

Union Demographics 2014

Union Group	Number of Members*	Percentage of CoH's Unionized Workforce	Number of Grievances	Per Capita Grievance Rate
HOWEA	45	0.7%	10	0.222
CUPE 1041	312	5.1%	36	0.115
OPSEU 256	280	4.5%	26	0.093
HPFFA 288	534	8.7%	33	0.062
CUPE 5167 Inside/Outside	3227	52.3%	191	0.059
ONA 50 Public Health	169	2.7%	8	0.047
ATU 107	682	11.1%	28	0.041
ONA 50 Lodges	44	0.7%	1	0.023
CUPE 5167 Lodges	628	10.2%	14	0.022
GHVFFA 911	238	3.9%	2	0.008
IUOE	7	0.1%	0	0.000
Total	6166	100%	349	0.057

* # of members data as of Dec 31, 2014

Grievance Analysis 2014

Total Grievances per Year (2010-2014):

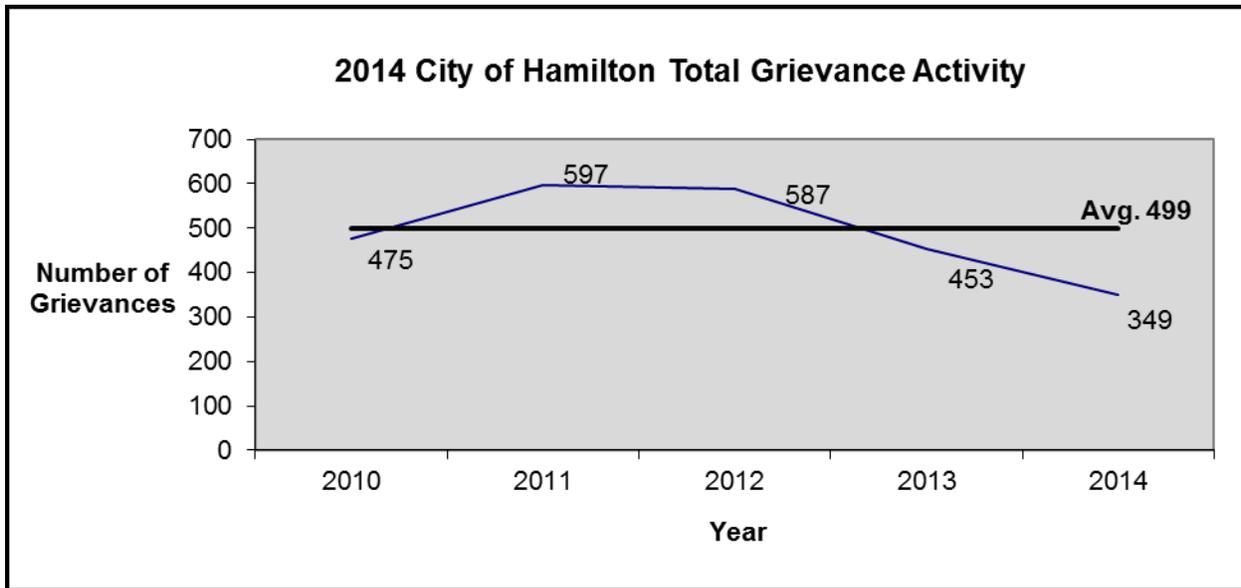


Chart Data:

City of Hamilton	2010	2011	2012	2013	2014
Total	475	597	587	453	349
Percentage (Increase/Decrease)	-24%	26%	-2%	-23%	-23%

Month-by-Month Grievance Analysis (2010-2014):
(Inclusive of All City of Hamilton Union Groups)

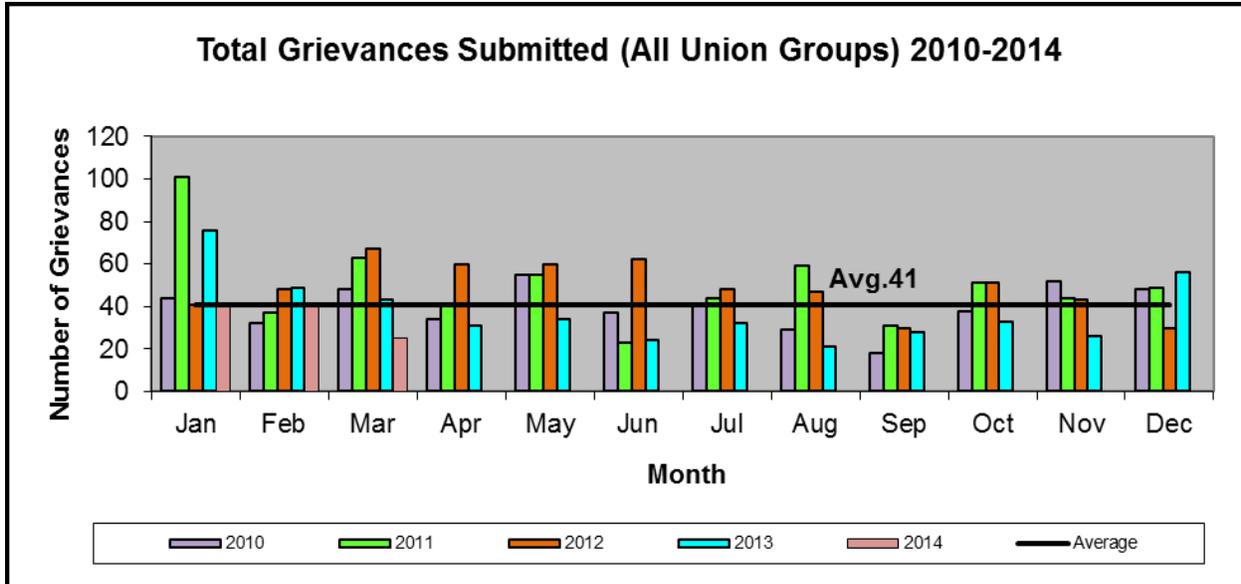


Chart Data:

Month	2010	2011	2012	2013	2014	Average	2014 Percentage Increase/Decrease
Jan	44	101	41	76	40	60	-47%
Feb	32	37	48	49	40	41	-18%
Mar	48	63	67	43	25	49	-42%
Apr	34	40	60	31	44	42	42%
May	55	55	60	34	31	47	-9%
Jun	37	23	62	24	24	34	0%
Jul	40	44	48	32	27	38	-16%
Aug	29	59	47	21	15	34	-29%
Sep	18	31	30	28	17	25	-39%
Oct	38	51	51	33	31	41	-6%
Nov	52	44	43	26	33	40	27%
Dec	48	49	30	56	22	41	-61%
Total	475	597	587	453	349	41	-23%

Union Grievance Activity (2010-2014):

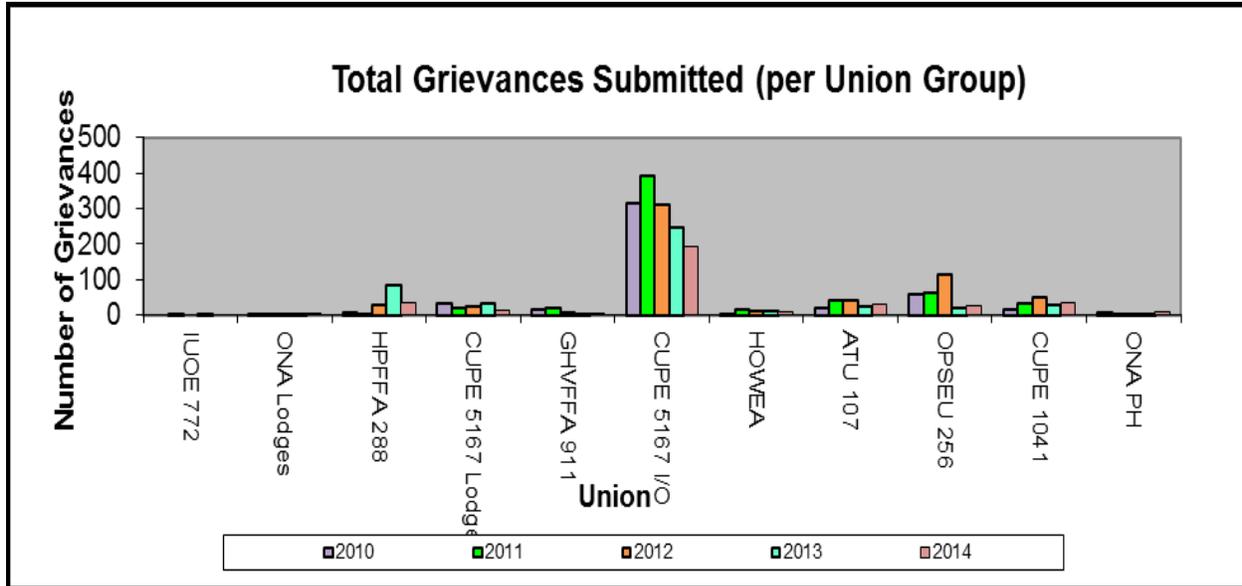


Chart Data:

Union Groups	2010	2011	2012	2013	2014	2014 Percentage Increase/Decrease
IUOE 772	0	2	0	1	0	-100%
ONA Lodges	4	4	2	4	1	-75%
HPFFA 288	6	1	30	82	33	-60%
CUPE 5167 Lodges	33	20	23	33	14	-58%
GHVFFA 911	15	21	5	3	2	-33%
CUPE 5167 I/O	315	393	310	244	191	-22%
HOWEA	2	17	11	10	10	0%
ATU 107	21	39	41	23	28	22%
OPSEU 256	57	63	113	21	26	24%
CUPE 1041	17	33	49	29	36	24%
ONA PH	5	4	3	3	8	167%
Total	475	597	587	453	349	-23%

Grievance Status (2010-2014):

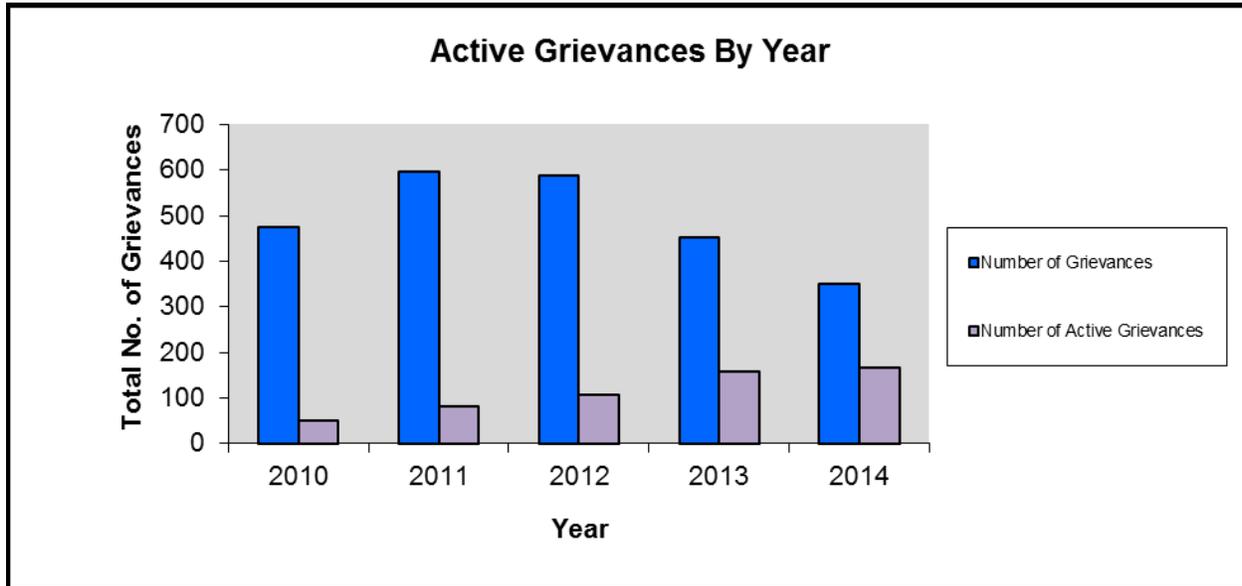


Chart Data:

City of Hamilton: Active/Resolved Grievances (2010-2014)

Year	Number of Grievances	Number of Active Grievances	Number of Settled Grievances	Overall Percentage of Active Grievances
2010	475	51	424	10.7%
2011	597	82	515	13.7%
2012	587	107	480	18.2%
2013	453	159	294	35.1%
2014	349	166	183	47.6%
Total	2461	565	1896	23.0%

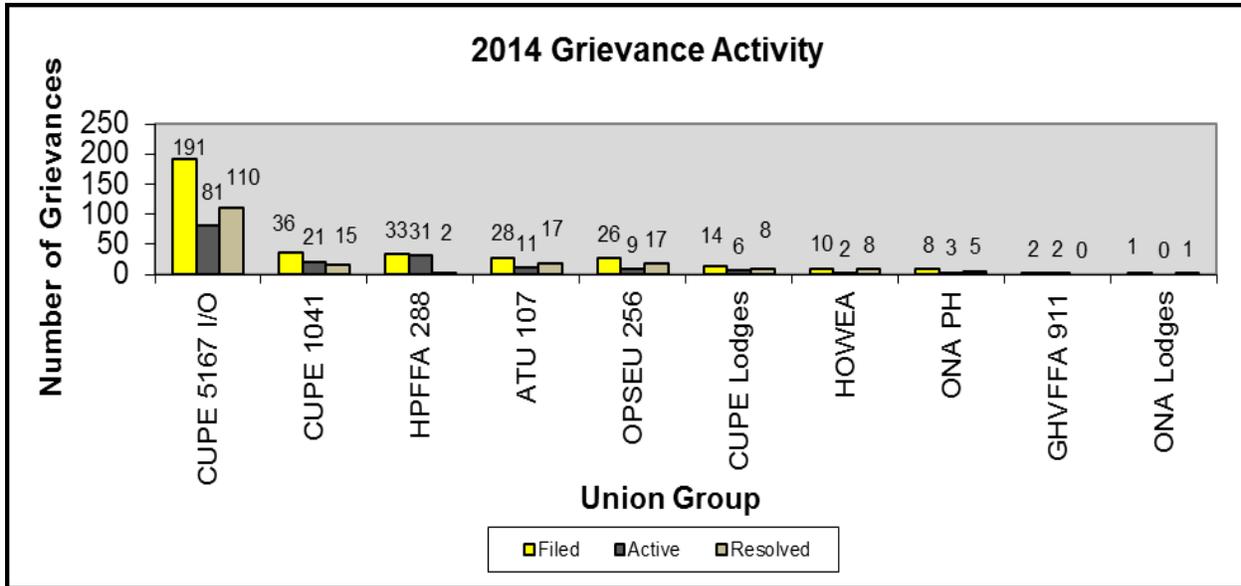


Chart Data:

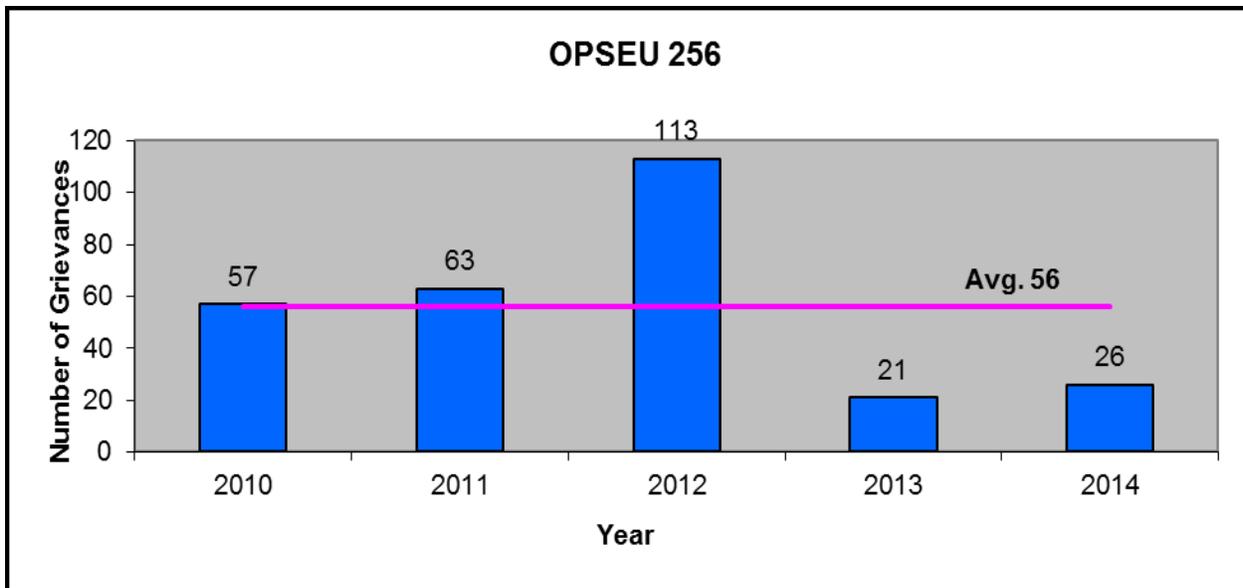
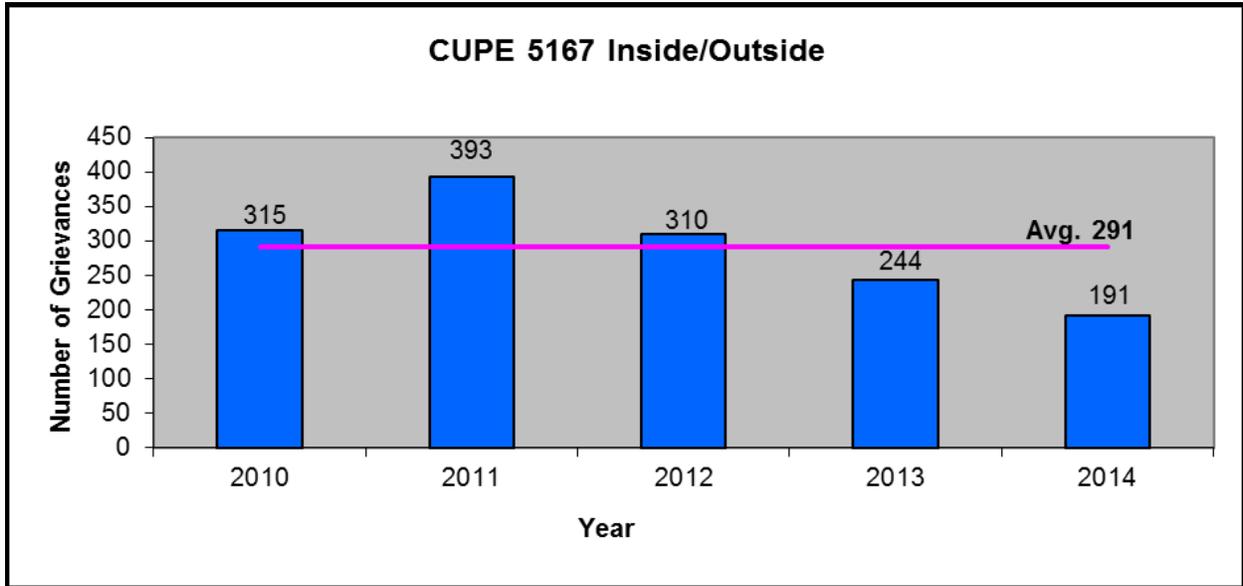
Union Group: Active/Resolved Grievances (2010-2014)

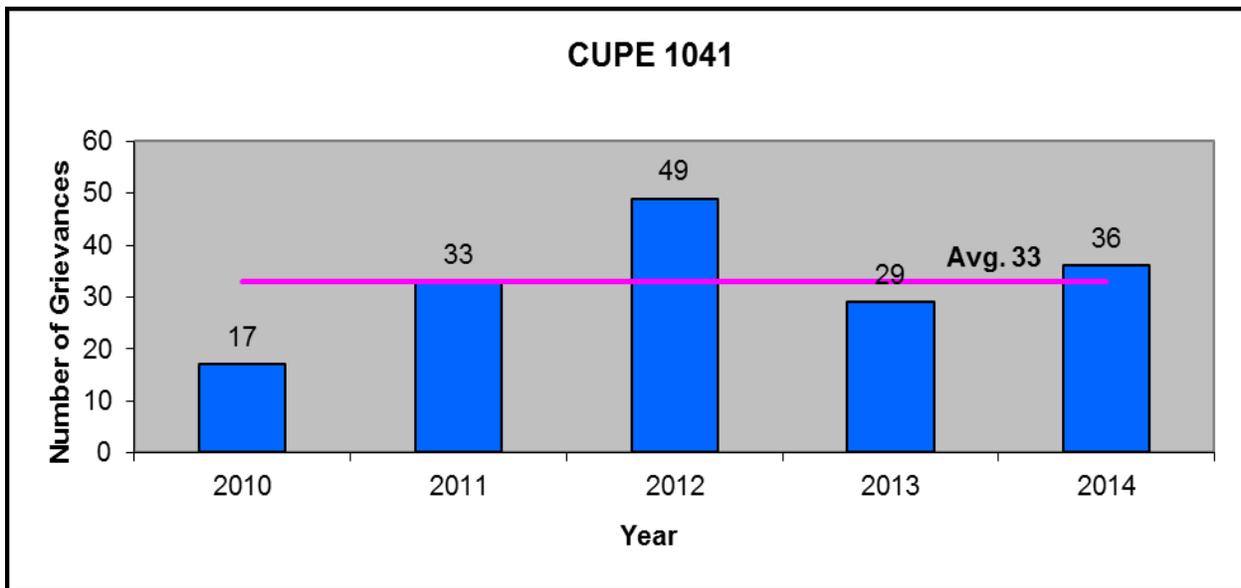
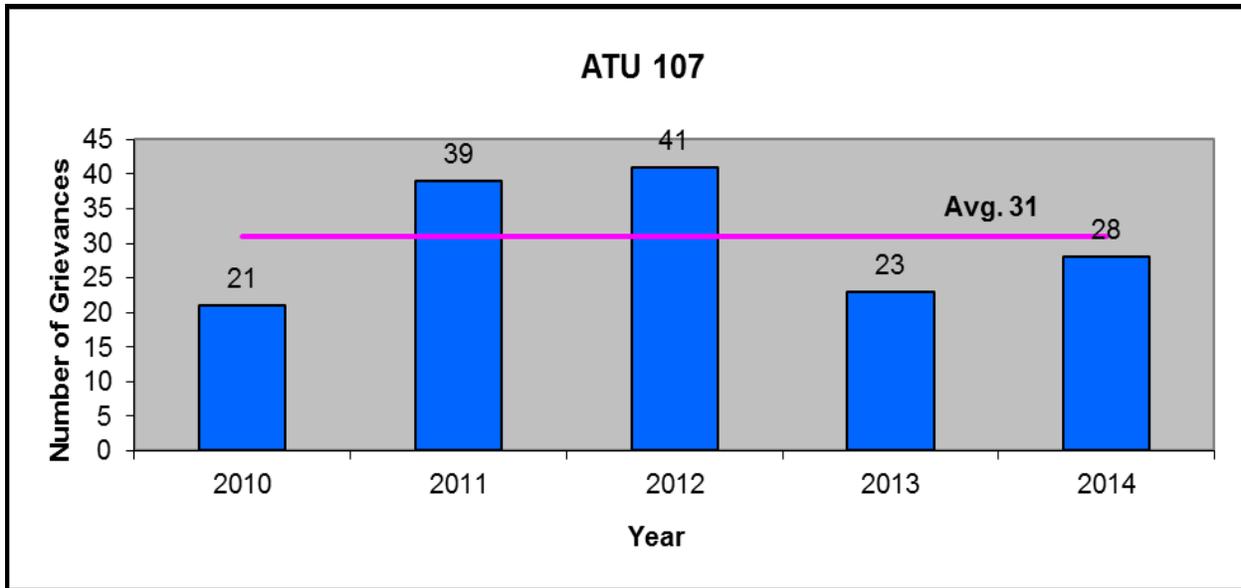
Grievance Activity (2014)	Filed	Active	Resolved
CUPE 5167 I/O	191	81	110
CUPE 1041	36	21	15
HPFFA 288	33	31	2
ATU 107	28	11	17
OPSEU 256	26	9	17
CUPE Lodges	14	6	8
HOWEA	10	2	8
ONA PH	8	3	5
GHVFFA 911	2	2	0
ONA Lodges	1	0	1
IUOE 772	0	0	0
Total	349	166	183

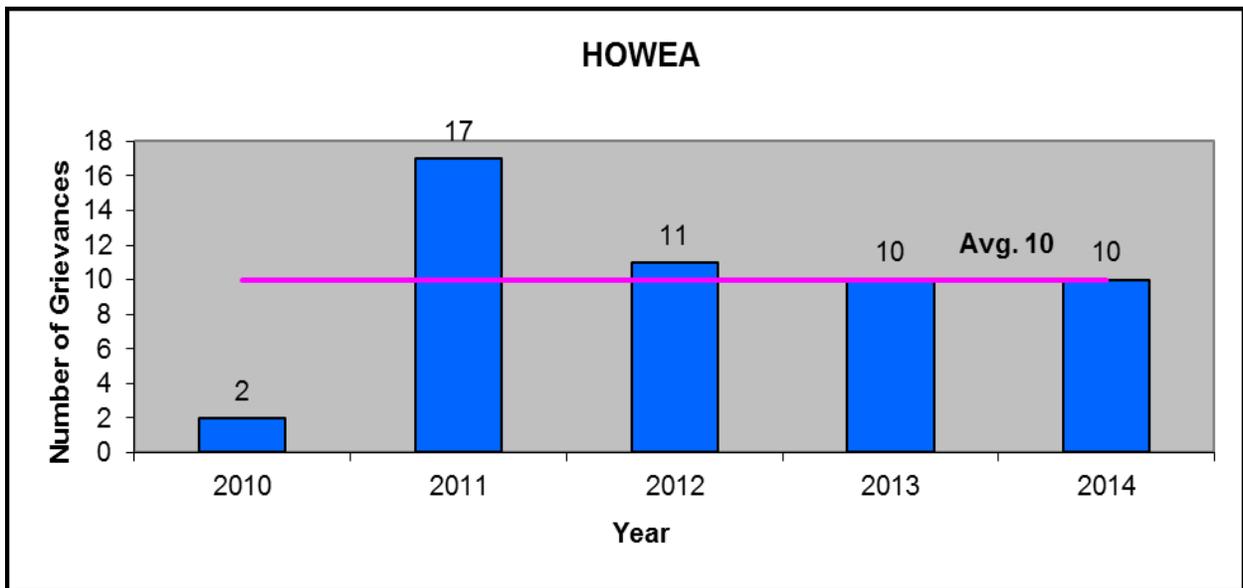
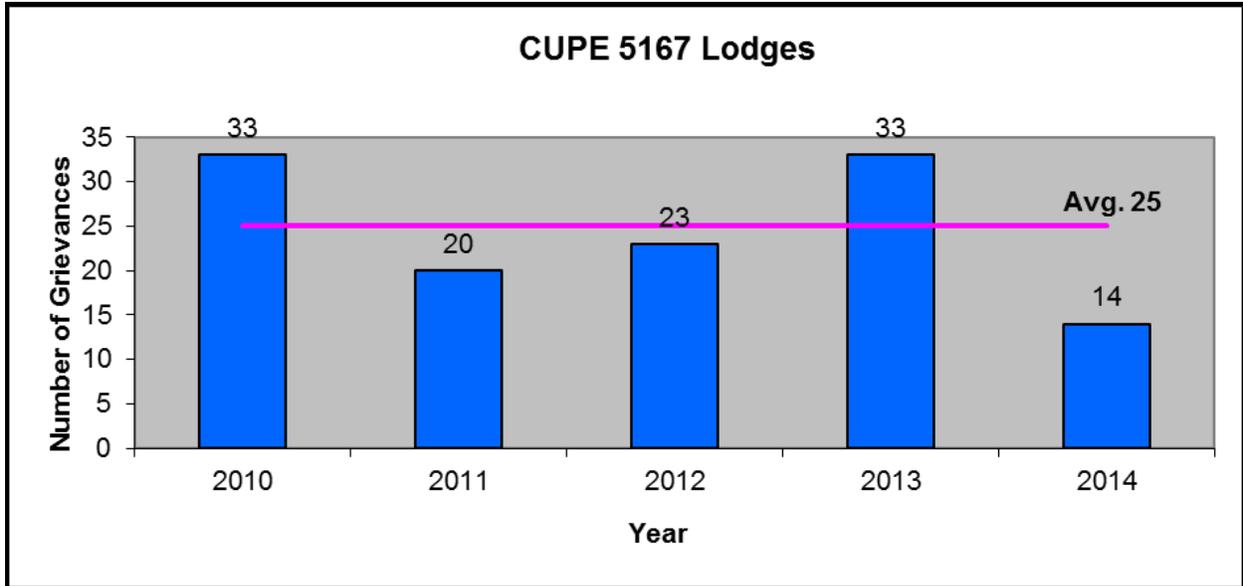
Grievance Resolution*	Step 1	Step 2	Mediation	Prior to Arb.	Arbitration	Total
2014	62	85	34	2	0	183

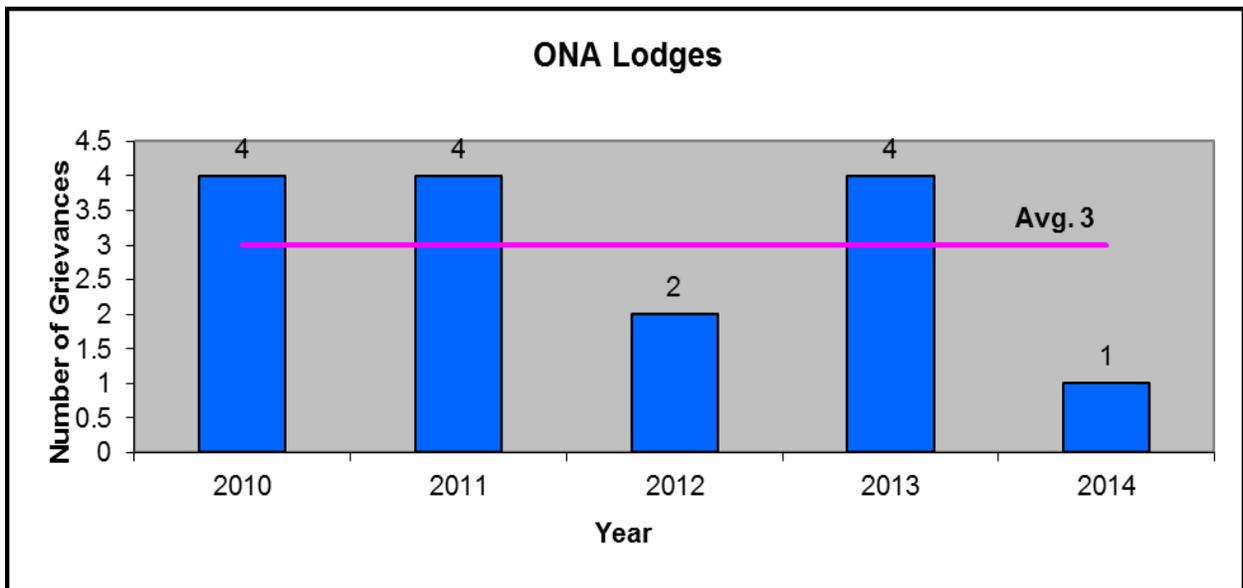
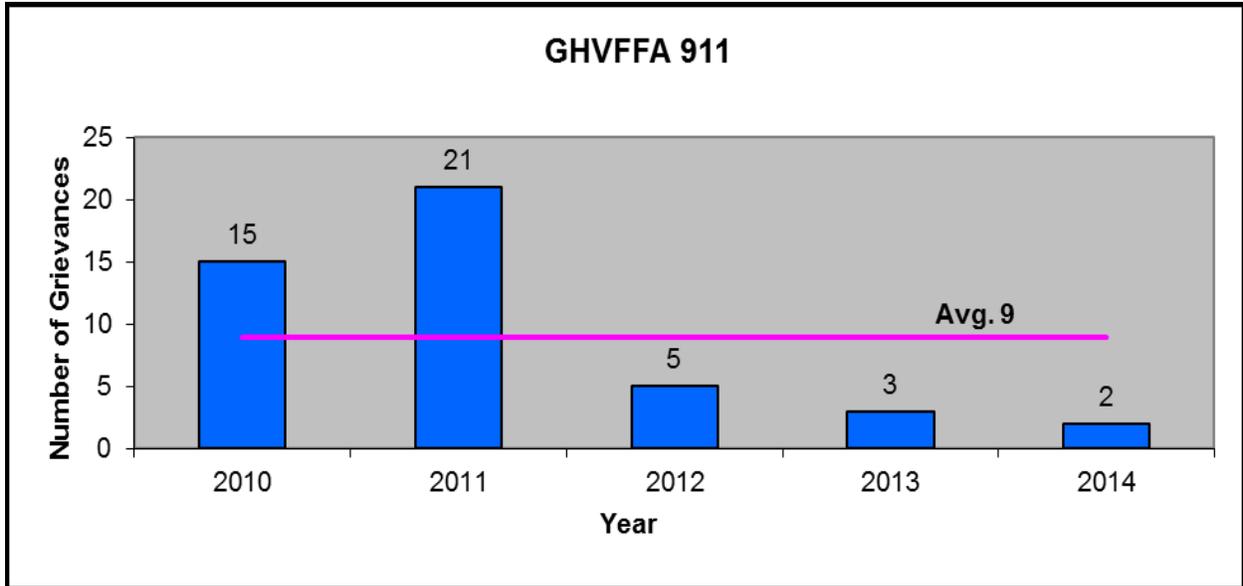
* limited to grievances submitted in the 2014 reporting period

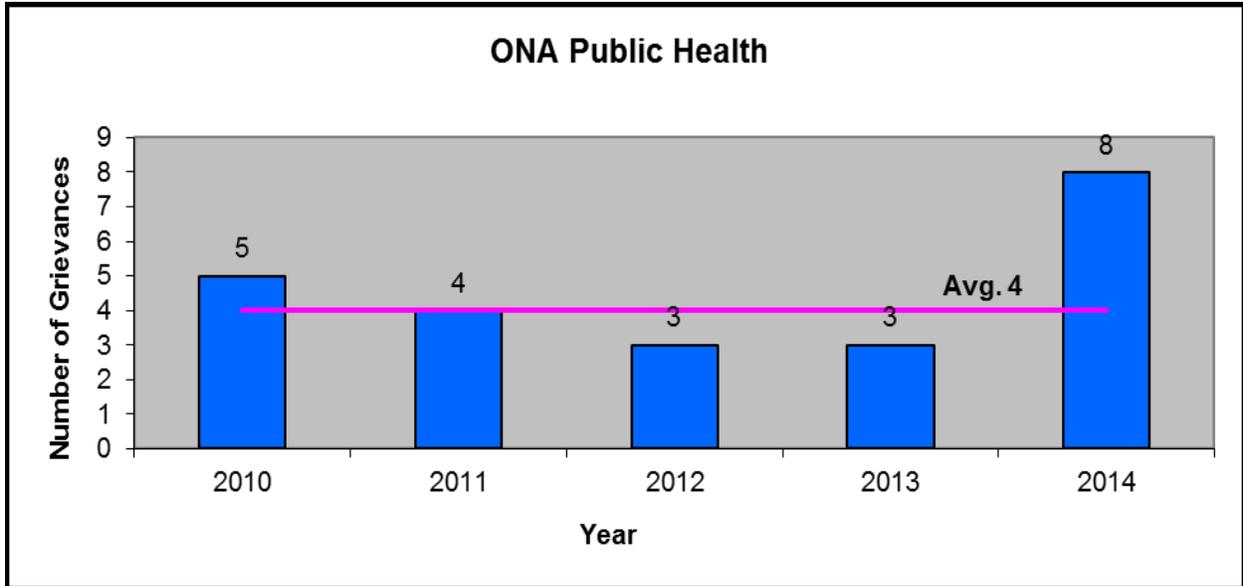
Total Grievances by Union (2010-2014):











Total Grievances by Department

Total Grievances by Department Summary (2010-2014):

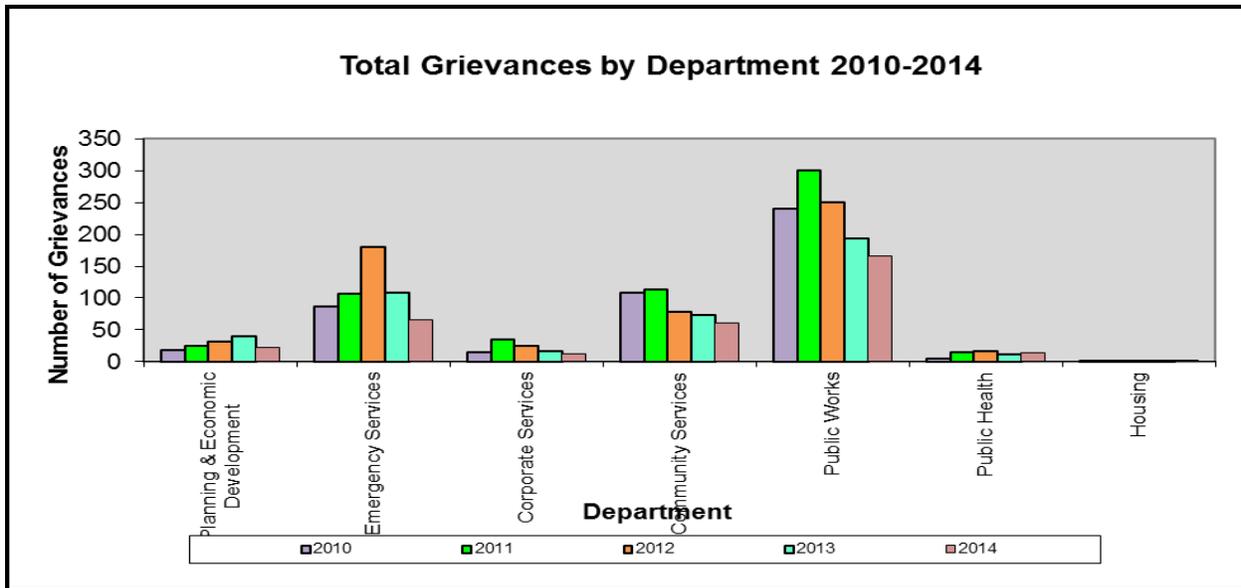


Chart Data:

Department	2010	2011	2012	2013	2014	2014 Percentage Increase/Decrease
Planning & Economic Development	18	24	32	40	22	-45%
Emergency Services	86	107	181	108	65	-40%
<i>Fire</i>			35	85	35	-59%
<i>Paramedics</i>			146	23	30	30%
Corporate Services	15	35	25	17	12	-29%
Community Services	109	114	78	74	60	-19%
Public Works	241	300	250	193	166	-14%
City-Wide	1	2	4	9	8	-11%
Public Health	4	14	16	11	14	27%
Housing	1	1	1	1	2	100%
Total	475	597	587	453	349	-23%

Percentage of Overall Grievance Submission per Department (2014):

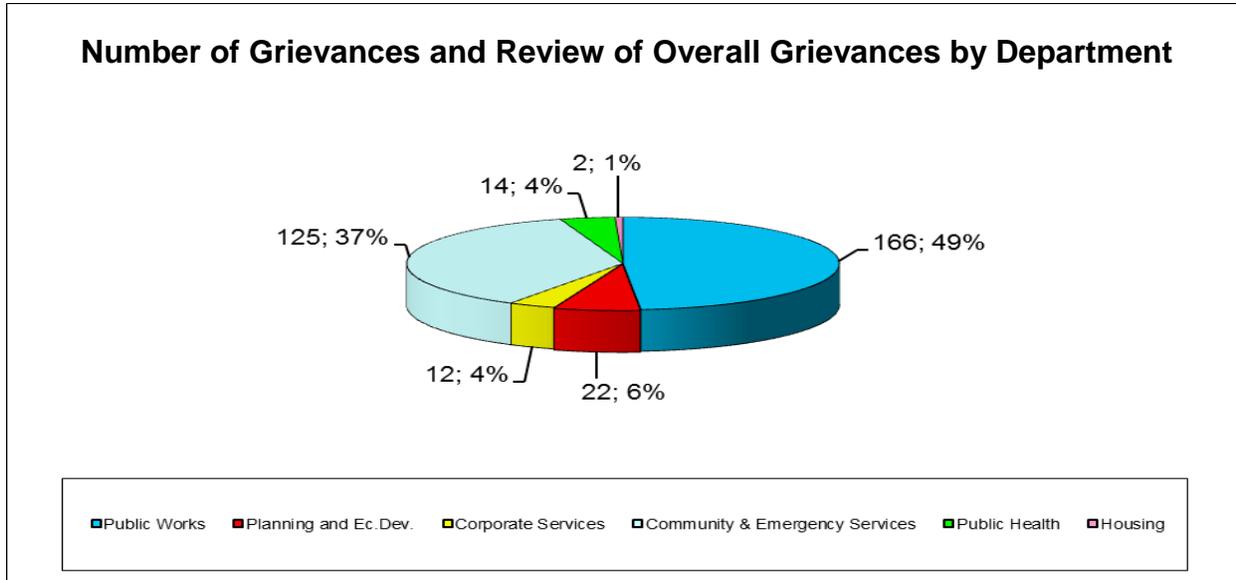


Chart Data:

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	2229	2016	90%	33%	166	49%	0.08
Planning and Ec.Dev.	786	434	55%	7%	22	6%	0.05
Corporate Services	383	250	65%	4%	12	4%	0.05
Community & Emergency Services	3560	2937	83%	48%	125	37%	0.04
Public Health	478	398	83%	6%	14	4%	0.04
Housing	204	91	45%	1%	2	1%	0.02
Total***	7640	6126	80%	100%	341	100%	0.06

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

**CMO – 193 employees (35 Union members) are not included

*** 5 Temporary workers are not included

Grievance Categories

Grievance Category Comparison (2013-2014):

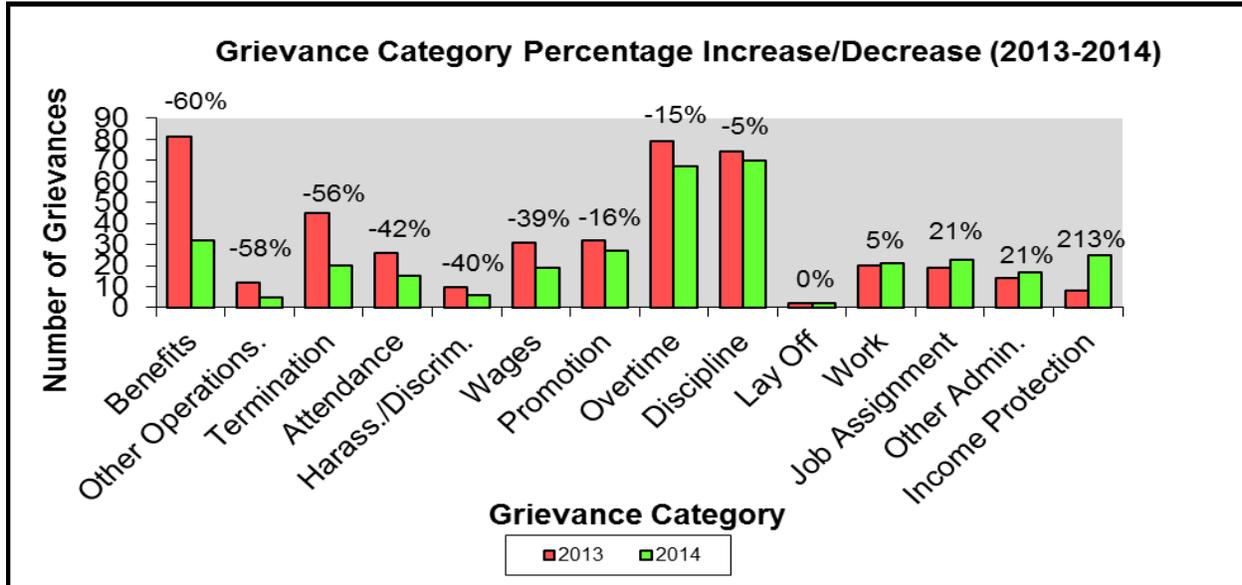


Chart Data:

Grievance Category	No. of Grievances (2013)	% of Grievances filed (2013)	No. of Grievances (2014)	% of Grievances filed (2014)	2014 Percentage Increase/Decrease
Benefits	81	18%	32	9%	-60%
Other - Operations	12	3%	5	1%	-58%
Termination	45	10%	20	6%	-56%
Attendance	26	6%	15	4%	-42%
Harassment & Discrimination	10	2%	6	2%	-40%
Wages	31	7%	19	5%	-39%
Promotion	32	7%	27	8%	-16%
Overtime	79	17%	67	19%	-15%
Discipline	74	16%	70	20%	-5%
Lay Off	2	0%	2	1%	0%
Work	20	4%	21	6%	5%
Job Assignment	19	4%	23	7%	21%
Other - Administration	14	3%	17	5%	21%
Income Protection	8	2%	25	7%	213%
Total	453	100%	349	100%	-23%

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 (2010-2014):

Promotion

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

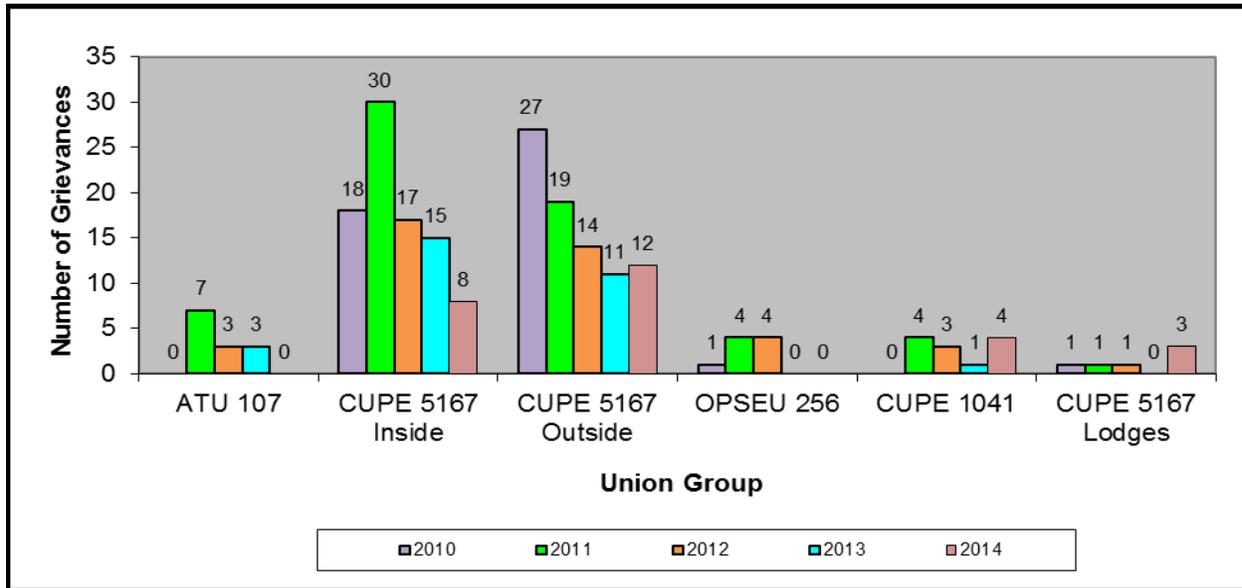


Chart Data:

Promotion	2010	2011	2012	2013	2014	2014 Percentage Increase/Decrease
ATU 107	0	7	3	3	0	-300%
GHVFFA 911	0	0	0	1	0	-100%
HOWEA	0	0	0	1	0	-100%
CUPE 5167 Inside	18	30	17	15	8	-47%
CUPE 5167 Outside	27	19	14	11	12	9%
HPFFA 288	0	0	1	0	0	0%
ONA 50 Lodges	0	0	0	0	0	0%
ONA 50 Public Health	2	0	0	0	0	0%
OPSEU 256	1	4	4	0	0	0%
CUPE 1041	0	4	3	1	4	300%
CUPE 5167 Lodges	1	1	1	0	3	300%
Total	49	65	43	32	27	-16%

Grievance Categories, by Union (2010-2014):

Attendance

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

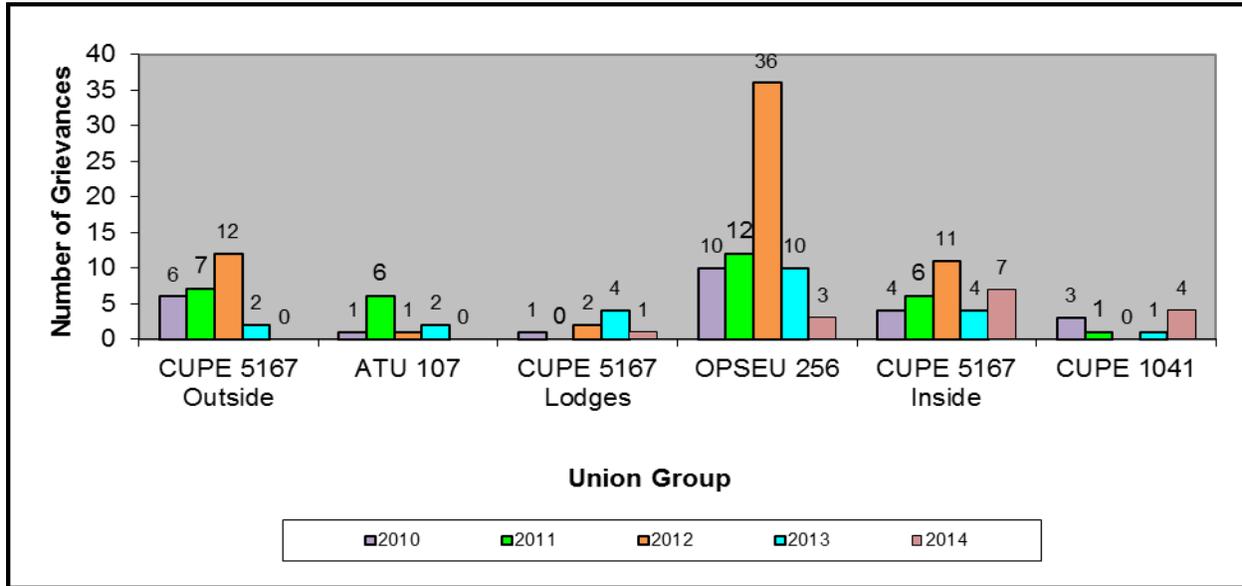


Chart Data:

Attendance	2010	2011	2012	2013	2014	2014 Percentage Increase/Decrease
CUPE 5167 Outside	6	7	12	2	0	-200%
ATU 107	1	6	1	2	0	-200%
HOWEA	0	0	1	1	0	-100%
IUOE	0	1	0	1	0	-100%
ONA 50 Public Health	0	0	0	1	0	-100%
CUPE 5167 Lodges	1	0	2	4	1	-75%
OPSEU 256	10	12	36	10	3	-70%
HPFFA 288	0	0	1	0	0	0%
GHVFFA 911	0	0	0	0	0	0%
ONA 50 Lodges	0	0	0	0	0	0%
CUPE 5167 Inside	4	6	11	4	7	75%
CUPE 1041	3	1	0	1	4	300%
Total	25	33	64	26	15	-42%

Grievance Categories, by Union (2010-2014):

Harassment & Discrimination

Harassment, Discrimination, Human Rights, Toxic/Poisonous Workplace

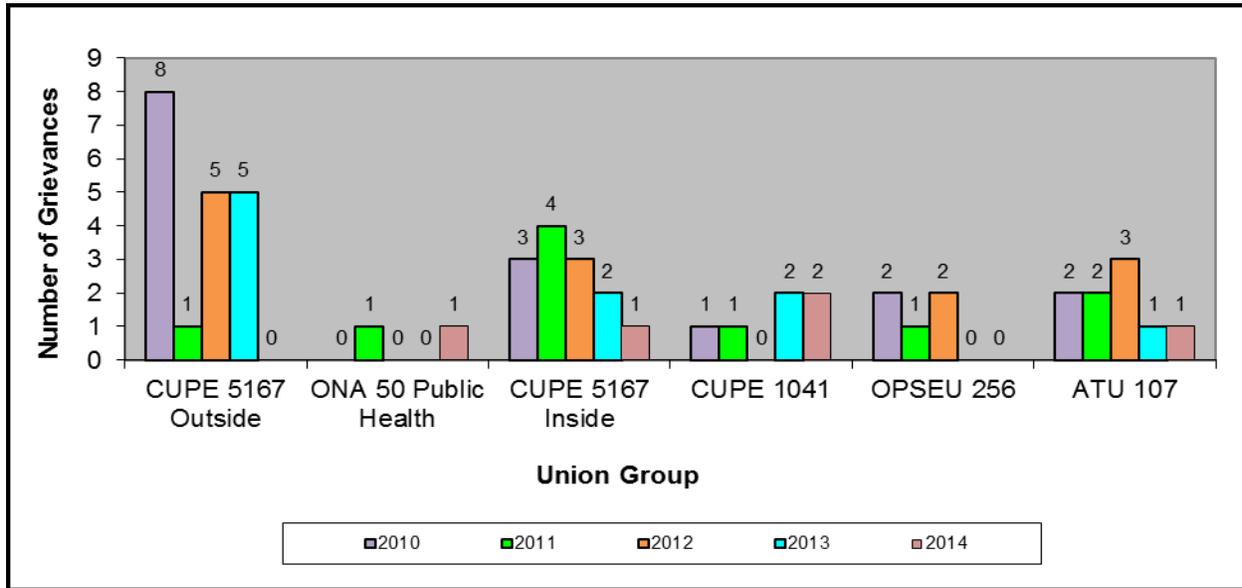


Chart Data:

Harassment & Discrimination	2010	2011	2012	2013	2014	2014 Percentage Increase/Decrease
CUPE 5167 Outside	8	1	5	5	0	-500%
HPFFA 288	0	0	0	0	1	-100%
ONA 50 Public Health	0	1	0	0	1	-100%
CUPE 5167 Inside	3	4	3	2	1	-50%
CUPE 1041	1	1	0	2	2	0%
OPSEU 256	2	1	2	0	0	0%
CUPE 5167 Lodges	1	1	1	0	0	0%
ATU 107	2	2	3	1	1	0%
GHVFFA 911	0	0	0	0	0	0%
HOWEA	0	2	0	0	0	0%
ONA 50 Lodges	1	2	0	0	0	0%
Total	18	15	14	10	6	-40%

Grievance Categories, by Union (2010-2014):

Discipline

Verbal, Written, Suspension, Discipline

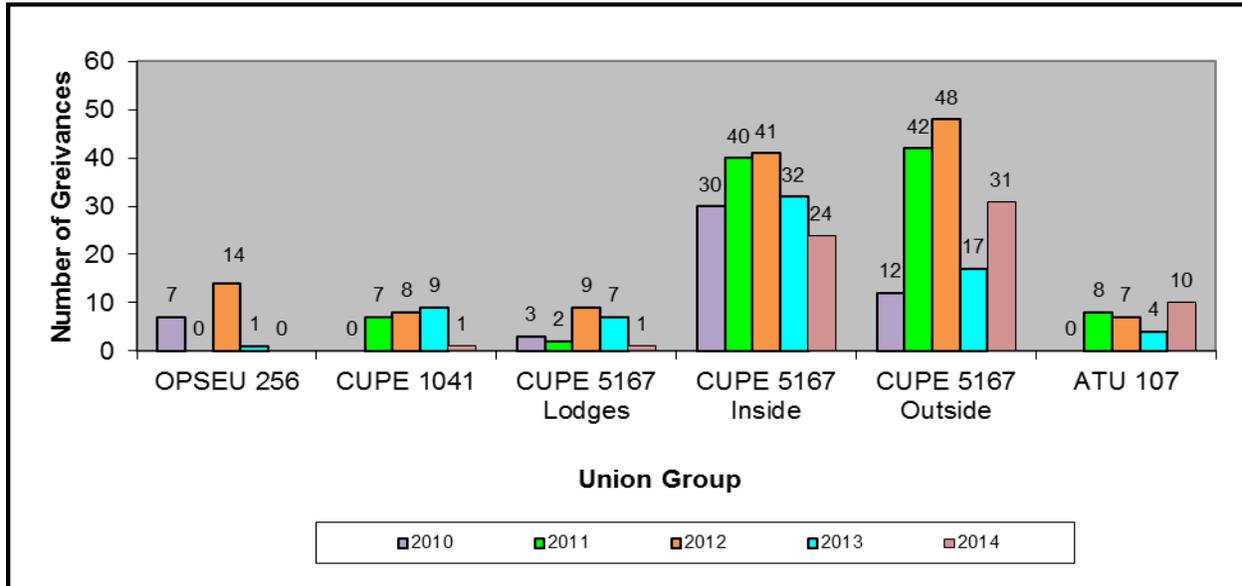


Chart Data:

Discipline	2010	2011	2012	2013	2014	2014 Percentage Increase/Decrease
ONA 50 Public Health	0	1	0	2	0	-200%
OPSEU 256	7	0	14	1	0	-100%
CUPE 1041	0	7	8	9	1	-89%
CUPE 5167 Lodges	3	2	9	7	1	-86%
CUPE 5167 Inside	30	40	41	32	24	-25%
GHVFFA 911	0	3	1	1	1	0%
HOWEA	0	2	3	0	0	0%
ONA 50 Lodges	0	2	0	1	1	0%
CUPE 5167 Outside	12	42	48	17	31	82%
HPFFA 288	1	0	0	0	1	100%
ATU 107	0	8	7	4	10	150%
Total	53	107	131	74	70	-5%

Grievance Categories, by Union (2010-2014):

Termination

Termination, Severance

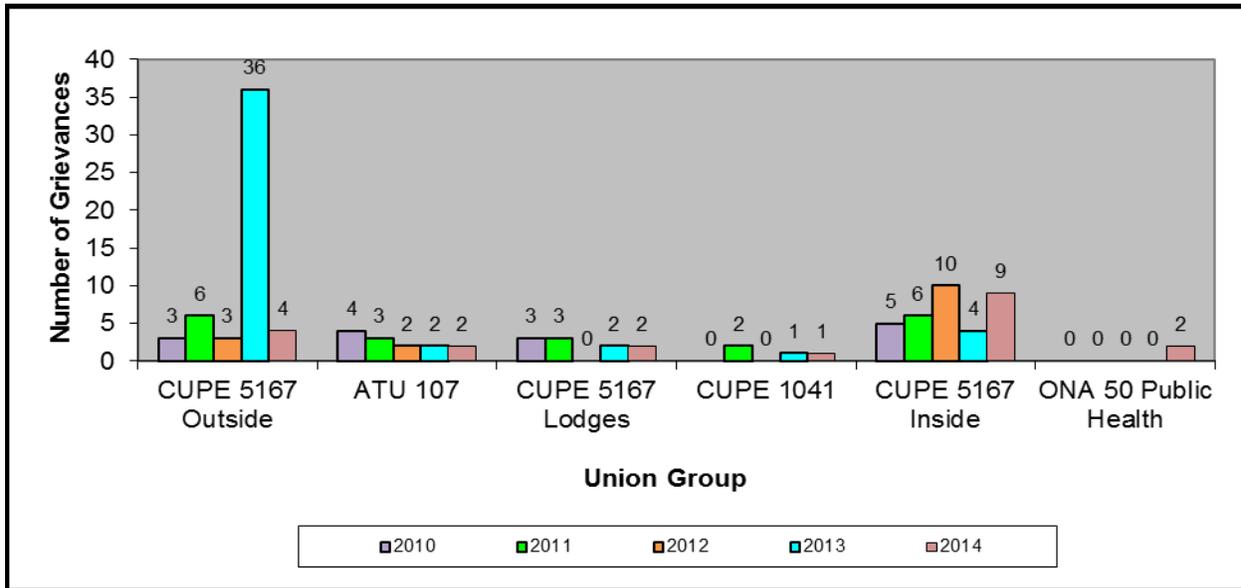


Chart Data:

Termination	2010	2011	2012	2013	2014	2014 Percentage Increase/Decrease
CUPE 5167 Outside	3	6	3	36	4	-89%
ATU 107	4	3	2	2	2	0%
CUPE 5167 Lodges	3	3	0	2	2	0%
HPFFA 288	0	0	1	0	0	0%
ONA 50 Lodges	0	0	1	0	0	0%
OPSEU 256	2	1	1	0	0	0%
GHVFFA 911	0	0	0	0	0	0%
HOWEA	0	0	0	0	0	0%
CUPE 1041	0	2	0	1	1	0%
CUPE 5167 Inside	5	6	10	4	9	125%
ONA 50 Public Health	0	0	0	0	2	200%
Total	17	21	18	45	20	-56%

Grievance Categories, by Union (2010-2014):

Benefits

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

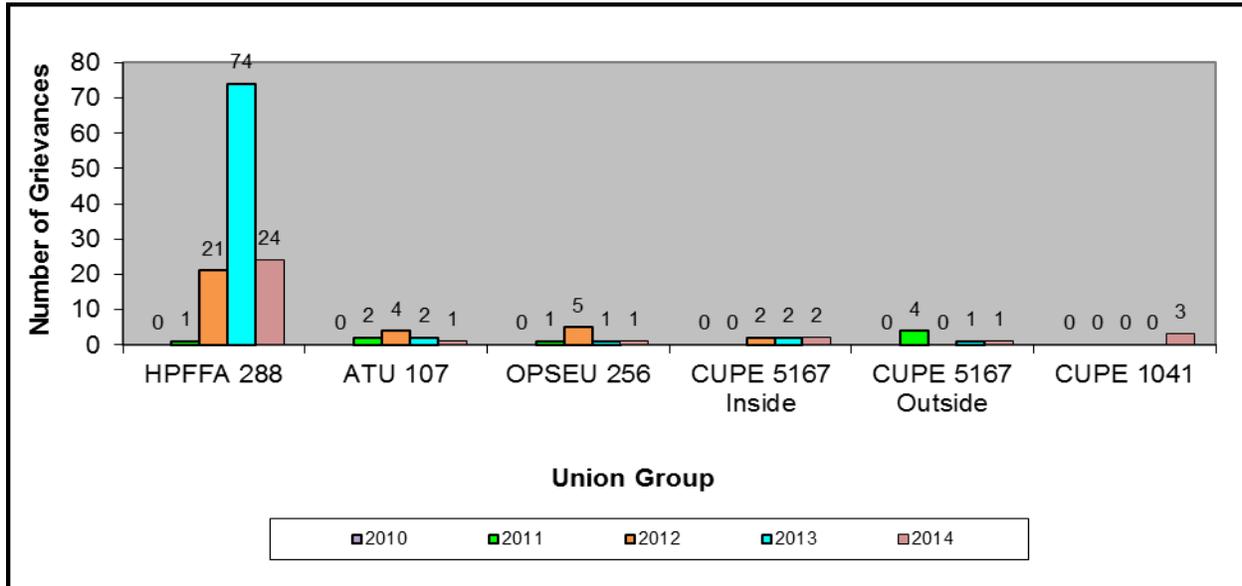


Chart Data:

Benefits	2010	2011	2012	2013	2014	2014 Percentage Increase/Decrease
HPFFA 288	2	1	21	74	24	-68%
ATU 107	2	2	4	2	1	-50%
OPSEU 256	1	1	5	1	1	0%
CUPE 5167 Inside	0	0	2	2	2	0%
CUPE 5167 Outside	3	4	0	1	1	0%
CUPE 5167 Lodges	0	0	0	0	0	0%
GHVFFA 911	0	0	0	0	0	0%
HOWEA	0	0	0	0	0	0%
ONA 50 Lodges	0	0	0	0	0	0%
ONA 50 Public Health	0	0	0	0	0	0%
CUPE 1041	0	0	0	0	3	300%
Total	8	8	32	80	32	-60%

Grievance Categories, by Union (2010-2014):

Income Protection

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

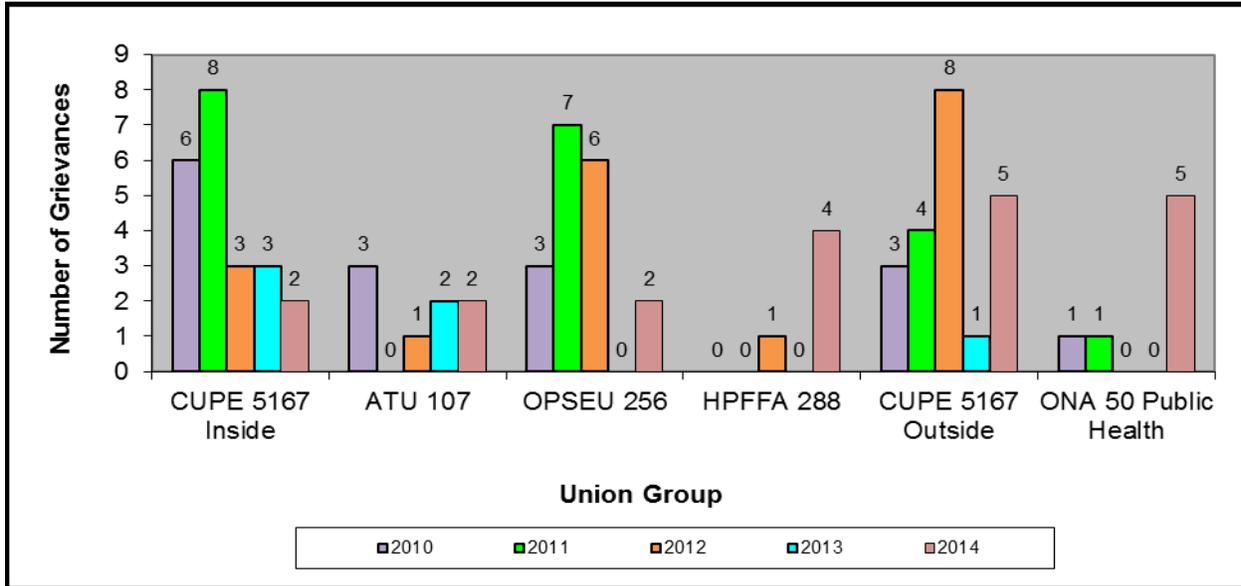


Chart Data:

Income Protection	2010	2011	2012	2013	2014	2014 Percentage Increase/Decrease
CUPE 5167 Inside	6	8	3	3	2	-33%
ATU 107	3	0	1	2	2	0%
ONA 50 Lodges	0	0	1	0	0	0%
GHVFFA 911	0	0	0	0	0	0%
CUPE 1041	1	1	1	1	2	100%
HOWEA	0	0	0	1	2	100%
CUPE 5167 Lodges	2	1	2	0	1	100%
OPSEU 256	3	7	6	0	2	200%
HPFFA 288	0	0	1	0	4	400%
CUPE 5167 Outside	3	4	8	1	5	400%
ONA 50 Public Health	1	1	0	0	5	500%
Total	19	22	23	8	25	213%

Grievance Categories, by Union (2010-2014):

Overtime

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

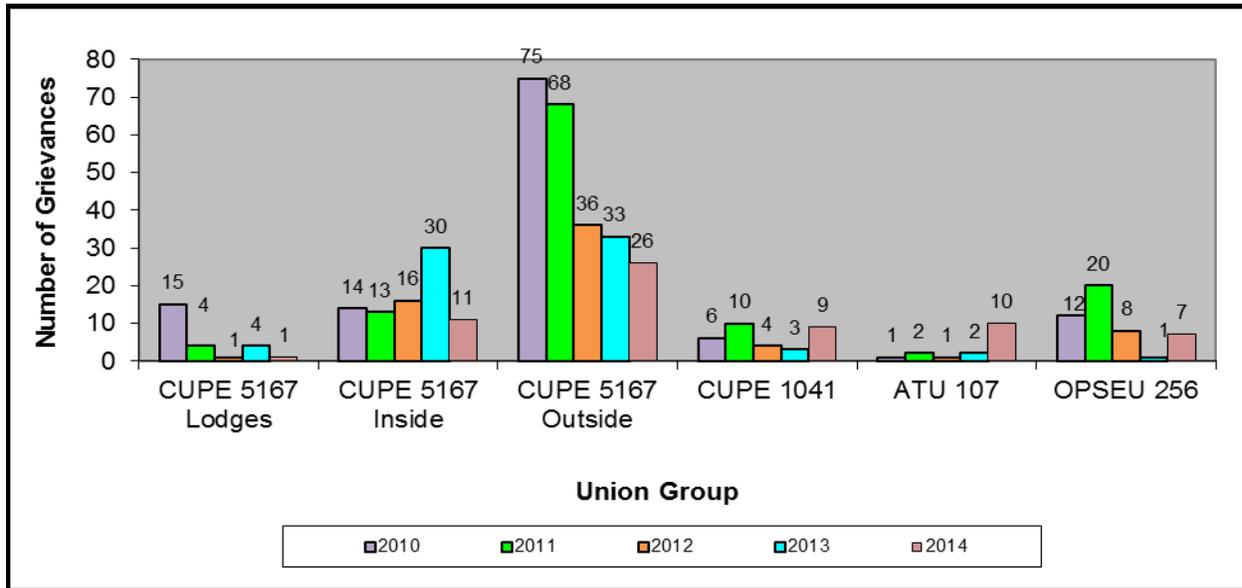


Chart Data:

Overtime	2010	2011	2012	2013	2014	2014 Percentage Increase/Decrease
HPFFA 288	1	0	1	2	0	-200%
ONA 50 Lodges	0	0	0	2	0	-200%
CUPE 5167 Lodges	15	4	1	4	1	-75%
CUPE 5167 Inside	14	13	16	30	11	-63%
CUPE 5167 Outside	75	68	36	33	26	-21%
GHVFFA 911	0	0	0	0	0	0%
IUOE	0	1	0	0	0	0%
ONA 50 Public Health	0	0	0	0	0	0%
HOWEA	0	0	3	2	3	50%
CUPE 1041	6	10	4	3	9	200%
ATU 107	1	2	1	2	10	400%
OPSEU 256	12	20	8	1	7	600%
Total	124	118	70	79	67	-15%

Grievance Categories, by Union (2010-2014):

Wages

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

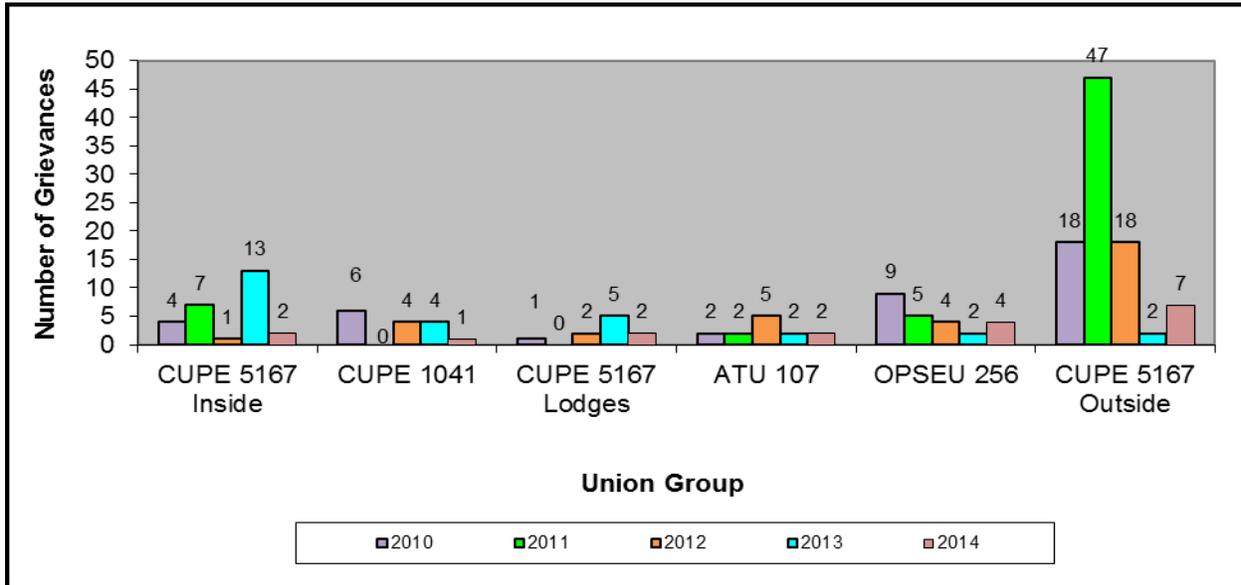


Chart Data:

Wages	2010	2011	2012	2013	2014	2014 Percentage Increase/Decrease
ONA 50 Lodges	0	0	2	1	0	-100%
CUPE 5167 Inside	4	7	1	13	2	-85%
CUPE 1041	6	0	4	4	1	-75%
CUPE 5167 Lodges	1	0	2	5	2	-60%
HOWEA	0	1	2	2	1	-50%
ATU 107	2	2	5	2	2	0%
GHVFFA 911	0	0	2	0	0	0%
ONA 50 Public Health	2	0	0	0	0	0%
HPFFA 288	1	0	0	0	0	0%
OPSEU 256	9	5	4	2	4	100%
CUPE 5167 Outside	18	47	18	2	7	250%
Total	43	62	40	31	19	-39%

Grievance Categories, by Union (2010-2014):

Job Assignment

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

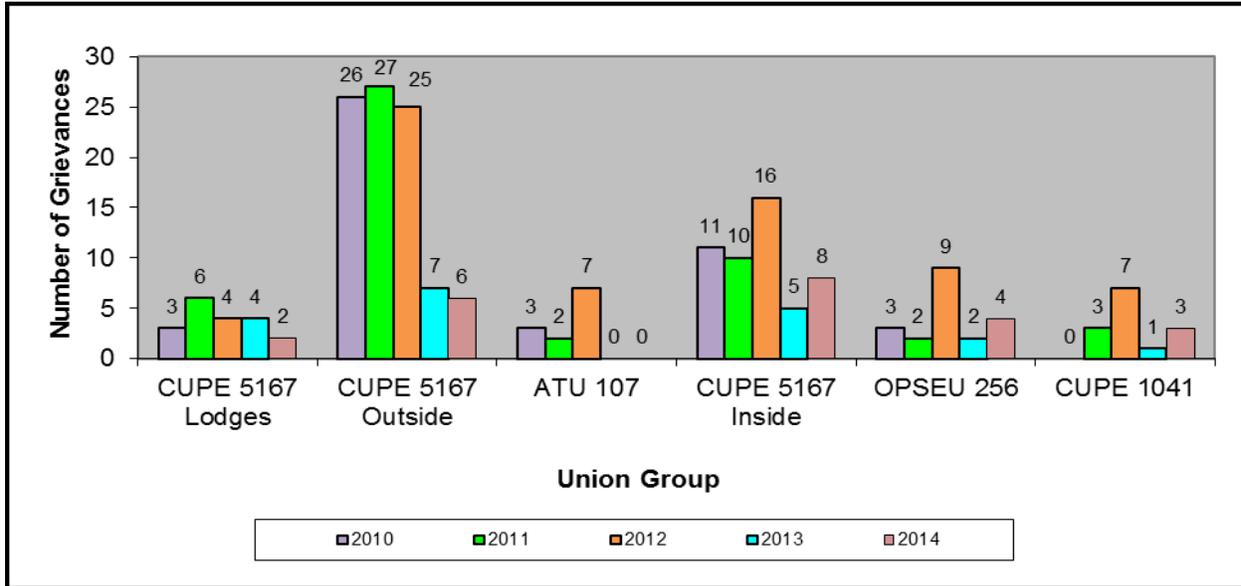


Chart Data:

Job Assignment	2010	2011	2012	2013	2014	2014 Percentage Increase/Decrease
CUPE 5167 Lodges	3	6	4	4	2	-50%
CUPE 5167 Outside	26	27	25	7	6	-14%
ATU 107	3	2	7	0	0	0%
GHVFFA 911	0	0	0	0	0	0%
HPFFA 288	0	0	0	0	0	0%
ONA 50 Lodges	1	0	0	0	0	0%
ONA 50 Public Health	0	0	0	0	0	0%
HOWEA	0	0	0	0	0	0%
CUPE 5167 Inside	11	10	16	5	8	60%
OPSEU 256	3	2	9	2	4	100%
CUPE 1041	0	3	7	1	3	200%
Total	47	50	68	19	23	21%

Grievance Categories, by Union (2010-2014):

Layoff

Lay-off, Recall, Bumping, Shift Schedule

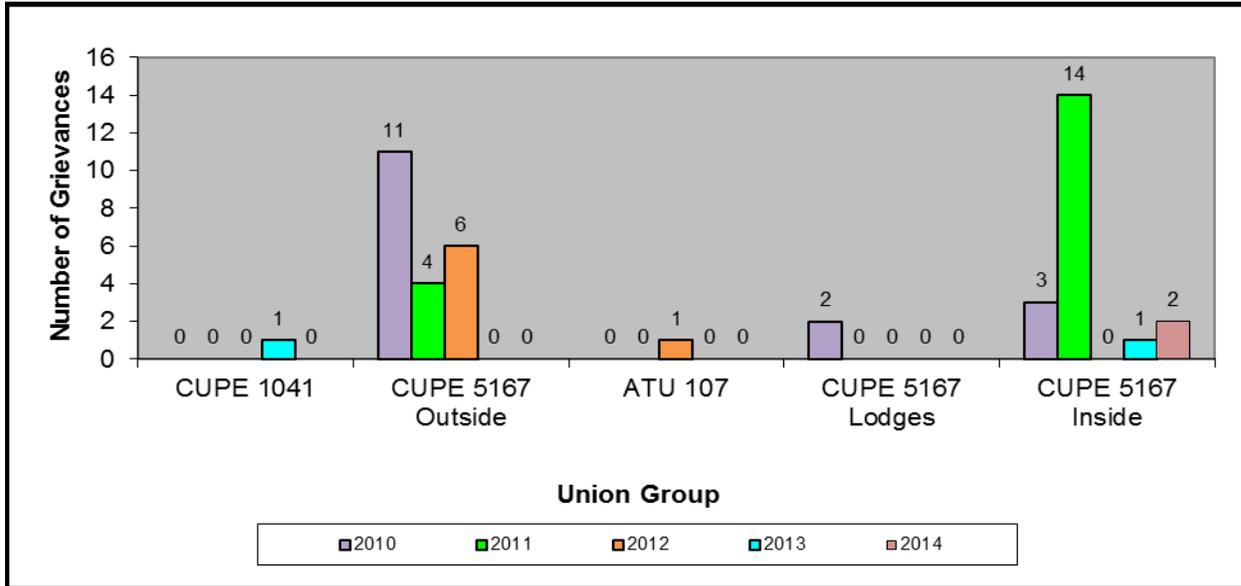


Chart Data:

Lay Off	2010	2011	2012	2013	2014	2014 Percentage Increase/Decrease
CUPE 1041	0	0	0	1	0	-100%
CUPE 5167 Outside	11	4	6	0	0	0%
ATU 107	0	0	1	0	0	0%
CUPE 5167 Lodges	2	0	0	0	0	0%
GHVFFA 911	0	0	0	0	0	0%
HOWEA	0	0	0	0	0	0%
HPFFA 288	0	0	0	0	0	0%
ONA 50 Lodges	0	0	0	0	0	0%
ONA 50 Public Health	0	0	0	0	0	0%
OPSEU 256	0	0	0	0	0	0%
CUPE 5167 Inside	3	14	0	1	2	100%
Total	16	18	7	2	2	0%

Grievance Categories, by Union (2010-2014):

Work

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

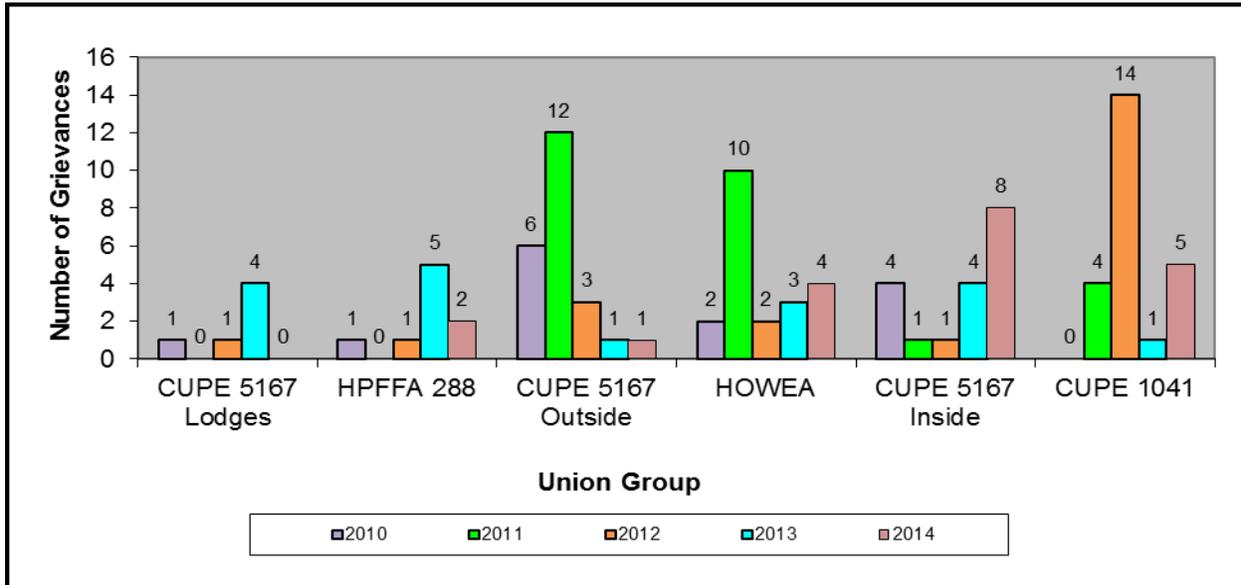


Chart Data:

Work	2010	2011	2012	2013	2014	2014 Percentage Increase/Decrease
CUPE 5167 Lodges	1	0	1	4	0	-400%
ATU 107	0	1	1	1	0	-100%
HPFFA 288	1	0	1	5	2	-60%
OPSEU 256	1	5	5	1	1	0%
CUPE 5167 Outside	6	12	3	1	1	0%
GHVFFA 911	1	0	1	0	0	0%
IUOE	0	0	0	0	0	0%
ONA 50 Lodges	0	0	0	0	0	0%
ONA 50 Public Health	0	0	0	0	0	0%
HOWEA	2	10	2	3	4	33%
CUPE 5167 Inside	4	1	1	4	8	100%
CUPE 1041	0	4	14	1	5	400%
Total	16	33	29	20	21	5%

Grievance Categories, by Union (2010-2014):

Other - Administrative

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

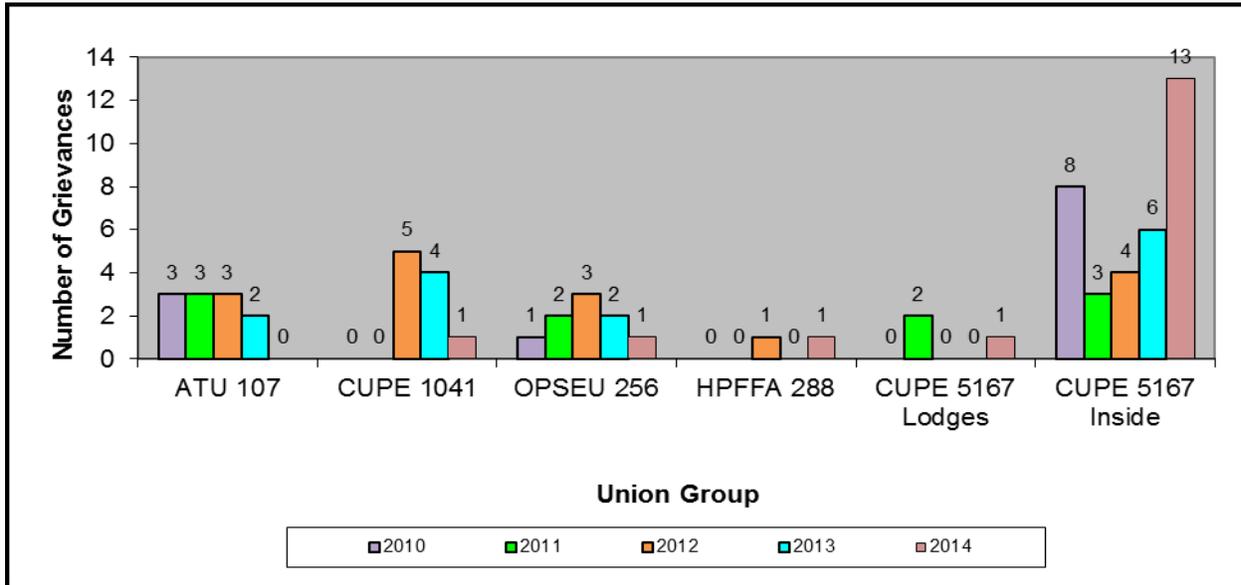


Chart Data:

Other - Administration	2010	2011	2012	2013	2014	2014 Percentage Increase/Decrease
ATU 107	3	3	3	2	0	-200%
CUPE 1041	0	0	5	4	1	-75%
OPSEU 256	1	2	3	2	1	-50%
CUPE 5167 Outside	4	4	5	0	0	0%
GHVFFA 911	0	0	1	0	0	0%
ONA 50 Public Health	0	1	1	0	0	0%
HOWEA	0	0	0	0	0	0%
ONA 50 Lodges	0	0	0	0	0	0%
HPFFA 288	0	0	1	0	1	100%
CUPE 5167 Lodges	0	2	0	0	1	100%
CUPE 5167 Inside	8	3	4	6	13	117%
Total	16	15	23	14	17	21%

Grievance Categories, by Union (2010-2014):

Other - Operations

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

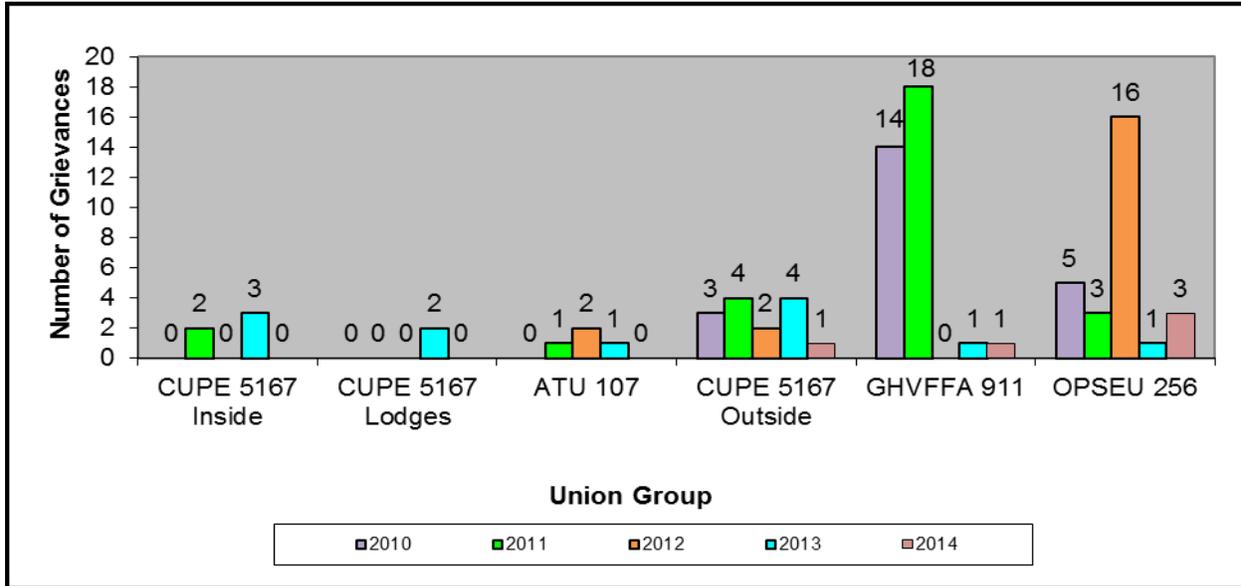


Chart Data:

Other - Operations	2010	2011	2012	2013	2014	2014 Percentage Increase/Decrease
CUPE 5167 Inside	0	2	0	3	0	-300%
CUPE 5167 Lodges	0	0	0	2	0	-200%
ATU 107	0	1	2	1	0	-100%
CUPE 5167 Outside	3	4	2	4	1	-75%
GHVFFA 911	14	18	0	1	1	0%
CUPE 1041	0	0	3	0	0	0%
HPFFA 288	0	0	2	0	0	0%
HOWEA	0	2	0	0	0	0%
ONA 50 Lodges	2	0	0	0	0	0%
ONA 50 Public Health	0	0	0	0	0	0%
OPSEU 256	5	3	16	1	3	200%
Total	24	30	25	12	5	-58%

Collective Agreement Activity:

Outstanding Collective Agreements				
Collective Agreements	Status	Term	Wages	Action Date
HPFFA 288	Interest Arbitration	April 1, 2009 – March 31, 2012	N/A	<i>Arbitration Dates:</i> October 26/15 & November 27/15
CUPE 5167 Lodges	Interest Arbitration	April 1, 2009 – March 31, 2011	2011 – 2.0% 2012 – 1.9%	<i>Arbitration Award:</i> November 8/14
CUPE 5167 Inside/Outside	Agreement Expired 2014	January 1, 2011 – December 31, 2014	2011 – 0% 2012 – 1.9% 2013 – 1.9% 2014 – 1.9%	Bargaining commenced Winter 2015
ATU 107	Agreement Expired 2014	January 1, 2011 – December 31, 2014	2011 – 0% 2012 – 1.9% 2013 – 1.9% 2014 – 1.9%	Bargaining commenced Winter 2015
CUPE 1041	Agreement Expired 2014	January 1, 2011 – December 31, 2014	2011 – 0% 2012 – 1.9% 2013 – 1.9% 2014 – 1.9%	Bargaining commences 2015
ONA 50 Public Health	Agreement Expired 2014	January 1, 2011 – December 31, 2014	2011 – 0% 2012 – 1.9% 2013 – 1.9% 2014 – 1.9%	Bargaining commences 2015
IUOE 772	Agreement Expired 2014	January 1, 2011 – December 31, 2014	2011 – 0% 2012 – 1.9% 2013 – 1.9% 2014 – 1.9%	Bargaining commences 2015
Collective Agreements Expiring in 2015/2016				
CLAC 911	Active	January 1, 2012 – December 31, 2015	2012 – 0% 2013 – 1.9% 2014 – 1.9% 2015 – 1.9%	Expires in 2015
HOWEA	Active	January 1, 2013 – December 31, 2016	2013 – 0% 2014 – 1.9% 2015 – 1.9% 2016 – 1.9%	Expires in 2016
ONA 50 Lodges	Active	April 1, 2011 – March 31, 2015	2011 – 0% 2012 – 1.9% 2013 – 1.9% 2014 – 1.9%	Expires in 2015
OPSEU 256	Active	April 1, 2012 – March 31, 2016	2012 – 2.1% 2013 – 2% 2014 – 2% 2015 – 1.75%	Expires in 2016

Labour Relations Training Initiatives

Performance Accountability and Development Training

During 2014, Labour Relations was involved in the rollout of the Performance Accountability and Development (PAD) program for leaders across the City. Labour Relations provided guidance and advice on how to support managers in executing the PAD program. A question and answer session was provided to address common issues and scenarios; as well, a Labour Relations glossary of terms was provided for the 627 leaders that attended the training. Labour Relations was able to showcase how LR can support managers and supervisors in addressing common challenges and performance issues of employees, while working in a unionized environment.

Corporate-Wide - Labour Relations Training

Labour Relations introduced a training initiative specifically for CUPE 1041 Supervisors in the fall of 2014, *Essentials of Managing in a Unionized Workplace for Supervisors*. This course is comprised of three parts: Labour Relations Legislative Framework; Performance Management and Progressive Discipline; and, Grievance Handling. The objective of the course is to provide supervisors with the various tools and techniques necessary to manage employee performance, as well as gain an understanding of best practice strategies for addressing employee performance and handling grievances. During 2014, Labour Relations facilitated 10 half-day training sessions for 70 CUPE 1041 supervisors (22% of eligible CUPE 1041 supervisors).

Labour Relations also conducted 3 full-day training sessions to management staff during 2014. These training sessions are comprised of four modules: Introduction to Labour Relations, Investigations and Grievance Management, Managing Performance and Progressive Discipline and Collective Bargaining/Managing a Unionized Environment. A total of 24 participants completed this training during 2014. Since the training was introduced in 2010, 266 employees (55% of eligible management level employees) have successfully completed the course.

At the end of each training session 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 2014, Labour Relations received 59 evaluation surveys of *Essentials of Managing in a Unionized Workplace for Supervisors* and 16 evaluation surveys of *Essentials of Managing in a Unionized Workplace for Managers*. The charts on the following page represent the overall evaluation of each category for the 13 training sessions held in 2014. The feedback and responses provided was overwhelmingly positive. Managers and supervisors found the course content engaging, relevant and useful, particularly the practical examples that were provided and discussed throughout the course.

<i>Essentials of Managing in a Unionized Workplace for Supervisors (10 sessions during 2014)</i> Survey Category	2014 Overall Positive Rating Total N = 59
Organization	85%
Content	92%
Presentation	98%
Overall Training Module Evaluation	91%
Total No. of Completed Surveys	59

<i>Essentials of Managing in a Unionized Workplace for Managers (3 sessions during 2014)</i> Survey Category	2014 Overall Positive Rating Total N = 16
Organization	100%
Content	100%
Presentation	100%
Overall Training Module Evaluation	100%
Total No. of Completed Surveys	16

Content

- Information presented was educational.
- Content was relevant to my job.
- Examples and discussion were useful.
- New information and skills were learned.

Organization

- The presentation was well organized.
- The presentation was engaging.
- The presentation was timely.

Presentation

- The Facilitator was knowledgeable.
- The Facilitator presented the material clearly.
- The Facilitator was professional.
- The Facilitator provided real-life application of content.

Overall Training Module Evaluation

- Overall rating of training module

Labour Relations Costs 2014

Grievance Related Mediation and Arbitration Activity (2014):

<u>2014</u>	<u>Arbitration</u>	<u>Mediation</u>	<u>Total</u>
Number	64	18	82
Cost*	\$153,195	\$31,614	\$184,809
	Average cost of arbitrator per hearing = \$2,393	Average cost of mediator per mediation date = \$1,756	
<u>2013</u>	<u>Arbitration</u>	<u>Mediation</u>	<u>Total</u>
Number	45	22	67
Cost*	\$92,366	\$33,405	\$125,771
	Average cost of arbitrator per hearing = \$2,053	Average cost of mediator per mediation date = \$1,518	

* Includes cost of meeting facilities

Labour Relations Costs 2014

Labour Relations Grievance Activity Costs:

Total Costs - Grievance Activity					
<u>Grievance Type - Category</u>	<u>Legal Costs</u>	<u>Arbitration Costs</u>	<u>Mediation</u>	<u>Total Cost</u>	<u>Percentage of Total Cost per Grievance Category</u>
Termination	\$522,894	\$120,555	\$1,928	\$645,377	72%
Overtime	\$116,808	\$896	\$7,442	\$125,146	14%
Benefits	\$23,003	\$8,589	\$0	\$31,592	4%
Discipline	\$9,915	\$4,600	\$7,096	\$21,611	2%
Job Assignment	\$8,216	\$3,406	\$949	\$12,571	1%
Other - Administration	\$6,416	\$1,962	\$3,001	\$11,379	1%
Wages	\$6,455	\$2,790	\$2,083	\$11,328	1%
Other - Operations	\$4,891	\$4,589	\$1,113	\$10,593	1%
Income Protection	\$5,796	\$2,844	\$1,757	\$10,397	1%
Attendance	\$4,040	\$1,930	\$2,790	\$8,760	1%
Promotion	\$2,279	\$1,034	\$2,639	\$5,952	1%
Harassment & Discrimination	\$871	\$0	\$288	\$1,159	0%
Work	\$0	\$0	\$528	\$528	0%
Layoff	\$0	\$0	\$0	\$0	0%
Total Cost (2014)	\$711,584	\$153,195	\$31,614	\$896,393	100%
<i>Total Cost (2013)</i>	<i>\$650,654</i>	<i>\$90,522</i>	<i>\$33,405</i>	<i>\$774,581</i>	

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>	\$493,465	\$111,091	\$21,057	\$625,613	70%
ATU 107 <i>Transit</i>	\$120,925	\$4,569	\$1,486	\$126,980	14%
HPFFA 288 <i>Firefighters</i>	\$55,585	\$21,762	\$0	\$77,347	9%
OPSEU 256 <i>Paramedics</i>	\$15,164	\$6,403	\$5,943	\$27,510	3%
CUPE 1041 <i>Supervisors</i>	\$13,616	\$7,431	\$144	\$21,191	2%
ONA 50 <i>Public Health</i>	\$12,829	\$1,939	\$0	\$14,768	2%
CUPE 5167 <i>Long-Term Care Homes</i>	\$0	\$0	\$2,221	\$2,221	0%
HOWEA <i>Water Treatment Plant</i>	\$0	\$0	\$763	\$763	0%
GHVFFA <i>Volunteer Firefighters</i>	\$0	\$0	\$0	\$0	0%
IUOE 772 <i>Lodges</i>	\$0	\$0	\$0	\$0	0%
ONA 50 <i>Lodges</i>	\$0	\$0	\$0	\$0	0%
Total Cost	\$711,584	\$153,195	\$31,614	\$896,393	100%
<i>Total Cost (2013)</i>	<i>\$650,654</i>	<i>\$90,522</i>	<i>\$33,405</i>	<i>\$774,581</i>	

Total Costs - Grievance Activity (000's)					
<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	\$581,390	\$107,302	\$14,001	\$702,693	78%
Community & Emergency Services	\$91,044	\$31,759	\$10,856	\$133,659	15%
<i>Hamilton Fire Department</i>	\$55,585	\$21,762	\$0	\$77,347	58%
<i>Hamilton Paramedic Services</i>	\$15,164	\$6,403	\$5,943	\$27,510	21%
Planning & Economic Development	\$16,546	\$6,094	\$3,249	\$25,889	3%
Corporate Services	\$9,450	\$6,101	\$1,800	\$17,351	2%
Public Health	\$12,829	\$1,939	\$1,487	\$16,255	2%
City-Wide (Policy)	\$378	\$0	\$0	\$378	0%
Housing	\$0	\$0	\$221	\$221	0%
Total Cost	\$711,584	\$153,195	\$31,614	\$896,393	100%
<i>Total Cost (2013)</i>	\$650,654	\$90,522	\$33,405	\$774,581	

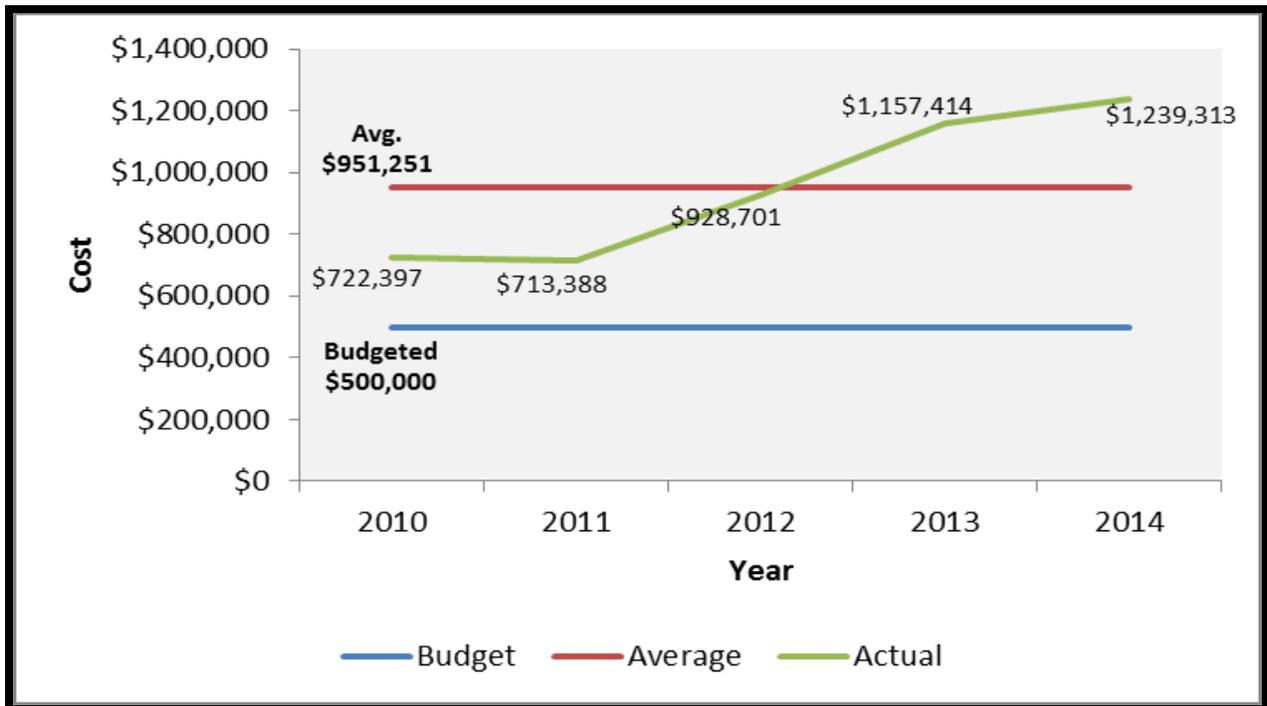
Labour Relations Non-Grievance Activity Costs:

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>
Carpenters	\$197,793	\$0	\$197,793	36%
Human Rights	\$114,468	\$0	\$114,468	21%
Termination (Non-Union)	\$72,883	\$0	\$72,883	13%
Interest Arbitration	\$49,573	\$23,309	\$72,882	13%
HECFI/IUOE (OLRB/Transfer of Business)	\$68,678	\$1,034	\$69,712	13%
General - Legal Advice	\$24,334	\$0	\$24,334	4%
Total Cost - Non Grievance (2014)	\$527,729	\$24,343	\$552,072	100%
<i>Total Costs – Non Grievance (2013)</i>	<i>\$506,761</i>	<i>\$1,844</i>	<i>\$508,604</i>	

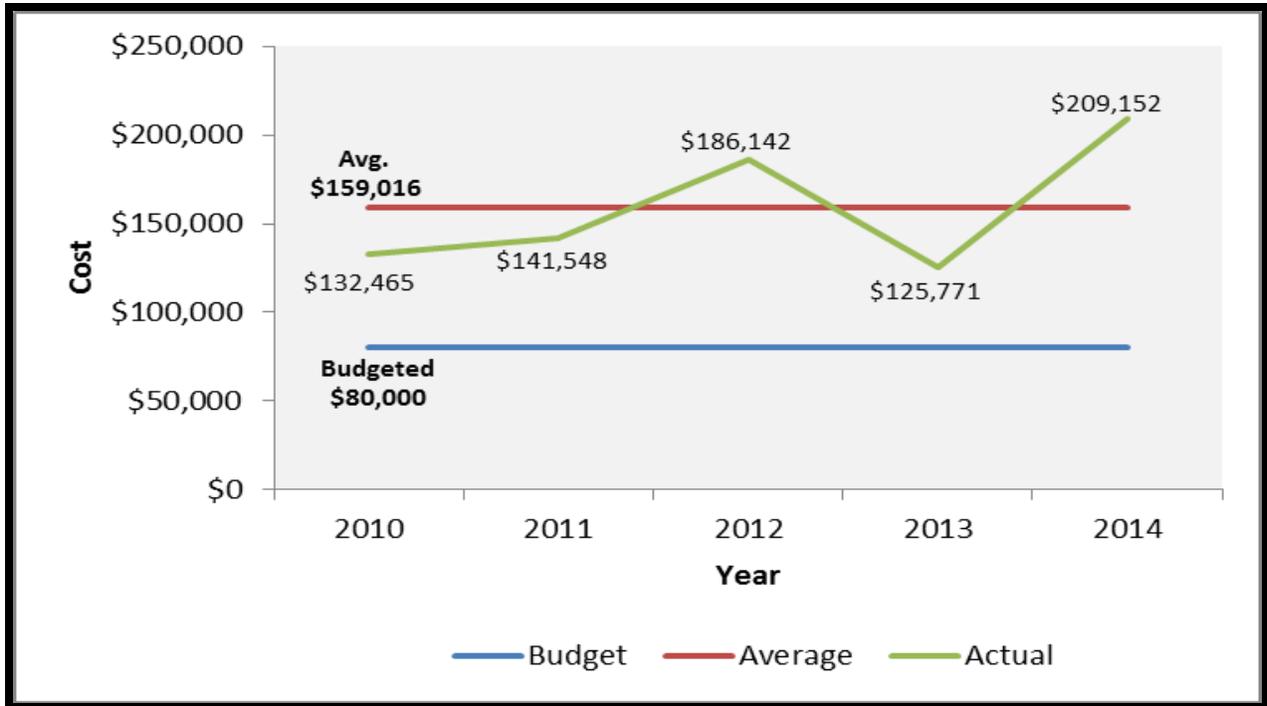
Labour Relations Total Costs:

<u>Labour Relations 2014</u>	<u>Legal Costs</u>	<u>Arbitration Costs</u>	<u>Mediation Costs</u>	<u>Total Cost</u>
Total (2014)	\$1,239,313	\$177,538	\$31,614	\$1,448,465
<i>Total (2013)</i>	<i>\$1,157,414</i>	<i>\$92,366</i>	<i>\$33,405</i>	<i>\$1,283,185</i>
Difference (2014 – 2013)	\$81,899	\$85,172	-\$1,791	\$165,280
2014 Percentage Increase/Decrease	7.08%	92.21%	-5.36%	12.88%

Total Legal Costs 2010-2014:



Total Arbitration & Mediation Costs 2010-2014:



Total Legal, Arbitration & Mediation Costs 2010-2014:

