

**UNION ECONOMIC PROPOSALS
TO AMEND THE COLLECTIVE AGREEMENT**

Between

**THE ONTARIO PUBLIC SERVICE EMPLOYEES UNION/SYNDICAT DES EMPLOYES DE LA
FONCTION PUBLIQUE DE L'ONTARIO (OPSEU/SEFPO)**
(Hereinafter referred to as the "Union")

And

THE LIQUOR CONTROL BOARD OF ONTARIO
(Hereinafter referred to as the "Employer")

TERM OF THIS AGREEMENT

From and including April 1, 2024
Up to and including March 31, 202X

UE1 – May 17, 2024 – 11:00 am



The Union reserves the right to add, amend, add to, or delete from any proposals put forward during the course of negotiations.

Legend:

Strikethrough	Delete
BOLDED	Unions new proposed language

The Union proposes the following amendments and proposals to the collective agreement between the parties. The following proposals outline the priorities as set by the membership through their bargaining demands. All proposals expressed by the Union are put forward with the intent of gender neutrality and would request that the Employer seek to find solutions based on equity principles.

Wages

Schedules of Casual and Fixed-Term Hourly Wage Rates: April 1, 2024- March 31, 202X

Salary and Classification Schedule: April 1, 2024 - March 31, 202X

Wage grids are reflective of the following general wage adjustments:

5% General wage increase across the board.

The Union is proposing to have the PFT pay grid for all classifications to apply to all employees. The Union's proposal is in line with the Kaplan awards for the CSR grid and addresses the internal inequity and standardizes the pay structure of the LCBO.

LETTER OF AGREEMENT - RE: Post and Fill

~~For the purposes of this Letter of Agreement, the Parties agree that effective January 1, 2017 there was a total of 2498 permanent full time (“PFT”) bargaining unit employees in Head Office, Retail Operations and Logistics.~~

~~Effective January 1, 2017, w~~When a PFT bargaining unit position becomes vacant in Logistics, Head Office and Retail Operations due to attrition (for any reason other than layoff, as defined in Article 6.1), the Employer shall post and fill a PFT position. For Retail Operations and Head Office groups, the positions shall be posted within those groups. In Logistics, the positions shall be posted by Facility in which the attrition occurred.

For clarity by April 1, 2025 the PFT complement in Logistics and Head Office will be as follows:

Durham RSC:	245 PFT positions
London RSC:	200 PFT positions
Ottawa RSC:	75 PFT positions
Thunder Bay RSC:	15 PFT positions
Head Office:	300 PFT positions

The employer agrees that there will be no reduction of positions.

The Employer agrees that such positions will be posted the first Tuesday of January, May and September of each calendar year, unless the Employer requires a particular position to be posted earlier.

Where such posting is filled by an existing PFT employee, a PFT position shall be posted in accordance with this article.

For Retail Operations and Head Office, employees may apply to these postings for the purpose of promotion, transfer or demotion, in accordance with the Collective Agreement, and lateral transfer or demotion requests shall take priority over promotion. For Logistics, employees may apply to these postings for the purpose of promotion or demotion. It is understood that employees must be qualified for the position in order to exercise the above noted options.

An employee shall be given up to twenty-four (24) hours to accept a job offer. In the event the Employer does not receive notification of acceptance from the employee within the twenty-four (24) hours, the offer will be withdrawn.

In the event an employee is offered a position and declines the first job offer, the employee shall remain eligible for any other available remaining position(s) that the employee had identified in their original application, provided that the employee’s seniority permits them to do so.

In addition:

- a) Where the LCBO opens a New Store (as defined below) which the LCBO classifies as an A store or above, it will post two (2) PFT CSR positions in the Geographic Area in which that New Store is located;
- b) Where the LCBO opens a New Store (as defined below) which the LCBO classifies as a B store, it will post one (1) PFT CSR position in the Geographic Area in which that New Store is located;
- c) For the purposes of this Letter, a New Store is defined as:
 - i. A new store which the LCBO classifies as a B store or higher at the time of opening. For greater clarity, this Letter does not apply to openings of new C and D stores; and
 - ii. A New Store does not include a store that is a renovated, relocated, temporary (for example but not limited to summer stores referred to in Article 22.5(b) and trailers), or consolidated store; and

The New Store postings discussed above shall be subject to and will proceed in accordance with the provisions set out in Article 22.10 of the Collective Agreement.

~~Effective October 1, 2017, twenty five (25) new PFT positions will be posted in Logistics.~~

~~Effective April 1, 2019, twenty five (25) new PFT positions will be posted.~~

~~Effective April 1, 2020, fifty (50) new PFT positions will be posted.~~

~~This Letter of Agreement will resolve all outstanding PVR Grievances including PVR (Policy) Grievance~~

~~No. 2014-0999-0148. This Letter of Agreement will also resolve the 50 Jobs Grievance No. 2014-09990065 and the CSR Post and Fill Grievance No. 2016-0999-0037 and Grievance No. 2015-0727-0011. The union agrees not to file any grievances pertaining to the PVR process for 2016.~~

By the end of this Collective Agreement (March 31, 2024~~X~~), the Employer will ensure that **Permanent Full-Time is not less than 40% and Permanent Part-Time is not less than 30% of the LCBO's retail store workforce** ~~Casual retail employees do not exceed 70% of the LCBO's retail PFT store workforce.~~ It is agreed that the Employer will disclose the postings and the ratio at PLMC meetings.

~~There will continue to be no obligation to post Permanent Part-Time positions.~~

Permanent-Part Time implementation

The employer and Union agree that the initial implementation to reach the 30% Permanent Part-Time (PPT) threshold will be conducted in the following way and order:

- 1. The employer will create a list of locations and number of PPT position per location that need to be posted and filled.**
- 2. The employer will offer a PPT position by seniority to the most senior Casual retail employee within their geographical area or if one is not available outside their**

geographical area.

3. If an employee declines the position they will continue as a Casual according to the terms of this agreement.
4. Once the process is completed the steps will be repeated with the next employee in order of seniority until all positions are filled or all Casual employees have been placed in a PPT position or have declined the position.
5. Any remaining PPT positions will be posted in the accordance of this Agreement.

~~LETTER OF AGREEMENT~~ – Appendix 5 RE: Enhanced Severance – Privatization – Permanent Employees

Where the privatization, in whole or in part, of the LCBO results in the closure of all or part of the Employer's establishments or where a department as a whole is privatized, the following shall apply to surplus ~~permanent~~ employees where no reassignment or displacement is possible as per Article 6 and 48 of the Collective Agreement:

- (1) He/she shall receive six (6) months' notice of layoff or termination or pay in lieu thereof.
- (2) Prior to the privatization of the establishment or department the Employer will make reasonable efforts to ensure that the new Employer(s) offer positions to employees on **comparable** terms and conditions ~~that are as close as possible~~ to the then existing terms and conditions of employment of the employees in the bargaining unit, and where less than the full complement of employees is offered positions, to ensure that offers are made on the basis of seniority. Where an employee has been transferred to a new Employer he/she will cease to be an employee by reason of layoff for the purposes of Article 12 and 42 (Termination Pay). No other provisions of the Collective Agreement will apply. Further, the employee will not be entitled to term 3 of this letter.

(3) **ENHANCED SEVERANCE**

Where an employee has not been transferred or declined to be transferred to the new employer he/she will be entitled to:

- (a) ~~Provided that~~ The employee completed ~~one (1) year of service and is not eligible for an unreduced pension or any other special pension option,~~ he/she shall be entitled to severance pay in an amount computed by multiplying the total number of years of service of an employee by ~~two (2)~~ **four (4)** times the regular weekly salary to which he/she was entitled at the date he/she ceased to be an employee **with no maximum or \$10,000 whichever is greater.** ~~and shall not exceed annual salary.~~
- (b) On production of receipts from an ~~authorized~~ **accredited** educational ~~institute~~ **institution** or employment counseling firm he/she shall be entitled to reimbursement of up to ~~five thousand~~

dollars (~~\$5,000~~) **ten thousand dollars (\$10,000)** as an employment transition allowance. To be eligible for reimbursement, receipts must be received within ~~twelve (12) months~~ **twenty-four (24) months** from the date the employee exited the Employer.

- (c) **For the purposes of calculating years of service in (a), a year shall be defined by the normal number of work hours for the PFT classification and location of the position. For illustrative purposes an employee working as a CSR; a work year shall be: 40hrs/wk x 52 wks = 2080 hrs/year.**

For non-PFT years of service the service shall be prorated. (Total lifetime hours worked) divided by (the base of the normal number of work hours for the PFT classification and location of the position) = years of service

For a PPT/Casual CSR: (30,000 hrs worked) / (2080 hrs/year) = 14.42 years of service

For employees who have served in multiple employee groups the years of service shall be the sum of all time served at the LCBO.

or

PENSION BRIDGING

Pension bridging provision as contained in Appendix 14 of the Letter of Agreement between OPSEU and the Crown, dated March 29, 1996 (2 (a) and (b)) subject to the approval of OPSEU Pension Trust and Revenue Canada.

(4) Where an employee affected by this letter is appointed to a position with their original Employer termination date, and prior to the expiration of twenty-four (24) months, the employee will pay to the Employer all monies, excluding the employment transition allowance, received under this letter.

(5) All rights under the Collective Agreement shall be forfeited when applying this letter, except as specified under term 2.

This letter shall commence with the ratification of the collective agreement.

LETTER OF AGREEMENT – RE: Enhanced Severance – Privatization – Casual Employees – Delete (conditional on agreement of Appendix 5 Enhanced Severance – Privatization)

APPENDIX A – Definition of DEPARTMENTS and CLASSIFICATIONS –.

The Union would like to have a discussion around the Millwright classification and confirmation of departments and classifications as current.

Department	Classifications
Operations (#969)	<ul style="list-style-type: none"> • Clerks (Durham - #1959) • Forepersons • Warehouse Worker 3 and Warehouse Worker 4
Maintenance (#967)	<ul style="list-style-type: none"> • Building Maintenance Mechanic • Electronic Technician • Maintenance Electrician • Maintenance Mechanic • Maintenance Serviceperson • Storekeeper • Janitors • Fork Lift Truck Mechanic
Controls (#968)	<ul style="list-style-type: none"> • Vax Systems Operators • Control Console Operators • Systems Analysts • PLC Systems Analysts
Stock Control & Admin. Services (#966)	<ul style="list-style-type: none"> • Office Clerks
Engineering (#963)	<ul style="list-style-type: none"> • Pallet Control Clerk • Dist. Analyst
Security (#962)	<ul style="list-style-type: none"> • Senior Security Officers

It is understood that where there is more than one shift for a classification, then each shift will be considered separate for equalization purposes.

ARTICLE 6 - Job Security

(Applicable to Permanent Full-time, Seasonal and Casual: with applicability limited in respect of Seasonal and Casual employees to 6.7 (f) (iii) and 6.17 exclusively and 6.21. 6.7(e) shall also be applicable exclusively to Seasonal employees.)

6.5 Notice of Lay-Off or Pay-in Lieu

An employee shall receive a notice of lay-off or pay in lieu thereof as follows:

One (1) weeks' notice for each year of seniority with a minimum of **six (6)** ~~four (4)~~ weeks and a maximum of **seventeen (17)** ~~fifteen (15)~~ weeks, with copies of such notice to the Union.

6.21 Separation Allowance

Where an employee resigns from their employment with the Employer within two (2) weeks after receiving notice of lay-off under Article 6.11 they shall be entitled to a separation **allowance calculated by years of service date (inclusive of casual service)** as follows:

- (a) **Two** ~~One~~ thousand dollars (**\$21,000.00**) for one (1) year of seniority or more, but less than five (5) years.
- (b) **Four** ~~Two~~ thousand dollars (**\$42,000.00**) for five (5) years of seniority or more, but less than ten (10) years.
- (c) **Six** ~~Three~~ thousand dollars (**\$63,000.00**) for ten (10) years of seniority or more, but less than fifteen (15) years.
- (d) **Eight** ~~Four~~ thousand dollars (**\$84,000.00**) for fifteen (15) years of seniority or more, but less than twenty (20) years.
- (e) **Ten** ~~Five~~ thousand dollars (**\$105,000.00**) for twenty (20) years of seniority or more.

In addition and upon request, they shall be provided assistance with resume preparation, job search skills, and where possible, notification of any retraining and/or job skill development opportunities, provided the employee requests the assistance within twelve (12) months of resignation.

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 7.2 (a) i, ii, iii, iv, v, vi and 7.6 (b) exclusively)

7.6 Overtime

- (d) Where an employee is required to work on a Sunday as part of that employee's regular shift, the employee is to be paid at the rate of one and one half (1 1/2) times the regular hourly rate of the employee. ~~This does not apply to Retail — Store and Depot and Retail POS / Help Desk employees.~~
- (e) Where an employee is required to work on a Sunday, provided the Sunday is not part of the employee's regular shift, the employee shall be paid at the rate of one and one half (1 1/2) the regular hourly rate of the employee. ~~This does not apply to Retail — Store and Depot and Retail POS / Help Desk employees.~~

7.12 Acting Pay

- (a) The Employer agrees to pay a premium of ~~eighteen dollars~~ **twenty dollars and fifty cents (\$20.50)** per day to an employee acting for the Store Manager in their absence, provided they are assigned to act for a minimum of ~~three (3)~~ **two (2)** consecutive hours. ~~Effective April 1, 2023, the Employer agrees to pay a premium of eighteen dollars and forty cents (\$18.40), per day to an employee acting for the Store Manager in their absence, provided they are assigned to act for a minimum of three (3) consecutive hours. Such premium will not be paid to an Assistant Manager in charge of the second shift. However, it would be applicable to other employees in charge of the store during the Manager's absence, while working the second shift.~~ **Effective April 1, 2025, and each subsequent year of the agreement that amount will increase by \$2 per day for the duration of this agreement.**

7.15 Shift Premium

- (a) An employee shall receive a shift premium of ~~one dollar (\$1.00)~~ **three dollars and fifty cents (\$3.50)** per hour for all regular hours worked between 6:00 p.m. and 7:00 a.m. ~~Effective April 1, 2022, the shift premium shall be one dollar and twenty five cents (\$1.25) per hour for all regular hours worked between 6:00 p.m. and 7:00 a.m. Effective April 1, 2023, the shift premium shall be one dollar and fifty three cents (\$1.53) per hour for all regular hours worked between 6:00 p.m. and 7:00 a.m. Where more than fifty percent (50%) of the hours, inclusive of lunch and rest periods, fall within this period the premium shall be paid for all hours worked.~~
- (b) An employee working on the night shift as defined in 7.2 (a) above, shall be paid a premium of ~~two dollars (\$2.00)~~ **four dollars and fifty cents (\$4.50)** per hour for each hour worked. ~~Effective April 1, 2022, an employee working on the night shift as defined in 7.2 (a) above, shall be paid a premium of two dollars and twenty cents (\$2.20) per hour for each hour worked. Effective April 1, 2023, an employee working on the night shift as defined in 7.2 (a) above, shall be paid a premium of per hour for each hour worked.~~

ARTICLE 14 - Special or Compassionate Leave

(Applicable to Permanent Full-time)

14.1

- (b) ~~Up to four (4) days~~ Leave under Article 14.1(a) may be granted for the following reasons:

ARTICLE 21 - Employees' Group Insurance and Medical Benefits Plans

(Applicable to Permanent Full-time, Seasonal with applicability in respect to Seasonal employees limited by Appendix 4 – Section 12, and Casuals as per Article 32.13.)

21.2 (c) Plan Details

(ii)

(a) Ninety percent (90%) of reasonable and customary medically necessary expenses incurred for drugs and medicines requiring a prescription by law, vaccinations and serums (defined as preventative vaccines for Hepatitis A and/or B, Influenza, Meningitis and Chicken Pox with a drug identification number (DIN), and allergy serums as prescribed by a physician and administered by a qualified health care practitioner if they are not covered by a provincial health plan), and other specified life-sustaining drugs as defined and administered by the insurer and subject to change from time to time if they are:

(i) Prescribed by a **regulated health professional who can prescribe a drug** ~~physician, nurse practitioner, where applicable, or dentist for the treatment of a diagnosed illness or injury,~~ and **(Housekeeping)**

(b) Such covered prescription drugs and medicines will be subject to generic substitution and ~~an eight dollars (\$8.00)~~ **ten dollar (\$10.00)** maximum dispensing fee for each prescription. If the prescription specifically prescribes no generic substitution, then the brand name drug will be covered.

(iii) Eligible expenses include:

(a) Coverage for 100% of the difference between the cost of a ward and a semi-private hospital room rate in Canada.

~~(b) Charges by a licensed hospital for semi-private room and board and for hospital services and supplies furnished for care and treatment, up to two hundred forty dollars (\$240.00) per day, effective August 1, 2017 (for expenses incurred after that date).~~

(i) Charges for the services of a chiropractor, osteopath, chiropodist, naturopath, podiatrist, **dietician, occupational therapist**, physiotherapist, speech therapist,

massage therapist and acupuncturist **to a combined annual maximum of \$3000.00 per year** maximum of fifty (\$50.00) per visit for each visit not subsidized by OHIP. In any event, the reimbursement for the combined services of the listed practitioners shall not exceed ~~Two Thousand Dollars (\$2,000.00)~~ per year.

- (j) Charges for the services of a psychologist, **psychotherapist (housekeeping)** or social worker or Master of Social Work **up to ninety percent (90%) of the total cost of the prescribed plan of treatment to a combined annual maximum of \$3000.00 per year.** ~~up to fifty dollars (\$50.00) per half (1/2) hour per family member and group sessions, psychotherapy and/or testing and fifty dollars (\$50.00)~~ ~~thirty five dollars (\$35.00)~~ for all other purposes.

- (l) Charges for surgery by a podiatrist **or chiropodist**, performed in a podiatrist's/**chiropodist's** office to a maximum of one hundred and sixty dollars (\$160.00). It is not necessary for the employee or dependents to be confined to hospital to be eligible for benefits under this plan. **(Housekeeping)**

- (e)
 - (ii) This coverage provides for vision care to a maximum of ~~four hundred (\$400)~~ **four hundred and fifty dollars (\$450.00)** per insured person in any twenty-four (24) month period from the date of expense for the purchase of prescribed lenses and frames, or contact lenses or towards laser surgery.
 - (iii) This coverage provides for hearing aid coverage to a maximum of ~~two four thousand five hundred dollars (\$2,500.00)~~ **\$4000** [2 x \$1,250.00 ~~\$2000/ear~~] in any thirty six (36) month period.

- (g) *Residential Treatment: Applicable to all employees for drug and alcohol addictions and mental health treatment. This benefit will cover residential treatment **for the duration of the treatment.** ~~up to a maximum of 30 days and a maximum \$20,000 per stay.~~ Services must be provided in a 'licensed' facility and must be medically necessary. The plan will be second payer to any provincially funded benefits that apply. This benefit is subject to predetermination by the group benefits carrier.

***Proposal for all employees to be eligible, not contingent on the benefits plan enrolment with parallel changes in 32.14, Appendix 4-15.1, 49.2 g)**

ARTICLE 23 - Uniforms, Attire and Special Allowances

(Applicable to Permanent Full-time)

23.4 (a) Safety footwear, which is designated as CSA approved, shall be worn by:

- employees who are required to operate power lifting equipment;
- employees in Warehouses and Depots;
- all Maintenance employees;
- Printing and Mailing Department employees, where required;
- those employees in other locations deemed necessary by the Employer or the Ministry of Labour.

It is understood that those employees in Retail Stores, as identified above, shall be required to wear safety shoes.

(b) (i) Upon proof of purchase, the Employer shall subsidize the cost of safety footwear for those employees identified in (a) above, to a maximum of ~~one hundred and fifty~~ **two hundred** dollars (~~\$150.00~~**200.00**) once every twelve (12) month period.

(ii) In the event that earlier replacement of safety footwear is required as the result of wear, such footwear shall be surrendered to the Employer and shall be replaced upon the recommendation of the employee's immediate supervisor. Said replacement shall not exceed ~~one hundred and fifty~~ **two hundred** dollars (~~\$150.00~~**200.00**).

ARTICLE 32 - Casuals

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

The provisions of this Collective Agreement shall apply to casuals except with respect to the following modifications and exceptions listed in Article 32.3.

32.1

(h) (i) It is understood that casual employees in all depots, warehouses, and retail stores those stores where they are required to operate power lifting equipment as part of their regular duties, or as deemed necessary by the employer or the Ministry of Labour shall be reimbursed the cost of CSA approved safety footwear upon completion of their probationary period. This reimbursement shall not exceed ~~one hundred and fifty~~ **two hundred** dollars (~~\$150.00~~**200.00**) and shall be issued once every twelve (12) months thereafter.

NEW – Sick Leave

Effective April 1, 2024 a casual employee shall have 16 hours available on an annual basis for reasons of illness. This entitlement is in addition to those that may be legislated by any provincial or federal government.

32.9 Severance Pay

Where a casual employee is entitled to severance pay under the ~~Employment Standards Act~~, the Employer agrees to determine the payment based on the average weekly hours of the employee's years of service. * **This proposal is conditional on agreement with Enhanced Severance Proposal on page 6 of this document**

32.11 A casual employee working on the night shift as defined in Article 7.2(a), shall be paid a premium of ~~two dollars (\$2.00)~~ **four dollars and fifty cents (\$4.50)** per hour for each hour worked.

32.13 Casual Benefit Plan

Effective April 1, 2014 **2024** casual employees who have worked 1300 hours in the previous calendar year and ~~who have five (5) years of casual seniority~~ may opt into the Casual Benefit Plans under the same benefit plans as full time employees, subject to the following limitations:

(New) Massage Therapy: For employees only, reimbursement of 50% of the yearly maximum provided to permanent full time employees.

Note the parallel proposal to the PFT and PPT article for all employees to be covered.

32.14 *Residential Treatment: Applicable to all employees for drug and alcohol addictions and mental health treatment **and associated disorders**. This benefit will cover residential treatment **for the duration of the treatment. up to a maximum of 30 days and a maximum \$20,000 per stay**. Services must be provided in a 'licensed' facility and must be medically necessary. ~~The plan will be second payer to any provincially funded benefits that apply. This benefit is subject to predetermination by the group benefits carrier.~~

***Proposal for all employees to be eligible, not contingent on the benefits plan enrolment with parallel changes in 32.14, Appendix 4-15.1, 49.2 g)**

ARTICLE 34 – 49 - Permanent Part-Time Employees – Parallel changes to PFT proposals where required.

(Applicable to Permanent Part-time)

APPENDIX 4 - Seasonal Employees

*Applicable to Seasonal Employees
(LCBO Logistics Facilities)*

SECTION 3 – PROMOTION TO A PERMANENT FULL-TIME VACANCY

4-3.1 Promotion of a Seasonal employee to a permanent full-time vacancy, ~~at the entry level~~, shall be **in accordance with Article 22.2** and Article 22.5 (a). An employee assigned to such position shall also be covered by Articles 22.8 (a) and (b).

Note: The Union proposes the parallel changes in the PFT articles to the following seasonal articles:

**Vacation Entitlement
Group Insurance and Medical Benefits**

MOA Re-Overtime Equalization for Logistics Facilities

Employees have 10 calendar days to raise queries regarding the accuracy of the posted list except where an employee has been absent and in such cases must be made within 10 calendar days following their return to work. ~~Failing the submission of any queries, the employer's record shall be deemed to be accurate.~~

Shift Changes

- a) Employees who request assignment to a different shift, and maintain their classification shall also have their hours adjusted to be one hour greater than the hours of the employee with the most hours for that classification, on that shift in the same department. The most hours plus one shall be calculated using the daily list.
- b) Where an employee's shift is changed by management, due to operational requirements, the Employee's overtime hours shall be reconciled at the time of the shift change and their hours for the new shift adjusted to be one hour greater than the hours of the employee with the most hours for that classification, on that shift in the same department.

Reviews of equalization records shall be held between Local Union and Management on a quarterly basis. **Any discrepancies identified by the Local Union and agreed to by the employer shall be rectified immediately.**

The LCBO will equalize overtime to a maximum difference of ~~15 hours~~ **4 hours on the weekly overtime list and 7.5 hours on the weekend and statutory holiday list** among those employees within a department, classification and shift, as defined in Appendix A.

Equalization will be determined by comparing the overtime hours of an employee with the overtime hours of that employee in the same department, classification and shift who has the greatest number of overtime hours.

Where the difference between their overtime hours exceeds ~~15~~ **4 hours on the weekly overtime list and 7.5 hours on the weekend and statutory holiday list** then the amount by which their difference exceeds ~~15~~ **4 hours on the weekly overtime list and 7.5 hours on the weekend and statutory holiday list** will be all that is paid to the employee being equalized

	Weekday List	Weekend/Stat Holiday List
John Smith	300	300
Tine Jones	275	275
Difference	25	25
Equalization	-4	-7.5
Paid	21	17.5