Innovative Workplace Practices for 2006

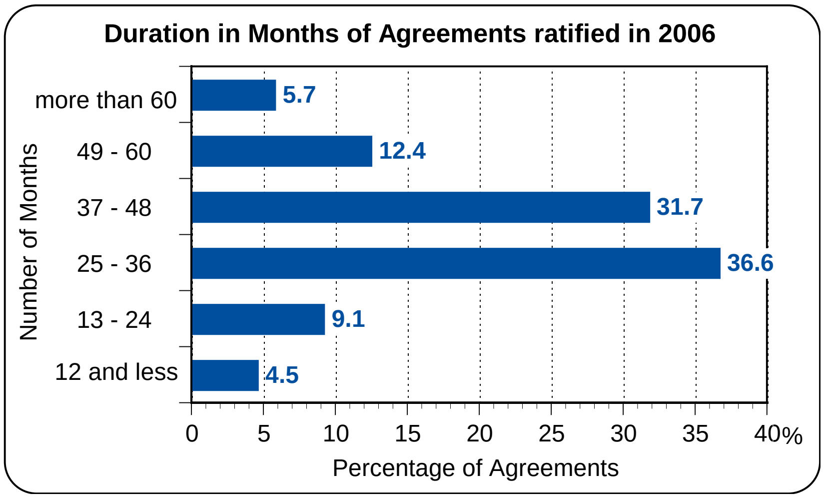
Workplace Information
Labour Program, Human Resources and Social Development Canada

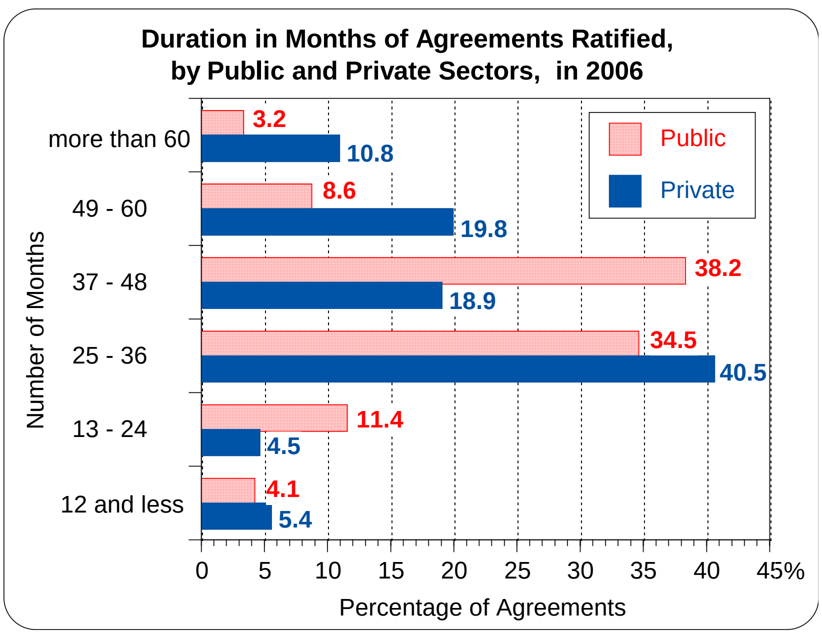
Workplace Information publishes a quarterly analysis on the duration of the collective agreements and workplace innovation provisions. This article summarizes innovative workplace practices from summary reports of collective agreements ratified in 2006.

Duration

Overview

In 2006, 331 analysed collective agreements showed durations between 6 to 102 months. Of these, 35% have a duration of 36 months and 30.2%, a duration of 48 months. Even if the duration varies a great deal, two thirds have a duration of 36 or 48 months. The overall average duration for 2006 is 43 months.





Public and Private Sectors

The average duration in public-sector agreements was 42.3 months. Approximately 2 out of 5 agreements (38.2%) had a duration of 48 months and another 34.5 % had a duration of 36 months.

In the private sector, the average duration of collective agreements was 45.4 months. More than 2 out of 5 (40.5%) had a duration of 36 months and approximately 20% of agreements had a duration of 48 and 60 months respectively.

Source: Labour Policy and Workplace Information, HRSDC—Labour Program.
Enquiries: http://www.hrsdc.gc.ca/en/lp/wid/contact/contact_us.shtml

In the public sector, the longest duration (96 months) was reached in the collective agreement negotiated between the Government of Canada and Union of Correctional Officers Canada; while the private sector's longest duration (84 months) was signed by Qit-Fer & Titane inc., Sorel, Quebec, and Fédération de la métallurgie.

Innovative Workplace Practices

The overview of workplace innovations is based on a review of collective agreements settled in 2006. Of these, 37.3% contained provisions considered to be innovative or of a particular interest. The relevant innovative practices apply to compensation, health and welfare, working conditions, education and training, leave and labour-management committees. The following are examples extracted from the quarterly analyses of these provisions.

Compensation

TELUS Communications (Quebec) inc., province-wide, Quebec, and Canadian Union of Public Employees have negotiated a **profit-sharing** plan. Effective January 1, 2007, the plan will provide an annual maximum of 3.0% of wages for 2007, 4.0% for 2008, and 5.0% for 2009. The payments are based on company operational needs and strategies in the previous year and the amounts generated are pensionable. Also in Quebec, Hydro-Québec and Canadian Union of Public Employees have a **profit-sharing** plan whereby a maximum lump-sum payment of 4.5% of the annual base wage for 2007, 2008 and 2009 will be paid according to established operational target objectives for each division of the company.

Hudson Bay Mining and Smelting Co. Limited, Flin Flon and Snow Lake, Manitoba and various unions have negotiated a **profit-sharing** plan. Effective January 1, 2007, the plan will provide an annual maximum of 3.0% of wages for 2007, 4.0% for 2008, and 5.0% for 2009. At the end of each year of the contract duration, 10% of the company's after tax earnings will be distributed to employees. Information submitted at the arbitration hearing indicates that the plan is likely to produce payments of at least $23,000 per employee in 2006.

Waterville TG inc., Waterville, Quebec and United Steelworkers of America have negotiated a **profit-sharing** plan. The employer will share a part of the surplus of the annual profit with all active employees with 6 months or more seniority and inactive employees who are on accident, maternity or parental leave for less than 1 year. The amount to be shared will be determined at the discretion of the employer and distributed in equal amounts among employees who were working on December 15 of the previous year.

A **profit-sharing** plan has also been established between Stelco Inc., Hamilton, Ontario and United Steelworkers Union which replaces the Income-Sharing Plan which was based on financial performance. The new plan is based on the Hamilton earnings before taxes, depreciation and amortization and the parties agree that 80% of the amounts generated will be divided between active employees and 20% will be given to retirees at the discretion of the union. The parties also initiated a **productivity bonus** based on departmental productivity and paid on a pay period basis.

Two settlements with British Columbia Hydro and Power Authority, province-wide and International Brotherhood of Electrical Workers and the Canadian Office and Professional Employees' Union have **gain sharing** provisions. The plan is calculated on measures and targets established by B.C. Hydro and could provide a potential payment of up to 5.0% of annual salary. The measures used are a combination of Corporate, Lines of Business, Key Business Unit, Department, Headquarters and Team levels. Payment, if any, will be paid out in a lump sum following the year-end tabulation results. The Insurance Corporation of British Columbia, province-wide and Canadian Office and Professional Employees' Union also have a plan which could pay out a maximum of 4.0% of annual salary if three quantitative corporate goals are met and exceeded in any year. Payments will be made April 30 of each year beginning in 2006 based on corporate performance for the previous calendar year. Employees who retire during a gain sharing year are eligible for a pro-rated payment for the period they worked during that year.

An **income sharing** plan has been negotiated between Lake Erie Steel Company Ltd., division of Stelco Inc., Nanticoke, Ontario and United Steelworkers of America. The plan will have payouts of 42¢ per hour for each full percentage point by which the Adjusted Gross Margin per quarter exceeds 17.5%. There will be a maximum of $4.00 payment per hour and the total capped at $2,500 per quarter, per employee.

Workers' Compensation Board of British Columbia, province-wide and Compensation Employees' Union have a similar provision called a **goal sharing** plan. Employees receive annual lump-sum payments equal to 2.0% of annual salary if plan targets of measured improvements to operational efficiencies and service quality are attained. Part-time and casual employees receive pro-rated amounts.

An **employee share ownership** plan has been introduced between Cameco Corporation, Key Lake and McArthur River, Saskatchewan and United Steelworkers Union. Effective January 1, 2007, the employer will purchase $1,000 worth of company shares on behalf of each employee. Employees may also contribute 6.0% of earnings each year to buy additional shares through payroll deductions, with the first 3.0% of contributions matched at a 50% rate by the employer.

A **share purchase** plan applies between Canadian Pacific Railway Company, system-wide and International Brotherhood of Electrical Workers. Employees can purchase company shares through payroll deductions and the employer will cover all brokerage fees.

A **copper price bonus** between Highland Valley Copper, Logan Lake, British Columbia and United Steelworkers Union will provide employees with quarterly payments based upon the average price of copper using the London Metal Exchange settlement quotation for copper and converted to Canadian dollars. On this basis and calculated as a percentage increase to the base rate, the first quarter payments would be as follows: should the average copper price be $1.22 Canadian, the bonus payment would be +1.0%; $1.23, +2.0%; $1.24, +3.0%; $1.25, +4.0%; $1.26, +5.0% and $1.27 or greater, +6.0%. The calculation will be applied to all wage earnings of all bargaining unit employees during the quarter. Any funds payable will be allocated to the purchase of improved pension benefits.

Vancouver Community College, Vancouver, British Columbia and Canadian Union of Public Employees have established **labour market adjustments.** The employer will grant an amount equal to 0.1% of annual salaries for each year of the collective agreement. Compensation for specific support staff positions will be provided if it is demonstrated that there is a recruitment and/or retention problem that can be objectively determined with reference to specific criteria set by the Public Sector Employers' Council.

TELUS Corp. and TELUS MOBILITY, province-wide Alberta and British Columbia, and Telecommunications Workers Union have a **bonus pay** plan. The plan, linked to the business performance, could provide lump-sum payments to a maximum of 3.0% of annual earnings in 2005, 4.0% in 2006 and 5.0% in 2007 and beyond. In 2008, the employer may raise the payout above the 5.0%. The parties have also introduced a **market-based competitive pay** provision whereby the employer will seek the union's approval where it finds it necessary to offer remuneration above the wage scale to attract or retain skilled employees.

British Columbia Hydro and Power Authority, province-wide and International Brotherhood of Electrical Workers will conduct a **wage comparison survey.** The employer will survey relevant comparators before January 31, 2008, to determine whether further **market adjustments** are warranted. Should that be the case, the parties will forward the recommended adjustments to the Public Service Employers' Council for approval.

To address **market adjustment issues** as determined by the Job Evaluation Plan, several settlements with Community Social Services Employer's Association, province-wide, British Columbia and Community Social Services Bargaining Association of Unions have established amounts of approximately $500,000 per contract year. The first-year adjustments to selected classifications will take place within 30 days following the date of ratification and in case of any disagreements either party may refer the matter for mediation/arbitration.

A **recruitment and retention adjustments** provision has been introduced between the Government of British Columbia, province-wide and Professional Employees Association. The following classifications will receive these adjustments: Veterinarian 2, 3 and 4, 4.35% of salary; Designated Professional Employees, 4.4%; Petroleum Engineers, up to 40% to be applied consistently; Petroleum Geologists, 7.0%; and Pharmacist 2, 3 and 4, to be discussed. Consideration of the adjustments will be given to a comparison to the health care sector paramedical professional collective agreement. An eligible employee in receipt of the adjustment will continue to receive it should it be discontinued, as long as they remain in the position and that principal duties remain unchanged. Also obtained during these negotiations and **covering the entire public sector is a fiscal dividend bonus.** The bonus will be payable if the province's audited financial statements for fiscal year 2009-2010 show a surplus in excess of $150 million. Only final surplus monies in excess of $150 million will be part of the dividend and the total amount paid will not exceed $300 million. The bonus will be paid in equal amounts to all employees, including those on approved leaves.

Recruitment and retention adjustments have been established between Regional Health Authorities of Manitoba – Community Support Agreement, province-wide Manitoba and Manitoba Government and General Employees' Union to bring the hourly rate closer to that of the Healthcare Aide classification in the Facility Support collective agreement, the

Home Care Attendant II will receive additional adjustments of 1.25% on April 1, 2006; 2.5% on April 1, 2007 and on April 1, 2008 and 2.0% on March 31, 2009. The Home Care Attendant I, Home Support Worker and Home Visitor I and II will receive an additional adjustment of 1.0% on October 1, 2007.

The Okanagan Mainline Municipal Labour Relations Association, on behalf of Kelowna and other centres in the Okanagan Valley, British Columbia and Canadian Union of Public Employees have provided wage adjustments for the intention of **addressing the recruitment and retention** concerns resulting from the pay disparity that exists between the members and their primary competitors for human resources.

Canada Post Corporation, Canada-wide and Canadian Postmasters and Assistants Association have established a **team incentive** plan. Indeterminate employees whose performance contributes to attaining targets beneficial to the long-term goals of Canada Post will receive an annual maximum incentive payment of 3.0% or earnings.

Canada Post Corporation, Canada-wide and Association of Postal Officials of Canada have established two types of incentive plans. The **team incentive** plan offers employees, whose performance contributes to attaining targets beneficial to the long-term goals of the employer, an annual maximum amount of 4.0% of salary. Part-time employees will receive pro-rated amounts and the sales employees are excluded from the plan. The sales employees and postal supervisors are covered in an **individual incentive** plan. Sales employees will receive an annual one-time payment ranging from 0.0% to 6.0% of salary for Classification SL1, 3 and 5; from 3.75% to 5.0% for SL2 and from 6.75% to 12% for SL4. Postal Supervisors will receive an annual one-time payment ranging from 0.0% to 4.0% of salary. The criterion for the level of payment is based on a comparison of the employee’s actual performance and the corporate key indicator goals that the employer has set for that year.

The British Columbia Public School Employers’ Association, province-wide, and British Columbia Teachers’ Federation have introduced 2 bonuses. The first, an **early signing incentive bonus** provides a maximum lump-sum payment of $3,700 for each full-time teacher and prorated for part-time employees. Time spent on the following leaves will not be deducted for the purposes of the calculations: all paid leave including maternity or paternity and days on approved Workers Compensation Board and Salary Indemnity Plan that commenced between July 1, 2005 and June 30, 2006 . The second, which is included within the entire public service, is a **fiscal dividend bonus.** The bonus will be payable to bargaining units if the province’s audited financial statements for the fiscal year 2009-2010 show a surplus in excess of $150 million. The surplus amount will be shared throughout the entire public sector to a maximum of $300 million.

A provision for a **long service lump-sum payment** has been initiated between the City of Longueuil, Quebec and Canadian Union of Public Employees. Each year, permanent employees will receive a payment of $80 for 5 years of service; $160 for 10; $240 for 15; $320 for 20; $400 for 25; $480 for 30 and $560 for 35.

City of Edmonton, Alberta and Amalgamated Transit Union have a **service bonus** in addition to basic hourly pay. The operational, trades and maintenance and security employees will receive a lump-sum payment in December of each year based on hours worked during the year and accumulated years of service. For 5 to 9 years of service, 2¢ per hour worked; 10 to 14 years, 4¢ per hour worked; 15 to 19 years, 6¢ per hour and 20 or more years, 8¢ per hour.

Bell Canada, province-wide, Quebec and Ontario and Canadian Telecommunications Employees' Association have a **sales bonus** plan based on attaining 100% of the individual and team sales objectives. Payments to occupations will be equivalent to a percentage of the base salary as follows: for Direct Marketing Associates and Team Coordinator, from 7.52% to 20.83% of base salary in 2007 and from 10.10% to 23.73% in 2008; for Sales Associate, up to 33.12% in 2007 and up to 36.31% in 2008; for Sales Representative, up to 46.43% in 2007 and up to 49.95% in 2008 and for Accountant Executive and Solution Sales Executive, up to 54.62% in 2007 and up to 58.33% in 2008.

The City of Thunder Bay – TBayTel, Thunder Bay, Ontario and International Brotherhood of Electrical Workers have introduced **job evaluation and pay equity plans.** The parties, with the assistance of a consultant, will agree on the type of job evaluation plan to be used. An evaluation committee will be established to administer the plan, while training and time for all meetings will be paid by the employer. Once the evaluation plan has been chosen, the results will be binding on all employees. Also, the parties will implement an internal pay equity plan which will be designed to evaluate all positions. Employees in positions which are at a higher level than the job evaluation plan rating will receive one half of the negotiated wage adjustments until the desired wage rate is reached. Positions undervalued will receive the full wage adjustments.

A **merit plan** has been provided between Atomic Energy of Canada Limited, Mississauga, Ontario, and Montréal, Quebec, and Society of Professional Engineers and Associates. Effective May 16, 2006, 2.0% adjustments will be paid based on the distribution and salaries of bargaining unit members. On January 1, 2007 and 2008, the adjustments will also be 2.0% but will increase on January 1, 2009 and 2010 to 2.25%.

Freshwater Fish Marketing Corporation, Winnipeg, Manitoba and CAW CANADA have a **wage banking** plan. Employer will allow the employee to bank $50 per week for 10 consecutive weeks or a minimum of $100 per week up to a maximum of $1,500. The monies can be withdrawn between November 1 and December 15 or at a time of layoff or recall or if employee is granted an unpaid leave of absence.

A **direct deposit** provision has been established by University of British Columbia, Vancouver, British Columbia and Canadian Union of Public Employees. Effective April 1, 2007, employees must have pay cheques directly deposited into their bank accounts. The cost savings of this provision of $25,000 will go towards **funding maternity and paternity benefits** each year.

Health and Welfare

A **health spending account** has been established with the Board of Trustees of the Calgary Board of Education, Calgary, Alberta and Canadian Union of Public Employees. Effective January 1, 2006, an individual account in the amount of $500 will be set up on behalf of each employee; on January 1, 2007, $750 per year. The account may be used to cover health costs for services not covered in the group benefits plan.

A **health care spending account** has been established with the University of Toronto, Toronto, Ontario and Canadian Union of Public Employees. Effective May 1, 2006, an individual account in the amount of $150 will be set up on behalf of each employee, spouse and child; on May 1, 2007, $300 per year. The account may be used for health costs that are eligible medical expenses with the *Income Tax Act* such as additional dental work, co-pay on prescription drugs, chiropractic care, etc.

A **health care spending account** has been established with the University of Calgary, Calgary, Alberta and Alberta Union of Provincial Employees. Effective July 1, 2006, an individual health benefit account in the amount of $400 per year will be set up on behalf of each full-time employee and $240 per year for regular part-time employees. Unused portions of the account can be carried over to the following year to a maximum accumulation at any time of a two-years credit.

A **health care spending account** has been established with the City of Edmonton, Alberta and Canadian Union of Public Employees. Effective January 1, 2007, an individual health benefit account in the amount of $500 per year will be set up on behalf of each permanent full-time employee and $250 per year for permanent part-time employees. To be eligible, employees must have completed the 90-day waiting period for benefits and be actively working during the first pay period of each year. The account is to be used to access supplementary medical care not included in the current health coverage in the collective agreement and may be used on behalf of the employee or their eligible dependents. Unused portions of the account can be carried over to the following year only.

Extendicare (Canada) Inc., Regina, Moose Jaw and Saskatoon, Saskatchewan and Service Employees International Union also have a **health care spending account** whereby the employer contributes an annual amount equal to 3.1% of straight-time salaries. It will be used to provide additional health and welfare benefits.

Capital Care Group, Edmonton, Alberta and Alberta Union of Provincial Employees have negotiated a new **flexible health benefit spending account.** Effective July 1, 2007, $200 per year for each full-time employee, and pro-rated for part-time employees, may be used for the reimbursement of health and dental expenses that are eligible medical expenses in accordance with the *Income Tax Act* but not covered by the collective agreement benefits plan. Any unused amount as of June 30 of any year may be carried forward for a maximum of 1 year.

Société de transport de l'Outaouais, Gatineau, Quebec and Amalgamated Transit Union have negotiated a new **flexible health benefit insurance** plan. Effective November 1, 2006, employees may opt for the plan with 92% of basic plan premiums covered by the employer and 8.0% by the employee. Premiums for the optional plan will be 100% employee-paid. If the employee decides to remain with the present group insurance plan, the premiums will be covered at 80% employer and 20% employee.

The Saskatoon School Division No. 13, Saskatoon, Saskatchewan and Canadian Union of Public Employees have negotiated a provision to **cover any deficit in the extended health care and dental plans.** For the period up to December 31, 2004, the employer will fund the difference between what is currently available in the benefit account and the combined deficit in the benefits plan to $193,066. In order to cover the projected deficit for 2005, each bargaining unit member will have $50 deducted from their retroactive pay cheque following the ratification of the collective agreement. Effective January 1, 2006, employer contributions for the plans will be deposited into a fund, from which future premium costs will be paid. Should the assets of the fund be short of the amount required for premiums, the parties will meet to determine steps to contain costs within the allocated fund amounts.

An **early intervention program** has been established between Health Employers Association of British Columbia, province-wide and British Columbia Nurses' Union, Health Sciences Association of British Columbia and Union of Psychiatric Nurses. The program will serve to create a proactive and customized service for ill and injured employees and allow for the return to work in a safe and timely manner. The program will become effective December 5, 2006 following discussions at provincial and local levels pertaining to the implementation, case management evaluation and integration with other plans. If agreement can not be reached by that date, the matter will be referred to mediation/arbitration for resolution.

Working Conditions

Cara Flight Kitchen, Dorval, Quebec and Canadian AutoWorkers have introduced a **reduced work week** for employees at age 50 or more. Effective June 22, 2005, employees may reduce their normal week to 4 or 3 days with vacations paid in percentage of salary earned. Contributions to the Quebec Pension Plan are calculated on regular wages and a 6-month period is required to opt out of the plan.

Terasen Gas Inc., previously BC Gas, province-wide, British Columbia and International Brotherhood of Electrical Workers have implemented a **new model for hours of work.** All full-time employees may have the option to work 8 hours per day and 40 hours per week but be paid for 7½ hours per day and 37½ hours per week. The one-half hour per day will be deposited into a new Time Off bank. Employees will accumulate 19 paid days off per year. The days may be taken as time off for layoff avoidance or time off scheduled at the employee's discretion, subject to operational needs or as cash. The number of days scheduled at the employer's discretion is limited to a maximum of 14 days per year. Effective January 1, 2007, each employee under the new work system will be credited annually with and additional 10 days off. These additional days off may be taken as time off or converted to a non-taxable health spending account, non-taxable registered retirement saving plan contribution or taxable cash. Employees choosing not to participate in the new model of hours worked do not receive the additional days off but may use up to 10 days of time off entitlement, such as vacation leave, etc.

A new provision under **shift scheduling** has been introduced between Vancouver Terminal Elevators' Association, Vancouver, British Columbia and Grain Workers' Union. When employee moves from continuous to non-continuous operations or vice-versa, he will be paid double time for the first 2 days of the new shift provided the change is at the insistence of the employer or that the employee has successfully bid on a posting that requires him to move to his current shift.

Canadian Pacific Railway, system-wide and Rail Canada Traffic Controllers have introduced a **job sharing provision.** Job sharing will be offered to an employee who needs assistance in striking a balance between work and personal life for a period of time when it would be difficult for the employee to work 5 days a week. The number of participants will not exceed 10% of permanent positions. The employee must have a minimum of 4 years of service and may job share for a period no less than 3 months and no greater than 12 months.

Job security provisions were negotiated between TELUS Corp. and TELUS MOBILITY, province-wide, Alberta and British Columbia and Telecommunications Workers Union. The first provision deals with the **outsourcing of non-core functions.** The employer may outsource 375 non-core positions such as janitorial, vehicle maintenance and coin counter classifications. Specific provisions have been provided for employees impacted by such outsourcing including severance packages or the opportunity to be redeployed within core operations. The other provision covers **office closure or contracting out.** The employer will offer 2 voluntary severance packages. The *Early Retirement Incentive Plan* offers 12 months salary plus $500 per year of service to a maximum of $15,000 for employees who can apply for early retirement with an unreduced pension. The *Voluntary Departure Incentive Plan* offers either 1 month's salary times years of service to a maximum of 18 years plus $1,000 per year of service to a maximum of 20 years or 12 months salary plus $500 per year of service to a maximum of 30 years. Alberta employees are limited to the first voluntary departure option.

Contracting out has been guaranteed between Sheraton Centre Hotel, Toronto, Ontario and UNITE HERE CANADA. No employee shall be permanently laid off without being first offered the option of alternate employment or enhanced severance as follows: 0 to 5 years of service, 1 week per year; 6 to 14 years, 1 week and 3 days per year; 15 to 19 years, 2 weeks per year and 20 plus years, 3 weeks per year.

Falconbridge Limited, Brunswick Mine, Gloucester County, New Brunswick and United Steelworkers have introduced specifications for **mine closure.** The employer has established closure provisions for an orderly cessation of the mining operation around 2010. The union will be notified in writing 12 months prior to the date of closure and the parties agree to hold discussions concerning the closure procedures and the impact on the affected employees.

A **flexible workforce program** has been in established between the City of Thunder Bay–TBayTel, Thunder Bay, Ontario and International Brotherhood of Electrical Workers. The employer will try to cross-train employees wherever possible to create a flexible workforce. All full time employees will be used equally and those moving outside of their group will be given at least 1 day’s notice and adequate time to prepare for relocation to the assigned section.

Bombardier Aéronautique, Canadair Division, Dorval, Mirabel and St-Laurent, Quebec have introduced a **flexible work** plan. Effective August 7, 2006, a pilot project, to reduce short-term absenteeism and improve productivity, will allow an employee to accumulate a minimum of 1 hour to a maximum of 3 hours per day with a total accumulation of 5 hours at the regular rate of pay. The employee may use this bank in blocks of 1 hour to a maximum of 5 hours and these hours may not be used for days prior to the summer shut-down or holidays.

Stradacona S.E.C., Québec, Quebec and Communications, Energy and Paperworkers Union of Canada have also established a **special voluntary departure program.** In order to minimize operating costs and mitigate the impact of downsizing, the employer will offer employees with 10 years of service or less who are not eligible for early retirement, a lump-sum payment of $15,000. The amount is $25,000 for employees with 10 or more years of service. An employee 55 years of age with 20 years of service who is not eligible for early retirement is entitled, up to age 65, to continue life insurance and employer contribution to the medical and dental insurance coverage. To be eligible, the voluntary departure must follow the elimination of a regular position. The program is in effect until December 31, 2007, with a possible one-year extension.

Two settlements with Ontario Power Generation Inc., Nuclear and Non-nuclear Generating Stations, province-wide, Ontario and Canadian Union of Public Employees have negotiated a **skills broadening program.** A voluntary program will enable employees to perform work outside of their traditional roles. Employees will be provided with extensive training and opportunities to perform additional work safely.

Prince Edward Island Department of Health, province-wide and Prince Edward Island Nurses' Union have introduced a **mentorship program.** For the first 6 weeks of their assignment, new nursing graduates offered permanent full-time employment will be partnered with an experienced nurse from the unit who agrees to act as a mentor. The 6-week orientation may occur during the period that the graduate is awaiting registration but will not be considered as a member of the bargaining unit until they obtain their licence. The nurse assigned to be a mentor will receive a credit of $450 to be used towards continuing education and professional development. In the event that more than one nurse is assigned to mentor the same graduate, the credit will be prorated. The new graduate's initial assignment will be for a period of 6 months and will be to a work unit in which the graduate has the basic competency for an entry level position. Should the graduate be awarded a permanent position in another work unit prior to completing the 6-month assignment, they will be required to recommence the probationary period and will complete an additional 6-week orientation in the new work unit.

An **apprenticeship program** had been developed between Cameco Corporation, Key Lake and McArthur River, Saskatchewan and United Steelworkers Union. The employer will provide living and travel allowances while the employee is attending a trade school if the apprentice secures an additional temporary residence during the school term. The employer will pay a living allowance of $450 per month; a travel allowance for the purpose of travel between their home community and the trade school up to 2 round trips per school term for the use of a personal vehicle or reimbursement for the cost of public transportation and the reimbursement for all required tuitions and fees associated with the apprenticeship, including textbooks and trade manuals. If the apprentice successfully attains journeyperson status and remains with the company for at least 1 year, the employer will provide a one-time payment of $1,000.

A **gradual merger of trades occupations** has been initiated between Abitibi-Consolidated inc., Alma, Quebec and Syndicat national des travailleurs et travailleuses des pâtes et papiers d’Alma inc. In order to have optimal use of the workforce in the mechanical trades and to allow mechanical maintenance employees to have wage rates compared to other plants, the parties have agreed to gradually merge the trade occupations. The parties will define the applicable conditions and develop an implementation plan to maximize the use of employee competencies as soon as possible. At this time, the mechanical trade employees will receive as additional 40¢ per hour.

When the implementation has been completed to the satisfaction of both parties, the employees will receive an additional 40¢ per hour.

Domtar inc., Windsor, Quebec and Fédération des travailleurs du papier et de la forêt have also introduced **trade flexibility.** In order to maximize the functional flexibility of the company, trade groupings in the mechanical, electric and building trades will be established which will allow the employees to work with another trade in the same group even if the employee's own trade is not required. A committee will evaluate the difficulties of work and propose and implement solutions.

A **candidate pool of "technicians-in-training" employees** has been implemented by TELUS Communications (Quebec) inc., province-wide, Quebec and Canadian Union of Public Employees. The pool will be created from current employees and in order to acquire comprehensive training, the interested candidate will occupy a technician's position for a minimum of 12 months.

Several settlements between Saskatchewan Association of Health Organizations, province-wide and Saskatchewan Government and General Employees' Union; Service Employees International Union and Canadian Union of Public Employees have introduced a provision for the **return to work and the duty to accommodate** an employee away from work due to illness or injury. The employer will make every reasonable effort, short of undue hardship, to provide suitable modified or alternate employment to employees who are temporarily or permanently unable to return to their regular duties as a consequence of an occupational or non-occupational disability or as a result of illness or injury.

The parties have also negotiated a **return to work and accommodation** provision. The employer acknowledges its duty to accommodate employees with disabilities and will meet with a union representative and the affected employee to develop suitable accommodation options. The employer will inform the union of all modifications which adversely affect other members of the bargaining unit or which require a waiver of a collective agreement provision.

Société de transport de l'Outaouais, Gatineau, Quebec and Amalgamated Transit Union have negotiated a **preventive leave of work** for pregnant employees. When work represents a danger for the pregnant employee or her unborn child, the employer will make every effort to re-assign her to a position without such risk. If the employer is unable to re-assign her, she will be entitled to a preventive leave as well as to an allowance equal to 75% of her regular salary for up to 5 weeks preceding her scheduled date of delivery.

City of Edmonton, Alberta and Civic Service Union, No. 52 have introduced **teleworking** arrangements. Teleworking would be voluntary on the part of the employees and would not reduce full-time positions into part-time positions nor result in the lay off of any permanent employee.

Three settlements with Manitoba Hydro, province-wide and Association of Manitoba Hydro Staff and Supervisory Employees, International Brotherhood of Electrical Workers and Canadian Union of Public Employees have introduced a provision for **telecommuting equipment.** If the supervisor determines that the employee should have a high-speed internet connection at an off-site location or at home to complete their work, the employer will pay for the basic service.

Highland Valley Copper, Logan Lake, British Columbia and United Steelworkers Union have negotiated a **severance pay in the event of lay off** as a result of company restructuring or permanent closure of the operation. The affected employees would receive a payment equal to 80 hours of their hourly rate of pay plus 60 hours pay for each complete year of service to a maximum of 1,500 hours pay. Employees may elect to terminate employment immediately following the layoff notice and receive the severance package or to remain on a recall list and receive the payment when recall rights expire.

Durham District School Board, Whitby and area, Ontario and Elementary Teachers' Federation of Ontario have negotiated a provision concerning **communicable disease leave** for occasional teachers. An employee who is not ill but is prevented by order of a physician from entering a particular school or classroom due to evident or suspected presence of a communicable disease will be re-assigned or when no appropriate re-assignment is available will be paid for the 1 or ½ day as per the original assignment.

Canadian Imperial Bank of Commerce – Visa Centre, Toronto, Ontario and United Steelworkers Union have established a **day of mourning** paid leave of 7.5 hours for an employee selected by the union to attend events on April 28 for employees killed or injured on the job.

Education and Training - Funds

Compagnie minière Québec Cartier, Port-Cartier and Fermont/Mont-Wright, Quebec and United Steelworkers of America have established two types of **scholarships for employees and their children.** The first provision for pursuing formal education will provide 15 scholarships per year for employees and another 15 for their children. The employee will be granted $4,900 and the children $1,700; March 1, 2006, $5,000 and $1,800 respectively; March 1, 2007, $5,100 and $1,900; March 1, 2008, $5,200 and $2,000; March 1, 2009, $5,300 and $2,100; and March 1, 2010, $5,400 and $2,200. The second provision will be for work-related education and the employee must return to work after completion. The provision will provide an amount which will be half as a scholarship and half as a loan. The employee will receive $6,600 and the children $3,600; March 1, 2006, $6,800 and $3,800 respectively; March 1, 2007, $7,000 and $4,000; March 1, 2008, $7,200 and $4,200; March 1, 2009, $7,400 and $4,400; and March 1, 2010, $7,600 and $4,600.

Alcan Inc., Jonquière and other centres, Quebec and Canadian Autoworkers have established a **training** fund. Effective October 15, 2006, the employer will grant an amount equal to 1¢ per hour worked to the union's leadership training program. The contribution is aimed at improving relations between the union and management as well as increasing the administrative efficiency of the collective agreement. Abitibi-Consolidated inc., Alma, Quebec and Syndicat national des travailleurs et travailleuses des pâtes et papiers d'Alma inc. also have a training fund whereby 20% of the amounts generated from the profit-sharing plan will be contributed annually. Should the amount paid for 2006 and 2007 not be entirely used, the contribution will be reduced to 15%.

A **human resources development** fund has been introduced by University of Alberta, Edmonton, Alberta and University of Alberta Non-Academic Staff Association . The employer will provide $40,000 annually to allow employees' access to learning opportunities that will improve the performance in their current position or develop future job related skills, access development opportunities when participating in rehabilitative employment, or access non-credit University of Alberta courses that enhance employee wellness.

Leave

The Government of the Northwest Territories, territory-wide and Public Service Alliance of Canada have a provision for **mandatory leave.** Effective April 1, 2008, all employees, except casual and relief employees, will take 4 days leave without pay and 1 day with pay each year. Where the employer is able to shut down its operations, this leave will be taken between December 19 and January 5 on days set by the employer. Where the employer is unable to shut down it operations, the leave will be scheduled in advance to be taken at a time that is mutually acceptable by the parties. Employees will have 1.535% deducted from their bi-weekly salary in order to annualize the cost of the leave on employees' pay and will only be paid to the employees over the period of leave.

A **special leave** provision has been negotiated between the Government of Nunavut, territory-wide and Federation of Nunavut Teachers. An employee will earn 1 half-day's credit per month to a maximum of 25 days. When enough credits are earned, the employer will grant special leave in the following circumstances:

- 5 days to attend funeral of an immediate family member and 3 days for a brother-in-law or sister-in-law; 2 days if the employee does not attend the funeral;
- 3 days on the birth of an employee's child;
- 3 days on the adoption of a child;
- 2 days for an employee's or child's wedding, or graduation of employee, spouse or child.

The employer may also grant up to a maximum of 6 days of advanced leave to an employee who does not have enough credits to be deducted from future special leave credits.

The parties have also established a **public service leave** provision. An employee will be granted leave to a maximum of 15 days per year to do public service work where operational requirements permit the employee's absence. The leave will be either with or without pay depending on the following circumstances:

1. where the employee receives and honorarium for the public service that is equal to or greater than the daily rate of pay, the leave is granted without pay;
2. where the employee is entitled to an honorarium which is less than the daily rate of pay, the leave will be granted with pay but the employee must relinquish the entitlement to any honorarium;
3. where an honorarium is not received, leave is granted with pay.

Public service work includes participation in a search and rescue mission, serving on a government board, serving on a co-management board or institute, serving on a municipal council or committee, or participating in a consultation forum.

IPSCO Saskatchewan Inc., Regina, Saskatchewan and United Steelworkers of America have introduced a provision to **pay expenses while an employee is on union leave.** Employees on the union negotiating committee will be paid a $25 per diem to cover meals and other miscellaneous expenses for all days when bargaining meetings are held with the employer. The employer will also pay reasonable travel expenses and lodging for committee members who have to travel to a city other than the city of their normal residence to participate in negotiations.

Transit Windsor, Windsor, Ontario and Amalgamated Transit Union have negotiated 1 day of paid leave for the **employee's birthday.**

Labour-Management Committees

During 2006, 128 of the full complement of 453 agreements contained provisions for establishing committees dealing with a wide variety of issues.

The Saskatoon School Division No. 13, Saskatoon, Saskatchewan and Canadian Union of Public Employees have established a **representative workforce** committee. The parties agree to the principle for Aboriginal employees and will develop, implement, monitor and evaluate proactive initiatives designed to ensure Aboriginal people are present in all occupations as represented by their proportion in the provincial labour force.

A **workplace violence and harassment** committee has been established between Confédération des syndicats nationaux and affiliated organizations, Canada-wide and Syndicat des travailleuses et travailleurs de la CSN in order to further develop and update the violence and harassment prevention policy. The committee will examine all complaints submitted, raise the awareness of employees and participate in workforce violence and harassment prevention training. The employers must take all necessary measures to ensure the physical and psychological integrity of employees, specifically by providing them with adequate workplaces and conditions.

Canada Post Corporation, Canada-wide and Association of Postal Officials of Canada have established a **participation/consultation** committee. The parties have identified a greater need for the sharing of information regarding the Customer Relationship Management group. Quarterly meeting will be held to review such topics of mutual interest as sales coverage and business plans within the area. The parties have also initiated a **front-line organization** committee to address workload issues with an independent third party to give recommendations on an organization model and provide a copy to the union. All employees who may be impacted by any organizational changes due to the implementation of the new structure will have salary protection.

Freshwater Fish Marketing Corporation, Winnipeg, Manitoba and CAW CANADA have created a committee to deal with **changes in the industry that impact on the workplace.** The committee will review efficiencies and eliminate waste in processing to ensure that as much product as possible is processed in the Winnipeg plant; increase returns to fishermen in order to maintain and increase deliveries which will result in economic benefit to employees; facilitate improved communication and provide input from affected employees prior to recommendations being made in the plant; increase the size of the workforce while retaining experienced employees; and retain current work and add new processes as viable alternative to outsourcing.

British Columbia Hydro and Power Authority, province-wide and International Brotherhood of Electrical Workers have established a committee to discuss working conditions and issues related to the **2010 Olympic Winter Games.**

Tembec Spruce Falls Operation, Kapuskasing, Ontario and Communications, Energy and Paperworkers Union of Canada, the International Brotherhood of Electrical Workers, and United Steelworkers Union have established a joint **competitiveness** committee. The parties will develop and implement, on an ongoing basis, changes to the operations that will improve the competitive position of the company. The process will involve a review of monthly operating and financial performance and joint consultation on all active and new initiatives prior to implementation.

A **recruitment and retention** support committee has been created between British Columbia Public School Employers' Association, province-wide and British Columbia Teachers' Federation. The committee will review demographic and other data to establish criteria for the designation of other school districts within a district deemed appropriate for recruitment and retention allowances. Effective July 1, 2008, the committee will receive funding of $3.5 million per year for this purpose.

Hydro-Québec inc., province-wide and Canadian Union of Public Employees have established a **training and development** committee. The committee will examine the development and maintenance of professional competencies to define problems related to work, identify problem areas, find solutions, and make recommendations. Also, the committee may deal with workforce planning, subcontracting and all problems of career advancement.

Bell Canada, province-wide, Quebec and Ontario and Canadian Telecommunications Employee's Association have established a **work-load management** committee. The mandate will be to review the tasks of the sales employees who feel they are handling non-sales tasks such as administrative duties associated with data input, dedicated support to sales teams and tracking of accounts.

A **contracting out** committee has been created between Prevost Car Inc., Sainte-Claire, Quebec and Canadian Auto Workers. The committee will evaluate the manufacturing and maintenance work contracted out to assess whether contracting out has ended in order to give work back to bargaining unit members. Also, the committee will develop a way of increasing consultations with the union when the employer wishes to dispose of inoperative machinery.

Other committees included in collective agreements deal with such items as work reorganization, job evaluation, operational flexibility, wage and classification review, voluntary departures, health and safety and violence policies and benefits, rehabilitation, pension plan and buyback and training and development.