



**Pacific Gas and
Electric Company**

LETTER AGREEMENT NO. 13-01-PGE

IBEW



PACIFIC GAS AND ELECTRIC COMPANY
LABOR RELATIONS AND HUMAN RESOURCES DEPARTMENT
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STEPHEN RAYBURN
DIRECTOR AND CHIEF NEGOTIATOR

INTERNATIONAL BROTHERHOOD OF
ELECTRICAL WORKERS, AFL-CIO
LOCAL UNION 1245, I.B.E.W.
P.O. BOX 2547
VACAVILLE, CALIFORNIA 95696
(707) 452-2700
TOM DALZELL
BUSINESS MANAGER

January 3, 2013

Mr. Tom Dalzell, Business Manager
Local Union No. 1245
International Brotherhood of
Electrical Workers, AFL-CIO
P.O. Box 2547
Vacaville, CA 95696

Dear Mr. Dalzell:

As discussed during the 2010 Clerical Negotiations, the Company and Union recognize that there are opportunities for significant improvement in the area of attendance/availability of clerical employees. Therefore, the Company and Union established a Joint Attendance Committee to monitor the use of time off and work together to improve the availability of clerical employees.

As a result of Joint Attendance Committee meetings held during September-October 2012, a pilot program was developed. The objective for the pilot is to determine if greater flexibility in scheduling and collaborative problem solving between employees and Team Leads as outlined in the attached "Charter" document will improve the employee cultural experience in order to achieve excellent attendance that sustains high quality customer service, efficiency and performance.

This process is intended to be implemented on a pilot basis in all contact center locations for a period of 4 months beginning on January 06, 2013. The program will be re-evaluated at the end of that period.

Either party may cancel this agreement by providing the other 30 days written notice of cancellation.

If you are in accord with the foregoing and agree thereto, please so indicate in the space provided below and return one executed copy of this letter to the Company.

Very truly yours,

PACIFIC GAS & ELECTRIC COMPANY

By: /s/ Stephen A. Rayburn
Stephen A. Rayburn
Director and Chief Negotiator

The Union is in accord with the foregoing and agrees thereto as of the date hereof.

LOCAL UNION NO. 1245, INTERNATIONAL
BROTHERHOOD OF ELECTRICAL WORKERS, AFL-CIO

January 17, 2013

By: /s/ Tom Dalzell
Tom Dalzell
Business Manager

**Pacific Gas and Electric/IBEW Local 1245
Contact Center Attendance Improvement Team
October 24, 2012**

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Pacific Gas and Electric/IBEW Local 1245 Contact Center Attendance Improvement Team

Team Recommendations

Team Membership

Anita L.Chavez-Cervantes; Arlene Edwards (IBEW);Brenda Livingston; Brian Burke; Camille Parola; Chad A Baumann; Debbie Mazzanti (IBEW); Chris Diamond; David J. Ryan Sr.; Scott Sanford; Edgar Moreno; Emily Brooks; Francesca M. Keeney; Gracie Nunez (IBEW); Jammi Juarez; John F. Cuneo; Keele Zachary; Jesus Lorenzo Arciniega; Melisa Morales; Rachel Ramirez Hill; Camille Parola

Executive Summary

The Contact Center Attendance Improvement Team was charged by leadership of IBEW Local 1245 and Pacific Gas & Electric with the following charter statement:

The Contact Center Attendance Improvement Team is charged with identifying how we might improve the employee cultural experience in order to achieve excellent attendance that sustains high quality customer service, efficiency and performance. The objective is for average daily unscheduled (for all reasons) absenteeism to be half the average rate of that for June through August 2012 using the same metrics.

The team met several times in September and October, 2012, and has developed recommendations to implement the following options to reduce absenteeism throughout the Contact Centers. The Team started with the analysis and recommendations developed by a Local 1245 team during 2010 and 2011, and worked from there.

The team recognized that a substantial reduction in absenteeism requires three elements:

1. An engagement culture
2. A system and process for employees that provides flexibility while covering operational needs
3. A fair, efficient and effective disciplinary system to deal with people who abuse the system

The Team initially focused on the system and process to provide flexibility while covering operational needs. It recommends a core change in the entire system and process from one based on rules to one based on employees and Team Leads jointly problem solving to find solutions to help employees meet their needs while ensuring the company can meet its commitments to its customers. This approach constitutes a fundamental shift of culture in the Contact Centers.

The new approach would be implemented as a pilot program to be conducted between January and April, 2013. During the pilot, the Team proposes to evaluate the success of the approach, make adjustments as necessary, and determine appropriate future implementation plans. In order to provide definition and guidance for Employees and Team Leads, this Design Team developed a set of options that might be used to achieve the objectives of meeting the company and customer needs while giving the Employee the flexibility needed to maximize attendance for fully productive days.

The specific ideas of the Team include:

- *Same Day Flexing*
- *Customized Solutions for Pre-Planned Flexibility*
 - *Split Shifts*
 - *Shift Trades Across all Contact Centers*
 - *Voluntary Temporary Change in Headquarters*
 - *Temporary Shift Change*

Additionally, the team recognizes that there are additional opportunities to develop new work systems and processes that can improve the Employee's cultural experience in the workplace and further reduce absenteeism. Those opportunities, which will be reviewed by the Team on an ongoing basis, include:

- *Alternative Work Schedules*
- *Culture Change to High Engagement/High Performance Model*
- *Financial incentives*

**Pacific Gas and Electric/IBEW Local 1245
Contact Center Attendance Improvement Team
October 24, 2012**

Detailed Recommendations

Same Day Flexing

Objective

The Contact Center Attendance Improvement Team recognizes that while meeting customer requirements must be the primary focus of all Employees in the Contact Centers, it is possible to meet those requirements while providing a level of flexibility which allows Employees to deal with occasional challenges that arise outside of work. Frequently, the lack of such flexibility can result in Employees having to miss work completely. The same day flexing process is designed to allow for Employees to address those challenges as they arise, while fulfilling their full shift and allowing the Contact Centers to meet its customer's needs.

Eligibility

Same day flexing will apply both for full time and part time Employees. While the program is designed to provide as much flexibility as possible, there are times when Employees are not able to utilize same day flexing:

- Employees may not participate in same day flexing until they have completed training for their position and passed their exam (new hire training for CSR's)
- Employees may not utilize same day flexing if it will affect scheduled facilitated training. (Same day flexing is permitted if Employee is completing self-paced/computer/on-line training)

System/Procedures

This program allows an Employee to voluntarily flex their shift by either 15 or 30 minutes to allow them to deal with unforeseen situations which would otherwise make them tardy for their shift. The following procedures should be utilized by Employees to flex their shift:

- There is no restriction on the amount of advance notice necessary to flex a shift, however Employees must give the company notice by calling Work Force Management (WFM) of their intent to flex their shift prior to the beginning of their regularly scheduled shift, and prior to log-in or log-off as appropriate and applicable.
- Shifts can only be shifted back (starting shift later) by either 15 or 30 minutes – shifts may not be shifted for any other increments, or in excess of 30 minutes.
- Shifts may not be flexed outside of the hours of operation of the Employee's Contact Center.
- Shifts may be flexed either at the beginning of the shift, or at the beginning or end of the assigned lunch period
- Shift flexing can be used in conjunction with other excused absence categories (i.e., UV).
- Same Day Flexing is **not** permitted in the following circumstances:
 - On Mondays
 - Around or in conjunction with breaks
 - On any Company recognized holiday
 - On the day before and after a Company recognized holiday
 - While on a pre-arranged overtime assignment.

Customized Solutions for Pre-planned Flexibility

Objective

The basic approach of the Contact Center Attendance Improvement Team is to empower the Employees and Team Leads to find a solution that meets the customer requirements for the company and the individual needs of the

Employee. The recommendations below allow for Employees to work collaboratively with management to address their personal scheduling needs without negatively impacting their attendance.

General Guidelines

- The Pre-planned recommendations outlined below are not intended to result in additional costs to the employer (including, but not limited to: overtime, travel pay, shift premium, or meals)
- An Employee's time when utilizing one of these recommendations will be coded to reflect that the work done should be compensated as it would have been on the Employee's base shift, unless otherwise indicated.
- All pre-planned recommendations defined below are contingent on management approval based on managerial discretion, unless otherwise indicated.
- Efficient use of these Pre-planned recommendations requires that Employees identify the need for and notify management of the use of alternate shifts with as much advance notice as possible.
- Although many of these recommendations require advanced notice in order for them to be utilized, nothing in these recommendations prohibits management from approving requests on a same day basis if possible.
- For purposes of scheduling, it is assumed that the Employee is working a Sunday through Saturday work week.

1. Customized Solutions

Type of Recommendation

New Recommendation

Definition of Recommendation

This recommendation is made in recognition of the fact that the alternatives described below may not meet the needs of every Employee's individual circumstances. A customized approach encourages Employees and Team Leads to find other solutions to meet the Employee's needs while maximizing Employee attendance. These Customized Solutions could include any option outside of the parameters of existing alternatives. This still allows an Employee to meet base hour requirements.

Specific Guidelines

- While encouraging Employees to find a solution with their Team Lead, Employees may work with any Contact Center management Employee to find a solution.
- *No solution is allowed to exceed 8 hours per day.*

2. Split Shift

Type of Recommendation

New Recommendation

Description of Recommendation

A Split Shift is a work schedule where a representative's workday is divided into two work periods with a span of unpaid time in-between. As a rule, Split Shifts should be pre-arranged; however, they may be utilized on a same day basis based on management's discretion. Split Shifts are not intended for ongoing daily shift modification, but rather for the occasional pre-planned flexible need. The span of unpaid time shall be no longer than four hours. If the span of unpaid time is not sufficient, Employees and Team Leads may use Customized Solutions. The second work period must be completed within the hours of operation for their respective center.

Specific Guidelines

- Employees may Split Shifts in any two increments, but in no case should any increment be less than one hour.
- Split Shift hours should equal the Employee's base shift hours – **Note:** Employee may use other existing benefits (i.e. UV, etc.).

- Normal wage and hour laws (regarding breaks and lunches) apply.
- Employees will maintain their rights to breaks and lunch even if splitting the shift would not require a break/lunch period.
- **Cannot be used in conjunction with breaks**
- The ability to Split Shifts is based on seating availability in the Contact Center.
- Split Shifts may be cancelled by the Employee (who would then work their regular shift) with notice to the Company.
- Splitting shifts will not result in shift premium pay – if splitting the shift results in the Employee working in a time period otherwise eligible for shift premium pay, the Employee will not receive the shift premium pay.

3. Shift Trade across all Contact Centers

Type of Recommendation

Expands Existing Program (in use – suggested changes to existing guidelines regarding Shifts Trades)

Definition of Recommendation

Under Section V of the Title 10 Hours Clarification, Employees currently may voluntarily exchange shifts or work periods within a Contact Center with Company approval. These exchanged shifts become the Employees regular work hours and work days for that week and will not result in overtime provided established guidelines are followed (See guidelines referenced below – Schedule Trades and POT, Same Day and Mandatory). This recommendation would allow Shift Trades between Contact Centers.

Specific Guidelines

- Shift Trades must align with center operational hours. It is possible for Employees to swap shifts that have different start times, as long as those shifts fall within the operational hours of the Contact Center.
- Employees desiring a Shift Trade (with an agreeable trade partner) should notify management through existing processes. (This notice should include a notice to Work Force Management (WFM) as well as notice to the Team Leads in the affected areas).
- Notification to management should occur as early as possible, but no later than by the end of the earliest shift (the day prior to the shift) of the Employees involved (notification must be made prior to the person involved in the swap who leaves work first). Team Leads should be notified of Shift Trades prior to the end of the Employees shift.
- If an Employee trades from a shift without shift premium to one with shift premium pay, that Employee will receive the shift premium pay. If an Employee trades away from a shift with shift premium pay to one without shift premium pay, that Employee will lose the shift premium pay.
- Shift Trades do not require management approval.
- Shift Trades are possible even if involved Employees are scheduled for Read and Learns and Gen Ref.
- **Action Item:** Work Force Management (WFM) and Operational Management will determine the appropriate process for dealing with other exceptions.
- The following adjustments are made to the existing guidelines regarding Schedule Trades and POT, Same Day and Mandatory:
 - Eligibility Guidelines
 - Must be same classification (i.e. CSR to CSR, SSR to SSR).
 - FT to FT, PT to PT.
 - 8 hour PT Employee may trade with an 8 hour FT Employee.

4. Voluntary Temporary Change in Headquarters

Type of Recommendation

New Recommendation

Definition of Recommendation

This recommendation would allow an Employee to change headquarters for a limited period of time (not to exceed 30 calendar days) due to personal needs.

Example Scenario: *Representative works in the Stockton Contact Center and the Employee's mother, who lives in San Jose, has recently undergone surgery and requires assistance. Instead of utilizing FMLA, LOA, or CLOA, the Employee could be approved for a temporary headquarter -change allowing the Employee to report to the San Jose Contact Center.*

Specific Guidelines

- Consistent with ADA and reasonable accommodation requirements, equipment needs (for example chairs, keyboards and other ergonomic needs) all requests will be reviewed on a case by case basis for approval in approving Temporary Changes in Headquarters.
- Temporary, one-way change of headquarters.
- The length of the Temporary Change will be agreed upon before the change occurs, but should not exceed 30 calendar days.
- Temporary Changes in Headquarters require management approval from both headquarters
- If the Employee's existing shift is within the operational hours of the new Center, and space is available – the Employee's shift should remain the same.
- If the operational needs of the new Center do not allow for the Employee to work their existing shift hours, adjustments will be made on a case by case basis.
- If operational needs of receiving Center require Employee to work on a shift that receives shift premium pay, Employee will receive shift premium pay.
- Given the voluntary nature of the program, financial benefits associated with Title 10.8 (travel, meals, etc.) do not apply.
- For purposes of overtime equalization (10 days or more), the provisions of 12.3 and PRC 1188 will apply – the Employee will be averaged in/averaged back.

5. Temporary Shift Change

Type of Recommendation

New Recommendation

Definition of Recommendation

This recommendation would allow a Temporary Change of Shift for up to 14 consecutive calendar days.

- If need is beyond 14 calendar days, the Team Lead will continue to work with the individual Employee to find a more suitable solution.

Specific Guidelines

- Employee would stay in their own Contact Center.
- Only involves a single Employee – not a shift swap.
- Not to exceed 14 calendar days.
- This does not impact or effect existing Letters of Agreement covering Education Accommodation
- Need to assure that work week considerations are taken into account.

Pilot Project

Objective of Pilot

The objective for the pilot is to determine if greater flexibility in scheduling, and direct Employee-Team Lead collaborative problem solving as outlined in this document will improve the Employee cultural experience in order to achieve excellent attendance that sustains high quality customer service, efficiency and performance.

Scope of Pilot

- Approved recommendations will be implemented at all Contact Centers for a four month pilot program.
 - Pilot start date is January 6, 2013
 - Pilot end date is April 30, 2013
- The Contact Center Attendance Improvement Team is responsible for monitoring the pilot.
- Local Management, in conjunction with the Contact Center Attendance Improvement Team, will closely monitor and track utilization of the recommendations and adjustments will be made as necessary
- During the month of April, the Contact Center Attendance Improvement Team will evaluate the results of the pilot and determine if the pilot should be continued beyond the April 30, 2013 end date.
 - During April, 2013, the Contact Center Attendance Improvement Team will evaluate the results of the pilot and modify their recommendations based on results.
 - Based on the pilot review conducted in April, 2013, revised recommendations will be implemented in May, 2013.
- Continuous improvement model to reduce absenteeism and increase attendance.

Boundaries, number of frequencies

- During the pilot, focus should be placed on the Same Day Flexing Program and the Pre-Planned solutions.
- Current PD processes regarding attendance issues outside the scope of this pilot will remain in place during the pilot.
- During the pilot period, there are no limits on the amount of opportunities Employees have to utilize either Same Day Flexing or Pre-Planned Solutions.

Training/Implementation

- Prior to the beginning of the pilot (January 6, 2013), all Managers, Team Leads and Union Representation need to be trained in the specifics of the recommendations.
 - Communications about the Pilot will be covered during all Team Lead meetings in November 2012.
 - Training of team leads, management, other support personnel and Union Representatives in December 2012
 - Training needs to result in managers and Union Representatives not only having a working knowledge of the recommendations, but also the skills necessary to make them work
 - Pilot Training and Management Skill training being developed

Communication

- Need extensive organization wide communications outlining rationale, pilot and how it will work; needs to be drafted.
- Need to communicate extensively to all workforce and management how it will work.

Role of union and stewards

- The union is an active participant in the implementation of this pilot and will continue to support the efforts of the Contact Center Attendance Improvement Team.
- Local Shop Stewards will be involved with individual Employee situations as needed; Shop Stewards need not be involved in each incident or conversation.
- Each Contact Center will conduct monthly management-union/steward meetings to cover the status of the pilot as well as other issues.

Labor Relations/Contract Reconciliation

- Nothing in these recommendations is intended to modify the current Labor Relations/Contractual obligations of Management and the Union.
- This pilot is restricted and limited only to the Contact Centers during the term of the pilot,

How Measure Results

- Hours worked, actual v. planned
- By individual/per capita
- Total
- Individual Manager Experiences (team lead tool-box)
- How many times used
- Other absence usage such as FMLA, UV, sick leave
- Qualitative survey conducted by union of workforce after two months
- Survey covers, actual experience, why rejected, opinion of system and process
- RAI provide first draft of survey
- Survey of Employees should be conducted during March, 2013, to facilitate the review of the pilot in April, 2013

Tracking and Reporting

- The Contact Center Attendance Improvement Team is responsible for tracking and reporting the results of the pilot.
- The team will use a written project planning tracking document circulated to all Team members.
- The team will conduct weekly conference calls to discuss the status of the pilot; call in numbers will be provided and team members will be excused from work.
- The team will meet monthly in person.

Agree on Dates for Follow-up Team Meetings

Detailed Communication Plan

Change Management and Communications: Contact Center Attendance Improvement Team

Objective: To create a reduction in absenteeism it will require three elements.

- An engagement culture
- A system and process for Employees that provides flexibility while covering operational needs
- A fair, efficient and effective disciplinary system to deal with people who abuse the system

Target Audiences

- Customer Service/IBEW Senior Leadership – Laurie Giammona, Tom Dalzell
- CCO and WFM Directors—Scott Sanford, Brian Burke
- CCO Managers and Front Line Supervisors
- WFM Leadership Team/Managers
- WFM On-site, CID
- IBEW Business Reps—Arlene, Gracie, Debbie
- Attendance Initiative Team
- All CCO employees
- Enterprise Wide Employees

CCO: Attendance Reduction Initiative						
Target Date	Action	Target Audience	Key Messages	Notes	Assigned	Status
General Project Launch						
November	Meeting	CCO Supervisors	<ul style="list-style-type: none"> Review recommendations in detail Discuss Attendance Initiative objectives & benefits 	Each manager will review recommendations in a huddle or at a staff meeting prior to Dec 4 th meeting	<i>All Managers Utilize updated version from Tom Schneider</i>	Completed
November	Tailboards	CCO Employees	<ul style="list-style-type: none"> Advise employees attendance committee has agreed on options 	Shop Stewards will attend team meetings to review talking points	<i>Shop Stewards</i>	In progress
End of December	Email/Video	All of CCO Employees	<ul style="list-style-type: none"> Display partnership between IBEW/Company. Showcase benefits of working together to improve attendance 	Joint message with Laurie & Tom A video will display the partnership and then followed by an email (Video is tentative) Communication will be posted to CCO Website, & IBEW 1245 website.	<i>Scott Sanford</i>	
December 4 th	Meeting	CCO Supervisors	<ul style="list-style-type: none"> Discuss the importance of the attendance initiative and it how it ties into the S2 plan Review objective and benefits 	Scott & Managers to review plan at all hands meeting Breakout sessions will be performed	<i>Scott and Managers</i>	Completed
December 5 th	ELT Conference call	CCO Supervisors	<ul style="list-style-type: none"> Recap of All Hands Meeting 	Review attendance questions/feedback	<i>Camille & Brenda</i>	
December 5-10th	CCO Website/Flyers	CCO All Employees	<ul style="list-style-type: none"> Continued Awareness 	Create a flyer to build anticipation around the attendance initiative	<i>Lorenzo to create; shop stewards to distribute</i>	In progress
December 5-20	In person Meeting	Shop Stewards and Managers	<ul style="list-style-type: none"> Each manager and Shop Steward committee member will 	Review attendance recommendations with all shop stewards prior to all employee meetings	<i>All Managers and Shop Steward Committee</i>	

			review recommendations with Shop Steward non-committee members		<i>e Members</i>	
December 6 th	Conference call	Managers	<ul style="list-style-type: none"> Review All Employee Meeting Content 		<i>All Managers</i>	
December 11-20 th	Meeting	CCO Employees	<ul style="list-style-type: none"> Review objective and benefits Create awareness Showcase "what's in it for me" Show partnership with IBEW/CCO 	Fresno 12/11- 12/13 Sacramento 12/14 San Jose 12/17 Sacramento 12/18 Stockton 12/20 Sacramento 12/21		
December 12 th	Conference Call	Managers	<ul style="list-style-type: none"> Check in to discuss All Employee Meetings in Fresno 		<i>All Managers</i>	
December 24 th	FAQ Flyer/Email	CCO Employees	<ul style="list-style-type: none"> After meetings Shop Stewards can reach out to employees for their thoughts and concerns on the recommendations 		<i>Lorenzo to create; shop stewards to distribute</i>	
Dec 20 th - January 20 th	Progression Plans/Team Meetings	CCO All Employees Supervisors	<ul style="list-style-type: none"> Ongoing review of options and discussion around attendance initiative 	Each Supervisor should have conversation with their employees	<i>All Supervisors</i>	
January 4 th	ELT Conference call	CCO Supervisors	<ul style="list-style-type: none"> Go Live Readiness 	Manager or Scott to review game plan for go live date		
January 4 th	Email	CCO All Employees	<ul style="list-style-type: none"> Continue with Awareness 	Each center will send a message from Managers and Shop Stewards in each center		
January 6 th	Go Live	CCO All Employees	<ul style="list-style-type: none"> Go live 	Each Shop Steward and Manager will solicit feedback	<i>Scott, Shop Stewards, Committee Members</i>	
January	Weekly	Attendance	<ul style="list-style-type: none"> Discuss 	Attendance team to		

14 th	Conference Calls	Change Initiative Team	<ul style="list-style-type: none"> challenges What's working 	meet on a weekly basis to discuss challenges. Meeting held at 9am		
January	Coaching Workshops	CCO Supervisors and Shop Stewards	<ul style="list-style-type: none"> Building relationships with employees i.e. flexibility Partnering to find a solution to enhance employees attendance Benefits Calibration Overcoming challenges 	Workshops will take place in January by Restructuring Associates		
January 30 th	Email	CCO All Employees	<ul style="list-style-type: none"> Showcasing success/challenges 	Managers & Shop Stewards		
January	ELT Conference Call	CCO Supervisors	<ul style="list-style-type: none"> Progress/challenges and calibration 		<i>Marlene & Managers</i>	
Feb. 7 th	Email	CCO All Employees	<ul style="list-style-type: none"> 30 day progress report Snapshot of benefits & results 	Message from Scott include Business Reps	<i>Scott & Marlene</i>	
Feb 20 th	Email/Video	CCO All Employees	<ul style="list-style-type: none"> Testimonials on the pilot 	Provide thumb drives Employees can discuss their experience with the new flexibility	<i>Shop Stewards</i>	
Feb 20	Newsletter	CCO All Employees	<ul style="list-style-type: none"> Acknowledging success, challenges, benefits and next steps 			
Feb 21 st	Face to face meeting	Attendance committee	<ul style="list-style-type: none"> Review initial results of the pilot 			
March 21 st	Face to face meeting	Attendance committee	<ul style="list-style-type: none"> Review the Pilot results, discuss a Communication Plan and determine next steps 			

Detailed Training Plan

Scott Sanford will present draft plan to Committee at next meeting.

Future Considerations

Alternative Work Schedules

The Contact Center Attendance Improvement Team is interested in pursuing alternative work schedules. The team is concerned, however, that work on alternative work schedules should not impact the benefits of the pilot programs we are currently recommending. The team's concern is that by implementing them at the same time, we will dilute the results from the pilot program. The team recommends that alternative work schedules should not be implemented as part of or at the same time of the pilot.

In order to move the topic of alternative work schedules forward however, the topic will be placed on the agenda for the November 1, 2012 joint manager/union business representative meeting. Meeting participants will report back to the Joint Attendance Reduction team after the November 1 meeting.

Culture Change to High Engagement/High Performance Model

To be discussed after experience with pilot prior to completion with intent to develop a work plan for change to coincide with the completion and evaluation of the pilot in April 2013.

Financial Incentives

The topic of financial incentives to reduce absenteeism will be addressed after the completion of the pilot.