



**EMPLOYERS' GUIDE TO 2012  
COOPERATIVE GAINS  
MANDATE**

This document is strictly confidential and is to be used by employer bargaining agents to assist in preparation for collective bargaining.

December 2011

## **Employers' Guide to 2012 Cooperative Gains Mandate**

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## Employers' Guide to 2012 Cooperative Gains Mandate

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### EXECUTIVE SUMMARY

#### Purpose of the BC Public Sector Bargaining Mandate

The 2012 Cooperative Gains Mandate applies to all public sector employers whose collective agreements expire on or after December 31, 2011.

The Cooperative Gains Mandate provides public sector employers the ability to negotiate modest wage increases made possible by productivity increases within existing budgets.

#### Principles of Cooperative Gains Mandate

- The Province will not provide additional funding for increases to compensation negotiated in collective bargaining.
- Employers are directed to work with responsible ministries and employer bargaining agents to develop Savings Plans to free up funding from within existing budgets to provide modest compensation increases.
- Savings Plans can include savings resulting from operational cost reductions, increased efficiency, service redesign, increases in revenue, and other initiatives. Savings Plans can therefore propose savings that are much broader than under the previous "Net Zero" Mandate.
- Identified savings are to be used to fund compensation increases that will facilitate negotiated settlements with unions through collective bargaining.
- Identified savings must be real, measurable, and incremental to savings identified by employers to meet Provincial Budget and deficit reduction targets for 2012/13 and beyond.
- Employers and unions may also negotiate other savings at the bargaining table to supplement Savings Plans.
- Employers are not required to negotiate a target wage increase; however, increases are expected to be modest and employers must have an approved Bargaining Plan from government.
- Employers must seek agreements that are at least two years in length. There is no maximum term for collective agreements under the Cooperative Gains Mandate.
- Employers must not reduce service levels to the public in order to fund compensation increases.
- Employers must not transfer the costs of existing services to the public to pay for compensation increases.

The 2012 Cooperative Gains Mandate will be highly sector and employer dependent. Employers' Saving Plans and bargained results will be unique and differentiated between sectors, depending on a number of factors, including ability to generate savings and the willingness of unions to cooperate in bargaining.

#### Process

Prior to bargaining, employer bargaining agents and ministries will prepare Savings and Bargaining Plans for their sector. Employer bargaining agents must submit finalized Savings Plans and Bargaining Plans to their Ministers Responsible (Ministers) and the Public Sector Employers' Council Secretariat (the Secretariat) 30 days prior to the start of bargaining on substantive issues.

Ministers will ensure Savings and Bargaining Plans are supported by the Province.

Crowns and universities in the UPSEA sector will prepare organization-specific Savings and Bargaining Plans, rather than sectoral Plans.

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Once the Secretariat has confirmed that the Province has approved a Savings and Bargaining Plan, the employer bargaining agent can seek a negotiated settlement in line with the approved Plans.

### **How to use this Guide:**

Every employer bargaining agent (either an employer association or individual public sector employer) must have a Provincially-approved Savings Plan and Bargaining Plan in place to govern its negotiations to renew an expired collective agreement. The Employers' Guide to the Cooperative Gains Mandate is designed to be a central reference document for employer bargaining agents to use in preparing Savings Plans and Bargaining Plans. The Guide contains descriptions of key components of the Mandate that will assist employer bargaining agents in preparing these Plans, and also sets out expectations that the Province has of employer bargaining agents.

### **Interpretation of this Guide:**

The Employers' Guide to 2012 Cooperative Gains Mandate represents guidelines and strategic direction for public sector employers in British Columbia. In the event of a dispute, the Public Sector Employers' Council Secretariat reserves the right to be the sole body to interpret the Guide and the policies it contains.

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### Section 1

#### Background/Context

Employer bargaining agents are preparing for the 2012 round of negotiations during a time of global economic turmoil. Canada has fared better than most countries, but is not immune to world-wide problems. Economic growth is forecast to stagnate or increase very slowly. In British Columbia, as of the September 8, 2011 Quarterly Budget Update, the Province had forecast deficits of \$2.8 billion in 2011/12, \$805 million in 2012/13, and a \$458 million gap to balance the budget in fiscal 2013/14. On November 28, the Second Quarterly report revised that forecast to a deficit of \$3.1 billion in 2011/12 and indicated that the impact of this increase could carry forward to 2013/14 widening the forecast deficit gap beyond \$458 million.

An increase of 1% in total compensation for all unionized public sector employees costs the Province approximately \$192 million. If applied to non-union and management groups, this increases to \$229 million.

This is the context in which 86% of the public sector will begin bargaining in 2012, after two years of the 2010 Net Zero Mandate. All employers are trying to reduce costs and control spending. The Provincial fiscal plan does not include any additional funding to sectors for compensation increases. However, as referenced in the Throne Speech, employees and unions have expectations of being treated fairly.

Collective bargaining under the Mandate for 2012 will be challenging. By its nature, results are expected to produce highly differentiated and unique settlements between sectors and between employers in some sectors. Some employers will have greater difficulty in identifying savings to fund modest compensation increases. Close collaboration and integrated planning between Ministries, bargaining agents, and employers will be essential.

*"Though taxpayer-funded public sector wage increases will be challenging to achieve, and must fit within the fiscal plan, your government understands that public servants need to be treated fairly.*

*This requires being creative in how resources are identified for any improvements in collective agreements.*

*Therefore, the government will facilitate a process for collective agreement improvements by working with ministries and employer groups to find savings through cooperative gains. The government will be asking public sector employers, unions and employees to join in this process."*

**Speech from the Throne, October 3, 2011**

The 2012 Cooperative Gains Mandate is the direction that the Province is providing to all public sector employers in British Columbia to renew collective agreements in this context.

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### Section 2

#### Principles of 2012 Cooperative Gains Mandate (Mandate 2012)

Mandate 2012 applies to all public sector employers whose collective agreements expire on or after December 31, 2011. It applies to agreements with unionized employees and to compensation plans with non-unionized employees. A separate Employer Guide to Mandate is available covering non-unionized employees.

The Cooperative Gains Mandate is intended to protect the Province's Fiscal Plan, while increasing employers' flexibility in funding wage increases, and assisting them in reaching voluntarily negotiated collective agreements.

#### Principles of Mandate 2012

- The Province will not provide additional funding for increases to compensation negotiated in collective bargaining.
- Employers are directed to work with responsible ministries and employer bargaining agents to develop Savings Plans to free up funding from within existing budgets to provide modest compensation increases.
- Savings Plans can include savings resulting from operational cost reductions, increased efficiency, service redesign, increases in revenue, and other initiatives. Savings Plans can therefore propose savings that are much broader than under the previous "Net Zero" Mandate.
- Identified savings are to be used to fund compensation increases that will facilitate negotiated settlements with unions through collective bargaining.
- Identified savings must be real, measurable, and incremental to savings identified by employers to meet Provincial Budget and deficit reduction targets for 2012/13 and beyond.
- Employers and unions may also negotiate other savings at the bargaining table to supplement Savings Plans.
- Employers are not required to negotiate a target wage increase; however, increases are expected to be modest and employers must have an approved Bargaining Plan from government.
- Employers must seek agreements that are at least two years in length. There is no maximum term for collective agreements under the Cooperative Gains Mandate.
- Employers must not reduce service levels to the public in order to fund compensation increases.
- Employers must not transfer the costs of existing services to the public to pay for compensation increases.

The 2012 Cooperative Gains Mandate will be highly sector and employer dependent. Employers' Saving Plans and bargained results will be unique and differentiated between sectors and potentially between employers in some sectors, depending on a number of factors, including ability to generate savings and the willingness of unions to cooperate in bargaining.

Every employer bargaining agent (either an employer association or individual public sector employer) must have a Provincially-approved Savings Plan and Bargaining Plan in place to govern its negotiations to renew an expired collective agreement.

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### Section 3

#### Savings Plan and Bargaining Plan Development & Approval Process

The following is a description of the steps for employer bargaining agents to follow during the period of collective bargaining covered by Mandate 2012. These steps are meant to ensure that an employer bargaining agent has a clear mandate from the Province to bargain and conclude a collective agreement, and that a settlement supports the organizations' approved policy direction and service delivery priorities.

##### A. Overview

Employer bargaining agents in the social services, health, post-secondary, public education, and public service sectors, along with ministries responsible, must prepare Savings and Bargaining Plans for their sector, and provide those plans to the Minister responsible for the sector and to the Public Sector Employers' Council Secretariat 30 days prior to the start of bargaining on substantive issues.

Crowns and Universities in the UPSEA sector are to prepare organization-specific Savings and Bargaining Plans, rather than sectoral Plans.

Savings Plans identify how a sector (or an individual crown or university) will generate savings to fund possible compensation increases. Bargaining Plans identify how the sectoral employer bargaining agent (or individual crown or university) proposes to apply those savings in bargaining and how it proposes to reach a settled collective agreement. Savings Plans and Bargaining Plans can be combined into one document.

Once the Secretariat has confirmed with the employer bargaining agent that the Province has approved its Savings and Bargaining Plans, the agent can seek a negotiated settlement consistent with the Plans in collective bargaining.

##### B. Savings Plans

The Savings Plan is a new concept and is unique to the Cooperative Gains Mandate. The purpose of a Savings Plan is to identify sources of funding from within the existing budgetary envelope that employer bargaining agents can then use in bargaining.

Savings Plans are to be developed by Ministries, employer bargaining agents and employers, in close cooperation. Active involvement of Ministries in developing Savings Plans is essential as there should be effective alignment of Ministry policy with the Savings Plan. Ministries are also uniquely placed to assist in identifying and driving sectoral savings. Employers play a central role in the development of Savings Plans as they are best placed to assess the operational feasibility of possible savings initiatives, and will be responsible for implementing the initiatives.

Ministries will be responsible for ensuring the accuracy, commitment and ability to track savings in Savings Plans and that bargaining strategies align with the Province policy goals.

In order to be successful, the Cooperative Gains Mandate allows for significant differentiation between sectors and some employers to account for differences in opportunities to find savings. As a result, Savings Plans will be specific to each sector (and to each crown agency and university).

The intent of the 2012 Cooperative Gains Mandate is that employer bargaining agents and Ministries will work to find savings that can be used to fund compensation increases. During collective bargaining,

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unions will have the opportunity to propose other initiatives or cooperative opportunities to find savings to fund compensation increases.

**PLEASE NOTE** that initiatives in Savings Plans used to fund compensation increases do not need to be related to collective agreement provisions. This is one of the key differences between the Cooperative Gains Mandate and the previous "net zero" mandate.

### Savings Plan Elements

Savings Plans must detail the initiatives that an employer bargaining agent, employers, and the responsible Ministry propose to generate savings that the employer bargaining agent will use in negotiations. Employers may also propose collective agreement changes to fund savings (i.e., "net zero" changes), and may choose to include these in either a Savings Plan or Bargaining Plan.

Sources of savings can include, but are not limited to:

- Service redesign (e.g., new service-delivery models),
- Cost reduction initiatives (e.g., shared services, consolidating of capital leases),
- Increased efficiency in delivery of existing services,
- Standardizing to best practices across a sector or within an employer, and
- Increasing revenues (but without transferring costs of existing services to the public).

Sources of savings to fund compensation increases must not include:

- Reductions in services available to the public,
- Measures that transfer the costs of existing services to the public, or
- Measures that are already accounted for in cost reduction initiatives related to the achievement of Provincial Budget targets.

### C. Bargaining Plans

The Bargaining Plan has been a feature of BC public sector bargaining mandates for a number of rounds of negotiations. The purpose of a Bargaining Plan is to identify how an employer bargaining agent proposes to reach a voluntarily-negotiated settlement with a union. In the context of the Cooperative Gains Mandate, the Bargaining Plan will also identify how an employer bargaining agent proposes to use savings identified in a Savings Plan in bargaining.

Bargaining Plans are to be developed by Ministries, employer bargaining agents and employers, in close cooperation. Active involvement of Ministries in developing Bargaining Plans is essential as there should be effective alignment of Ministry policy with the Bargaining Plan. Active involvement of employers will ensure that employer operational issues or priorities are addressed in the Plan.

#### Bargaining Plan Elements

Bargaining Plans must summarize the employer bargaining agent's plans for reaching a negotiated agreement under the Province's 2012 Mandate. A complete Bargaining Plan must describe the proposals the bargaining agent intends to table in bargaining, including:

- Any compensation proposals, such as changes to wages, benefits or pensions; goal/gainsharing plans; proposals that may generate savings at the table; separation incentives, or any other proposal that may have an effect on the employer's or sector's compensation base



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- Any proposals regarding material changes to management rights (regardless of whether the change has cost implications)
- Employment security proposals
- Proposals for third party dispute resolution
- Proposals for changes to paid hours of work

Sections 4 and 5 in this Guide describe in more detail some of the principles employer bargaining agents should consider in developing proposals on the above items.

Bargaining Plans must also include:

- Preliminary costing of proposed trade-offs – in the template agreed to by the employer bargaining agent and the Secretariat (see Section 7)
- A high-level communications plan (see Section 8)
- Any other relevant contextual information

Bargaining Plans must also outline key elements of the bargaining strategy, including the following:

- A description of any non-monetary items that can be used as incentives at the bargaining table, for example, language relating to employment security, workload or working conditions.
- An outline of what collective agreement changes the employer bargaining agent intends to secure in exchange for improvements offered to a union. For example, in exchange for 1% wage increase paid for by employer savings, an employer bargaining agent may require that a union find an additional 1% savings from within the collective agreement.

### D. Savings Plan and Bargaining Plan Review & Approval

Prior to engaging in collective bargaining on substantive issues, employer bargaining agents must obtain approval to bargain from the Province. Employer bargaining agents obtain this approval by preparing Savings and Bargaining Plans for approval by the Province.

Employer bargaining agents must submit finalized Savings Plans and Bargaining Plans to the Minister responsible for the employer or sector and the PSEC Secretariat **30 days prior to the commencement of bargaining on substantive issues**. "Bargaining on substantive issues" is that point in negotiations when an employer bargaining agent begins discussing monetary items or issues of importance to the Ministry responsible and the employers. Savings Plans may be very complex to develop and must be developed by employers with ministries. As a result, this will mean that employer bargaining agents, employers and ministries will need to coordinate in developing plans much earlier in advance of bargaining.

The Secretariat will coordinate the review and approval of Savings and Bargaining Plans by the Province, and will make every effort to facilitate their consideration and approval in a timely manner, assuming that employer bargaining agents provide their requests to the Minister responsible and the Secretariat sufficiently in advance. This process will include:

- Review and approval of Savings Plans through government's Savings Review Process. This process is in place to ensure employers' Savings Plans contain real and measureable initiatives that create incremental savings to balance costs in a proposed Bargaining Plan, and that will not fund compensation increases through a decrease in services or transfer the cost of existing services to the public.

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- Review and approval by Ministers responsible for the employer or sector. Ministers will be responsible for ensuring that Savings Plans and Bargaining Plans align with the Province's policy and budgetary goals.

Once the Secretariat has confirmed that the Province has approved a Savings Plan and Bargaining Plan, the employer bargaining agent can seek a negotiated settlement in line with the approved Plans.

### **E. Requests for Changes to Plans during Bargaining**

If, during bargaining, an employer bargaining agent determines that it needs to make changes to an approved Savings or Bargaining Plan, it must return to the Ministry responsible and the Secretariat for review and approval of those amendments.

The Secretariat will coordinate the review and approval of requests for changes to a Savings or Bargaining Plan. The Secretariat will make every effort to facilitate consideration and approval of changes in a manner that does not interfere with bargaining.

### **F. Communication and Coordination during Bargaining**

Employer bargaining agents must maintain regular contact with the Secretariat over the course of negotiations so that the Secretariat can be in a position to respond quickly to issues and questions raised by employers and responsible Ministries. This includes regular communication and sharing of bargaining proposals during bargaining. This will help to ensure that employer bargaining agents are not delayed in their negotiations or prevented from responding to emergent issues.

Employer bargaining agents are encouraged to use electronic tools, such as Sharepoint sites, in order to share bargaining materials with the Secretariat and other relevant stakeholders. These tools were used to great effect in the 2010 round of negotiations.

**Please Note** that the costing of compensation-related elements must be prepared according to the key principles in section (7) and submitted to the Secretariat in advance of discussion at the bargaining table, and using a costing template agreed to by the employer bargaining agent and the Secretariat.

### **G. Final Offer Approval**

Employer bargaining agents must provide a proposed Final Offer for settlement to the Secretariat before tabling in bargaining with a union bargaining agent.

If a Final Offer is consistent with an approved Savings Plan and Bargaining Plan, and the employer bargaining agent has been updating the Secretariat regularly on the progress of negotiations, the Secretariat should be able to provide approval quickly.

Where a proposed Final Offer is different from an approved Savings Plan or Bargaining Plan, the Secretariat will coordinate the review of the required amendments to the Plans. The Secretariat will make every effort to facilitate consideration and approval of changes in a manner that does not interfere with bargaining.

### **H. Conclusion of Bargaining and Employer Ratification**

After receiving confirmation from the Secretariat that the Province has approved a Final Offer, an employer bargaining agent may conclude bargaining and enter into tentative settlements on the basis of the Final Offer approved by the Province. Employer bargaining agents must keep the Secretariat informed of the progress of employer and employee bargaining agent ratification processes.

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### Section 4

#### Total Compensation Proposals

##### Overview

Under the Cooperative Gains Mandate employer bargaining agents may negotiate increases in total compensation through collective bargaining, provided those increases are offset by equivalent savings identified in an approved Savings Plan, or by savings generated by changes to a collective agreement.

The Province will not fund any net increases in total compensation.

Employer bargaining agents must also ensure that any changes in total compensation are aligned with Ministry service delivery objectives.

##### Principles to use in developing Total Compensation proposals:

- No additional funding is available to fund any changes to collective agreements.
- Increases in total compensation must be offset by demonstrable and achieved savings. Savings may be identified in a Savings Plan, or achieved through changes to a collective agreement negotiated during collective bargaining.
- Ongoing compensation increases must be funded by equivalent ongoing savings, including periods beyond the term of the collective agreement. One-time or time-bound compensation increases can be funded by equivalent one-time or time-bound savings.
- In order to ensure that increases in total compensation do not result in unanticipated net cost increases, both the proposed compensation increases and the equivalent, offsetting savings must occur in the same budget year.
- Savings proposals must be supported by the best possible evidence available.
- Employers will find detailed information for costing Total Compensation proposals in the *Collective Agreement Costing (7)* section of this Guide.

##### Specific considerations related to Total Compensation proposals:

###### WAGES

- Employer bargaining agents are not required to negotiate a target wage increase; however, increases are expected to be modest and employers must have an approved Bargaining Plan from government.
- Employer bargaining agents are encouraged to negotiate differentiated increases for different occupations, targeting increases to those occupations where employers are experiencing recruitment and retention issues.

###### BENEFITS

- Before contemplating benefit enhancements, employers are encouraged to first consider options to control or cap future growth in benefit costs. As well, employers are encouraged to take steps to:
  - raise employee awareness of rising benefit costs;

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- work jointly with unions to address absence and disability management;
- explore other initiatives which support sustainable benefit levels such as joint early intervention programs.
- Where projected increases in the cost of providing a benefit package can be contained through restructuring of the package or capping benefits, projected savings or a portion of projected savings can be redistributed within the total compensation package.
- Where benefit costs or savings are calculated with reference to utilization rates, historical utilization rates over at least the previous four (4) years must be used. Historical patterns will be acceptable, provided that the employer and the Secretariat agree that these rates are not likely to change over the term of the collective agreement. This may also require validation by the third-party benefit provider.

### REIMBURSEMENT OF EXPENSES

- While business reimbursement and professional development items may not be considered compensatory by definition, any negotiated changes to these provisions must be off-set by equivalent savings in order to be consistent with the Mandate principles that no additional funding is available to fund any changes to collective agreements, and that any negotiated increases must be funded from within existing budgets.
- Employer bargaining agents must include proposed changes to business reimbursement allowances (e.g., meal and mileage allowances, safety equipment reimbursement) and professional development in costing.
- The administration of existing provisions relating to business reimbursement and professional development does not need to be included in the costing of collective agreements.

### GOALSHARING/GAINSHARING

*Goalsharing (or gainsharing) is a management-driven approach to providing incentives for productivity gains by sharing economic benefits across an organization after a collective agreement is settled.*

**Proposed Goalsharing programs must meet the following criteria:**

- Goalsharing programs should be considered in a broad organizational context so that improvements in one area do not detract from service delivery objectives and overall organizational performance (i.e. they should not negatively impact areas such as quality, safety, or financial performance).
- The proportion shared and the overall quantum paid to employees needs to be based on a sound analysis of the impact on services.
- Goalsharing initiatives must measure performance against valid baselines or targets and distribute gains in accordance with an agreed upon formula.
- Any payout must be based upon realized, tangible and measurable gains. The payout must be funded out of savings generated by the gains and require no new funds from the employer, and must respect annual budget parameters.

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- Metrics used to measure productivity and determine payouts should be aligned with responsible Ministry and organizational objectives.
- Goalsharing payments must be in the form of re-earnable lump sum payments.
- Employers must work with the Secretariat at the following points for approval of metrics and calculations:
  - the beginning of each year of the plan - i.e., when valid base lines and targets are established for the year; and,
  - the end of each year of the plan - i.e., when the determination is made about whether a payout is warranted based upon realized, tangible and measurable gains.
- The following are examples of some goalsharing programs in place in the BC public sector:
  - An annual lump sum payment based on a formula related to reductions in absenteeism flowing from a Joint Early Intervention Plan.
  - A annual lump sum payment of up to 2% of wages based on the employer meeting targets established by the Board of Directors in two areas:
    - Payments of up to 1% of wages based on costs avoided through improvements in voluntary return-to-work outcomes and timeliness or improvements in the serious injury rate, measured by comparison of actual results vs. target results; and
    - Additional goalsharing payment of up to 1% of salary based on achievement of targets set for a customer service index based on key measurements.

### PENSIONS

- Employer contributions to an employees' pension plan are a part of an employee's total compensation.
- Whether an employer belongs to a public or private pension plan, savings and expenses related to pension plans can be part of compensation trade-offs. Conversely, any improvements to pension plans that result in additional costs to an employer must be funded by offsetting savings.
- The negotiation of changes to public sector pension plans involves parties other than the employer and union involved in collective bargaining. This makes the discussion of pensions difficult in the context of collective bargaining.
- There are also practical difficulties for parties to a collective agreement to discuss or negotiate pension benefits. For example, public sector pension plans span multiple employers. Conversely, some bargaining units in the post-secondary sector span at least two different pension plans.
- Furthermore, the four public sector pension plans are directed by boards of trustees who must be consulted and, eventually, agree to any changes affecting the pension plans. Any tentative agreement between an employer and union relating to pensions would need to clearly state that provisions related to these plans are subject to that approval.
- Last, for legislative reasons, discussions related to these pension plans may have to occur at separate pension plan partner tables, and away from the bargaining table.

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- Early consultation with the Secretariat is therefore appropriate if any public sector pension plan changes are contemplated in bargaining.
- The following is a list of some pension provisions that can be negotiated at the collective bargaining table:
  - To be brought into one of the public sector pension plans;
  - To have earlier enrolment than provided for in the *Pension Benefits Standards Act* or the plan rules;
  - To include part-time, casual, or temporary employees in mandatory or optional enrolment;
  - To make long term disability plans eligible under the plan rules;
  - To enter into special agreements (group defined contribution plan, tax free savings account, or RRSP); and
  - To negotiate funding for post retirement group benefits not covered by the pension plan.

### EXTINGUISHING LIABILITIES

- Cost savings can be generated by extinguishing demonstrable legal liabilities that flow from collective agreement provisions, or by eliminating liabilities as defined in the Canadian Institute of Chartered Accountant Handbook.
- Savings from extinguishing liabilities will be recognized only for the amount the employer would have booked or expended for that liability during the period of the collective agreement.
- Employers may need to provide actuarial valuations in order to support a proposal. Employers may also be required to obtain and share legal advice with the Secretariat to support their proposals.
- Examples of where employers may be able to generate savings from extinguishing liabilities include:
  - Reducing leave banks,
  - Settling a grievance with a high probability of loss.

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### Section 5

#### Key Policies

The following are non-monetary issues that may arise in preparation for or during collective bargaining for which the Province has developed specific policies applicable to employer bargaining agents.

#### MANAGEMENT RIGHTS

- Employers must not surrender existing "material" management rights in collective bargaining. Material management rights are those rights that if negotiated away would have a negative impact on the employer's ability to deliver services effectively and efficiently.
- Examples of material management rights include the right to set staffing levels, scheduling, promotion, contracting out, or any other significant aspects of directing the workforce.
- Any questions regarding management rights and bargaining should be discussed with the Secretariat prior to bargaining.

#### EMPLOYMENT SECURITY

- Employers may only develop proposals for employment security provisions if they do not impede policy or service delivery objectives.
- Employment security provisions must be event-specific or time-bound and provide a specific expiry date.
- Examples of employment security provisions that may be considered include time-limited provisions negotiated to aid an employer through a business model change.
- If considering employment security provisions, employers should consult with the Province to ensure alignment with responsible Ministry and Provincial budgetary targets.

#### SEPARATION INCENTIVES

- Employers may develop proposals for separation incentives that facilitate workforce adjustment (e.g., Early Retirement Incentive Plans), provided that these proposals facilitate service delivery objectives.
- Proposals for workforce adjustment programs must meet the following criteria:
  - the program must be cost-neutral over a defined period, or paid for by offsetting savings;
  - the program must result in an overall reduction in compensation costs and FTE levels;
  - the program must not result in a reduction of services delivered unless specifically approved by government;
  - the program must be consistent with the policy priorities of the employer's funding Ministry and broader Provincial policy priorities;
  - any immediate costs incurred by the program must be reasonable relative to annual budgets; and

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- o the program must not exacerbate or create any future labour market shortages.

### **BINDING INTEREST ARBITRATION**

- Binding interest arbitration delegates to a third party or parties the power to resolve an impasse in bargaining over elements of a collective agreement.
- Employers are not permitted to agree to new binding interest arbitration provisions either in the form of permanent collective agreement language or in the context of dispute resolution for a collective bargaining impasse.

### **"ME TOO" PROVISIONS**

- The use of new "me too" provisions is discouraged and employer bargaining agents must seek approval from the Province if they wish to discuss these provisions in bargaining. In specific circumstances where there are virtually identical collective agreements, "me too" provisions may be permissible provided they will not result in any unfunded compensation increases or net increases in costs to the employer or the Province.

### **COMMITTEES**

- Collective agreements often provide for multiple employer/union committees to handle ongoing work associated with the administration of a collective agreement.
- When negotiating the establishment of new committees, or changing existing committees, employer bargaining agents must ensure that each party to a committee will bear the costs of their participation in the committee.

### **POLICY TABLES**

- Employer bargaining agents, unions, government and other stakeholders may engage in "policy table" discussions as a means to address interests held in common by the parties outside of the collective bargaining process.
- Policy tables are an appropriate means to address issues that cannot be addressed through collective bargaining or are better dealt with outside the collective bargaining process. Issues related to government's broader policy direction for a given sector (e.g. scope of practice in the health sector, etc.) can be ill-suited to the context of collective bargaining, so policy tables may prove a more appropriate forum for problem solving and resolution.
- Government supports and encourages the use of "policy tables" as a method of addressing fundamental issues that affect workplace conditions.
- Policy tables will normally involve not only parties to the direct collective bargaining relationship but also parties outside that relationship, and must include representatives from the major stakeholders in the relationship. Ministry participation in policy table discussions is particularly important as issues being discussed will often have important implications on service delivery or Ministry policy.
- Agenda at policy tables will focus on issues that cannot be addressed through collective bargaining alone. Issues that are properly and more effectively addressed through collective bargaining should not be part of policy table discussions.



### Section 6

#### Savings Plan Costing

The Savings Plan is a new concept and is unique to the Cooperative Gains Mandate. The purpose of a Savings Plan is to identify sources of funding from within an existing budgetary envelope that employer bargaining agents can then use in bargaining.

The following are key principles that must be used in developing Savings Plans proposals, and must be reflected in the costing of proposals:

- Savings must be real and measurable,
- Savings must be incremental to savings required to meet Provincial budget and Fiscal Plan deficit reduction targets,
- Savings must not be generated by transferring the costs of existing services to the public, and
- Savings for compensation increases must not be generated by reducing service levels to the public.

Savings Plans must detail each initiative that is intended to achieve savings, and include the following information for each initiative:

- estimated savings/savings targets,
- specific assumptions underpinning those savings estimates,
- timing for when savings are expected to accrue,
- estimated quantum of savings annually and over the life of the agreement, and
- specific accountability/performance measures for determining whether savings have actually been achieved.

More detail on the costing of Savings Plans will be available in early 2012.

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### Section 7

#### Collective Agreement Costing

##### Overview

- Employer bargaining agents must provide clear and accurate costing of all compensation-related elements in their Bargaining Plans, changes to those Plans that arise during bargaining, and Final Offers.
- Costing of compensation-related elements must be prepared according to key principles in this section and submitted to the Secretariat in advance of discussion at the bargaining table, and using a costing template agreed to by the employer bargaining agent and the Secretariat.

##### Purpose of Costing

- Clear and accurate costing allows the Province to make informed decisions in approving Bargaining Plans, changes to those Plans, and in approving Final Offers.
- Costing allows the Province to identify all potential financial implications that may flow from collective bargaining.
- A complete costing plan will:
  - Describe the desired outcome or effect; explain how a change in conditions will create savings and for how long and who is affected;
  - Describe the methodology of calculations used and the logic behind them e.g., the assumptions and the variables; and
  - Show the data used to come up with the final costs, how those costs project for the remainder of the proposed agreement and the historical data used as a basis for the calculation.

Where appropriate, third-party validation is required (e.g. changes to benefits).

##### Process

- Consistent with the general Savings and Bargaining Plan approval process described in this Guide, employer bargaining agents must provide clear and detailed costing to the Secretariat of any compensation-related items in a proposed Bargaining Plan, during bargaining as items arise, in a request for amendments to an approved Plan, and in a Final Offer that differs from an approved Plan.
- Costing details must be provided to the Secretariat in advance of the proposed item being tabled during collective bargaining. The Secretariat will make every effort to facilitate consideration and approval of the proposed item in a timely manner, assuming that employer bargaining agents provide their requests to the Secretariat sufficiently in advance of the proposed item being discussed in bargaining.
- Costing must note all costs and savings associated with a Bargaining Plan or Final Offer, and describe the underlying assumptions for each proposed compensation-related item.

## Employers' Guide to 2012 Cooperative Gains Mandate

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- Costing of compensation-related items must be prepared according to the key principles stated below, and submitted to the Secretariat using the costing template agreed to by the employer bargaining agent and the Secretariat.
- After the conclusion of bargaining, employer bargaining agents must also provide the Secretariat with a Memorandum of Settlement, clearly indicating all changes to the agreement (i.e. either a side-by-side comparison or a "track changes" document), and all supporting costing documents.

### Definitions

- **Total Labour Cost:** all wage or salary payments, plus wage-impacted and non-wage-impacted benefits, for a given bargaining unit. Total Labour Costs include basic pay, incentive payments, paid time off, allowances, premiums, and employer contributions to pensions and health and welfare benefits for regular, auxiliary or casual work. Total Labour Costs also encompass "backfill" wages and benefit costs for absent employees as well as non-negotiable statutory payments such as CPP, EI, and WCB.
- **End Cost:** the "annualized" cost of all changes to the collective agreement over the term of that agreement. For example, a 2% benefit decrease and a 2% wage increase has an end cost of 0%.
- **Actual Cost:** the cost of a change to the collective agreement from the effective date through to the end of the collective agreement year in which it came into effect. For example, a 2% wage increase effective in the middle of the first year of an agreement would have an "Actual Cost" of 1%.
- **Incremental Cost:** the additional or incremental cost that arises as a result of a change to a collective agreement. Costs in each collective agreement year are determined on the basis of change to the total labour cost compensation base at the beginning of that collective agreement year relative to the end of that year.

### Key Costing Principles

Employer bargaining agents must apply the following principles in preparing costing:

- 1) **Consistency** – Costing must be provided to the Secretariat in the format agreed to by the employer bargaining agent and the Secretariat, and must show:
  - o end costs;
  - o actual costs; and,
  - o incremental costs in each year of the proposed settlement.

- 2) **Transparency** – Costing must capture all changes to Total Labour Cost that arise out of a settlement (on an End Cost and Actual Cost basis).

Employer bargaining agents must identify any changes to a collective agreement that may have cost impacts following the expiry of the agreement, and must estimate and include those costs in its costing.

All settlement changes that may have cost implications but are not included in a formal costing must be noted with a brief explanation.

- 3) **Open Communication before, during and after Bargaining** – Employer bargaining agents must provide clear and detailed costing to the Secretariat of any compensation-related items in a

## Employers' Guide to 2012 Cooperative Gains Mandate

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proposed Bargaining Plan, during bargaining as items arise, in a request for amendments to an approved Plan, and in a Final Offer that differs from an approved Plan.

Costing must be provided to the Secretariat in advance of the proposed item being tabled during collective bargaining.

At the conclusion of bargaining, employer bargaining agents must prepare a Memorandum of Agreement, clearly delineating all changes from the preceding agreement (e.g., using "track changes"), and provide the Memorandum to the Secretariat along with final costing and any other relevant supporting materials.

- 4) **Compensation Base and related assumptions** - It is critical that employer bargaining agents and the Secretariat use the same compensation base information. Any changes to compensation data previously submitted to the Secretariat should be discussed prior to bargaining.

Cost changes should be calculated assuming constant service volume and employee seniority (i.e., incremental costs assumed to be constant) unless specific changes in agreement language related to these issues will have cost impacts. Where the changes will have cost impacts, these impacts must be explained and included in the costing.

Where staffing levels are seasonal, the average wage calculation should be based on expected average staff levels throughout the year rather than the staff level at a particular point in time.

Changes in the compensation base resulting from demographic changes should not be included in collective agreement costing, unless required as a result of negotiated changes to salary grids, etc.

- 5) **Materiality** - Employer bargaining agents must provide costing of all proposed changes to a collective agreement. However, changes which *in the aggregate* result in costs of less than \$250,000 or 0.01% of an employer's Total Labour Costs, whichever is less, do not need to be included in costing. Employers must identify these items to the Secretariat during bargaining and in advance of a Final Offer. Note that the employer will still bear any increase in costs from a non-material change.

### Costing particular items:

- **Compensation Trade-offs** - Costing of proposed savings must use realistic and conservative assumptions. Costing should clearly identify these assumptions, the base data on which the savings are calculated, and an adequate explanation of how the savings will be generated, including proposed collective agreement language changes.

Costing of proposed offsetting expenditures must be clearly set out separately from proposed savings, applying the EGM 2012 Costing Principles.

- **Wage-Impacted Costs** - The settlement costs for each year of a proposed agreement include the impact of all wage and benefit changes on total labour costs. The effect of wage increases on statutory and non-statutory wage impacted benefits must also be included in costing. Examples of wage-impacted benefits include long-term disability benefits, pension plan premiums, and statutory benefit costs such as EI, CPP, and WCB coverage.
- **Lump-sum Payments** - Lump sum or other one-time payment must be included in employer bargaining agent costing, but are not included in the on-going compensation base as they do not increase on-going compensation costs.

## Employers' Guide to 2012 Cooperative Gains Mandate

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- **Non-wage Impacted Benefits** – Benefits that are not affected by changes to wages (e.g., MSP, dental, extended health benefit plan premiums) are assumed to remain constant for the purposes of costing, unless the language in the agreement changes the cost of the benefits.
- **Business Reimbursement** – Employer bargaining agents must include proposed changes to business reimbursement allowances (e.g., meal and mileage allowances, safety equipment reimbursement) in costing.
- **Goalsharing/ Gainsharing Payments** – Any proposed payments for productivity gains must be included in employer bargaining agent costing. As well, cost savings must be assessed and approved by the Secretariat before any payments are made. Please see the Goalsharing discussion under the Changes in Total Compensation section of this Guide for more information.
- **Targeted Adjustments** – Wage or benefit adjustments that are targeted at a particular group or subset of a bargaining unit (e.g., labour market adjustments targeted at particular occupations) must be identified and distinguished from general adjustments and costed separately. Targeted adjustments must be included in the compensation base and total costs.
- **Professional Development** – Professional development allowances are considered compensatory and must be included in costing where:
  - there is a fixed dollar allocation per employee or FTE;
  - the union or employee has a decision or role in determining how the allowance is used; or
  - the allowance is not provided on the basis of reimbursement.

Professional development allowances are not considered compensatory and do not need to be included in costing where:

- the allowance is not allocated on a per employee basis;
- employers approve the purpose of the development activity; and
- the allowance is provided on a reimbursement basis.

## Employers' Guide to 2012 Cooperative Gains Mandate

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### Section 8

#### Communications

##### Alignment and Coordination of Communications

As always in collective bargaining, public communications are critical to achieving negotiated agreements. The Cooperative Gains Mandate presents unique challenges in communicating the different settlements that are expected under the mandate. Therefore, it will be critical for government, employers and employer bargaining agents to closely coordinate and plan external communications.

Employer bargaining agents must include communication plans in their Bargaining Plans.

Communications plans should include a strategy that outlines the following:

- a primary (and backup) spokesperson who can speak publicly and respond to media inquiries;
- rules and responsibilities for communications in the lead up to bargaining, during bargaining, during disputes, and after bargaining has concluded;
- main messages that are critical to the employer's bargaining strategy;
- key messages that are aligned with the sector and with government;
- a process to keep spokespersons well-informed, and
- a description of other relevant communications matters, such as use of social media, issues or challenges and the plan for how they will be managed.

A communications plan template is available by contacting the Secretariat.

Communications plans and messaging may change throughout bargaining; employers and/or employer bargaining agents should work closely with Ministries and the Secretariat to ensure ongoing coordination.

## Employers' Guide to 2012 Cooperative Gains Mandate

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### Section 9

#### Frequently Asked Questions

1. **How is the Cooperative Gains Mandate different from a Net Zero Mandate?**
  - Under 2010 Net Zero Mandate, negotiators were seeking to move money from one part of the collective agreement to another — any improvements in the collective agreements had to be offset by savings in other compensation areas.
  - In the 2012 Cooperative Gains Mandate, cost savings achieved outside of the collective agreement can also be applied to contract improvements. For instance, employers will be looking for changes in how work is performed, efficiencies, productivities, cost reductions, or new revenues that will support compensation increases without additional government funding.
  - Collective agreement improvements are not limited to wage increases, but could also include job security provisions, benefits plan changes or other improvements that are attractive to employees.
  
2. **What is the goal of the Cooperative Gains Mandate?**
  - The Cooperative Gains Mandate is intended to increase employers' flexibility in funding wage increases, and to facilitate voluntarily negotiated collective agreements, while protecting the Province's Budget and Fiscal Plan and services to the public.
  
3. **What are the principles of the Cooperative Gains Mandate?**
  - The Province will not provide additional funding for increases to compensation negotiated in collective bargaining.
  - Employers are directed to work with responsible ministries and employer bargaining agents to develop Savings Plans to free up funding from within existing budgets to provide modest compensation increases.
  - Savings Plans can include savings resulting from operational cost reductions, increased efficiency, service redesign, increases in revenue, and other initiatives. Savings Plans can therefore propose savings that are much broader than under the previous "Net Zero" Mandate.
  - Identified savings are to be used to fund compensation increases that will facilitate negotiated settlements with unions through collective bargaining.
  - Identified savings must be real, measurable, and incremental to savings identified by employers to meet Provincial Budget and deficit reduction targets for 2012/13 and beyond.
  - Employers and unions may also negotiate other savings at the bargaining table to supplement Savings Plans.
  - Employers are not required to negotiate a target wage increase; however, increases are expected to be modest and employers must have an approved Bargaining Plan from government.

## Employers' Guide to 2012 Cooperative Gains Mandate

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4. **Are the gains found by employers being applied to government's deficit first and then to pay increases in collective agreements?**
- Employers must seek agreements that are at least two years in length. There is no maximum term for collective agreements under the Cooperative Gains Mandate.
  - Employers must not reduce service levels to the public in order to fund compensation increases.
  - Employers must not transfer the costs of existing services to the public to pay for compensation increases.
  - The Province's chief priority remains unchanged - to balance the budget. The Province acknowledges that finances are in a fragile state due to world-wide uncertainty.
  - The Province is asking employers to both meet budget targets and find savings to fund modest wage increases.
  - The Province's regular budget cycle is underway which includes targets that must be met by ministries and public sector employers to eliminate the Provincial deficit.
  - Separate from and in addition to this budget cycle process, ministries and employers will work together to identify additional, incremental efficiencies, cost saving measures, and other initiatives that can fund collective agreement improvements.
  - Identified cost savings must be real and must not result in reductions in services to the public or transfer the costs of existing services to the public.
5. **What is the process for negotiating under the Cooperative Gains Mandate?**
- Employers' associations and ministries will prepare savings and bargaining plans for their sector or for individual employers and submit those plans to Ministers and the Public Sector Employer's Council Secretariat prior to bargaining.
  - Ministries will be responsible for ensuring the accuracy, commitment and ability to validate and track savings plans and that bargaining strategies align with the Province's policy and budgetary goals.
  - Once this process is complete, employers will be in a position to discuss with unions how they may be able to reach agreements that protect public services while addressing the interests of employees.
6. **How involved should the unions be in finding the savings for bargaining proposals?**
- Employers and ministries are developing table-specific bargaining plans and strategies. These strategies will vary depending on the unique needs and conditions in each sector.
  - Unions will play an important role in facilitating the co-operation necessary to implement collective agreements changes, but not necessarily in the savings identification process.
  - Employer bargaining agents may also approach unions with proposals for actions unions can take to generate savings to fund increases, for instance, through changes to benefits plans.



## Employers' Guide to 2012 Cooperative Gains Mandate

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7. What happens if an employer did not reach a settlement under the 2010 Mandate? Does that mean the next collective agreement has to begin with two years of net-zero before negotiating under the cooperative gains mandate?
- Collective agreements that expired in 2010 or 2011 and that have not yet been renegotiated must meet the Net Zero Mandate for two years.
  - An agreement that expired in 2010 and was not renewed before 2012 would need to include two "Net Zero" years from 2010 to 2012 before any increases are available under the Cooperative Gains Mandate.
  - For example, for an agreement that expired June 30, 2010, the period July 1, 2010 to June 30, 2012 must be consistent with the Net Zero Mandate. The period after July 1, 2012 will be covered by the Cooperative Gains Mandate.
8. Is Cooperative Gains another form of Goalsharing?
- Goalsharing is a management-driven approach to providing incentives for productivity gains by sharing economic benefits across an organization after a collective agreement is settled. Goalsharing plans typically set targets on the basis of which payments can be made to unionized and other employees, if targets are met. Targets are usually linked to initiatives where employee involvement is central to productivity gains (e.g., reduction in sick leave utilization, reductions in injury rates, etc.). Payments are made after targets have been met. Payments are traditionally lump-sums.
  - Goalsharing is permitted under Cooperative Gains and may be a feature in some negotiations.
  - Savings plans developed by employers are likely to include measures that are broader than traditional Goalsharing. Cost savings achieved outside of the collective agreement and applied to contract improvements may result in ongoing increases to compensation, not just lump sums.
9. What is the difference between a Savings Plan and a Bargaining Plan?
- The Savings Plan is a new concept that is unique to the Cooperative Gains Mandate.
  - The Savings Plan must detail the ways that an employer and the Ministry propose to generate savings that the bargaining agent will use in negotiations.
  - Bargaining Plans have been a feature of public sector bargaining for a number of rounds of negotiations.
  - The Bargaining Plan identifies how an employer bargaining agent proposes to reach a voluntarily-negotiated settlement with a union.
  - In the Cooperative Gains Mandate, the Bargaining Plan will also identify how a bargaining agent proposes to apply savings.
10. Can my Savings Plan be part of the Bargaining Plan?
- Yes. Savings Plans and Bargaining Plans may be combined in the same document.
11. Do I have to create a Savings Plan for each bargaining unit?
- Savings Plans must detail the initiatives that an employer and the Ministry propose to generate savings for use in

## Employers' Guide to 2012 Cooperative Gains Mandate

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- negotiations or to fund non-union compensation increases.
- It is likely that Savings Plans will cover all of an employer's operations – not just individual bargaining units or employee groups – but this may depend on an employer's overall approach.
  - Yes. In consultation with the Ministry, application of savings found through redesign may be applied to other employee groups provided service levels are not reduced, and provided that increases are modest for all groups.
  - Yes.
12. Can I apply savings found through redesign for one group of employees to another, or both, groups of employees?
13. Can savings found within collective agreements be used for increases?
14. Can I use savings realized in one year across more than one year of the agreement?
- Savings must be real, measurable, and incremental to budget targets. Savings plans must detail when savings are expected to accrue, the quantum of savings, and specific measurement points.
  - Once savings have accrued, they can be used to fund compensation increases.
  - Ongoing savings can be used to fund ongoing costs, across more than one year of an agreement, provided that the savings can pay for the costs.
  - One-time or time-bound compensation increases can be funded by equivalent one-time or time-bound savings.
  - In order to ensure that increases in total compensation do not result in unanticipated net cost increases, both the proposed compensation increases and the equivalent, offsetting savings must occur in the same budget year.
15. Can I negotiate a signing bonus?
- Signing bonuses are possible under the Cooperative Gains Mandate, provided they are paid for by offsetting savings.
16. How do my non-union employees fit into the mandate?
- Compensation for non-union employees is also subject to the Cooperative Gains Mandate.
17. Is there a maximum increase under Mandate 2012?
- There is no set wage increase determined for the mandate, but we will limit maximum average increases in the deals to reduce the variability of potential outcomes.
18. Why is there a maximum?
- Some employers will have difficulties finding savings to fund increases and we want all groups to be treated fairly.
19. Why should employers not have to share all savings found to fund increases for unionized employees?
- Employers are facing a difficult task to find any savings at all.
  - Typically, employers would undertake savings initiatives to reduce costs or improve service; under Cooperative Gains they are asked to undertake these measures to fund increases.
20. Can savings that one employer has found be shared across the sector? If so, what happens to things like
- Except for Crown agencies and research universities, we expect that most employers and ministries will be working to find sector-wide savings that can be shared between

## Employers' Guide to 2012 Cooperative Gains Mandate

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common wage grids?

21. Are four-year agreements okay—partly under the old mandate, and partly under the new mandate?
- Yes. It is possible to have four-year agreements provided that those collective agreements that expired in 2010 or 2011 and that have not yet been renegotiated are within the Net Zero Mandate for their first two years.
  - An agreement that expired in 2010 and was not renewed before 2012 would need to include two net zero years from 2010 to 2012 before any increases are available under Cooperative Gains.
  - For example, for an agreement that expired June 30, 2010, the period July 1, 2010 to June 30, 2012 must be consistent with the Net Zero Mandate. The period after July 1, 2012 will be covered by the Cooperative Gains Mandate.
22. If savings and cost reductions are identified, do they have to apply in the same year as the compensation increase, or can the savings accrue over several years past the mandate—what if the bulk of the savings from a plan are expected three or four years from now?
- Savings must be real, measurable, and incremental to budget targets. Savings plans must detail when savings are expected to accrue, the quantum of savings, and specific measurement points.
  - Once savings have accrued, they can be used to fund compensation increases.
  - Ongoing savings can be used to fund ongoing costs, across more than one year of an agreement, provided that the savings can pay for the costs.
  - One-time or time-bound compensation increases can be funded by equivalent one-time or time-bound savings.
  - In order to ensure that increases in total compensation do not result in unanticipated net cost increases, both the proposed compensation increases and the equivalent, offsetting savings must occur in the same budget year.
23. What if the savings turn out to provide for greater gains than expected—will the unanticipated gains be shared as well—retractively?
- Any compensation increases negotiated by employers will be based on savings that employers have identified in conjunction with Ministries in advance of bargaining, and with unions during bargaining. Unanticipated gains will accrue to the employer for the benefit of the public (including budget-balancing efforts), unless employers and unions have negotiated goal-sharing or gain-sharing agreements.
24. How far is government willing to go in changing programs and services to save money?
- Employers must not reduce service levels to the public in order to fund compensation increases.
  - Employers must not transfer the costs of existing services to the public to pay for compensation increases.
25. Can employers look for savings in executive or non-union compensation or other administrative savings to fund union wage increases?
- Yes.
  - Employers should note that their legal obligations regarding existing executive and non-union contracts.
  - Employers are likely to develop savings plans that generate savings so as to provide compensation increases for both union and non-union employees.
- multiple employers. This will allow employers to maintain common wage grids.

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- 26. Can employers use savings from existing service redesign to fund wage increases?**
- Yes, provided that the savings are incremental to the budget targets and do not reduce the existing service delivery to the public.
- 27. What if an employer can't find the necessary savings?**
- Many employers will not be able to find savings needed to generate funding for a modest wage increase.
  - This may be an opportunity to work with unions to find other, non-monetary improvements to collective agreements.
- 28. Is it true that all service redesign currently underway is connected to finding savings for the mandate?**
- No. There are employers initiating service redesigns that are independent of finding savings for the mandate.
  - For instance, many employers have initiated service redesigns to bring efficiencies or update existing practices.
- 29. What is the role of the PSEC Secretariat in negotiations?**
- Consistent with previous rounds of negotiations, the PSEC Secretariat will coordinate the review and approval of savings and bargaining plans by government prior to bargaining.
  - During bargaining, employers must submit any changes to approved savings and bargaining plans to the Secretariat for approval.
  - Employers must keep the Secretariat informed of progress at all stages of bargaining, including ratification.
- 30. What is government's Savings Review Process?**
- This process is in place to ensure employers' Savings Plans contain real and measureable changes that create incremental savings to balance costs, and that will not result in a decrease in services or transfer the cost of existing services to the public.
- 31. Can I develop my savings plan proposal independent of the Ministry?**
- No.
  - Savings Plans must be aligned with Ministry service delivery objectives and policy.

**Section 10**

**Appendices**

- Public Sector Employers' Council Secretariat Staff List
- Public sector collective agreement expiry calendar
- Members Only Website access

## Employers' Guide to 2012 Cooperative Gains Mandate

### Public Sector Employers' Council Secretariat Staff Contact List

**Location:** Suite 210, 880 Douglas Street Victoria BC V8W 2B7  
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# Employers' Guide to 2012 Cooperative Gains Mandate

## Public sector collective agreement expiry calendar

Public Sector Employers' Council Secretariat  
COLLECTIVE AGREEMENT EXPIRES REPORT (Preliminary Data)  
as of November 9, 2011

**Legend:**  
 \* Those in green have expired under the 2012 Mandate

Employer / Agreement(s)	Union(s)	Expiry Agreement	2011	2012	2013	2014
<b>Health Sector: Residents, Midwives</b>						
Universities: 4 Universities with 9 Non Faculty Staff agreements	FAM-BC, MABC	31/Mar/10				
Colleges and Institutes: 13 Institutions with 17 Faculty, Faculty/Support and/or Vocational Faculty agreements	CUPE, IUCE, Poly Party	31/Mar/10				
Colleges and Institutes: 3 Teaching Universities with 2 Faculty and 1 support staff agreement	FFSA, FICUPE, CUPE	31/Mar/10				
Public Services: <b>Salaried Physicians</b>	BCPSA Salaried Physicians, BCMA	31/Mar/10				
Crown Corporations: BC Housing (2 agreements), BC Hydro PowerTech	BCGEU, BAPES	31/Mar/10				
Universities: SPU Teacher Support, UBC Childcare	YSU, BOGSU	30/Jun/10				
Universities: RRU Facilities & Grounds Workers	CUPE Local 3886	31/May/10				
Colleges and Institutes: CNC Support	PPWC Local 29 & CNCSSA	31/May/10				
Education (K-12): 60 schools of various with 69 Support and 2 Professional Staff agreements	Multiple Unions	30/Jun/10				
Universities: UNBC Support Staff	CUPE Local 3759	30/Jun/10				
Colleges and Institutes: BCIT Faculty	BCITPSA	30/Jun/10				
Colleges and Institutes: 9 Institutions with 9 Support Staff agreements	Multiple	30/Jun/10				
Colleges and Institutes: 3 Teaching Universities with 3 Support Staff agreements	Multiple	30/Jun/10				
Crown Corporations: FRC	WRCU, COPE, CUPE	30/Jun/10				
Universities: 2 universities with 2 Non Faculty Staff agreements	CUPE	31/Jun/10				
Colleges and Institutes: Vancouver Community College Support Staff	CUPE Local 15	30/Sep/10				
Universities: UNC Aquatic Centre	CUPE Local 818 - Aquatic Centre	31/Mar/10				
Education (K-12): Teachers and 1 Professional Staff agreement	BCU, VIT-Admitted	30/Jun/11				
Crown Sector: BC Investment CUPE	CUPE Local 3076	30/Jun/11				
<b>Health Sector: Community Health, Facilities, Para Professionals, Doctors, Nurses &amp; Therapists</b>						
Universities: RRU Faculty, TRU Faculty, FRI Faculty, BC Post Secondary	BCMA, CUC, FACA, FACA	31/Mar/11				
Colleges and Institutes: UNBC and PCC Faculty Agreements	WSPA, BUFA, WSPA (Union)	31/Mar/11				
Colleges and Institutes: Gateway Support Staff (Agreements)	PPWC Local 29, CUPE	31/Mar/11				
Colleges and Institutes: Teaching Universities: Royal Hollow, York Faculty Services, Faculty and Vocational Faculty	CUPE Local 11, BCOP	31/Mar/11				
Colleges and Institutes: Community College & General Services	FAWU, BCOP	31/Mar/11				
Public Services: BCPSA (incl. PEA Members), Public Service Union	BCPSA, PSU, BCPSA, PSU	31/Mar/11				
Crown Sector: 7 with 10 agreements for: BC Hydro PowerTech, BC Hydro Corp, CRD (incl. West Fraser)	Multiple	31/Mar/11				
Universities: UBC (incl. UBC) agreements	CUPE	31/Mar/11				
Crown Corporations: BC Railway (incl. various agreements)	BCGEU	31/Mar/11				
Universities: 4 with 2 agreements - FRI (Faculty, PEA), IBC (APP, UNCA), FRI (Faculty) & OCEU (O-12), UNBC (Faculty), UBC (Faculty, PEA)	FAWU, BCOP	31/Mar/11				
Public Services: Customs revenue	FAWU	30/Jun/11				
Crown Sector: 1st & 2nd Construction	BCGEU & BCMA	30/Jun/11				
Crown Sector: 1st & 2nd Construction	BCGEU	30/Jun/11				
Colleges and Institutes: Selkirk College Support Staff	PPWC Local 29	31/Mar/11				
Crown Sector: BC Transit CUPE	CUPE	31/Mar/11				
Crown Corporations: BC Hydro Columbia Hydro Construction Ltd	BCGEU (incl. BCGEU)	31/Mar/11				
Public Services: Judges & Judges' Staff	Public Services Association	30/Jun/11				
Crown Corporations: BC Hydro Columbia Hydro Construction Ltd	BCGEU, BCMA	31/Mar/11				
Public Services: 1st & 2nd Construction	BCGEU & BCMA	30/Jun/11				
Public Services: 1st & 2nd Construction	BCGEU & BCMA	30/Jun/11				
Crown Corporations: BC Hydro Columbia Hydro Construction Ltd	BCGEU (incl. BCGEU)	31/Mar/11				
Public Services: 1st & 2nd Construction	BCGEU & BCMA	30/Jun/11				
Public Services: 1st & 2nd Construction	BCGEU & BCMA	30/Jun/11				
<b>TOTAL</b>			78,274	85,921	147,136	118,114

  

Number of Collective Agreements	2011	2012	2013	2014
Number of Collective Agreements	111	76	67	62
2011 Total Expirations	78,274	85,921	147,136	118,114

<sup>1</sup> Wage and benefit re-opener Apr 1 11 and Apr 1 11.

<sup>2</sup> Wage re-opener Apr 1 11. Actual expiry date: Mar 31 12

<sup>3</sup> Either party may prerogative of initiative to amend terms of agreement within 3 months of Mar 31 2011 & Mar 31 2015. Actual expiry date: Mar 31 15  
Includes Public Service and BC Pension Corporation employees

## Employers' Guide to 2012 Cooperative Gains Mandate

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### Members Only Website

This website is a confidential web resource for public sector employers and employer associations. It provides links to the Employers' Guide to Mandate 2012, as well as the Labour Relations Reporting System (LRRS) which employer bargaining agents use to submit compensation, demographic, benefit and collective agreement costing surveys. The website also contains settlement summaries for ratified collective agreements.

Employer bargaining agents can gain access to the website by asking the Secretariat for a confidential user ID and password. Passwords do not expire and employer bargaining agents are responsible to ensure that confidentiality is maintained.

Website address: <https://pseclrrs.gov.bc.ca>

Login ID: provided by PSEC Secretariat

Password: provided by PSEC Secretariat

First time users will be asked to accept the Terms and Conditions for Access to the PSEC LRRS.

Employer associations are free to request access for individual employers or alternatively, are free to copy Employers' Guide to Mandate 2012 and settlement summary materials for distribution in their sectors.

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