
2013

Version

**Workforce Adjustment Plan
Clerical and Associated Employees (CEP)**

CLERICAL AND ASSOCIATED EMPLOYEES WORKFORCE ADJUSTMENT PLAN GUIDELINES

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INTRODUCTION

The competitive realities of an evolving market may result in the need for workforce adjustment.

In **May 2013** the Company and the CEP renewed the Workforce Adjustment Memorandum of Agreement that is contained in Section F of this document.

Guidelines established to define entities, determine surplus, define roles of joint committees and responsibilities are as described in Sections A and B. The Displacement Procedure is described in Section C.

The parties agreed in bargaining that employees could benefit from any other Corporate Severance that could be introduced after bargaining, should this Corporate Severance be more beneficial to employees.

Since the Company established a Corporate Severance Policy; therefore employees declared surplus are eligible to this Policy.

This modified Workforce Adjustment Guidelines document has been prepared to govern Workforce Adjustment as it takes into consideration the Corporate Severance Policy.

Overview of the modifications for **2013**:

Corporate Severance Policy

- 1 month paid of salary continuance
- 3 months free access to Transition Services
- Education assistance not applicable
- Termination allowance as per the Corporate Severance Policy (contact your HR/LR Consultant for more details for each individual declared surplus)
- Access to Displacement Procedure as outlined in the Collective Agreement
- 912M issued at the time of notification by the manager, at least eight (8) weeks prior to the one month of salary continuance, with the Transfer Management Group (Employee Services)
- Salary continuance and Transition Services guidelines as per the Corporate Severance Policy

Workforce Adjustment MOA

- 2 paid weeks of Career Transition Services
- 3 months free access to Transition Services
- \$1500 Education assistance
- Separation allowance equivalent to 1 week paid/year of NCS (1.5 weeks pay / year of NCS if more than fifteen (15) years NCS)
- Access to Displacement Procedure as outlined in the Collective Agreement
- 912M issued at the time of notification by the manager, at least eight (8) weeks prior to the one month of salary continuance, with the Transfer Management Group (Employee Services)
- Salary continuance and Transition Services guidelines as per the Collective Agreement.

For more assistance, please contact your Labour Relations or Human Resources consultant

Section A Overview and Framework

Introduction

The 2013 Workforce Adjustment Plan Guidelines for Clerical and Associated Employees were developed by the CEP and the Company to be fully complementary to and supportive of the Workforce Adjustment Plan Memorandum of Agreement.

(Section F of this document).

Purpose of this Section

This section provides background information related to the development of the guidelines, a description of the Bell/CEP Joint Committees established to assist in their administration and an overview of leaders' and employees' responsibilities.

In this Section

This section covers the following topics:

Topic	See page
2013 Workforce Adjustment Plan Guidelines	A-2
Joint Committees	A-4
Leaders' and Employees' Responsibilities	A-5

2013 Workforce Adjustment Plan Guidelines

Introduction

During bargaining in 2013 for the renewal of the Clerical and Associated Employees' Collective Agreement, the CEP and Company Bargaining Committees discussed the many challenges facing the Company and its employees that could have an impact on the workforce.

The outcome of these discussions was a Memorandum of Agreement on the Workforce Adjustment Plan that is included in the Collective Agreement effective XXX XXX, 2013.

Workforce Adjustment Guidelines Development and Purpose

The parties also agreed to the preparation of procedures to administer the Memorandum of Agreement. The following guidelines were jointly developed and are fully complementary to and supportive of the Workforce Adjustment Plan Memorandum of Agreement. These guidelines explain how to manage human resources within the Workforce Adjustment Plan. These guidelines explain each of the steps to be followed and identify who needs to be involved.

Objective of Workforce Adjustment Guidelines

It is extremely important to recognize that these guidelines reflect the CEP/Company Bargaining Committees' agreement on how to provide a fair and orderly workforce adjustment process. Although workforce adjustment is more focused on a business unit level, it is critical that all departments become familiar with the administration of the Workforce Adjustment Plan. They must establish communications among themselves, the employees and the CEP to ensure a balance between the needs of the business and the needs of the employees. **Departments that are impacted by a workforce adjustment plan must meet the representatives of the Union at least 14 calendar days prior to the implementation of the workforce adjustment plan.** Departments that are not impacted by workforce adjustment may be called upon to place within their group qualified surplus Regular Employees.

Workforce Adjustment Principles

Within the context of a growing competitive environment, these guidelines were developed with the following principles to be applied wherever possible:

- give priority to maintaining employment for Regular Employees
 - minimize the effect of a workforce adjustment for long service Regular Employees
 - keep employees in their current locality
 - maintain employees in their current salary group
-

Employee Assigned to a Lower-Rated Job

Where an employee is assigned into a lower-rated job, she shall immediately be paid the basic rate of pay for that job.

Employee with a Protected Rate of Pay Assigned to another Job

Where an employee with a protected rate of pay is assigned to a job in:

- another salary group, she shall immediately be paid the basic rate of pay for that job
 - the same salary group and on a profile that benefits from wage protection following the implementation of the 2005 salary structure, she shall benefit from the protected rate of pay associated with that profile
-

2013 Workforce Adjustment Plan Guidelines, continued

Joint Committees

The parties recognize that successful implementation of Workforce Adjustment will require excellent communication, collaboration and input from all stakeholders. To enable the process, the parties will make use of existing joint committees, at the department level (comprised of the Vice President of a Department, a National Representative and other ad hoc members as required) and/or district level (comprised of the CP4 leader(s) and the CEP's local President (or their delegates) and other ad hoc members as required). If no joint committees exist, they will be created and will include the appropriate representatives. Ad hoc committees, including representatives from the CEP, Labour Relations and, if required, the department and/or district, may also be put in place if needed.

Note: Detailed information about the role and mandate of these committees is covered further in this section however it is essential that a meeting with Union representatives be held at least 14 calendar days prior to the implementation of the workforce adjustment plan.

Complaints and Grievances

The parties agree that any differences regarding the interpretation or administration of these guidelines shall be dealt with by the appropriate forums, i.e. Joint Committees established for the involvement of the Union and whose decisions shall constitute a final and binding settlement of the matter.

The parties agree that any differences regarding the interpretation or administration of the provisions set out in the displacement procedure and the lay off allowance plan may be processed in accordance with the provisions of Articles 16 and 17 of the Collective Agreement.

For Further Assistance

Further assistance can be provided through your Labour Relations consultant.

Joint Committees

Introduction

Early communication of plans to the employees and the CEP will facilitate the steps that must be taken to accomplish workforce adjustment.

The following explains the roles and mandates of Joint Committees.

Role of Joint Committees

Joint committees must meet **at least 14 calendar days prior to the implementation of the workforce adjustment plan** to review the department/district business plan that may impact the workforce. The Committees will also meet as required to review the progress and status of the plan.

Mandate of Joint Committees

- share information related to the scope and timing of the plan
 - share information related to the impact on human resources in the department/district
 - explore alternatives and make suggestions to facilitate the application of the Workforce Adjustment Plan
 - review the content and timing of department/district communications to employees
 - resolve differences related to the application of these guidelines; differences should be addressed by the District Joint committee first, and if they cannot be resolved, they should be referred to the Department Joint committee.
-

Department/District Business Plan

Each department/district business plan should encompass all approved and potential projects and initiatives that may affect staffing requirements i.e. budget restrictions, consolidations, expansions, etc.

The plan should clearly identify any flexibility available in the current make up of the workforce i.e. Temporary and Regular Part-time Employees. It should also include an assessment of future workforce staffing requirements, i.e. voluntary measures, redeployment, growth initiatives, etc. The final analysis should highlight the numbers and timing of a surplus or a shortage of employees.

Note: Remember to include all non-active employees in your plan, e.g. MLA, SDB, etc. (see Appendix A-1-A on p. B-4 for flowchart)

Leaders' and Employees' Responsibilities

Leader's Responsibilities

It is the responsibility of the employee's leader or district designate to:

- review the Workforce Adjustment Plan and the Career Transition Services with the surplus employee;
 - ensure a 912M is sent to the Transfer Management Group (Employee Services) at least eight (8) weeks before the start of salary continuance;
 - explain the Displacement Procedure (Attachment A) to all eligible surplus employees and establish contact with the Transfer Management Group (Employee Services) if an employee chooses the displacement procedure;
 - explain the Lay-Off Allowance Plan (Attachment B). However it only applies to employees if a recall is possible
 - ensure the employee's file is up to date;
 - receive and handle any grievance filed for an employee who is affected by workforce adjustment by the appropriate CEP Steward or their delegate.
-

Employee's Responsibilities

It is the responsibility of the surplus employee to:

- decide if she wants to use the displacement procedure within 2 weeks of being declared surplus;
 - If applicable, decide if she wants the Lay Off Allowance Plan (Attachment B) within 2 weeks of being declared surplus;
 - If applicable, in the case of office consolidation, decide if she wants to follow her position in the new locality within 28 calendar days of being declared surplus;
 - ensure that her resume is up to date
 - be available for job visits, interviews, etc. that may occur through the 912M process;
 - advise the Transfer Management Group (Employee Services) of her acceptance or refusal of a job offer through the displacement procedure within 24 hours of the job offer on the same day or the next day for a position in another locality.
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Section B

Process of Managing and Declaring Surplus

Purpose of this Section

This section details the steps negotiated between the CEP and the Company that must be followed by departments with Clerical and Associated employees impacted by workforce adjustment.

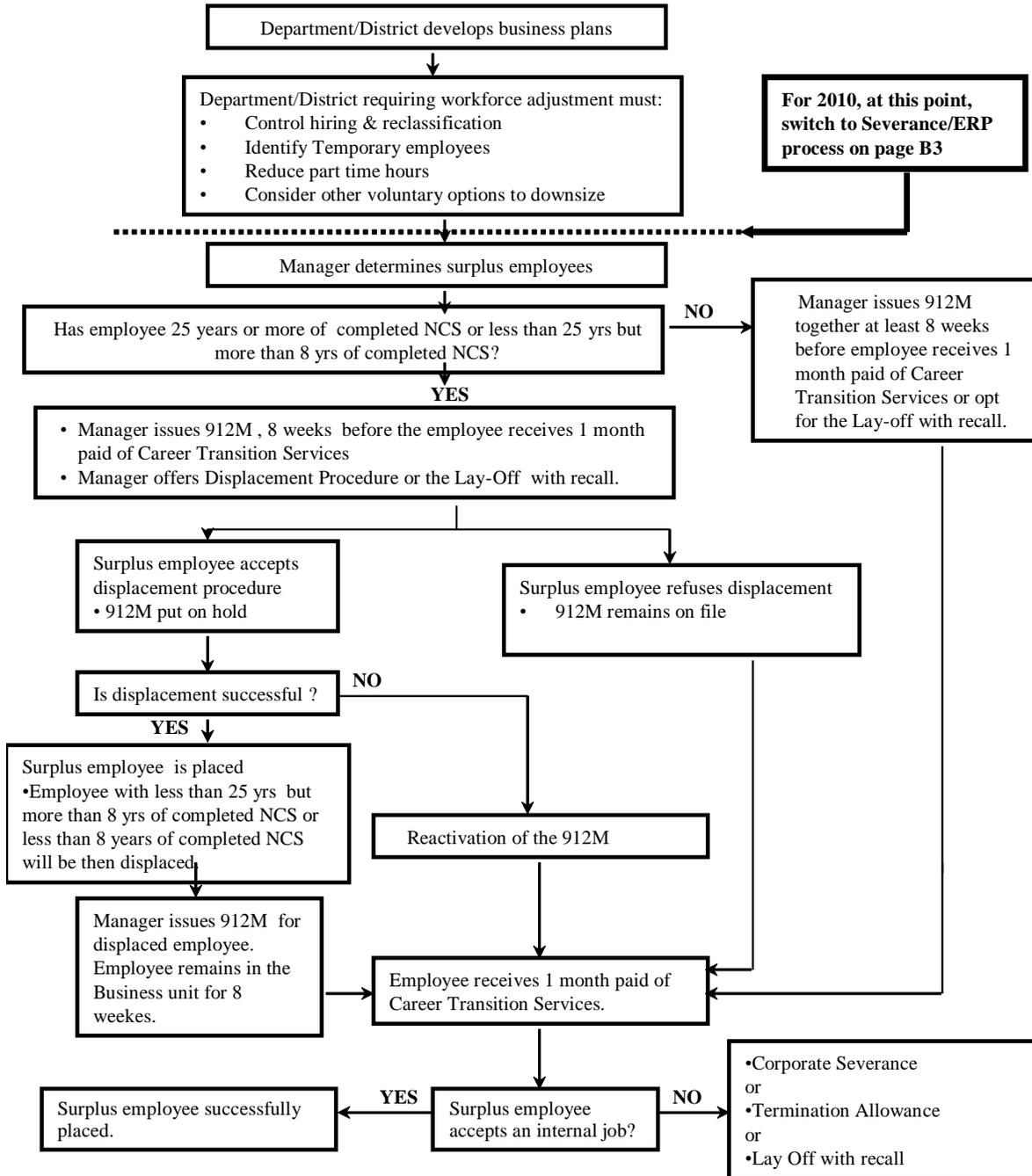
In this Section

This section covers the following topics:

Topic	See page
Appendix A Overview of the Process for Declaring Surplus	B - 2
Appendix A - 1 2013 Surplus Process	B - 3
Appendix A - 1A CEP Clerical 912M “Surplus” Process and “Leaves of Absence”	B - 4
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PAGE TO BE UPDATED

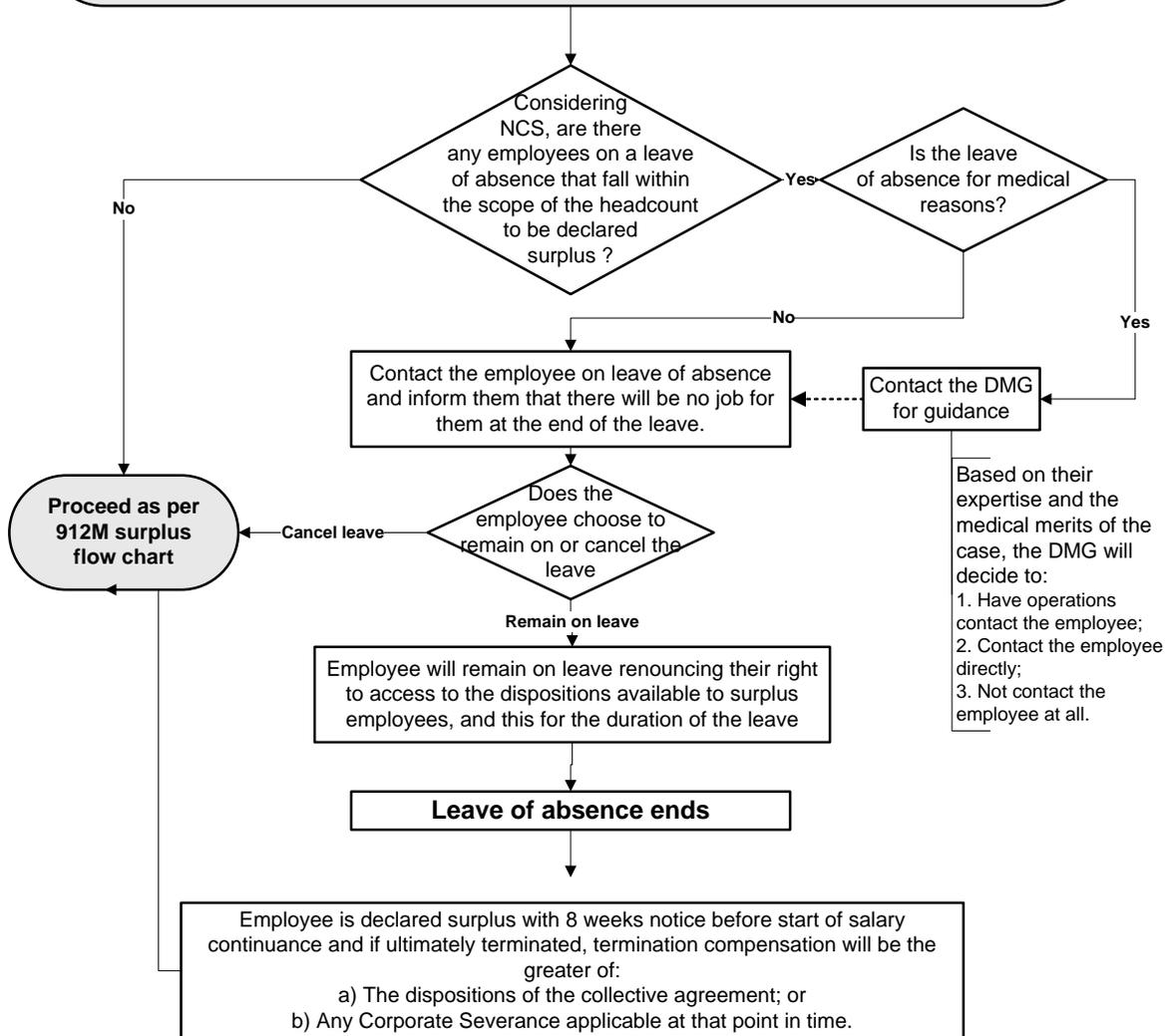
Overview of the Process for declaring surplus



CEP Clerical 912M "surplus" process and "leaves of absence"

Employees who are on leave of absence can be selected for involuntary termination. This applies to employees who are on regulated leaves (e.g. maternity, parental, short-term disability, long-term disability) and discretionary leaves (e.g. personal, departmental, education).

Once the first two steps on page B-2 of the Workforce adjustment plan have been completed and it is determined that workforce adjustment is required, Operations will determine how many employees will be declared surplus, and not be replaced.



Communication Guidelines to Employees and Notification to CEP

Introduction

Communications with employees and the CEP is an essential part of the implementation of workforce adjustment.

In addition to Collective Agreement obligations to notify the CEP of changes affecting the workforce under certain conditions (Article 6), managers must become familiar with these guidelines and at the appropriate time, must advise concerned employees of the potential impact on their personal situation.

Departments that are impacted by a workforce adjustment plan must meet the representatives of the Union at least 14 calendar days prior to the implementation of the workforce adjustment plan.

Guidelines when Communicating to Employees

Follow these guidelines when communicating to your employees:

If the employee is ...	Then inform her ...
Temporary	Her employment may be terminated once any qualified surplus Regular Employee is available.
Regular Part-time	her hours may be reduced to the guaranteed minimum, i.e. fifteen (15) hours per week or thirty (30) hours per pay period (Art 24).
<p>Regular employees with less than eight (8) years of completed NCS</p> <p>Note: The date that will determine when the employee is officially declared surplus will be the date she receives the letter indicating her surplus condition. The same date would be applied as reference for an employee who is being displaced.</p>	<ul style="list-style-type: none"> • she may be displaced by a surplus Regular Employee with eight (8) or more years of completed NCS <p>Note: A Regular employee with less than eight (8) years of completed NCS, who has been displaced may displace the most junior Regular employee on the same occupational title within the same department and locality, provided that such assignment can be made without displacing a more senior employee.</p> <ul style="list-style-type: none"> • Should she be declared surplus she may opt for the Corporate Severance with

	possible redeployment.
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Communication Guidelines to Employees and Notification to CEP, continued

Guidelines when Communicating to Employees (cont'd)

<p>Regular employees with less than twenty-five (25) years of completed NCS and eight (8) years or more of completed NCS</p> <p>Note: The date that will determine when the employee is officially declared surplus will be the date she receives the letter indicating her surplus condition. The same date would be applied as reference for an employee who is being displaced.</p>	<ul style="list-style-type: none"> • she may be displaced by a surplus Regular Employee with twenty-five years (25) or more years of completed NCS • should she be declared surplus, she may choose the displacement procedure set out in Attachment A • or she may opt for the Severance Policy with possible redeployment
<p>Regular employees with twenty-five (25) years or more of completed NCS</p> <p>Note: The date that will determine when the employee is officially declared surplus will be the date she receives the letter indicating her surplus condition. The same date would be applied as reference for an employee who is being displaced.</p>	<ul style="list-style-type: none"> • she may displaced an employee with less than twenty-five years (25) of completed NCS • should she be declared surplus, she may choose the displacement procedure set out in Attachment A • or she may opt for the Severance Policy with possible redeployment

Managing a Surplus Situation

Introduction

A department with Clerical and Associated Employees must follow these steps to lessen the need to declare Regular Employees surplus and to allow placement of surplus Regular Employees.

Procedure

Departments that are in a surplus situation must take the following steps:

Step	Action
1	Stop hiring
2	Stop reclassification of <ul style="list-style-type: none">• Temporary Employees to Regular status and,• Regular Part-time Employees to Regular Full-time
3	Restrict overtime to emergency situations
4	Redirect work of an ongoing nature done by external human resources and Occasional employees to Company employees whenever feasible

- Note:**
- 1) Temporary Employees must be advised that their employment could be terminated once a qualified surplus Regular Employee is available
 - 2) Refer to your Labour Relations or Human Resources consultant for Notice Period for individual termination of employment
-

Defining the Entity

Introduction

In departments and districts requiring a reduction of the workforce, the early and orderly identification of potential surplus employees is critical to the agreements reached at bargaining between the Company and the CEP that includes the provision of fair and equitable treatment to surplus employees.

Departments that are impacted by a workforce adjustment plan must meet the representatives of the Union at least 14 calendar days prior to the implementation of the workforce adjustment plan.

Definition of Entity

The first step, and most important, is to clearly define the entity within a department that requires a workforce reduction.

The entity may be defined as a group of employees who carry out similar work and who could be transferred from one position to another without significantly impairing operations or customer relationships.

The following considerations and examples will assist with the identification of the entity.

Considerations:

Clearly identify:

- the cause of the required reduction in workforce
 - the specific and associated work processes that are impacted
 - the incumbents that perform a sub-function within the broader profile (i.e. those that routinely perform a distinct set of tasks)
 - the job title(s) and salary groups affected
 - the geographic locations affected
-

Example 1 (Profile)

A team within the Finance organization comprised of Associates – Budget and Results (Profile 102, Salary Group 11) and Client Representatives-Help/Escalation Desk (Profile 560, SG13) are relocated from City A to City B.

The entities in this example may be employees in the Finance organization in City A, on the following job titles:

- Associate – Budget and Results (Profile 102, SG 11)
- Client Representative- Help/Escalation Desk (Profile 560, SG 13)

In this example, there is one entity for each profile because employees carry out similar work and could be transferred from one position to another without significantly impairing operations or customer relationships. These entities could be broken down further if needed.

Defining the Entity, continued

Example 2 (Competencies)

A new system for voice and services products has reduced the number of employees in a call center located in City A. This reduction directly impacts the number of continuous training as well as the training for new Voice products and services. This results in a decrease in demand of voice training from Trainers-Coaches (Profile 360, SG 14).

The entity in this example could be:

- All Trainers-Coaches (Profile 360, SG 14) Voice and Data supporting call center located in City A.

Another possible definition of the entity:

- All Trainers-Coaches (Profile 360, SG 14) - Voice supporting call center located in City A because the workload reduction is on voice products, services and processes training ,

In this example, the coach / trainers (360 profile, SG14) - Voice and Trainers-Coaches (360 profile, SG14) - Data do not perform similar work and can not be redeployed from a position to another without significantly impairing operation or customer relationships. The entity is the group of Trainers-Coaches (360 profile, SG14) - Voice

Example 3 (Geographic)

Budget pressures cause a reduced requirement for Control Center Associates (Profile 202, SG 12) in Control Center operations encompassing several locations.

One definition of entity in this example may be:

- all Control Center Associates (Profile 202, SG 12) in all locations

Another definition of entity in this example may be:

- all Control Center Associates (Profile 202, SG 12) in the Control Center in the designated location if business requirements dictate the closure of the location

In these examples, all employees have been included in the same entity because they carry out similar work and could be transferred from one position to another without significantly impairing operations or customer relationships. This entity could be broken down further if needed.

Caution

These are examples only. Your situation may be much more complicated and you may require assistance from Labour Relations.

Steps to Follow for Declaring Surplus

**Procedure:
Phase 1**

Phase 1 Begin these steps immediately to reduce the number of Regular Employees who could be declared surplus in the targeted entity.

Step	Action
1	<p>Transfer Regular Employees outside of the targeted entity.</p> <p>Note 1: A potential surplus employee may be transferred between districts of the same department without adhering to the Career Mobility process, <u>as long as the CEP Local President is informed of the reason of the transfer.</u></p> <p>Note 2: A non-surplus employee should be considered when there is a job opening within the department, as long as the objective of the transfer is to ensure placement of a surplus Regular Employee.</p>

**Procedure:
Phase 2**

Phase 2 begins prior to declaring any Regular Employee surplus. It consists of specific steps to be taken to achieve the required staffing plan.

These steps must be followed **in sequence** until the surplus situation is resolved.

Step	Action
1	<p>Reduce the number of hours assigned to Temporary Part-time employees in the entity.</p> <p>Note: A minimum of 7.5 hours/week shall be guaranteed for Temporary Employees with less than 6 months NCS and a minimum of 11.25 hours/week shall be guaranteed for Temporary Employees with 6 or more months NCS (Art.24).</p>
2	<p>Terminate the employment of Temporary Employees in the entity.</p>
3	<p>Reduce number of hours assigned to Regular Part-time Employees in the entity.</p> <p>Note: A minimum of fifteen (15) hours per week, thirty (30) hours per pay period shall be guaranteed (Art.24).</p>

Steps to Follow for Declaring Surplus, continued

Procedure:
Phase 3

Phase 3 follows when further reductions are required after the completion of Phase 2.

Note: you may initiate one of these options or offer a combination of option 1 and option 2.

Option	Action	
1	<p>Offer Regular Employees in the targeted entity the opportunity to adopt a plan of part-timing if it meets business needs.</p> <p>If business needs permit, offer Severance to Regular Employees in the targeted entity, on a limited and voluntary basis.</p>	
2	<p>Declare surplus Regular Employees who have the least net credited service in the targeted entity to the extent necessary.</p> <p>Note: See Guidelines for using Net Credited Service below.</p>	
	<p>If the NCS of the regular employee being declared surplus is:</p>	<p>then ...</p>
	<p>less than eight (8) years of completed NCS</p> <p>Note: The date that will determine when the employee is officially declared surplus will be the date she receives the letter indicating her surplus condition. The same date would be applied as reference for an employee who is being displaced</p>	<ul style="list-style-type: none"> • Notify the CEP Steward • Issue 912M • Provide the employee with a minimum of eight (8) weeks notice prior to start of salary continuance

Steps to Follow for Declaring Surplus, continued

Procedure:
Phase 3, continued

	<p>less than twenty-five (25) years of completed NCS and eight (8) years or more of completed NCS</p> <p>Note: The date that will determine when the employee is officially declared surplus will be the date she receives the letter indicating her surplus condition. The same date would be applied as reference for an employee who is being displaced</p>	<ul style="list-style-type: none"> • Notify the CEP Steward • Issue 912M • Provide the employee with minimum of eight (8) weeks notice prior to start of salary continuance • Offer the employee the Displacement Procedure. (See Displacement Guidelines, Section C)
	<p>twenty-five (25) years or more of completed NCS</p> <p>Note: The date that will determine when the employee is officially declared surplus will be the date she receives the letter indicating her surplus condition. The same date would be applied as reference for an employee who is being displaced</p>	<ul style="list-style-type: none"> • Notify the CEP Steward • Issue 912M • Provide the employee with a minimum of eight (8) weeks notice prior to the start of salary continuance • Offer the employee the Displacement Procedure. See Displacement Guidelines, Section C)

Steps to Follow for Declaring Surplus, continued

Guidelines for Using Net Credited Service

When declaring surplus, the net credited service is as shown on Company records.

If two or more employees have the same net credited service then the employee occupying her present position the longest shall be deemed to have the most seniority.

Should two (2) or more employees have the same net credited service and the same time on the position then the employee with the first birth date (day and month) within a calendar year shall be deemed to have the most seniority.

PDP

Normal scheduling of Personal Days Off With Pay (PDP) should occur throughout the year. (See G.C. 206.12, Section 7, Articles 27.01 - 27.02).

However, should the employee be declared surplus, all remaining PDP (up to 4) will be scheduled before the employee starts salary continuance.

Reclassification Guidelines

Introduction

This section provides guidelines applicable to any reclassification of Temporary employees to Regular status.

Guidelines for Temporary Employees

These guidelines are intended to ensure that Regular Employees are given due consideration, when decisions are being made to change the status of Temporary Employees eligible for reclassification. The CEP must be notified in advance, through the Joint Committee, of department plans to reclassify Temporary Employees.

Staff plans must be reviewed on a departmental basis with the appropriate CEP Steward and between the respective CEP Local President and CP4 Leaders as appropriate, on an annual basis or as needed.

- 1) No reclassifications will be made, as defined in paragraphs 2 and 3, when employees are declared surplus or are expected to be declared surplus in the foreseeable future. Consultation with the Transfer Management Group (Employee Services) should be conducted prior to reclassification, to ensure that any surplus Regular Employees are identified and the Selection Process, described in the Workforce Adjustment Guidelines, is respected.
 - 2) When a Temporary Employee has completed 36 months of NCS, she shall be reclassified to a Regular status subject to the following conditions:
 - a) The employee's performance is fully satisfactory;
 - b) The employee has more than 6 months of continuous employment;
 - c) There are no surplus within the department and there is not expected to be any surplus in the foreseeable future;
 - d) The respective CEP Local President will be informed, a minimum of one (1) month in advance, of the Company's decision to reclassify or not, by the respective CP4 Leader.
 - 3) When a Temporary employee with less than 36 months of NCS, but more than six (6) months of continuous employment, is being considered for Regular status, the following guidelines will apply:
 - a) The employee is not a "Probationary employee";
 - b) The employee has specialized skills or qualifications;
 - c) Criteria related to b) have been established within the department and have been shared with the CEP;
 - d) The respective CEP Local President will be informed, a minimum of one (1) month in advance, of the decision to reclassify, by the respective CP4 Leader.
-

Section C

Displacement Procedure

Introduction

The CEP and the Company have agreed on a Displacement Procedure for Regular Employees with eight (8) or more years of completed NCS, when they have been declared surplus or displaced.

Purpose of this Section

The purpose of this section is to provide guidance to management in the administration of the Displacement Procedure described in the Workforce Adjustment Plan Memorandum of Agreement.

In this Section

This section covers the following topics:

Topic	See page
Displacement Guidelines	C-2
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Choosing the Displacement Procedure	C-7
Appendix B Workforce Adjustment Plan Release Form	C-8
Displacement Procedure	C-9
Preparation and Content of Job Equivalency List	C-12
Administration	C-15
How to Handle Situations with Displaced Employees	C-16
Travel Time and Expenses for Displacing Employees	C-17

Displacement Guidelines

What is Displacement?

A Regular Employee with twenty-five (25) or more years of completed NCS being declared surplus may choose to use this procedure and attempt to displace a Regular Employee with less than twenty-five (25) years of completed NCS.

A Regular Employee with less than twenty-five (25) years of completed NCS and eight (8) years or more of completed NCS being declared surplus may choose to use this procedure and attempt to displace a Regular Employee with less than eight (8) years of completed NCS.

The date that will determine when the employee is officially declared surplus will be the date she receives the letter indicating her surplus condition. The same date would be applied as reference for an employee who is being displaced.

Displacement Principles

The Displacement Procedure was developed using the following guiding principles:

- the Regular Employee with the least NCS would be displaced;
 - the procedure would attempt to retain employees in their localities thus minimizing the disruption to personnel and reducing the company's costs, i.e. Phases 1 and 2 (first 6 steps) of the Displacement Procedure;
 - all departments in each locality would become joint stakeholders in the displacement procedure; establishing communications among themselves, the employees, and the union, i.e. Phase 2 of the Displacement Procedure.
-

Employee's Qualification to Displace

In order for one employee to displace another, she must:

- be a Regular Full-time or Part-time Employee who has eight (8) years or more of completed NCS (refer to pp. B-5 and B-10) ;
- in the judgment of management, be qualified to perform the required work within such period of time as may be reasonably required, but in any event not more than sixty (60) calendar days of refresher training.

The purpose of the sixty (60) 24-calendar-days of refresher training period is aimed at refreshing and reinforcing previously acquired skills. It is understood that training is not considered as initial training and it is not meant to provide an opportunity to acquire new skills and abilities.

It must be understood that when a decision is made to allow an employee to displace another employee, it is irrevocable and the displacing employee must remain on the new job. Should performance issues occur, they will need to be addressed by the new group.

An employee who is placed using the displacement procedure may subsequently use the Career Mobility process six (6) months after the effective date of the displacement.

Displacement Guidelines, continued

Company Responsibilities

- determine if the employee has the necessary qualifications to perform the required work and displace another employee
 - designate the locality in which a surplus employee may displace
 - Select the most junior employee to be displaced (who has less than twenty-five (25) years of completed NCS) on the occupational title and in the locality where the displacement will take place.
-

Information to Employees

Introduction

Prior to making a decision to use the displacement process, employees with eight (8) or more years of completed NCS who can potentially be declared surplus must be informed of the procedure and of the possible consequences of their decision.

Review of Displacement Procedure with Employees

Primeship

It is the responsibility of the employee's leader or district designate to review the displacement process with eligible employees. This approach will ensure that consistent information is provided to all employees within the department.

Specific Information to be Provided

All available information related to the displacement process should be discussed during a meeting with employees shortly after the declaration of surplus in order to assist them with their choice to use the displacement process.

- 1) Employees must be made aware that to select the displacement process they must sign the "Workforce Adjustment Plan Release Form" (see p. C-8). Employees must be provided with information on how to obtain the form, where to send it and in what time frame.

Note: A copy of the form must be provided to the Transfer Management Group (Employee Services), by the employee's leader or district designate, at least 6 weeks prior to the start of salary continuance

- 2) Employees who select the displacement process retain their right to the Corporate Severance. Should the company not be offering a Corporate Severance, **the Memorandum of Agreement on Workforce Adjustment, section "Separation" would apply.**
-

Information to Employees, continued

Review of Displacement Procedure with Employees, continued

Specific Information to be Provided, continued

- 3) Within the displacement process, a displacement opportunity may be provided where, in the judgment of management, an employee is qualified to perform the required work within such period of time as may be reasonably required work and be productive but in any event not more than sixty (60) calendar days of refresher training.

The sixty (60) calendar days refresher training is a criterion used solely within the displacement process to guide managers with their choice of positions where the employees may displace.

The purpose of the sixty (60) calendar days refresher training period is aimed at refreshing and reinforcing previously acquired skills.

It is understood that training is not considered as initial training and it is not meant to provide an opportunity to acquire new skills and abilities.

Once the employee has been placed through the displacement process, such placement is irrevocable and the employee must remain on the new position.

- 4) Within the displacement process, employees will only be offered one job opportunity, which will be the first opportunity found by following the 10 steps of the process. Should an employee refuse the opportunity being offered, the displacement process is considered to be complete and the employee will complete the remaining of her notice period prior to the start of salary continuance.
- 5) If during the displacement process, an employee is offered a displacement opportunity, she will be required to accept or refuse the job on the same day, or the next day if it is a position in another locality.
- 6) The "job equivalency list" must be available from the Transfer Management Group (Employee Services) for this meeting; managers must send a request to the Transfer Management Group as soon as possible, at least 48 hours prior to the meeting. This list identifies, by locality and for each position, the number of employees with less than twenty-five (25) years of completed NCS and the number of Temporary Employees. This list is used to provide a preview of possible displacement opportunities; the manager will provide a copy of the list to the employee and to the CEP steward.

Note: A commitment to a displacement opportunity cannot be made at these meetings as available opportunities may be assigned to other employees at any time. Surplus employees on salary continuance or other employees in the act of using the displacement process may be assigned to these jobs due to the timing of their particular journey through either process.

Information to Employees, continued

Review of Displacement Procedure with Employees, continued

- 7) Employees may not be considered for displacement opportunity on positions not performed satisfactorily i.e. where a performance improvement plan was not successful or where existing medical restrictions apply.
- 8) The employee's leader issues a 912M at least eight (8) weeks before the start of salary continuance. However, if the employee chooses the Displacement Procedure, her 912M will be put on hold for the duration of the search for a displacement opportunity by the Transfer Management Group.

As soon as the Displacement Procedure has been completed, the Transfer Management Group will either reactivate the 912M if displacement was unsuccessful, or cancel the 912M if displacement was successful for that employee.

Choosing the Displacement Procedure

Choosing the Displacement Procedure

After being declared surplus, an employee has two weeks to exercise her option of choosing displacement.

An employee who chooses to use the Displacement Procedure must sign the "Workforce Adjustment Plan Release Form" (see p. C-6).

NEED TO UPDATE

Workforce Adjustment Plan Release Form
 CEP - Clerical and Associated Employees that have been declared surplus

Employee identification: NAME First: _____ Last: _____
 PIN _____ Profile # _____ District: _____
 Department: _____ Org Code: _____

In ink, check the shaded number box on the left corresponding to the applicable situation

1	<p>1 Choosing the option to displace</p> <p>Declaring that I completely understand and accept the associated risks as described below, I hereby choose the displacement procedure according to the terms and conditions set out in the Workforce Adjustment Plan Memorandum of Agreement signed between Bell Canada and the Communications, Energy and Paperworkers Union of Canada (CEP) dated January 19th 2010.</p> <p>Risks associated to choosing the option to displace</p> <p>I understand and accept that during the displacement procedure period, my 912M form will be inactive.</p> <p>I also understand and accept that should no opportunity to displace be available or should I refuse a displacement position offered to me, I would then be eligible for the redeployment process.</p>
2	<p>2 Choosing to accept a temporary job without releasability</p> <p>Declaring that I completely understand and accept the associated risks as described below, I hereby choose to accept a temporary job that, for its duration, will not offer any releasability for other permanent job possibilities.</p> <p>Risks associated to choosing to accept a temporary job without releasability</p> <p>I understand and accept that by choosing to accept a temporary job with no releasability, my 912M will be inactive for the duration of said job.</p>
3	<p>3 Choosing to accept a permanent job</p> <p>Declaring that I completely understand and accept the associated risks as described below, I hereby choose to accept a permanent job.</p> <p>Risks associated to choosing to accept a permanent job</p> <p>I understand and accept that by choosing to accept a permanent job, I am waiving my eligibility to any corporate termination, voluntary departure or early retirement plans that may be in effect at the moment of my choice to accept a permanent job.</p> <p>I also understand and accept that I will be subject to a "meet requirements" period in a new permanent job. If I fail to meet the job requirements and/or I am subsequently redeclared as surplus, I will only be eligible to the terms of the Collective Agreement or, if a business case has been approved for me, any corporate severance or early retirement plan applicable to CEP represented employees at that point in time.</p>
3	<p>I the undersigned attest to having read and understood this form before having made the decision that I am now confirming. Signed this _____ day of _____ 2010 _____ Signature</p>
2	<p>I the undersigned attest to having read and understood this form before having made the decision that I am now confirming. Signed this _____ day of _____ 2010 _____ Signature</p>
1	<p>I the undersigned attest to having read and understood this form before having made the decision that I am now confirming. Signed this _____ day of _____ 2010 _____ Signature</p>

Signature _____ and PEIN _____ of manager who witnessed employee signature(s)

Displacement Procedure

Rule

The displacement procedure follows distinct phases and steps within each phase, neither the Company nor the employee has a choice of which phase or step they would prefer. Once the employee is qualified to displace within a particular step she cannot be offered a position as a result of a further step.

Example: If there is no opportunity to displace in Phase 1, Step 1, move to the next Step in the sequence, Phase 1, Step 2. Should the employee be qualified to displace under Step 2 and the employee declines the opportunity, the displacement process is considered complete.

Displacement Procedure Unsuccessful

An employee who is not successfully placed as a result of the displacement procedure will complete the remaining portion of her eight (8) weeks notice period in her business unit, before the start of salary continuance. Her 912M will then be reactivated.

The CEP must be provided with the names of all employees who have exercised the displacement option and the outcome of the process.

Successful Placement

An employee successfully placed through the Displacement Procedure will have her 912M cancelled.

Procedure: Phase 1 For employees with more the twenty-five (25) years of completed NCS

- First; by displacing the most junior employee with less than twenty-five (25) years of completed NCS in the same department, within the same locality in the following order:

Step 1	Same Salary Group	Same District	Same Locality
Step 2	Same Salary Group	Same Department	Same Locality
Step 3	Other Salary Group	Same District	Same Locality
Step 4	Other Salary Group	Same Department	Same Locality

Procedure: Phase 2

- Second; by displacing the most junior employee with less than twenty-five (25) years of completed NCS in the same locality, but across departments in the following order:

Step 5	Same Salary Group	Other Department	Same Locality
Step 6	Other Salary Group	Other Department	Same Locality

Procedure: Phase 3

- Third; by displacing the most junior employee with less than twenty-five (25) years of completed NCS within the same department, but outside the locality in the following order:

Step 7	Same Salary Group	Same District	Other Locality
Step 8	Same Salary Group	Same Department	Other Locality
Step 9	Other Salary Group	Same District	Other Locality
Step 10	Other Salary Group	Same Department	Other Locality

Displacement Procedure, continued

**Procedure: Phase 1
For employees with less than twenty-five (25) years of completed NCS and eight (8) years or more of completed NCS**

- First; by displacing the most junior employee with less than eight (8) years of completed NCS in the same department, within the same locality in the following order:

Step 1	Same Salary Group	Same District	Same Locality
Step 2	Same Salary Group	Same Department	Same Locality
Step 3	Other Salary Group	Same District	Same Locality
Step 4	Other Salary Group	Same Department	Same Locality

Procedure: Phase 2

- Second; by displacing the most junior employee with less than eight (8) years of completed NCS in the same locality, but across departments in the following order:

Step 5	Same Salary Group	Other Department	Same Locality
Step 6	Other Salary Group	Other Department	Same Locality

Procedure: Phase 3

- Third; by displacing the most junior employee with less than eight (8) years of completed NCS within the same department, but outside the locality in the following order:

Step 7	Same Salary Group	Same District	Other Locality
Step 8	Same Salary Group	Same Department	Other Locality
Step 9	Other Salary Group	Same District	Other Locality
Step 10	Other Salary Group	Same Department	Other Locality

Exception to Procedure

Regular Employees with less than eight (8) years of completed NCS who are displaced as a result of Steps 1, 3, 7 and 9 will be allowed to displace the most junior employee with the least NCS, on the same occupational title (e.g. Client Representative-SMB (Profile 523) – Voice) in the same department and the same locality, provided that such assignment can be made without displacing a more senior employee. An employee who declines a placement into a position as provided by this exception will receive at least eight (8) weeks’ notice before the start of salary continuance and a 912M-Surplus will be issued, if there is no other opportunity within the department.

The displaced employee (i.e. the second displaced employee) is to receive at least eight (8) weeks’ notice before the start of salary continuance and a 912M-Surplus must be issued at the time of notice. A copy of the notice should be sent to the CEP.

This exception to the procedure ensures that the employee with the least NCS is declared surplus by a department.

Note: The sixty (60) calendar days of refresher training period is not applicable because this exception applies only to displace another employee on the same job.

Displacement Procedure, continued

Examples

The following are situations that may occur during the displacement procedure.

Example 1: A Regular Full-time Employee who qualifies to displace a Part-time Employee, retains the Full-time classification. If business requirements support the need for a Part-time Employee, the employee must take the part-time classification or the displacement procedure is considered concluded.

Example 2: A Regular Part-time Employee who qualifies to displace a Full-time Employee retains the Part-time classification. However, if the business unit determines Full-time hours are needed, it may reclassify the employee according to the reclassification guidelines, if the employee agrees. If the employee wants to keep her Part-time status, she must decide to either accept the new working conditions (i.e. part-time at 35 hours per week) or conclude that the displacement procedure has been unsuccessful.

Example 3: An employee is qualified and accepts to displace the most junior Regular Employee in another department where there are Temporary Employees. The junior Regular Employee who should be displaced must be retained and a Temporary Employee must be work completed.

Transfer Process After Displacement

An employee who is placed using the displacement procedure may use the Transition process six (6) months after the effective date of the displacement.

Complaints and Grievances

Any differences regarding the interpretation or administration of the displacement procedure may be processed in accordance with the provisions of Articles 16 and 17 of the Collective Agreement.

Prior to filing a grievance, every effort should be made to settle the matter through an employee's CEP Representative on the appropriate local Joint Committee.

Preparation and Content of Job Equivalency List

Introduction

The equivalency list identifies positions and the associated conditions that may represent a displacement opportunity.

Definition of Job Equivalency

Job equivalencies in the context of the displacement process are, in the judgment of management;

- 1) positions, the duties of which were previously performed by employees currently on other positions, that can be performed again within a maximum of sixty (60) calendar days of refresher training (e.g. positions occupied and previously occupied by the employee during the last 5 years)
- 2) positions, the duties of which can be performed within a maximum of sixty (60) calendar days of refresher training period by employees who currently or previously occupied another position

Under certain circumstances, conditions may be identified to ensure that employees are qualified.

Note: employees may not be considered for displacement opportunity on positions not performed satisfactorily, i.e. where a performance improvement plan was not successful or where existing medical restrictions apply.

Example 1

Job "1" is equivalent to job "2".

Condition: employee on job "1" must be successful in a test associated with job "2".

In this case the duties performed are similar but job "2" requires higher skills and the test will confirm that employees have the appropriate skills necessary to perform job "2".

Preparation and Content of Job Equivalency List, continued

Definition of Job Equivalency, continued

Example 2

Job "2" is equivalent to job "1".

Condition: employees who have performed job "1" more than 5 years ago cannot displace on job "1" or jobs equivalent to job "1" i.e. job "2".

In this case job "1" changed significantly since 5 years ago and employees who have not performed the job in the last 5 years will need more than sixty (60) calendar days of refresher training period to perform job "1" or an equivalent job i.e. job "2".

Note 1: Although profile numbers may be identical, it must be understood that profiles may encompass several positions that cannot be performed within the sixty (60) calendar days of refresher training period:-

Note 2: Management must also identify the localities (by position, if required) where, based on business needs, employees may not displace, e.g. positions in locality targeted for immediate.

Content of Job Equivalency List

The job equivalency list will be issued by the Transfer Management Group (Employee Services) and will identify, by locality and for each position, the number of employees with either less than twenty-five (25) years of completed NCS and 8 or more of completed NCS or less than eight (8) years of completed NCS (depending of your seniority) and the number of Temporary Employees. This list will provide an overview of the displacement possibilities. The manager will provide a copy of the list to the employee and to the CEP representative.

Permanent Data

For employees with less than twenty-five (25) years of completed NCS who are on an acting (A/) or Temporary (T/) assignment, the job equivalency list will be based on the employee's "permanent data" details, i.e. under which organization code, position description number, the salary group, and location this employee may be displaced (as opposed to their "current data" which reflects the information related to the A/ or T/ assignment).

Example 1: A Profile 525, SG 10 employee with less than twenty-five (25) years of completed NCS, is presently T/SG 13 for a period of 12 months to replace an employee on maternity leave of absence.

The "current data" of the employee will show the T/SG 13 related information.

In this case, the Profile 525, SG 10 information would appear as the "permanent data" since the requirement to displace this employee is in her Profile 525, SG 10 position.

Should this employee be displaced, the employee displacing will be assigned to the SG 10 position and the employee being displaced (presently on T/SG 13) would complete an eight (8) weeks notice period before the start of salary continuance.

Preparation and Content of Job Equivalency List, continued

Permanent Data, continued

Example 2: A SG 13 employee with less than twenty-five (25) years of completed NCS is presently on a Temporary assignment i.e. T/SG 14 for a period of two (2) years and has been replaced on her previous SG 13 position.

In this case, the SG 14 information would appear as the "permanent data" since the requirement to displace this employee is her SG 14 position.

Where an employee with less than twenty-five (25) years of completed NCS is on Acting or Temporary management assignment and it is anticipated that the employee will return to a Clerical and Associated position, the "permanent data" must reflect the Clerical and Associated position from which she may be displaced.

Administration

Administration of Situations that may arise

-
- 1) If three different job opportunities are identified at a step of the Displacement Procedure, the position occupied by the employee with the least NCS will be offered as the displacement opportunity.
 - 2) In Steps 7 to 10, where all the localities within a district or department are involved, the position occupied by the employee with the least NCS is the one displaced regardless of locality. The displacing employee may not have to move to the locality in which she displaces, if business requirements allow her to remain in her current locality (e.g. regional queue).
 - 3) Should an employee accept a displacement opportunity and subsequently reverse her decision prior to being placed on the position, she will stay in her business unit for the balance of the eight (8) weeks notice period. Her 912M will be reactivated for that remaining period.

The displacement opportunity process will not be offered to other employees in displacement process with less NCS than the employee who had originally accepted the displacement opportunity until the 10 steps of the displacement process have been completed. Employees in displacement process to whom no job opportunity was offered may then be offered the opportunity that was refused. If all employees in displacement process were offered an opportunity to displace, then the employee that was being displaced will stay on her current position.

How to Handle Situations with Displaced Employees

Introduction

Displaced employees must be declared surplus if there are no opportunities for placement within the department. They will remain in their business units for eight (8) weeks before the start of salary continuance.

Business Unit Headcount

Since employees will remain in their business unit during the eight (8) weeks notice period, the headcount of that business unit may be temporarily increased if an employee displaces another employee. While the displacing employee will be on the job, the displaced employee must complete her eight (8) weeks notice period before the start of salary continuance.

Employees with Less Than eight (8) Years of completed NCS on Long Term Disability Benefits

Employees on long term disability benefits will be subject to displacement upon their return to work. Upon return to work, the employees will receive the eight (8) weeks notice period before the start of salary continuance.

Displaced Employees on Leave

An employee on maternity, parental, discretionary or disability (including accident) leave is immediately subject to displacement. Upon return to work, she will receive the eight (8) weeks notice period before the start of salary continuance.

Displaced Temporary Employee for which the Assignment will be Completed Shortly

The displacing employee will be placed on the position occupied by the Temporary Employee and should this result in a surplus situation the process of declaring surplus must be followed. In some circumstances, for business reasons, the joint committee may allow exclusion of Temporary Employees from displacement opportunities.

Displaced Employee was to be Declared Surplus in the Near Future

The displacing employee will be placed on the position occupied by the Regular Employee and the process of declaring surplus must be reviewed. In some circumstances, for business reasons, the joint committee may allow exclusion of Regular Employees that would be declared surplus from displacement opportunities.

Travel Time and Expenses for Displacing Employees

Introduction

When the employee is placed in another location, the Company will provide some assistance to cover travel time and expenses.

Procedure

Follow this table to see if an employee is eligible for travel time and expenses:

If the employee's new work location is in...	and...	then pay ...
same locality	the portion of time spent traveling outside the tour of duty to the new work location exceeds by fifteen (15) minutes or more per one way trip, the time spent going to the original work location.	for each day worked within the 45 calendar days immediately following the change. <ul style="list-style-type: none"> travel time on a straight time basis for the excess time per one way trip (to and from the new work location) approved transportation expenses (round trip) from her residence to her new work location
another locality	it does not necessitate her staying away from home overnight. The portion of time spent traveling outside the tour of duty to the new work location exceeds by fifteen (15) minutes or more per one way trip, the time spent going to the original work location.	for each day worked within the 45 calendar days immediately following the change <ul style="list-style-type: none"> travel time on a straight time basis approved transportation expenses (round trip) from her residence to her new work location <p>Note: Equivalent lump sum payment may be considered</p>
another locality	it necessitates her staying away from home overnight.	for each day worked within sixty (60) calendar days immediately following the change: <ul style="list-style-type: none"> approved transportation expenses (round trip) from her residence to the new work location and, approved meal and lodging expenses. <p>Note: Equivalent lump sum payment may be considered</p>

Section D

Salary Continuance, Transition Services and Redeployment

Introduction

The CEP and the Company have agreed on Salary Continuance and Transition Services to be provided to Clerical and Associated employees impacted by workforce adjustment.

In this Section

Note: This section has been updated to reflect the Company policies applicable in 2013. For the terms and conditions applicable under the Memorandum of Agreement, please refer to p. 1 at the beginning of this document.

This section covers the following topics:

Topic	See page
Salary Continuance	D-2
Transition Services	D-3
Redeployment	D-4
Employee Selection Process	D-5
Travel Time and Expenses	D-6

Salary Continuance

Introduction

In order to facilitate the transition period of employees impacted by the Workforce Adjustment Plan, an agreement was reached to offer salary continuance to surplus employees.

Early identification of surplus employees, i.e. with the longest possible notice, minimum eight (8) weeks prior to the start of salary continuance, is mandatory for all departments. This is critical to the agreements reached at bargaining between the Company and the CEP which include the provision of fair and equitable treatment to surplus employees.

Duration of salary continuance

Salary continuance will be for 1 month.

Transition Services

Career Transition Services

Transition Services will be provided to employees who are declared surplus. The manager is responsible for discussing with the employee the services that will be provided and for arranging for the services and appropriate counselling support.

Duration of Transition services

Transition Services will be offered for a maximum of 3 months from the date that salary continuance starts.

Responsibilities of Leader and Administrative Assistant during Transition Services

Employees remain on the business unit headcount during the 1 month of salary continuance and the employee's file remains with the line Administrative Assistant. All administrative responsibilities during this month are the responsibility of the business unit and the line leader.

Delays

- At least eight (8) weeks prior to the start of salary continuance, and as soon as the union and the employee are notified that the employee is declared surplus, a 912M will be issued.
 - The employee stays in her business unit and can benefit from a number of days during this period to meet with a career consultant and obtain some of the services.
 - Leaders have the responsibility to free the employee from her normal work as much as possible, and should allow internal training during this period in order to facilitate her transition to a new job.
 - The employee receives her normal salary and benefits.
-

Transition Period

- One month of salary continuance while receiving Career Transition services followed by two additional months of transition services without salary.
 - Time exclusively spent on career transition activities.
 - Employee reports to and remains on the business unit payroll only during the 1 month of salary continuance.
-

Utilization of Career Transition Services

- The employee can have access to the career Transition workshops Services , counselling services, job research data bank, utilization of equipment (computer, fax, etc.) without charge, from the moment she is declared surplus up to 2 months after the one (1) month of salary continuance.
 - Bell assumes the approved costs related to job searching.
-

Redeployment

Introduction

Each employee declared surplus will be offered the possibility of redeployment through the Company's Bell People First program.

Early identification of surplus employees, i.e. with the longest possible notice, at least eight (8) weeks prior to the start of salary continuance, maximizes the chances of a successful redeployment.

Redeployment

The redeployment process is described in the Surplus Process (Appendix A-1, p. B-3).

Employees who accept a permanent job must waive their eligibility to the Corporate Severance and sign the CEP Workforce Adjustment Release Form in all cases and a copy of the form must be kept in the employee's file. The employee will be subject to a "meet requirements" period during the first six (6) months on the new job (refer to Appendix A-1 for additional information).

An employee who is redeployed through the 912M process may subsequently use the Career Mobility process six (6) months after the effective date of the transfer.

Employees Selection Process

Selection Process Sequence This selection sequence must be followed to fill a new or vacant job (BC205), or to replace a Temporary employee of the Clerical and Associated employees bargaining unit.

When there are surplus employees in your department (Vice-president group), the following steps stipulated in Article 33 of the Collective Agreement must be followed prior to reclassifying a temporary employee to regular status.

Prior to posting a position, the department must call back a qualified employee on its recall list (by reverse order of lay-off).

In order to fill a temporary position (temporary assignment), the department must select the qualified candidate in the following order:

- 1) an employee with a 912M with eight (8) years or more of completed NCS and who is on salary continuance;
- 2) an employee with a 912M who has less than eight (8) years of completed NCS and who is on salary continuance;
- 3) an employee with a 912M (surplus) who is within her notice period or an employee who has a 912M (medical) on file;
- 4) any other Bell Canada unionized person who has a 912M surplus or medical on file;
- 5) a temporary employee;
- 6) any other Bell Canada unionized person;
- 7) any other person.

In order to fill a permanent position, the department must select the qualified candidate in the following order:

- 1) an employee with a 912M with eight (8) years or more of completed NCS and who is on salary continuance;
- 2) an employee with a 912M who has less than eight (8) years of completed NCS and who is on salary continuance;
- 3) an employee with a 912M (surplus) who is within her notice period or an employee who has a 912M (medical) on file;
- 4) any other Bell Canada unionized person who has a 912M surplus or medical on file;
- 5) a regular employee;
- 6) a temporary employee;
- 7) any other Bell Canada unionized person;
- 8) any other person

Note 1: Prior to reclassifying a Temporary Employee to Regular status, Steps 1 to 7 of this process must be followed.

Note 2: For each of the steps, the best-qualified person amongst the candidates will be selected to fill the vacancy. For equally qualified candidates, the person who has the oldest completed NCS date will be selected.

**ARTICLE 31
TRAVEL TIME & EXPENSES**

	INSIDE HEADQUARTERS		OUTSIDE HEADQUARTERS		
	TRAVEL	EXPENSES	TRAVEL		EXPENSES
TEMPORARY CHANGE OF WORK LOCATION	<ul style="list-style-type: none"> • Section 31.02 • Travel exceeds fifteen (15) minutes normal traveling time? Yes = pay hourly rate for all time over the normal traveling time • For the duration of the temporary period 	<ul style="list-style-type: none"> • section 31.05 • Transportation expenses (bus ticket, parking, etc) • For the duration of the temporary period 	<ul style="list-style-type: none"> • section 31.01 • Travel exceeds fifteen (15) minutes normal traveling time? Yes = pay hourly rate for all time over the normal traveling time • For the duration of the temporary period 		<ul style="list-style-type: none"> • section 31.05 and 31.07 • Transportation expenses (bus ticket, parking), board and lodging if applicable • For the duration of the temporary period
	TRAVEL	EXPENSES	TRAVEL 1	TRAVEL 2	EXPENSES
PERMANENT CHANGE OF WORK LOCATION	<ul style="list-style-type: none"> • Section 31.03 • Travel exceeds fifteen (15) minutes normal traveling time? Yes = pay hourly rate for all time over the normal traveling time • For the days worked within sixty (60) days of the change of work location 	<ul style="list-style-type: none"> • section 31.05 • Transportation expenses (bus ticket, parking, etc) for days worked within sixty (60) days of the change of work location 	<ul style="list-style-type: none"> • section 31.01 • Travel exceeds fifteen (15) minutes normal traveling time? Yes = pay hourly rate for all time over the normal traveling time • <u>Less than 32 km</u> = for the days worked within sixty (60) days of the change of work location 	<ul style="list-style-type: none"> • section 31.01 • <u>More than 32 km</u> = pay hourly rate for all time over her normal traveling time for days worked within 90 days of the change of work location (in cases where commuting is agreed to by manager and employee) <p>OR</p> <ul style="list-style-type: none"> • Relocation Assistance Plan as per the Company's policy 	<ul style="list-style-type: none"> • sections 31.05 and 31.07 • Transportation expenses (bus ticket, parking), board and lodging if applicable for days worked within sixty (60) or ninety (90) days of the change of work location, as the case warrants <p>OR</p> <ul style="list-style-type: none"> • Relocation Assistance Plan as per the Company's policy

Follow these rules for redeployment; consolidation and site closure, except for displacing employees under the displacement procedure (see p. C-17 – Travel Time and Expenses for Displacing Employees).

Section E

Additional Information

Purpose of this Section

This section provides the details of the specific agreements reached with the CEP. It also gives some details of an administrative nature.

In this Section

This section covers the following topics:

Topic	See page
Other Responsibilities of Employee Services, the employee's manager and the Transfer Management Group with Employees Leaving the Company <ul style="list-style-type: none">• Record of Employment• Recall list	E-2
Issuance of Record of Employment	E-3

Other Responsibilities of Employee Services, the employee's manager and the Transfer Management Group with Employees Leaving the Company.

With Employee Leaving the Company

- The employee's manager will explain the process, options and risks when the employee receives the notice that she is being declared surplus.
- The employee will have two (2) weeks to decide on her separation or layoff option.

Record of Employment for employees taking the Lay-Off Allowance Plan

- Upon receipt of the proof of Employment Insurance the employee's manager will keep a copy in the employee's file and forward the original document to the payroll co-ordinator (layoff) at the following address:

Employee Services (Payroll group)
1, Alexander Graham Bell, Tour A,
3ième étage
Verdun, Québec
H3E 3B3
Tel : 1-888-391-0005
Fax : 514-766-4303

Management of the Recall List

- Administrative assistants must provide a list of employees who select the recall procedure to the Corporate Labour Relations CP4 manager.
- The Corporate Labour Relations (CP4) manager must provide the recall list to the Transfer Management Group (Employee Services) and ensure they include the list in their selection process.
- For each new employee on the layoff report, the Transfer Management Group (Employee Services) will establish a manual control to ensure that the recall procedure as described in the Memorandum of Agreement on Workforce Adjustment is followed.
- Send monthly a layoff report, as stipulated in the Workforce Adjustment Memorandum of Agreement to the following distribution list:

CEP Ontario and Quebec Regional offices
LR Corporate
LR Québec
LR Ontario

Issuance of Record of Employment

Payroll Responsibilities

Issue a bulletin with the record of employment informing the employee to send her proof of Employment Insurance (EI) benefit to the employee's manager. The bulletin also indicates that the employee is responsible to advise Employee Services should she become disentitled or disqualified to EI (i.e. item 4e) and 4f) of the Memorandum of Agreement).

Section F

WORKFORCE ADJUSTMENT PLAN
MEMORANDUM OF AGREEMENT BETWEEN:
BELL CANADA
AND
COMMUNICATIONS, ENERGY AND PAPERWORKERS
UNION OF CANADA

This is to confirm our agreement, and reflects the discussions which were held concerning the force adjustment and lay-off provisions found in the Collective Agreement, with respect to the process to be implemented for dealing with workforce issues during the term of the Collective Agreement.

This Workforce Adjustment Plan is a tool to be used when there is a need for a reduction of staff levels to meet the challenges of an increasingly competitive marketplace. In order to respond to the impact of workforce adjustment, a process that involves the participation of the Union and provides for the fair and equitable treatment of surplus employees has been agreed to by the parties.

Key features of the Workforce Adjustment Plan include:

Involvement of the Union

The involvement of the Union in the Workforce Adjustment Plan is accomplished through the following forums: Department Joint Committees and District Joint Committees. These forums are designed to ensure that the Union is kept informed of developments in the management of the workforce within the context of this Plan and is able to review the application of the Workforce Adjustment Plan guidelines.

Department and District Responsibilities

The Workforce Adjustment Plan guidelines are to be implemented on a department and district basis as and where appropriate, in an attempt to resolve a staff surplus problem. These guidelines have been developed jointly and include the following: controls on hiring, reclassification to Regular status, the employment of Temporary employees, the process for filling any vacant position in this bargaining unit and the utilization of voluntary measures where possible.

Management of Surplus

If, after following the application of the Workforce Adjustment Plan guidelines, there remains a surplus of Regular employees, the Company will offer the displacement procedure where applicable as set out in Attachment A of this Agreement.

Separation *

Where after the application of the above-described process, surplus employees exist, they will be treated as follows:

For employees with less than fifteen (15) years of NCS:

1. Any surplus employee with less than fifteen (15) years of NCS may choose one of the following options:
 - a. A lay-off with recall rights for a period of fifty-two (52) weeks with a lay-off allowance as set out in Attachment B to this Agreement,
 - or
 - b. A lump sum payment upon termination equivalent to the value of the Company contribution had the employee received a lay-off allowance as set out in Attachment B to this agreement. However, should the Company offer a more generous corporate separation program at the time of the surplus declaration, the corporate plan will apply.

For employees with fifteen (15) or more years of NCS:

2. Any surplus employee with fifteen (15) or more years of NCS may choose one of the following options:
 - a. A lay-off with recall rights for a period of fifty-two (52) weeks with a lay-off allowance as set out in Attachment B to this Agreement,
 - or
 - b. A lump sum payment upon termination calculated as follows: 1.5 weeks X NCS X basic weekly rate. However, should the Company offer a more generous corporate separation program at the time of the surplus declaration, the corporate plan will apply.

Whenever an employee fails to select one of the above-mentioned options, she shall be separated from the Company in accordance with 1 b) or 2 b).

* Lump sum payments offered to Part-time employees shall be established on a pro-rated basis.

The Company will supply monthly to the Union, lists of employees who elect for a termination package by department and locality, indicating for each employee, the date of separation, the NCS date of the employee, and her original work location.

Career Transition Services

Career transition services will be offered to employees looking for another job inside Bell or elsewhere and will include: access to one-on-one counselling, job search support and training (as determined on a case by case basis). These services will be offered to employees, as appropriate, based upon an assessment of the individual's circumstances and the opportunities for placement.

General

Use in this Memorandum of Agreement of the feminine or masculine gender shall be construed as including both female and male employees, and not as specific sex designations.

It is understood that where an employee is placed into a lower-rated job as a result of the measures contemplated under this Agreement, she shall immediately be paid the basic rate of pay for that job.

With the exception of the provisions found in Attachments A and B of this Agreement, the parties agree that any difference regarding the interpretation or administration of this Agreement shall be dealt with by the appropriate forums established for the involvement of the Union whose decisions shall constitute a final and binding settlement of the matter.

The parties agree that any difference regarding the interpretation or administration of the provisions set out in Attachments A and B of this Agreement may be processed in accordance with the provisions of Articles 16 and 17 of the Collective Agreement.

Duration

This agreement shall come into effect on XXXX XXX, 2013 and expire at the end of this Collective Agreement.

Signed at Montréal this XXX day of XXXX 2013.

Steve Desgagné

Olivier Carrière

For the Company

For the Union

DISPLACEMENT PROCEDURE

If a Regular Employee	And the Employee	Then	Qualifiers	Notes
Is Surplus	Has twenty-five (25) years or more of completed NCS. NOTE: Employee with twenty-five (25) years or more of completed NCS CANNOT be displaced.	The employee can displace employee with less than twenty-five (25) years of completed NCS.	Employee must be qualified to perform the work and be productive within sixty (60) calendar days of refresher training. Refresher training is defined as short-term training aimed at refreshing and reinforcing previously acquired skills.	Displacement Chart; Steps 1 through 10 and Notes 1 and 2 shall apply.
Is Surplus or Displaced	Has less than twenty-five (25) years of completed NCS and eight (8) years or more of completed NCS.	The employee can displace employee with less than eight (8) years of completed NCS.	It is expressly understood by the parties that the aforementioned training shall not be initial training.	Displacement Chart; Steps 1 through 10 and Notes 1 and 2 shall apply.
Is Displaced	Has less than eight (8) years of completed NCS.	Notes 1 and 2 only of the Displacement Chart shall apply.		
Is Surplus	Has less than eight (8) years of completed NCS.	Cannot Displace.	Not applicable.	Career Transition Services.

Displacement Chart

- First; by displacing the most junior employee in the same department within the same locality in the following order:

Step 1	Same Salary Group	Same District	Same Locality
Step 2	Same Salary Group	Same Department	Same Locality
Step 3	Other Salary Group	Same District	Same Locality
Step 4	Other Salary Group	Same Department	Same Locality

- Second; by displacing the most junior employee in the same locality, but across departments in the following order:

Step 5	Same Salary Group	Other Department	Same Locality
Step 6	Other Salary Group	Other Department	Same Locality

- Third; by displacing the most junior employee within the same department, but outside the locality in the following order:

Step 7	Same Salary Group	Same District	Other Locality
Step 8	Same Salary Group	Same Department	Other Locality
Step 9	Other Salary Group	Same District	Other Locality
Step 10	Other Salary Group	Same Department	Other Locality

Notes:

1. A Regular employee with less than eight (8) years of NCS, who has been displaced under Steps 1, 3, 7 or 9 of the above process may displace the most junior Regular employee on the same occupational title within the same department and locality, provided that such assignment can be made without displacing a more senior employee.
2. An employee who declines a placement into a position as provided by the above process shall be offered career transition services.

LAY-OFF ALLOWANCE PLAN

A Regular employee who is laid-off shall be granted lay-off allowance under the Lay-Off Allowance Plan, as follows:

1. Subject to paragraphs 2 to 5 below and the Employment Insurance Act and Regulations, a Regular employee's total lay-off allowance entitlement during a period of lay-off shall be as follows:

Net Credited Service on Date of Lay-Off	Lay-Off Allowance Entitlement
Less than 1 year	0
1 year but less than 2 years	3weeks
2 years but less than 3 years	4weeks
3 years but less than 4 years	5weeks
4 years but less than 5 years	6weeks
5 years but less than 6 years	7weeks
6 years but less than 7 years	8weeks
7 years but less than 8 years	9weeks
8 years but less than 9 years	10weeks
9 years but less than 10 years	11weeks
10 years but less than 11 years	13weeks
11 years but less than 12 years	14weeks
12 years but less than 13 years	15weeks
13 years but less than 14 years	16weeks
14 years but less than 15 years	17weeks

Three (3) weeks additional pay for each full year of service as of 15 years of NCS.

2. Lay-off allowance payments shall be based on the employee's weekly basic rate of pay in effect on the date of lay-off and made on a biweekly basis.
3.
 - a) The Lay-Off Allowance Plan becomes operative at the time the employee applies and qualifies for Employment Insurance benefits and upon receipt of proof that she receives such benefits.
 - b) Each week's benefit shall be equivalent to 90% of the employee's basic rate of pay on the date of the lay-off in the case of a Regular Full-time employee, and to 90% of the average basic rate of pay in the four pay periods preceding the date of the lay-off in the case of a Regular Part-time employee, less Employment Insurance benefits entitlement, any earnings from other employment and statutory deductions, subject to the maximum weekly earnings provided for under the Employment Insurance Act and Regulations.

4. Entitlement to the lay-off allowance will cease as follows:
 - a) when the lay-off allowance entitlement is used up;
 - b) when the employee reports for work subsequent to recall;
 - c) when the employee fails to report for work after recall;
 - d) when the employee has not been recalled to work within 52 weeks of the date of lay-off as set out in paragraph 5 of the Recall Procedures Section of this Attachment;
 - e) when the employee is disentitled or disqualified from Employment Insurance benefits;
 - f) when the employee obtains other employment which disentitles or disqualifies the employee from Employment Insurance benefits;
 - g) if the employee resigns.
5. An employee who has been recalled following a period of lay-off and is again laid-off prior to completing 52 weeks of continuous service after the date of return to work shall be granted a lay-off allowance pursuant to paragraph 1 above based on her overall net credited service after deducting the lay-off allowance she received during her previous lay-off.

Benefits Coverage

1. The Company agrees to treat the first 30 calendar days of a lay-off as a leave of absence and to maintain the eligibility of a laid-off employee during that period to:
 - a) credit for service;
 - b) participation in the health, life and accident insurance coverage under the Omniflex Benefits Program without payment of premium;
 - c) participation in the optional life and accident insurance plans, providing the employee prepays the applicable premiums prior to the commencement of a lay-off.

Recall Procedures

1. a) Laid-off employees shall be listed on a recall list by department and locality. With the exception of employees in Toronto and Montréal, where an employee has been laid-off in a locality and all of the Department's operations in that locality have been eliminated, or are expected to be eliminated within the one (1) year period following the date of the employee's lay-off, the employee shall, on the date of her lay-off, be permitted to place her name on the recall list for one (1) other locality within the operating territory of the Department.

- b) When a job vacancy becomes available within the department and locality and a recall is warranted, eligible employees shall be recalled in inverse order of lay-off (by seniority, where two (2) or more employees have the same date of lay-off) provided they are immediately able to perform the work available. If there are no employees on the recall list who are immediately able to perform the work available, the same process will be followed for the recall of eligible employees provided they are qualified to perform the work available. When an employee accepts a recall to work, she shall immediately be paid the basic rate of pay for that job. If the employee accepts a recall to a work location other than her normal work location at the time of lay-off, she shall not be eligible to travel time and expenses as provided under Article 31 of the Collective Agreement.
2. It is the responsibility of a laid-off employee who desires to be recalled within the terms above to keep the Company informed of her correct address, and to advise the Company within ten (10) calendar days of the date of recall as to her acceptance.
3. The Company may assume that failure on the part of any laid-off employee to notify the Company within ten (10) calendar days of the date of the offer of recall concerning her acceptance of the offer, or to report for duty within 15 calendar days from the date of the offer or such other date as mutually agreed upon by the employee and the Company, shall constitute a rejection and the employee shall be deemed to have resigned.
4. The date of mailing of a registered letter to the employee's last address of Company record shall be the date of offer of recall.
5.
 - a) A laid-off employee who has not been recalled to work within 52 weeks of the date she was laid-off shall be deemed to be terminated from the employ of the Company.
 - b) In the determination of the period of lay-off in paragraph 5 a) above, an employee who has been recalled following a period of lay-off and is again laid-off prior to completing 52 weeks of continuous service after the date of return to work shall not be considered to have interrupted the continuity of the lay-off, however, the period of re-employment shall not be included as forming part of the period of lay-off. It is understood that, until she has completed 52 weeks of continuous service after the date of return to work, a recalled employee is subject to direct lay-off and shall not have access to a separation package, the career transition services or the displacement procedure set out in Attachment A to this Agreement.

Information Lists

1. The Company agrees to supply monthly to the Union, lists of laid-off employees by department and locality indicating for each employee the date of lay-off, the NCS date, and her original work location.

TO BE UPDATED

**- WORKFORCE ADJUSTMENT PLAN -
LAYOFF ALLOWANCE AND SEVERANCE VALUE**

Basic rates of pay effective November 1st, 2009 until May 31, 2010

To be used for "Regular Full Time" employees only

Name :
PIN :

Salary Group
Step

Completed NCS

Employees with 1 to 14 years NCS	Employees with 15 or more NCS
<p>1) 2009 SEVERANCE GUIDELINES</p> <p>Annual Base Pay / 24 = 0.5 month</p> <p><input style="width: 100px;" type="text" value="\$1 664,00"/> for 0.5 month</p> <p>↳ x Completed NCS</p> <p><input style="width: 100px;" type="text" value="\$9 984,00"/></p> <p>See note below **</p>	<p>1) 2009 SEVERANCE GUIDELINES</p> <p>Annual Base Pay / 24 = 0.5 month</p> <p><input style="width: 100px;" type="text" value="\$0,00"/> for 0.5 month</p> <p>↳ x Completed NCS</p> <p><input style="width: 100px;" type="text" value="\$0,00"/></p> <p>See not below **</p>
<p>2) Lump Sum</p> <p>1) b) of the MOA Lump sum payment equivalent to the value of the company contribution (Total Possible Pay Out)</p> <p>Lump Sum Payout <input style="width: 100px;" type="text" value="\$5 376,00"/></p>	<p>2) Lump Sum</p> <p>2) b) of the MOA ((Weekly Base Pay x 1.5) x NCS)</p> <p>Lump Sum Payout <input style="width: 100px;" type="text" value="\$0,00"/></p>
<p>3) Lay off and Recall</p> <p>1) a) of the MOA <u>Bank</u> Weekly Base Pay x MOA "Workforce Adjustment Plan", Attachment B <input style="width: 100px;" type="text" value="\$5 376,00"/> = Bank</p> <p><u>Employment Insurance</u> Weekly Base Pay x 55% = A (Maximum of \$447.00) <input style="width: 100px;" type="text" value="\$422,40"/> = A</p> <p><u>Layoff coverage</u> Weekly Base Pay x 90% = B <input style="width: 100px;" type="text" value="\$691,20"/> = B</p> <p><u>Bell</u> Weekly Pay Out = B-A <input style="width: 100px;" type="text" value="\$268,80"/></p> <p>Total Possible Pay Out <input style="width: 100px;" type="text" value="\$5 376,00"/> (weekly payout x 50 weeks or till bank is empty if sooner) ***</p>	<p>3) Lay off and Recall</p> <p>2) a) of the MOA <u>Bank</u> Weekly Base Pay x MOA "Workforce Adjustment Plan", Attachment B <input style="width: 100px;" type="text" value="\$0,00"/> = Bank</p> <p><u>Employment Insurance</u> Weekly Base Pay x 55% = A (Maximum of \$447.00) <input style="width: 100px;" type="text" value="\$0,00"/> = A</p> <p><u>Layoff coverage</u> Weekly Base Pay x 90% = B <input style="width: 100px;" type="text" value="\$0,00"/> = B</p> <p><u>Bell</u> Weekly Pay Out = B-A <input style="width: 100px;" type="text" value="\$0,00"/></p> <p>Total Possible Pay Out <input style="width: 100px;" type="text" value="\$0,00"/> (weekly payout x 50 weeks or till bank is empty if sooner) ***</p>

Equivalency List / Liste d'équivalence

Date 2013-08-02
Employé(e) Surplus Employee 3013208
Organisational Code de Structuration H80M031303

Step	NCS Date	Permanent Job Code	Permanent Salary Group	Employee Status	Permanent HQ Code
Étape	Date DRS	Numéro de profil permanent	Groupe salarial permanent	Statut d'employé(e)	Centre de rattachement permanent
1	2003-09-08	560	13	RF	HMTNON
2	2003-09-08	560	13	RF	HMTNON
3	2005-06-20	103	12	RP	HMTNON
4	2008-12-19	525	10	RP	HMTNON
4	2008-03-03	525	10	RP	HMTNON
4	2008-03-03	525	10	RP	HMTNON
4	2008-03-03	525	10	RP	HMTNON
4	2008-01-21	525	10	RP	HMTNON
4	2008-01-21	525	10	RP	HMTNON
4	2008-01-21	525	10	RP	HMTNON
4	2007-10-29	525	10	RP	HMTNON
4	2007-10-29	525	10	RP	HMTNON
4	2007-10-15	525	10	RP	HMTNON
4	2007-10-15	525	10	RP	HMTNON
4	2007-05-07	525	10	RP	HMTNON
4	2007-05-07	525	10	RP	HMTNON
4	2007-01-22	525	10	RP	HMTNON
4	2007-01-22	525	10	RP	HMTNON
4	2007-01-22	525	10	RP	HMTNON
4	2007-01-15	525	10	RP	HMTNON
4	2007-01-15	525	10	RP	HMTNON
4	2007-01-15	525	10	RP	HMTNON
4	2005-08-18	525	10	RF	HMTNON
4	2005-07-08	525	10	RP	HMTNON
4	2005-06-20	103	12	RP	HMTNON
4	2005-06-20	525	10	RP	HMTNON