

STRICTLY CONFIDENTIAL AND NOT FOR DISTRIBUTION

All proposals have been made without precedent or prejudice; the LCBO
reserves the right to change language.

LCBO

2024 Collective Bargaining Preliminary Proposals

INTRODUCTION

Without prejudice, this document sets out the Employer's initial proposals for the negotiation of a renewal Collective Agreement for the Collective Agreement expiring March 31, 2024 covering employees who are members of the Ontario Public Service Employees Union (OPSEU) – Liquor Board Employees Division bargaining unit.

The Employer reserves the right to modify, withdraw or amend these initial proposals, or to propose new language at any given time in the course of these negotiations, as well as counter proposals with respect to Union demands. Following these discussions, the Employer reserves the right to submit further proposals and counterproposals, as necessary.

The Employer reserves the right to table monetary proposals at a later time during the negotiation process.

Unless otherwise indicated, the proposals apply to the Collective Agreement now in existence and have been formulated by references to the articles of the Collective Agreement.

In addition, the Employer proposes that articles of the agreement which are not ultimately dealt with as proposals by the Parties shall be renewed with appropriate editorial changes to ensure compatibility with other articles as finally agreed.

NOTE: Proposed changes are highlighted in **bold underlined text** and signify changes to the existing Collective Agreement. Where deletions are proposed, the words are identified by a ~~strikethrough~~ of existing text.

MANAGEMENT BARGAINING TEAM

Richard Smith – Director, Labour Relations (Acting)

Melinda Campbell - Senior Director, Corporate Affairs

Mark Mason - Regional Director, Eastern Region

Josie Peirce - District Manager

Kevin O'Kane - General Manager, Operations

Sunil Kapur - McCarthy Tetrault Barristers & Solicitors

NOTICE ITEM	1
VERSION	1.A
NAME OF PROPOSAL	Estoppel Notice
PURPOSE	Cease current practice re: Sunday scheduling
TYPE	Non-Monetary

PRIVATE AND CONFIDENTIAL

March 13, 2024

LCBO NOTICES TO UNION

We are writing to provide notice to the Union of the LCBO's intention to cease the following practices upon the expiry of the current Collective Agreement on March 31, 2024, to the extent that such practices may exist. In this regard, but without limitation, please note that it is the LCBO's position that the following practices have not been consistently or universally applied, are not contrary to the Collective Agreement and/or do not give rise to an estoppel. Notwithstanding, and without prejudice to such position(s), the LCBO felt it prudent and conducive to positive labour relations to advise the Union of the following at the outset of bargaining.

We reserve the right to provide further notices, as appropriate or required.

NOTICES RE RETAIL

Sundays

As a result of Bill 148, the LCBO became subject to Part XVII (Retail Business Establishments) of the *Employment Standards Act, 2000* ("ESA"). Accordingly, commencing in or around March 2018, employees who were hired prior to September 4, 2001, were provided with the right to decline work on Sundays.

Effective January 1, 2019, the LCBO became exempt from the above-noted section of the ESA by virtue of s.2.1 of O.Reg. 285/01. Notwithstanding, the LCBO has continued the above-noted practice.

Upon the expiry of the current Collective Agreement, the LCBO will cease the above-noted practice and, as such, all employees, regardless of when they were hired, will be required to work Sundays in accordance with the terms of the Collective Agreement.

PROPOSAL ID	1
VERSION	1.A
NAME OF PROPOSAL	Hours of Work - Clerk 4/5
PURPOSE	Create a new Clerk Grade 5 Classification for Retail Contact Centre only which allows the same hours of work weekly within the Contact centre (40 hours of work) for Clerk 4 and Clerk 5
TYPE	Non-Monetary

Salary and Classification Schedule:

April 1, 202- March 31, 2024

XXX **CLERK GRADE 5 (Contact Centre Only)**

(Annual Increases)

40

PROPOSAL ID	2
VERSION	1.A
PROPOSAL NAME	Loss of Seniority/Employment (Casuals)
PURPOSE	Mirror PFT provisions for casuals – lose of seniority/employment if absent without leave for 10 consecutive shifts.
TYPE	Non-Monetary

ARTICLES 32 – CASUALS

(Applicable to Seasonal as limited by Appendix 4- Section 4-14.1 and Casual)

32.5 Seniority

...

~~(b) A casual employee will lose all seniority and their employment will be deemed to have been terminated if they are unavailable for work for a period of three (3) months or more, exclusive of any approved leave of absence.~~

(b) An employee will lose all seniority and their employment shall be deemed to be terminated if:

- i. **An employee resigns or retires; or**
- ii. **An employee is dismissed unless such dismissal is reversed through the grievance procedure; or**
- iii. **An employee is absent without leave in excess of ten (10) consecutive scheduled shifts.**

...

PROPOSAL ID	3
VERSION	1.A
PROPOSAL NAME	Hours of Work - Retail
PURPOSE	Improve Retail scheduling flexibility by allowing a range of dayshift start times (vs. specified start times).
TYPE	Non-Monetary

ARTICLE 7 – HOURS OF WORK AND OVERTIME

(Applicable to Permanent Full-time, Seasonal and Casual: with applicability limited in respect of Seasonal and Casual employees to 7.6 (b) exclusively)

7.2 (a) The Employer shall prescribe the number of hours in each working day not exceeding eight hours for the various departments or establishments of the Employer. Normal hours of work will be as follows:

(i) Retail – Stores and Depot

The work week for stores shall be from 12:01 a.m. Sunday to 12:00 midnight Saturday.

Day Shifts (1 hr. unpaid lunch)

Begins between 8:00 a.m. and 10:00 a.m.
and ends between 5:00 p.m. and 7:00 p.m.

8:00 a.m. to 5:00 p.m.

8:30 a.m. to 5:30 p.m.

9:00 a.m. to 6:00 p.m.

9:15 a.m. to 6:15 p.m.

(where 6:00 p.m. is the normal closing for that day)

...

Afternoon Shifts

(1/2 hr. unpaid lunch)

12:00 noon to 8:30 p.m.

1:00 p.m. to 9:30 p.m.

2:00 p.m. to 10:30 p.m.

3:00 p.m. to 11:30 p.m.

Begins between 12:00 p.m. and 3:00 p.m.
and ends between 8:30 p.m. and 11:30 p.m.

PROPOSAL ID	4
VERSION	1.A
PROPOSAL NAME	Hours of Work - Depots
PURPOSE	Codify current practice of 30-min lunch breaks in Depots (collective agreement currently references one-hour)
TYPE	Non-Monetary

ARTICLE 7 – HOURS OF WORK AND OVERTIME

(Applicable to Permanent Full-time, Seasonal and Casual: with applicability limited in respect of Seasonal and Casual employees to 7.6 (b) exclusively)

7.2 (a) The Employer shall prescribe the number of hours in each working day not exceeding eight hours for the various departments or establishments of the Employer. Normal hours of work will be as follows:

(i) Retail – Stores and Depot

The work week for stores shall be from 12:01 a.m. Sunday to 12:00 midnight Saturday.

...

Day Shifts (Depots only)

(1/2hr unpaid lunch)

8:00 a.m. to 4:30 p.m.

8:30 a.m. to 5:00 p.m.

9:00 a.m. to 5:30 p.m.

9:15 a.m. to 5:45 p.m.

PROPOSAL ID	5
VERSION	1.A
PROPOSAL NAME	Alternate Scheduling Model - RSCs
PURPOSE	Introduce alternate work schedules in RSCs to meet customer needs and optimize capacity
TYPE	Non-Monetary

LCBO proposes a new Letter of Agreement re: Alternate Scheduling for RSCs:

- Exact requirements and details of alternate schedules to be explored during bargaining to reflect the different needs, capacities, and capabilities of each RSC.
- Intent is to optimize capacity to meet wholesale / distribution needs in an evolved marketplace.
- LCBO seeks flexibility to transition between traditional schedules (Article 7) and an alternate schedule within a specified notice period.
- Shift assignment will include seniority considerations.
- Intent is to allow 24-hour/7-day operation in RSC's, and in the case of Durham RSC the ability to have a dedicated maintenance day.

PROPOSAL ID	6
VERSION	1.A
PROPOSAL NAME	Hours of Work – RSCs
PURPOSE	<p>Improve scheduling flexibility by allowing a range of dayshift start times (vs. specified start times) for Facility Protection Officers.</p> <p>Shorten schedule posting requirements for RSCs to reduce number of changes to posted schedules.</p>
TYPE	Non-Monetary

ARTICLE 7 – HOURS OF WORK AND OVERTIME

(Applicable to Permanent Full-time, Seasonal and Casual: with applicability limited in respect of Seasonal and Casual employees to 7.6 (b) exclusively)

7.2 (a) (ii) Logistics – Facilities and Private Stock

<u>Day Shifts</u>	(1/2 hr. unpaid lunch)
4:20 a.m. to 12:20 p.m.	(VAX System Operators)
8:00 a.m. to 4:00 p.m.	
7:00 a.m. to 3:00 p.m.	(Security)
7:45 a.m. to 3:45 p.m.	(Tiers and Tunnels – Durham and a single maintenance employee also works this shift)
8:00 a.m. to 4:00 p.m.	(other employees)

The second fifteen (15) minute rest period, as described in Article 7.13, will be scheduled for the last fifteen (15) minutes of the scheduled shift.

<u>Afternoon Shifts</u>	(1/2 hr. unpaid lunch)
12:20 p.m. to 8:20 p.m.	(VAX System Operators)
3:00 p.m. to 11:00 p.m.	(Security)
3:45 p.m. to 11:45 p.m.	(Durham Facility – Tiers and Tunnels only)
4:00 p.m. to 12:00 midnight	(other employees)

The second fifteen (15) minute rest period, as described in Article 7.13, will be scheduled for the last fifteen (15) minutes of the scheduled shift.

<u>Night Shifts</u>	(1/2 hr. unpaid lunch)
8:20 p.m. to 4:20 a.m.	(VAX System Operators)
11:00 p.m. to 7:00 a.m.	(Security)
11:45 p.m. to 7:45 a.m.	(Durham Facility – Tiers and Tunnels only)
12:00 midnight to 8:00 a.m.	(other employees)

Night shifts implemented under this arrangement shall not be subject to the rotational requirements of Article 7.14. This is not applicable to those employees currently working in classifications operating on a three (3) shift rotation. (e.g. VAX System Operators, ~~Security Officers~~, Maintenance employees and Console Operators).

7.2 (a) (iii) ~~Security Staff at the Head Office Desk~~ Facilities Protection Officers

~~Security staff at the Head Office desk~~ Facilities Protection Officers shall be scheduled as follows on a seven (7) day schedule:

Day Shift ~~6:30 a.m. to 2:30 p.m. (1/2 hr. unpaid lunch)~~
~~Begins between 6:00 a.m. and 10:00 a.m.~~
~~and ends between 2:00 p.m. and 6:00 p.m.~~

Afternoon Shift ~~2:30 p.m. to 10:30 p.m. (1/2 hr. unpaid lunch)~~
~~between 2:00 p.m. and 6:00 p.m.~~
~~to between 10:00 p.m. and 2:00 a.m.~~

Night Shift ~~10:30 p.m. to 6:30 a.m. (1/2 hr. unpaid lunch)~~
~~between 10:00 p.m. and 2:00 a.m.~~
~~to between 6:00 a.m. and 10:00 a.m.~~

The shifts worked by these employees ~~shall not be~~ **are** subject to the rotational requirements set out in Article 7.14. These employees shall ~~also~~ receive, on the night shift a fifteen (15) minute rest break during each half shift.

...

7.4 (a) (i) Except for Logistic Facilities, Hhours of work shall be posted at least three (3) weeks in advance for each establishment and there shall be no change in the schedule after it has been posted unless notice is given to the employee one (1) week in advance of the starting time of the shift as originally scheduled. If the employee is not notified one (1) week in advance he/she shall be paid at the same hourly rate which would apply to overtime hours worked on that day for all hours worked outside his/her posted scheduled hours. **For Logistic Facilities, hours of work shall be posted at least one (1) week in advance.**

...

~~(vi) Saturdays: Logistics — Facilities and Private Stock~~
~~Saturday shall be voluntary for Permanent Full-Time (PFT) employees. Saturday shifts will be assigned to fixed term employees, casual employees and seasonal employees. The schedules will be posted for sign-up by volunteers first, and the remaining shifts will be assigned to fixed term employees, casual employees and seasonal employees at management's discretion.~~

...

7.16 NIGHT SHIFT

Except for employees which are currently working on a three (3) shift basis (VAX Operators, ~~Security Guards~~ **Facility Protection Officers**, Maintenance and Console Operators) such work shall be offered in the following manner and for employees which are currently working on a three (3) shift basis (VAX Operators, ~~Security Guards~~ **Facility Protection Officers**, Maintenance and Console Operators) such work shall be offered in the following manner and sequence:

PROPOSAL ID	7
VERSION	1.A
PROPOSAL NAME	Overtime
PURPOSE	Require full shift to be worked to qualify for 2OT rates following day and/or OT rates before/after regular shift.
TYPE	Non-Monetary

ARTICLE 7 – HOURS OF WORK AND OVERTIME

(Applicable to Permanent Full-time, Seasonal and Casual: with applicability limited in respect of Seasonal and Casual employees to 7.6 (b) exclusively)

...

7.6 Overtime (a) Authorized work performed in excess of the employee's normal workday shall be paid at the rate of one and one half (1 1/2) times the normal hourly rate of the employee unless otherwise provided in this Agreement. All work performed on any second consecutive day of overtime, **pending the completion of the overtime shift in its entirety in conjunction with their regularly scheduled hours on the first day,** shall be paid at double the employee's normal rate of pay. It is understood that an employee is to receive double rates when the employee works on the employee's second scheduled day off.

PROPOSAL ID	8
VERSION	1.A
PROPOSAL NAME	Weekend Scheduling - Retail
PURPOSE	Ease scheduling complexity and align PFT availability with consumer behaviour.
TYPE	Non-Monetary

ARTICLE 7 – HOURS OF WORK AND OVERTIME

(Applicable to Permanent Full-time, Seasonal and Casual: with applicability limited in respect of Seasonal and Casual employees to 7.6 (b) exclusively)

~~7.4(a) (iii) Saturday: For Retail – Store and Depot and Retail POS/Help Desk Employees~~

~~Days off will be on a rotational basis unless otherwise mutually agreed to in writing by the employee and their supervisor. However, the Employer agrees to provide for employees who work in stores other than those that observe a weekly closing day, seventeen (17) Saturdays off on a rotational basis as part of their regular days off each contract year. The provision whereby seventeen (17) Saturdays off on a rotational basis each contract year will be exclusive of vacation periods, paid holidays and leaves of absence with pay as defined in this Agreement.~~

~~(iv) Sunday: Retail – Store and Depot and Retail POS/Help Desk employees~~

~~Subject to what is set out in this Article, Sunday shall be voluntary for Permanent Full-Time (PFT) employees. Management will determine staffing requirements for each Sunday and a Sunday sign-up sheet shall be posted four (4) weeks in advance for employees to voluntarily sign-up for identified PFT shifts. Where there is a requirement for Sunday PFT shifts to be scheduled, shifts will be assigned to the most senior qualified employee(s) who sign up until the required number of identified PFT shifts are filled for that particular Sunday. Failing sufficient volunteers, Sunday shifts will be assigned to the least senior qualified PFT employee, on a rotational basis. An employee can be scheduled to a maximum of ten (10) Sundays in a contract year (inclusive of those that the employee has volunteered for) unless the employee volunteers for more than ten (10) Sundays. No employee will be scheduled to work a Sunday directly following a Saturday that is his or her regularly scheduled day off. Management will use its best efforts to ensure that Retail – Store and Depot and Retail POS/Help Desk employees will have two (2) consecutive scheduled days off in the week they work a Sunday.~~

...

~~(v) Weekends Off (Saturday and Sunday) **Retail – Store and Depot and Retail POS/Help Desk employees:**~~

~~**While Saturdays and Sundays are regularly scheduled days of work for Retail employees,**~~

~~**Permanent Full-Time (PFT) employees in Retail will have** The combination of paragraphs (iii) and (iv) above will ensure that Retail – Store and Depot and Retail POS/Help Desk employees will have a minimum of seventeen (17) weekends off (Saturday and Sunday) per contract year excluding vacation periods, paid holiday and leaves-of-absence with pay as defined in this Agreement.~~

PROPOSAL ID	9
VERSION	1.A
PROPOSAL NAME	Vacation Request Process
PURPOSE	Prioritize PFT vacation requests of at least 1-week. Full week vacation requests are regularly declined due to senior employees taking single days.
TYPE	Non-Monetary

ARTICLE 9 - VACATION AND VACATION CREDITS

(Applicable to Permanent Full-time)

9.12 Request process

On the basis of seniority, approval will be given to an employee's request to observe at least **one (1)** ~~two (2)~~ consecutive weeks of vacation which may occur during the period from the Monday nearest May 1st to the first Saturday in October, provided the Employer operation is not disrupted. Requests made after March 31st will be considered on a first come, first served basis. This section applies for vacation purposes only and store managers within the bargaining unit are excluded from the seniority requirements in this section only.

PROPOSAL ID	10
VERSION	1.A
PROPOSAL NAME	Temporary Assignments in Retail and Logistics
PURPOSE	Allow temporary appointments to fill a temporary vacancies lasting one (1) day in Logistics Facilities
TYPE	Non-Monetary

22.5

(b) Where it is decided that it is necessary to make a temporary appointment to fill a temporary vacancy, ~~including summer stores,~~ which will last five (5) working days or more, or one (1) day in the case of **retail stores and Logistics Facilities**, the Employer shall appoint the most senior employee in the next lowest classification in the same class series or in the same department, section or store involved, who is qualified and available to perform the work.

PROPOSAL ID	11
VERSION	1.A
NAME OF PROPOSAL	Fixed Term Employment Periods
PURPOSE	Extend hiring periods to ensure FXT are onboarded and fully trained before peak periods in the spring, and offboarded more gradually following New Years Eve. Align Depot FXT hiring periods with SCW.
TYPE	Non-Monetary

LETTER OF AGREEMENT - RE: Fixed Term Employment

It is agreed that the following terms shall apply to those employees hired for a fixed term. Except during the periods set out below the Employer shall not utilize employees for a fixed term.

RETAIL STORES DIVISION

1. An hourly rate to equal the first step of the CSR grid.
2. To provide Customer Service Representative services with no restrictions on the duties to be performed.
3. Periods of employment shall be;
 - (1) From the 1st Monday in May until Labour Day.
 - (2) From the 1st Monday on or after November 15th up to and including ~~December 31st~~ 2nd Saturday in January.

LOGISTICS AND DEPOTS DIVISION

1. **For Logistics,** an hourly rate equal to the first step of the casual logistics grid.
2. **For Depots, an hourly rate to equal the first step of the CSR grid.**
3. **For Logistics,** to provide Warehouse Worker services with no restrictions on the duties to be performed. **For depots, to provide Customer Service Representative services with no restrictions on the duties to be performed.**
4. Period of employment shall be from the first Monday in ~~April~~ **March** until the 2nd Saturday in January.

PROPOSAL ID	12
VERSION	1.A
NAME OF PROPOSAL	Fixed Term Employment: Head Office Positions
PURPOSE	Allow for attraction of necessary talent to fill vacancies.
TYPE	Non-Monetary

LETTER OF AGREEMENT - RE: Fixed Term Employment – Head Office Positions

It is agreed that the following terms shall apply to those employees hired for a fixed term.

HEAD OFFICE

- 1. The LCBO may appoint FXT employees to any Bargaining Unit Head Office position identified in the Salary and Classification Schedule.**
- 2. Hours of work and salary for these appointments shall be as prescribed in the Salary and Classification Schedule.**
- 3. Periods of employment as a FXT employee under this article shall be no longer than two (2) years.**
- 4. For clarity, Article 22.5(b) shall not apply to these vacancies.**
- 5. Head Office FXT employees shall not progress the salary grid and they shall receive vacation pay in accordance with the Employment Standards Act, 2000.**

PROPOSAL ID	13
VERSION	1.A
NAME OF PROPOSAL	Non-renewal of LOA's
PURPOSE	To meet marketplace modernization requirements
TYPE	Non-Monetary

Non-renewal of the following LOAs:

~~Original: July 25, 2005~~

~~Renewed: April 1, 2021~~

~~LETTER OF AGREEMENT - RE: Agency Stores~~

...

~~Original: July 26, 2005~~

~~Renewed: April 1, 2021~~

~~LETTER OF AGREEMENT - RE: Contracting Out~~

...

~~Original: April 1, 2017~~

~~Renewed: April 1, 2021~~

~~LETTER OF AGREEMENT - RE: Grocery Program Channel Stores~~

...

~~Original: April 1, 2017~~

~~Renewed: April 1, 2021~~

~~LETTER OF AGREEMENT - RE: Repatriation~~

PROPOSAL ID	14
VERSION	1.A
PROPOSAL NAME	LOA OT Equalization LOA
PURPOSE	Limit OT equalization remedies to future OT opportunities.
TYPE	Non-Monetary

The Employer is proposing to revise LOA *RE: Overtime Equalization for Logistics Facilities* of the Collective Agreement to achieve the following:

- Transition from defined OT reconciliation periods to a continuous OT equalization.
- Formalize and standardize canvassing procedures, including for example:
 - Employees proactively using signup sheets indicating their availability and willingness to work OT on a daily, weekend, and holiday basis.
 - How management communicates and assigns OT opportunities.

PROPOSAL ID	15
VERSION	1.A
PROPOSAL NAME	Introducing Revised CDO Agreement into the CA
PURPOSE	Formalize CDO 'agreement' into LOA and extend max appointment from 9 to 18 months. Enables longer appointments to cover leaves and reduces turnover in positions.
TYPE	Non-Monetary

**MEMORANDUM OF AGREEMENT - RE: Career Development and/or Secondment Policy ("CDO"),
Head Office Bargaining Unit Positions**

Between:

The Liquor Control Board of Ontario (The "Employer")

- AND -

OPSEU, Liquor Board Employees Division (The "Union")

- 1. The parties agree that the Employer may create temporary Career Development Opportunities at its Head Office, pursuant to the terms described in this Letter. The agreement is not intended to avoid the posting of permanent or temporary positions in accordance with the Collective Agreement, which provisions prevail over this Letter.**
- 2. Where the Employer has decided it needs work performed at its head office on a temporary basis, such as for special projects or to fill new or vacant positions temporarily, it may second employees from their home positions into Career Development Opportunities. The CDO of any individual employee shall not exceed 18 months**
- 3. Where the Employer cannot fill the necessary position under the terms of the Collective Agreement, the Employer shall post for employees a Notice of Career Development Opportunity and shall appoint minimally qualified employees to that position from the applications received. At the time of posting the Notice, the Employer shall forward it to the Union. The Notice shall specify the anticipated duration of the CDO, not to exceed 18 months for any one bargaining unit employee. Where no bargaining unit employees within the Head Office are qualified to perform the work required by the Career Development Opportunity, the employer shall expand its area of search to work locations within one hundred (100) kilometres of Head Office prior to filling the position with persons appointed from outside of the bargaining unit.**
- 4. The Employer and the successful applicant shall execute a CDO Agreement, which the Employer shall forward to the Union upon execution.**
- 5. The CDO employee shall receive the first step in that job classification as outlined in the Salary and Classification Schedule, or in a comparable job classification, if necessary, and shall notify the Union.**

- a. If the first step of the CDO rate of pay is less than the employee's current rate of pay from their home position, the prevailing rate shall be the next step which is nearest to, but not less than, the employee's current rate of pay from their home position.
6. The Employer may extend the same Career Development Opportunity in the same position for a further 6-month period only with the consent of the Union and on the terms agreed. The Employer shall give notice to the Union President or his delegate of its need to extend the Career Development Opportunity and the reasons for the extension by no later than the beginning of the 16th month from the commencement of the Career Development Opportunity. The parties shall meet forthwith to discuss and negotiate that extension and the Union shall not unreasonably withhold its consent.
7. Where the Employer faces an unexpected, urgent situation and requires temporary assistance without sufficient time to post a Notice of Career Development Opportunity, the Employer may appoint a willing employee to act in that position for two months to allow the Employer to comply with this Letter of Agreement. The Employer shall pay this employee pursuant to paragraph 5. If the employee appointed in these circumstances is subsequently appointed to the posted Career Development Opportunity, that employee's combination of appointments is limited to 18 months.
8. In the event that the Employer creates subsequent CDO's which are the same, it will post them pursuant to paragraph 3 and candidates who have previously filled the CDO will be considered only where there are no minimally qualified employees who have not previously filled the CDO. This provision in no way permits the Employer to fill a position through sequential CDO's, thereby avoiding the posting of a vacancy or the filling of a temporary position under the Collective Agreement.
9. A CDO employee will be entitled to apply for positions within the geographic posting area of his or her home position, and if successful, will provide the CDO department with reasonable notice of same (ideally, at least 2 weeks notice). For purposes of clarity, during the CDO, for full-time and/or CDO posting purposes, the CDO employee will not be considered a Head Office employee unless that is his or her home geographic posting area.
10. This Letter of Agreement is effective for any CDO posted after the execution of this Letter of Agreement.