

Items worth noting from Labor Agreement which have benefited the owner:

- **Apprentice Ratio's:** In article 34 and section 5.0 of Operating Engineers it states that not less than 1 apprentice for every 3 Journeyperson should be employed.
With respect to other trades where they are part of a crew this is possible but in regards to operating equipment an apprentice cannot be left alone in a piece of equipment and is to be mentored by a Journeyperson. We have had issues on past projects where we had large numbers of apprentices based on these ratio's and the union has been pushing us to hire more but we have been reluctant to do so. For the number of operator journeypersons we had employed last year this would equate to a lot of manhours the client has saved. I believe last year we had 3 apprentices which would equate to 2 onsite (dayshift only) at any given time. Jackie should be able to pull the numbers of JP to give you an estimated savings and Brad can attest to what happened on the Long harbor project where we were forced to abide by the collective agreement. (We had additional teamsters just to accommodate the movement of apprentices)
- **Working Foreperson:** Article 7.08 states that the ratio of working forepersons to workers on a crew does not exceed 3 workers to 1 working foreperson.
The first item to note here is the Non-Working Labour Foreman we currently have hired who supervise upwards of 8 to 10 employees are part of PHCL's core employee group and are some of the best labourers we have on the project. These guys are constantly being reminded by both the shop stewards and business agents their role is that of a non-working foreman but continue to work in a manor they have been accustomed to on past projects. At least one additional labourer and teamster (to transport these individuals) per shift would be required to complete the tasks our foreman are currently accomplishing. To make these employees working foreman an additional 2 foreman would be required for each shift as per the article stated above.
Secondly numerous times over the past two seasons we have been utilizing Non-Working OE Foreman for various work scopes. Some examples are our crushing/screening operation and equipment maintenance where our numbers are above what is set forth in article 7.08 but they continue to work as they are accustomed to.
Third since the drilling and grouting program resumed this winter BPLP has required 5 operating engineers on nightshift to support both this activity and snow clearing operations. Numerous times the union has requested that a non-working foreman be employed on this shift. As we did not see the requirement given the nature of the work and pushed back on this request the union has agreed to relax this requirement and enable us to utilize a working foreman.
- **One man one Machine:** Although this is not spelled out in collective agreement this has caused some grief on the Lower Churchill Project with various contactors in the past which resulted in additional personnel been required and animosity between employer/employee resulting in loss of production. This has not been an issue for BPLP and we believe this is a result of the core group of employees we hire each season along with the long term relationship that has been established with the Operating Engineers Union. This was most prevalent during the trial demonstration section where one operator ran multiple pieces of equipment in any given day.

- General Foreman: For the majority of the 2016 season BPLP conducted their operations without having to put General Foreman in place for both the Operating Engineers and Labourer Unions.

Here are some specific items which resulted in savings for the client:

- Operation of stationary concrete pump: For the drilling and grouting program we require two concrete pumps to complete the LMG portion of this scope. Jurisdiction for operating these pumps is given to the OE's but we are currently proceeding with labourers completing this work. There is a savings here of one Operating Engineer per shift.
- Screening Till for Drilling and Grouting Program: To screen the till required for the LMG grout BPLP utilized their screening plant on various occasions. Due to the fact that crushing and screening operations were completed for the season we had no operator for this piece of machinery. In consultation with the operating engineers they allowed BPLP to utilize one their skilled labourers to operate this equipment.
- Foundation preparation of South Dam & finishing of miscellaneous concrete pours: During foundation preparation for the south dam it was determined that some dry pack grout and dental concrete we required and as these areas were being defined on Site Instructions each day it was impossible to determine the extent for this work scope. As dry packing and finishing of levelling concrete is the jurisdiction of the Bricklayers Union BPLP received various calls from the business agent and other contractor's shop stewards regarding labourers completing this work and we explained there wasn't enough work scope to justify bringing in a mason. The same was said for miscellaneous concrete pours for the batchplant foundations.
- For the South Dam embankment BPLP were able to utilize excavator operators to run padfoot or smooth drum rollers to achieve the required compaction during each material placement. During the upstream cofferdam embankment construction BPLP utilized the apprentices we had onsite for rollers as opposed to employing an additional operator.
- Teamster Warehouse Personnel: With a reduction in workforce BPLP in consultation with the Teamsters Union were allowed to utilize their warehouse personnel to shuttle employees and material around site and to and from airport even though they are a different classification.
- Rescue Boat Personnel: In consultation with the Teamsters union they agreed that we could bring in personnel from Marine Institute to operate the rescue boat as opposed to members of the union and asked that we provide shadow workers for this employees. We fought them on this request and they finally dropped the issue.
-