

Union Demographics 2013

Union Group	Number of Members	Percentage of CoH's Unionized Workforce	Number of Grievances	Per Capita Grievance Rate
HOWEA	46	0.8%	9	0.196
HPFFA 288	531	8.8%	82	0.154
IUOE	7	0.1%	1	0.143
ONA 50 Lodges	43	0.7%	4	0.093
CUPE 1041	304	5.1%	28	0.092
CUPE 5167 Inside/Outside	3079	51.2%	243	0.079
OPSEU 256	266	4.4%	21	0.079
CUPE 5167 Lodges	635	10.6%	32	0.050
ATU 107	680	11.3%	23	0.034
ONA 50 Public Health	164	2.7%	3	0.018
GHVFFA 911	256	4.3%	3	0.012
Total	6011	100%	449	0.075

Grievance Analysis 2013

Total Grievances per Year (2007-2013):

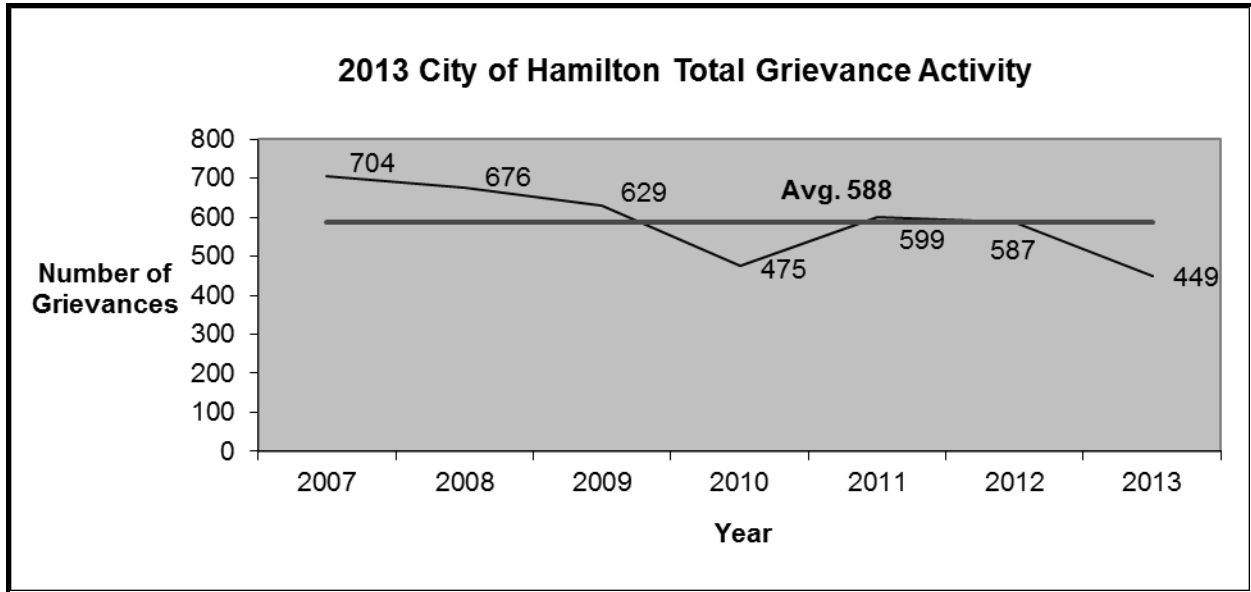


Chart Data:

City of Hamilton	2007	2008	2009	2010	2011	2012	2013	Average
Total	704	676	629	475	599	587	449	588
Percentage (Increase/Decrease)		-4%	-7%	-24%	26%	-2%	-24%	

Month-by-Month Grievance Analysis (2007-2013):
(Inclusive of All City of Hamilton Union Groups)

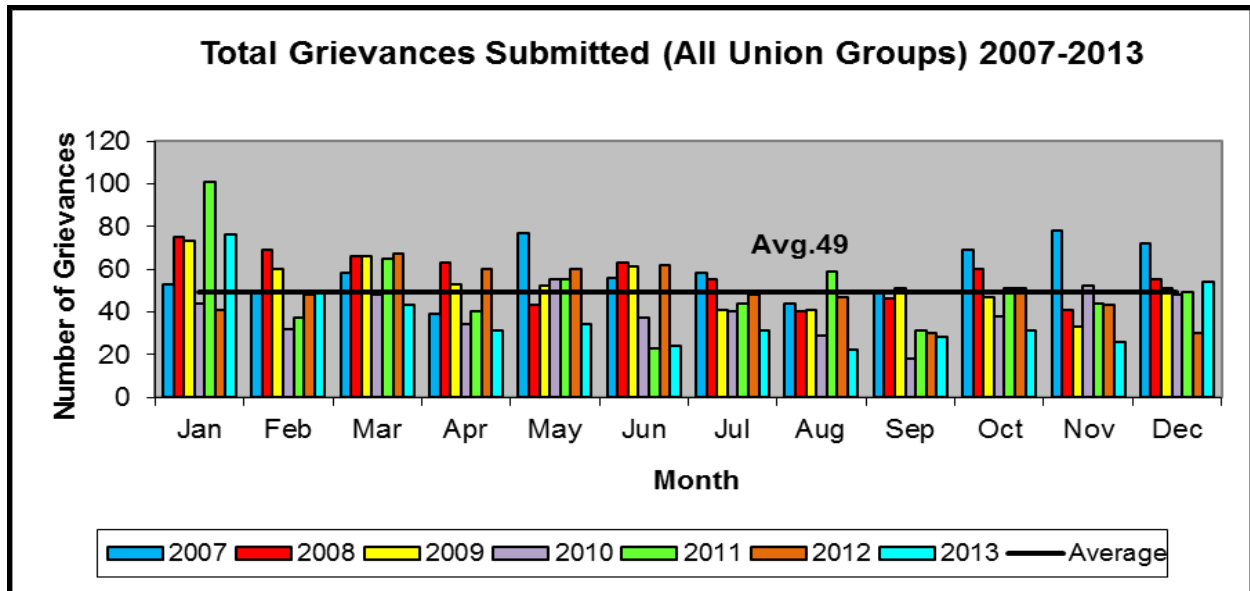


Chart Data:

Month	2007	2008	2009	2010	2011	2012	2013	Average	2013 Percentage Increase/Decrease
January	53	75	73	44	101	41	76	66	85%
February	50	69	60	32	37	48	49	49	2%
March	58	66	66	48	65	67	43	59	-36%
April	39	63	53	34	40	60	31	46	-48%
May	77	43	52	55	55	60	34	54	-43%
June	56	63	61	37	23	62	24	47	-61%
July	58	55	41	40	44	48	31	45	-35%
August	44	40	41	29	59	47	22	40	-53%
September	50	46	51	18	31	30	28	36	-7%
October	69	60	47	38	51	51	31	50	-39%
November	78	41	33	52	44	43	26	45	-40%
December	72	55	51	48	49	30	54	51	80%
Total	704	676	629	475	599	587	449	49	-24%

Union Grievance Activity (2007-2013):

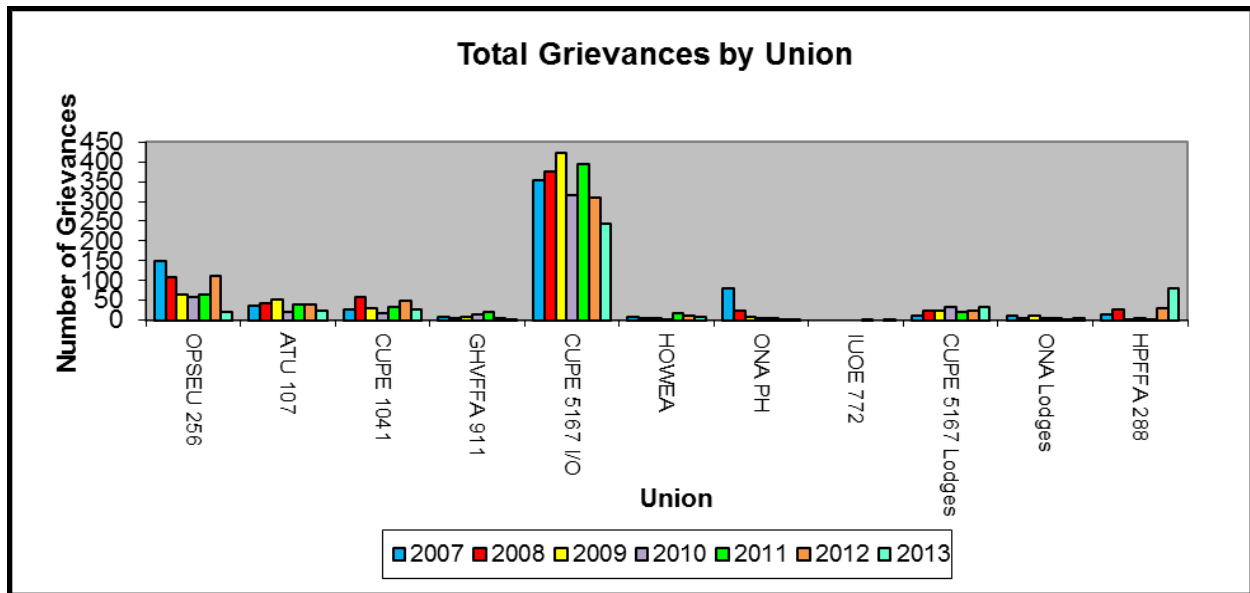


Chart Data:

Union Groups	2007	2008	2009	2010	2011	2012	2013	2013 Percentage Increase/Decrease
OPSEU 256	151	108	66	57	65	113	21	-81%
ATU 107	35	44	51	21	39	41	23	-44%
CUPE 1041	28	58	30	17	33	49	28	-43%
GHVFFA 911	9	6	9	15	21	5	3	-40%
CUPE 5167 Inside/Outside	354	375	423	315	393	310	243	-22%
HOWEA	9	5	4	2	17	11	9	-18%
ONA 50 Public Health	79	25	7	5	4	3	3	0%
IUOE 772	0	0	0	0	2	0	1	0%
CUPE 5167 Lodges	12	23	24	33	20	23	32	39%
ONA 50 Lodges	11	4	12	4	4	2	4	100%
HPFFA 288	16	28	3	6	1	30	82	173%
Total	704	676	629	475	599	587	449	-24%

Grievance Status (2007-2013):

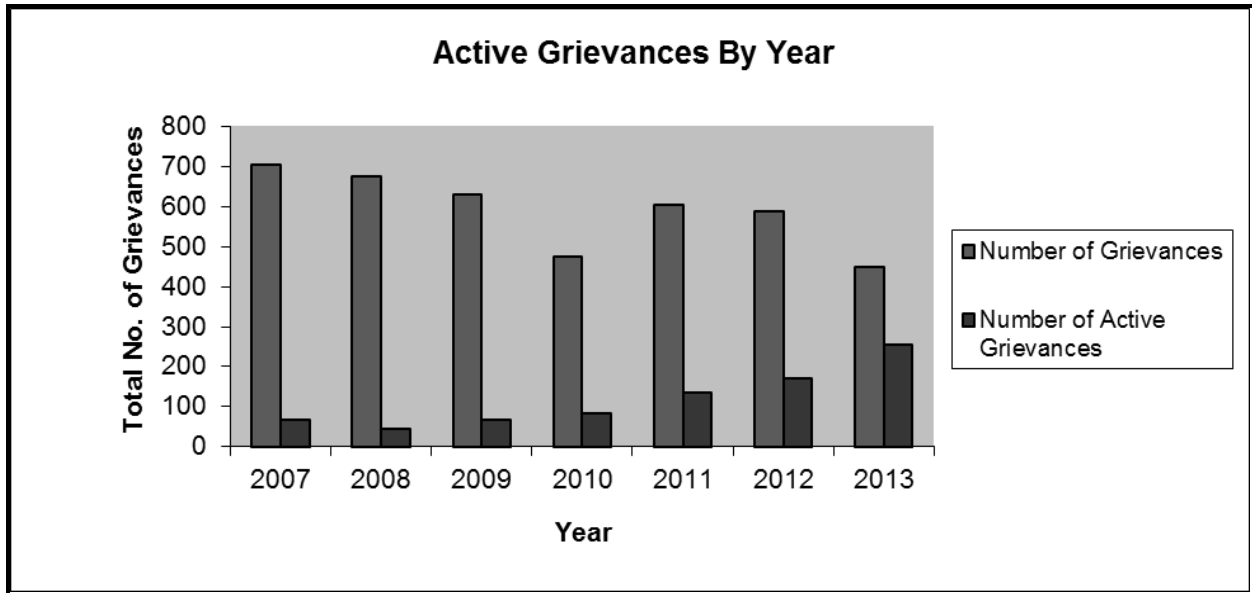


Chart Data:

City of Hamilton: Active/Resolved Grievances (2007-2013)

Year	Number of Grievances	Number of Active Grievances	Number of Settled Grievances	Overall Percentage of Active Grievances
2007	704	68	636	9.7%
2008	676	45	631	6.7%
2009	629	67	562	10.7%
2010	475	85	390	17.9%
2011	604	134	470	22.2%
2012	587	171	416	29.1%
2013	449	256	193	57.0%
Total	4124	826	3298	20.0%

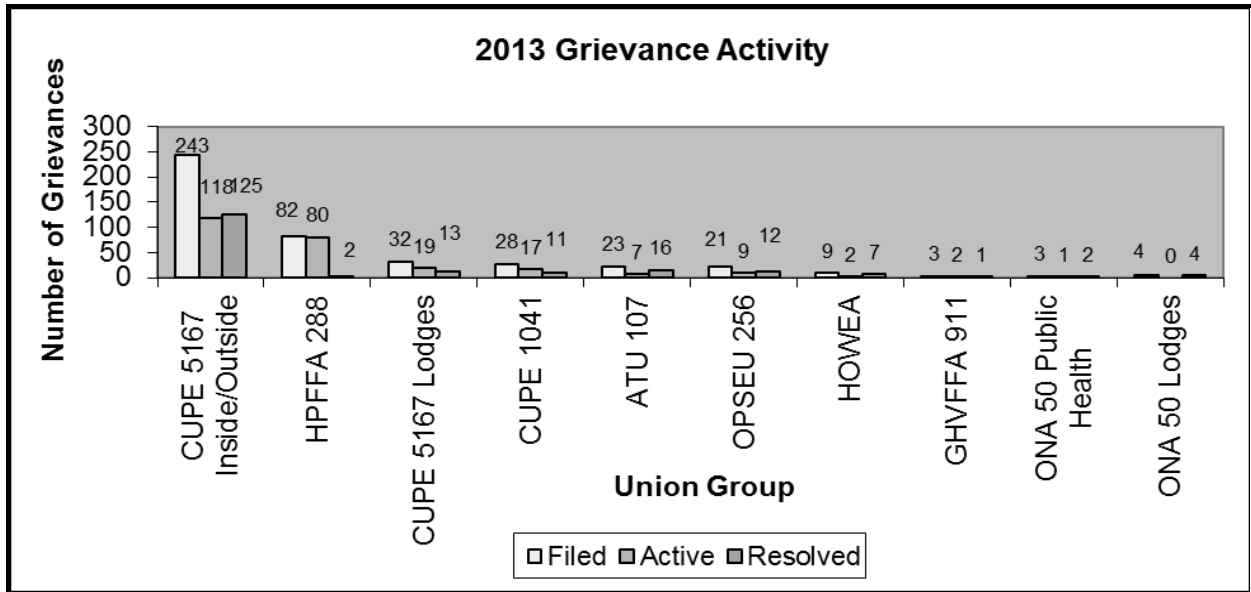


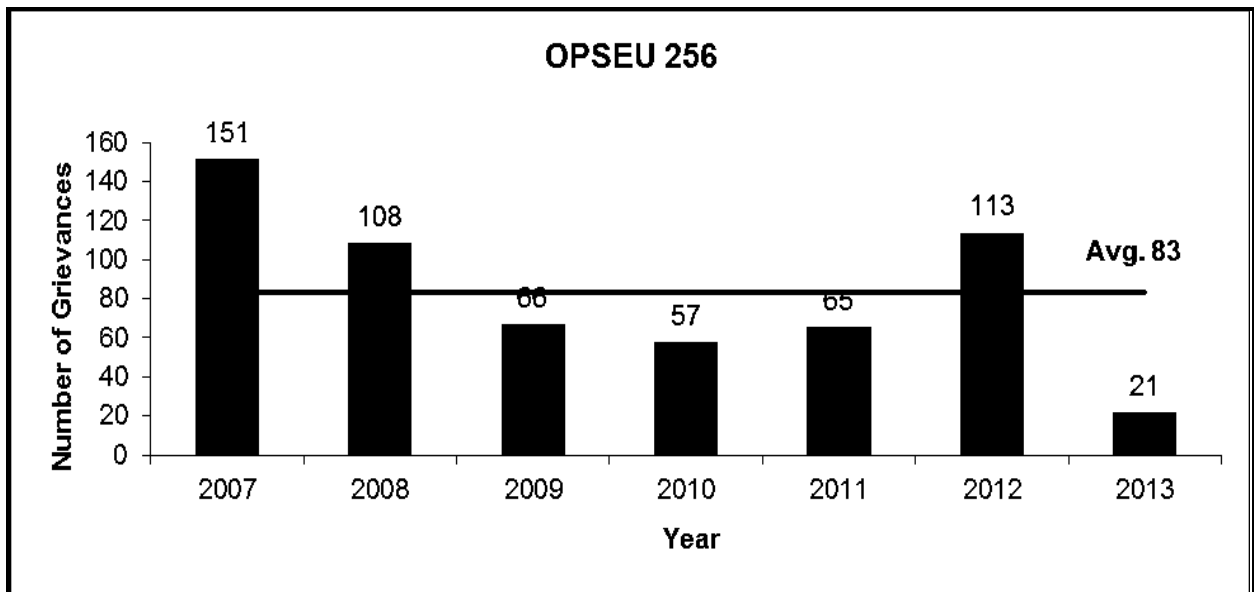
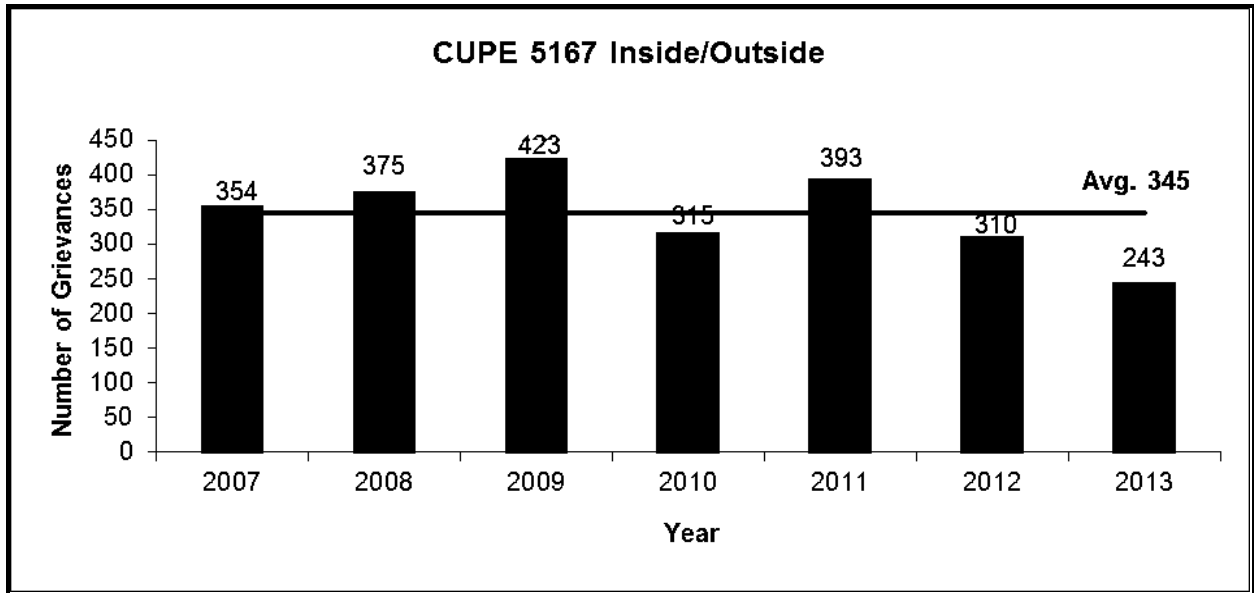
Chart Data:

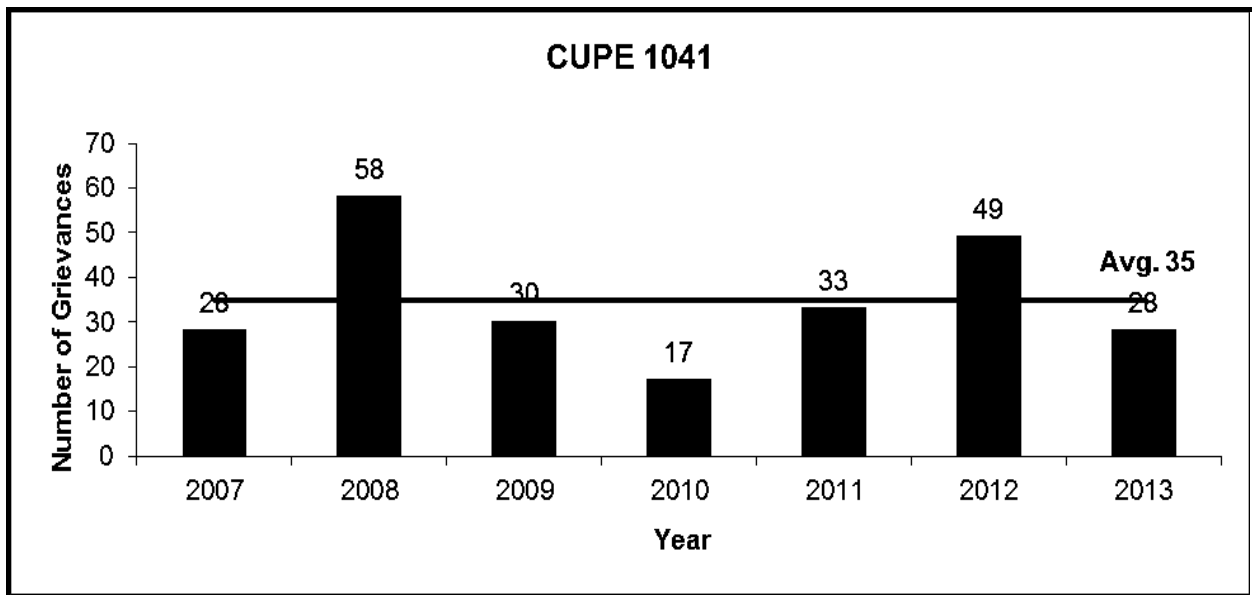
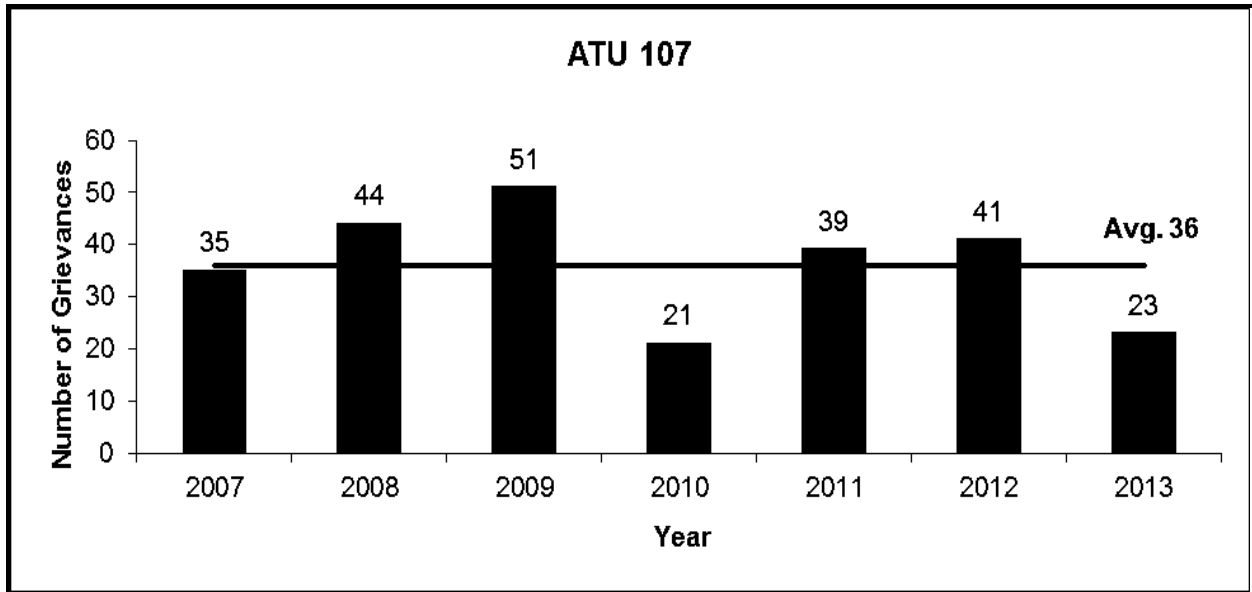
Union Group: Active/Resolved Grievances (2007-2013)

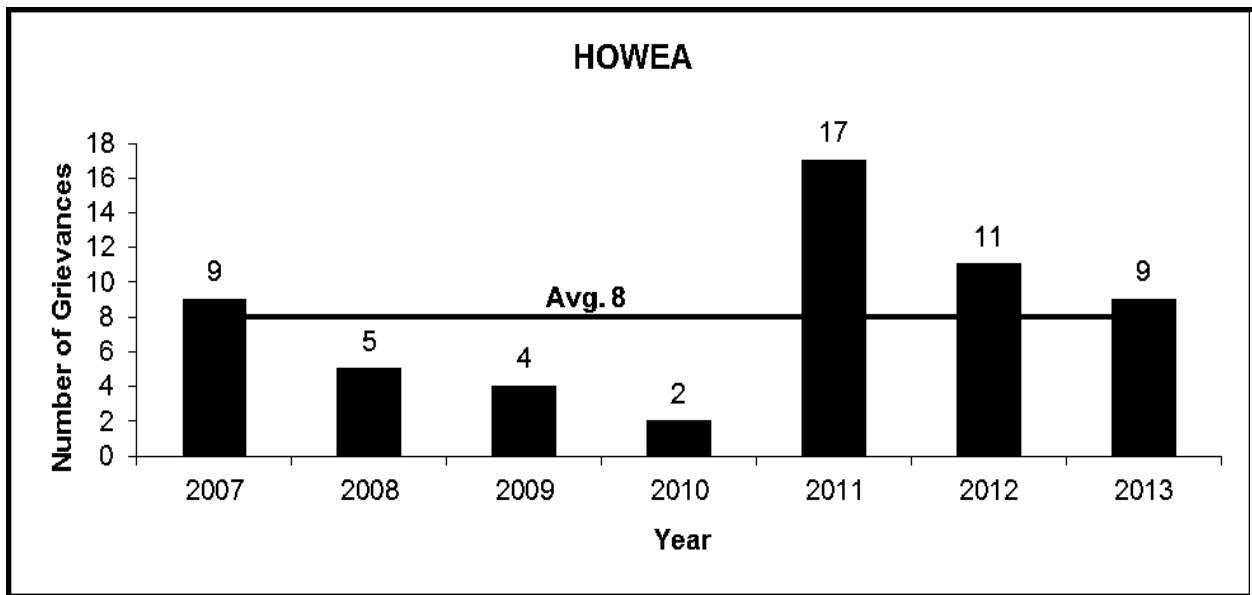
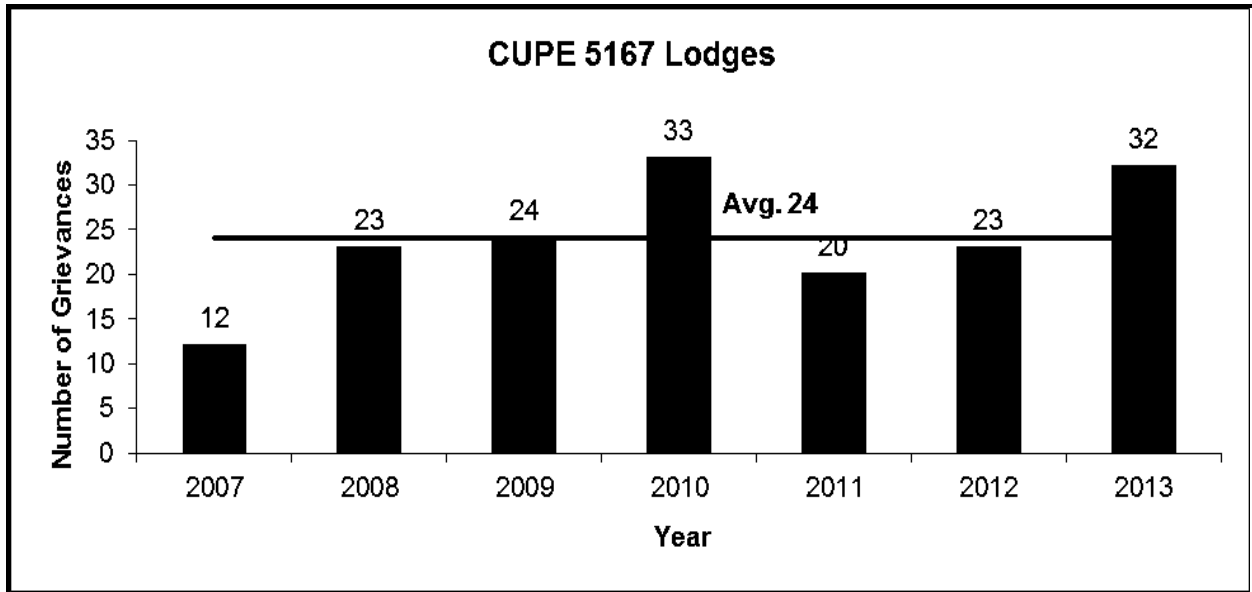
Grievance Activity (2013)	Filed	Active	Resolved
CUPE 5167 Inside/Outside	243	118	125
HPFFA 288	82	80	2
CUPE 5167 Lodges	32	19	13
CUPE 1041	28	17	11
ATU 107	23	7	16
OPSEU 256	21	9	12
HOWEA	9	2	7
ONA 50 Lodges	4	0	4
GHVFFA 911	3	2	1
ONA 50 Public Health	3	1	2
IUOE 772	1	1	0
Total	449	256	193

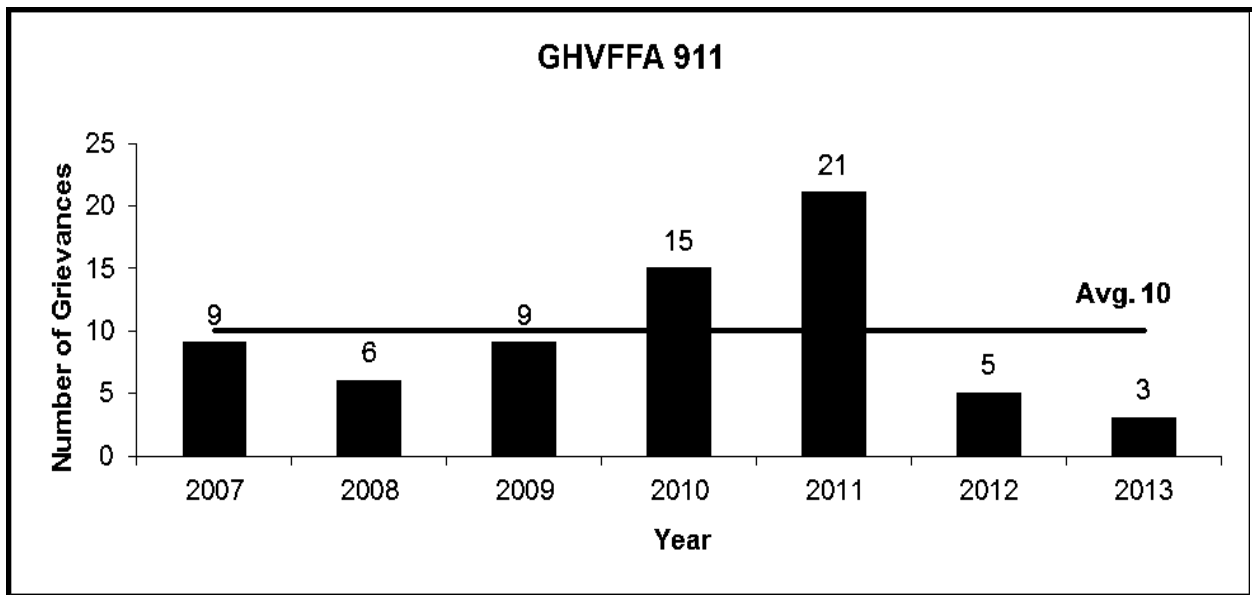
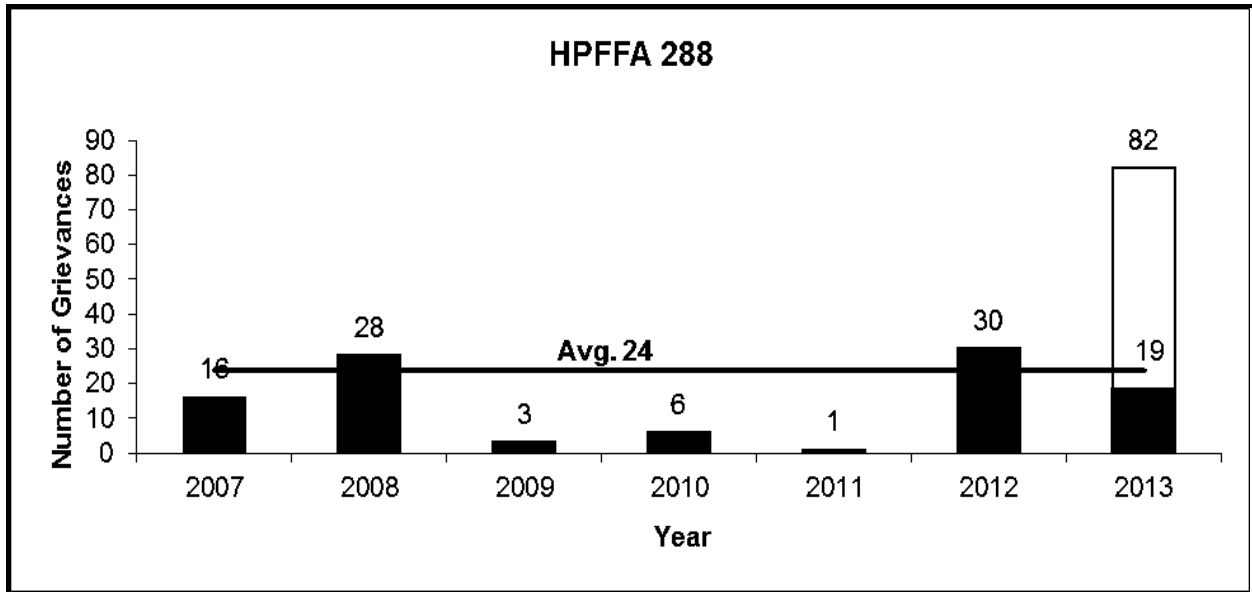
Grievance Resolution	Step 1	Step 2	Mediation	Arbitration
2013	57	91	43	2

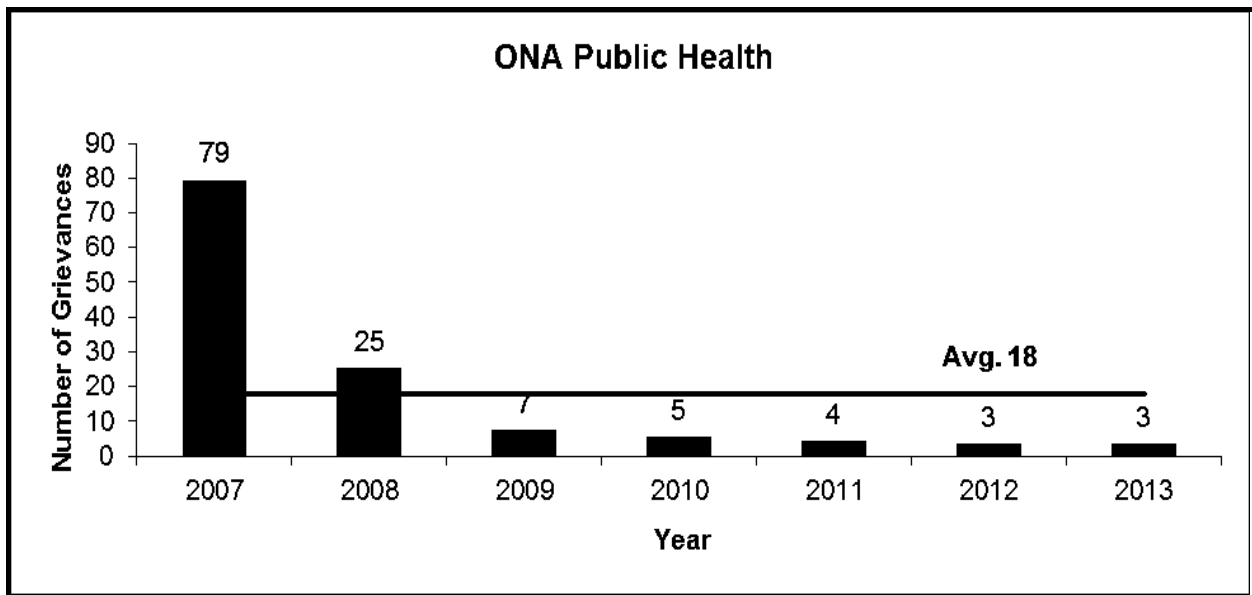
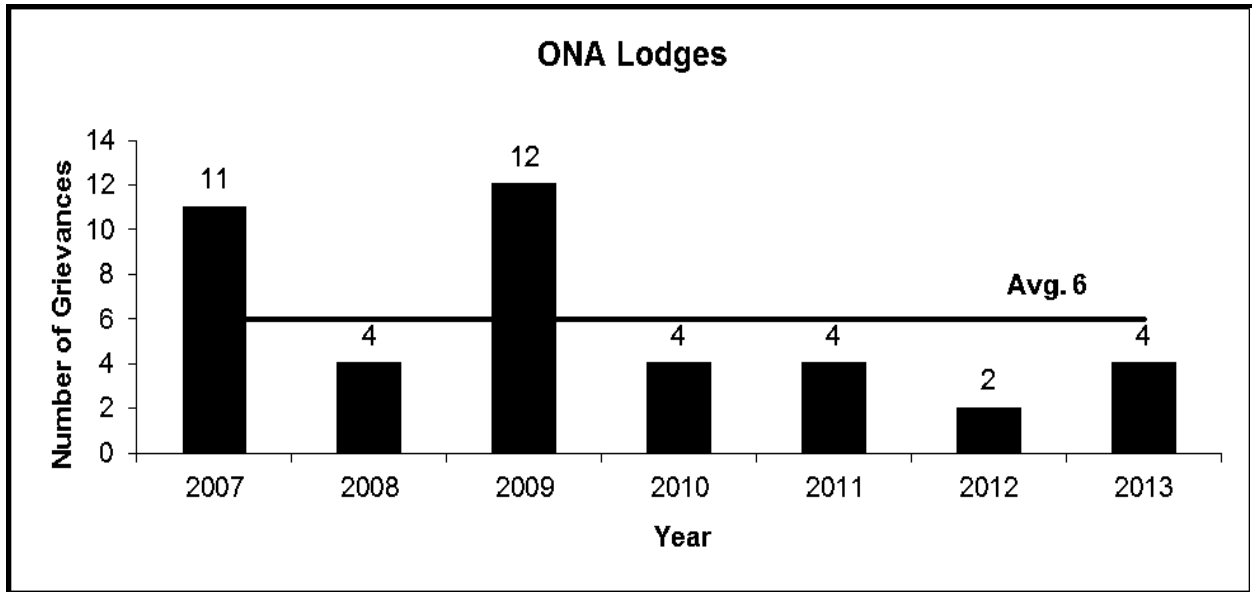
Total Grievances by Union (2007-2013):











Total Grievances by Department

Total Grievances by Department Summary (2007-2013):

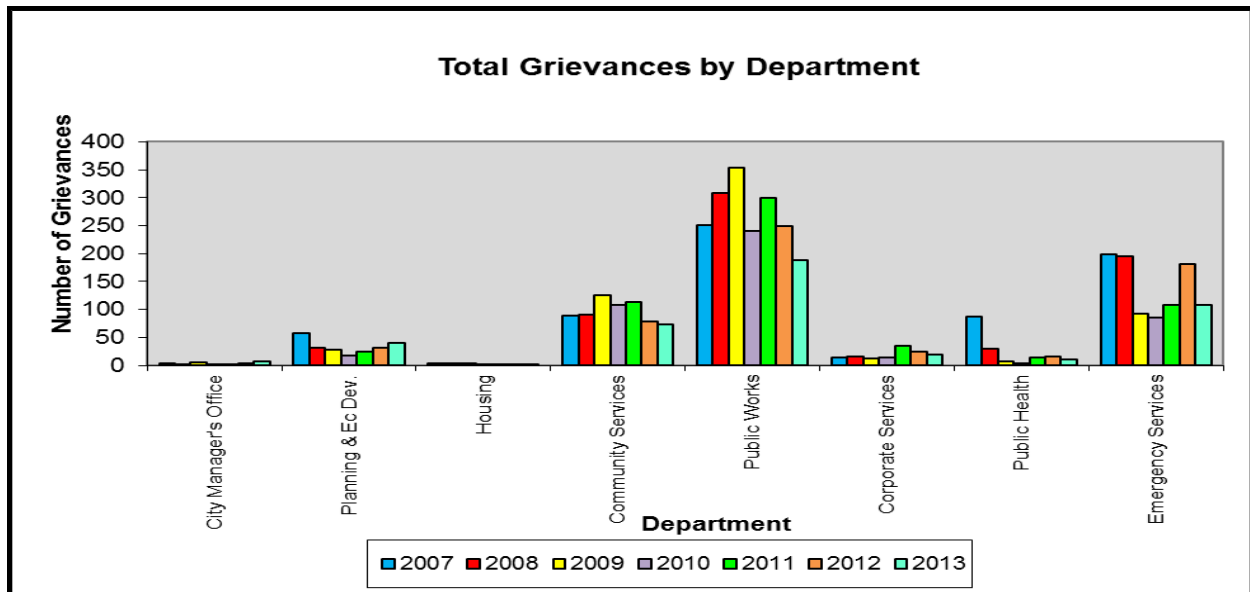


Chart Data:

Department	2007	2008	2009	2010	2011	2012	2013	2013 Percentage Increase/Decrease
Emergency Services	198	196	93	86	109	181	108	-40%
Paramedics						146	23	-84%
Fire						35	85	143%
Public Health	87	29	8	4	14	16	11	-31%
Public Works	251	309	354	241	300	250	188	-25%
Corporate Services	14	16	12	15	35	25	19	-24%
Community Services	89	90	125	109	114	78	74	-5%
Housing	3	4	4	1	1	1	1	0%
Planning & Ec. Dev.	58	31	28	18	24	32	40	25%
City-Wide (Policy)	4	1	5	1	2	4	8	100%
Total	704	676	629	475	599	587	449	-24%

Percentage of Overall Grievance Submission per Department (2013):

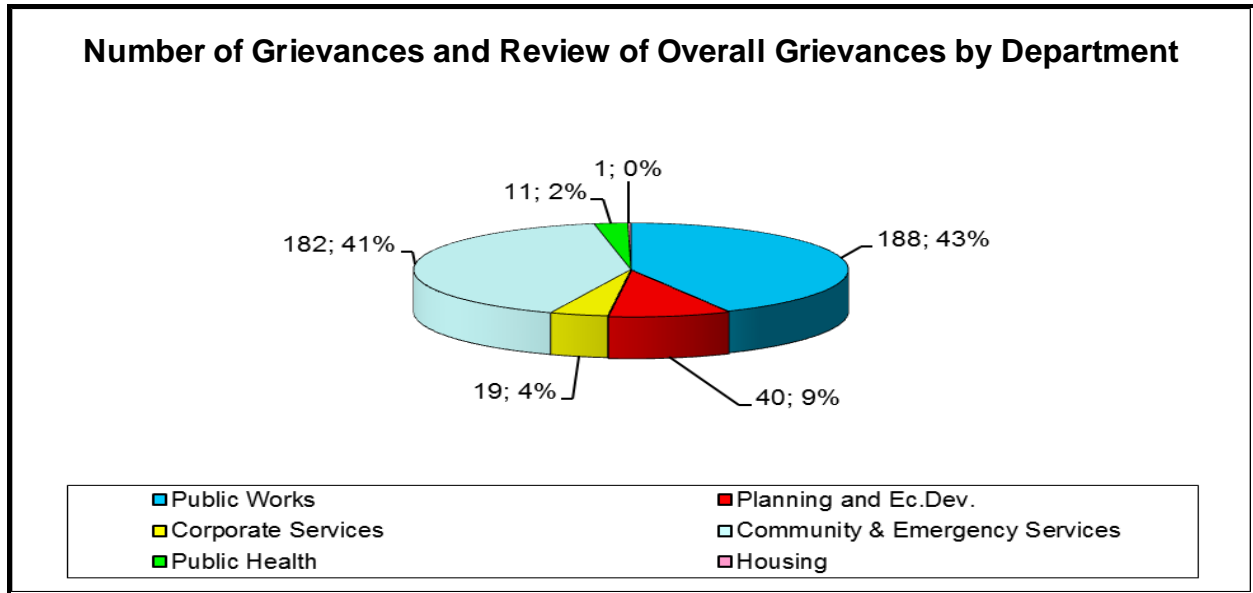


Chart Data:

Department*	Number of Employees	Number of Unionized Employees	Percent of Unionized Employees within Department	Percent of Unionized Employees of COH	Number of Grievances	Percent of Overall Grievances	Per Capita Grievance Rate
Public Works	2063	1882	91%	31%	188	43%	0.10
Planning and Ec.Dev.	766	417	54%	7%	40	9%	0.10
Corporate Services	412	267	65%	4%	19	4%	0.07
Community & Emergency Services	3654	2969	81%	49%	182	41%	0.06
Public Health	464	385	83%	6%	11	2%	0.03
Housing	205	86	42%	1%	1	0%	0.01
Total**	7564	6006	79%	99%	441	100%	N/A

* City-wide (Policy) grievances, N=8 (not attributed to any specific department)

** 5 Temporary workers are not included

Grievance Categories

Grievance Category Comparison (2012-2013):

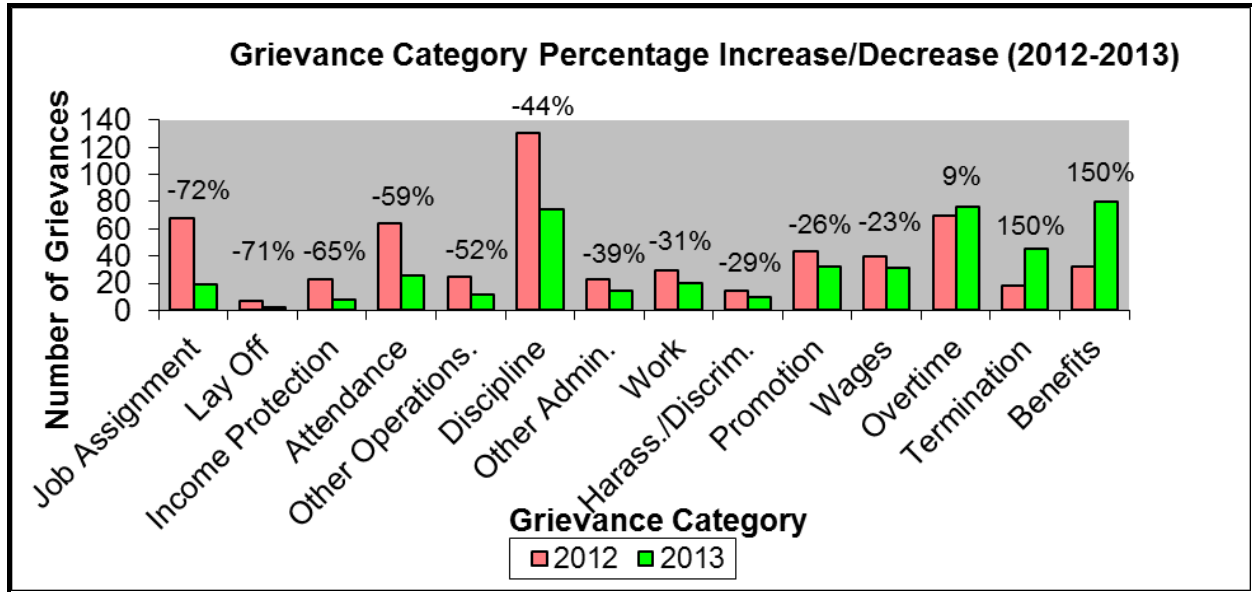


Chart Data:

Grievance Category	No. of Grievances (2012)	% of Grievances filed (2012)	No. of Grievances (2013)	% of Grievances filed (2013)	2013 Percentage Increase/Decrease
Job Assignment	68	12%	19	4%	-72%
Lay Off	7	1%	2	0%	-71%
Income Protection	23	4%	8	2%	-65%
Attendance	64	11%	26	6%	-59%
Other Operations.	25	4%	12	3%	-52%
Discipline	131	22%	74	16%	-44%
Other Admin.	23	4%	14	3%	-39%
Work	29	5%	20	4%	-31%
Harassment & Discrimination	14	2%	10	2%	-29%
Promotion	43	7%	32	7%	-26%
Wages	40	7%	31	7%	-23%
Overtime	70	12%	76	17%	9%
Termination	18	3%	45	10%	150%
Benefits	32	5%	80	18%	150%
Total	587	100%	449	100%	-24%

***Grievance Categories**

Promotion: Job postings, Promotion, Demotion, Complement, Vacancies, Testing;

Attendance: Vacation, Stat Holidays, AWOL, Leave of Absence, Bereavement, ASMP, Lieu Bank, Sick Bank, Flex Time;

Harassment/Discrimination: Harassment, Discrimination, Human Rights, Toxic/Poisonous Workplace;

Discipline: Verbal, Written, Suspension, Discipline;

Termination: Termination, Severance;

Benefits: Health Benefits, Life Insurance, OMERS, AD&D, Benefits;

Income Protection: STD, IPP, LTD, Work Accommodation, Return to Work, Doctors Note, Bridging;

Overtime: Overtime, Call-in, Call-out, Standby, Continuation of the work day;

Wages: Wages, Hours of Work, Premium Pay, Shift Premiums, Meal Allowance, Compensation, Acting Pay, Job Evaluation, Retro Pay, Union Dues;

Job Assignment: Seniority, Conditions of Employment, Restructuring, Transfer, Job Location, Job Share, Shift Change;

Lay-off: Lay-off, Recall, Bumping, Shift Schedule;

Work: Duties, Scope, Work of the Bargaining Unit, Contracting Out, Union Representation, Technological Change, Workplace Safety, Meal Breaks;

Other Admin.: Parking, Mileage, City Vehicle, Bus Pass, Corporate Policy, Confidentiality, Tuition Reimbursement, Performance Appraisal, Admin-other;

Other Operations: Clothing Allowance, Cleaning Allowance, Clothing/Uniform, Safety Wear, Training, Missed Page.

Grievance Categories, by Union (2007-2013):

Promotion

Job postings, Promotion, Demotion, Complement, Vacancies, Testing

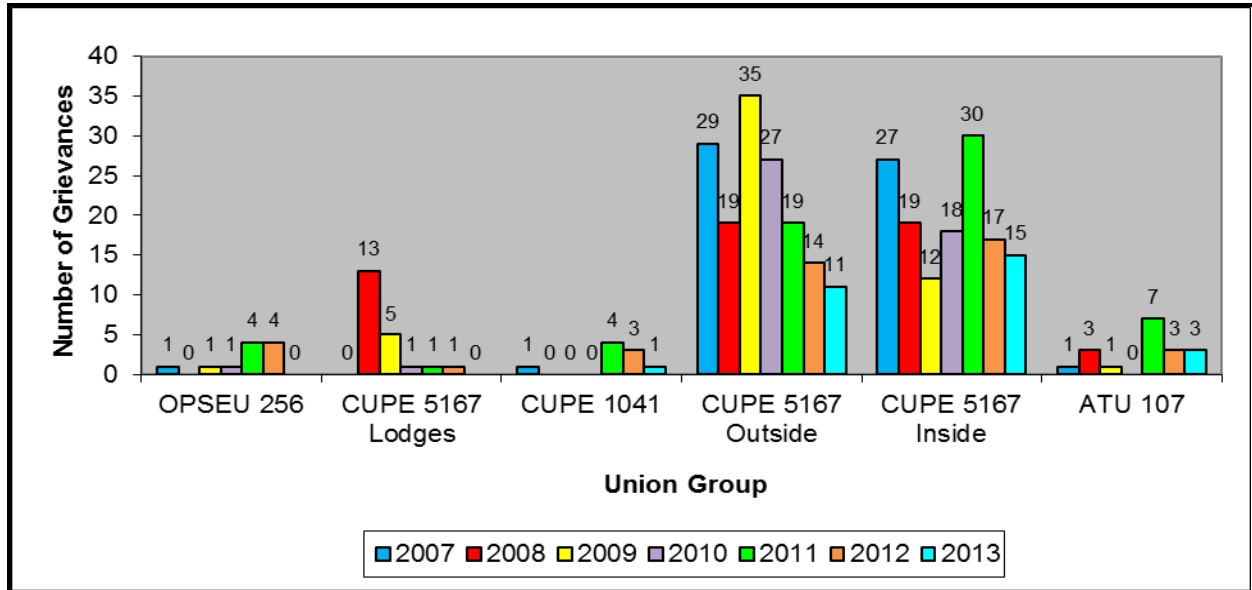


Chart Data:

Promotion	2007	2008	2009	2010	2011	2012	2013	2013 Percentage Increase/Decrease
OPSEU 256	1	0	1	1	4	4	0	-400%
CUPE 5167 Lodges	0	13	5	1	1	1	0	-100%
HPFFA 288	0	2	0	0	0	1	0	-100%
CUPE 1041	1	0	0	0	4	3	1	-67%
CUPE 5167 Outside	29	19	35	27	19	14	11	-21%
CUPE 5167 Inside	27	19	12	18	30	17	15	-12%
ATU 107	1	3	1	0	7	3	3	0%
ONA 50 Public Health	0	2	0	2	0	0	0	0%
ONA 50 Lodges	1	0	1	0	0	0	0	0%
HOWEA	0	0	0	0	0	0	1	100%
GHVFFA 911	0	0	0	0	0	0	1	100%
Total	60	58	55	49	65	43	32	-26%

Grievance Categories, by Union (2007-2013):

Attendance

Vacation, Stat Holidays, AWOL, Leave of Absence, Bereavement, ASMP, Lieu Bank, Sick Bank, Flex Time

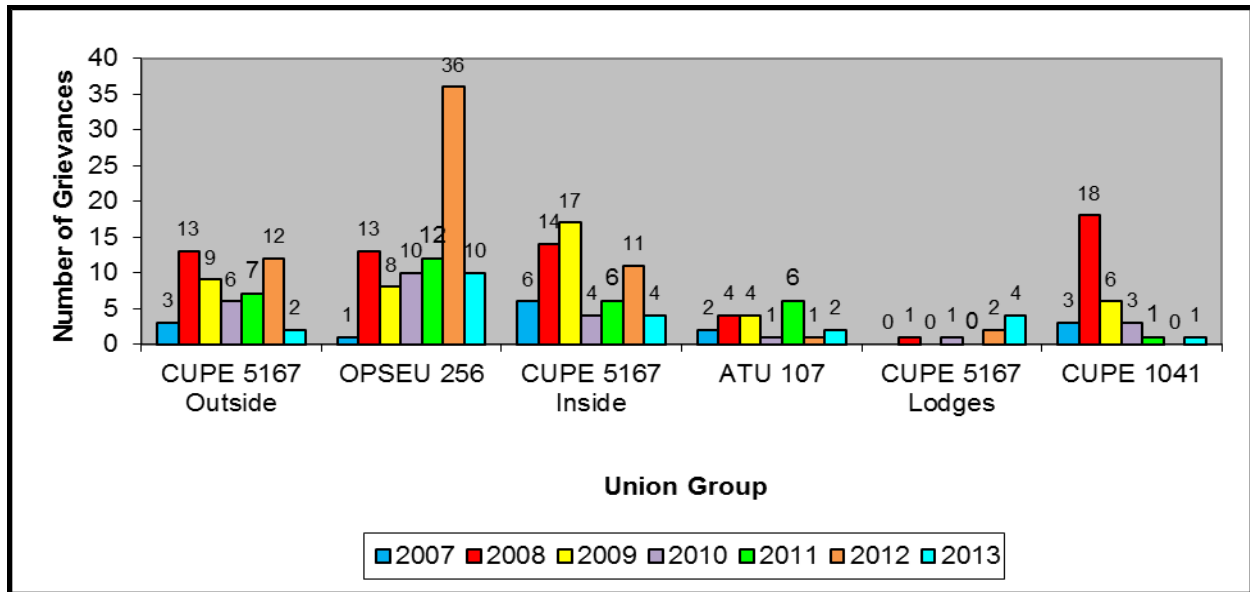


Chart Data:

Attendance	2007	2008	2009	2010	2011	2012	2013	2013 Percentage Increase/Decrease
HPFFA 288	4	2	0	0	0	1	0	-100%
CUPE 5167 Outside	3	13	9	6	7	12	2	-83%
OPSEU 256	1	13	8	10	12	36	10	-72%
CUPE 5167 Inside	6	14	17	4	6	11	4	-64%
HOWEA	0	0	0	0	0	1	1	0%
GHVFFA 911	0	0	1	0	0	0	0	0%
ONA 50 Lodges	3	0	0	0	0	0	0	0%
ATU 107	2	4	4	1	6	1	2	100%
CUPE 5167 Lodges	0	1	0	1	0	2	4	100%
IUOE	0	0	0	0	1	0	1	100%
ONA 50 Public Health	5	18	0	0	0	0	1	100%
CUPE 1041	3	18	6	3	1	0	1	100%
Total	27	83	45	25	33	64	26	-59%

Grievance Categories, by Union (2007-2013):

Harassment & Discrimination

Harassment, Discrimination, Human Rights, Toxic/Poisonous Workplace

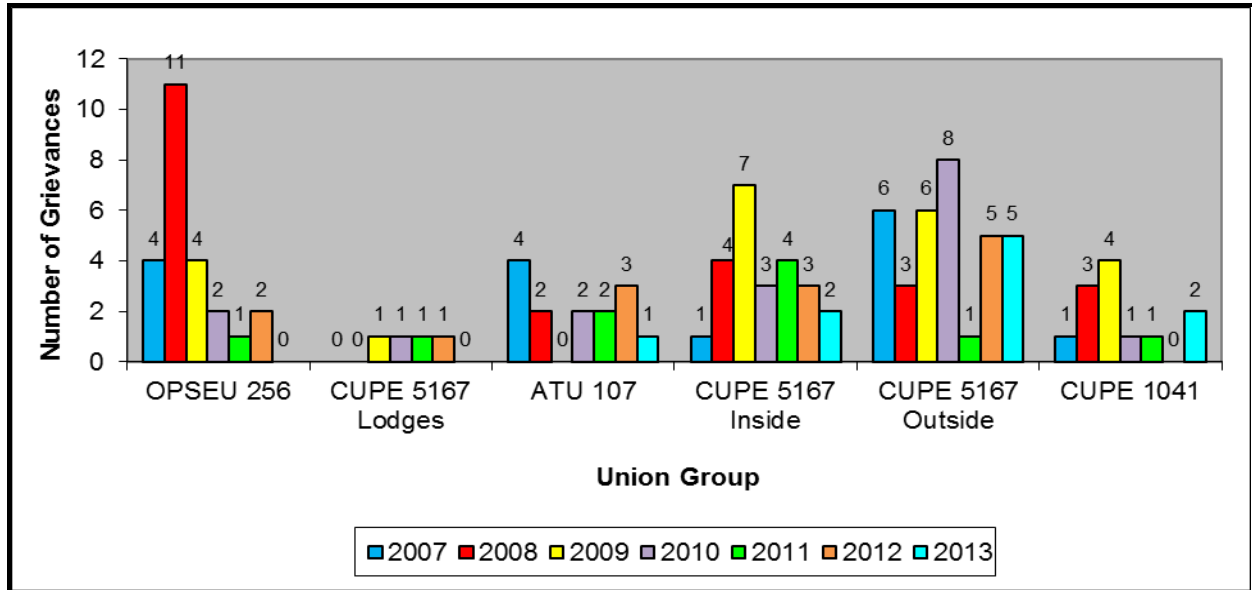


Chart Data:

Harassment & Discrimination	2007	2008	2009	2010	2011	2012	2013	2013 Percentage Increase/Decrease
OPSEU 256	4	11	4	2	1	2	0	-200%
CUPE 5167 Lodges	0	0	1	1	1	1	0	-100%
ATU 107	4	2	0	2	2	3	1	-67%
CUPE 5167 Inside	1	4	7	3	4	3	2	-33%
CUPE 5167 Outside	6	3	6	8	1	5	5	0%
GHVFFA 911	0	0	0	0	0	0	0	0%
HOWEA	1	0	0	0	2	0	0	0%
HPFFA 288	0	1	0	0	0	0	0	0%
ONA 50 Lodges	0	0	0	1	2	0	0	0%
ONA 50 Public Health	2	0	3	0	1	0	0	0%
CUPE 1041	1	3	4	1	1	0	2	200%
Total	19	24	25	18	15	14	10	-29%

Grievance Categories, by Union (2007-2013):

Discipline

Verbal, Written, Suspension, Discipline

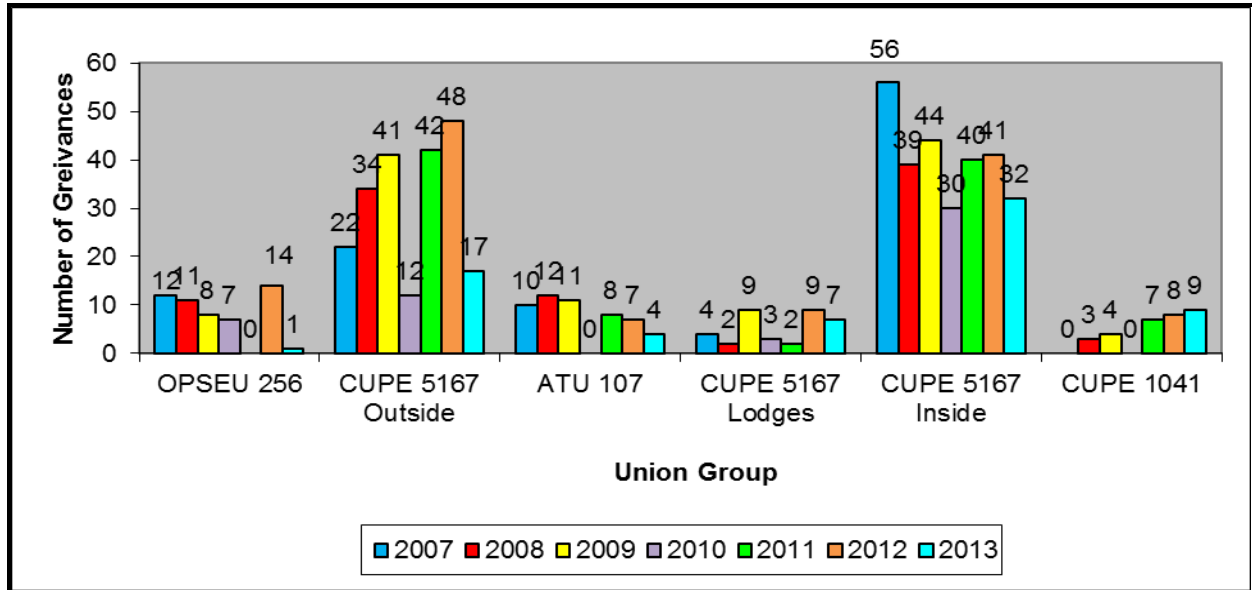


Chart Data:

Discipline	2007	2008	2009	2010	2011	2012	2013	2013 Percentage Increase/Decrease
HOWEA	3	0	0	0	2	3	0	-300%
OPSEU 256	12	11	8	7	0	14	1	-93%
CUPE 5167 Outside	22	34	41	12	42	48	17	-65%
ATU 107	10	12	11	0	8	7	4	-43%
CUPE 5167 Lodges	4	2	9	3	2	9	7	-22%
CUPE 5167 Inside	56	39	44	30	40	41	32	-22%
GHVFFA 911	0	1	0	0	3	1	1	0%
HPFFA 288	1	2	0	1	0	0	0	0%
CUPE 1041	0	3	4	0	7	8	9	13%
ONA 50 Lodges	0	0	5	0	2	0	1	100%
ONA 50 Public Health	1	1	0	0	1	0	2	200%
Total	109	105	122	53	107	131	74	-44%

Grievance Categories, by Union (2007-2013):

Termination

Termination, Severance

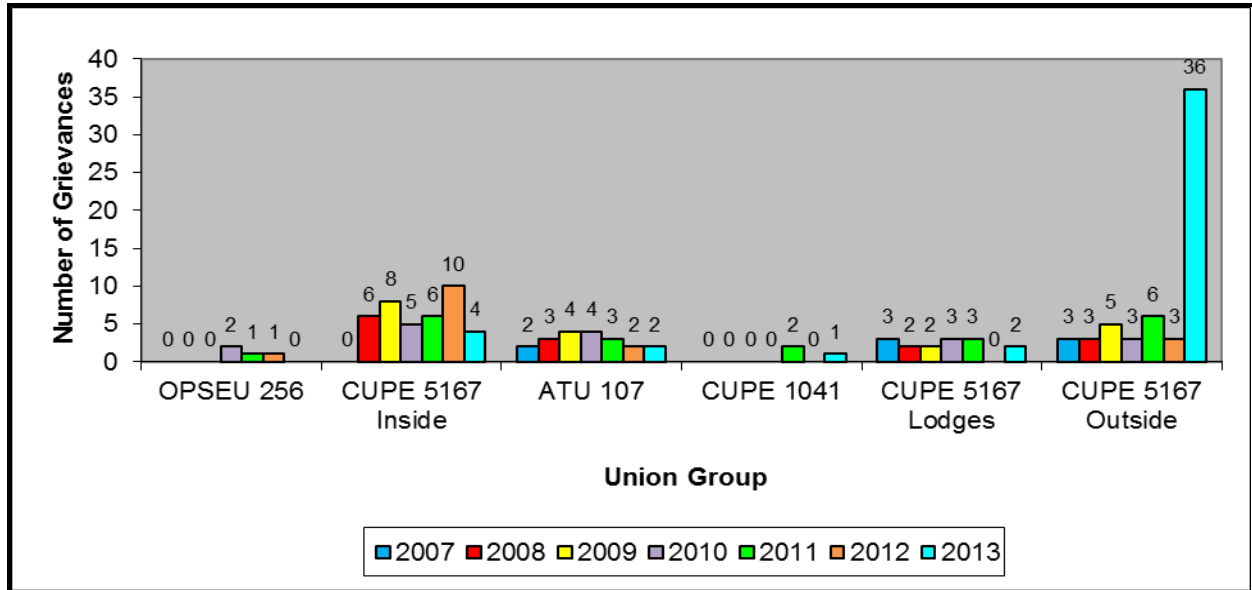


Chart Data:

Termination	2007	2008	2009	2010	2011	2012	2013	2013 Percentage Increase/Decrease
HPFFA 288	2	0	0	0	0	1	0	-100%
ONA 50 Lodges	0	4	0	0	0	1	0	-100%
OPSEU 256	0	0	0	2	1	1	0	-100%
CUPE 5167 Inside	0	6	8	5	6	10	4	-60%
ATU 107	2	3	4	4	3	2	2	0%
GHVFFA 911	0	0	1	0	0	0	0	0%
HOWEA	0	0	0	0	0	0	0	0%
ONA 50 Public Health	0	0	0	0	0	0	0	0%
CUPE 1041	0	0	0	0	2	0	1	100%
CUPE 5167 Lodges	3	2	2	3	3	0	2	200%
CUPE 5167 Outside	3	3	5	3	6	3	36	1100%
Total	10	18	20	17	21	18	45	150%

Grievance Categories, by Union (2007-2013):

Benefits

Health Benefits, Life Insurance, OMERS, AD&D, Benefits

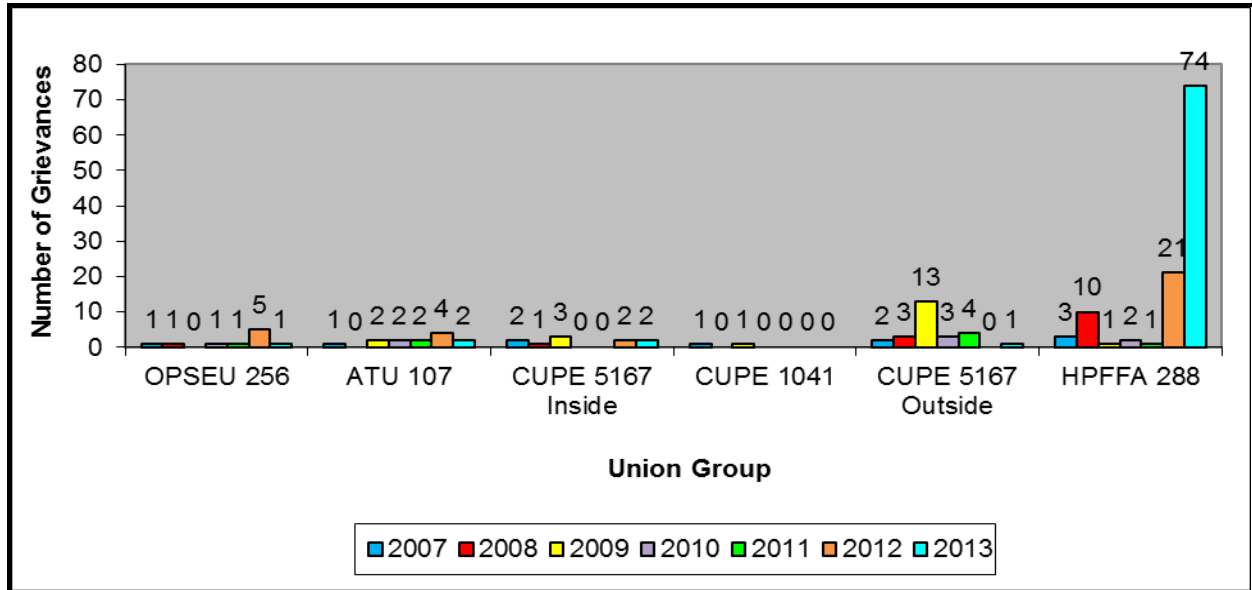


Chart Data:

Benefits	2007	2008	2009	2010	2011	2012	2013	2013 Percentage Increase/Decrease
OPSEU 256	1	1	0	1	1	5	1	-80%
ATU 107	1	0	2	2	2	4	2	-50%
CUPE 5167 Inside	2	1	3	0	0	2	2	0%
CUPE 1041	1	0	1	0	0	0	0	0%
CUPE 5167 Lodges	0	0	0	0	0	0	0	0%
GHVFFA 911	0	0	0	0	0	0	0	0%
HOWEA	0	0	0	0	0	0	0	0%
ONA 50 Lodges	0	0	0	0	0	0	0	0%
ONA 50 Public Health	1	0	1	0	0	0	0	0%
CUPE 5167 Outside	2	3	13	3	4	0	1	100%
HPFFA 288	3	10	1	2	1	21	74	252%
Total	11	15	21	8	8	32	80	150%

Grievance Categories, by Union (2007-2013):

Income Protection

STD, IPP, LTD, Work Accommodation, Return to Work, Doctors Note, Bridging

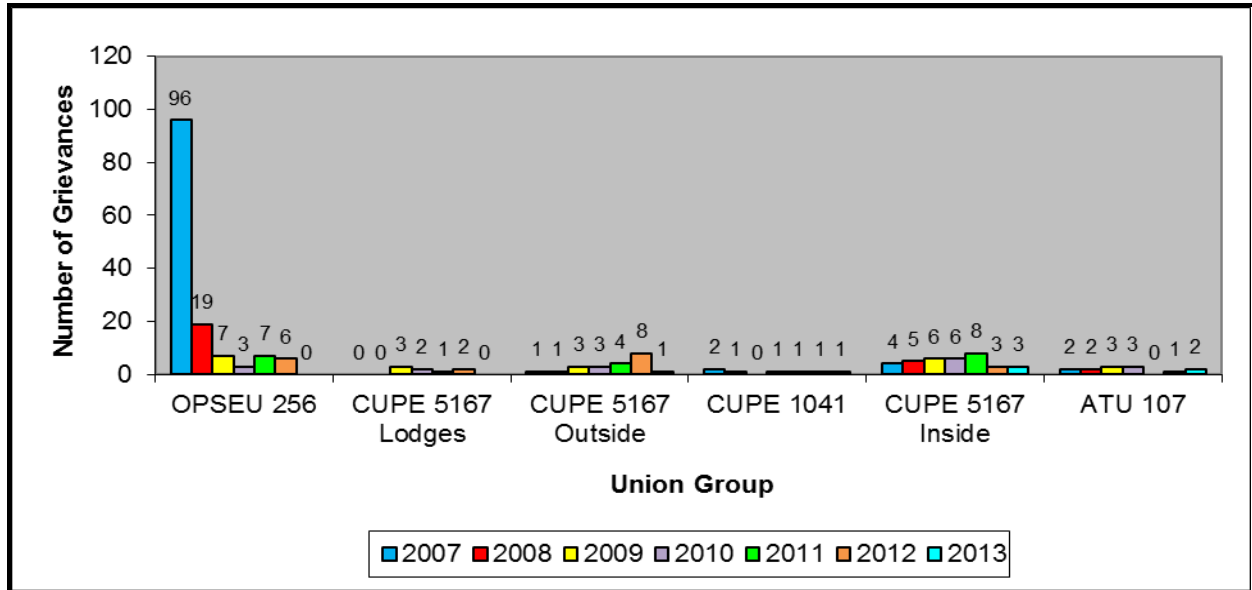


Chart Data:

Income Protection	2007	2008	2009	2010	2011	2012	2013	2013 Percentage Increase/Decrease
OPSEU 256	96	19	7	3	7	6	0	-600%
CUPE 5167 Lodges	0	0	3	2	1	2	0	-200%
ONA 50 Lodges	0	0	0	0	0	1	0	-100%
HPFFA 288	0	0	0	0	0	1	0	-100%
CUPE 5167 Outside	1	1	3	3	4	8	1	-88%
CUPE 1041	2	1	0	1	1	1	1	0%
CUPE 5167 Inside	4	5	6	6	8	3	3	0%
GHVFFA 911	0	0	0	0	0	0	0	0%
ONA 50 Public Health	1	1	2	1	1	0	0	0%
ATU 107	2	2	3	3	0	1	2	100%
HOWEA	0	0	0	0	0	0	1	100%
Total	106	29	24	19	22	23	8	-65%

Grievance Categories, by Union (2007-2013):

Overtime

Overtime, Call-in, Call-out, Standby, Continuation of the work day

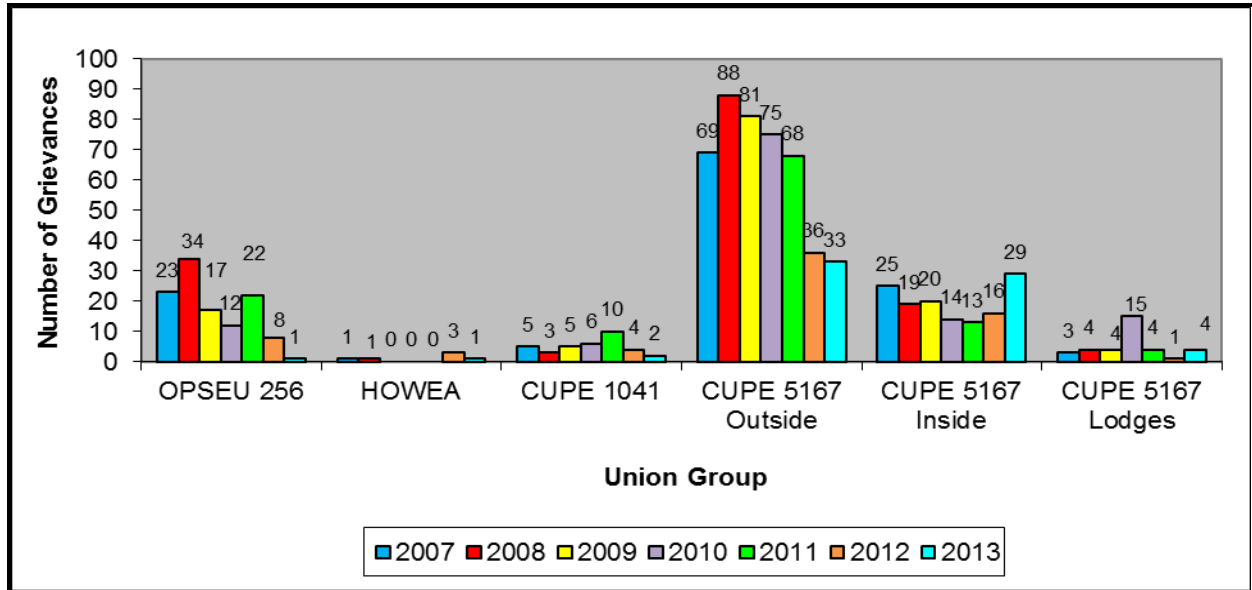


Chart Data:

Overtime	2007	2008	2009	2010	2011	2012	2013	2013 Percentage Increase/Decrease
OPSEU 256	23	34	17	12	22	8	1	-88%
HOWEA	1	1	0	0	0	3	1	-67%
CUPE 1041	5	3	5	6	10	4	2	-50%
CUPE 5167 Outside	69	88	81	75	68	36	33	-8%
GHVFFA 911	6	3	3	0	0	0	0	0%
IUOE	0	0	0	0	1	0	0	0%
ONA 50 Public Health	4	0	0	0	0	0	0	0%
CUPE 5167 Inside	25	19	20	14	13	16	29	81%
HPFFA 288	0	0	0	1	0	1	2	100%
ATU 107	2	8	5	1	2	1	2	100%
ONA 50 Lodges	2	0	1	0	0	0	2	200%
CUPE 5167 Lodges	3	4	4	15	4	1	4	300%
Total	140	160	136	124	120	70	76	9%

Grievance Categories, by Union (2007-2013):

Wages

Wages, Hours of Work, Premium Pay, Shift Premiums, Meal Allowance, Compensation, Acting Pay, Job Evaluation, Retro Pay, Union Dues

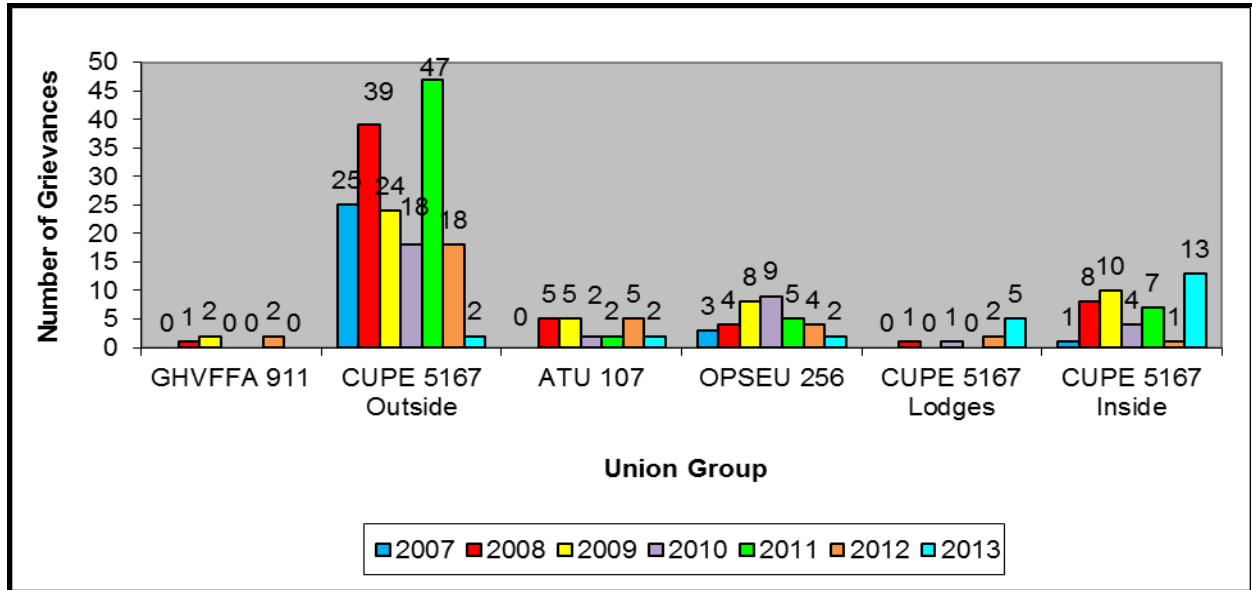


Chart Data:

Wages	2007	2008	2009	2010	2011	2012	2013	2013 Percentage Increase/Decrease
GHVFFA 911	0	1	2	0	0	2	0	-200%
CUPE 5167 Outside	25	39	24	18	47	18	2	-89%
ATU 107	0	5	5	2	2	5	2	-60%
OPSEU 256	3	4	8	9	5	4	2	-50%
ONA 50 Lodges	2	0	0	0	0	2	1	-50%
CUPE 1041	1	2	0	6	0	4	4	0%
HOWEA	0	1	0	0	1	2	2	0%
ONA 50 Public Health	16	1	0	2	0	0	0	0%
HPFFA 288	1	2	0	1	0	0	0	0%
CUPE 5167 Lodges	0	1	0	1	0	2	5	150%
CUPE 5167 Inside	1	8	10	4	7	1	13	1200%
Total	49	64	49	43	62	40	31	-23%

Grievance Categories, by Union (2007-2013):

Job Assignment

Seniority, Conditions of Employment, Restructuring, Transfer, Job Location, Job Share, Shift Change

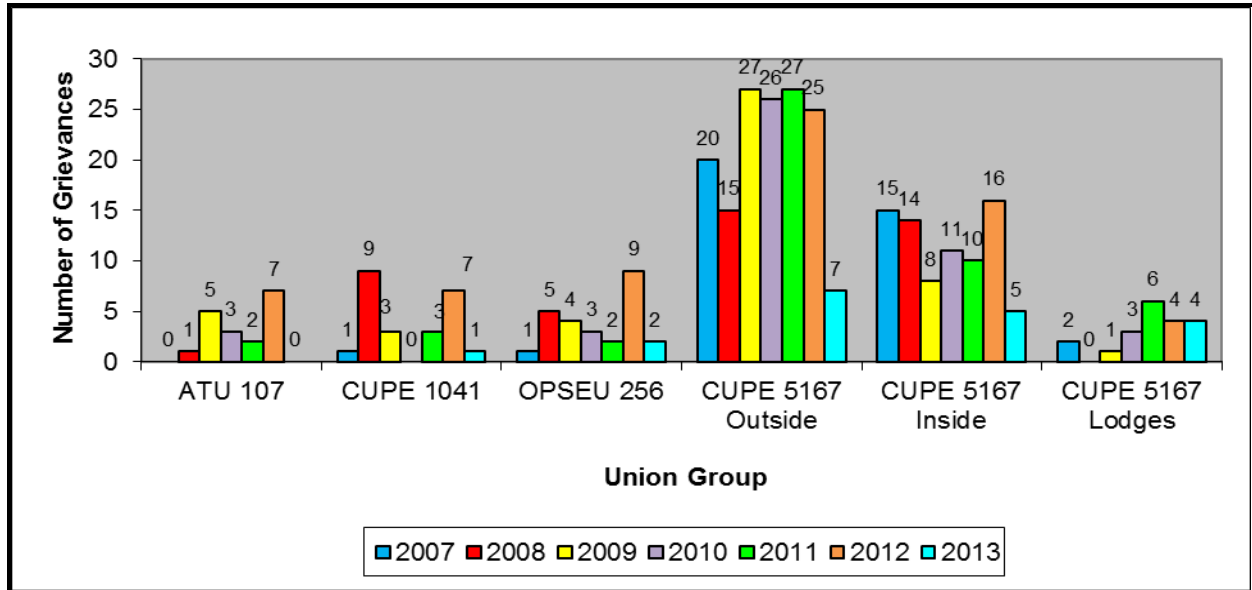


Chart Data:

Job Assignment	2007	2008	2009	2010	2011	2012	2013	2013 Percentage Increase/Decrease
ATU 107	0	1	5	3	2	7	0	-700%
CUPE 1041	1	9	3	0	3	7	1	-86%
OPSEU 256	1	5	4	3	2	9	2	-78%
CUPE 5167 Outside	20	15	27	26	27	25	7	-72%
CUPE 5167 Inside	15	14	8	11	10	16	5	-69%
CUPE 5167 Lodges	2	0	1	3	6	4	4	0%
GHVFFA 911	0	0	0	0	0	0	0	0%
HPFFA 288	0	1	0	0	0	0	0	0%
ONA 50 Lodges	2	0	3	1	0	0	0	0%
ONA 50 Public Health	39	2	0	0	0	0	0	0%
HOWEA	0	0	0	0	0	0	0	0%
Total	80	47	51	47	50	68	19	-72%

Grievance Categories, by Union (2007-2013):

Layoff

Lay-off, Recall, Bumping, Shift Schedule

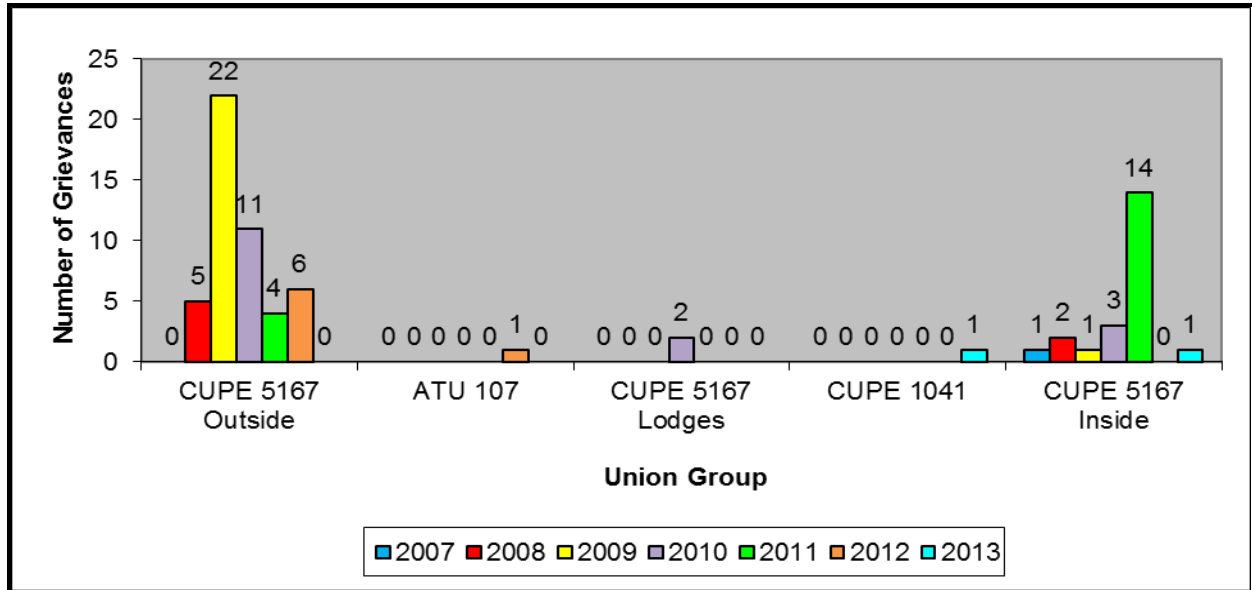


Chart Data:

Lay Off	2007	2008	2009	2010	2011	2012	2013	2013 Percentage Increase/Decrease
CUPE 5167 Outside	0	5	22	11	4	6	0	-600%
ATU 107	0	0	0	0	0	1	0	-100%
CUPE 5167 Lodges	0	0	0	2	0	0	0	0%
GHVFFA 911	0	0	0	0	0	0	0	0%
HOWEA	0	0	0	0	0	0	0	0%
HPFFA 288	0	0	0	0	0	0	0	0%
ONA 50 Lodges	0	0	0	0	0	0	0	0%
ONA 50 Public Health	0	0	0	0	0	0	0	0%
OPSEU 256	0	0	0	0	0	0	0	0%
CUPE 1041	0	0	0	0	0	0	1	100%
CUPE 5167 Inside	1	2	1	3	14	0	1	100%
Total	1	7	23	16	18	7	2	-71%

Grievance Categories, by Union (2007-2013):

Work

Duties, Scope, Work of the Bargaining Unit, Contracting Out, Union Representation, Technological Change, Workplace Safety, Meal Breaks

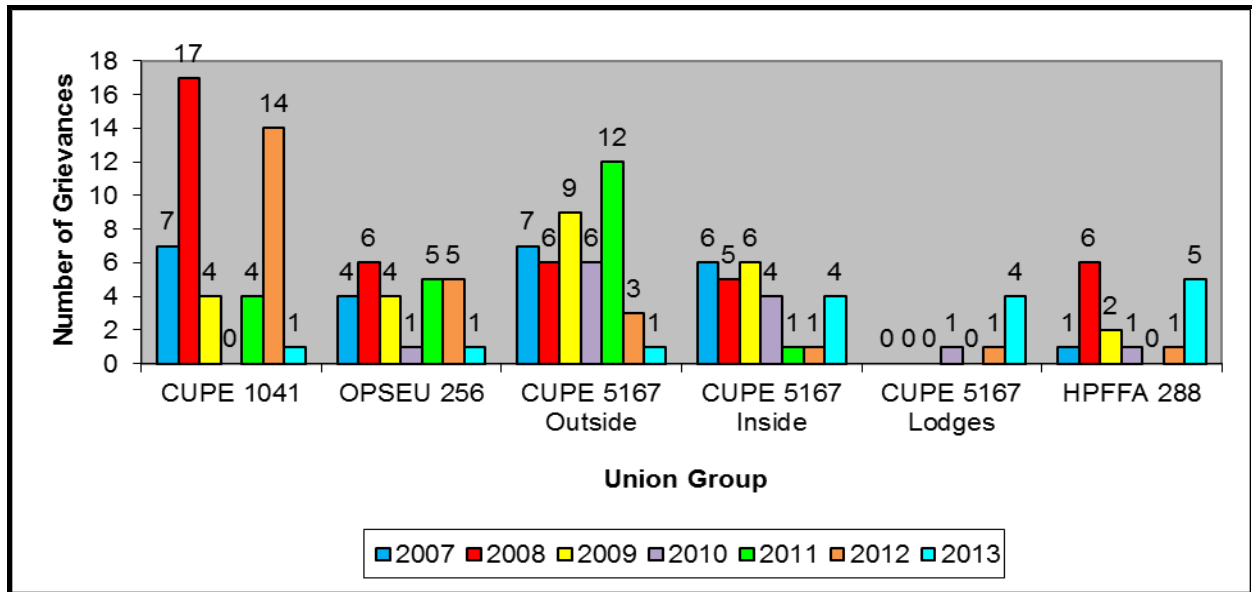


Chart Data:

Work	2007	2008	2009	2010	2011	2012	2013	2013 Percentage Increase/Decrease
GHVFFA 911	0	0	0	1	0	1	0	-100%
CUPE 1041	7	17	4	0	4	14	1	-93%
OPSEU 256	4	6	4	1	5	5	1	-80%
CUPE 5167 Outside	7	6	9	6	12	3	1	-67%
ATU 107	1	0	1	0	1	1	1	0%
IUOE	0	0	0	0	0	0	0	0%
ONA 50 Lodges	0	0	1	0	0	0	0	0%
ONA 50 Public Health	0	0	0	0	0	0	0	0%
HOWEA	2	3	4	2	10	2	3	50%
CUPE 5167 Inside	6	5	6	4	1	1	4	300%
CUPE 5167 Lodges	0	0	0	1	0	1	4	300%
HPFFA 288	1	6	2	1	0	1	5	400%
Total	28	43	31	16	33	29	20	-31%

Grievance Categories, by Union (2007-2013):

Other - Administrative

Parking, Mileage, City Vehicle, Bus Pass, Corporate Policy, Confidentiality, Tuition Reimbursement, Performance Appraisal, Admin-other

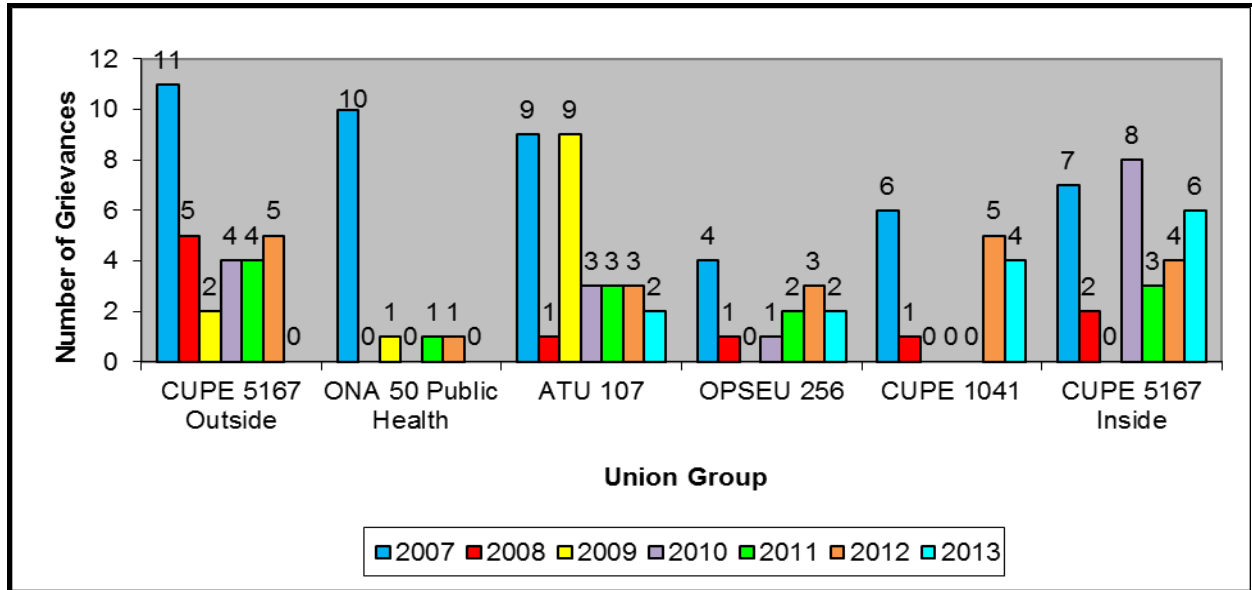


Chart Data:

Other - Admin.	2007	2008	2009	2010	2011	2012	2013	2013 Percentage Increase/Decrease
CUPE 5167 Outside	11	5	2	4	4	5	0	-500%
GHVFFA 911	2	0	0	0	0	1	0	-100%
HPFFA 288	3	3	0	0	0	1	0	-100%
ONA 50 Public Health	10	0	1	0	1	1	0	-100%
ATU 107	9	1	9	3	3	3	2	-33%
OPSEU 256	4	1	0	1	2	3	2	-33%
CUPE 1041	6	1	0	0	0	5	4	-20%
CUPE 5167 Lodges	0	0	0	0	2	0	0	0%
HOWEA	2	0	0	0	0	0	0	0%
ONA 50 Lodges	1	0	0	0	0	0	0	0%
CUPE 5167 Inside	7	2	0	8	3	4	6	50%
Total	55	13	12	16	15	23	14	-39%

Grievance Categories, by Union (2007-2013):

Other - Operations

Clothing Allowance, Cleaning Allowance, Clothing/Uniform, Safety Wear, Training, Missed Page

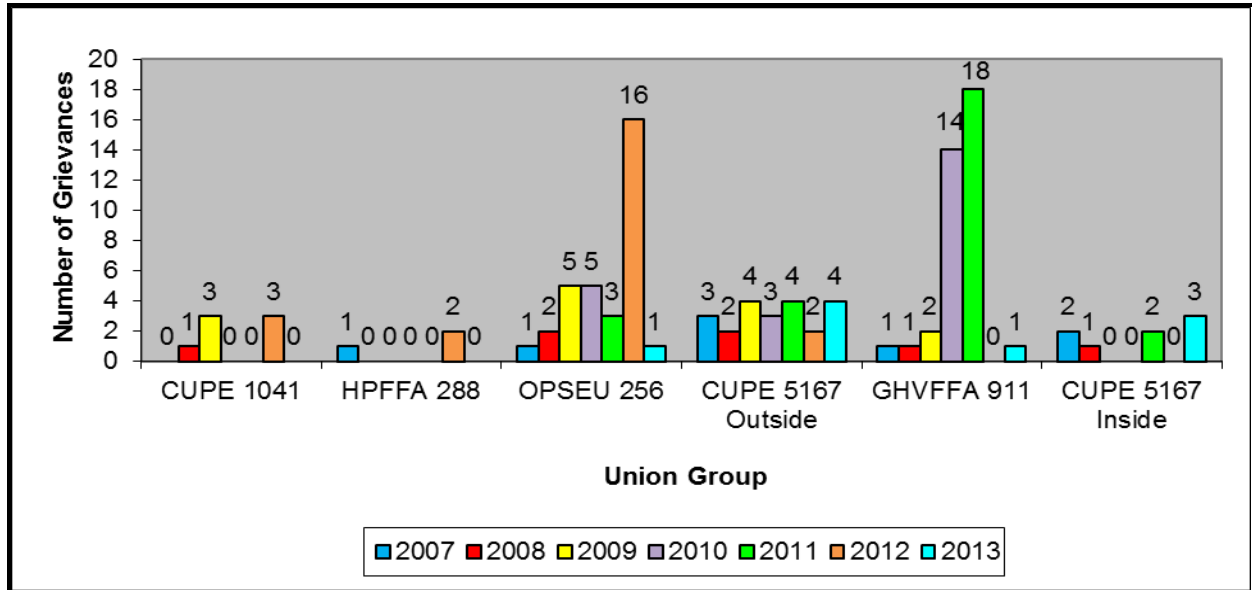


Chart Data:

Other - Operations	2007	2008	2009	2010	2011	2012	2013	2013 Percentage Increase/Decrease
CUPE 1041	0	1	3	0	0	3	0	-300%
HPFFA 288	1	0	0	0	0	2	0	-200%
OPSEU 256	1	2	5	5	3	16	1	-94%
ATU 107	1	3	1	0	1	2	1	-50%
HOWEA	0	0	0	0	2	0	0	0%
ONA 50 Lodges	0	0	0	2	0	0	0	0%
ONA 50 Public Health	0	0	0	0	0	0	0	0%
CUPE 5167 Outside	3	2	4	3	4	2	4	100%
GHVFFA 911	1	1	2	14	18	0	1	100%
CUPE 5167 Lodges	0	0	0	0	0	0	2	200%
CUPE 5167 Inside	2	1	0	0	2	0	3	300%
Total	9	10	15	24	30	25	12	-52%

2013 Collective Agreement Settlements:

Collective Agreements	Status	Term	Wages	Agreement Date
GHVFFA 911 (CLAC)	Settled	January 1, 2012 – December 31, 2015	2012 - 0% 2013 – 1.9% 2014 – 1.9% 2015 – 1.9%	January 10, 2013
CUPE 1041	Settled	January 1, 2011 – December 31, 2014	2011 – 0% 2012 – 1.9% 2013 – 1.9% 2014 – 1.9%	May 17, 2013
Outstanding Collective Agreements				
HPFFA 288	Mediation	April 1, 2009 – March 31, 2012	N/A	<i>Arbitration Dates:</i> TBD
OPSEU 256	Interest Arbitration	April 1, 2009 – March 31, 2012	N/A	<i>Arbitration Dates:</i> March 18, 2014 April 17, 2014
CUPE 5167 Lodges	Interest Arbitration	April 1, 2009 – March 31, 2011	N/A	<i>Arbitration Dates:</i> April 15, 2014

Labour Relations Training Initiatives (*Essentials of Managing in a Unionized Workplace*)

Corporate-Wide - Labour Relations Training

The Labour Relations training is comprised of four modules: Introduction to Labour Relations, Investigations and Grievance Management, Managing Performance and Progressive Discipline and Collective Bargaining/Managing and Unionized Environment.

The Labour Relations Training Modules were introduced in 2010 and as of 2013, a combined total of 443 supervisors (non-union) and other management staff have participated. At the end of the 2013 reporting period, 37% (165 employees) have enrolled.

In 2013, Labour Relations facilitated 8 training modules for 101 City of Hamilton employee participants. The presentation of LR training modules consisted of the following: 2 Introductory LR sessions, 2 Investigations and Grievance Management sessions, 2 Managing Performance and Progressive Discipline sessions, and 2 Collective Bargaining/Managing and Non-Union Environment sessions.

At the end of each training module the participants are asked to complete an evaluation/feedback survey for the Labour Relations team to review and if necessary, improve modules to fit the needs of participants. The evaluation surveys are comprised of four categories: Content, Organization, Presentation, and Overall Evaluation. Positive ratings from the surveys are totalled and then computed for each survey category. A positive rating is determined by a participant marking 'Agree' or 'Strongly Agree' in regards to the evaluation questions provided. In 2013, 81 evaluation surveys were completed and submitted to Labour Relations.

The following chart represents the overall evaluation of each category for all 8 training sessions held in 2013:

Survey Category	2013 Overall Positive Rating Total N=81
Organization	93%
Content	92%
Presentation	99%
Overall Training Module Evaluation	95%
Total No. of Completed Surveys	81
<p><u>Content</u></p> <ul style="list-style-type: none"> - Information presented was educational. - Content was relevant to my job. - Examples and discussion were useful. - New information and skills were learned. <p><u>Organization</u></p> <ul style="list-style-type: none"> - The presentation was well organized. - The presentation was engaging. - The presentation was timely. 	<p><u>Presentation</u></p> <ul style="list-style-type: none"> - The Facilitator was knowledgeable. - The Facilitator presented the material clearly. - The Facilitator was professional. - The Facilitator provided real-life application of content. <p><u>Overall Training Module Evaluation</u></p> <ul style="list-style-type: none"> - Overall rating of training module

<u>2013</u>	<u>Arbitration</u>	<u>Mediation</u>	<u>Total</u>
Number	45	22	67
Cost*	\$92,366.00	\$33,405.00	\$125,771.00

* Includes cost of meeting facilities

2013

- *Average cost of Arbitrator per Hearing = \$2,053*
 - *Average cost of Mediator per Hearing = \$1,518*
-

Labour Relations Costs 2013

Labour Relations Grievance Activity Costs:

Total Costs - Grievance Activity					
<u>Grievance Type - Category</u>	<u>Legal Costs</u>	<u>Arbitration Costs</u>	<u>Mediation Costs</u>	<u>Total Cost</u>	<u>Percentage of Total Cost per Grievance Category</u>
Termination	\$431,810	\$34,952	\$1,949	\$468,711	60.51%
Wages	\$61,538	\$2,011	\$5,928	\$69,478	8.97%
Harassment & Discrimination	\$38,495	\$15,439	\$665	\$54,599	7.05%
Other - Operations	\$19,489	\$4,653	\$0	\$24,141	3.12%
Benefits	\$19,116	\$4,314	\$0	\$23,430	3.02%
Discipline	\$13,115	\$4,307	\$5,958	\$23,379	3.02%
Attendance	\$14,643	\$5,552	\$2,048	\$22,243	2.87%
Promotion	\$15,628	\$5,186	\$1,406	\$22,220	2.87%
Overtime	\$8,485	\$3,204	\$6,274	\$17,963	2.32%
Job Assignment	\$9,520	\$1,598	\$2,314	\$13,433	1.73%
Layoff	\$8,465	\$4,288	\$535	\$13,288	1.72%
Income Protection	\$5,319	\$2,047	\$802	\$8,169	1.05%
Work	\$3,473	\$1,903	\$2,264	\$7,640	0.99%
Other - Administration	\$1,558	\$1,068	\$3,262	\$5,888	0.76%
Total Cost	\$650,654	\$90,522	\$33,405	\$774,581	

Total Costs - Grievance Activity					
<u>Union Group</u>	<u>Legal Costs</u>	<u>Arbitration Costs</u>	<u>Mediation Costs</u>	<u>Total Cost</u>	<u>Percentage of Total Cost per Union</u>
CUPE 5167 <i>Inside/Outside</i>	\$418,363	\$37,915	\$17,887	\$474,165	61.22%
ATU 107 <i>Transit</i>	\$111,318	\$16,073	\$5,571	\$132,963	17.17%
HPFFA 288 <i>Firefighters</i>	\$62,233	\$14,994	\$899	\$78,126	10.09%
OPSEU 256 <i>Paramedics</i>	\$32,816	\$15,176	\$3,060	\$51,053	6.59%
ONA 50 <i>Public Health</i>	\$9,582	\$2,127	\$0	\$11,709	1.51%
CUPE 5167 <i>Long-Term Care Homes</i>	\$8,788	\$2,092	\$267	\$11,147	1.44%
CUPE 1041 <i>Supervisors</i>	\$4,273	\$305	\$3,053	\$7,631	0.99%
GHVFFA <i>Volunteer Firefighters</i>	\$3,279	\$1,840	\$0	\$5,119	0.66%
HOWEA <i>Water Treatment Plant</i>	\$0	\$0	\$2,667	\$2,667	0.34%
IUOE 772 <i>Lodges</i>	\$0	\$0	\$0	\$0	0.00%
ONA 50 <i>Lodges</i>	\$0	\$0	\$0	\$0	0.00%
Total Cost	\$650,654	\$90,522	\$33,405	\$774,581	

Total Costs - Grievance Activity					
<u>Department</u>	<u>Legal Costs</u>	<u>Arbitration Costs</u>	<u>Mediation Costs</u>	<u>Total Cost</u>	<u>Percentage of Total Cost per Department</u>
Public Works	\$499,898	\$44,587	\$18,107	\$562,591	72.63%
Community & Emergency Services	\$126,268	\$40,671	\$8,418	\$175,356	22.64%
Hamilton Fire Department	\$67,731	\$17,915	\$899	\$86,546	N/A
Hamilton Paramedic Services	\$31,153	\$14,400	\$5,604	\$51,157	N/A
Public Health	\$13,425	\$3,254	\$1,758	\$18,437	2.38%
Planning & Economic Development	\$7,399	\$204	\$3,741	\$11,343	1.46%
Corporate Services	\$3,663	\$0	\$1,382	\$5,046	0.65%
City-Wide (Policy)	\$0	\$1,808	\$0	\$1,808	0.23%
Total Cost	\$650,654	\$90,522	\$33,405	\$774,581	

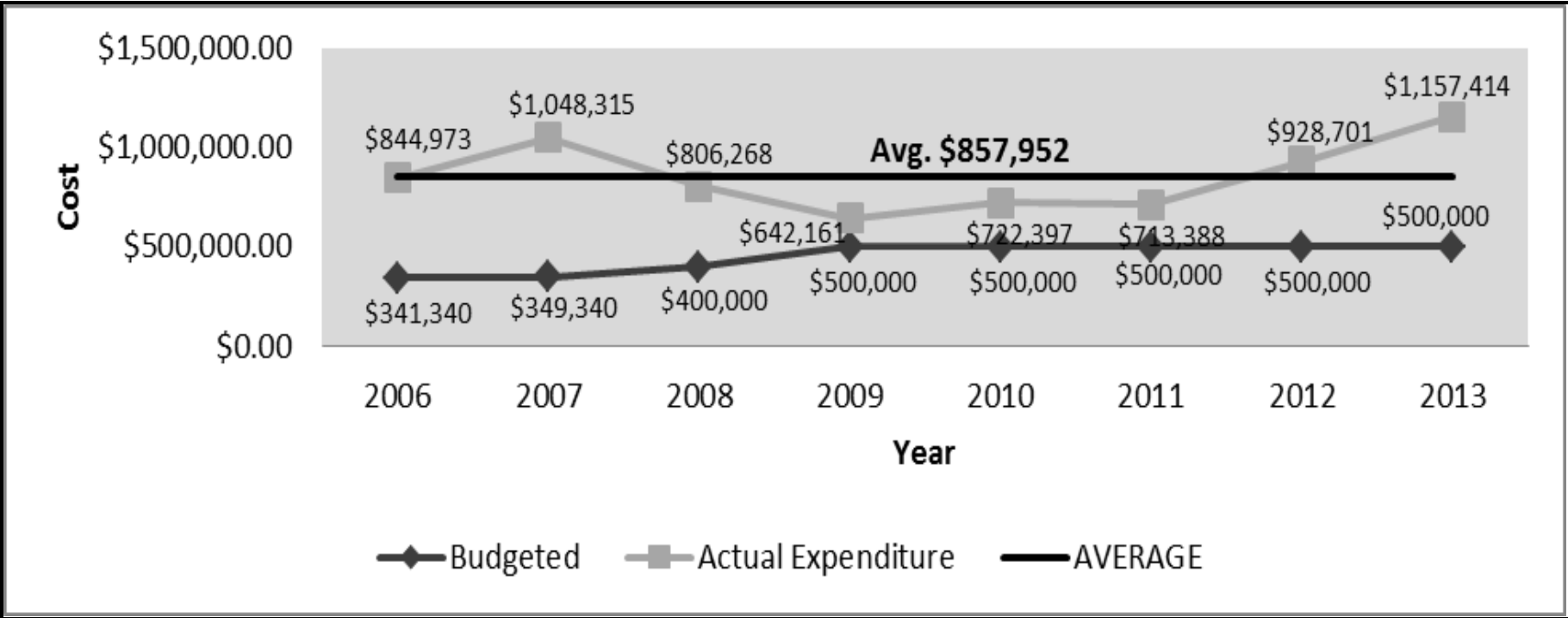
Labour Relations Non–Grievance Activity Costs:

Total Costs - Non-Grievance Activity				
<u>Description</u>	<u>Legal Costs</u>	<u>Arbitration Costs</u>	<u>Total Cost</u>	<u>Percentage of Total Cost per Non-Grievance</u>
Termination (Non-Union)	\$297,068	\$0	\$297,068	58.41%
Carpenters	\$63,044	\$0	\$63,044	12.40%
General - Legal Advice	\$57,835	\$305	\$58,140	11.43%
HECFI / IUOE (Transfer of Business)	\$42,950	\$0	\$42,950	8.44%
Human Rights Tribunal	\$28,334	\$0	\$28,334	5.57%
Police Benefits	\$17,530	\$1,538	\$19,069	3.75%
Total Cost - Non Grievance	\$506,761	\$1,844	\$508,604	

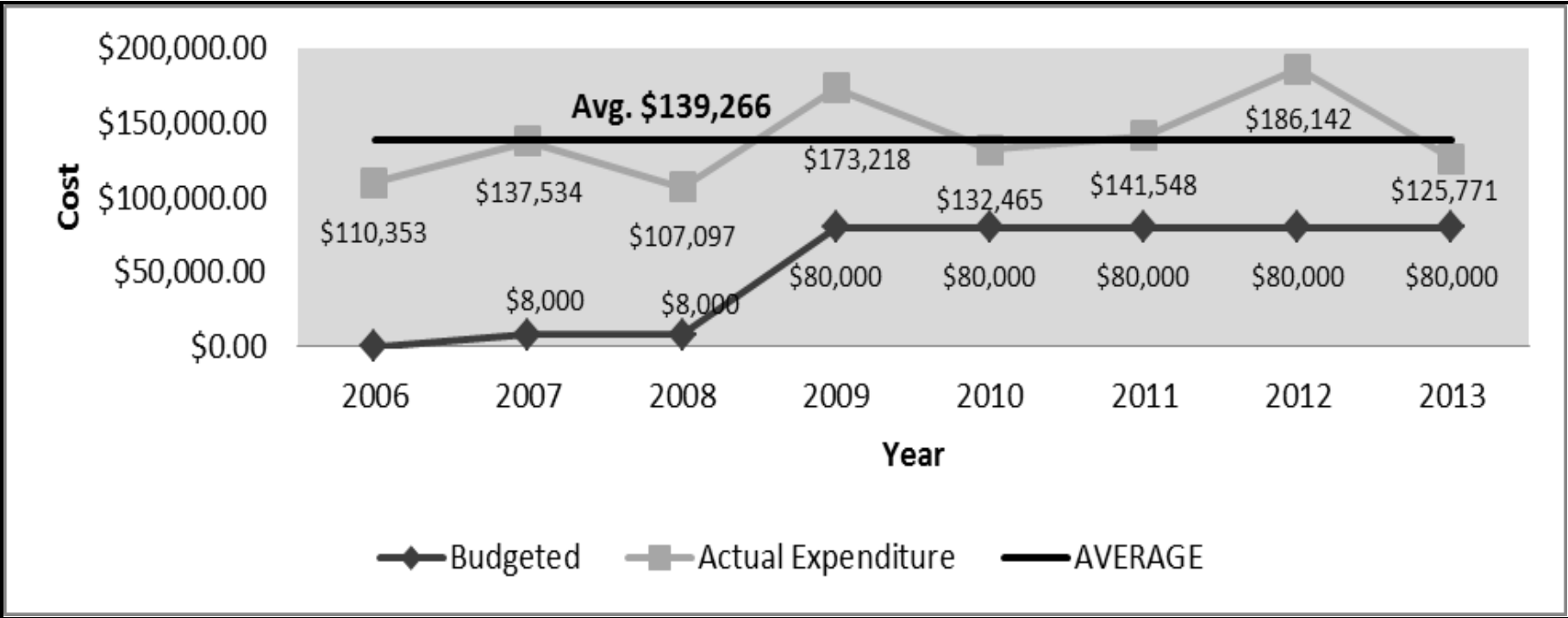
Labour Relations Total Costs:

<u>Labour Relations 2013</u>	<u>Legal Costs</u>	<u>Arbitration Costs</u>	<u>Mediation Costs</u>	<u>Total Cost</u>
Total	\$1,157,414	\$92,366	\$33,405	\$1,283,185

Total Legal Costs 2006-2013:



Total Arbitration & Mediation Costs 2006-2013:



Total Legal, Arbitration & Mediation Costs 2006-2013:

