

IN THE MATTER OF AN ARBITRATION UNDER THE *CANADA LABOUR CODE* R.S.C., 1985, c. L-2

BETWEEN

The Town of Hay River (the “Employer”)

and

Public Service Alliance of Canada (the “Union”)

With Respect to a Grievance Concerning Ashley Coombs

GRIEVANCE ARBITRATION AWARD

Arbitrator: James. T. Casey, K.C.

Representatives of the Union:

Michael H. Penner (counsel)

Kim Tybring

Representatives of the Employer:

Marie-Pier Leduc (counsel)

Tony Elwell

Heard on September 8, 2022 at the Town of Hay River, Northwest Territories

I. Introduction

[1] The Town of Hay River (the “Employer”) is located on the south shore of Great Slave Lake in the Northwest Territories. A group of the town’s employees are in a bargaining unit of the Public Service Alliance of Canada (the “Union”), as represented by its agent the Union of Northern Workers. The Employer has a department of Recreation and Community Services. This Department manages a wide range of outdoor and indoor recreational facilities. One of the recreational facilities is the Hay River Community Centre which houses, among other facilities, the Don Stewart Aquatics Centre. The Aquatics Supervisor manages the Aquatic Centre reporting to the Director of Recreation and Community Services.

[2] Ashley Coombs (the “Grievor”) worked for the Employer on a full-time basis since May 2004. The Grievor had been working as a dental assistant in Hay River but was always heavily involved with recreational activities working on a casual basis as a lifeguard at the town pool and teaching figure skating. In 2004 the position of Head Lifeguard became available. The Grievor decided to apply since she wanted to work full-time in recreation. She was hired into that role and in December 2007 she was promoted to the position of Aquatics Supervisor.

[3] In December 2018 the Employer hired a new Director of Recreation and Community Services. He soon became concerned about the Grievor’s work performance in the general areas of organization and communication. As a result, on June 27, 2019 the Employer issued a “Notice of Discipline-Written Warning” to the Grievor (the “Written Warning”). The notice identifies general areas of concern about organization and communication and warns the Grievor that a continuing failure to meet performance expectations would result in further discipline up to and including termination of employment.

[4] The Grievor considered the Written Warning to be unfair since in her perception any delays in making administrative improvements were the result of acute staffing shortages at the Aquatics Centre. As a result, on July 10, 2019 the Union of Northern Workers submitted a grievance on her behalf. The grievance was not resolved leading to this arbitration.

[5] The Employer takes the position that the Grievor’s performance problems provided just cause to issue the Written Warning. The Union takes the position that there was no just cause for any discipline. For the reasons set out below, I conclude that there were no grounds for discipline and that the Employer should have addressed its concerns through non-disciplinary means. Give that there was no just cause for the Written Warning, I allow the grievance.

II. Overview of the Evidence

[6] The parties provided an Agreed Book of Exhibits. In addition, the Employer called Stephane Millette as a witness and the Union called the Grievor.

[7] Stephane Millette is currently the Director of Recreation and Community Services for the Employer. He testified about his educational and work background. Stephane obtained his Bachelor of Science and a Bachelor of Education. While at university Stephane worked as a senior recreation facilities coordinator. He also has experience as a tennis instructor and in coordinating summer camp programs. Stephane worked as a teacher in Ontario and then moved to Hay River where he was a principal and teacher. The position of Director of Recreation and Community Services became available. Stephane decided to apply since it was an opportunity to make an important contribution to his community. In December 2018 he was hired into the Director’s role.

[8] Stephane described the recreation facilities that are the responsibility of the Department of Community Services and Recreation. The Community Centre houses the Don Stewart Aquatic Centre and the arena among other facilities. The Department is also responsible for 15 parks, 4 sports fields, 2 outdoor rinks, and 21 kilometers of walking and biking trails. The Department has 3 divisions- Maintenance, Programming, and Aquatic.

[9] Staffing of the Aquatics Division included the following positions: Supervisor, 2 full-time Senior Lifeguard positions, Junior Lifeguard, and casual Junior Lifeguards. The Senior Lifeguards perform lifeguarding duties and teach swimming lessons. The Junior Lifeguards perform Lifeguarding duties but given their level of certification they cannot be alone on the swim deck and cannot teach swimming lessons.

[10] Stephane described the duties of the Supervisor as: supervising and managing staff and ensuring that the Aquatics Centre was meeting standards in the areas of safety, water quality, and maintenance. The Supervisor of the Aquatics Centre was expected to closely coordinate with the Maintenance and Programming Divisions. Fundamentally, the Supervisor was to plan and organize the pool schedule including swimming, swimming lessons and other special events.

[11] Stephane described his first impression of the Aquatics Division when he became the Director in December 2018. He described the overall performance of the Division as being inconsistent. He had received feedback from his predecessor, from staff in the Division, and from some users of the Aquatics Centre. He also made his own observations and concluded that there was inconsistency in the weekly pool schedule and the staff schedule. Sometimes there was double-booking of the pool or bookings that had not been communicated. He considered that there were issues between the Supervisor and others with respect to communication and delays in responding to requests for leave or requests for training. In addition, certain checks were not being completed with enough frequency. Water quality checks are required by the Regulation to be completed every 4 hours and were only being done twice a day. Alkalinity and pool deck temperature was not being monitored consistently. Cleaning checklists were not being updated consistently.

[12] Stephane initiated a weekly walk-through of the Aquatics Centre with the Grievor. He also had weekly meetings which included himself and the Supervisors of the three divisions- Aquatics, Maintenance, and Programming. In the minutes of the meetings, he included a running "Action Items" for each of the three Directors and updated the list as items were added and items completed. Stephane was concerned that the Grievor was taking too long to make progress on items in her Action Items List. For example, he wanted the Outlook Calendar to be updated to include school, youth group and other special bookings. He thought this should only have taken a week since the Grievor could have used the Programming staff at the front desk to assist. Instead, this item was outstanding into March. As another example, Stephane said he included in the Action Items List changing the spreadsheet for swimming lessons so that the Aquatics Centre staff could easily track what level of swimming lessons had been completed by each student. He said that the matter remained on the Action Items List for several weeks and eventually he arranged for this to be completed. Stephane testified that he tried to provide the Grievor with resources to assist her in completing administrative tasks given that the Aquatics Centre was short-staffed.

[13] Given his concerns with her performance, Stephane also began to take notes about his concerns. These notes were not shared with the Grievor. Stephane indicated that he had received some emails expressing concerns, but these had not been produced in the arbitration. He also said

there were some emails from him to the Grievor expressing concern about certain tasks not being completed but these emails were also not produced in the arbitration.

[14] Stephane considered that the Grievor was capable of meeting the expectations but thought she had a flawed perception of the operations of the Aquatic Centre. He did not consider that she placed a high-enough priority on making the necessary improvements and seemed reticent to make changes. As a result, Stephane consulted with Human Resources and the Employer decided to issue the Letter of Warning on June 27, 2019. Stephane said the Letter of Warning was intended as a “wake-up call” to clearly communicate the seriousness of the performance issues and the need to make progress. He considers that the Grievor’s performance improved after being issued the Letter of Warning.

[15] Stephane was asked why he did not use the Performance Appraisal process to address the issues rather than issuing a disciplinary letter. He said that appraisals are provided on an annual basis. He had only been in the role of Director for 6 months, so he needed time to properly assess her performance prior to completing a performance appraisal. Stephane also referred to the fact that he was communicating expectations and the Grievor needed time to improve.

[16] Stephane was asked why he did not provide a verbal warning. He indicated that he was aware of the Employer’s progressive discipline policy, but he considered that verbal warnings had been provided through the discussions with the Grievor. He also indicated that that his understanding was that any verbal warning had to be documented.

[17] Stephane acknowledged that during this timeframe the Aquatic Centre was operating short-staffed and that this would reduce the amount of time that the Grievor had available for administrative duties. However, he also said he was trying to assist the Grievor by shifting some duties to Maintenance and other administrative staff.

[18] Stephane was asked about the concerns in the Letter of Warning and why they were so general in nature rather than specific. He said he wanted to identify the general nature of the problems and including all the specific instances would be too lengthy. Stephane also confirmed that he did not consider the Grievor to be refusing to make the changes he wanted. Rather, his concern was that the Grievor was simply taking too long and was not recognizing the importance of moving forward with the changes he wanted.

[19] Stephane was also asked why the Employer took a formal disciplinary approach rather than placing the Grievor on a performance improvement plan. Stephane acknowledged that following the Letter of Warning, plans were made to implement a performance improvement plan. While he agreed that a performance improvement plan would identify the changes that were required, he did not consider that it would convey the urgency of making the changes.

[20] Ashley Coombs (the “Grievor”) testified about her background prior to assuming the role of Supervisor of the Aquatics Centre. She had always been very involved with sports and recreation. She was working as a Dental Assistant in Hay River. She was also coaching figure skating and assisting at the town pool by working as a casual Lifeguard from time to time. In May 2004 the Head Lifeguard position became available. The Grievor decided that she wanted to work full-time in recreation, so she applied for the position and was hired. In December 2007 she was promoted to the position of Supervisor. In this new role she took additional training on pool operations. She followed the policies and procedures that had been in place from the previous Supervisor. From time to time, there would be a surprise

inspection of the Aquatics Centre by the Health Inspector. The reports by the Health Inspector were positive in nature.

[21] By the time Stephane became the Director, she had been working at the Aquatic Centre on a full-time basis for about 14 years and had been the Supervisor for about 11 years. During that time, she had reported to roughly 4 to 6 different Supervisors.

[22] With respect to some of the changes that Stephane wanted made, the Grievor said that some of them were not immediately achievable because they were in the midst of a “staffing crisis”. If there is only one Lifeguard available, you cannot leave the pool deck after 4 hours to do a water quality check. Many of the action items Stephane wanted completed were not possible until the Aquatics Centre was fully staffed.

[23] The Grievor explained that during the period between Stephane being hired as Director and issuing her the Written Warning, the Aquatics Centre was short-staffed since one of the Senior Lifeguard positions was vacant. It was very challenging finding qualified staff who wanted to work as a Senior Lifeguard in a small town in the Northwest Territories. Even the much larger centre of Yellowknife was experiencing trouble filling aquatic vacancies. Being short-staffed meant that about 40 hours per week of work had to be “backfilled”. As a result, the Grievor had to spend a lot of time “on the deck” lifeguarding or teaching swimming lessons. Even though she had some Junior Lifeguards, they did not have the qualification to be “on the deck” by themselves. She was also teaching lessons trying to develop more individuals who would have the qualifications to become Junior Lifeguards.

[24] The Grievor testified that with respect to all the items on the Action Items list, it was always her intention to get all the tasks done. It was just that due to short staffing in the spring she was “running to keep up with stuff, backfilling on the deck and teaching courses.”

[25] The Grievor testified that when she was called into the office and given the Letter of Warning, she was extremely surprised. She thought the accusations were very vague and Stephane knew why all the tasks he had assigned could not be immediately completed. The Grievor said that there had never been an occasion when Stephane had given her a verbal warning that she needed to improve her performance overall. In her testimony the Grievor provided an explanation or comments with respect to each of the areas of concern noted in the Letter of Warning. Her testimony in this regard is reviewed in more detail in the Analysis section of the decision.

III. Summary of Arguments

[26] The Employer argues that its performance expectations were reasonable. The testimony of Stephane confirmed by the minutes and his notes establishes that the Grievor did not complete the assigned tasks over a prolonged period. The Employer does not allege insubordination by the Grievor. In other words, the Employer does not allege that the Grievor was refusing to complete the assigned tasks. Instead, the Employer alleges that the Grievor failed to complete the tasks within a reasonable time. A pattern of poor performance is grounds for discipline. The Employer acknowledges that the Aquatic Centre was short-staffed during this period. However, Stephane also took steps to assist the Grievor by shifting some duties to Maintenance staff and other administrative staff. In some cases, such as checking water quality levels, there was no discretion. The Public Pool Regulations required the water to be checked every 4 hours. Given the concerns about performance, the Employer argues that it was reasonable to issue the Written Warning, which is the lowest level of formal discipline. As Stephane testified, the Letter of Warning was intended to be a “wake-up call” about the seriousness of the

performance problems and the need to make progress. The letter met its objective since the Grievor's performance improved. The Employer argues that there was just cause for the Letter of Warning and as a result the Grievance should be dismissed.

[27] The Union argues that there is no basis to impose any discipline. The Grievor was a long-serving employee in the Supervisor role. She understood the role and the challenges better than a brand-new Director. The Grievor was doing her best to comply with the Director's requirements but she was pulled in many different directions due to the acute staffing shortage. The Grievor never denied that some administrative matters were taking longer than desirable but this was because she had limited amounts of time available for administrative duties during this period due to being short-staffed. For significant periods of time the Grievor was required to act as a Lifeguard on the deck or teaching swimming lessons. She did the best she could with the limited time available for administrative duties. The Grievor was always planning to complete all the tasks it was just that the completion of some tasks was taking unavoidably longer. The Union also notes that the Health Inspectors never identified any serious concerns with the pool operation during the time that the Grievor was the Supervisor. If the Director had any concerns about the Grievor's performance, given all these circumstances he should have approached the matter in a non-disciplinary way. He could have given the Grievor a non-disciplinary verbal warning that she needed to improve her performance. He could have conducted a performance review or placed the Grievor on a performance management process. Given all the circumstances, proceeding with formal discipline was not appropriate and was done without just cause. The Union submits that the Grievance should be allowed.

IV. Analysis

[28] The seminal decision in *William Scott & Co. v. C.F.A.Q., Local P-162* [1977] 1 Can. L.R.B.R. 1 (Weiler) establishes that labour arbitrators should pose three distinct questions in discharge cases. The questions, modified for non-discharge cases, are as follows:

1. Has the employee given just and reasonable cause for some form of discipline?
2. If so, was the level of discipline an excessive response in all the circumstance of the case?
3. If so, what alternative measure should be substituted as just and equitable?

[29] The first question requires us to assess whether the Grievor has given just and reasonable cause for some form of discipline. The Employer relies upon the Grievor's conduct in the period after Stephane assumed the role of the Director- namely the time period starting in December 2018 and ending at the issuance of the Letter of Warning in June 2019.

[30] I agree with the Employer that the evidence establishes that many of the administrative tasks that were assigned to the Grievor were taking a considerable time to successfully complete. In his testimony Stephane confirmed that in the meeting minutes he would carry over the Task List for each Supervisor from the last meeting and include the task if it had not been completed. In order to get a clear sense of the outstanding tasks, I have prepared a chart that is included as an Appendix. The chart identifies the tasks on the Task List. The chart indicates when the task was placed on the Task List for the first time. The notation "o/s" (outstanding) indicates that the task has been carried over to Task List for the next meeting as not having yet been completed:

[31] Given these delays, I accept that Stephane had genuine reasons for concern especially in light of his objective of improving the overall performance of the Aquatic Centre.

[32] In her testimony the Grievor was asked to address each of the areas identified as shortcomings in the Letter of Warning and provide an explanation:

- “frequent delays in communicating weekly programming schedule”
 - The Grievor testified that she would ensure that the pool schedule for the upcoming week would be posted on the weekend or Monday morning. Stephane wanted it posted by the end of the previous week which was not always possible if it was a very busy week.
- “pool group bookings are not regularly being added to the Outlook calendar or communicated properly”
 - The Grievor testified that the plan was to put these bookings into the Outlook calendar that would be maintained by the front desk staff. These staff are part of the Programming Division, so they do not report to the Grievor. The Grievor acknowledged that there was some miscommunications and it took a while to “work out the kinks” of the new process.
- “pool bookings or personal engagements that conflict with regular staff meetings”
 - The Grievor testified that she has no idea what this concern could be since her kids were in school and she attended the staff meetings.
- “forgetting employee shift restrictions that have been clearly communicated by staff”
 - The Grievor testified that it was a constant struggle scheduling staff during this period when they were short-staffed a full-time person. They were relying on the Grievor to fill-in and on Junior Lifeguards who were students who had changing schedules based on sports and other school commitments. She was juggling the best she could.
- “extended delays in confirming employee leave requests”
 - The Grievor testified that she was responding as quickly as possible, but she was constantly juggling staffing during this period given that the Aquatics Centre was short-staffed. Recommending that leaves be approved was difficult given the short-staffing in the Aquatics Centre. Inevitably there were some delays responding.
- “ineffective and infrequent communication of recreation department weekly updates”
 - The Grievor testified that she has no idea what this item refers to. She said that she attended the weekly meeting and provided her update.
- “lack of follow up communication to action item lists provided at our weekly supervisor meetings”
 - The Grievor testified that she did not understand this criticism. She would provide her updates and if she had been unable to get to a matter that week due to being short-staffed, she would explain that. She thought that Stephane understood why she couldn’t complete all the items right away.

[33] In some of these areas the Grievor was unable to substantively respond due to the lack of specific details in the Letter of Warning. However, where the Grievor was able to respond, I consider her explanations as set out above to be reasonable given the context of being very short-staffed.

[34] My central concern with the Employer's decision to impose discipline is that the Employer in my view placed insufficient weight on the fact that the Aquatic Centre was short-staffed during the entire time in question. There are only three full-time staff at the Aquatic Centre- the Supervisor and two Senior Lifeguards. During the applicable time frame the Aquatic Centre only had one full-time Senior Lifeguard with the other position being vacant. Only those individuals with the appropriate certifications could serve in the role of Senior Lifeguard. The Employer was having difficulty in recruiting qualified staff to relocate to this small town of 3500 people in the Northwest Territories and Junior Lifeguards could not be alone on the swim deck and could not teach swimming lessons. As a result, it fell to the Grievor to try and make it all work. Assuming that the full-time hours for staff was approximately 40 hours per week, somehow these 40 hours of work had to be filled each week. Junior Lifeguards could assist to a limited extent but they had other responsibilities at school and could not lifeguard independently or teach lessons. That left the Grievor and the one Senior Lifeguard to make this work.

[35] As the Grievor explained in her testimony, during the time that Stephane assumed the role of Director, she considered that the Aquatics Centre was in the middle of a staffing crisis. She was having to spend very significant periods of time on the pool deck lifeguarding or teaching lessons. She explained that they were trying to certify more individuals who could be Junior Lifeguards, but this was going to take time and was only a partial solution. When she had some spare time from direct lifeguarding duties, then the Grievor would attend to her administrative duties.

[36] The Position Description for the Aquatics Supervisor identifies four main responsibilities:

1. Plans and develops pool programs and pool usage schedule in order to ensure maximum benefit of the facility for community residents;
2. Maintains the facility to ensure the swimming pool is safe and clean;
3. Administers pool programs to ensure budgets and records are maintained in an accurate and timely manner;
4. Hires and supervises pool staff to ensure that staff are qualified and performing duties in a safe and professional manner.

[37] In other words, the responsibilities of the Aquatics Supervisor are primarily administrative in nature with the expectation that they will "fill in" as needed teaching swimming lessons or acting as lifeguard. However, given that the Aquatics Centre only had one Full-time Senior Lifeguard rather than two, there was during the applicable timeframe a dramatic increase in the amount of hands-on work required of the Supervisor teaching swimming lessons and acting as a lifeguard. There would be a corresponding dramatic reduction in the time the Grievor had available to complete her administrative duties. As explained by the Grievor, she was basically trying to "keep all the balls in the air" keeping the Aquatics Centre open, juggling staffing, personally working lots of overtime, and attending to administrative duties when she could.

[38] Given these contextual circumstances, I do not find it surprising that the administrative tasks assigned to the Grievor were taking longer than desirable. I also do not find it surprising that "organization and communication" (which was the focus of the Letter of Warning) suffered during this period. However, given the challenges caused by the severe short-staffing, I do not consider the

challenges with the Grievor's job performance of administrative duties to be culpable in nature. In other words, I do not consider the conduct to be deserving of formal discipline.

[39] I do appreciate that Stephane did take some steps to alleviate some of the burden on the Grievor. However, taking into account the scale of the challenges caused by the ongoing vacancy of one full-time Senior Lifeguard, I do not consider that this makes the Grievor's conduct culpable.

[40] As noted earlier, I do agree that there was legitimate cause for concern due to the delay in completing administrative initiatives. The chart in the Appendix demonstrates that there were a number of administrative tasks that were outstanding for a significant period of time. Some examples are: swim lesson record keeping; follow up to May 6 walk through; and updating the aquatics Outlook calendar to include group bookings. I also note however that there were some tasks that were assigned to the Grievor that she was able to complete within a reasonable period. Some examples are: confirming staffing levels; emailing public health officer; and working with maintenance staff to address chlorine feed system; and triathlon planning.

[41] The Employer placed considerable emphasis on its concerns about a failure to check the water quality every 4 hours. I understand this concern given that the provision in the Public Pool Regulations under the Public Health Act is not discretionary. However, I also note from the Chart in the Appendix that the task of "Chemical tests to be completed every 4 hours according to Public Pool Regulations (currently twice daily)" first appeared in the minutes on the Grievor's Task List on April 4, 2019. In the very next meeting meetings of April 16, 2019 there is a notation that: "Seems to have improved... let's continue." The same notation appears in the minutes of April 23, 2019. After that the task disappears from the running Task List. This indicates that once this serious concern was brought directly to the Grievor's attention, she was able to address almost immediately and make improvements despite being short-staffed.

[42] Given the short-staffing context, the appropriate approach to the Employer's concerns was in my view non-disciplinary in nature. The Employer could have provided an informal non-disciplinary warning that it was very concerned about organization and communication and that the Grievor needed to find a way to improve with the Employer being committed to provide reasonable assistance.

[43] The Employer could also have placed the Grievor on a non-disciplinary performance improvement plan which was the process that the Employer decided to implement after the Letter of Warning was issued and the Union expressed its concerns. However, this plan was putting the "cart before the horse" by disciplining first and then establishing a performance improvement plan second. Instead, a performance improvement plan could have been established and if unsuccessful then formal discipline could have been considered.

[44] With respect to the option of doing a performance evaluation, Stephane indicated that he did not consider it to be fair to the Grievor to do so since he only had 6 months to assess her performance. However, his assessment of her performance is what led to the Letter of Warning. In my view, given all the circumstances of the challenges caused by being extremely short-staffed, it was premature for the Employer to move in June of 2019 to a formal disciplinary response.

[45] I do appreciate that the Employer's disciplinary response was modest in nature given that it was a written warning rather than a suspension. Nevertheless, any level of formal discipline can have a significant impact on an employee's employment status especially given the important context of

progressive discipline. Even though the discipline is modest in nature, the Employer is required to establish the appropriateness of every level of discipline imposed.

[46] With respect to the first question in the *William Scott* analysis, I conclude that the Grievor has not provided just and reasonable cause for any form of discipline. As a result, I do not need to consider the second and third *William Scott* questions.

[47] Given these conclusions I allow the grievance and direct that the Written Warning be rescinded and removed from the Grievor's personnel file.

[48] While I have allowed the Grievance setting aside the formal discipline, the Grievor needs to appreciate some realities of the situation as well. New supervisors often bring with them new priorities and new approaches. Stephane was committed to making improvements in the overall operation of the Aquatics Centre which was a laudable goal. It was the Grievor's responsibility to make the necessary adjustments to his priorities. I also find that the Grievor could have been clearer in her communications to her new Supervisor explaining exactly why completion of the tasks would be delayed. The Grievor should have communicated precisely when she would be able to have the tasks completed. That way there would be no surprises for the Supervisor when the tasks were not completed week after week. However, given the extremely difficult and challenging circumstances faced by the Grievor due to being short-staffed in the Aquatics Centre, I don't consider this conduct to be culpable in nature.

V. Conclusion

[49] Given the extraordinary challenges faced by the Grievor due to the staffing shortage and the reduction in time available for administrative tasks, I do not find that the Employer has established that the performance concerns constituted just cause for discipline. As a result, I allow the Grievance and direct that the Written Warning be rescinded and removed from the Grievor's personnel file. I retain jurisdiction to address any issues arising from implementation of this decision.



JAMES T. CASEY, K.C.

Dated: September 27, 2022

APPENDIX: TASKS CHART

TASKS	Jan 21/19	Jan 24/19	Jan 28/19	Jan 31/19	Feb 11/19	Mar 5/19	Mar 21/19
Provide swim instructor checklist to Sylvia to confirm if she requires further instruction	First time on the list	o/s	o/s	o/s	o/s	o/s	
Schedule Trudy for instruction and/or shadow training shifts	First time on the list	o/s	o/s	o/s	o/s	o/s	
Feedback received regarding LG approach with kids and inconsistency in enforcement of rules (has there been any discussions in the past? Necessary for next staff meeting?)	First time on the list	o/s	o/s	o/s	o/s	o/s	
Please review the updated LG job posting, confirm changes and make suggestions	First time on the list						
Please confirm that we are operating at the equivalent of: <ul style="list-style-type: none"> • 3,5 full time lifeguards: 140 hours/week in total • 0,9 junior lifeguards: 36 hours/week • Fill schedule accordingly if we are not currently maximizing FTEs 	First time on the list	o/s					
Please update the aquatics Outlook calendar to include school, youth group and other special bookings be added to the Outlook calendar? ETA? Use Clair if needed	First time on the list	o/s	o/s	o/s	o/s	o/s	
Mason willing to come in Monday afternoon for pool closure maintenance (vacuum hot tub, etc.)		First time on the list					
How to best update swim lesson records and communicate to reception staff: <ul style="list-style-type: none"> – it would make swim lesson registrations easier 		First time on the list	o/s	o/s	o/s	o/s	
Check and fill First Aid Kits							First time on the list
Stantrol Solution?							First time on the list

TASKS	Apr 4/19	Apr 16/19	Apr 23/19	May 9/19	May 16/19
Check and fill First Aid Kits	o/s	o/s	o/s		
Chemical tests to be completed every 4 hours according to Public Pool Regulations (currently twice daily) <ul style="list-style-type: none"> communicate (remind?) steps to take when chemical levels are high or low Please include that chemical tests should be completed every 1 to 2 hours when levels are off 	First time on the list	Seems to have improved let's continue	Seems to have improved let's continue		
Email Public Health Officer (Colin Merz) to better understand his interpretation of s. 25 to 30 of Public Pool Regulations	First time on the list	o/s	o/s		
Work with maintenance staff to provide a detailed solution to fix or replace the chlorine feed system <ul style="list-style-type: none"> Maintenance supervisor to order all necessary equipment but needs help to understand what maybe affecting the current lack of automation 	First time on the list	o/s	o/s		
Triathlon planning and promotion meeting (send an invite to)		First time on the list	o/s	o/s	
Swim Club: how to start up; who could we get involved?		First time on the list	o/s	o/s	o/s
Change table vs strapped in chair for families with small children in change room		First time on the list	o/s	o/s	
Improvements needed to swim lesson record keeping <ul style="list-style-type: none"> Work with Stephanie next Mon after walkthrough to prepare Check credit on accounts report 				First time on the list	o/s
Follow up to May 6 pool walkthrough: <ul style="list-style-type: none"> Order change table and/or strapped in chair for families in changeroom Bring back playpen in meantime Daily checklists to be updated with Rec Director Weekly checklists should include checks of 3 main pump pressure gauges Schedule Master Pools visit during Sept shutdown Quote from James for Aq Centre tablet for staff 				First time on the list	o/s
Nicole interested in NLS recertification pls schedule with her					First time on the list
Schedule and communicate dates for: <ul style="list-style-type: none"> NLS training and staff training in-services 					First time on the list
Have staff use N drive rather than saving docs to Cash PC desktop <ul style="list-style-type: none"> Aq staff laptop coming 					First time on the list

TASKS	May 23/19	May 30/19	June 5/19	June 20/19	June 27/19
Swim Club: how to start up; who could we get involved?	o/s	o/s	o/s	o/s	o/s
Improvements needed to swim lesson record keeping <ul style="list-style-type: none"> Work with Stephanie next Mon after walkthrough to prepare Check credit on accounts report 	o/s	o/s	o/s	o/s	o/s
Follow up to May 6 pool walkthrough: <ul style="list-style-type: none"> Order change table and/or strapped in chair for families in changeroom Bring back playpen in meantime Daily checklists to be updated with Rec Director Weekly checklists should include checks of 3 main pump pressure gauges Schedule Master Pools visit during Sept shutdown Quote from James for Aq Centre tablet for staff 	o/s	o/s	o/s	o/s	o/s
Nicole interested in NLS recertification – please schedule with her	o/s	o/s	Confirm June 24 w Nicole	Confirm June 24 w Nicole	Confirm June 24 w Nicole
Have staff use N drive rather than saving docs to Cash PC desktop <ul style="list-style-type: none"> Aq staff laptop coming 	o/s	o/s	o/s	o/s	o/s
Bronze series of swimming lessons – posters out asap <ul style="list-style-type: none"> Families waiting to book holidays around dates 		First time on the list	o/s	o/s	o/s
Order desk for Aq Supervisor office			First time on the list	o/s	o/s
Swimming lesson sign up deadline passed (June 19) Do we need to call families to confirm numbers? Have rosters and times confirmed by June 26				First time on the list	o/s
Communication of exact times and groups next week at the latest				First time on the list	
Request official quote from Master Pools					First time on the list