



County Employees Management Association

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CEMAGRAM

CEMA to Form Bargaining Council to Prepare for 2009 Bargaining

The CEMA Executive Board has announced their plan to form a Bargaining Council that will serve to guide CEMA as they begin to plan for 2009 Contract Negotiations. The purpose of this Bargaining Council will be to design the bargaining plan and time table for 2009 Negotiations including the process for surveying members on important bargaining priorities. The Bargaining Council will also develop a new process and oversee the salary realignment process and give guidance on the process for selection of the Negotiations Committee.

The Executive Board of CEMA would like to see representation on this Council from all departments and from all aspects of our diverse

membership including those members who served in 2006 Negotiations. The Bargaining Council will be staffed by the two Business Representatives and meetings will be held regularly to begin work on developing the bargaining plan and plan out how CEMA will handle salary realignment negotiations.

If you would like to serve on the CEMA Bargaining Council please contact the CEMA office and speak with a Business Representative. CEMA will be accepting volunteers for this Council until July 15, 2008. The CEMA Executive Board will announce the membership of the Bargaining Council at their meeting on July 23rd. Consider getting involved now to build member participation in 2009 Negotiations.

Watch for the CEMA Membership Survey - Soon

The CEMA Executive Board will be asking members to rate CEMA's services in an on-line survey later in June. Each member will be mailed an internet address and a password

to participate in the survey. Watch for the notice, take the survey and let us know what you think about CEMA's membership services.

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CEMA Executive Board

President
Edna Esguerra
(408) 817-1446

1st Vice President
Richard Rapacchietta
(408) 918-7028

2nd Vice President
Dolores Morales
(408) 792-2321

Treasurer
Glenn Payne
(408) 299-5266

Secretary
Mark Hand
(408) 885-6347

County Members-at-Large

Amando Cabras
(408) 793-6251

Tammy Henry
(408) 230-0749

Laura Colunga
(408) 299-5571

Court Member-at-Large

Mary Mitchell
(408) 808-3485

Staff

Business Representatives
Tom Starkey
Randy Johnese

Administrative Assistant
Rachel Martinez

(408) 289-9691
(408) 289-1128 fax

1654 The Alameda, Suite 110
San José, CA 95126

President's Message



By **Edna Esguerra**
President

efits, all emerges stronger and better.

I had the opportunity to meet the former President of the Philippines, Fidel V. Ramos during his recent visit in San Francisco. In his message to the Filipino-Americans who were in attendance, he emphasized the value of “UST” – Unity, Solidarity, and Teamwork. Unity of all, Solidarity for the common good and Teamwork to make things happen.

As I listened to the former President's words, I can't help but translate his message to the organization which you elected me to lead, our bargaining unit, CEMA. The Board is experiencing major challenges. With the county budget cuts where members' positions are threatened, upcoming 2009 contract negotiations, staff transition resulting from the projected retirement of the business representatives, members' concerns of the organization, resignation of two board members and retirement of its immediate past president and OE3's request for a dues increase, the demand on the business representatives and the Board members has been enormous and frustrating to a certain extent. We all know that in diversity there is strength, a difference in opinion is golden, and when respected and capitalized on its ben-

To work on some of the challenges, the Board has been engaged in various activities and has had numerous accomplishments. As we go into year eight of the county budget crisis, more and more program services are targeted and staff positions are deleted or reclassified. For example, at Health and Hospital Systems (HHS), as a result of Transformation 2010, several CEMA, RNPA, and 521 positions are proposed for deletion. Our business representatives and the Board members have been (and continue to be) busy meeting with our affected members and department leaders making certain that CEMA is part of the change discussions and that the rights of our members are represented. In the Probation department, our members' compaction issue is finally coming to its end as a resolution has been agreed upon. Our business representatives continue to work with individual members on representation or policy interpretation issues with different department or agency leaders.

The Board has made numerous appointments (See Article and Picture Page 7). Please help me welcome your newly appointed Board members, all joining the Board with lots of energy, enthusiasm, and commitment: Treasurer, Glenn Payne, Accountant III, works at the Central
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A Word From the Superior Court

Probation Compaction Issue Resolved



by **Mary Mitchell**
Superior Court Executive Board
Member-at-Large

Hello everyone, how are you. I am a little tired because as you know the Traffic Court has moved to our new home at 1095 Homestead Road on Monday, 05/05/08. You cannot believe all of the planning and the amount of team work it takes to move the facility. Your fellow CEMA members such as, James Feenan, Rosemarie Silva, Beth Barber, Diane Soberanes, Thomas Daron, Barbara DeSantis, and Stephen Gaul, all rolled up their sleeves and went to work so that the move could be made smoothly.

I know those folks that moved to Sunnyvale Court had lots of work too. CEMA members Regina Lopez, and Joanne Petricca, I hope that your move went smoothly and you are comfortably settled in now.

I was sad to see that some of you were not able to make it to the last general membership meeting. It was partially my fault because I was on vacation and I was not able to send out the general reminder e-mail on Monday of that week. Thank you very much for those of you who were

able to attend.

We all got the notice from our CEO Kiri Torre announcing her retirement from our court. I know that lots of folks are little worried about what kind of person will be replacing her. I believe that whoever fills her shoes will have an enormous task ahead of them. Ms. Torre has always been great with anticipating what is going to come and preparing for it. She also made sure that the staff did not suffer from uncertainty of their job status, i.e. layoffs.

Her expansive knowledge of how A.O.C. works as well as her numerous contacts has been very valuable for us all. We all hope that the selection committee will make sure to keep these great attributes of Ms. Torre in mind when searching for her replacement.

As always, if you have any problems or questions, please feel free to contact me either by my phone, (408) 556-3451 or via e-mail: mmitchell@scscourt.org.

Shortly after the CEMA MOU was settled in 2006, the Probation Officers Union, AFSCME 1587, settled an agreement with the County that adjusted Probation Officer and Probation Counselor salaries 4.5 to 5.5% more than their managers during the term of the agreement.

When CEMA was informed of this by the Probation Managers and Supervising Probation Counselors, a meeting was arranged with the County Executive, Pete Kutras. After CEMA and the Probation Managers laid out the compaction problem that they were facing, Mr. Kutras agreed that there was a need to adjust the salaries of CEMA members to prevent compaction. He went on to suggest that the County should adopt a policy to prevent reoccurrences of the problem in the future.

Despite support from the County Executive on the issue, it then took sixteen months to get Labor Relations to begin bargaining with CEMA. However, we did finally begin meeting in May of this year and an agreement has been reached which will adjust Probation Managers' salaries by 3.5% and Supervising Probation Counselors salaries by 5.5%.

The CEMA members were represented by John Dahl and Mike Simms, both Probation Managers, Rey Mendizabal, Supervising Probation Counselor, Dolores Morales, CEMA Second Vice President and Randy Johnese, CEMA Representative.

Business Representative's Report



By **Tom Starkey**
Senior Business Representative

As you may have heard by now I have announced my retirement as Business Representative for CEMA at the end of this year. My departure will be one month short of fifteen years of service to the membership of CEMA exclusively. I will be the longest serving OE3 Business Representative for CEMA since CEMA began its relationship with the Operating Engineers in 1974. It has been an honor to serve you and I feel very appreciative to have had this job over the past fifteen years. I have gained a lot of “institutional knowledge,” but, on the other hand, I believe it is time for CEMA to have new and fresh perspectives about labor relations and new ways to build membership involvement in CEMA.

It took me many years to understand and craft the best ways to represent middle managers, and in the process, I learned a lot about what it takes to be an effective manager or supervisor. Here are a few ‘pearls of wisdom’ I have gathered over the years.

Make performance management with subordinates you supervise a top priority. Do not avoid the conflicts that result from performance is-

ues. Deal with performance issues. Work to build good two-way dialogue about how you support each other to achieve the results you both want. As of 2006, only forty percent of the CEMA bargaining unit had received a performance review during the previous two years. Performance management needs to be a much higher priority.

Working to build effective relationships with co-workers and subordinates is critical. Problems are exacerbated when trust is low and communication is non-existent. As a manager or supervisor you have to lead by example. You have to take the steps with your own behavior to build trust. You have to have regular communication with your subordinates and co-workers that lets them know what you need to make the situation work and to let them know what they are doing that is not making the relationship work. Do not have all of your communication with your team members or supervisor or subordinate through e-mail. Have face to face interactions on a regular basis.

Take it upon yourself to fully under-

stand the content of the labor agreements with which you are involved. Work to understand the merit system rules and how they work especially with respect to hiring and selection processes. Understand the concepts around progressive discipline, the concepts and practice around reclassification and salary realignment. Do not rely on others for this knowledge. Get it yourself.

Keep your skills current. Attend classes offered by Training and Staff Development. Make sure to attend the Leadership Seminar Series including “County Specifics”. If you have taken leadership training in the past, I encourage you to take these classes again as there is a lot of new and current information offered.

Also always remember to follow these basic leadership principals: 1) Focus on the situation, issue or behavior, not the person. 2) Maintain the self confidence and self esteem of others. 3) Maintain constructive relationships. 4) Take initiative to make things better. 5) Lead by example.



2009 Budget Projects \$172 Million Deficit

Your CEMA Business Representatives recently attended the May Budget Workshop and the June budget hearings. The current and future picture looks very grim. In the budget message the County Executive stated "In summary, the analogies that one can make to our situation are insufficient to convey the urgency, and dire consequences our future hold not only for this generation, but for many generations to come."

The budget that passed in June 13th is really only a six month budget as the County Executive has recommended to hold budget hearings in the Fall and make additional cuts and or adjustments after the dust settles with the passage of a state budget to be effective no later than January 1, 2009. The deficit for the 2009 budget was 172 million before the Governor issued the May Revise of his budget. The County Executive estimated that if the Governor's budget were to go

through as recommended the County of Santa Clara would add another 74.7 million to the budget deficit. To balance the 2009 budget, the County Executive has recommended use of 128.7 million in one time funds and making 43.7 million in ongoing reductions. Since FY 2003 through FY 2008 the County has had deficits that now total over 1.03 billion. In that five year period 429.6 million has come from departmental reductions. It is now anticipated that the projected deficits between FY 2009 and FY 2012 will total over 777.9 million.

The major impact of the Budget Recommendations was at Valley Medical Center where operational changes are being proposed that will result in position reductions. Also Mental Health will see position reductions, as a reorganization is implemented and changes are made in Acute Psychiatric Care and Outpatient Services. There will be small augmentations

in Probation and the Department of Corrections necessitated by population increases.

Fifty CEMA members received lay-off notices but many of those were rescinded largely due to a CEMA grievance which claimed that Nurse Managers were being laid off in violation of the CEMA MOU. The original proposal was that approximately twenty-eight members will return to a previous code or go to inplacement and twenty-two positions are either vacant or the member is being administratively transferred to another position at the same level.



Attendees at the April Professional Development Luncheon pictured from the left clockwise: Tomas Dolcini, Guillermo Caceres, Katherine Sanchez, Patricia Carter, Ruben Lopez, Theresa Nelson and Gerardo Silva.

Let CEMA Know When Your Address Changes

Please make sure to contact the CEMA office if you have changed your home address. Currently there are over 100 members for whom we do not have a current address. Remember that, if CEMA does not have your current address the County does not either. So, make sure to inform them also. We would also appreciate you letting us know if we do not have a current or accurate e-mail address for you. Please contact Rachel in the CEMA office with any of these changes.

Political Action Committee



by **Amando Cabras**
Political Action Committee
chair

The CEMA PAC was extremely busy this spring, but now the June 3rd election is behind us. Richard Hobbs will face George Shirakawa for the Supervisors seat in District 2 and Dave Cortese will face Otto Lee in District 3 this November.

I really want to thank the CEMA PAC members who worked hard to elect our bosses. Members came forward and worked for our endorsed candidates by phone banking, pre-

cinct walking and fund raising. The following members were great volunteers and deserve special recognition for their efforts to develop CEMA as a viable force in county politics: Janet Atkins, Ruth Brennan, Mai Mai Cantos, Eva Chaboya, Maria Fuentes, David Ginsborg, Jorge Gonzalez, David Guerrero, Luann Hahn, Alice King, Frances Lewis Johnese, Laura Luna, Richard Nichols. Other CEMA Board Members also demonstrated great leadership by leading

the charge to political action: Mark Hand, Tammy Henry, Glenn Payne and Laura Colunga.

CEMA gains strength because we participate in the county political process. As the budget tightens it becomes imperative for us to have a political voice in what happens. The participation of our members in the election of our bosses is the most important political work we can do. Our path to a strong contract which will preserve our gains, maintain employment for our members and ensure a fair and equitable working environment is based upon the political support of the Board of Supervisors. As we all work to make CEMA a stronger union, it is really you the member who has the most important role to play. Thank you for strengthening CEMA.

Disregard All Dues Related Communications from OE3

Members who go on an unpaid leave will have an interruption of their CEMA dues. If this applies to you, you may receive correspondence from the Operating Engineers stating you are behind in dues payments and that you may be suspended. You may even get a phone call with a similar message. Please disregard any and all of these messages. All of your dues related issued are handled by CEMA. Please call Rachel at the CEMA office if you have any questions.

Visit the CEMA Website

**WWW.SCCEMA.
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For

***Late breaking
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Events**

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documents**

Changes on the CEMA Executive Board

There have been a number of changes on the CEMA Executive Board in recent months. Due to resignations the positions of Secretary, Treasurer, and Member-at-Large have been vacant.

Current Member-at-Large, Mark Hand, stepped up to take on the duties of Secretary leaving two Member-at-Large seats vacant as well as the Treasurer.

Glenn Payne, who is an Accountant III in Central Payroll for the Controller's Office, volunteered to bring his accounting skills to the post of Treasurer. Glenn served on the CEMA STO committee last year and has been



*From upper left, clockwise: new Treasurer, **Glenn Payne**; new Member-at-Large, **Tammy Henry**; new Secretary, **Mark Hand** and new Member-at-Large, **Laura Colunga**.*

with the county for 6 years.

Tammy Henry from SSA volunteered to take on one of the Member-at-Large seats. Tammy is an Office Management Coordinator, and has been with the county for 6 years. This is her first involvement with CEMA. The final Member-at-Large seat has been filled by Laura Colunga, a Senior Management Analyst, in the Assessors Office. Laura has been a long time CEMA activist, serving as a CEMA Liaison and on the 2006 Bargaining Committee. She has been with the county for 20 years.

Please join us in welcoming these members to their new posts and thanking them for stepping forward to serve their co-workers.



Pictured back row: Marlene Vidal, Aristomelia Vidal, Hela Blum-Stieber. Front row: Edna Esguerra, Rebecca Flores, Mary Mitchell.

CEMA Scholarship Winners

This year's CEMA Scholarship winners are high school seniors; May Nguyen child of CEMA member Tuan Nguyen; Miguel A Regidor son of CEMA member Ana-Isabel Regidor and Aristomelia Vidal daughter of CEMA member Marlene Vidal.

The Undergraduate winners were; Michael Flores, son of CEMA member Rebecca Flores; Simone Reyes daughter of CEMA member Valentine Reyes and Marcel Stieber son of CEMA member Hela Blum-Stieber.



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Payroll for the Controller's Office and has been with the county for 6 years; Member-at-Large, Tammy Henry, Office Management Coordinator, works at SSA and has been with the county for 6 years; and Member-at-Large, Laura Colunga, Senior Management Analyst, works at the Assessors Office and has been with the county for 20 years. This year is the first year that CEMA has a designated seat at the EEOC (Equal Employment Opportunity Commission) of Santa Clara County. Karen Candito, Correctional Food Services Director with the Department of Correction and has been with the county for 3 years was appointed as CEMA's representative to this important com-

mission.

The Board has heard your concerns about CEMA services, issue resolution, and use of your dues money. To have a better understanding of these concerns, the Board has drafted a survey which is due out soon. Please be on the look out and take the time to complete and send back the survey. Your input is very important to the future direction, and priorities of CEMA. Additionally, a member services committee is being formed. They are tasked to develop and implement a process to address member concerns and make recommendations to the Board to resolve the issues. Furthermore, town hall meet-

ings for CEMA members at different sites are being organized. If you are interested in being part of the committee or want to have a town hall meeting at your site, please let either Tom Starkey, Randy Johnese or me know by contacting the CEMA office at 408-289-9691. Or you can call me at 408-817-1446 or e-mail me at edna.esguerra@hhs.sccgov.org at any time.

Have a safe and fun summer!!!!