

INNOVATIVE WORKPLACE PRACTICES

Suzanne Payette
Workplace Information Directorate
Labour Program, Human Resources Development Canada

This overview of innovative practices is drawn from settlement reports of approximately 75 collective agreements that were settled in January, February and March 2001.

Duration

For the second quarter, the long-term trend to collective agreements has been broken. In fact, long-term agreements are the exception in this quarter. Loblaw's Supermarkets and United Food and Commercial Workers Union have signed a 72-month agreement; Mont-Tremblant Station and Scott Papers have signed 60-month agreements; British Columbia's Kootenay Lake Board of Trustees and the Canadian Union of Public Employees have signed a 54-month agreement; 48-month agreements were signed by the following: Government of Quebec and Quebec Provincial Police Association, an Ontario Kawartha Pine Ridge District School Board, the Waterfront Foremen Employers Association and the International Longshore and Warehouse Union Canada, Danone Waters and the United Food and Commercial Workers Union.

By far, the most prevalent duration this quarter is the 36-month agreement. There are also a number of 24-month agreements and a surprising number of 12 month agreements, many in the education sector of Ontario.

Labour-Management Committees

Provisions dealing with the creation of joint labour-management committees are very popular. For example, at Saskatchewan Telecommunications, an advisory labour-management committee is the final decision-making body for all job ratings. In the Toronto District School Board, a labour-management Benefits Review Committee will focus on cost containment, benefits improvements and efficiencies. A number of school boards have introduced staffing and surplus/transfer joint committees. Route assignments (Maple Lodge Farms) and work schedules (Danone Waters) are handled through labour-management joint committees. At Hub Meat Packers, a joint committee was created to focus on absenteeism reduction and target setting.

Compensation and Working Conditions

Hub Meat Packers and United Food and Commercial Workers Union have renewed a **profit-sharing plan** where employees will receive the greater of \$250 or 6.0 per cent of company profits in each year. Alcan Smelters and Chemicals has a **target bonus** of 6.0 per cent linked to business centre and overall profits. AT&T Canada Long Distance Services has set

Distribution of Contract Duration, 1995-2000

Year	Number of Agreements	1 Year and Less (%)	More Than 1 to 2 Years (%)	More Than 2 to 3 Years (%)	More Than 3 Years (%)	Average Duration (in months)
1995	402	14	21	51	14	32.8
1996	378	16	31	38	15	32.6
1997	379	17	26	36	21	34.0
1998	403	7	29	43	21	32.0
1999	377	6	31	37	25	36.4
2000	374	13	17	38	32	35.3

a **performance bonus** at 4.0 per cent to be paid if the company meets its performance targets. Aventis Pasteur has introduced a **performance bonus** of \$500 to be paid at the end of the second year of the agreement, based on the successful attainment of five company objectives. Hydro One reports a **performance pay plan** where minimum performance payouts of 1.0 per cent of base payroll based on corporate and line of business results, with a payout capped at 4.0 percent.

Canadian Pacific Limited and the Steelworkers have improved a **gain-sharing plan** based on specific performance criteria, where participating employees will share 40 per cent of the productivity gains achieved in each year of the contract. Enbridge Consumers Gas has introduced a **profit-sharing plan** where corporate and team targets of 2.5 per cent are achieved, eligible employees will receive between 0.0 and 3.75 per cent of base income as a lump-sum payment.

Canadian Pacific Limited has introduced an employee **stock purchase plan** where the employer pays brokerage fees.

Alcan Smelters and Chemicals has settled a market-based salary adjustment. Wage adjustments are based on the aluminum industry wage rates, with a guarantee of 1.0 per cent more than the highest rate in the industry using a weighted average. The market-based adjustment for 2002 will be paid following a survey of wages in 12 major companies. If Alcan's adjustment including the 1.0 per cent guarantee is greater than 3.0 per cent, employees will receive half of the difference as a lump-sum payment. Furthermore, a joint committee will negotiate wage adjustments (as a wage reopener) for 2002 and 2003 using Consumer Price Index forecasts for the next year, salary increase projections, the overall economy, wage increases and Alcan's overall financial situation.

WORKPLACE INFORMATION DIRECTORATE

*Labour Program
Human Resources Development Canada*

Did you know... Visit our Internet site

Your link to the Labour Program's Workplace Information Directorate is
<http://labour-travail.hrdc-drhc.gc.ca/>

Available now:

- Recent Trends/Releases/Data on Industrial Relations and Collective Bargaining.
- Information Products and Service:
 - sample pages of our products;
 - access to a past quarterly issue of the *Wage Settlements Bulletin*;
 - access to a listing of articles and case studies published in the *Workplace Gazette*;
 - searchable *Labour Organizations* database.
- Online request for information and subscription forms.