

Québec 



## **QUÉBEC GOVERNMENT PROPOSALS**

REPRESENTED BY

THE BUREAU DE LA NÉGOCIATION GOUVERNEMENTALE  
(TREASURY BOARD SECRETARIAT)

THE COMITÉ PATRONAL DE NÉGOCIATION DU SECTEUR DE LA SANTÉ ET DES  
SERVICES SOCIAUX (CPNSSS)

**FOR**

**THE FÉDÉRATION INTERPROFESSIONNELLE DE LA SANTÉ DU QUÉBEC (FIQ)**

Québec City, December 15, 2022

**Note:** This document is a translation of the Québec Government's proposals by the FIQ for the intention of the FIQ delegates. In the case of a discrepancy between the English and French versions, the French version prevails.

## MESSAGE FROM THE CHIEF NEGOTIATOR

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In the wake of major societal projects and labour issues, the work world has to do things differently. To gain momentum, especially post-pandemic, the public and parapublic sectors will be able to seize the moment to stand out in the current negotiations.

All of the work done in preparation for these negotiations has allowed the parties to take stock of these fundamental issues around working and practice conditions for employees. Some have already been shared with union partners and others will be in the coming weeks. In this respect, it is clear that remuneration, an undoubtedly important measure in negotiations, cannot be the only solution prioritized to resolve the labour issues. The parties will therefore have a responsibility to rapidly find alternative ways out that fully address the challenges. To that end, there is an opportunity for the parties to discuss the measures, which, through their constraints and application limitations, prevent or restrict the concrete implementation of promising solutions. To achieve this, and be able to meet employees' current needs, the parties will have to think of modern solutions that sometimes call current ways of doing things into question.

To make these negotiations successful, the government created a government negotiation office called the Bureau de la négociation gouvernementale (BNG) overseen by the Minister responsible for Government Administration and the Treasury Board Chair, Sonia Lebel. She is in charge of deploying the overall strategy and the provincial coordination of the collective bargaining. The roles and responsibilities of the BNG will be carried out in collaboration with all of the sectoral stakeholders concerned by this important process in order to better meet the objectives of effectiveness and consistency.

Lastly, as the chief government negotiator, I invite all parties at the various bargaining tables for the public and parapublic sectors to undertake discussions that are mutually respectful and innovative in order to find strong solutions.

*Édith Lapointe*  
Chief Government Negotiator

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## FOREWORD

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### CONTEXT

The measures agreed upon in the last collective agreements have not been fully implemented and here we are beginning a new round of negotiations in the public and parapublic sectors.

Shifting out of a hard-hitting pandemic that weakened the service offer, especially in the health and social services network and education sector, we are faced with a new reality: the world has changed and the work world has no choice but to adapt. The impacts of the ageing population are increasingly evident, and many workers are asking for the conception of their workplace to change. In addition, there is the slower growth of the Quebec economy.

The labour market is not exempt from the prevailing upheavals, the impacts of which are amplified by labour issues that we will be dealing with for several years to come, given the demographic trends in Quebec.

Mindful that jobs in the public and parapublic sectors must be valued by everyone, in particular to attract new people and retain current employees, the government is beginning these negotiations with the objective of providing employees with advantageous, fair and equitable working conditions, which, overall, are the mark of a successful career in the service of their fellow citizens. It also agrees to take the necessary means to ensure their well-being and, by the same token, to increase their work satisfaction, creating a significant positive impact on the social, human and financial costs for the entire collective.

It is in these circumstances that the government is tabling its proposals today for the renewal of the collective agreements that will expire on March 31, 2023.

### OFFER CONTENT

Besides the foreword and conclusion, which are integral to this document, the offer includes three components:

1. First, the outline of the guiding principles and government priorities underlying the government's proposals (section 1);
2. Second, a detailed explanation of the government proposals. They include the remuneration measures and forums stemming from government priorities (section 2);
3. Third, a presentation of other elements specific to the health and social services network presented by the Comité patronal de négociation du secteur de la santé et des services sociaux (section 3).

### GENERAL CONSIDERATIONS

The offer covers all employees concerned by the negotiations in the public and parapublic sectors in so far as the content is applicable to them either in part or in whole.

Given the BNG's responsibility to ensure the coordination and follow up of negotiations, it should be noted that there is a consensus among the employer representatives on the guiding principles and government priorities stated. However, it is still possible for other employer representatives to state other issues or objectives based on their specificities.

In general, the provisions in the collective agreements that are not directly affected by these proposals will remain as they are, subject to any changes that may be made to them throughout negotiations. As such, given the evolving nature of negotiations, the government reserves the right to submit other proposals, as well as counterproposals to the union associations' demands.

## SECTION 1

### GUIDING PRINCIPLES AND GOVERNMENT PRIORITIES

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The government would like to conclude collective agreements that are fair and equitable for the employees, that take into account the current economic context, that consider the sound management of public funds and, lastly, that reflect government priorities.

#### GUIDING PRINCIPLES

As part of overall negotiations, the government will apply the following two guiding principles:

- A. The negotiated measures should promote **workforce growth while supporting collective unity**. For example, it is preferable to take on a particular perspective:
  1. The breaking down of professional barriers and involvement of various stakeholders to work together to achieve a common objective;
  2. The collective increase in work presence based on the needs of the population, students and patients, taking into account work schedule arrangements and the various stages in a career;
  3. The community contribution in various work environments to support the staff on site in carrying out certain activities.
- B. The selected measures should have **staff recognition** as an objective. To this end, regarding the measures up for discussion, the government invites the parties to consider:
  1. The flexibility in the organization of work by promoting proximity management in particular;
  2. The balance of employees' workload by ensuring an efficient use of their fields of practice;
  3. The stability and predictability of their working conditions.

As such, in order to agree on new, mutually acceptable solutions, the parties will be asked to do things differently in the negotiation process so that the selected measures can be concretely implemented in the various networks and so that commitments are made to break down obstacles, as the case may be.

#### GOVERNMENT PRIORITIES

Without detracting from the importance of other elements, three top government priorities deserve particular attention in these negotiations. The government priorities cover the following groups and objectives:

1. **Classroom team**: focus on the educational community for academic success and on full recognition of the staff involved in offering educational services;
2. **Care team**: support the health and social services network reform and ensure a better work environment;
3. **Mental health team**: improve the mental health service offer to the population by focusing on initiatives that address the current staff reality more fully.

In light of what the union partners have said, the government concludes that these objectives are shared globally. It is therefore on the basis of these converging issues that the parties will be able to begin this round of negotiations.

## **A. THE DURATION OF THE COLLECTIVE AGREEMENTS**

The duration of the collective agreements is a crucial element in ensuring efficient implementation. The parties must give each other a reasonable amount of time to implement the newly negotiated measures and then appreciate the subsequent effects. Moreover, given the current workforce context, the parties must ensure industrial peace for long enough to consider improvements in the service offer to the population. As such:

1. It is proposed that the next collective agreements be for a five-year period, subject to any required legislative changes.

## **B. SALARY PLAN**

2. It is proposed to grant the following general salary increase parameters:

### **April 1, 2023 to March 31, 2024**

Each salary rate and salary scale<sup>1</sup> in effect on March 31, 2023 is increased by 3.0%<sup>2</sup> on April 1, 2023.<sup>3</sup>

### **April 1, 2024 to March 31, 2025**

Each salary rate and scale<sup>1</sup> in effect on March 31, 2024 is increased by 1.5%<sup>2</sup> on April 1, 2024.<sup>3</sup>

### **April 1, 2025 to March 31, 2026**

Each salary rate and scale<sup>1</sup> in effect on March 31, 2025 is increased by 1.5%<sup>2</sup> on April 1, 2025.<sup>3</sup>

### **April 1, 2026 to March 31, 2027**

Each salary rate and scale<sup>1</sup> in effect on March 31, 2026 is increased by 1.5%<sup>2</sup> on April 1, 2026.<sup>3</sup>

### **Period from April 1, 2027 to March 31, 2028**

Each salary rate and scale<sup>1</sup> in effect on March 31, 2027 is increased by 1.5%<sup>2</sup> on April 1, 2027.<sup>3</sup>

## **ADDITIONAL REMUNERATION**

3. It is proposed to pay additional remuneration in the amount of \$1,000 to every employee based on the hours paid for the period from April 1, 2022 to March 31, 2023, in accordance with the terms to be agreed upon by the parties.

## **ADJUSTMENT OF PREMIUMS AND ALLOWANCES**

4. It is proposed that every premium (except for the premiums mentioned in the appendix and the premiums expressed as percentages) and every allowance be increased on the same date and by the same percentage as set out in proposal no. 2.

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<sup>1</sup> The increase in the salary rate and scales is calculated based on the hourly rate.

<sup>2</sup> However, the clauses in the collective agreements related to employees outside of the rates or scales apply.

<sup>3</sup> For teachers in school service centres and school boards, the salary increases are applied on the 141st workday of the school year. For college teachers, the salary increases are applied on April 1.

## **ADJUSTMENT OF THE SALARY STRUCTURE AND SALARY SCALES**

The government is constantly in search of ways to stand out in order to add value to jobs in the public and parapublic sectors. As such, changes to the salary structure were already made in the last round of negotiations. The government would like to continue the work that was started. To do this:

5. It is proposed to continue the work to change the salary structure so that it provides more flexibility, especially considering the different stages of a career and how jobs evolve in the public and parapublic sectors.

## **TEMPORARY PREMIUMS**

To pursue discussions on certain subjects, a good number of inter-round committees were planned in the 2020-2023 collective agreements, some of which will finish up after the expiry date. As such:

6. It is proposed to continue discussions regarding the premium paid to certain skilled workers' job titles, which is of intersectoral scope, taking into consideration the work already done, and, if necessary, determining the appropriate measures.
7. Regarding the retention premium for the psychologist job title, it is proposed to hold discussions in the forum about the mental health team (see proposals no. 21 and 22).

## **C. PENSION PLAN**

The proposals regarding the Régime de retraite du personnel employé du gouvernement et des organismes publics (RREGOP) are divided into three areas, which are interrelated and complementary. They are part of the government's vision to maintain quality public services by focusing on growing its employee workforce, in particular through the retention of experienced staff within its public and parapublic sectors.

### **ADJUSTING RREGOP IN THE NEW RETIREMENT ENVIRONMENT IN QUEBEC**

To adapt RREGOP to the new retirement environment in Quebec, it would be good to modify the arrangement between RREGOP and the Québec Pension Plan (QPP), the latter having been upgraded in recent years. The new arrangement would not affect the overall income replacement level for government retirees as was the case before the QPP was upgraded. In this respect:

8. It is proposed to modify the formula for calculating the RREGOP pension so as to not promote early retirements, while taking into account the QPP upgrade.

### **CHANGING CURRENT PLAN PROVISIONS TO MAINTAIN EXPERIENCED STAFF ON THE JOB**

The government will continue to deal with labour issues in the coming years. Therefore, some changes to certain RREGOP provisions are imperative to promote the retention of experienced staff. As such, the government would like to introduce the following:

9. It is proposed to modify the 35 years of service criterion by adding a minimum age of 57 criterion.
10. It is proposed to modify the terms for progressive retirement by allowing an extension of the agreement between the participant and the employer according to the conditions to be determined.

11. It is proposed to increase the maximum age of participation from 69 to 71 years old, in continuity with the discussions held between the negotiating parties within the work committees on RREGOP.

#### **INTRODUCING TEMPORARY PROVISIONS TO PROMOTE THE RETENTION OF EXPERIENCED STAFF**

The government also intends to use incentive measures to keep experienced employees on the job. Consequently:

12. It is proposed to implement, in line with RREGOP, a voluntary retention program aimed at maintaining experienced staff on the job. This temporary program would offer measures that encourage employees to work beyond their retirement criterion without reduction, based on conditions yet to be determined.

#### **D. PARENTAL RIGHTS PLAN**

The parental rights plan is mature and meets the needs of the employees who use it. Nonetheless, updating certain provisions could ensure greater equity over time. As such:

13. It is proposed to replace the formula for calculating the maternity leave indemnity to ensure that employees receive an indemnity equal to the difference between their basic weekly salary and the amount of benefits they receive or would receive, if they requested it, under the Québec Parental Insurance Plan or under the employment insurance plan, while taking into account the value of the dues exemptions that their status grants.
14. It is proposed to modify the official document on parental rights to integrate the elements agreed upon by the negotiating parties stemming from the work committees' work on parental rights.

#### **E. GOVERNMENT PRIORITIES**

In keeping with the guiding principles, the employer and inter-union forums constitute an opportunity for the parties to prioritize examining fundamental societal issues that transcend, for the most part, the responsibilities of a sole sector, which subsequently requires an intersectoral collaboration in the search for solutions. In the same way, these issues cannot be resolved solely through the intervention of provincial stakeholders in negotiations. As such, under the aegis of the BNG, the parties are invited to work together, and concurrently, at the bargaining tables on particular issues, namely in support of:

1. Classroom team;
2. Care team;
3. Mental health team.

Given that the parties already know the main findings for the most part, the discussions of these topics should be prioritized and a report should be submitted to the negotiating parties within a short time period. The objective is that the agreed-upon solutions in the negotiations be quickly implemented in the networks.

Some provisions, as they are currently worded, could constitute obstacles to the deployment. In the same way, external negotiation factors could also get in the way of carrying out these objectives, whether they be elements resulting from the intervention of stakeholders that are external to provincial negotiations or certain limiting legislative provisions. Local stakeholders will also be able to gain greater flexibility in the organization of work.

In this context, forums are therefore excellent places for discussions and achievements, where concerned employer stakeholders will be present to raise issues, identify common denominators, agree on measures or formulate recommendations. Lastly, to ensure ties between the different job categories involved, the concerned union associations are invited to participate in an inter-union way at the various forums.

### **CLASSROOM TEAM**

The government has clearly stated and demonstrated the important place of education in our society. It reiterated its willingness to go further in the current negotiations to increase graduation rates and promote educational success for all students. The pandemic has certainly put additional pressure on school personnel.

In fact, there are remedial needs for post-pandemic students, primarily those with special needs. To achieve this goal for students, it is also important to pay special attention to teacher support and workload issues.

It is also essential to prioritize the presence of a legally qualified teacher in every classroom in Quebec and to use school personnel, already employed by school organizations, as well as community stakeholders to their full potential, for the benefit of students' educational success.

In this context:

**15.** It is proposed to set up a forum on the classroom team to do everything possible to support teachers in this fundamental work, which would include:

**15.1** Proposing methods for classroom assistance and its effects in order to better support teachers and refocus their role on pedagogical tasks. Thus, the possibility of introducing the principle of classroom assistance or the use of another job category could, depending on certain parameters, make it possible to achieve this objective;

**15.2** Proposing methods for reducing job insecurity with full-time work and reducing split hours;

**15.3** Identifying measures aimed at supporting and integrating teachers starting off their careers by maximizing professional integration and mentoring.

Hence, consolidating the classroom team will help to install, in the institution, a climate conducive to the students' learning, well-being and safety.

**16.** As part of the work and to achieve the forum's objectives, some difficulties associated with the local provisions must be considered, especially those on the process of assigning or awarding contracts.

**17.** Students in Bachelor of Education programs provide a labour pool for supporting the classroom team as well as offering them a rewarding experience as future teachers.

Thus, promising measures could be evaluated to identify solutions that would benefit from their contribution in the classroom, while taking into account their specific realities. In addition, there is the search for additional solutions to the workforce issues experienced in the education network, aimed at improving the pool of teachers with the qualifications required to promote the educational success of students. Links with educational institutions will be essential for discussing these issues and finding solutions.

## **CARE TEAM**

To enable the health and social services network to maintain and ultimately develop services for the population, it is imperative to make changes that stem, in particular, from actions that have already proven their worth in terms of care and service delivery and schedule management. With this in mind, the government is committed to developing a more humane and efficient network.

To succeed, it is essential that the parties carry out an in-depth reflection on the tools available for structuring the delivery of services, while taking into account the needs of the care teams to ensure an available workforce and allow for better practice conditions. Given the care team is part of a vast and often complex organization of work and services, it will be necessary for several concerted actions to be carried out by the network for real improvements to happen.

To find promising solutions:

**18.** It is proposed to create a forum on the care team which provides care and has direct, sustained and recurrent contact with a clientele that may require interventions seven days a week and twenty-four hours a day. This forum's mandates would include:

- 18.1** Evaluating the measures for implementing the different schedules so the teams can benefit from greater stability and predictability;
- 18.2** Identifying the measures for eliminating the use of mandatory overtime, except in urgent and unforeseen situations;
- 18.3** Proposing methods for the staff on the care team to have a balanced workload and to be able to ensure the delivery of adequate services to the population. Moreover, some issues linked to the nature of the tasks carried out by the different stakeholders could also be discussed to ensure that these teams are able to provide adapted care through the best use of the care team's fields of practice.

To achieve concrete solutions in the short term, some of them will necessarily require fostering innovation in the work environment or focusing on training-related measures.

The parties are also invited to review the work of the inter-round committees that have raised the workforce issues of the care team. They can then continue, when applicable, the discussions already started and propose measures, as need be.

**19.** In addition, to achieve the forum's objectives, certain obstacles will need to be discussed, such as the local provisions on the notion of position, services or organization of work hours and the workweek.

**20.** The parties need to consider how to ensure greater interdisciplinarity in the delivery of care.

## **MENTAL HEALTH TEAM**

With the goal of ensuring collective well-being, the government wants to focus on measures to improve and enhance the supply of mental health services, as described in its *Plan d'action interministériel en santé mentale 2022-2026* (2022-2026 Interdepartmental Mental Health Action Plan). To do this, it intends to reinforce outreach services offered in the community and to youth in schools, which requires the cooperation and collaboration of all partners.

Therefore, implementing conditions to ensure the mental health of the entire population is improved and optimal support for people with a mental health disorder or associated symptoms are required.

Several actions were achieved in the last round of bargaining, including incumbency and a voluntary increase in the regular workweek for some mental health jobs and increased retention bonuses for psychologists. Over recent months, inter-round committees have addressed the workload for the technicians and professionals in health and social services, highlighting certain promising solutions including the potential of interdisciplinarity to better equip the teams to deal with the workload. The government finds, nevertheless, that there is still a need to prioritize measures for improving the delivery of services in this sector. Hence:

**21.** It is proposed to set up a forum on the mental health team which would have specific mandates, with a focus on psychologists and other mental health technicians and professionals:

**21.1** To identify the tools for ensuring enhanced delivery of mental health services, including expanded hours, by psychologists and other mental health technicians and professionals, both within the health and social services network and within school service centers and school boards;

**21.2** To rethink the organization of work in mental health, in particular in order to promote the broader contribution of professionals in providing mental health services as well as the decompartmentalization of the tasks that can be performed by each of the job titles. In addition, the parties are invited to reflect on measures to promote the involvement of the users' families in support of the service offer.

**22.** To ensure the implementation of mental health services that meet the needs of the Quebec population, the parties will also have to resolve certain obstacles to the full implementation of the working conditions, in collaboration with the appropriate stakeholders, namely:

**22.1** To have greater interdisciplinarity in the services given by the network professionals;

**22.2** To maintain a communication channel with educational institutions in order to give training in the mental health field better adapted to the reality of work and the job market.

## **F. RECOURSES**

Faced with an increase in the number of appeals filed by labour organizations, which can have considerable financial impacts, the government intends to encourage the search for solutions to settle these disputes in an alternative manner. It's clear that the diversion of disputes is, according to the government, an avenue to consider ensuring harmonious labour relations in the public and parapublic sectors. To this end:

**23.** It is proposed to consider the option of settling some of these recourses or to implement amicable conflict resolution methods in these negotiations.

## SECTION 3

# OTHER ELEMENTS SPECIFIC TO THE HEALTH AND SOCIAL SERVICES SECTOR PRESENTED BY THE COMITÉ PATRONAL DE LA SANTÉ ET DES SERVICES SOCIAUX (HEALTH AND SOCIAL SERVICES EMPLOYER COMMITTEE)

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### SECTORAL CONSIDERATIONS

The employer party has reflected on the current and future issues of both the workforce and the services in the health and social services network (RSSS), with regard to the renewal of the provincial provisions of the collective agreement which ends on March 31, 2023. Inspired by the *Plan pour mettre en œuvre les changements nécessaires en santé*, (Plan to implement needed changes in health care), the employer party consulted the RSSS institutions and various departments in the Ministry of Health and Social Services (MSSS). The employer party then obtained bargaining mandates from the decision-making bodies in relation to the sectoral issues identified.

The employer party developed this section being well aware of the ever-changing needs of users and the new generations' changing view of work. In the spirit of collaboration, this section identifies the objectives and proposes orientations which aim to ensure the necessary change. It is structured around three areas, the foundations of which are based on the current issues of the RSSS, while taking into account the needs of the Quebec population and the employees who work there.

This round of negotiations is beginning at the end of the health emergency, following a global pandemic whose effects are still present and at the dawn of a rebuilding of the RSSS.

On March 29, 2022, the Québec government launched the Plan to implement needed changes in health care. As indicated in the Plan, everything must be done to make tomorrow's RSSS more humane and more efficient.

There are many provincial provisions in the collective agreements which need to be updated to adequately meet the interests and needs of today's and future generations.

As such, the bargaining parties are invited to share their innovative solutions in order to reach a mutually satisfactory and resolutely current agreement.

## **NEGOTIATION GUIDELINES**

In a real perspective of change, this section specifically demonstrates the importance of taking into account the concerns of employees who work in the health and social services network, by moving towards a more humane and efficient network for all.

The guidelines and measures proposed by the employer party are in the following three areas:

- Area 1: Acting on access and quality of the care and services to clientele.
- Area 2: Acting on measures promoting availability of the workforce.
- Area 3: Acting on overall health and healthy lifestyle habits.

## **AREA 1: ACTING ON ACCESS AND QUALITY OF THE CARE AND SERVICES TO CLIENTELE**

The aging of the population and the increase in waiting times related to the increase in requests for consultations have an impact on the overall care and services offered.

Attraction and retention of the workforce remains a major challenge. The labour shortage problem is most pronounced in institutions that cover a large geographic area. The priority is to ensure the appropriate delivery of care and services throughout the territory and to ensure that the Quebec population can benefit from them.

Confronted with such situations, it is essential to take action.

In light of these observations and within the framework of the present provincial negotiations, the employer party is targeting the following objectives:

- To offer and develop innovative care and services based on client needs.
- To recruit, train and retain personnel to improve access to quality care and services as well as increasing, among other things, hospital capacity.
- To manage the change in relation to the modernization of technological systems.
- To take into account the regional specifics to ensure access to quality care and services.

To achieve these objectives, the employer party is proposing to:

- Undertake discussions on the specific issues caused by the geographic realities of the territories served by the institutions.
- Rethink the processes surrounding the mechanism for modifying the RSSS List of job titles, job descriptions and salary rates and scales.
- Specify the conditions for the notion of recall to work.
- Review the working conditions offered in relation to the status of rehired retired employees.
- Discuss introducing new job statuses.
- Discuss specific measures or solutions to adjust certain working conditions in exceptional situations.
- Review measures to recognize, supervise and support employees.
- Exchange on measures to ensure the deployment of professional activities, particularly in consideration of Indigenous realities.
- Review the management of the union leaves system.
- Harmonize, simplify and update certain provisions of the collective agreement.

## **AREA 2: ACTING ON MEASURES PROMOTING AVAILABILITY OF THE WORKFORCE**

In the current context of a labour shortage, one-off and unforeseen absences and the leaves set out in the collective agreements cause pressure on the RSSS and its employees. Such absences also have an impact on the continuity of care and services given the replacement needs. It also seems that many employees are only available part time. Consequently, different conditions to support attendance at work and encourage employees to offer additional availability must be agreed upon.

In a context of full employment, the RSSS must promote stability as well as better attraction of resources for which it is in constant competition.

In light of these observations and within the framework of the present provincial negotiations, the employer party is targeting the following objectives:

- To organize the work considering the human aspect.
- To improve the agility and flexibility in managing human resources.
- To focus management on stability.
- To recognize, value and support employees in order to have a more human and efficient network.
- To promote greater attractiveness of resources for which the RSSS competes.

To do this, the employer party is proposing to:

- Discuss the revision of allowances, premiums and non-salary benefits.
- Revisit the notion of overtime.
- Optimize and increase the labour force's availability.
- Exchange on incentive measures or innovative solutions for attracting independent labour to the RSSS.
- Undertake discussions on incentive measures or solutions for meeting the specific issues of certain activity sectors or categories of personnel.

### **AREA 3: ACTING ON OVERALL HEALTH AND HEALTHY LIFESTYLE HABITS**

Absenteeism rates due to work accidents and disabilities remain particularly high. Measures must be taken to have a direct impact on employees' work attendance. It is therefore necessary to reinforce the initiatives in overall health and well-being at work in order that they are promising, significant and lasting.

New avenues must be considered in prevention, health promotion and management that will meet the personal and professional needs of employees. Work-family-study-personal life balance are also among the essentials to consider when implementing measures.

In light of these observations and within the framework of the present provincial negotiations, the employer party is targeting the following objectives:

- To promote working conditions fostering overall health.
- To ensure psychological health at work and reduce psychosocial risks at work.
- To optimize attendance at work by focusing, in particular, on prevention (healthy lifestyle habits, work climate, workplace violence, civility, etc.).
- To promote work-family-study-personal life balance.

To do this, the employer party is proposing to:

- Continue the discussions on overall health.
- Review certain conditions for applying the salary insurance provisions.
- Relax and rethink the provisions and conditions on leaves.
- Consider re-evaluating and updating the conditions applicable to the full-time employee.

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In the end, the pandemic emphasized and highlighted the limitations and vulnerabilities of the RSSS. However, in hindsight, it demonstrated that it was possible to orchestrate real change.

More than ever, it is the responsibility of the bargaining parties to consolidate, rethink and introduce working conditions that will improve the functioning of the RSSS, while recognizing the individual and collective contribution of the employees who work there.

The employer party is enthusiastic about the idea of making the RSSS an employer of choice.

The employer party is convinced that the parties will be open, creative and interested in ideas that deviate, in whole or in part, from their usual positions.

The status quo is no longer an option.

Today, we have the opportunity to design a more human and efficient network.

## CONCLUSION

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At the beginning of what will certainly be important negotiations, the government is committed to listening to the concerns raised by the union partners. It maintains its objective that concrete proposals to improve working conditions and the well-being of employees be quickly put forward in order to ensure an adequate service offer to the population.

As these government offers attest, it will be desired, throughout the negotiations, not only to explore new and unprecedented solutions and avenues to certain situations, but above all solutions and actions that will allow their full and rapid implementation. Consideration for the guiding principles of workforce and collective unity and valuing the staff will also be essential in the search for solutions.

Finally, the government asks that all parties engage in a broad dialogue and not hesitate to reconsider principles or premises that may appear, at first glance, to be unchangeable or taken for granted, in order to resolve certain persistent situations and improve our society. Moreover, several union filings try, according to our understanding, to subscribe to this objective.

APPENDIX  
**FIXED PREMIUMS**

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**A. HEALTH AND SOCIAL SERVICES**

1. Seniority

**B. SCHOOL BOARDS**

2. Custodian in charge of a school with a steam heating system (English Montreal School Board)
3. Day custodian in charge of a second school on a regular basis (English Montreal School Board)
4. Cleaning kettle pipes (English Montreal School Board)