

Oakbridges Labour Relations Strategists Inc.

Strategy and Execution

Oakbridges Labour Relations Strategists help organizations develop and execute comprehensive strategies to engage stakeholders, including employees, unions, community leaders and special interests groups. Our goal is to create unique value for our clients by ensuring the business meets its specific objectives through improved performance across several important dimensions: increased productivity, improved individual contributions and discretionary efforts, improved product and service quality, decreased absenteeism and better safety performance.

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What we do:

- Identify Industrial and Labour Relations (ILR) risks and opportunities.
- Develop ILR strategy.
- Integrate ILR strategy with your overall business strategy and plans.
- Embed shared value concepts.
- Provide ILR execution expertise and assistance.

Our Product offering includes:

- Situational analysis and risk & opportunity assessment;
- Development of a comprehensive strategy and road map;
- Negotiation and collective bargaining strategy and execution support;
- Experience in developing community engagement strategies;
- Unique approaches to labour-management forums for continuous dialogue;
- Alternative approaches to performance management ;
- Comprehensive Employee Relations programs (including performance management, attendance management, positive disciplinary processes);
- Education and subject matter training. Including LR Certificate Training and custom programs in partnership with **Cornell University's ILR School and others.**

www.oakbridgesconsulting.ca

Our Value Proposition

We are thought leaders in the broader field of Industrial Relations. We develop custom strategies that go beyond traditional day to day Labour Relations and collective bargaining planning. We work with you to understand both your environment and long term business goals and develop a framework and road maps to achieve the transformational changes you want and need.



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Labour Relations Strategies

September 2014 - This is a sampling of our client list and significant project work

BHP Billiton: Currently developing four distinct strategies for operations in Saskatchewan and Washington State including providing labour relations governance over two “managed open site” construction projects worth in excess of \$5b, establishing a bargaining strategy to introduce a new operating model with the ILWU (Longshoremens) and operating a state of the art mining operation union-free.

Bruce Power: Developed long term labour relations plan to regain management rights and contain union jurisdictions by examining all processes involved in the administration, application and interpretation of the collective agreements. Successes included suspending the Society of Energy Professionals veto authority over contracting out and eliminating mandatory interest arbitration (in order to fully leverage future collective bargaining opportunities).

Dominion Diamonds Ekati Corp. (DDEC): Developed a long term Industrial Relations strategy with the Senior Executive team, supported the development of the collective bargaining mandate, aided in preparation for bargaining and supported the negotiating team.

New Gold – Provided industrial relations (IR) strategy support during the feasibility and identification stages for the Blackwater project. Provided subject matter expertise to support to labour sourcing analysis conducted by our affiliate Pit Crew for the Rainy River project.

SaskPower: Conducted a cultural analysis to determine the efficacy of Human Resources and Industrial Relations programming and reported findings on how to improve program delivery with emphasis on improvements to the Human Resources Partners’ model.

Wilfrid Laurier University: Developed a multi-campus strategy to address diverse stakeholders (students, community, government, faculty, unions). The key was to retain as many strategic options as possible (maintain non-union status for some operating units, explore contracting out options, engage in interest-based bargaining) while also integrating cultural elements to operate all campuses as “one university”.

Oakville Hydro: Developing a strategy to explore a shared-services model that enables the power distribution company (LDC) to diversify its revenue streams and reduce operating costs by offering common core services to other LDCs and organizations outside the sector that have similar needs.

St. Marys Cement: Created a comprehensive training program for managers to strengthen the front line capabilities to handle labour relations issues in a decentralized environment where contact with employees was infrequent (Ready Mix drivers). Also developed and executed a plan to convert the defined benefit pension plan to a defined contribution plan resulting in a landmark arbitration award in favour of the company.

Polytainers: Designed a downsizing plan in a non-union environment (the first lay-offs in the company's 40 year history) and executed the plan during a union organizing drive. The results were to thwart the union's organizing efforts, reduce manpower by 15% with a subsequent increase in total productivity and moving the company back into a profitable position.

Kent Building Systems: Moved operations 1 km from a unionized location (USW) to a non-union operation. Transferred 90% of existing staff and established a skills based pay structure. Successfully defended union objections at arbitration and defended against organizing drive. Resulted in the original unit decertifying and six years later the company remains union-free.

USCI: Successfully defended an outsourcing option immediately following certification of the company's call centre by negotiating a closure agreement with the USW in lieu of a first agreement (without litigation). Saved the company over \$1 million in severance costs and over \$1 million in ongoing operating costs savings per year.

Cadillac Fairview: Developed an outsourcing strategy that resulted in over \$5 million per year in savings for the company's maintenance functions and effectively eliminated unions from the company's lead properties.





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Co-Founder Hugh Secord B.A. (Hon), MBA, CHRP, SHRP Chief Strategist

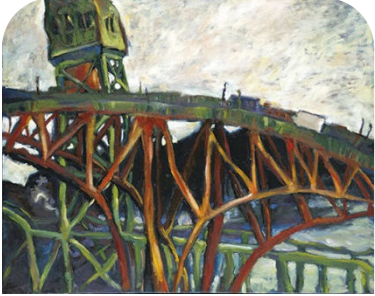
Hugh is a graduate of the University of Toronto (Honours B.A. in Sociology/Economics) and York University (M.B.A. - Finance). He also holds the CHRP and SHRP designations. His experience spans over thirty years in Human Resource Management and Labour Relations in virtually every industrial sector. He held several CHRO positions before entering the consulting field in 2005.

Hugh has acted as chief spokesman in over one hundred thirty collective agreements and has been involved in resolving hundreds of grievances and other employment disputes. Hugh has proactively promoted alternative dispute resolution methods and his innovative approaches lead to the first evergreen contracts (“no-strike”) in the private sector.

Co-Founder Sue Mackintosh B.Comm. M.I.R. Managing Director and Chief Strategist

Sue has over twenty five years of Labour Relations experience in both small and large organizations. After graduating from Queen’s with her B.Comm. and later with her Masters Industrial Relations (M.I.R.), Sue joined George Weston Ltd./Loblaw Companies Ltd. where she held several Director level positions in Human Resources and Labour Relations, Strategy and Governance over the course of fifteen years.

In 2007 Sue established a successful Employee Relations Communications consulting practice before joining Bruce Power in 2009 as a Senior Director of Labour Relations. At Bruce Power she acted as Chief Spokesperson and was instrumental in establishing a long-term labour relations strategy.



Ironworkers Memorial Bridge, Second Narrow Crossing, Vancouver, B.C.

Artist: Andrea Armstrong

Oakbridges Labour Relations Strategists Inc.

Hugh Secord | 416 432 5546

Sue Mackintosh | 416 899 9122

We have many partners to help us build solid bridges.

Our Affiliate Companies



Cornell University
ILR School



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