

## Employment Wage and Benefit Cost Reduction Planning

<b><i>COST SAVING MEASURES</i></b>	<b><i>DETAILS</i></b>	<b><i>COST ESTIMATE</i></b>
<b>Open positions/onboarding</b>	Freeze New Hires	
<b>Pay</b>	Review: a. Bonus b. On-call Pay c. Overtime	
<b>Benefits</b>	Review to suspend or eliminate: a. Student Loan Repayments b. Referral/Recruitment Bonus c. Retirement d. Paid Leave Accrual	
<b>Work Schedules</b>	Review: a. Move staff to 76 hours bi-weekly b. Move staff to 72 hours bi-weekly c. Move staff to 64 hours bi-weekly	
<b>Leadership Wages</b>	Review: a. Leadership (Director or Mgr and above) a. 5% reduction b. 10% reduction	
<b>Market Wage Adjustments</b>	Freeze or defer Market wage adjustments	
<b>Evaluation/step increases</b>	Freeze or defer a. Evaluation/Step increase a. Top of Scale Bonus	
<b>Job Sharing</b>	Review: Opportunities to have ee's in same job code job share alternate days off (reduction in hours)	
<b>Voluntary Early Retirement</b>	Activate Voluntary Early Retirement Option	
<b>Furloughs</b>	8 furlough days	8 furlough days
<b>Reduction In Force</b>	a. Review leadership span of control b. Review staff positions for	

### **Furlough Policy Language**

If an employee is going to be involuntarily scheduled off work for a period of at least two consecutive weeks (10 working days), with the expectation that the employee will be brought back to work at a future date, the employee will be considered to be in a furlough status. An employee furlough may be for a specified period of time or may be indefinite without a specified return date. (Employees called off work a day at a time are not under a furlough status.)

3. The following criteria shall be used in the order listed to select personnel in case of a furlough or an involuntary staff reduction:

NOTE: The Office of General Counsel shall be consulted prior to termination of employment.

3.1 Employment Status - staff reduction of regularly scheduled employees shall be preceded by prioritizing the reduction of employees in the following order:

- a. Temporary employees
- b. Employees currently under discipline (or within the past year)
- c. Employees during introductory/evaluation period
- d. Part-time employees
- e. Full-time employees

NOTE: Exception to the order listed may be made in order to maintain or secure appropriate staffing to meet business needs. Exceptions must be approved in advance by the Sr. Vice-President of Finance and Human Resource Management (HRM) department in collaboration with the vice president responsible for the involved department.

3.2 Years of Services - as calculated based on each employee's service record

3.3 Performance Evaluation scores

NOTE: If two or more employees subject to a reduction in force meet the same policy criteria, the staff reduction shall be determined by applying the next level of policy criteria