

# Transitioning to the 37.5 Hour Work Week



# Agenda

- Welcome
- Housekeeping items: agenda
- Workshop Objectives
- Overview: what was negotiated
  - Updates from recent meetings
- Introduction to Procedures for Implementation
- Advocacy Skills/Work-Life Balance
- Questions and Answers
- Adjourn 11:00

# Workshop Objectives

- **Understand what was negotiated**
- **Understand the HEABC/HSA procedure for implementation of the 37.5 hr. work week**
- **Obtain and understand the tools that will help you advocate on this issue**

# Overview

## Article 24: HOURS OF WORK

**24.01** Effective no later than September 1, 2013, there shall be an average of 37.5 work hours per week, exclusive of meal periods.

The normal daily full shift hours shall be 7.5 hours, or a mutually agreed equivalent. (Reference MOA Re: Extended Work Day or Extended Work Week).

Employers shall have discretion to implement a 37.5 hour work week **prior to September 1, 2013.**

The base day for benefit calculation purposes is 7.5 hours.



# Overview

## MOU -Transition to 37.5 Hour Work Week

During collective bargaining the parties agreed to a thirty seven and one-half (37.5) hour work week.

The Employer agrees that this **will not result in any layoffs** for health science professionals and will be done **in a manner that minimizes the impact of these changes on individual health science professional's employment and security.**



# Overview

## MOU -Transition to 37.5 Hour Work Week

It is recognized that in many areas it will be necessary to revise the rotations and/or shift schedule in order to implement the thirty seven and one-half (37.5) hour week. **The parties commit to work together to ensure a smooth transition** as a result of changes to rotations and/or shift schedules due to increased hours of work.

# Overview

## MOU -Transition to 37.5 Hour Work Week

In order to minimize impact of the transition to the thirty seven and one-half (37.5) hour work week, the **Employer agrees to consider the following options:**

- a) Regularization of casual and overtime hours (part-time or full-time basis), such as creating built in vacation relief.
- b) Use of current vacancies to maintain current part-time employee's hours of work.
- c) Offer job shares as per Appendix 8.
- d) Other options as mutually agreed between the Union and the Employer.



# Overview

## MOU -Transition to 37.5 Hour Work Week

In order to minimize impact of the transition to the thirty seven and one-half (37.5) hour work week, the Employer agrees to consider the following options:

The Employer and the Union agree to develop a process to expedite the building of the rotations and/or shift schedules.



# Overview: January letter

**HEABC**  
HEALTH EMPLOYERS  
ASSOCIATION OF BC

200 - 1333 West Broadway Vancouver, BC V6H 4C6 TEL: 604.736.5909 FAX: 604.736.2715  
www.heabc.bc.ca

January 30, 2013

Ms. Jeanne Meyers  
Executive Director, Legal Services and Labour Relations  
**HEALTH SCIENCES ASSOCIATION OF BC**  
Suite 300 5118 Joyce St  
Vancouver, BC  
V5R 4H1

Dear Ms. Meyers:

**Re: Implementation of 37.5 Hour Work Week**

---

This is to confirm our agreement on the application of certain provisions of the Collective Agreement relating to implementation of the 37.5 hour work week.

The parties agree to the following:

- Upon the implementation of the 37.5 hour work week by an Employer, any schedules with shifts longer than 7.5 hours are considered to be Extended Work Day/Week schedules, not EDO/ATO schedules. Appendix 6 will not apply.
- Either party may terminate existing Extended Work Day/Week schedules by providing 30 days notice, subject to Article 24.08.
- When implementing the 37.5 hour work week, employers can make changes to or eliminate existing EDO/ATO schedules (including 9 day fortnights) without following the process set out in Appendix 6, subject to the following:
  - such changes shall not take effect prior to the date of implementation of the 37.5 hour work week at the Employer;
  - changes to existing EDO/ATO schedules will be done on an individual department/work group basis (i.e., not health authority-wide);
  - Employers will give 90 days notice (or a mutually agreed lesser amount) to the affected work group rather than 30 days as required under Appendix 7;
  - the provisions of the MOU re: Transition to 37.5 Hour Work Week will apply; and

Upon implementation of the 37.5 hour work week by an Employer, any schedules with shifts longer than 7.5 hours are considered to be Extended Work Day/ Week schedules, not EDO/ATO schedules. Appendix 6 will not apply.



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# Overview: January letter

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- **Changes to existing EDO/ATO schedules will be done on an individual department/work group basis (i.e. not health authority-wide).**
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# Overview: January letter

- The provisions of the MOU re: Transition to 37.5 Hour Work Week will apply; and
- No new overtime waiver will be required where changes relating to implementation of the 37.5 hour work week are made to Extended Work Day/Week schedules, including to any work schedule with shifts between 7.2 and 8 hours where the employees did not need to sign an overtime waiver under the current and/or previous Agreements.

If the employees continue to work a 9 day fortnight or any other Extended Work Day/Week schedule, they are deemed to have signed the overtime waiver.

# HEABC and HSPBA Implementation Process Agreement

The HEABC and the HSPBA agree to the following guidelines when implementing the new 37.5 hour workweek:

1. Since most, if not all, work schedules will need to be revised to reflect the new workweek, this document serves as notice and satisfies the requirement to issue 90 days' notice in the January 30, 2013 Letter of Agreement.
2. All other provisions of the Memorandum re: Transition to the 37.5 Hour Work Week and the January 30, 2013 Letter of Agreement (both attached) remain in effect.
3. An extended hours schedule is any schedule with work days in excess of 7.5 hours per day.



# HEABC and HSPBA Implementation Process Agreement

4. When revising current extended hours schedules, the new schedules developed for the 37.5 hour work week may result in either of the following outcomes, subject to the criteria set-out in paragraph 5 below:
  - a. Current extended hours schedules (including those formerly referred to as EDO, ATO, etc.) may be eliminated
  - b. Current extended hours schedules may be modified into similar or different extended hours schedules



# HEABC and HSPBA Implementation Process Agreement

5. In establishing the new schedules, the parties agree that the following procedure will be followed at the affected department/work-unit with the assistance of Union stewards or representatives if required:

a. **The Employer must give the Union and the affected employees an outline of its service delivery objective(s)** (e.g. service days and hours). The Employer may propose a specific work schedule which meets its objective(s).

b. **The Employer must give the employees a reasonable opportunity (at least 2 weeks) to propose a work schedule or, if the Employer proposed a work schedule, provide a response or alternative to the Employer's proposed schedule.**

c. **The Employer must consider any proposals which the employees put forward and, if the proposal is rejected, provide an explanation in light of its service delivery objective(s).**





# HEABC/HSPBA Implementation Process Agreement

6. A 52 week scheduling period (1950 hours) shall be used for the purpose of developing work schedules. This does not alter any rights or entitlements of employees under the Collective Agreement.
7. The Employer may commence the process set-out in paragraph 5 above as soon as possible but no later than 60 days (July 1, 2013) prior to implementation of the 37.5 hour work week and must complete the process no later than 30 days (Aug. 1, 2013) prior to implementation of the 37.5 hour work week.
8. The parties agree that the process set-out above is considered to satisfy the requirements of section 54 of the Labour Relations Code, if it applies.
9. Following implementation of the 37.5 hour work week, any changes to work schedules, including the creation of new extended hours schedules, shall be done in a manner consistent with the Collective Agreement.



# Tools: scheduling

Date: \_\_\_\_\_

Revised April 2013

## CALCULATION SHEET FOR EXTENDED WORKDAY OR WORKWEEK SCHEDULE - HEALTH SCIENCE PROFESSIONALS -

FACILITY: \_\_\_\_\_

Department/Unit/Workgroup \_\_\_\_\_

Work Schedule Statistics: Number of weeks per rotation \_\_\_\_\_

### STEP 1

- |                    |   |       |           |
|--------------------|---|-------|-----------|
| a.                 | The number of hours that the contract requires an employee to work per 52-week period | 1. a. | 1950 hrs. |
| b. <u>MINUS</u> :  | The number of Stats the employee is entitled in one year (12 Stats x 7.5 = 90 hours)  | b.    | 90 hrs.   |
| c. <u>EQUALS</u> : | The total number of hours to be worked in a 52-week period (excluding Stats)          | c.    | 1860 hrs. |

### STEP 2

- |                       |   |       |         |
|-----------------------|---|-------|---------|
| a.                    | The calculation period  | 2. a. | 52 wks. |
| b. <u>DIVIDE BY</u> : | The number of weeks in the rotation                                 | b.    | _____   |
| c. <u>EQUALS</u> :    | The number of times the rotation must be worked in a 52 week period | c.    | _____   |

### STEP 3

The number of hours worked during one rotation	<u># Shifts</u>	<u># Hours/Shift</u>	=	
(use if required if shifts of varying length are part of the rotation)	i.	x	=	
	ii.	x	=	
	iii.	x	=	
	iv.	x	=	
	v.	x	=	
The total number of hours worked per rotation			=	3. _____

### STEP 4

- |                         |  |       |       |
|-------------------------|--|-------|-------|
| a.                      | The number of rotations that must be worked in a 52-week period (Step 2(c))    | 4. a. | _____ |
| b. <u>MULTIPLY BY</u> : | The number of hours per rotation per Step 3                                    | b.    | _____ |
| c. <u>EQUALS</u> :      | The total number of hours an employee is SCHEDULED to work in a 52-week period | c.    | _____ |

### STEP 5

- |                      |  |       |           |
|----------------------|--|-------|-----------|
| a.                   | The total number of hours to be worked in a 52-week period (excluding Stats-Step 1(c))     | 5. a. | 1860 hrs. |
| b. <u>MINUS</u> :    | The total number of hours an employee is SCHEDULED to work in a 52-week period (Step 4(c)) | b.    | _____     |
| c. <u>EQUALS</u> : * | The difference between the above two totals  | c.    | _____     |

\* This difference in time can be made up by scheduling the employee to work, or by giving the time off, whichever is appropriate to the calculation.

Any initial imbalance in hours [Step 5(c)] will be dealt with in the following manner (enter your intention): \_\_\_\_\_

(Also please explain how the stats will be scheduled-use additional sheets if necessary)



# Tools: gathering facts and interests

Preparing to discuss work schedules	
What schedule do the employees want? <ul style="list-style-type: none"><li>• 'map' out rotations / schedules for discussion</li></ul>	
What schedule does the employer want?	
*****Think about how the employees wishes help meet the employer's needs*****	
What are the employees' interests in the schedule?	What are the employer's interests in the schedule?
What's an alternative schedule that may be possible for both sides to agree to? (Is there a compromise that's a partial win / a way to avoid losing everything?)	

Discuss the schedule with your co-workers. \*Bring at least one draft schedule to work with

Think about employee interests. Think about employer interests. How can they compliment each other?

What schedule is the employer proposing?  
\*What agreements have been made regarding timelines and input?

Can you envision an alternative that meets the interests of both parties?

# Tools: gathering facts and interests

Remember:

- Holding a meeting with your co-workers to gather facts and interests is very important.
- HSA will help organize that meeting
  - Booking rooms
  - Providing food
  - Other support
- Call the office if you have questions

Preparing to discuss work schedules	
What schedule do the employees want? <ul style="list-style-type: none"><li>• 'map' out rotations / schedules for discussion</li></ul>	
What schedule does the employer want?	
*****Think about how the employees wishes help meet the employer's needs*****	
What are the employees' interests in the schedule?	What are the employer's interests in the schedule?
What's an alternative schedule that may be possible for both sides to agree to? (Is there a compromise that's a partial win / a way to avoid losing everything?)	

# Tools: transactional conversations tip sheet

## 6 Tips for Effective Advocacy

- **Be Prepared**
- **Set achievable goals and set limits**
- **Maintain an objective attitude**
- **Listen, then paraphrase for clarity**
- **Speak clearly and efficiently**
- **Know when/how to end a meeting**

# Tools: transactional conversations tip sheet

## Things to Avoid in Transactional Communication

- **Clichés:** “take it or leave it”; “split the difference”; “trust me”.
- **Rhetorical questions:** “am I right?”
- **Expectation Inflation:** “we will get this/that.”
- **Demands:** “this, or else that.”
- **Pessimism:** “we won’t get that.”
- **Credulity:** “If you say so, it must be so.”

## Keys to Expressing Yourself Effectively

- **Write down your main points**
- **Assert what you know**
- **Don’t interrupt**
- **Look at the other person**
- **\*Pause before responding**
- **Restate what you heard from them**

# Life/Work Balance: Realities for Working Women

# Women's Work in Canada

- Women aged 25 to 54 in the paid labour force
  - 2010 - 82%
  - 1976 - 52%
- Dual income families are the norm and an economic necessity for most Canadians



# Women's Work in Canada

Even though more women are in the paid workforce, they still:

- do most of the unpaid household work
- spend more hours than men on child care and elder care

Result: Increased stress and time pressures

# The Time Crunch

- Women feel the strain more acutely than men
- 23% of women report high levels of time pressure compared to 17% of men

# The Time Crunch

- One in four working adults care for an elderly dependents
- 27% of Canadians care for both children and elderly relatives
- ‘Sandwiched’ workers are more likely to experience stress

# How Does This Affect Us?

- Life/Work conflict occurs when work demands interfere with the ability to manage personal, household and/or family responsibilities

# The Quality of Women's Lives Survey of NUPGE members 2009

- 64% reported long work hours
- 31% reported mandatory overtime hours
- 41% work on weekends
- 50% reported taking work home
- Life/Work related stress is a problem for 90% of respondents

# Impacts of Life/Work Conflict

- i. Health impacts of stress and injury
- ii. Financial impacts of lost time at work
- iii. Less time with children, family, friends
- iv. Less time for civic or union engagement

# Key Issues

- i. Caregiving: child care, elder care, and caring for children and adults with special needs.
- ii. Control over time: workplace policies that reflect the changing workforce and family responsibilities.

# High Life/Work Conflicts

A Canada-wide study found that workers experiencing high life/work conflict are:

- Significantly less committed to their employers
- Less satisfied with their jobs, more frequently giving serious consideration to quitting their jobs
- More frequently absent from work
- Using more employee assistance programs



# Control of Our Time

Research shows:

Workers who have more control and flexibility over when and where they work report lower levels of life/work conflict