Buhler and the time is 1:11 PM.



HPS – Labour Relations – All Staff Resources

The screenshot shows a web browser window displaying the 'All Staff Resources' page on the Southern Health-Santé Sud website. The browser's address bar shows the URL 'https://www.southernhea...'. The page header includes the Southern Health-Santé Sud logo and navigation links for 'Policies, Forms and Guidelines', 'Stats and Facts', 'Programs & Services', 'Human Resources', and 'Staff Resources'. The main content area features a purple header with the text 'HOME / HUMAN RESOURCES / LABOUR RELATIONS' and 'All Staff Resources'. Below this, there is a paragraph about the organization's commitment to a cooperative and respectful environment, followed by a section titled 'Collective Agreements' with a bulleted list of agreements from 2012 to 2019. A right-hand navigation menu lists various resources, with 'Labour Relations' highlighted by a green arrow. At the bottom of the page, there is a 'Subscribe to the career feed' button. The Windows taskbar at the bottom shows the Start button, several application icons, and the system tray with the time '1:10 PM'.



HPS – Labour Relations – Management Resources

The screenshot shows a web browser window displaying the 'Management Resources' page on the Southern Health-Santé Sud website. The browser's address bar shows the URL 'https://www.southernhea...'. The page header includes the Southern Health-Santé Sud logo and navigation links for 'Policies, Forms and Guidelines', 'Stats and Facts', 'Programs & Services', 'Human Resources', and 'Staff Resources'. The main content area features a breadcrumb trail 'HOME / HUMAN RESOURCES / LABOUR RELATIONS' and a large heading 'Management Resources'. Below this, a section titled 'Management Resources' contains a message: 'As we build the Labour Relations Resources some links may be under development. Please contact Labour Relations to receive a copy:' followed by a link to 'Labour Relations Team'. On the right side, there is a vertical navigation menu with links for 'Apply for a job', 'Continuing Education & Assistance', 'Employee Benefits', 'Indigenous Employment', 'Labour Relations', 'All Staff Resources', 'Management Resources', 'Fact Sheets', 'Guidelines', 'Additional Resources', and 'Position Descriptions'. A green arrow points to the 'Management Resources' link in this menu. The browser's status bar at the bottom shows 'View Page in: CMS Draft Site Published Site' and 'Logged in as Shelley Butler - Log out'.



HPS – Labour Relations – Fact Sheets

The screenshot shows a web browser window displaying the Southern Health-Santé Sud website. The page title is "Fact Sheets" and the breadcrumb trail is "HOME / HUMAN RESOURCES / LABOUR RELATIONS / MANAGEMENT RESOURCES". The main content area lists several topics: Grievance Response Time Lines, Inclement Weather, Mileage, Apply for a job, Continuing Education & Assistance, Employee Benefits, Indigenous Employment, Labour Relations, Management Resources, and Position Descriptions. A green arrow points to the "Fact Sheets" link under the "Labour Relations" section.

Published Site

SHOW PUBLIC SITE | LOGOUT | SHARE | CONTACT US | PRINT | SUBSCRIBE

Southern Health Santé Sud

Policies, Forms and Guidelines | Stats and Facts | Programs & Services | Human Resources | Staff Resources

HOME / HUMAN RESOURCES / LABOUR RELATIONS / MANAGEMENT RESOURCES

Fact Sheets

- Grievance Response Time Lines
- Inclement Weather
- Mileage

Apply for a job

Continuing Education & Assistance

Employee Benefits

Indigenous Employment +

Labour Relations -

- All Staff Resources
- Management Resources -
- Fact Sheets**
- Guidelines
- Additional Resources

Position Descriptions

View Page in: CMS | Draft Site | Published Site

Logged in as Shelley Buhler - Log out

Start | Desktop >> | 1:14 PM

HPS – Labour Relations – Guidelines

The screenshot shows a web browser window displaying the 'Guidelines' page on the Southern Health website. The browser's address bar shows the URL 'https://www.southernhea...'. The page header includes the Southern Health logo and navigation links for 'Policies, Forms and Guidelines', 'Stats and Facts', 'Programs & Services', 'Human Resources', and 'Staff Resources'. The main content area is titled 'Guidelines' and lists several categories: 'Principles & Guidelines', 'Attendance Management', 'Awarding Shifts, Overtime & Mandating', 'Investigations', 'New Positions', 'Performance Management', and 'Reorganization'. On the right side, there is a sidebar menu with links for 'Apply for a job', 'Continuing Education & Assistance', 'Employee Benefits', 'Indigenous Employment', 'Labour Relations', 'All Staff Resources', 'Management Resources', 'Fact Sheets', 'Guidelines', 'Additional Resources', 'Position Descriptions', 'Recruitment and Selection', 'Southern Perks', 'Volunteer Resources', 'Workplace Safety & Health', and 'Human Resources Plan'. A green arrow points to the 'Guidelines' link in the 'Labour Relations' section of the sidebar. The browser's taskbar at the bottom shows the Start button, several application icons, and the system tray with the time '1:14 PM'.



HPS – Labour Relations – Additional Resources

The screenshot shows a web browser window displaying the 'Additional Resources' page on the Southern Health-Santé Sud website. The page features a navigation menu with links for Policies, Forms and Guidelines, Stats and Facts, Programs & Services, Human Resources, and Staff Resources. The main content area is titled 'Additional Resources' and includes a 'Links' section with a list of external resources. A 'Labour Relations' menu is expanded, showing sub-links for 'Additional Resources', 'Position Descriptions', and 'Recruitment and Selection'. A green arrow points to the 'Additional Resources' link in this menu.

Links

- Manitoba Employment Standards
- The Labour Relations Act
- The Manitoba Human Right Commission
- Discrimination based on Protected Characteristics
- Employer's Duty Accommodate

Labour Relations

- All Staff Resources
- Management Resources
 - Fact Sheets
 - Guidelines
 - Additional Resources**
- Position Descriptions
- Recruitment and Selection



Topics for Today

- Review of our Performance Management Training
- More complex performance concerns requiring in-depth investigations and risk assessments
- How to Manage the Grievance process
- Overview of Arbitration

Summary of Previous Performance Management Presentation

- Planning & Process
- Coaching – Direction – Discipline
- Considerations when determining outcome
- Development of outcome letters & appropriate content
- Behavioral trends
- Consistent approach
- Documentation

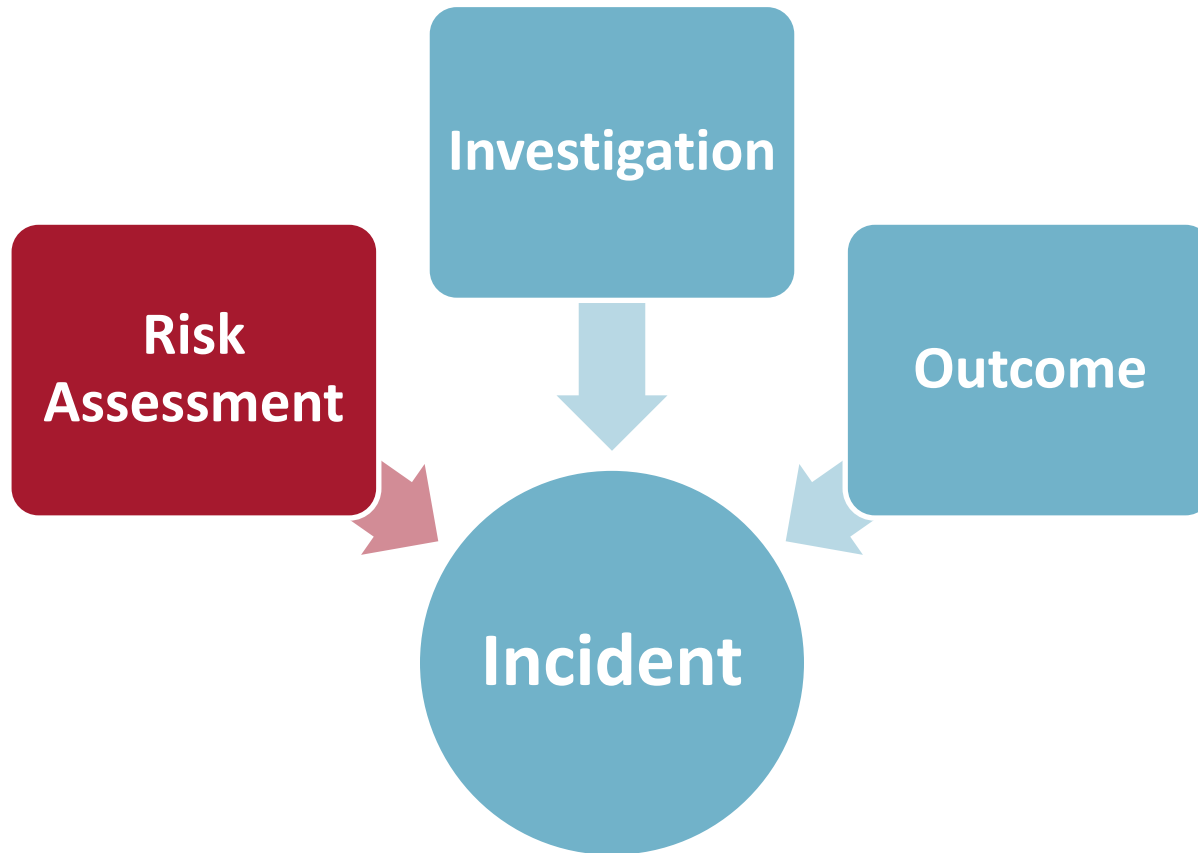
Case Study

You're the Client Services Manager of a nursing unit. The Charge nurse coming off the night shift informs you that she observed an RN nodding off at report at the start of shift last night.

Getting Started



Risk Assessment



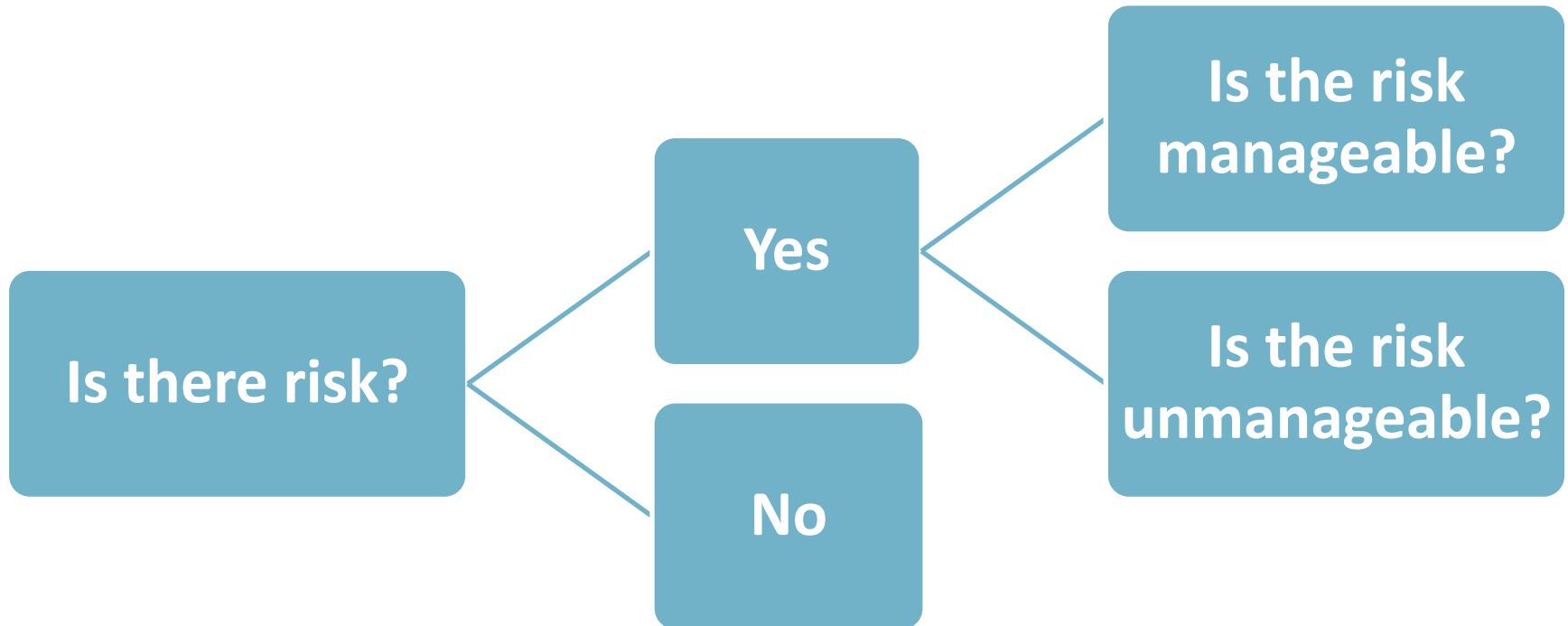
Risk Assessment

What is the risk?

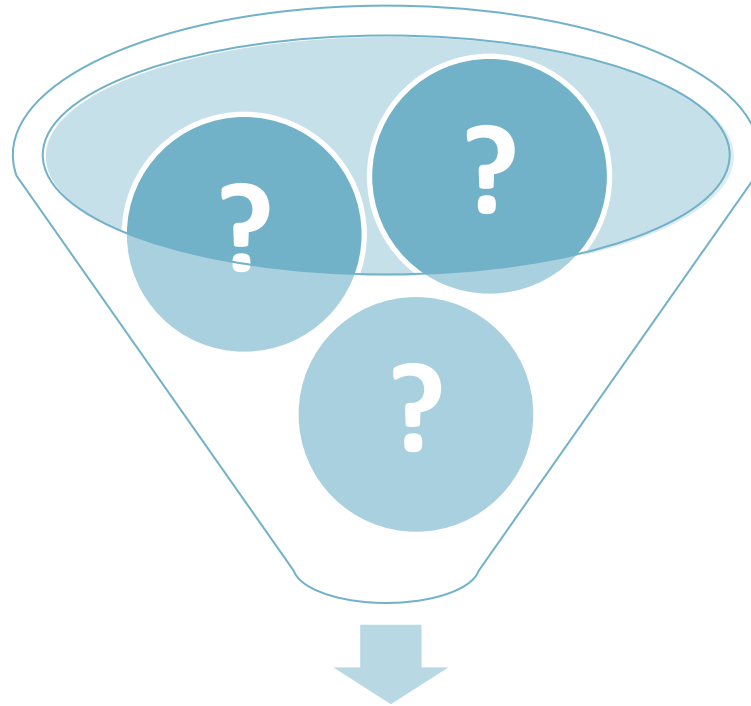
Who is at risk?

What can be done to mitigate the risk?

Risk Assessment



Risk Assessment



What should the Employer do?

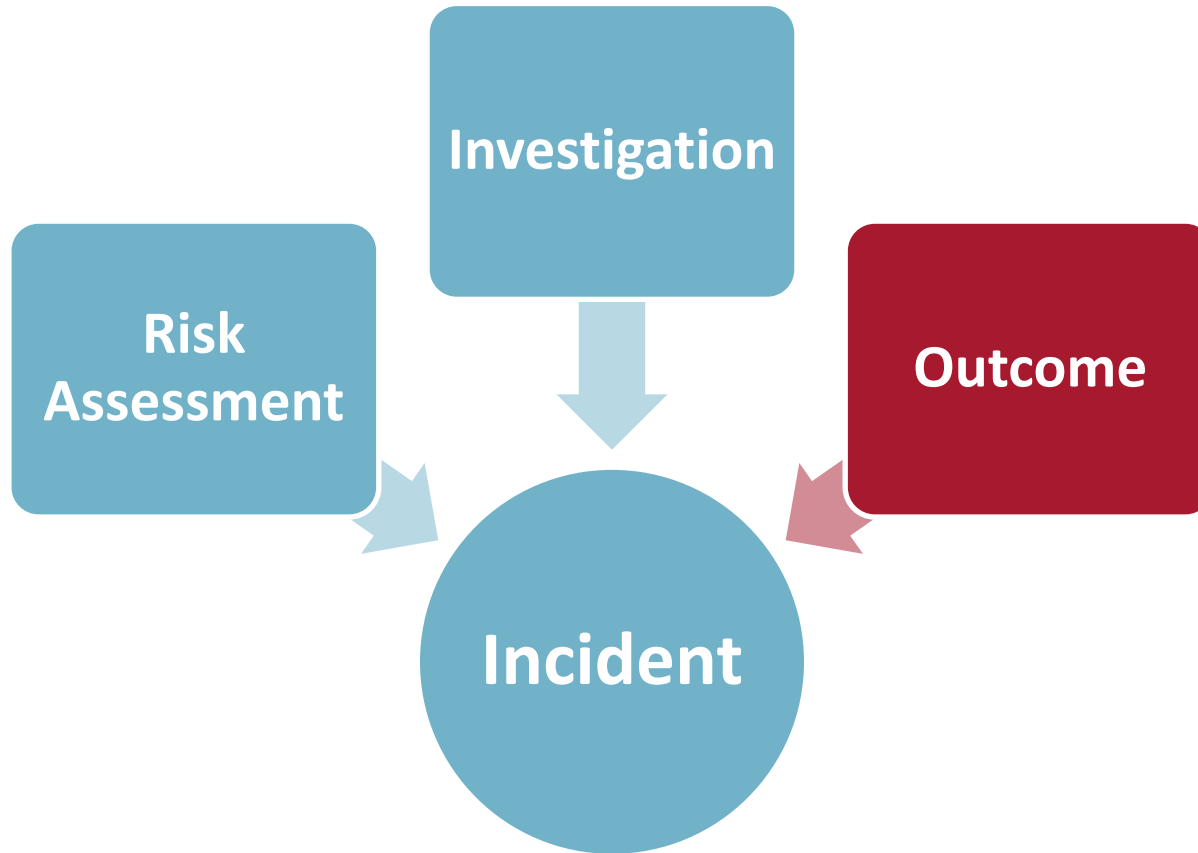
Investigation



Investigation



Outcome



Outcome

Considerations

Employment Record

Nature & Severity of the Offence

First Offence vs. Repeat Offender

Deliberate or Inadvertent

Mitigating Circumstances

Culminating Incident

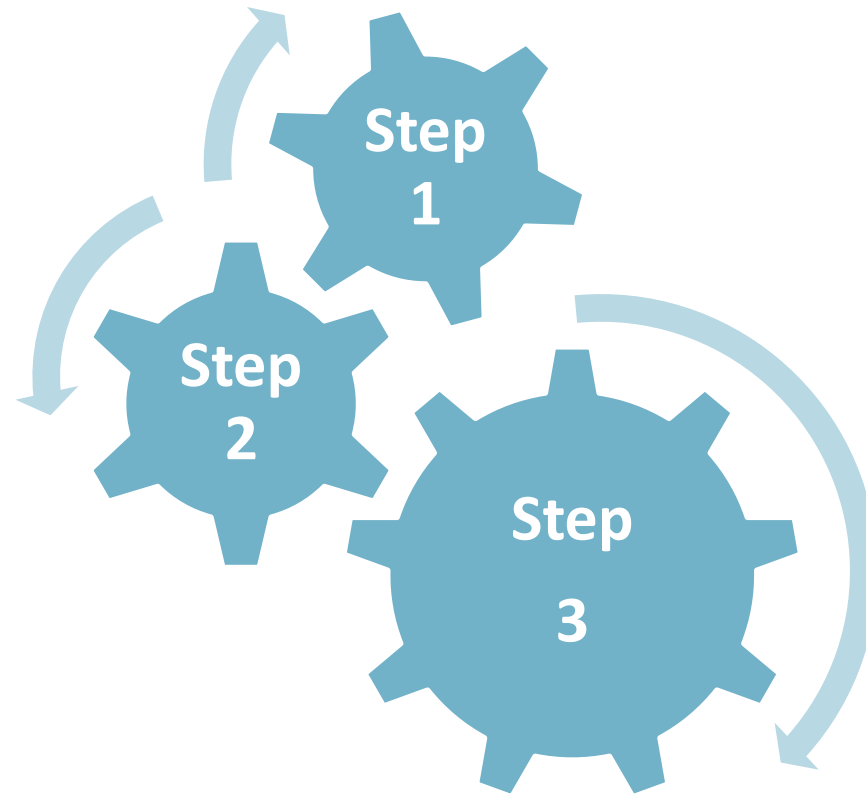
Past Practice

Rules, Policies & Procedures

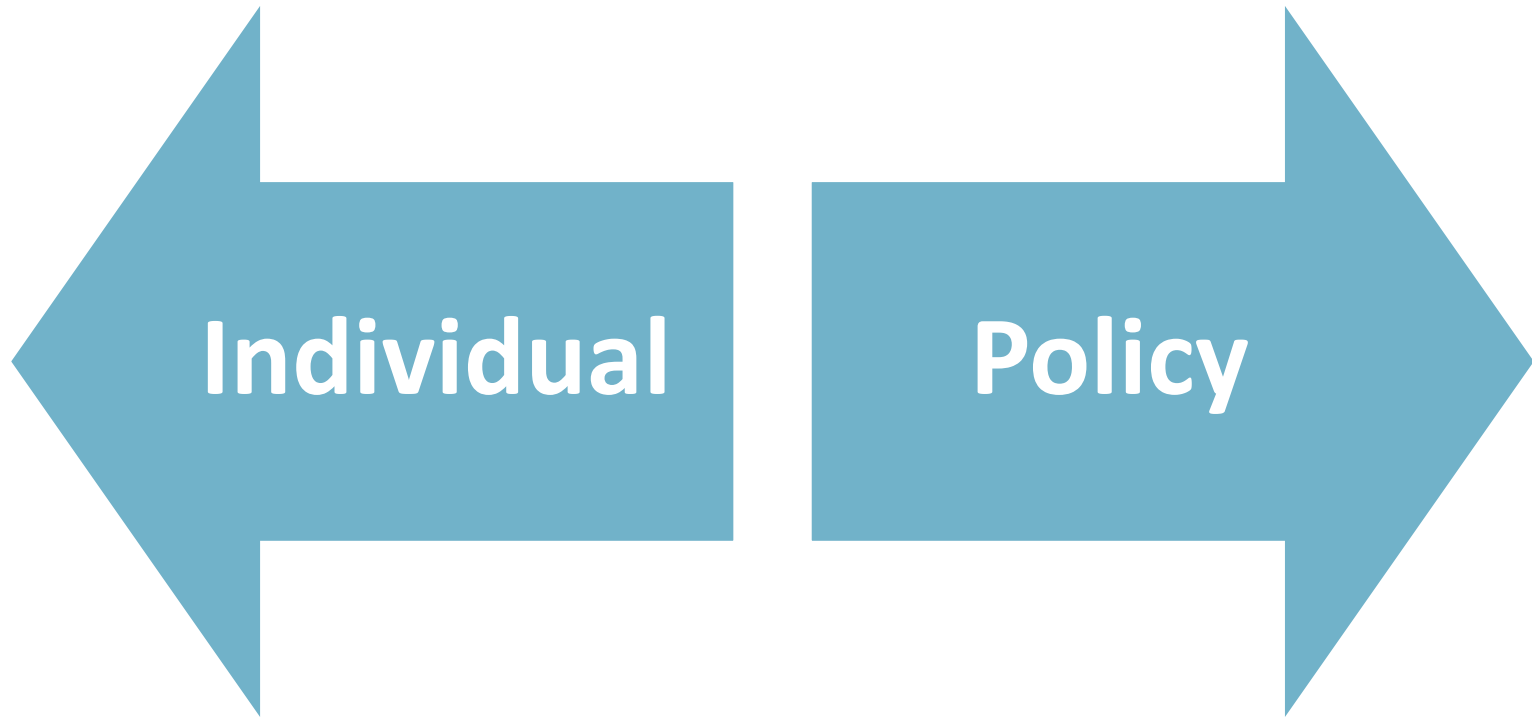
Outcome

Is discipline warranted?

Grievance Management



Grievance Management



Grievance Management

What are some things to consider when trying to resolve a grievance?

Grievance Management

Things to consider when trying to resolve a grievance:

Interest of the parties

Desired outcome

Mutual benefits

Fair & reasonable Employer

Provincial implications

Financial implications

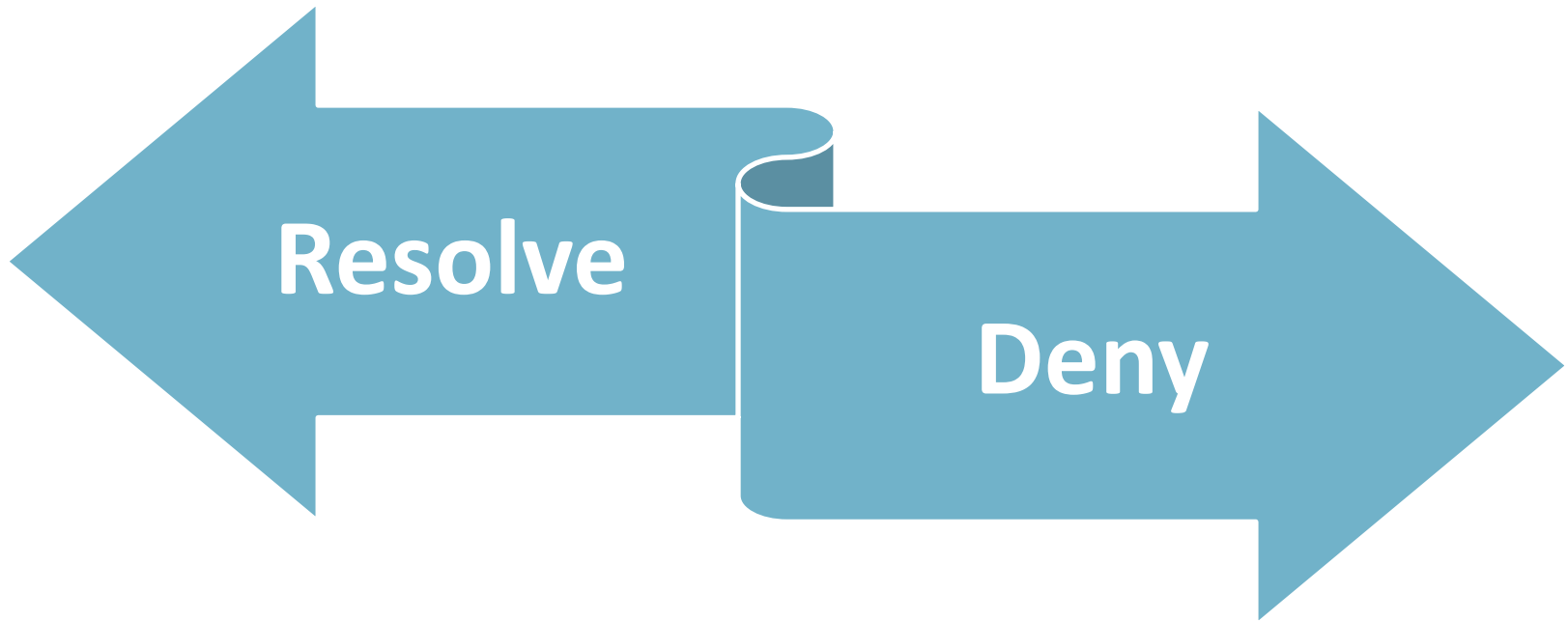
Settlement options

Going to arbitration

Strengths & weaknesses of Employer's case

Strength & weaknesses of Union's case

Grievance Management



Grievance Management

What happens when the grievance doesn't get resolved?

Grievance Management: Arbitration

Definition:

The submission of a dispute to an unbiased third person designated by the parties to the controversy, who agree in advance to comply with the award—a decision to be issued after a hearing at which both parties have an opportunity to be heard.

Grievance Management: Arbitration

Step – by - step:

1. Notice of arbitration
2. Choosing an arbitrator
3. Preparation & meeting with legal
4. The hearing
5. Written decision

Labour Relations



Labour Relations

Why contact Labour Relations?

Resources

- Policies, Procedures, Guidelines
- Collective Agreements
- Legislation
- The Canadian Legal Information Institute website (www.canlii.org)
- HR Website-LR material is available on the HPS for reference
- HR Team

Questions?

Thank you!
labourrelations@southernhealth.ca