PERFORMANCE-BASED SENIORITY

How can UNION ensure that seniority privileges of its senior members are maintained while the technical quality and productivity of its members are kept high and newer member's contributions are recognized?

The seniority terms of the Collective Agreement should be revisited.

A Collective Agreement states, "*The Company has a degree of obligation to employees who have served it for extended periods.*" This is perfectly fine, but it is not without problems. Knowing that even in the case of lay-offs they are more or less protected, some employees with many years of service may not be as motivated towards their jobs as desired. On top of that, newer members are disheartened knowing that in tough times, in spite of their contribution, they are the first to go.

I am proposing a performance-based seniority calculation which I will call "Weighted Seniority". In this calculation the years of service will be multiplied by a "performance factor" to determine the weighted seniority of individual members. In times of lay-offs, for example, this weighted seniority can/should be used to determine who is entitled to continued employment with EMPLOYER (the Company).

This will not only reward hard working, more recent employees, but will also get those with many years of service to become more active participants. Below, I am describing how the Weighted Seniority would be calculated.

Currently, EMPLOYER's performance appraisal has the "performance rating" listed in Column (A) of the table below. I am proposing assigning a factor to each of the performance rating in Column (B). These factors are to be used for the weighted seniority calculation, as demonstrated in the example that follows.

EMPLOYER's Current Performance Rating (A)	Performance Factor (B)
Needs Development	0.4
Mostly Successful in Meeting Expectations	0.6
Successfully Meets Expectations	0.8
Consistently Exceeds Expectations	0.9
Significantly Exceeds Expectations	1.0

Example:
Let's take "Employee 1" and "Employee 2" with different years of service, for whom the weighted seniority is calculated. Employee 1 is hired in 2011 and Employee 2 is hired in 2013. Over the years the performance of Employee 1 deteriorates while that of Employee 2 significantly improves. In 2020 Employee 2 is much more productive and contributes towards company's goals and objectives.

However, if a lay-off is announced in 2021, and the management has exhausted the %5 protection margin, based on the current terms of Collective Agreement, Employee 2 with fewer years of service will have to be laid-off. As a result, more productive staff, the Union, and the Company will lose. To address this issue, adoption of a system based on a performance based seniority, or similar concept, is suggested. If the decision is made based on Weighted Seniority, Employee 2 with higher Weighted Seniority will be entitled to keep his/her job. This will reward the employee for his/her contribution; ensure the high quality of the Union membership, and give the Company a highly productive workforce.

	Performance Factor	
	Employee 1	Employee 2
Year	(Starting 2001)	(Starting 2004)
2011	0.8	
2012	0.8	
2013	0.8	0.8
2014	0.6	0.8
2015	0.6	0.8
2016	0.6	0.9
2017	0.6	0.9
2018	0.6	0.9
2019	0.6	0.9
2020	0.4	0.9
Average Performance Factor (A)	0.64	0.86
Years of Service (S)	10	8
Weighted Seniority (A x S)	**6.4**	**6.9**