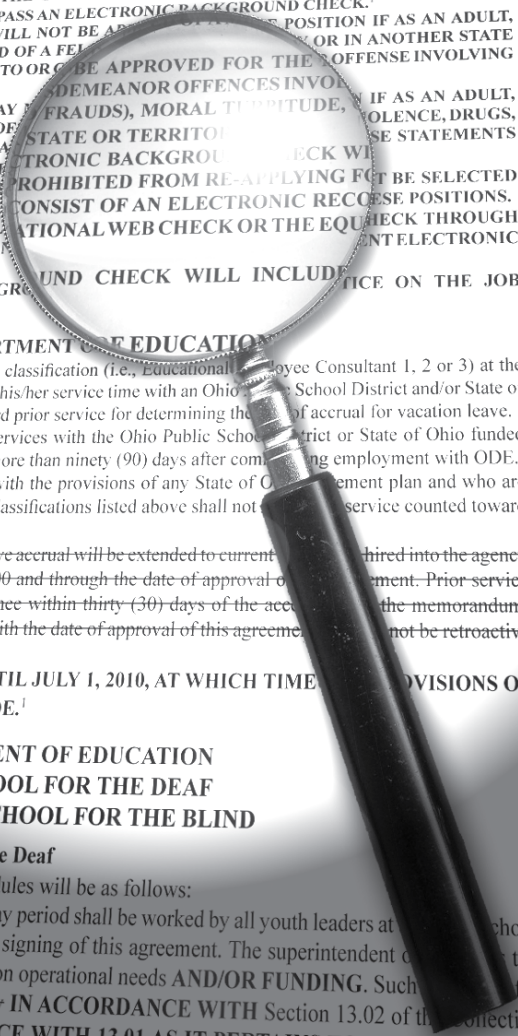


**OCSEA**

**OHIO CIVIL SERVICE  
EMPLOYEES  
ASSOCIATION**

**AFSCME  
LOCAL 11  
AFLEGO**



**Mutually Agreed To  
Dispute Resolution  
Proceeding  
State of Ohio  
and the  
Ohio Civil Service  
Employees Association,  
AFSCME, Local 11**

**In the Matter of  
Fact Finding Between  
The State of Ohio  
and the  
Ohio Civil Service Employees Association,  
AFSCME, Local 11**

**Fact Finder:**  
Dr. David M. Pincus

**Appearances for the Union**

- |               |                     |
|---------------|---------------------|
| Andy Douglas  | Executive Director  |
| Eddie Parks   | President           |
| Chris Mabe    | Vice President      |
| Kathy Stewart | Secretary/Treasurer |

**Appearances for the Employer**

- |                  |   |
|------------------|---|
| Mike Duco        | Deputy Director, OCB  |
| Mike D'Arcy      | Assistant Deputy<br>Director, OCB                             |
| Harry Colson     | Manager of Finance<br>Administration, OCB                     |
| Janine Ashanin   | DAS Policy<br>Administrator                                   |
| Rachel Livengood | Deputy Director<br>of Quality and<br>Human Resources,<br>ODOT |

**Fact  
Finder's  
REPORT**

**and  
Recommendations  
March 2, 2009**

Notwithstanding the provisions of Section 0.01, the provisions of Section 2414.02 shall provide as follows:

The probationary period may be for up to one (1) year. The probationary period may be completed in less than one year at the discretion of the Employer.

Elevator Inspector Trainee, pay range 29, the employee shall not be eligible for a step increase until the Employer deeming the probationary period complete and the Employer's issuance of a letter of reclassification required by Section 4105.02 of the Ohio Revised Code, the employee shall be reclassified to the next higher step (1), pay range 32.

**PROBATIONARY POSITIONS**

APPLICANTS SELECTED FOR NEW HIRE, PROMOTION, DEMOTION OR LATERAL TRANSFER TO ANY POSITION LISTED IN THE STATE FIRE MARSHAL FORENSIC LABORATORY MUST COMPLETE AND SUCCESSFULLY PASS AN ELECTRONIC BACKGROUND CHECK.<sup>1</sup>

THE SELECTED APPLICANT WILL NOT BE APPOINTED TO THE POSITION IF AS AN ADULT, HE OR SHE HAS BEEN CONVICTED OF A FELONY OR IN ANOTHER STATE OR TERRITORY OR PLEAD GUILTY TO OR CONVICTED OF AN OFFENSE INVOLVING

ARSON.<sup>2</sup> IF AS AN ADULT, THE SELECTED APPLICANT MAY BE CONVICTED OF OR PLEAD GUILTY TO OR CONVICTED OF STATE OR TERRITORY OFFENSES INVOLVING FRAUDS), MORAL TURPITUDE, VIOLENCE, DRUGS, DISHONESTY (INCLUDING THEFTS AND RECEIVING STOLEN PROPERTY), OR STATEMENTS

IN OHIO, FEDERALLY OR IN ANOTHER STATE OR TERRITORY. THE BACKGROUND CHECK WILL BE PROHIBITED FROM RE-APPLYING FOR THESE POSITIONS.

AN APPLICANT FAILING THE ELECTRONIC BACKGROUND CHECK WILL BE SELECTED FOR THESE POSITIONS AND WILL BE REQUIRED TO COMPLETE AN ADDITIONAL ELECTRONIC BACKGROUND CHECK THROUGH THE BCI & I WEB CHECK AND THE FBI NATIONAL WEB CHECK OR THE EQUIVALENT ELECTRONIC RECORD CHECK.

THE BACKGROUND CHECK WILL INCLUDE A NATIONAL WEB CHECK OR THE EQUIVALENT ELECTRONIC RECORD CHECK.

POSITIONS REQUIRING A BACKGROUND CHECK WILL INCLUDE POSITIONS ON THE JOB VACANCY ANNOUNCEMENT.

**DEPARTMENT OF EDUCATION**

An employee serving in an agency specific classification (i.e., Educational Employee Consultant 1, 2 or 3) at the Ohio Department of Education (ODE) will have his/her service time with an Ohio Public School District and/or State of Ohio funded college or university credited toward prior service for determining the amount of accrual for vacation leave.

The employee must submit proof of prior services with the Ohio Public School District or State of Ohio funded college or university to the agency designee no more than ninety (90) days after commencing employment with ODE.

Employees who have retired in accordance with the provisions of any State of Ohio pension plan and who are employed by ODE in one of the agency specific classifications listed above shall not have their service counted toward vacation leave accrual.

The eligibility for prior service for vacation leave accrual will be extended to current employees hired into the agency specific classifications listed above after 12/01/2000 and through the date of approval of the agreement. Prior service documents must be submitted to the agency designee within thirty (30) days of the execution of the memorandum of understanding. Vacation accrual for current employees will begin with the date of approval of this agreement and shall not be retroactive to the hire date for those employees.

THIS LANGUAGE SHALL CONTROL UNTIL JULY 1, 2010, AT WHICH TIME THE PROVISIONS OF ARTICLE 28.01 GO INTO EFFECT STATEWIDE.<sup>1</sup>

**DEPARTMENT OF EDUCATION  
OHIO SCHOOL FOR THE DEAF**

**OHIO STATE SCHOOL FOR THE BLIND**

**Youth Leader Work Schedule - Ohio School For The Deaf**

Due to operational needs Youth Leader work schedules will be as follows:

1. A work schedule of eighty-six (86) hours per pay period shall be worked by all youth leaders at the Ohio School for the Deaf, effective the pay period after the signing of this agreement. The superintendent of the Ohio School for the Deaf shall be guided by IN ACCORDANCE WITH Section 13.02 of the Collective Bargaining Agreement AND IN ACCORDANCE WITH 13.01 AS IT PERTAINS TO THE STANDARD work hours are changed due to operational needs OR FUNDING, it will not be retroactive to the union.

Part-time Youth Leaders shall be ineligible to work additional hours when utilizing overtime opportunities. Part-time Youth Leaders shall be ineligible to work additional hours when utilizing overtime opportunities.

The part-time Youth Leaders shall be ineligible to work additional hours when utilizing overtime opportunities.

When the opportunity to work the additional hours is available, the Youth Leader shall be given the opportunity to work the additional hours.

The Youth Leader shall be given the opportunity to work the additional hours by the most senior in that classification.

Senior employee who is qualified to work the additional hours shall be given the opportunity to work the additional hours.

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## BACKGROUND OF FACT FINDING:

The bargaining unit involved in the present impasse consists of approximately 35,000 employees working for a variety of departments and agencies. The parties have negotiated in accordance with procedures specified in Ohio Revised Code Section 4117.14 (C)(3). The parties selected this Fact Finder to make recommendations as to all unresolved issues at impasse. In accordance with Ohio Revised Code Section 4117.14 (C), the parties also agreed to a mutually agreed dispute resolution procedure.

This negotiation cycle was a bit unique in terms of process. The parties were jointly trained by State Employment Relations Board (SERB) mediators on the guidelines and procedures involved in an Interest Based Bargaining (IBB) paradigm. A total of fifteen (15) IBB sessions were held between December 2, 2008 and January 14, 2009. Those sessions led to commendable outcomes which the parties tentatively agreed to. The following list of issues and descriptions reflect those tentative agreements:

- Articles 1 & 7 - Intermittent employees are members of the bargaining unit.
- Article 8 - Joint Information Technology Committee
- Article 13 - Extended timeframe for compensatory time
- Article 16 - References to an employee's social security number eliminated. Creation of a Statewide Seniority Credit Tribunal
- Article 17 - Positions designated as data security sensitive require the final applicant to complete a background check. Final applicant's position may be denied by the Employer.
- Article 20 - The 85/15 split remains but a surcharge for spouses. Other small increases for co-pays, etc.
- Article 21 - Changes made to comply with Appendix K.
- Article 24 - Fines are eliminated and replaced with working suspensions. If matter is grieved and denied or partially granted the suspension converts to a fine or a leave reduction at the choice of the employee. Minor and major working and regular suspension are defined with no working and regular suspensions exceeding five days. Disciplinary action shall be issued as soon as reasonably possible "time being of the essence". Decisions regarding disciplinary action delivered to the employee and the Union within sixty days, the 60 days being a mandatory time limit.
- Article 26 - Sick leave forfeiture unless documented and/or extenuating circumstances only applied to classifications that normally require overtime to cover absences with holidays specified. Forfeiture will not apply if an employee works a shift before or after a holiday. Part time employees shall receive 4 hours of holiday pay beginning July 1, 2011.
- Article 28 - Accrual rate for vacations was modified from 5 years of service to 4 years of service. Prior service credit will be given for prior employment with State of Ohio, The Ohio National Guard, or any political subdivision of the State.
- Article 29 - Allows 100% sick leave in the second week for time spent in outpatient surgery or time contiguous to this surgery. Sick leave requests at least 30 days in advance for prescheduled appointments may be supplemented at the employee's request to 100% of pay with available sick leave balances provided a doctor's statement is submitted upon the first day the employee returns.
- Article 32 - Mileage reimbursement will be set by OBM but not at a rate less than \$.45 or greater than the IRS rate. OBM shall provide OCSEA with notice and rationale for any anticipated change. The rate for bargaining unit members shall never be set at a rate lower than

the allowance established for exempt employees. Lodging for overnight stays shall be reimbursed up to the rate established by the U.S. General Services Administration. Requests for travel reimbursement must be submitted within 60 days of the last date of travel.

- Article 34 - Salary continuation and references Appendix K for approved physician list
- Article 35 - Disability benefits will be paid at 67% of an employee's base rate of pay up to maximum of twelve months
- Article 36 - Payment of shift differential clarified. A process for the new IT Classification was agreed to. Section 36.05 was revised regarding classification reviews conducted by joint committees and subject matter experts. If the process fails, the Union may revert to the old 36.06 language and request PDQs. The parties may agree to investigate alternative compensation systems.
- Article 37 - If the computer program is renewed for any state employee, bargaining unit employees shall be given the same opportunity. A quarterly labor-management shall be formed to meet quarterly to discuss the computer purchase program
- Article 43 - Ratification is not required for any midterm changes resulting from the IT Classification project. Rather, OCSEA and OCB meet to sign off on any agreed to changes. Any MOUs will be referenced in the collective bargaining agreement and posted on agencies' websites
- Article 44 - Parties agree to meet and deal with ongoing OAKS issues
- Appendix K - OIL language was modified. Salary continuation while awaiting outcome of a Workers' Compensation claim up to a maximum of 480 hours. Employees are required to use doctors on an approved physician's list.
- Appendix Q - All agency specific language was agreed and signed off by the relevant Agency and Union Representatives.

These various tentative agreements were agreed to prior to this Fact Finder's entry as a Mediator/Fact Finder. The parties have mutually agreed to have these matters formerly incorporated into this report.

A number of disputed matters, most of which dealt with requested concessions, remained at impasse upon the Fact Finder's arrival. These disputed matters were reviewed by this Fact Finder by employing criteria specified in Ohio Revised Code Section 4117.14 (C)(4)(e), Section 4117.14 (G)(7) and Section 4117.14 (G)(7)(a)-(f). These guidelines include in pertinent part:

1. Past collectively bargained agreement, if any, between the parties;
2. Comparison of the issues submitted to final offer settlement relative to the employees in the bargaining unit involved with those uses related to other public and private employees doing comparable work, giving consideration to factors peculiar to the area and classification involved;
3. The interest and welfare of the public, the ability of the public employer to finance and administer the issues proposed, and the effect of the adjustments on the normal standard of public service (Fact Finder's emphasis);
4. The lawful authority of the public employer;
5. The stipulations of these parties;
6. Such other factors, not confined to those listed in this section, which are normally or traditionally taken into consideration in the determination of the issues submitted to final offer settlement through voluntary collective bargaining, mediation, fact finding, or other impasse resolution procedures in the public service or in private employment.

Each of the above-mentioned factors were considered and given appropriate weight when deemed relevant by the Fact Finder.

## GENERAL OBSERVATIONS IMPACTING THE FACT FINDER'S RECOMMENDED OUTCOMES:

The Nation's and State of Ohio's economies are being compressed by conditions that caused the existing recession. Never in the history of the parties' collective bargaining relationship have they had to negotiate a contract within an environment so septic. In addition, this Fact Finder has never been involved in any other public sector negotiations process where the matters at impasse were entirely concessionary.

To the Union's credit, it has accepted the realities of the present economy with a willingness to engage in a series of mutually agreed to cost saving measures. These necessary measures will allow the State of Ohio a temporary, economic reprieve with the hope of saving additional positions without extensive layoffs.

The parties' plight is indeed severe. Over the past two years, the State has lost over 111,000 jobs which has impacted the revenue proceeds. Tax revenue proceeds for fiscal 2009 did not meet projected estimates. There is a shortfall of approximately \$85 million dollars.

Faced with insufficient funding, the State has decided not to increase taxes. It has focused, instead, on cost saving efforts to be equally shared by all unions and other exempt employees. The State, moreover, has engaged in efforts to structure a leaner, more efficient bureaucratic structure.

The selected strategy anticipates attracting new business while retaining existing enterprises. Overcoming budget deficits within this economic model requires fiscal recovery through resurgent economic growth.

The State enthusiastically lobbied for the stimulus package and did eventually receive \$8.2 billion. Stimulus aid, however, was not enough to balance the budget or negate the need for cost saving measures. The proceeds were highly specified in terms of application with minimal discretionary application.

There are some conflicting views amongst governors regarding the acceptance by states of their stimulus allotments. These naysayers are concerned the stimulus sets a long-term budget trap for the states. The stimulus package expands certain programs and entitlements: health care, welfare, and education. Additional funding has only been earmarked for a two year duration. Once these funds are exhausted in 2011, states may not be able to scale-back these expanded programs without raising taxes or relying on other funding sources. This presents a difficult option for debt-laden state governments.

Granted, these governors hold the minority view. The majority of governors, including our own Governor, welcome the stimulus package as a way to plug some fiscal holes through 2010.

A number of mediation hearings involving the parties and Fact Finder took place. Five (5) mediation hearings were held between February 10, 2009 and February 18, 2009. Fact finding hearing days, moreover, took place on February 25, 2009 and February 26, 2009. These hearing days involved continuing mediation efforts where the Fact Finder received and reviewed additional evidentiary evidence and the parties' positions on the disputed matters.

At the conclusion of the second Fact Finding hearing date, the parties, through mutual agreement, requested the Fact Finder to issue a mediated settlement as the final report. It should be noted that the Fact Finder agreed to this request in accordance with Ohio Revised Code Section 4117.14 (C) (3) (a) and (e) which discusses the rules, procedures, and guidelines established by the board; Ohio Administrative Code 4117-9-05 (H) which allows the parties to stipulate facts and waive hearing, and Settlement at Hearing guidelines specified by SERB in its Fact Finding Guidebook which allows fact finders to issue a mediated settlement as the final report if requested.

Four (4) articles were at impasse and submitted to the Fact Finder as elements still in controversy. They include in pertinent part: Article 26 – Holidays, Article 27 – Personal Leave, Article 36 – Wages, and Article 43 – Duration.

The following section of this report constitutes the findings of the Fact Finder and I so recommend. These issues, as well as all other tentatively agreed to matters, shall be incorporated into the successor agreement.

### ARTICLE 26 – HOLIDAYS

#### 26.01 - Observance

The following holidays will be observed:

- New Year's Day - First Day in January;
- Martin Luther King, Jr.'s Birthday - Third Monday in January;
- President's Day - Third Monday in February;
- Memorial Day - Last Monday in May;
- Independence Day - Fourth day of July;
- Labor Day - First Monday in September;
- Columbus Day - Second Monday in October;
- Veterans Day - Eleventh day of November;
- Thanksgiving Day - Fourth Thursday in November;
- Christmas Day - Twenty-fifth day of December;

Any other day proclaimed as a holiday by the Governor of the State of Ohio or the President of the United States. A holiday shall start at 12:01 A.M. or with the work shift that includes 12:01 A.M. Upon request, an employee may observe a religious holiday provided that the time off is charged to vacation, compensatory time, personal leave or leave without pay.

When a holiday falls on a Sunday, the holiday is observed on the following Monday. When a holiday falls on a Saturday, the holiday is observed on the preceding Friday. In facilities that operate on Saturday and/or Sunday, or where Work Area Agreements exist, and when the employees' work week is other than Monday through Friday, the holiday will be observed on the day on which it falls.

Employees scheduled to work more than eight (8) hours in a day, may be required to change their schedule to include five (5) eight (8) hour shifts during the week including the holiday, any such schedule changes will be in accordance with Section 13.02. In such case, the employee will receive eight (8) hours of holiday pay for the day the holiday is observed. If an employee is on an alternative schedule and, as defined in Section 13.13 of the Agreement, whose day off falls on the recognized holiday may have the next scheduled day designated as the holiday for purposes of this Article.

#### 26.02 - Holiday Pay

Employees shall receive holiday pay for the number of hours they would normally be scheduled to work the day the holiday is observed. An employee whose scheduled work day off falls on a holiday will receive eight (8) hours holiday pay for that day.

Part-time employees shall receive **FOUR (4) HOURS OF PAY FOR EACH HOLIDAY** holiday pay on a pro-rated basis, based upon the daily average of actual hours worked, excluding overtime, in the previous quarter. The quarters shall be: January 1, April 1, July 1 and October 1. **HOWEVER, DURING THE PERIOD OF JULY 1, 2009 THROUGH JUNE 30, 2011, NON-PERMANENT EMPLOYEES (E.G., ETAS, DRGS, ETC.) AND PART TIME EMPLOYEES IN ALL OCSEA BARGAINING UNITS SHALL NOT RECEIVE HOLIDAY PAY.**

#### 26.03 - Work on Holidays

Employees required to work on a holiday will be compensated at their discretion either at the rate of one and one-half (1 1/2) times their regular rate of pay, or granted compensatory time at the rate of one and one-half (1 1/2) times, plus straight time pay for the holiday. The choice of compensatory time or wages will be made by the employee.

Holiday work beyond regularly scheduled work shall be distributed among employees by the provisions covered in Article 13. No employees' posted regular schedule or days off shall be changed to avoid holiday premium pay. Once posted,

the employee's schedule shall not be changed, except that an employee who is scheduled to work on the holiday may be directed not to report to work on the holiday. The Agency reserves the right to determine the number of employees needed to work the holiday.

#### **26.04 - Eligibility for Holiday Pay**

An employee on vacation or scheduled sick leave during a holiday will not be charged vacation or sick leave for the holiday. Employees who are scheduled to work and call off sick the day before, the day of, or the day after a holiday shall forfeit their right to holiday pay for that day, unless there is documented, extenuating circumstances which prohibit the employee from reporting for duty.

**IF AN EMPLOYEE IN BARGAINING UNIT 6, 7, 9, 13, OR 14 SCHEDULES A COST SAVINGS DAY(S) CONTIGUOUS TO A HOLIDAY, THE EMPLOYEE SHALL NOT FORFEIT THEIR HOLIDAY PAY.**

### **ARTICLE 27 – PERSONAL LEAVE**

#### **27.01 - Eligibility for Personal Leave**

Each employee shall be eligible for personal leave at his/her base rate of pay.

#### **27.02 - Personal Leave Accrual**

**THERE SHALL BE A FREEZE ON PERSONAL LEAVE ACCRUAL BEGINNING WITH THE CREDIT THE EMPLOYEE SHOULD HAVE RECEIVED IN THE FIRST EARNINGS STATEMENT AFTER JULY 1, 2009 THROUGH JUNE 30, 2011. DURING THE FREEZE, EMPLOYEES MAY DESIGNATE UP TO EIGHT (8) HOURS OF VACATION OR COMPENSATORY TIME PER QUARTER BEGINNING JULY 1, 2009 AND CONTINUING THROUGH JUNE 30, 2011 TO USE IN LIEU OF PERSONAL LEAVE WHICH SHALL BE GRANTED PURSUANT TO THE RULES OF SECTION 27.04. CURRENT PERSONAL LEAVE ACCRUALS AVAILABLE AS OF JUNE 30, 2009 MUST BE USED PRIOR TO UTILIZING OTHER LEAVE IN LIEU OF PERSONAL LEAVE.**

**PERSONAL LEAVE ACCRUAL SHALL RESUME IN THE FIRST EARNINGS STATEMENT THE EMPLOYEE RECEIVES AFTER JULY 1, 2011. UPON THE RESUMPTION OF PERSONAL LEAVE ACCRUAL, THERE SHALL BE NO RETROACTIVE PERSONAL LEAVE ACCRUAL FOR THE PERIOD THE FREEZE WAS IN EFFECT. THEREAFTER,** Employees shall be entitled to four (4) personal leave days each year. Eight (8) hours of personal leave shall be credited to each employee in the first earnings statement which the employee receives after the first day of January, April, July and October of each year. Full-time employees who are hired after the start of a calendar quarter shall be credited with personal leave on a prorated basis. Part-time employees shall accrue personal leave on a prorated basis. Proration shall be based upon a formula of .015 hours per hour of non-overtime work.

Employees that are on approved paid leave of absence, union leave or receiving Workers' Compensation benefits shall be credited with those personal leave hours which they normally would have accrued upon their approved return to work.

#### **27.03 - Charge of Personal Leave**

Personal leave which is used by an employee shall be charged in minimum units of one tenth (1/10) hour.

#### **27.04 - Notification and Approval of Use of Personal Leave**

Personal leave shall be granted if an employee makes the request with a forty-eight (48) hour notice. In an emergency the request shall be made as soon as possible and the supervisor will respond promptly. The leave shall not be unreasonably denied. In the following Institutional Agencies: Mental Health, Mental Retardation and Developmental Disabilities, Department of Youth Services, and Ohio Veterans Home personal leave use on the day before or after Thanksgiving Day, Christmas Day, New Year's Day, Memorial Day, and Independence Day shall be requested at least seven (7) calendar days in advance.

When any bargaining unit, not covered by this Agreement, has filed a Notice of intent to strike or engages in a wildcat strike, the Employer reserves the right to cancel or deny all personal leave requests. Personal leave shall not be taken on a holiday.

#### **27.05 - Prohibitions**

Personal leave may not be used to extend an employee's date of resignation or date of retirement.

#### **27.06 - Conversion or Carry Forward of Personal Leave Credit at Year's End**

Personal leave not used may be carried forward or paid at the employee's option. Payment to be made in the first pay received in December. **THERE SHALL BE A FREEZE ON ANNUAL CONVERSION UNTIL DECEMBER 2011.** Maximum accrual of personal leave shall be forty (40) hours. **PAYMENT FOR MAXIMUM PERSONAL LEAVE ACCRUAL SHALL BE FROZEN UNTIL THE PAY PERIOD THAT INCLUDES JULY 1, 2011.**

#### **27.07 - Conversion of Personal Leave Credit Upon Separation from Service**

An employee who is separated from state service shall be entitled to convert the unused earned amount of personal leave. This payoff shall be at the employee's regular rate of pay. Upon the death of a permanent employee, unused earned personal leave shall be converted to cash and credited to his/her estate.

#### **27.08 - Transfer of Personal Leave Credit**

An employee who transfers from one bargaining unit to another shall be credited with the unused balance of his/her personal leave credit up to the maximum personal leave accumulation permitted in the bargaining unit to which the employee transfers.

#### **27.09 - Leave Availability**

Newly accrued personal leave is not available for use until it appears on the employee's earnings statement and on the date the funds are made available.

#### **27.10 – RESTORATION**

**IN THE PAY PERIOD THAT BEGINS ON JULY 1, 2011, EMPLOYEES WHO ARE COVERED BY THIS COLLECTIVE BARGAINING AGREEMENT AND ARE IN ACTIVE PAYROLL STATUS ON JUNE 18, 2011, SHALL RECEIVE A ONE-TIME CREDIT OF ADDITIONAL SICK LEAVE.**

**FULL-TIME EMPLOYEES SHALL RECEIVE A CREDIT EQUIVALENT TO THIRTY-TWO (32) HOURS OF SICK LEAVE OR ONE-HALF OF THE PERSONAL LEAVE HOURS LOST DURING THE FREEZE, WHICHEVER IS LESS, AS SET FORTH IN SECTION 27.02 OF THIS COLLECTIVE BARGAINING AGREEMENT. PART-TIME EMPLOYEES SHALL RECEIVE A CREDIT OF SIXTEEN (16) HOURS OF SICK LEAVE.**

**FOR PURPOSES OF THE ONE-TIME CREDIT OF SICK LEAVE ONLY, "ACTIVE PAYROLL STATUS" MEANS CONDITIONS UNDER WHICH AN EMPLOYEE IS ACTUALLY WORKING IF SCHEDULED TO WORK ON JUNE 18, 2011; IS OFF DUTY ON JUNE 18, 2011 BECAUSE THE EMPLOYEE IS NOT SCHEDULED TO WORK THAT DAY; OR IS ELIGIBLE TO RECEIVE PAY FOR ANY APPROVED LEAVE OF ABSENCE INCLUDING BUT NOT LIMITED TO OCCUPATIONAL INJURY LEAVE, DISABILITY LEAVE, WORKERS' COMPENSATION, OR SALARY CONTINUATION.**

**EMPLOYEES NOT RECEIVING PAY DUE TO MILITARY LEAVE, FMLA, UNION LEAVE, PREGNANCY LEAVE, AND EXTENDED ILLNESS LEAVE SHALL ALSO BE ELIGIBLE TO RECEIVE THE ONE-TIME CREDIT OF SICK LEAVE.**

**IN THE EARNINGS STATEMENT THAT THE EMPLOYEE RECEIVES ON AUGUST 26, 2011, EMPLOYEES WHO ARE COVERED BY THIS COLLECTIVE BARGAINING AGREEMENT AND ARE IN ACTIVE PAYROLL STATUS ON JULY 30, 2011, SHALL RECEIVE A ONE-TIME LUMP SUM PAYMENT.**

**FULL-TIME EMPLOYEES SHALL RECEIVE A PAYMENT EQUIVALENT TO THIRTY-TWO (32) HOURS OF PERSONAL LEAVE DAYS OR ONE-HALF OF THE PERSONAL LEAVE HOURS LOST DURING THE FREEZE, WHICHEVER IS LESS, AS SET FORTH IN SECTION 27.02 OF THIS COLLECTIVE BARGAINING AGREEMENT. PART-TIME EMPLOYEES SHALL RECEIVE A PAYMENT EQUIVALENT TO SIXTEEN (16) HOURS OF PERSONAL LEAVE LOST DURING THE FREEZE.**

**FOR PURPOSES OF THE LUMP SUM PAYMENT ONLY, "ACTIVE PAYROLL STATUS" MEANS CONDITIONS UNDER WHICH AN EMPLOYEE IS ACTUALLY**

**WORKING IF SCHEDULED TO WORK ON JULY 30, 2011; IS OFF DUTY ON JULY 30, 2011 BECAUSE THE EMPLOYEE IS NOT SCHEDULED TO WORK THAT DAY; OR IS ELIGIBLE TO RECEIVE PAY FOR ANY APPROVED LEAVE OF ABSENCE INCLUDING BUT NOT LIMITED TO OCCUPATIONAL INJURY LEAVE, DISABILITY LEAVE, WORKERS' COMPENSATION, OR SALARY CONTINUATION.**

**EMPLOYEES NOT RECEIVING PAY DUE TO MILITARY LEAVE, FMLA, UNION LEAVE, PREGNANCY LEAVE, AND EXTENDED ILLNESS SHALL ALSO BE ELIGIBLE TO RECEIVE THE PAYMENT.**

**THIS PAYMENT SHALL NOT BE SUBJECT TO PERS WITHHOLDING.**

## **ARTICLE 36 – WAGES**

### **36.01 - Definitions**

“Classification salary base” is the minimum hourly rate of the pay range for the classification to which the employee is assigned.

“Step rate” is the specific value within the pay range to which the employee is assigned.

“Base rate” is the employee’s step rate plus longevity adjustment.

“Regular rate” is the base rate (which includes longevity) plus all applicable supplements.

“Total rate” is the regular rate plus shift differential, where applicable.

Notwithstanding any other provision of this agreement, if these definitions lead to any reduction in pay, the previous application shall apply.

### **36.02 - General Wage Increase**

~~Effective with the beginning of the pay period which includes July 1, 2006, the pay schedules shall be increased by three percent (3%).~~

~~Effective with the beginning of the pay period which includes July 1, 2007, the pay schedules shall be increased by three and a half percent (3.5%).~~

~~Effective with the beginning of the pay period which includes July 1, 2008, the pay schedules shall be increased by three and a half percent (3.5%).~~

**THERE SHALL BE NO GENERAL WAGE INCREASE FOR THE DURATION OF THIS AGREEMENT.**

### **36.03 - Step Movement**

~~Effective the pay period including July 1, 2003 there shall be no non-probationary step movements; THERE SHALL BE A FREEZE ON STEP MOVEMENT BEGINNING WITH EMPLOYEES WHOSE STEP DATE IS JUNE 21, 2009 OR THEREAFTER. THEREAFTER, THERE SHALL BE NO STEP MOVEMENTS, including any step movement provided for in agency specific agreements. Step movement shall resume on the pay period including July 1, 2005 BEGINNING WITH THE EMPLOYEES WHOSE STEP DATE IS JUNE 21, 2011.~~ No retroactive movement shall occur for the two (2) years that have been skipped. Freezing of step movements shall not affect the performance evaluation schedule.

**EMPLOYEES HIRED OR PROMOTED BETWEEN JUNE 21, 2009 AND JUNE 20, 2011 SHALL NOT RECEIVE A PROBATIONARY STEP INCREASE. UPON RESUMPTION OF STEP MOVEMENT, THE EMPLOYEE'S STEP DATE SHALL BE THE EMPLOYEE'S DATE OF HIRE.**

**UPON RESUMPTION OF STEP MOVEMENT, NEWLY** hired employees will move to the next step in their pay range after completion of probation. In periods other than ~~July 1, 2003~~ **JUNE 21, 2009** through ~~June 30, 2005~~ **JUNE 20, 2011**, subsequent step movement shall occur after one (1) year of **AND** successful completion of probation provided the employee receives an overall rating of “satisfactory”.

Correction Officers and Juvenile Correctional Officers shall receive their initial step increase upon the completion of their probationary period or six (6) months of service as a Correction Officer or Juvenile Correctional Officer which ever comes first. All employees of the Department of Youth Services and the Department of Rehabilitation and Correction assigned to classifications which required a one hundred twenty (120) day probationary period pursuant to the previous Agreement, which expired on February 28, 1997, which require a one hundred eighty (180) day probationary period, as set forth in Article 6 shall be eligible for a step increase in the pay period following the successful completion

of one hundred twenty (120) days of the probationary period. **THE FREEZE ON STEP MOVEMENTS DESCRIBED ABOVE IS ALSO APPLICABLE TO THE POSITIONS AND AGENCIES DISCUSSED IN THIS PARAGRAPH.**

If the employee’s performance evaluation is not completed on time, the employee shall not be denied a step increase.

### **36.04 - Promotions**

Employees who are promoted shall be placed in a step to guarantee an increase of approximately four percent (4%).

### **36.05 - Classifications and Pay Range Assignments**

#### **A. Classifications and Pay Range Changes**

##### **1. Employer Changes**

The Employer, through the Office of Collective Bargaining, may create classifications, change the pay range of classifications, authorize advance step hiring if needed for recruitment or other legitimate reasons, and issue or modify specifications for each classification as needed. Before proposing changes to the Department of Administrative Services, an agency must discuss them with the Union pursuant to Section 8.02. Additionally, the Office of Collective Bargaining shall notify the Union forty-five (45) days in advance of any change of pay range or specifications. Should the Union dispute the proposed action of the Employer and the parties are unable to resolve their differences, they shall resolve the issue through arbitration pursuant to Section 25.03 of this Agreement. The Union shall appeal the matter to arbitration by providing written notice to the Employer. The matter shall be submitted to a mutually agreed upon arbitrator knowledgeable in classification and compensation matters.

##### **2. Union Review**

At the request of the Union, but not more frequently than once each four (4) years per classification, the Department of Administrative Services shall review up to eight (8) designated classifications per year for duties, responsibilities, education and/or experience, certification and/or licensure, and working condition factors. Such review shall be combined with salary survey data to determine appropriate salary range assignment. Absent mutual agreement, said data shall not be used to reduce a classification pay range assignment. Such reviews shall be based upon a position description questionnaire survey of all incumbents in the classification, and shall be completed within one hundred eighty (180) days of the initial request. The timelines in classifications exceeding two hundred (200) incumbents will be mutually set. Each employee shall complete his/her own PDQ. Those employees who do not complete an individual PDQ shall be assigned to the appropriate classification and pay range based on the supervisor’s review. Employees on disability will be given the option to complete a PDQ, or have their supervisor complete a PDQ.

Prior to the distribution of PDQ’s the Union and State shall conduct a joint training on how to complete PDQ’s. The content of the training shall be mutually agreed to by DAS and the Union. The scheduling and the training shall be mutually conducted by agency personnel and the Union. The training shall be no more than two (2) hours.

If an employee is found to have been improperly classified as determined from his/her PDQ, the employee shall be allocated to the appropriate classification in accordance with the finding of DAS. If the employee is performing duties of a lower classification, the employee shall be assigned into a lower classification and shall be placed in the step within the new pay range that provides the employee with compensation that is equal to his/her current rate or that provides the least amount of increase, but no decrease in pay. Longevity supplements shall not decrease as a result of being placed in step X. If the employee’s base rate of pay exceeds the maximum rate of pay in the new pay range, the employee shall be placed in step X. If the employee is performing duties of a higher classification, the employee shall be placed in the higher

classification at the step in the higher pay range which is approximately four percent (4%) higher than the current step rate of the employee. The back pay award, if any, shall be effective on the effective date of the pay range determination in accordance with this Article. The employee, through the Union, has sixty (60) days from the date the Union receives the findings of DAS to appeal the classification assignment. An employee on disability may appeal a classification assignment under this process within two (2) weeks following reinstatement from the disability.

Classification allocation appeals shall be conducted by the arbitrator selected for the Article 19 grievance reviews. The arbitrator shall determine whether the employee is appropriately allocated to the new classification, and if not, determine the classification assignment that is appropriate. If it is found that the employee is serving in a class not subject to the classification review; the employee shall receive an adjustment effective the date the study was implemented. Employees who do not complete a PDQ shall have no right to appeal the DAS determination. This appeal process shall also apply to state initiated classification reviews.

Pay adjustments pursuant to the classification review shall not be made effective before the beginning of the next fiscal year unless mutually agreed otherwise. The Union shall have the right to appeal the pay range determination directly to Step Five (5) of Article 25 within 30 days of receipt of written notice of the Department of Administrative Services determination. An Arbitrator shall have no authority to award back pay for any period of time prior to the beginning of the fiscal year that begins after the grievance award.

When a classification is reallocated to a higher pay range, employees in the affected class shall be assigned to the step in the new pay range which provides for a wage increase of approximately four percent (4%), except that no employee who has completed probation in that classification will be assigned to step one (1).

#### **B. Holding Classes**

The parties agree to meet and discuss the review of Holding Classifications with the exception of the Project Inspector Series, the Workers' Compensation Claims Representative Series, Employer Services Analyst and BWC Customer Service Representative in order to minimize or eliminate the number of holding classifications. The parties agree to meet on this issue within one hundred twenty (120) days of the signed Agreement.

#### **C. High Performance Work Systems**

The Employer and the Union agree to maintain a joint committee to continue to examine issues raised in the joint report on high performance work systems and alternative compensation systems issued 3/13/98. The committee shall consist of up to five (5) representatives designated by the Union and the Office of Collective Bargaining. The state employee members will serve without loss of pay or travel expenses, exclusive of overtime.

The committee will include in its work consideration of ways that the recommendations contained in the report can be implemented as set out in pages 6-11. The parties agree that, except as may be mutually agreed otherwise, no pilot or project initiated as a result of this effort will conflict with, amend or abridge any provision of this Agreement. It is further agreed that no pilot or project initiated as a result of this effort will result in loss of pay or benefits, nor shall it result in the layoff of any employee.

#### **36.06 - Roll Call Pay**

Effective July 1, 2004, Correction Officers and Psychiatric Attendants in the Department of Rehabilitation and Correction shall be entitled to thirty (30) minutes of roll call pay at straight time for reporting not less than ten (10) minutes prior to the beginning of their shift. Roll call pay shall not be considered time in active pay status for the purposes of Article 13, Section 13.10.

#### **36.07 - Longevity Pay**

Beginning on the first day of the pay period within which an employee completes five (5) years of total state service, each employee will receive an automatic salary adjustment equivalent to one-half percent (1/2%) times the number of years of service times the first step of the pay rate of the employee's classification up to a total of twenty (20) years. This amount will be added to the step rate of pay.

Longevity adjustments are based solely on length of service excluding any service time earned between July 1, 2003 and June 30, 2005, inclusive. They shall not be affected by promotion, demotion or other changes in classification.

Effective July 1, 1986, only service with state agencies, i.e. agencies whose employees are paid by the Auditor of State, will be computed for the purpose of determining the rate of accrual for new employees. Service time for longevity accrual for employees will not be modified by the preceding sentence.

#### **36.08 - Shift Differential**

Bargaining unit members who are regularly assigned to work shifts shall receive a shift differential of \$.35 per hour for each hour worked in each shift beginning between the hours of 2:00 p.m. and 3:00 a.m. The shift differential shall be added to the employee's regular rate of pay.

#### **36.09 - Electronic Funds Transfer (EFT)**

Effective July 01, 2006 all employees shall receive their pay via direct deposit. Employees shall authorize the direct deposit of the employee's compensation into a financial institution of the employee's choice or execute the required documentation to authorize the direct deposit into a financial institution designated by the Auditor of State for the benefit of the employee.

#### **36.10 - Agency Specific Agreements**

Any Agency Specific Agreement reached during the present round of negotiations that provides for any increase in the form of salaries, bonuses or supplements, etc. is null and void as to the amount of the increase. All present supplements in agency specific agreements should continue unchanged for the duration of this Agreement.

#### **36.11 - COST SAVINGS DAYS (CSD)**

**FULL TIME PERMANENT EMPLOYEES IN BARGAINING UNITS 6, 7, 9, 13, AND 14 SHALL TAKE TEN (10) DAYS OFF WITHOUT PAY, FOR A TOTAL OF EIGHTY (80) HOURS, IN EACH FISCAL YEAR BEGINNING ON JULY 1, 2009 AND ENDING ON JUNE 30, 2011. THE HOURS OF A COST SAVINGS DAY MAY NOT BE LESS THAN THE EMPLOYEE'S REGULARLY SCHEDULED WORK DAY AS DEFINED IN ARTICLE 13.02 OR ANY HOURS REMAINING IN THE EIGHT HOUR TOTAL. COST SAVINGS DAYS FOR BARGAINING UNITS 3, 4, AND 5, ANY NON-PERMANENT EMPLOYEES (E.G., ETAS, SEASONAL, DRGS, ETC.) AND PART TIME EMPLOYEES IN ANY BARGAINING UNIT WILL BE ASSESSED ON THE HOLIDAYS LISTED UNDER ARTICLE 26.01. THIS ASSESSMENT WILL NOT AFFECT COMPENSATION DUE SEPARATELY PURSUANT TO ARTICLE 26.03 OR 26.04 FOR HOURS WORKED ON A HOLIDAY.**

**THE LOSS OF PAY SHALL BE EQUAL TO 3.076 HOURS EACH PAY PERIOD THROUGHOUT THE YEAR. EMPLOYEES ON OIL, SALARY CONTINUATION, DISABILITY, OR HOSTAGE LEAVE SHALL ALSO HAVE A DEDUCTION OF 3.076 HOURS EACH PAY PERIOD THROUGHOUT THE YEAR. DEDUCTIONS MADE PURSUANT TO THIS ARTICLE SHALL BE MADE PRE-TAX.**

**THE EMPLOYER SHALL CONDUCT A CANVASS ONCE IN EACH FISCAL YEAR IN EACH WORK UNIT FOR FULL TIME PERMANENT EMPLOYEES IN BARGAINING UNITS 6, 7, 9, 13, AND 14. THE CANVASS RESULTS MUST BE IN PLACE BY JULY 1 OF EACH YEAR. THE EMPLOYER SHALL INDICATE DAYS WHICH ARE NOT AVAILABLE AND ARE IDENTIFIED AS "BLACK OUT" DAYS BASED ON OPERATIONAL NEED. "BLACK OUT" DAYS MAY BE WORK UNIT SPECIFIC. EMPLOYEES, IN ORDER OF SENIORITY, SHALL SELECT DAYS OFF. SUBJECT TO OPERATIONAL NEED, CSDS MAY INCLUDE MORE THAN ONE DAY UP TO THE TOTAL OF EIGHTY HOURS. THE EMPLOYER RETAINS THE RIGHT TO REJECT THE SELECTION BASED UPON OPERATIONAL NEED. EMPLOYEES WHO ARE UNAVAILABLE DURING**

**THE CANVASS PERIOD (E.G., DISABILITY, WORKERS' COMPENSATION, LEAVE OF ABSENCE, ETC.) SHALL BE PERMITTED TO SCHEDULE THE APPROPRIATE NUMBER OF CSDS UPON THEIR RETURN, SUBJECT TO THE FOREGOING. EMPLOYEES WHO DECLINE TO SCHEDULE PART OR ALL OF THE CSDS SHALL BE SCHEDULED BY THE EMPLOYER. EMPLOYEES ON ALTERNATIVE SCHEDULES MUST TAKE OFF THE NUMBER OF DAYS THAT ARE THE EQUIVALENT OF A TOTAL OF EIGHTY (80) HOURS.**

**IN THE EVENT A COST SAVINGS DAY IS REVOKED BY THE EMPLOYER AFTER INSTITUTION OF A CANVASS, THE EMPLOYEE SHALL BE PERMITTED TO SUBSTITUTE ANY OTHER DAY AT HIS/HER DISCRETION. REVOCATION SHALL NOT BE ARBITRARY OR CAPRICIOUS. SUCH A RESCHEDULING MAY NOT BE REVOKED. THE EMPLOYEE SHALL ALSO BE REIMBURSED FOR ANY COSTS INCURRED AS A RESULT OF CANCELING OR RETURNING EARLY FROM THE CSD UPON SUBMISSION OF APPROPRIATE EVIDENCE. THE EMPLOYER AND EMPLOYEE MAY MUTUALLY AGREE TO CHANGE A CSD. IN THE EVENT THE EMPLOYER PREVENTS AN EMPLOYEE FROM TAKING COST SAVINGS DAYS, APPROPRIATE CORRECTIONS SHALL BE MADE TO HIS/HER PAYCHECK AT THE END OF EACH FISCAL YEAR.**

**EMPLOYEES' LEAVE ACCRUALS AND HEALTH INSURANCE SHALL NOT BE AFFECTED BY COST SAVINGS DAYS. COST SAVINGS DAYS/HOURS SHALL NOT BE CONSIDERED AS ACTIVE PAY STATUS FOR PURPOSES OF ARTICLE 13.10. IN THE EVENT AN EMPLOYEE LEAVES STATE SERVICE PRIOR TO THE EQUALIZATION OF COST SAVINGS DAYS USED AND DEDUCTIONS MADE, APPROPRIATE CORRECTIONS SHALL BE MADE TO HIS/HER FINAL PAYCHECK OR DEDUCTED FROM THE EMPLOYEE'S LEAVE BALANCES.**

[36.12 – OAKS Payroll Errors]

#### **36.13 – PARITY/ME TOO**

**UPON CONCLUSION OF THE NEGOTIATION PROCESS WITH ALL OTHER BARGAINING UNITS SET FORTH BELOW, IF THE EMPLOYER DOES NOT FREEZE STEPS OR MERIT INCREASES COMPARABLE TO ARTICLE 36.03 OR PROVIDES ANY WAGE INCREASE, EXCLUDING PAY SUPPLEMENTS, SETTLEMENTS, OR AWARDS FROM AN ADMINISTRATIVE BODY OR COURT, FOR STATE BARGAINING UNITS REPRESENTED BY OTHER ORGANIZATIONS (UNITS 1, 2, 10, 11, 12 AND 15) OR EXEMPT EMPLOYEES (SCHEDULE E1, E2, AND E3), THAT SAME ADJUSTMENT WILL BE IMPLEMENTED FOR THE BARGAINING UNITS REPRESENTED IN THIS AGREEMENT. WAGE INCREASES PROVIDED IN ACCORDANCE WITH PROMOTIONS, INDIVIDUAL REASSIGNMENTS BASED UPON A CHANGE IN DUTIES, JOB AUDIT CHANGES, AND CLASSIFICATION REVISION CHANGES ARE EXEMPT FROM THIS SECTION.**

**IF THE EMPLOYER FAILS TO OBTAIN CONCESSIONS WHICH ARE COMPARABLE TO THE TEN (10) UNPAID DAYS OR UNPAID HOLIDAYS (I.E., EIGHTY HOURS) FROM THE OTHER EMPLOYEE GROUPS REFERENCED ABOVE, THEN OCSEA WILL BE GIVEN THE MORE GENEROUS PACKAGE.**

### **ARTICLE 43 – DURATION**

#### **43.01 - Duration of Agreement**

This Agreement shall continue in full force and effect for the period ~~March 1, 2006 through February 28, 2009~~ **APRIL 16, 2009 THROUGH FEBRUARY 29, 2012**, and shall constitute the entire Agreement between the parties. All rights and duties of both parties are specifically expressed in this Agreement. This Agreement concludes the collective bargaining for its term, subject only to a desire by both parties to agree mutually to amend or supplement it at any time. No verbal statements shall supersede any provisions of this Agreement.

#### **43.02 - Renegotiations**

The Union shall designate approximately twenty-one (21) bargaining unit members to serve on the master negotiating team (based upon one (1) member for each 2,000 bargaining unit employees or major fraction thereof, with a minimum of one (1) per unit, plus the three (3) state-wide elected officers). The parties may mutually agree to sub-divide the master teams to negotiate bargaining unit issues. If such unit negotiations cannot be sufficiently staffed by members of the

master negotiating teams, the parties may mutually agree to additional members. Members of the Union negotiating team shall be paid by the Employer for the time spent in negotiations with the Employer as well as for the time spent en route to and from such negotiations, provided that no Union negotiating team member shall receive more than eight (8) hours pay for any single day. At the request of the Union, Union negotiating team members will also be paid for at least three (3) days of negotiations preparations.

An additional forty (40) designated Union representatives shall each be allowed up to a total of twenty-four (24) hours of paid time, as requested by the Union, for purposes of consulting with the negotiating team in the development of proposals and during the final weeks of bargaining.

#### **43.03 - Mid-Term Contractual Changes**

The Employer and the Union have the power and authority to enter into amendments of this Agreement during its term constituting an addition, deletion, substitution or modification of this Agreement. Any amendment providing for an addition, deletion, substitution or modification of this Agreement must be in writing and executed by the Executive Director of the Union and the Director of the Department of Administrative Services or designee. Upon its execution, such amendment shall supersede any existing provision of this Agreement in accordance with its terms and shall continue in full force and effect for the duration of this Agreement. All other provisions of this Agreement not affected by the amendment shall continue in full force and effect for the term of this Agreement. Memoranda of Understanding, amendments and any other mutually agreed to provisions, during the term of this Agreement, become effective upon the execution by the Deputy Director of the Office of Collective Bargaining and the President of the Union. In the event such Memoranda of Understanding, amendments, or any other mutually agreed to provision require ratification by the union's membership, such ratification shall be made within sixty (60) days or such agreements shall be deemed ratified.

#### **43.04 - Memorandum of Understanding Duration**

All Memoranda of Understanding, amendments, Letters of Intent, or any other mutually agreed to provisions, shall be reviewed by OCSEA's Office of General Counsel (OGC), the Office of Collective Bargaining (OCB), and Agency representatives for determination of their force and effect. Unless otherwise mutually agreed by the parties, those Memoranda of Understanding, amendments, Letters of Intent, or any other mutually agreed to provisions entered into prior to March 1, 2003, shall expire and have no further force and effect upon the expiration of this Agreement, except those which have or do confer an economic benefit.

#### **43.05 - Contract Dispute**

Whenever there is a dispute as to the correct interpretation of a matter resolved through mediation/fact finding, the parties agree that the mediator/fact finder shall be retained to clarify the matter in the dispute. In the event the mediator/fact finder is unable to clarify the matter, it may be resolved pursuant to the Grievance Procedure.

# VOTING ON THE CONTRACT

**Your chapter will be scheduling times and locations for voting within the next week. Stay in contact with your chapter for details.**



**Things to consider when voting:**

## Voting to



Indicates your approval to ratify the Tentative Agreement and the Fact Finder's Recommendations (which, by law, are a package.)

## Voting to



Says that you reject the Tentative Agreement and Fact Finder's Recommendations and authorize a STRIKE.

If the proposed contract is rejected, unresolved issues will be submitted to binding conciliation in accordance with Ohio law for the following job titles:

- Correction Firefighters
- Correction Officers
- Correction Sergeants/Counselors
- Juvenile Correction Officers
- Firefighters/Lieutenant Firefighters
- Shooting Range Attendants
- Psychiatric Attendants
- Psychiatric Attendant Coordinators
- Security Officer 1s and 2s
- Security Technician 1s and 2s
- School for the Deaf employees
- School for the Blind employees

For all others, a strike is the alternative.



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EMPLOYEES  
ASSOCIATION

PUBLIC EMPLOYEE QUARTERLY

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