

# Working Relationship AGREEMENT

Endorsed by Union / Association Leaders and Corporate Leadership Team on behalf of all civic employees

September 1998  
Reaffirmed January 2011

*We believe*

Collaborative relations between management of the City of Edmonton and the unions and associations representing City employees can serve the long term interests of all parties.

Collaboration enables us to work together for common goals - delivering quality, best value services, satisfying customers and valuing employees. A commitment to collaborative relations in no way diminishes the right and responsibility of managers to manage in the best interests of the organization, or the right and responsibility of unions to represent the best interests of their members. This agreement does not alter our contractual or legal rights.

We agree to conduct our business in accordance with the principles listed below.

*Principles*

We are committed to and accountable for:

**1. Recognizing and respecting each other's roles, interests and accountabilities.**

*We will strive to:*

- Understand and be understood by the other parties;
- Respect each other's legitimate roles and responsibilities;
- Respect each other's decision making processes and lines of authority.

**2. Communicating with each other in ways that promote common understanding, effective problem solving and enhanced relationships.**

*We will communicate effectively by:*

- Sharing information to the fullest extent possible;
- Using shared information in a manner that promotes positive working relationships;
- Participating in joint communication on matters of mutual interest.

**3. Working to earn and sustain trust.**

*We will achieve a high degree of trust by:*

- Enhancing our own trustworthiness;
- Living up to our commitments;
- Avoiding surprises that place other parties in a compromising position.

**4. Using a collaborative approach to problem solving, decision making and negotiation.**

*We will:*

- Seek out solutions that meet all of our interests to the fullest possible extent;
- Consult with each other on significant matters before making decisions or taking actions that affect the other parties;
- Be open to persuasion and discussion at all times;
- Develop effective, efficient, collaborative problem solving processes at all levels of the organization;
- Strive to deal with issues in a timely fashion and as "close to the source" as possible;
- Work to resolve issues before raising them with third parties.

**5. Attacking issues, not people.**

*We will:*

Conduct ourselves in a respectful, courteous manner in all of our dealings.

**6. Honouring the agreements we reach.**

*We will:*

- Live up to our collective agreement responsibilities;
- Strive to ensure that all agreements are clear about what has been decided, what actions flow and who is accountable;
- Only alter commitments on the basis of mutual agreement.

**7. Giving each other the benefit of the doubt.**

*We will:*

- Give each other an opportunity to explain actions or events before reacting;
- Be accepting of honest mistakes;
- Recognize that agreement will not always be possible, and that there will be times when we must "agree to disagree."

**Bob Boutilier**  
Corporate Leadership Team

**Darren Chivers**  
President  
Civic Service Union 52

**Linda D.M. Cochrane**  
Corporate Leadership Team

**Martin Duckworth**  
Business Manager  
IBEW Local 1007

**David Edey**  
Corporate Leadership Team

**Simon Farbrother**  
Corporate Leadership Team

**Greg Holubowich**  
President  
Edmonton Fire Fighters Union

**Terry Jardine**  
President, Canadian Union of  
Public Employees Local 30

**Gary Klassen**  
Corporate Leadership Team

**Greg Kliparchuk**  
President  
CEMA

**Mike Koziol**  
Corporate Leadership Team

**Stu Litwinowich**  
President, Amalgamated Transit  
Union Local 569

**Lorna Rosen**  
Corporate Leadership Team