

CASE STUDY 1:

Instructions:

Please read the background scenario carefully and select **one** role for your group to play. Respond to your “tasks” from the perspective of role you have chosen. Use the **Case Study Worksheet** to provide your responses and select **one** or **two** members of your group to report back.

Diamond Mine

Background:

A diamond mine has recently opened in Nunavut. It had been in the works for several years with the hope of increasing local employment and investment within Nunavut. The Land Claim Organization for Inuit people has been involved in negotiating an Impact and Benefit Agreement (IBA) with the diamond mine, which outlines hiring policies, how many people will be hired, and the types of training, opportunities, funding, and benefits Inuit people will receive (such as housing, transportation, meals, and traditional pursuits). Some of the newly hired staff will not be a part of the IBA as they are non-Inuit who live locally, or they have travelled from other regions in Canada to provide expertise that is not available in the North. These newly hired employees are interested in joining and forming a union and have reached out to PSAC to start discussions.

Roles:

- For the purposes of this case study, you are an Organizer assigned to take the lead in developing a campaign to mobilize the new hires to unionize.
- For the purposes of this case study, you are a Regional Representative assigned to help create this new bargaining unit.
- For the purposes of this case study, you are a Legal Officer and you have been asked to provide legal advice under the Canada Labour Code around potential conflicts between the IBA and collective agreement provisions.
- For the purposes of this case study, you are a Communications officer and you have been asked to draft strategies/initiatives to mobilize the new membership

Note: You have the option to respond to the case study within your role as an Elected Leader.

Your Tasks:

Using the **IGBA Key Actions Worksheet** and the **IGBA Self-Assessment Sheet**, please answer the following questions using point form:

1. **Identify the issue(s) or problem(s)**
2. **Challenge Assumptions** – What are some assumptions that you may be making about this situation?



3. **Gather Information and Consult** – List sources you would use and provide 2 or 3 groups/people you would consult with to address the issue(s)
4. **Develop Options or Recommendations** – List your recommendation(s)
5. **Monitor/Evaluation** - List one or two ways you could measure the success of your recommendation(s)

CASE STUDY 2:

Instructions:

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Hospital Emergency Room

Background:

Hattie, an Indigenous woman in Animikie (Thunder Bay), was brought to the emergency room of a hospital that is also a Directly Chartered Local. She was incoherent and slurring her words. The attending nurse, assuming that she was drunk, made her wait in the waiting room to “sleep it off.”

Hattie was in fact septic, and she nearly died while in the waiting room. This is not the first incident involving Indigenous patients that occurred at this hospital. The local media reported on this incident as an example of ongoing anti-Indigenous racism in Thunder Bay.

The attending nurse is being investigated for misconduct and medical neglect. The local union president of the hospital in question has reached out to the PSAC leadership for options to educate its members.

Roles:

- For the purposes of this case study, you are a Regional Education Officer, and you have been asked to develop training, and tools to address this incident.
- For the purposes of this case study, you are a Regional Representative and you have been asked to provide options on how to educate members and prevent further incidents like this from occurring.
- For the purposes of this case study, you are a Political Communications Officer and you have been asked to draft a statement that outlines the unions commitment to anti-racism and ways to challenge systemic discrimination.
- For the purposes of this case study, you are a Grievance and Adjudication Officer and you have been asked to provide advice on the investigation and any impacts to the nurse's employment at the hospital.



- For the purposes of this case study, you are a Human Rights Officer and you have been asked to develop training, and tools to address this incident.

Note: You have the option to respond to the case study within your role as an Elected Leader.

Your Tasks:

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2. **Challenge Assumptions** – What are some assumptions that you may be making about this situation?
3. **Gather Information and Consult** – List sources you would use and provide 2 or 3 groups/people you would consult with to address the issue(s)
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CASE STUDY 3:

Instructions:

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699 Leave

Background:

At the beginning of the pandemic, federal public servants were told to work from home. Employees who were unable to work remotely were paid under the 699 pay code which allows for other leave with pay.

The number of workers on 699 leave peaked at 73 000 in April of 2020 and in total 117 000 workers across 86 agencies received approval.

In November 2020, Government agencies changed their guidelines around the use of 699 leave, forcing federal public service workers to exhaust all their paid leave before they can use 699 leave. As a result, the number of public servants using 699 dropped by 95%. In response, PSAC has filed grievances over the new guidelines. It has also filed a complaint with the Canadian Human Rights Commission. These changes have disproportionately impacted marginalized workers.



Roles:

- For the purposes of this case study, you are a Communications Officer and you have been asked to draft strategies/initiatives to mobilize the membership.
- For the purposes of this case study, you are a Legal Officer, or a Grievance and Adjudication officer and you are asked to draft a memo that outlines advice and guidance to staff, members and elected officials on options available regarding 699 leave.
- For the purposes of this case study, you are a Research Officer, and you have been asked to draft a research memo on 699 leave provisions in collective agreements.
- For the purposes of this case study, you are a Regional Representative and you have been asked to prepare a Lunch and Learn to discuss issues accessing 699 leave.

Note: You have the option to respond to the case study within your role as an Elected Leader.

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Using the **IGBA Key Actions Worksheet** and the **IGBA Self-Assessment Sheet**, please answer the following questions using point form:

1. **Identify the issue(s) or problem(s)**
2. **Challenge Assumptions** – What are some assumptions that you may be making about this situation?
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CASE STUDY 4:

Instructions:

Please read the background scenario carefully and select **one** role for your group to play. Respond to your “tasks” from the perspective of role you have chosen. Use the **Case Study Worksheet** to provide your responses and select **one** or **two** members of your group to report back.

Access to Childcare**Background:**

Due to the Covid 19 pandemic, and the increase in employees working from home, Treasury Board believes that there is a reduction in need for daycare services. Health Canada, the lead department, is considering no longer supporting one of the three onsite childcare facilities that provides daycare services to employees and the surrounding Ottawa community. This has left union members scrambling to find alternative affordable childcare. This decision coincides with upcoming bargaining with Treasury Board for a new contract.



Roles:

- For the purposes of this case study, you are a Negotiator and you have been asked to provide potential strategies for upcoming bargaining with Treasury Board regarding childcare accessibility.
- For the purposes of this case study, you are a Research Officer and you have been asked to provide options on negotiation strategies to preserve daycare access for our members and the surrounding community.
- For the purposes of this case study, you are a Communications officer and you have been asked to create a political communication strategy to advocate for affordable childcare.

Note: You have the option to respond to the case study within your role as an Elected Leader.

Your Tasks:

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CASE STUDY 5:

Instructions:

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Workplace Harassment**Background:**

Jana is a new aircraft inspector. Since beginning her job, Jana has consistently faced racism and sexual harassment from her coworkers. Comments and unwanted advances have made her feel vulnerable and have impacted her mental health. She had to take 2 weeks of medical leave due to increased stress. She went first to her employer and her union local as well as the local media, where the story has recently been picked up. Jana filed a grievance that is now being referred for arbitration.



Roles:

- For the purposes of this case study, you are a Communications Officer, and your task is to draft the talking points for the applicable PSAC elected officer to address the unions position in interviews with local media.
- For the purposes of this case study, you are a Grievance and Adjudication officer and this case had been referred to you by the Component. Your role is to review the case, determine if it has merit and make recommendations.
- For the purposes of this case study, you are a Health and Safety officer and you have been asked to review the health and safety policies at Jana's place of work.
- For the purposes of this case study, you are a National Education officer, and you have been asked to develop a series of awareness training around issues of harassment, violence in the workplace, mental health, and racism.

Note: You have the option to respond to the case study within your role as an Elected Leader.

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CASE STUDY 6:

Instructions:

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Gender-Inclusive Bathrooms**Background:**

Alex is a non-binary young worker who was recently hired at Service Canada. Their work involves providing services to the public. At their office location, there are no gender-inclusive or all-gender washrooms. Alex doesn't feel comfortable using either the men's or women's



washrooms and sometimes members of the public stare or interrogate Alex when they use either washroom. Alex was once verbally harassed in the men's washroom. This often leaves Alex feeling embarrassed and they often avoid using the washroom all-together. This has resulted in some medical issues. Alex approached their Team Leader and Service Manager about this issue and was told that they had insufficient funding to build gender-inclusive washrooms at this location. Alex is considering filing a grievance. They reached out to their Shop Steward who contacted the PSAC Regional Office for guidance.

Roles:

- For the purposes of this case study, you are a Regional Representative and you have been asked to assist the local in building a campaign to support Alex's grievance and educate members on the challenges faced by trans workers.
- For the purposes of this case study, you are a Regional Education officer and you have been asked to develop training, and tools to address the challenges faced by trans people in the workplace.
- For the purposes of this case study, you are a Political Communications Officer and you have been asked to draft strategies/initiatives to raise awareness around issues facing trans and non-binary members, including gender-inclusive washrooms.
- For the purposes of this case study, you are a Health and Safety Officer and you have been asked to review the health and safety policies and collective agreement provisions around gender-inclusive washrooms.

Note: You have the option to respond to the case study within your role as an Elected Leader.

Your Tasks:

Using the **IGBA Key Actions Worksheet** and the **IGBA Self-Assessment Sheet**, please answer the following questions using point form:

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CASE STUDY 7:

Instructions:

Please read the background scenario carefully and select **one** role for your group to play. Respond to your "tasks" from the perspective of role you have chosen. Use the **Case Study**



Worksheet to provide your responses and select **one** or **two** members of your group to report back.

Strike Mobilization

A bargaining unit has recently taken a vote. The result was that 95% of membership is ready to take actions up to and including a strike. Their key issues are forced overtime, job protection, workplace safety, and pensions. The employer is unwilling to address these issues in a meaningful way.

Members of this bargaining unit are ready to mobilize around these issues and have begun planning activities and actions in support their bargaining team. They are a diverse demographic and most work shiftwork and/or travel extensively. The National Mobilization Committee has drafted a plan for regional and national activities.

Roles:

- For the purposes of this case study, you are a Regional Representative and you have been asked to develop strategies to support mobilization activities.
- For the purposes of this case study, you are a Negotiator and you have been asked to provide input on regional and national strike mobilization activities.
- For the purposes of this case study, you are a Regional/National Education Officer and you have been asked to prepare a Lunch and Learn to educate members on the issues facing members.
- For the purposes of this case study, you are a National Mobilization Officer and you have asked to coordinate and implement the recommendations of the National Mobilization Committee.

Note: You have the option to respond to the case study within your role as an Elected Leader.

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