

Crown corporation as a model employer and Canadian job creator

Canada Post is one of the country's largest employers, present in every community. In this age of increasingly precarious work, Canada Post as a Crown corporation can serve as an anchor for stability and can regain some of its brand value as a model employer, recognized for its highly skilled workers, high standards of employment and working conditions.

To this end, Canada Post could be doing more to invest in its people by offering decent jobs with sustainable wages, good working conditions, and stable hours consisting of full-time work with benefits and retirement security.

CUPW represents the vast majority of Canada Post's 64,000 employees.¹ As of 2015, in our urban members' workforce, the employment breakdown was as follows:

Full time	26,941
Part time	5,997
Temporary	9,022

Over the past decade, there has been an alarming shift towards more precarious work inside our sortation and delivery facilities. Full-time work for inside workers decreased by 37% from 2005 to 2015 while part-time work increased by 16%. The number of hours worked by temporary workers increased by 42%.²

Canada Post has also relied more on overtime hours, including forced overtime, to get the mail and parcels moved.³ This is both wrong and unnecessary.

Canada Post can better plan its operations by using all the means at its disposal, including mail and parcel volumes analytics, to maximize full-time work. By combining part-time jobs to create more full-time positions, Canada Post can save money, if only for the reason that the benefit load for part-time employees is higher than that of full-time employees.

¹ Canada Post Corporation, Annual Report 2015,
https://www.canadapost.ca/web/en/pages/aboutus/details.page?article=annual_report

² CPC, Group 1 staffing reports, 20015-2015

Many other post offices that had, in the past, moved towards a part-time employment model have now concluded that such a model affects their quality of service and are backtracking with a commitment to a greater emphasis on full-time employment in the years to come.⁴

While most of Canada Post's outside work is full-time day shift work, delivering mail is not easy, and in some cases can be considered precarious. In some parts of the country, particularly where the economy is growing and where postal transformation has increased the difficulty of the delivery routes, there is a high turnover rate of letter carriers and Rural and Suburban Mail Carriers (RSMCs). The latter, a female-dominated workforce, are paid on average 28% less than their urban counterparts, the majority of whom are male, and do not have as good benefits and pension plans.

New hires at Canada Post are not given enough training and on-boarding and often quit within a few days. Without the support they need and at a newly lowered starting wage of slightly more than \$19/hour, many new hires cannot manage the juggling of early morning starts with the special childcare arrangements required for their work.⁵ With high turnover, delivery routes are left uncovered, leading to mail delays.⁶

Canada Post currently contracts out work in many areas of its operations:

- Real estate management and maintenance
- Group mailbox installation and maintenance
- Delivery of parcels and letter carrier support in some areas
- Maintenance of forklifts and other equipment outside major sortation facilities
- Parcel delivery in many cities and towns, including Fort McMurray
- Some of the maintenance of delivery vehicles
- Private retail postal outlets
- Call centre support and customer service
- Information Technology
- Transportation of mail between cities

⁴ See p.7-8, "Should the postal sector change its social model to succeed in its transformation?" Bailly, Dominique and Margaux Meidinger. Presented at the 24th 24th Conference on Postal and Delivery Economics. 2016.

⁵ See appendix A Jane Beach: Overload A study of the impact of Postal Transformation on the Work-life balance of CUPW members.

⁶ <http://www.citynews.ca/2014/02/24/minister-of-transport-admits-to-canada-post-delivery-problems/>

The problems of contracting out are well known: high (and costly) turnover, creeping contractor costs, service quality issues and erosion of the trusted brand⁷. By contracting in this work, Canada Post could maintain better control over all its operations. Contracting in also allows Canada Post to improve the diversity of its workforce and provide opportunities for advancement to existing staff – an attractive prospect and tool for staff retention.

The cost of contracting out: High turnover, uneven service and poor working conditions

Long-serving staff in public post offices know the inner workings of the postal system and they receive training and ongoing support to keep up with frequent changes to the service offerings. In addition to possessing detailed product and service knowledge, retail staff are required to learn over 60 complex transactions.

As mentioned in the section on retail services, workers in private postal outlets are often paid at unsustainable minimum wage and receive little training or ongoing support, which leads to a high turnover and service quality issues.

As discussed elsewhere in this submission, CUPW strongly believes in the possibilities of new services for Canada Post, such as postal banking. These services will create a high demand for skills and place value on qualities such as precision, timeliness and personalization. As foreign postal operators such as Post NL are finding, a model based on a part-time contractual model reaches its limits.⁸ Ever-increasing parcel volumes and new services cannot be met through precarious temporary and part-time staffing.

The role of good jobs in a changing Canada

Full-time, stable employment also entails that state institutions are not forced to shoulder the costs (whether those be personal such as increased personal stress or environmental, such as higher emissions and more traffic congestion) of workers balancing multiple jobs and shuttling between them.

As an ever-greater concentration of new jobs with relatively better conditions become clustered in a select few major urban areas with higher housing costs, the rural and “have not”

⁷ <https://opseu.org/information/better-cheaper-fairer-case-contracting-public-services-ontario/>

⁸ See p.7-8, “Should the postal sector change its social model to succeed in its transformation?” Bailly, Dominique and Margaux Meidinger. Presented at the 24th 24th Conference on Postal and Delivery Economics. 2016.

regions are seeing a hollowing-out of decent employment prospects for the future. This creates a Catch-22 situation, where prosperous regions continue to experience skyrocketing costs of living and people from have-not parts of the country are trapped in a downward spiral.

Canada Post, by contracting more of its work in and creating better conditions in rural and urban areas alike, could have a real impact in terms of offering decent employment opportunities more evenly throughout the country – especially for disadvantaged groups such as women and Indigenous workers.

Recommendations:

That Canada Post maximize stable, full-time employment, especially for women and Indigenous workers, by contracting in its work.

That Canada Post should use all the means at its disposal to maximize full-time, regular hours. For example, analytics and technology should be used to better predict volumes and staffing needs for Group 1. Mailers could be supplied with incentives to bring their mail in at certain times.

Appendix A



OVERLOAD

A study on the impact of Postal Transformation on
the work-life balance of CUPW members



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For the Canadian Union of Postal Workers
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1 BACKGROUND

Since the initial implementation of Postal Transformation (PT) in 2010, the Canadian Union of Postal Workers (CUPW) regularly heard from members about increased stress, increased overtime, loss of day shifts, changes to work hours, and fewer opportunities for job rotation, transfers or promotions. As a result of these changes to the workplace, the union heard from locals that many members indicated they were unable to exercise control over their work environment and schedules, and that balancing work and family responsibilities had become increasingly difficult.

In fall 2013, the union launched a third party study to identify, document and analyze the positive and negative impacts arising from the introduction of PT. The findings are intended to provide the union with quantitative information needed to explore if and how it can help reduce identified work-life conflict and minimize the challenges arising from PT.

This report presents the findings from the study, which explores the impact of PT on the work-life balance of CUPW members. The study was undertaken between September 2013 and September 2014 in five locals: St. John's, Montreal, Scarborough, Winnipeg and Edmonton. It included a literature review, 16 focus groups, and a survey of members in the five locals. The survey was also conducted via telephone interview with members who are part of the union's Special Needs project in all parts of the country where PT had been implemented.

1.1 THE CONTEXT: POSTAL TRANSFORMATION

The 2008 *Canada Post: Blueprint for Change* announced a need to invest in building replacement and upgrades, replace sorting equipment to reduce manual sortation and update information technology, as well as address work process change management and training needed for large scale change. Postal Transformation (also known as Building the Modern Post) planning had begun three years earlier. The \$2.5 billion undertaking was first implemented in the Winnipeg local beginning in 2010, and is gradually being implemented across the country over a five- to seven-year period. Canada Post estimates a savings of \$350 million per year, once PT is fully implemented.¹

Some of the key features of PT are as follows:²

- New mail processing plants have been built and letter carrier depots and mail processing plants have been consolidated.
- Upgrades have been made to each major mail processing plant, including the installation of new sortation equipment. This new equipment sequences much of the mail for letter carriers, which was previously manually sorted by the letter carriers in the depots before they delivered the mail. Mail is sequenced to each address according to the letter carriers' line of travel along their

¹ *Canada Post: Blueprint for Change* Submission to the Strategic Review 2008. Accessed August 25, 2014 from: http://www.canadapost.ca/cpo/mc/assets/pdf/pressreleases/strategicreview2008_en.pdf

² See <http://www.canadapost.ca/cpo/mc/aboutus/corporate/postaltransformation/news.jsf#newmodel2> for further details

route. The new equipment has resulted in changes to the way the inside workers perform their duties and the nature of the tasks.

- Most letter carrier routes have been motorized; letter carriers have been provided with vehicles that enable them to deliver and collect parcels and collect mail along their route. The vehicles are parked at defined locations along a letter carrier's route while he/she delivers mail on foot to a specified number of points of call. Letter carriers also are equipped with personal data terminals (PDTs) to scan and track packages on route.
- Most mail service courier (MSC) jobs have been eliminated; letter mail and parcel mail are now both handled by motorized letter carriers, as well as collections from commercial customers and from street letter boxes and retail postal outlets.
- A "two bundle" method of delivery was implemented, requiring letter carriers to carry the electronically sorted mail in the hand, and a second bundle of hand-sorted mail horizontally across the forearm.³
- Start and end times for letter carriers have been changed to allow for two shifts or "waves", with carriers from Wave One and Wave Two sharing the same A62 sortation case. The second wave of letter carriers begins after the first wave has left the depot to begin delivering their mail. Depending on the depot and local, Wave 1 letter carriers typically start work between 06:30 and 08:00, and Wave 2s between 09:15 and 09:45. In some locations, a "Wave 3" has been implemented, with that group starting work at approximately 11:00.
- Changes have been made to the process of structuring routes.

1.2 THE CONTEXT: WORK-LIFE BALANCE

Over the last 20 years, numerous studies have been undertaken on work-life balance and its impact on both employees and employers. There is no single definition of work-life balance; the literature suggests that it depends on an individuals' priorities, and family and socio-economic circumstances. Definitions include "having sufficient control and autonomy over where, when and how you work to fulfil your responsibilities inside and outside paid work,"⁴ and "those measures required to create an environment where all workers, without discrimination, are able to choose employment arrangements that allow them to fully take part in paid employment and family, social and cultural life."⁵

Work-life conflict is associated with poorer health, anxiety and depression, higher levels of stress, decreased job satisfaction and increased turnover and absenteeism. For employers it can mean higher absenteeism, lower productivity, increased use of medical benefits, reduced customer service and

³ In October 2013, an arbitrator found the two bundle method created additional risks of workplace accidents. Interim measure have been put in place. At the time of the survey, however, this method was still in force in most depots.

⁴ Visser, F., & Williams, L. 2006. *Work-life balance: Rhetoric versus reality?* An independent report commissioned by UNISON. Accessed from: http://www.theworkfoundation.com/assets/docs/publications/155_unison.pdf June 15, 2014

⁵ *It's About Time! A Union Guide to Work-Life Balance* New Zealand Council of Trade Unions

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⁵ *It's About Time! A Union Guide to Work-Life Balance* New Zealand Council of Trade Unions

a negative impact on the bottom line.⁶

A 2004 national survey of the Canadian workforce asked respondents if balancing work and family had been getting easier or harder in recent years. Twenty-nine percent of respondents indicated balancing work and family or personal life has been getting easier, 37% the same and 34% harder. The survey also found that having a good relationship with one's supervisor made easier to achieve work-life balance.⁷

A review of data from Statistic's Canada General Social Survey in 1991, 1995 and 2001 showed that the percentage of workers somewhat or very dissatisfied with work-life balance rose from 16.7% to 20%, with highest increases among women and workers over 40.

The Canadian Policy Research Networks (CPRN) compiled data job quality indicators for Canada, the United States, and 15 European countries. Canada ranked fourth among 17 countries in the percentage of workers who feel their health or safety is at risk from their job, at 31.7%, and ranked first in the percentage of workers who report working at high speed "all of the time," at 16.8%.⁸

Recognizing the importance of a healthy workforce and the impact of work-life conflict on an organization's operation, many employers have implemented family-friendly policies and benefits that support work-life balance. A number of unions have negotiated for provisions that support work-life balance. These include child care, elder care, personal and family leave, employee funded pre-paid leaves, flexible schedules and reduced work weeks.

The current CUPW Collective Agreement includes provisions for:

- Paid personal leave of up to seven days a year (which in 2013 replaced the previous 15 days per year sick leave entitlements)
- Short- and long-term disability
- Special leave with pay for "circumstances not directly attributable to the employee" including family illness (this leave must be approved by the employer and can only be accessed once personal days have been exhausted)
- Paid maternity and adoption leave, and unpaid care and nurturing leave
- Self-funded "sabbatical" leave

"We all play many roles: employee, boss, subordinate, spouse, parent, child, sibling, friend, and community member. Each of these roles imposes demands on us that require time, energy and commitment to fulfill. Work-family or work-life conflict occurs when the cumulative demands of these many work and non-work life roles are incompatible in some respect so that participation in one role is made more difficult by participation in the other role."
(Duxbury and Higgins 2001⁹)

⁶ Hoganson, C. *Work and Life: The Balancing Act*. The Conference Board of Canada. November 2011.

⁷ Duxbury, L. and C. Higgins. 2001. *Work-Life Balance in the New Millennium: Where are we? Where do we need to go?* Discussion Paper No W/12. Ottawa: Canadian Research Policy Networks.

⁸ Rethinking Work, worker survey, 2004, in Lowe, G. 2007. *21st Century Job Quality: Achieving What Canadians Want*. Research Report W/37 Work and Learning. Ottawa: Canadian Research Policy Networks.

⁹ Brisbois, R. 2003. *How Canada Stacks Up: The Quality of Work – An International Perspective*. Research Paper W/23 Work Network. Ottawa: Canadian Research Policy Networks

- A variety of unpaid leaves of absence
- An employer-funded child care fund that provides supports to members with children with special needs, and provides some support to community-based child care programs in select communities in order to accommodate the child care needs of members. The fund also supports research and the development of materials that provide information on child care and related supports.

As well, Canada Post provides an Employee Assistance Program, with resources and counselling available to employees.

2 ABOUT THE STUDY

2.1 METHODOLOGY

The study began in September 2013, with invitations to five locals to participate, taking into account the need for a variety of locals, including large and smaller locals, those that had fully implemented PT and those that were in the process, and Anglophone and Francophone locals. With the support of the National Office, locals distributed information about the project to their members. They also identified individuals who took responsibility for organizing the focus groups.

Prior to the design of the questionnaire, a scan of the literature on work-family balance took place, including previous work-life surveys, as well as previous related studies undertaken and information collected by CUPW. This was followed by eight focus groups, held in Edmonton and Winnipeg in November 2013, to help identify the issues to address in the survey, and understand some of the different impacts affecting Group 1 and Group 2 workers.

Based on our literature review, discussions with National Office staff, and the focus groups with members, a draft survey was created. The survey items covered nine areas: job-related characteristics, demographics, work schedule, impacts of schedule changes, life at work, impacts on health and relationships, special requests (e.g., accommodation, modified duties, special leave, compensatory time off), opinions on CUPW and PT, future plans, and job likes and dislikes. The draft survey was pretested by members in the Ottawa local over the course of a day in January 2014. Based on their suggestions, the survey items were finalized in February 2014. Identical paper and on-line versions of the survey were then created, in both English and French. The English version of the survey can be found in Appendix B.

Prior to the distribution of surveys to members in the five locals, the survey was conducted by telephone with all members who participate in the union's Special Needs project, provided that they worked in a local that had undergone PT. In total 246 interviews were conducted in February and March 2014 by the project's Special Needs Advisors and the data entered directly into the on-line version of the survey.

Following these telephone interviews, paper surveys were mailed to the homes of all members in the five locals at the beginning of March 2014. Based on CUPW information on preferred language of correspondence, either an English or French survey was mailed. The paper surveys provided both a URL link and a QR code for members who preferred to complete the survey on-line. The link and QR code to the on-line survey were also circulated to members on the work floor using pre-printed, promotional cards. The package with the paper surveys included a business reply envelope addressed to the researchers' post office box.

Reminder cards were circulated at the workplace during the third week in March. The surveys specified an early April deadline for completion. Returned paper surveys were accepted until early May, at which point the returns had essentially stopped.

A total of eight follow-up focus groups were held in St. John's and Scarborough in late May, and in Montreal in June. The purpose of the follow-up focus groups was to explore some of the trends emerging from the survey data and to seek input from members on possible solutions to the challenges identified.

The online data were downloaded directly into an SPSS (Statistical Package for the Social Sciences) datafile. The information in the returned paper surveys was entered by hand, by a professional data entry company, into a parallel SPSS datafile. The online and paper datafiles were merged, allowing for the analysis, using SPSS, of all of the responses.

The close-ended items did not require any additional preparatory work before conducting analyses. In contrast, the numerous open-ended "comment" items could not be analyzed until several preparatory steps were accomplished. For each comment item, these steps included: getting a sense of the comments by reviewing all of them, creating content categories, and attaching up to five category codes to each comment in the datafile. Due to the labour-intensive nature of this task (in addition to the actual data entry of this information) and the associated monetary and time costs, it was decided to choose a random 20% sample of comments for these items. The resulting number of comments to be analyzed was still large enough to represent all respondents, within a small confidence interval. For some subgroups where taking a sample would not be appropriate, such as respondents from the St. John's local, all comments were recorded, categorized, and analyzed.

Once all of the close-ended and open-ended items were ready for analysis, a data cleaning phase was initiated. These cleaning activities were limited to the close-ended responses, and included such things as trying to interpret "outlier" responses, and disallowing responses that should not apply (e.g., responses to questions about child care by people reporting no children).

After this cleaning phase, all of the analyses reported below could be conducted.

2.2 RESPONSE RATES

Table 1 shows the number of CUPW members in each of the five locals who were mailed a questionnaire, as well as the estimated number delivered (taking into account the surveys that were returned to sender as "undeliverable"), the number of returned surveys (either paper or online), and the calculated response rates. Overall, the response rate was 22%, ranging from 18% in Edmonton to 29% in Scarborough.

Table 1. Mail-out and responses, by local

Local	Number Mailed	Estimated Number Delivered	Number Completed	Percent Completed
Edmonton	1,836	1,821	319	18
Winnipeg	1,343	1,327	234	18
Scarborough	1,828	1,817	522	29
Montreal	5,402	5,360	1,185	22
St. John's	316	309	64	21
Total	10,747	10,634	2,324	22

The actual total number of valid returns was 2,436; this includes 102 respondents who reported their geographic work location as "other" and 10 who did not answer that question. Most of the "other" responses were from the CUPW members involved with the CUPW Special Needs Project, who participated by way of telephone interview for this project, regardless of their geographic location.

There were an additional 69 returns (24 paper and 45 online) that were not counted as valid because they were judged to be too incomplete. To be valid, a returned survey had to include at least one completed item in Sections C to J.

Response rates could also be estimated for each local by work group,¹⁰ based on actual work group counts for each local; these were provided by CUPW. As shown in Table 2 below, response rates overall were highest for Group 2 workers (26%), followed by Group 3 (22%), Group 1 (17%), and lowest for RSMC workers (10%). In the Scarborough and St. John's locals, over 30% of those in Group 2 took part in the survey. Montreal was the only local where the response rate was over 20% for those in Group 1.

Table 2. Response rates, by local, by job group

Local	Percent Completed (Number Completed)			
	Group 1	Group 2	Group 3	RSMC
Edmonton	16.3 (112)	20.6 (176)	22.9 (8)	6.5 (18)
Winnipeg	14.5 (73)	20.0 (140)	13.3 (4)	14.4 (16)
Scarborough	24.4 (66)	32.9 (426)	*	9.6 (25)
Montreal	17.2 (404)	26.0 (706)	23.8 (33)	14.9 (28)
St. John's	11.4 (14)	31.2 (43)	23.0 (2)	10.6 (5)
Total	17.0 (669)	26.2 (1,491)	21.9 (49)	10.4 (92)

*Group 3 in Scarborough essentially non-existent

¹⁰ Group 1s are also known as inside workers, and include postal clerks, retail clerks and mail dispatchers; Group 2s are also known as outside workers, and include letter carriers, mail service couriers and assistants to the letter carrier supervisor; Group 3s include mechanics and technicians; RSMCs are the Rural and Suburban Mail Couriers, who work outside urban areas.

Representativeness of respondents

The overall return rate of 22% is quite respectable for a long mail-out survey of members of a large organization. For this population of approximately 10,000 members in the five locals, a random sample of only 371 would be sufficient for a precision of $\pm 3\%$, 19 times out of 20. For each local considered separately, the number of respondents (see Table 2 above) was sufficient to meet the same 3% criterion for Edmonton, Montreal and Scarborough.

However, we cannot be sure that our sample is not biased in some way. In particular, there is the concern that the sample may over-represent those CUPW members most negatively affected by Postal Transformation. Unfortunately, we do not have any information from those who did not respond; if we had enough information about everyone who received a survey, we would be able to test for representativeness. Instead, we have two other sources of information, one indirect and one direct, as some evidence.

The indirect evidence comes from a comparison of the respondents' age, gender, and years of service with available data about the CUPW membership as a whole (i.e., across all locals). Besides the mismatch on included locals, the population information is from January 2011. Therefore, for the comparisons to be valid, we must assume that the five locals in this study are the same as the whole population on these variables, and that the statistics for these variables have not changed appreciably from 2011 to 2014. Table 3 shows sample/population comparisons for full-time and part-time members separately. There are no differences that are large enough to suggest significant under- or over-representation in the sample for any subgroup relating to age, gender, or years of service.

Table 3. Comparison of sample and population: age, gender, and years of service

	Mean Age		Gender		Mean Years of Service	
	Sample	Population	Sample	Population	Sample	Population
Full-time males	48.3	47.6	64.6%	67.3%	18.8	16.8
Full-time females	48.0	46.9	35.4%	32.7%	17.4	15.6
Part-time males	44.2	46.3	46.1%	48.2%	8.2	9.7
Part-time females	45.2	45.1	53.9%	51.8%	9.8	10.7

The direct evidence on representativeness comes from the special population that was included in the study – CUPW members who are part of the Special Needs projects. Almost everyone in this subgroup was surveyed by telephone interview, and so their results reflect the scores of a whole subpopulation within CUPW. If we assume that this group has been affected by Postal Transformation in similar ways as other CUPW members, then finding a consistent pattern of results could be taken as evidence that the general sample is not biased. Indeed, this is precisely what the results show – that the Special Needs project members were affected by Postal Transformation in much the same way as the rest of the respondents. Some of the demographic differences between those involved in the Special Needs project and others are noted in a separate report prepared for the Spring 2014 issue of the union's Member to Member Connection, a publication for members in the Special Needs project: *Our members work and family balance after postal transformation*.

Three additional areas where the responses of the Special Needs projects members were different from other respondents are noted in the report: requests and approvals for accommodation, requests and approvals for special leave, and perceptions of supervisors.

2.3 SCOPE AND LIMITATIONS

It is important to note that the study did not include any information gathered from Canada Post Corporation, other than from publicly available information on their website. It was outside the scope of the study to examine the perspectives of supervisors or of other management.

Timing of the study

Coinciding with changes resulting from the implementation of PT, were changes to the 2011 Collective Agreement that may also have had an impact on work-life balance. In particular, the replacement of sick leave with seven personal days and a short-term disability plan appears to have resulted in impacts on work-life balance and related health issues. Respondents provided numerous comments in the open-ended survey questions about the challenges of having to exhaust all personal days before requesting special leave, having to take unpaid sick days, and of members who had used their personal days, coming to work sick if they could not afford to take unpaid leave. The perceived result is an increase in the spread of illness in the plants and depots. While some of the reported negative impacts of PT on health, such as anxiety and fatigue could result in increased illness, the impact maybe exacerbated by the changes to the sick leave provisions.

In December 2013, Canada Post Corporation released its Five-Point Action Plan, which includes the announcement of a phased-in end to door-to-door delivery and measures for a leaner and less costly workforce.¹¹ Members became aware of these announced changes shortly before the distribution of the survey; information in the five-point plan may have also had an impact on members' view about their job and perceptions of their workplace.

While reported impacts of PT on work-life balance may be influenced by changes to the Collective Agreement and by the Five-point Plan, the analysis of the survey data examined perceived changes since PT against, for example, members' job group, gender, schedules, hours of work, and in some instances, presence of children in the home. From that analysis, a number of patterns emerged that were reported to be linked to changes resulting specifically in reference to "since PT."

A note about the report

There were numerous open-ended questions throughout the survey, and many respondents wrote substantial responses. Some attached additional pages of comments to the paper survey. The open-ended responses were grouped coded into major and more detailed categories to quantify the results. In order to present some personal stories to some of the responses, selected quotes from comments have been included in the impacts sections of the report to better illustrate some of the respondents' views.

To all the questions about changes to life at work and life at home, respondents were asked if a particular aspect of work, health or relationships had got better, stayed the same, or gotten worse since

¹¹Canada Post's Five-point Action Plan: Ready for the Future. December 2013. Accessed March 15, 2014 from: https://www.canadapost.ca/cpoi/mc/assets/pdf/aboutus/5_en.pdf

PT. Since these responses are all based on subjective perceptions, the results were cross-tabulated by objective details, such as job group, by gender, by full- and part-time employment, by hours of work, and where relevant, by other demographic variables. In doing so, some clear patterns emerged; for example the frequency of overtime worked and whether it was voluntary or forced was the most significant predictor of respondents indicating that aspects of life at work, health, or family life had gotten worse.

In responses to all questions about impacts of PT, a small percentage of respondents indicated that some aspect of changes to life at work, health or relationships, had gotten better. Since so many more respondents indicated that aspects of life at work, health, or family life had gotten worse since PT, the focus of the following results has been to determine which categories of respondents are negatively impacted, in order for the union to consider possible remedies. More detailed breakdowns of the percentage of respondents who indicated that a particular impact of PT had gotten better, stayed the same, or gotten worse are shown in tables in Appendix A.

For ease of reading the numerous tables and charts, all percentages in the report have been rounded to the nearest whole number.

3 ABOUT THE RESPONDENTS

Demographic characteristics

In Table 4, the demographic characteristics of the respondents are summarized, first for all respondents and then broken down by gender. Just over two-thirds of respondents were male. There was little age difference between men and women, both averaging 46 to 47. While 72% of all respondents were in a couple relationship and 11% separated or divorced, female employees were more likely to be in the latter category and less likely to be in the former. Fully 25% of female respondents with a spouse were part of a dual Canada Post couple, compared to 11% of male respondents. A small majority of respondents had children at home; the men tended to have younger children than the women. About five out of six respondents were born in Canada. Educational attainment for both males and females was the same; one-third with no post-secondary education and about 44% with a post-secondary certificate, diploma or degree. Median¹³ household income was slightly lower for women than men, but both were in the \$60,000 to \$80,000 range.

Table 4. Demographic characteristics of the 2,436 respondents, overall and by gender

	Overall	Women	Men
Gender		35%	65%
Age			
Mean	47	46	47
Marital Status	72%	67%	75%
Married/Living with partner	11%	14%	9%
Separated/divorced	16%	18%	16%
Single	1%	1%	1%
Widowed			
Spouse/partner works at CPC	16%	25%	11%
Children at home			
No	44%	46%	42%
Yes, full-time	52%	50%	52%
Yes, shared custody	5%	4%	6%
Provides regular help or support to someone other than a child or spouse	20%	21%	18%
Age groups, children at home			
Under 6	27%	22%	30%
6 to 12	35%	33%	37%
13 to 17	35%	39%	33%
18 and older	42%	45%	40%

¹³ The median represents the middle value of a set of numbers or data points; half the figures will fall below the median and half above.

	Overall	Women	Men
Born in Canada	86%	88%	84%
Highest level of education			
High school graduation or less	34%	33%	33%
Some post-secondary	23%	23%	23%
Post-secondary credential	44%	44%	44%
Household income			
Under \$40,000	6%	8%	5%
\$40,000 to \$59,999	26%	27%	26%
\$60,000 to \$79,999	23%	20%	25%
\$80,000 to \$99,999	19%	18%	20%
\$100,000 and over	26%	28%	25%

Job-related characteristics

Tables 5 and 6 summarize job-related characteristics of the sample, both overall and by gender. Female respondents who work full-time, on average, had worked at Canada Post for 16 years, about one year less than their male counterparts. Most respondents were full-time employees, but women were twice as likely as men to work part-time. About two-thirds of permanent employees were classified as Group 2, and 29% as Group 1. However, women respondents were less likely than men to have a Group 2 job, and more likely to have a Group 1 job. Women in Group 1 were more likely than Group 1 men to be part-time. Of the 2% overall that were classified as Group 3, almost all were men. In contrast, of the 4.5% classified as RSMC, most were women. Among temporary workers, female respondents were more likely than male respondents to work inside jobs.

Table 5. Job-related characteristics of the 2,436 respondents, overall and by gender

	Overall	Women	Men
Years at Canada Post			
Mean, Full-time	16	16	17
Mean, Part-time	10	11	10
Mean, Temporary	3	3	3
Local			
Edmonton	13%	17%	11%
Winnipeg	10%	10%	9%
Scarborough	22%	19%	23%
Montreal	49%	45%	51%
St. John's	3%	3%	3%
Other	4%	6%	3%
Employment Status			
Full-time	82%	77%	85%
Part-time	11%	17%	8%
Temporary	6%	7%	6%
Job Group, by Employ. Status			
Group 1, Overall	29%	39%	24%
Group 2, Overall	64%	52%	71%
Group 3, Overall	2%	10%	3%
RSMC, Overall	5%	9%	2%
Group 1, Full-time	65%	62%	69%
Group 1, Part-time	25%	30%	21%
Group 1, Temporary	10%	9%	11%
Group 2, Full-time	90%	87%	91%
Group 2, Part-time	5%	8%	4%
Group 2, Temporary	5%	6%	5%
Group 3, Full-time	100%	100%	100%
Group 3, Part-time	0%	0%	0%
Group 3, Temporary	0%	0%	0%
RSMC, Full-time	85%	88%	81%
RSMC, Part-time	15%	15%	19%
RSMC, Temporary	0%	0%	0%
Workplace (Temporary only)			
Inside	45%	51%	41%
Outside	52%	44%	58%
Both	3%	6%	1%

Shift-related characteristics

More than three-quarters of full-time employees worked the day shift, with relatively minor gender or job group differences. Afternoon and midnight shifts were much more common among part-time employees; part-time women were more likely than part-time men to work the day shift, regardless of job group. For all Group 2 respondents, women were more likely than men to work Wave 2 or Wave 3 shifts.

Table 6. Shifts, by employment status and group, overall and by gender

	Overall	Women	Men
Full-Time, Overall			
Days	79%	76%	81%
Afternoons	10%	12%	9%
Midnights	11%	12%	10%
Full-time, Group 1			
Days	31%	34%	29%
Afternoons	34%	33%	35%
Midnights	35%	33%	36%
Full-time, Group 2			
Days	95%	94%	95%
Afternoons	3%	3%	2%
Midnights	3%	2%	3%
Wave (Group 2 only)			
Wave 1	54%	47%	57%
Wave 2	36%	43%	34%
Wave 3	2%	3%	1%
Other	8%	6%	9%
Part-time, Overall			
Days	37%	42%	33%
Afternoons	34%	30%	39%
Midnights	28%	28%	28%
Part-time, Group 1			
Days	22%	27%	17%
Afternoons	42%	38%	46%
Midnights	36%	35%	37%
Part-time, Group 2			
Days	56%	64%	50%
Afternoons	28%	18%	36%
Midnights	16%	18%	14%

4 LIFE AT WORK

Members' life at work was examined from a number of perspectives. The survey questions about work fell into three main categories:

1. Work schedules and changes since the implementation of PT
2. How members viewed various aspects of the job and of life at work at the time they completed the survey
3. Perceptions about how/if life at work has changed since the implementation of PT

In each of the three categories, there were differences between Group 1s and 2s in response to a number of the questions, and these are examined in some detail. Since Group 3s and RSMCs comprise a small proportion of the overall workforce, detailed analyses of these groups was not feasible. However, responses from these two groups are included where relevant and when overall group data are provided.

4.1 SCHEDULES AND HOURS OF WORK

4.1.1 Full-time workers

The majority of respondents employed full-time were scheduled for shifts that started and ended at the same time each day and were on the same days of the week, although there were variations by group. As to be expected, as shown in Table 7, a lower percentage of Group 1s worked a day shift than other Groups. Group 1 respondents were distributed among the three scheduled shifts, with 31% working days, 34% working afternoons and 35% working midnights.

Table 7. Shift schedule by group (full-time)

	Group 1	Group 2	Group 3	RSMC
Works a day shift*	31%	95%	43%	86%
Regular work shift is on the same days of the week	86%	99%	63%	100%
Regular shift has same start and end time every day	90%	83%	98%	54%

*The Collective Agreement defines a day shift as one beginning and ending between 06:00 and 18:00

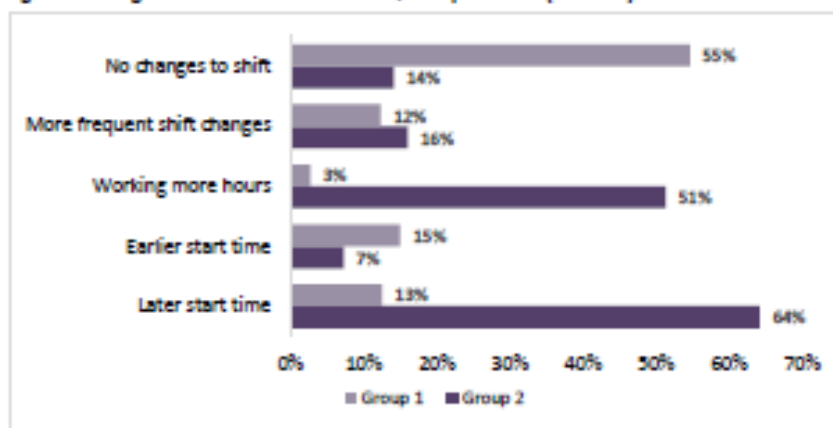
Among Group 2s, 55% worked Wave 1, 34% Wave 2, and 8% worked Wave 3 or had no wave (such as MSCs or ALCs). As Table 8 shows, a higher percentage of women worked Wave 2 compared to men.

Table 8. Group 2 wave by gender

Group 2	Wave 1	Wave 2	Wave 3	Other
Men	57%	34%	1%	9%
Women	47%	43%	3%	6%

As Figure 1 shows, Group 2s have experienced significantly more changes to their hours of work since PT than Group 1s. Only 14% of Group 2s have the same scheduled shift since before PT, 51% are working more hours (overtime) and 64% are starting (and ending) work later.

Figure 1. Changes to hours and shift since PT, Groups 1 and 2 (full-time)



Changes to job classifications and group

Some of the changes to start and end times are likely the result of a change in classification or job group. Overall, 14% of respondents have changed job classification since PT, with a slightly higher proportion of men – 13% - changing job classification compared to 12% of women.

Of the respondents who changed job classifications, 81% currently in Group 1 were previously in Group 2 (68% of the women and 87% of the men). Of those currently in Group 2, 12% were previously Group 1.

Thirty-five percent of respondents indicated that they have changed work location since PT. They were not asked why they changed classification, group or location, but discussion from the focus groups suggest that, apart from a plant or depot relocating or amalgamating, letter carriers were bidding into depots that had yet to go through PT, or bidding into a Group 1 job in order to avoid a Wave 2 schedule as a letter carrier.

Extra hours and overtime

A percentage of all groups worked extra hours beyond their regular shift in the previous week, however the percentage that worked extra hours and the number of times in the week they worked extra hours varied considerably by group.

Even though the median number of extra hours worked was less for Group 2s than for Group 1s and RSMCs (and considerably less than for Group 3s), the percentage of those in Group 2 who worked extra hours was far greater than in the other groups, and was more than 3 times greater than those in Group 1. Table 9 shows the amount of additional time worked in the previous week by group, and how many of the extra hours were counted as overtime. Most or all of the extra hours worked were counted as paid overtime, with the exception of extra hours worked by RSMCs. Among Group 1s approximately one

hour of additional work in the week was not counted as overtime, and among Group 2s, approximately .4 hours were not counted.

Table 9. Extra hours worked by group (full-time)

	Group 1	Group 2	Group 3	RSMC
Worked extra hours beyond regular shift	22%	71%	36%	44%
Median times extra hours worked	2 times	3 times	3 times	3 times
Median number of extra hours worked	8 hours	5.4 hours	16 hours	6 hours
Number of extra hours that counted as overtime	7	5	16	0

The frequency of overtime has been an issue among Group 2s, even before PT; however, as shown in Figure 2, 85% of Group 2s reported working more overtime since PT, compared to 24% of Group 1s.

Figure 2. Changes in frequency of overtime worked since PT, Groups 1 and 2

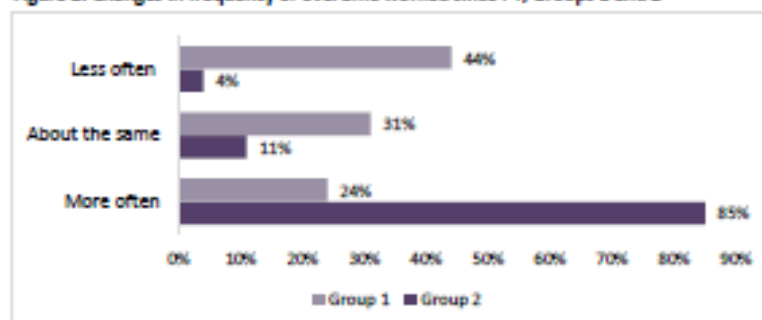


Table 10 shows the number of times overtime was worked in the previous week by group. Thirty-four percent of all full-time Group 2s worked overtime four or more times, compared to 4% of full-time Group 1s.

Table 10. Frequency of overtime worked by group (full-time)

Times overtime worked in the previous week	Group 1	Group 2	Group 3	RSMC
None	78%	30%	64%	57%
1-3 times	18%	36%	23%	25%
4 or more times	4%	34%	11%	18%

The frequency of overtime worked also varied by local, with the highest in St. John's and the lowest in Edmonton. Table 11 shows the median number times overtime was reported in the week prior to completing the survey.

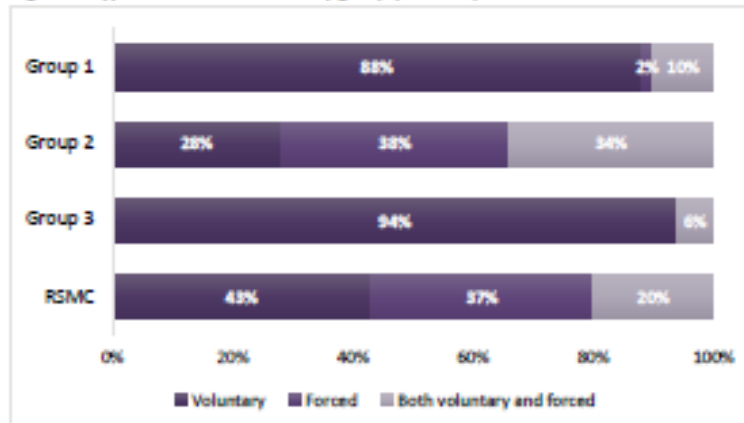
Table 11 Number of times overtime worked in the previous week, by local

Local	St. John's	Montreal	Scarborough	Winnipeg	Edmonton
Times overtime worked	5	3	4	3	2

Type of overtime

There was a considerable difference in the nature of the overtime worked across groups. As shown in Figure 3, most of those in Group 1 and Group 3 who worked overtime did so on a voluntary basis; however only 28% of Group 2s indicated that the overtime worked was all on a voluntary basis.

Figure 3. Type of overtime worked by group (full-time)



A number of US studies³³ have found that:

- Working in jobs that require regular overtime have been associated with an increased risk of occupational injury or illness
- Regular overtime often results in increased errors, decreased quality and reduced productivity
- Mandatory, or forced overtime has a particularly detrimental effect on worker fatigue and stress, and can result in chronic health conditions, especially cardiovascular disease
- The social cost of overtime on work-family balance is increased with mandatory overtime

Several unions, including the American Postal Workers Union and the National Association of Letter carriers have negotiated for limits on mandatory overtime, and protections for members who wish to limit overtime or not work overtime at all.³⁴

4.1.2 Part-time

Part-time Group 1 workers had more variability in their work hours and schedule than in Group 2s, as shown in Table 12. It should be noted that a considerably lower proportion of Group 2s worked part-time than Group 1s. Twenty-five percent of Group 1 respondents worked part-time, compared to 5% of Group 2s. It is important to keep in mind that a day shift is defined as work that starts and ends between

³³ Discussed in Dembe A.; Erickson, J. and S Banks. The impact of overtime and long hours on occupational injuries and illnesses: new evidence from the United States. *Occupa Environ Med.* 2005; 62:388-397. doi:10.1136/oem.2004.016667;

³⁴ Golden, L.; and H Jorgensen. 2002. *Time After Time: Mandatory Overtime in the U.S. Economy.* Economic Policy Institute. Accessed September 21, 2014 from: http://www.epi.org/publication/briefingpapers_bp120/

06:00 and 18:00. Usually the part-time Group 2s not categorized as working a day shift, work most of their time within a typical day shift, but start or end somewhat earlier or later than the official day shift hours. Part-time Group 1s who are not working a day shift are generally working within the hours of a typical afternoon or midnight shift.

Table 12. Shift schedule by group (part-time)

	Group 1	Group 2
Works a day shift	22%	56%
Regular work shift is on the same days of the week	82%	97%
Regular shift has same start and end time every day	54%	84%

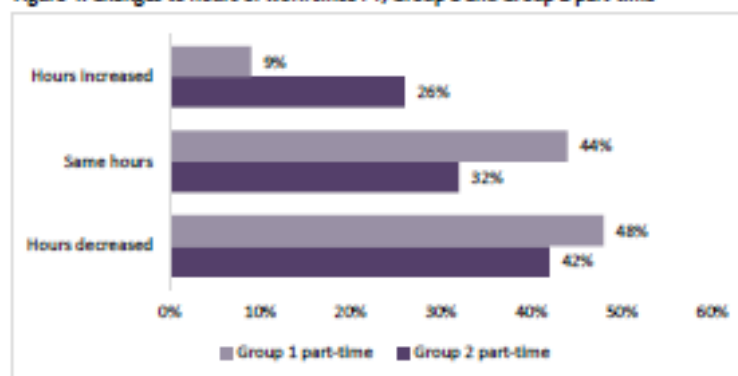
The median number of hours worked by part-time workers per week was 22.7 for Group 1s and 22 hours for Group 2s. As shown in Table 13, a similar proportion of both groups were asked to work extended hours. Both groups worked a similar number of extra hours in the week; however, Group 1s work the same number extra hours in two days as the Group 2s worked in 4 days.

Table 13. Hours and times worked by group (part-time)

	Group 1	Group 2
Median regularly scheduled hours	22.7 hours	22.0 hours
Asked to work extended hours	62%	60%
Median times worked extended hours	2 times	4 times
Median extended hours worked	6 hours	6 hours

Figure 4 shows the changes to the regular hours of work for part-time Group 1s and Group 2s. Those in Group 2 are three times more likely than those in Group 1 to report an increase in regular work hours since PT.

Figure 4. Changes to hours of work since PT, Group 1 and Group 2 part-time



4.1.3 Temporary workers

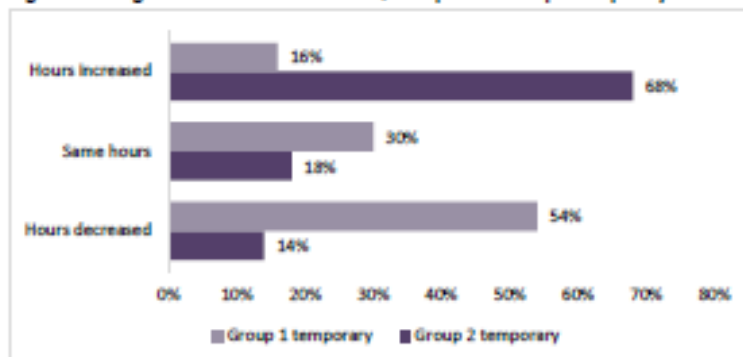
As Table 14 shows, there was considerable variation in hours worked between Group 1 and Group 2 temporary workers; Group 2 temporary workers worked twice as many hours as Group 1s.

Table 14. Median hours and times worked by group (temporary workers)

	Group 1	Group 2
Median hours worked	20 hours	40 hours
Number of times called to work	4 times	5 times
Actual number of times worked	3 times	5 times

Figure 5 shows how hours of work have increased or decreased for temporary workers since PT. While 54% of temporary Group 1s have seen a decrease in hours, 68% of temporary Group 2s have seen an increase.

Figure 5. Changes to hours of work since PT, Group 1 and Group 2 temporary workers



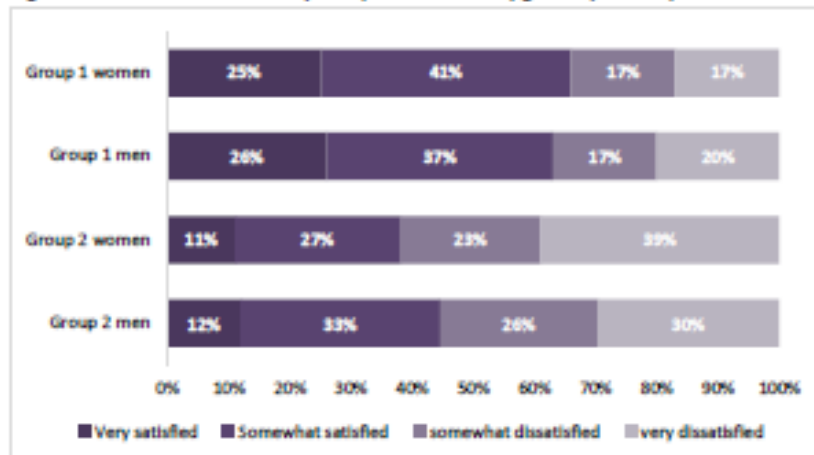
4.2 VIEWS ABOUT ASPECTS OF WORK

Satisfaction with hours and shifts

The majority of full-time, Group 1 workers were very or somewhat satisfied with their shift schedule, with little difference between genders. As shown in Figure 6, Group 2s were more likely to be very or somewhat dissatisfied with their shift schedule, and Group 2 women were more dissatisfied than men.

"I must admit the only positive thing about the Modern Post is that we have a truck to get around in, and get warmed up when it's cold. One big negative aspect is that the pleasant atmosphere we used to have has totally disappeared; people no longer take their breaks because they don't want to finish at 7:00 p.m. The human element that made us what we truly are is gone. Now, I truly feel like I'm just a number." (Group 2 letter carrier, Montreal)

Figure 6. Satisfaction with shift, by Groups 1 and 2, and by gender (full-time)



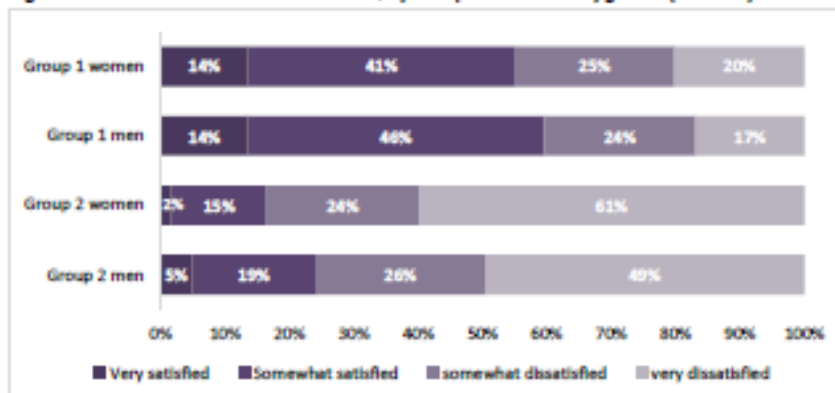
Within Group 2s, those working Wave 2 were more dissatisfied with their shift schedule than those working Wave 1. As can be seen in Figure 7, only 5% of Wave 2s were very satisfied with their schedule, and 23% somewhat satisfied.

Figure 7. Satisfaction with shift, Group 2s by Wave 1 and Wave 2 (full-time)



As shown in Figure 8, Group 2s were much more dissatisfied with the amount of overtime worked, and a higher percentage of Group 2 women were “very dissatisfied” than Group 2 men.

Figure 8. Satisfaction with overtime worked, by Groups 1 and 2 and by gender (full-time)



"No social life due to everyday overtime, very stressed by supervisors for putting pressure on me due to doing overtime, and getting treated like a thief and liar because I do overtime, and I bring that stress home to my family and friends..."
(Group 2 letter carrier, Montreal)

Satisfaction among part-timers with schedules, hours of work and opportunities for working additional (extended) hours were more mixed than among full-time workers. Just over half were very or somewhat satisfied with their regular schedule and opportunities to work extended hours, but somewhat less satisfied with their regular hours of work (see Figure 9). Table 13 indicates preferred hours of work and schedule for part-time workers, where there were a number of gender differences.

Figure 9. Satisfaction with work hours, shift and extended hours (part-time)

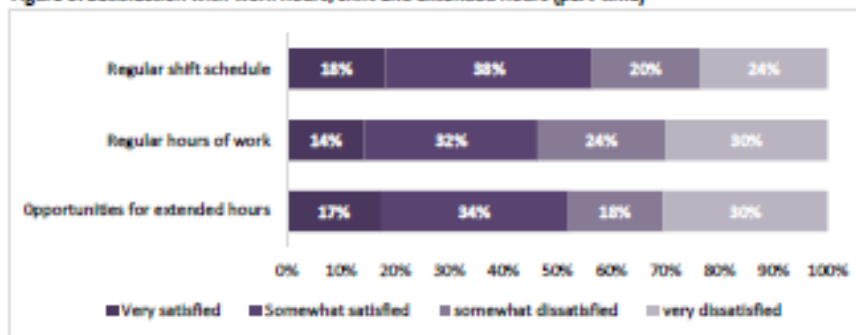


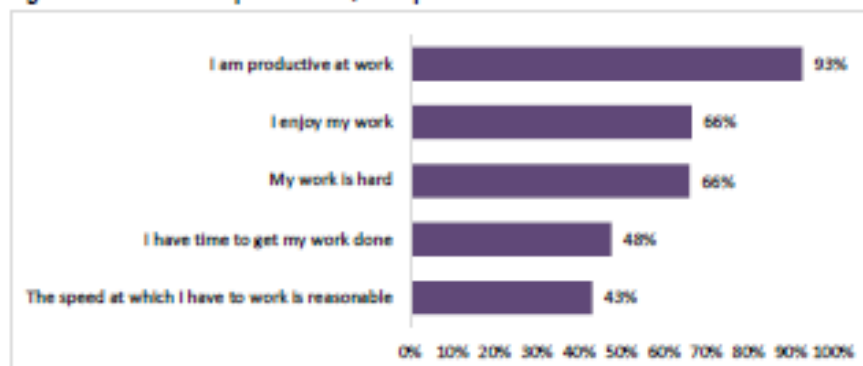
Table 15. Preferred hours and schedule (part-time)

Preferred hours of work/schedule	Women	Men
Same as currently working	18%	17%
Full-time	22%	30%
More hours but not full-time	41%	30%
Same hours but different schedule	17%	17%
Fewer hours	0%	2%

Views about the job – all respondents

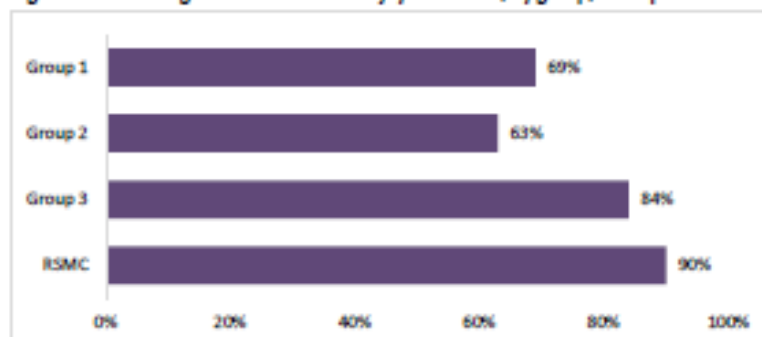
Almost all respondents felt productive at work and two-thirds enjoyed their job. Two-thirds felt their job was hard, and fewer than half felt they had enough time to get their work done or that they were able to work at a reasonable speed. Views about aspects of work are shown in Figure 10 below.

Figure 10. Views about aspects of work, all respondents



There was little difference among groups or between genders on views on productivity. As shown in Figure 11, the percentage who enjoyed their work was considerably higher among Group 3s and RSMCs.

Figure 11. Percentage of members who enjoy their work, by group, all respondents

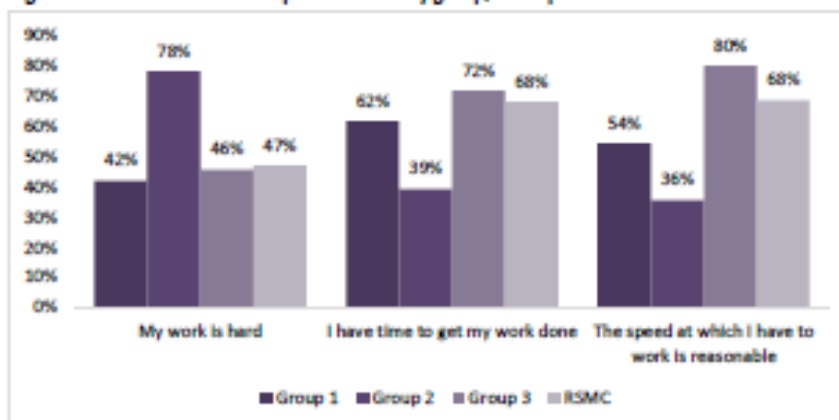


Group 2s reported less enjoyment of their work than other groups. Even though more than 60% of Group 2s indicated that they enjoyed their job, a high proportion indicated that it had gotten worse since PT. Eighty-four percent of full-time Group 2s indicated that enjoyment of the job had gotten worse, compared to 66% of Group 1s, 40% of Group 3s and 37% of RSMCs.

There were also notable differences between groups with respect to other aspects of the job. As Figure 12 shows, a considerably higher percentage of Group 2 respondents found their work hard than did others, and a considerably lower percentage thought they had time to get their work done, or could work at a reasonable speed.

"I loved my job in the old system. I was proud of my work. I loved being in the community. Now my customers are unhappy, my health has suffered, there is now too much weight on our backs without the frequent grey box stops..."
(Group 2 letter carrier, Calgary)

Figure 12. Views on selected aspects of work by group, all respondents



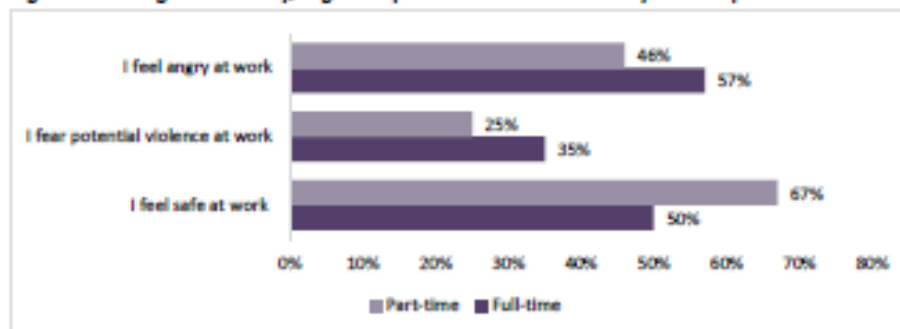
Respondents were asked if they felt safe at work, felt angry at work or feared potential violence at work. Overall:

- 33% felt safe at work
- 55% felt angry at work
- 33% feared potential violence at work

There were differences between full- and part-time workers and between different groups. Figure 13 shows that part-time workers generally felt safer, less angry and feared violence at the workplace less than full-time workers.

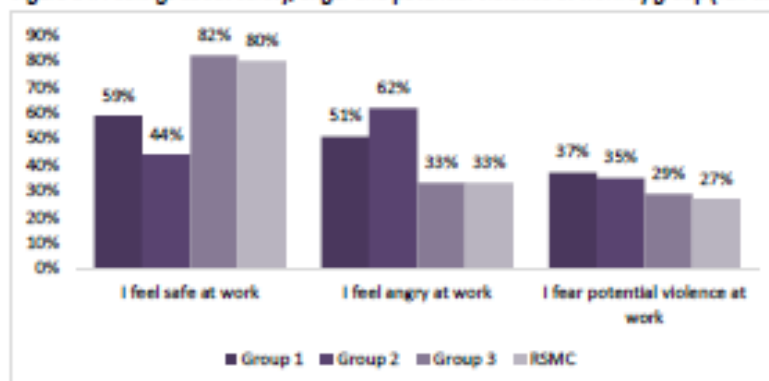
"Safety has decreased due to workload and hours. And all around it's an angry environment."
(Group 2, letter carrier, Scarborough)

Figure 13. Feelings about safety, anger and potential violence at work by full- and part-time



Among full-time workers, Group 2s felt the least safe and the most angry at work. As shown in Figure 14, there was less difference among groups in fears about potential violence, but more than one-third of both Group 1s and Group 2s feared potential violence at work.

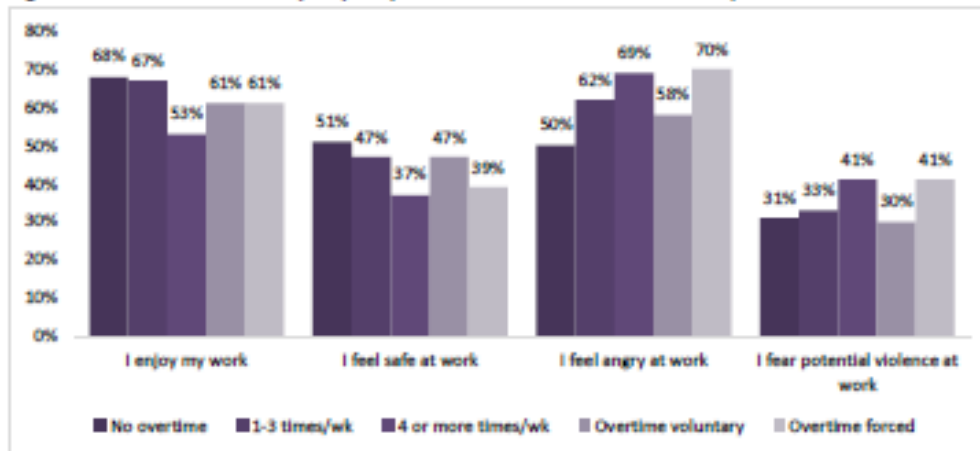
Figure 14. Feelings about safety, anger and potential violence at work by group (full-time)



There was little difference between men and women about feelings of anger or fears about potential violence; however, 37% of Group 2 women felt safe at work compared to 47% of Group 2 men. A higher percentage of women are working Wave 2 than men, which could account for part of the difference. This finding is consistent with concerns raised by a number of Wave 2 women in the focus groups, who expressed concern about safety unloading their work vehicles and delivering mail in the dark.

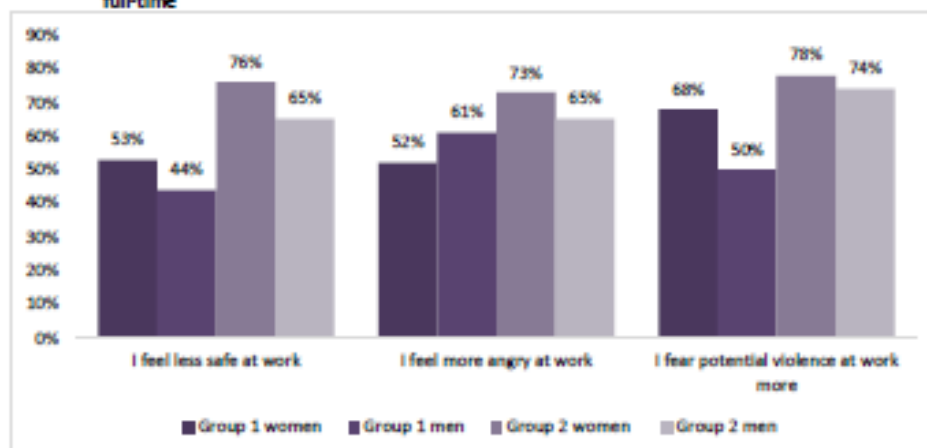
Another key factor shown to make a difference among Group 2s in their views about their job was the frequency of overtime worked and whether that overtime was forced or voluntary. Figure 13 shows a clear pattern of reduced enjoyment of the work and increased feeling of anger and fears of potential violence with increases in the frequency of overtime. The responses of Group 2s who reported working forced overtime were very similar to those who worked overtime four or more times a week, regardless of how many times the former worked overtime, with one exception – enjoyment of the work itself.

Figure 15. Views of life at work by frequency and nature of overtime worked, Group 2



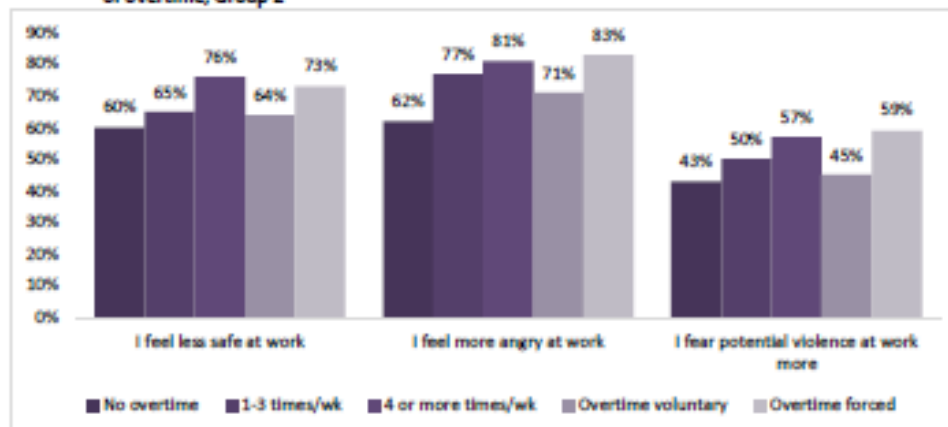
Respondents were asked whether these aspects of life at work had got better, stayed the same or gotten worse since PT. There were differences between genders and by group, with a higher percentage of Group 2s indicating that these aspects of life at work had gotten worse. As Figure 16 shows, in both groups a higher percentage of full-time women than full-time men indicated that they felt less safe at work and feared potential violence more, while a higher percentage of men than women reported feeling more angry at work than before PT.

Figure 16. Percentage reporting aspects of life at work that have gotten worse since PT, by group and gender, full-time



As shown in Figure 17, the greater the frequency of overtime worked among Group 2s, the more respondents felt these aspects of life at work had gotten worse; as well, a greater proportion of those whose overtime was forced reported these aspects of life at work had gotten worse, compared to those who worked overtime on a voluntary basis.

Figure 17. Percentage reporting aspects of life at work that have gotten worse since PT, by frequency and type of overtime, Group 2



Perceptions of supervisors

A Canadian National Work-Life Conflict Study found that supervisors play an important role in helping employees achieve work-life balance. Supervisor behaviours found to help employees cope with work-life conflict include:¹⁵

- asking for input into decisions that affect their work
- making expectations clear
- giving recognition for a job well done
- supporting their decisions
- being available to answer questions

Participants in a number of the focus groups raised concern about the qualifications and abilities of their supervisor. They noted that newly-hired supervisors often lacked an understanding of the job and had little or no management experience. As a result, several participants indicated that the supervisors had unrealistic expectations of what could be accomplished in an 8-hour day, did not understand why changes to work methods were difficult for many workers, and tensions on the work floor were increasing. Many expressed that they experienced bullying by supervisors and felt degraded by the way they were treated by them. CUPW members rarely choose to apply for a position as a supervisor, except in very specific circumstances, because those in the bargaining unit who work in a management position (even in an acting basis) lose their seniority.

Respondents were asked a number of questions about their views of the supervisor, including perceptions of their supervisors in their supervisory role, as well as their relationship with them. Views about aspects of supervisors' leadership and supervision showed little variation by group and gender. Part-time workers were slightly more positive in their views than those working full-time.

Figure 18 shows that 39% of all workers believed their supervisor followed established work procedures, and fewer than 30% thought their supervisor provided a good level of supervision, a supportive work environment, or had good leadership skills. Fewer than 40% believed that their supervisor took their opinion into account or consulted them about changes at work.

¹⁵ *Canadian National Work-Life Conflict Study*, Statistics Canada, 2003.

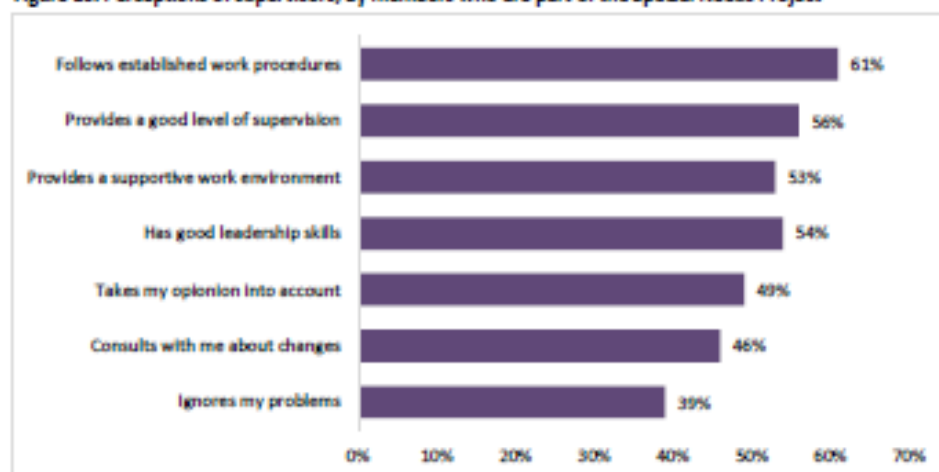
Figure 18. Perceptions of supervisors, all respondents



Respondents were also asked if these perceptions had got better, stayed the same or gotten worse since PT. In each of the categories, Group 2 perceptions were particularly negative, with more than 50% reported a worsening in each of the categories.

Members who are part of the union's Special Needs project had somewhat more positive perceptions of their supervisors than either those without children living at home and those who had children with no special needs. Figure 19 shows the more positive perceptions of supervisors for those members who are part of the union's Special Needs project.

Figure 19. Perceptions of supervisors, by members who are part of the Special Needs Project



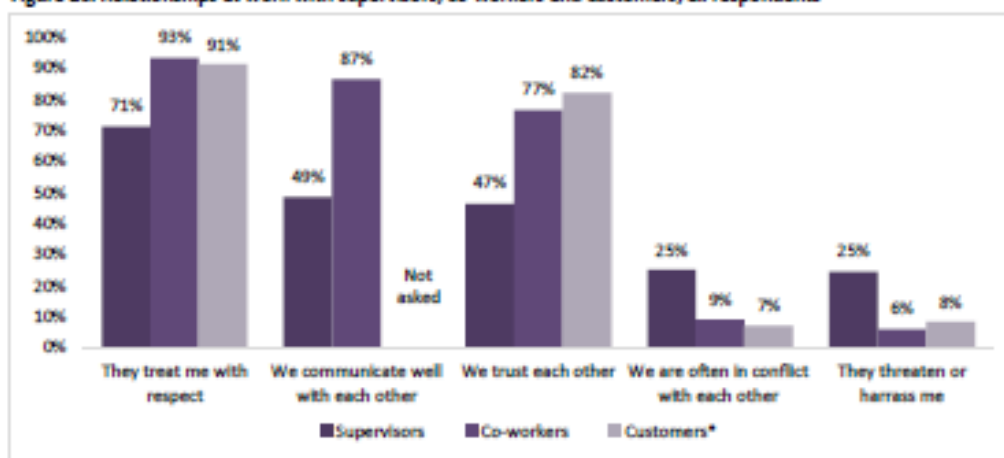
Relationships at work

Responses to questions about relationships at work indicated positive relationships with both co-workers and customers. The relationship with supervisors was less positive. Seventy-one percent indicated that their supervisor treated them with respect, but fewer than half felt they communicated well with supervisors or that they and their supervisors trusted each other. Figure 20 shows the views on different aspects of relationships with supervisors, co-workers and customers.

"Supervisors have become much more aggressive, creating an uncomfortable work place. I've been bullied as a child; I never thought I'd feel like a child bullied in my workplace." (Group 2 letter carrier, Edmonton)

"Finding myself very stressed at work. Very deskilled work. Dumbed down to the point that very little thinking involved. Feel like livestock that are herded to an area to do mindless things. Feel totally unimportant as an employee. Supervisors and managers - some very incompetent, others blindly follow orders. Mindless rules, ignoring of issues, constant pressure to get numbers makes it very stressful. Their philosophy is that we have to be watched constantly, every second or we won't produce." (Group 1 PO-5 mail dispatcher, Montreal)

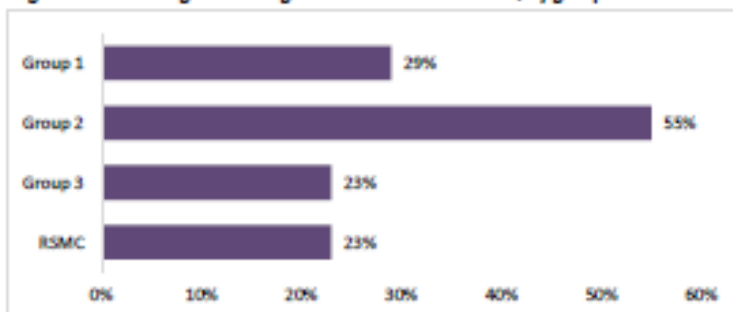
Figure 20. Relationships at work with supervisors, co-workers and customers, all respondents



* Only includes responses from those who regularly interact with customers. Note: respondents were not asked about communication between themselves and customers.

Slightly more than half of Group 2s indicated that they felt isolated from their co-workers. Focus group participants mentioned the wrap-around design of the new sortation cases made it difficult to see colleagues, that many depots had banned music and discouraged conversation, and that the increased speed at which they had to work had significantly reduced the camaraderie among co-workers. Figure 21 shows the percentage in each group that felt isolated from their co-workers.

Figure 21. Percentage indicating isolation from co-workers, by group



"I can truly not choose a positive impact. My stress has increased greatly. Customers are not pleased with the changes and increases. My supervisors show poor examples to follow. The favoritism on the work floor is disgusting. Supervisors fraudulently entering hours for their favorites. Those who question it for the sake of equality and the Collective Agreement are then harassed. I have no trust or respect of my supervisors except for a few, but those would be the abused supervisors who get bullied by to do the work of those who have self-inflated egos and like to do nothing but bully." (Group 1, PO-4 postal clerk, Winnipeg)

4.3 GREATEST CHANGES TO LIFE AT WORK

Members were asked an open-ended question about the one or two biggest changes (positive or negative) to life at work since PT. Overall, the most frequently reported changes were:

- Negative changes to work hours or schedule: 25%
- Negative changes to job satisfaction: 23%
- Negative impacts of workload: 21%
- Negative changes in relationship with supervisor: 18%
- Negative changes to physical health: 16%

By contrast, very few reported positive changes. The most commonly reported positive impacts were:

- Positive changes to work methods: 3%
- Positive changes to work hours/schedule: 1%
- Positive changes to relationship with co-workers: <1%

There was little difference among groups and by gender, with the following exceptions – responses from Group 1s and Group 2s about job security and workload:

- 24% of Group 2s reported negative effects of changes to workload, compared to 15% of Group 1s.
- 17% of Group 1s reported negative effects due to changes to job security compared to 5% of Group 2s

"They don't staff the routes properly and it causes lots of overtime, forced overtime and portions of routes that don't get delivered. Customers are not receiving the service they deserve. Supervisors say they are too busy when you bring a problem for them to address. It sometimes takes weeks to get problems in your pay or hours worked to get fixed. Management often misinforms or out-right lies about everyday situations to cover for their errors or bad decisions." (Group 2, LC-1 letter carrier Winnipeg)

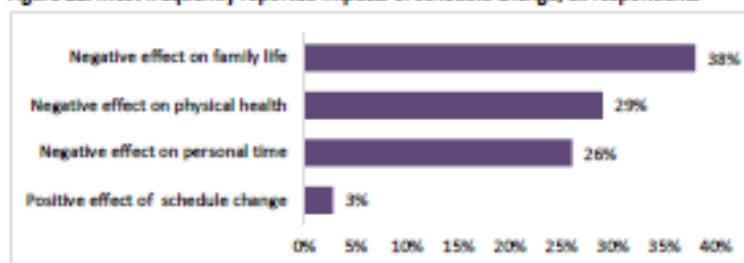
5 PERSONAL AND FAMILY LIFE

5.1 IMPACT OF SCHEDULE CHANGES

Seventy-two percent of all respondents indicated they had a schedule change since PT. Those who had experienced a schedule change were asked "What have been the one or two biggest impacts (positive or negative) on your life because of changes to your schedule or hours?" As shown in Figure 22, the most commonly reported impact of the schedule changes resulting from PT was a negative effect on family life. Only 6.5% of all respondents noted any positive impact resulting from schedule changes.

"I am unable to do any of the things I did before PT, like go to the gym, schedule dental appointments, eat dinner with family, grocery shop. Stress levels are high. Body aches, hair falling out, unable to relax and enjoy life." (Group 2, relief letter carrier, Scarborough)

Figure 22. Most frequently reported impacts of schedule change, all respondents



Negative impacts related to child care and school, and time for family and self were felt more strongly by Group 2s than Group 1s, even though most Group 1s indicated that these aspects of life had gotten worse. Figure 23 shows the impacts due to schedule change that have gotten worse for Groups 1 and 2, and Figure 24 shows that most of the negative impacts on Group 2s are increased by the frequency of overtime worked. More than 90% of those who worked overtime 4 or more times in the previous week indicated that each of the impacts due to a schedule change had gotten worse. Interestingly, there were virtually no differences between the percentage of men and women reporting that time-related challenges at home and with their children had gotten worse.

"No sleep, no eating properly, no life at home" (Group 1, PO-4 postal clerk, Montreal.)

"I am tired, have lots of injuries: sore feet, back pain, tendonitis, etc. And I don't get to see my children anymore." (Group 2 letter carrier, Montreal)

Figure 23. Impacts due to schedule change that have gotten worse, Groups 1 and 2, all respondents

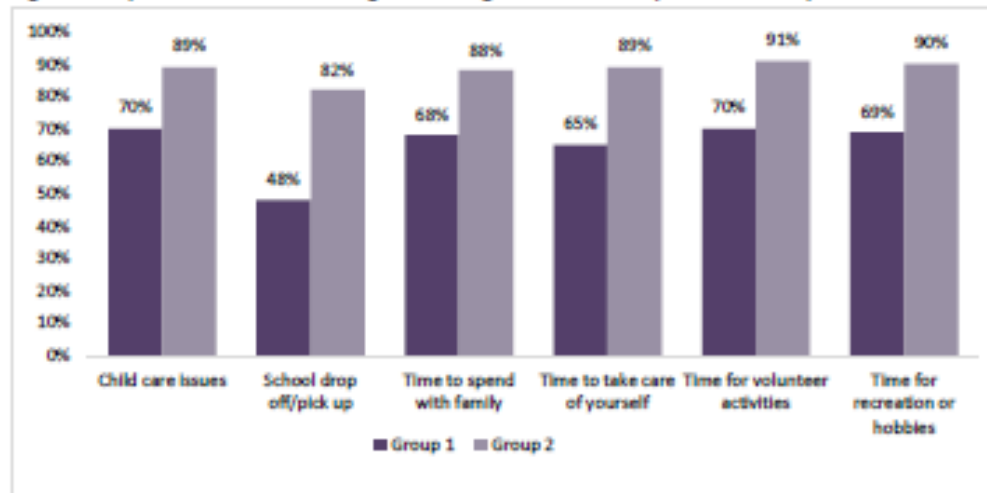
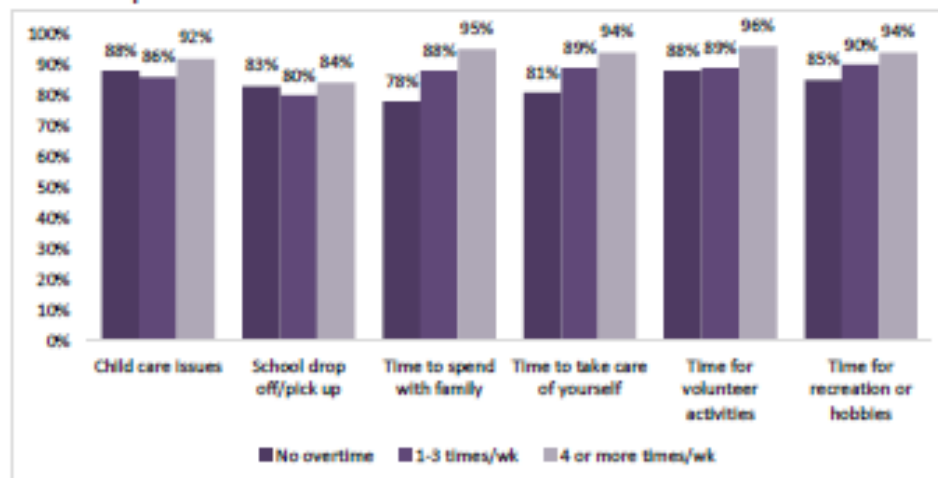


Figure 24. Impacts due to schedule change that have gotten worse by frequency of overtime, Group 2, all respondents



Prior to being asked specific questions about their health and relationships, respondents were asked: "What have been the the one or two biggest impacts positive or negative) on your health or personal relationships because of changes to your work schedule or life at work?"

- 51% reported negative impacts on their physical health
- 30% reported negative impacts on their mental health
- 28% reported negative impacts on family life
- 27% made negative comments about their work schedule
- 17% reported negative impacts on personal time
- 5% indicated there had been no impact

- 1% made positive comments about their work schedule
- less than 1% reported positive impacts on family life

As shown in Table 16, a higher percentage of Group 2s reported negative impacts on health, family life and personal time than other groups. The exception was mental health, where a higher proportion of Group 1s reported negative impacts.

Table 16. Negative impacts on health, family life and personal time by group, all respondents

Negative impacts on:	Group 1	Group 2	Group 3	RSMC
Physical health	41%	56%	22%	38%
Mental health	34%	30%	0%	13%
Family life	23%	31%	0%	13%
Personal time	5%	21%	11%	0%

- Among Group 2s, 39% of those working a Wave 2 shift reported negative impacts on family life, compared to 25% of those in Wave 1.
- 36% of respondents with children under the age of 12 reported negative impacts on family life, compared to 18% of those with no children living at home.

"I cannot get the sleep needed. The lack of sleep, the long drive, the harassment from supervisors have caused great stress. I have already used all my personal days and as of today, 21 unpaid sick days." (Group 1, PO-4 postal clerk, Scarborough)

5.2 IMPACT OF PT ON HEALTH

The impacts of PT on health reported by Group 2s were considerably greater than in other groups, shown in Table 17 below. A lower percentage of part-time Group 2s reported that various aspects of health had gotten worse than full-time Group 2s, but a higher percentage of part-time Group 1s reported that aspects of health had gotten worse than full-time Group 1s. While the number of part-time Group 1s was not large enough to conduct further breakdowns with confidence (n=168), qualitative information from part-time participants in the focus groups suggest that reduced hours of work and inconsistent scheduled days of work increased stress, changes to the shift start-times to very early (4am) or end-times (finishing at midnight or later) contributed to loss of sleep, which in turn affected other aspects of health.

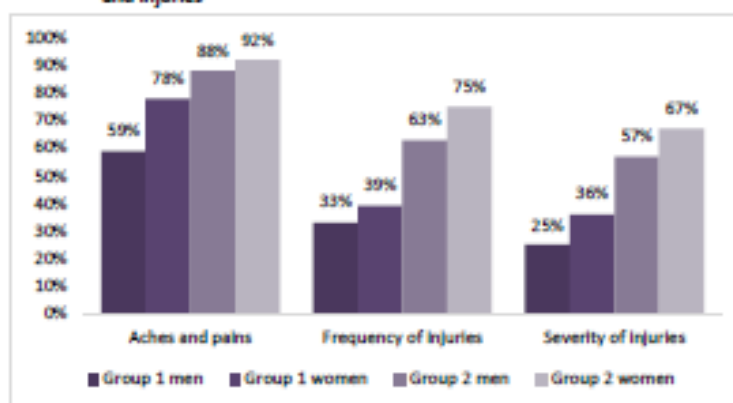
Table 17. Aspects of health that have gotten worse since PT, by group

	Group 1		Group 2		Group 3	RSMC
	Full-time	Part-time	Full-time	Part-time		
Level of fatigue	64%	65%	89%	63%	44%	47%
Level of stress	66%	75%	87%	74%	33%	51%
Level of anxiety	64%	70%	84%	68%	32%	47%
Level of irritability	68%	73%	86%	67%	32%	52%
Self-esteem	34%	46%	49%	38%	24%	23%
Amount of sleep	52%	60%	63%	43%	41%	42%
Eating habits	39%	50%	63%	41%	21%	31%

	Group 1		Group 2		Group 3	RSMC
	Full-time	Part-time	Full-time	Part-time		
Aches and pains	67%	67%	89%	73%	35%	52%
Frequency of workplace injuries	35%	35%	66%	46%	13%	32%
Severity of workplace injuries	30%	34%	59%	41%	6%	28%

Among full-time Group 1s and 2s, there were considerable differences in reported impacts on health by men and women, and by the frequency and nature of overtime. Figures 25 and 26 show the percentage of respondents that reported an increase in a variety of aspects of health by group and gender. Increases were consistently higher for Group 2 and for women. Figures 27 and 28 show the same aspects for Group 2s, by the frequency and nature of overtime worked, with increases associated with more frequent and more forced overtime.

Figure 25. Aspects of health that have gotten worse since PT by group and gender (full-time): aches and pains and injuries



"Even at 22 years old, the job has become much more tiring on my body because the routes are much longer." (Group 2, letter carrier, Winnipeg)

Figure 26. Aspects of health that have gotten worse since PT by group and gender (full-time): eating habits, stress and fatigue

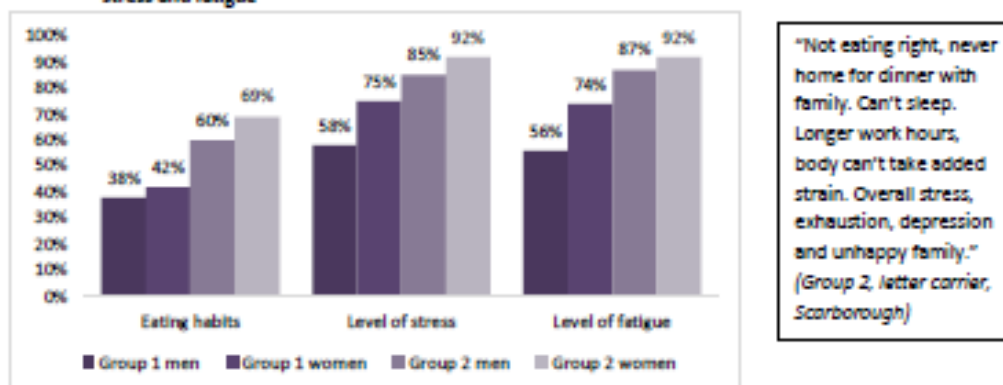


Figure 27. Aspects of health that have gotten worse by the frequency and nature of overtime: aches and pains, and injuries, Group 2

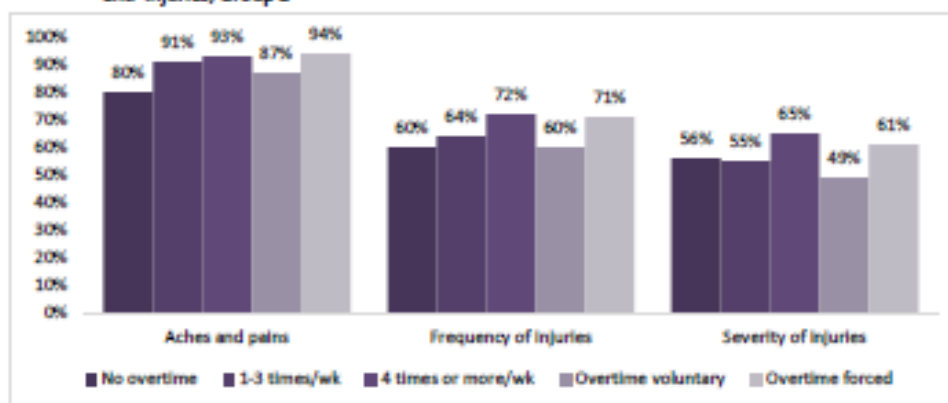
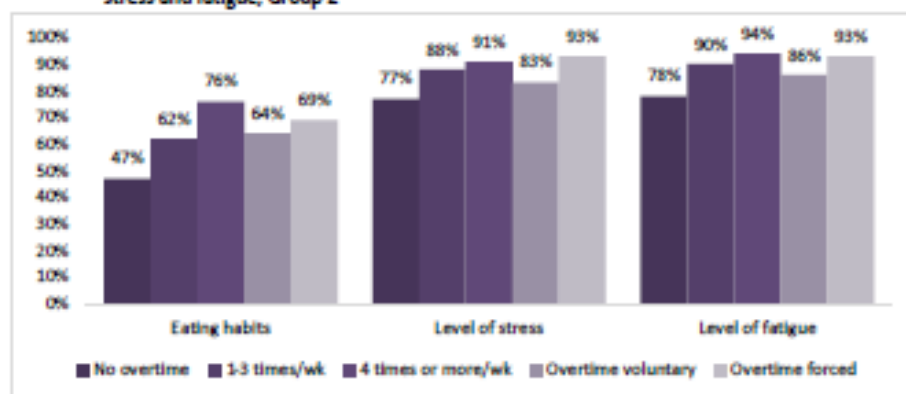


Figure 28. Aspects of health that have gotten worse by the frequency and nature of overtime: eating habits, stress and fatigue, Group 2

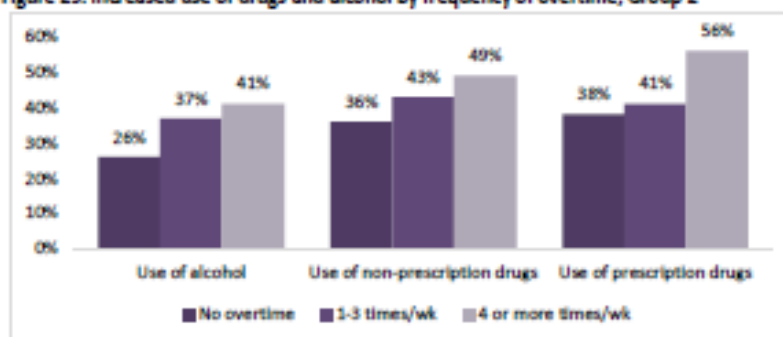


A number of respondents reported an increase in the use of drugs and alcohol and frequency of gambling since PT:

- 41% reported an increase in the use of prescription drugs
- 39% reported an increase in the use of non-prescription drugs
- 31% reported an increase in the use of alcohol
- 14% reported an increase in gambling

As Figure 29 shows, differences were found in the reported increases in the use of drugs and alcohol for group 2s, by the frequency of overtime worked. Overtime made no difference to the frequency of gambling.

Figure 29. Increased use of drugs and alcohol by frequency of overtime, Group 2



"No time or too tired to carry any relationships. Substance abuse issues to deal with the stress and fatigue."
(Group 2, letter carrier, St. John's)

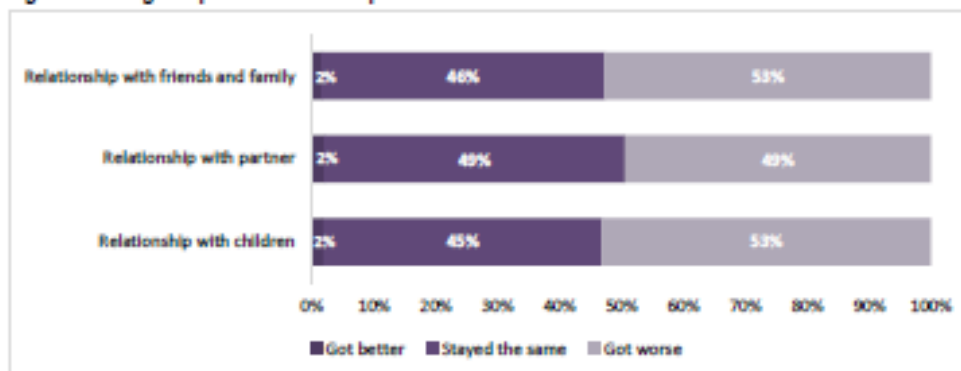
Forced overtime made little difference to the increased use of alcohol and non-prescription drugs compared to those whose overtime was voluntary, but it did make a difference to the use of prescription drugs.

- 49% of those who worked forced overtime reported an increase in the use of prescription drugs compared to 35% of those working voluntary overtime.

5.3 IMPACT OF PT ON RELATIONSHIPS

As Figure 30 shows, approximately 30% of all respondents reported that personal relationships had got worse since PT; between 5%-8% reported that they had got better.

Figure 30. Changes to personal relationships since PT



As shown in Figure 31, the impacts on relationships were greater among Group 2s than Group 1s, and were greater among women than men in both groups. Approximately 70% of Group 2 women reported negative impacts on relationships with their partner, with their children, and with their family and friends.

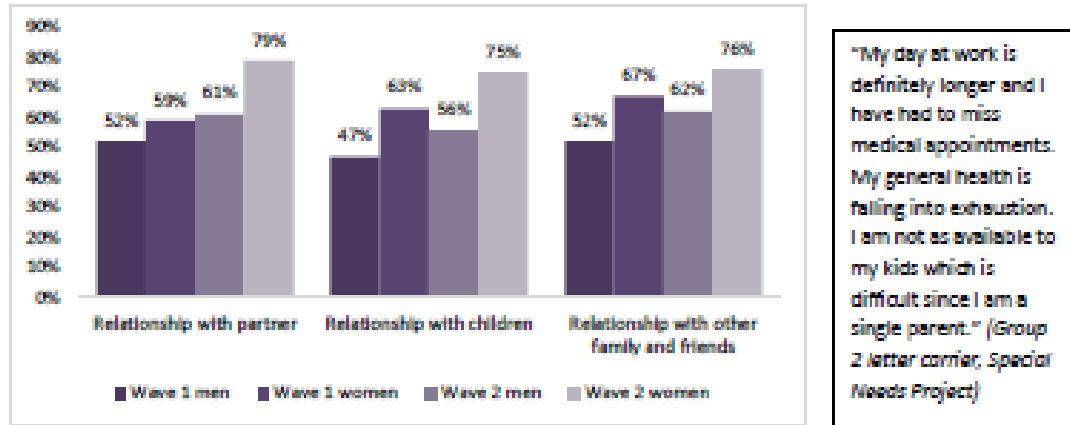
Figure 31. Personal relationships that have gotten worse by group and by gender (full-time)



"Positive: there are none. Negative: I breakdown on a monthly basis in the bathroom. My kids suffer because they don't see me often. I am so unhappy that when I do see my family, I'm miserable."
(Group 2, letter carrier, Scarborough)

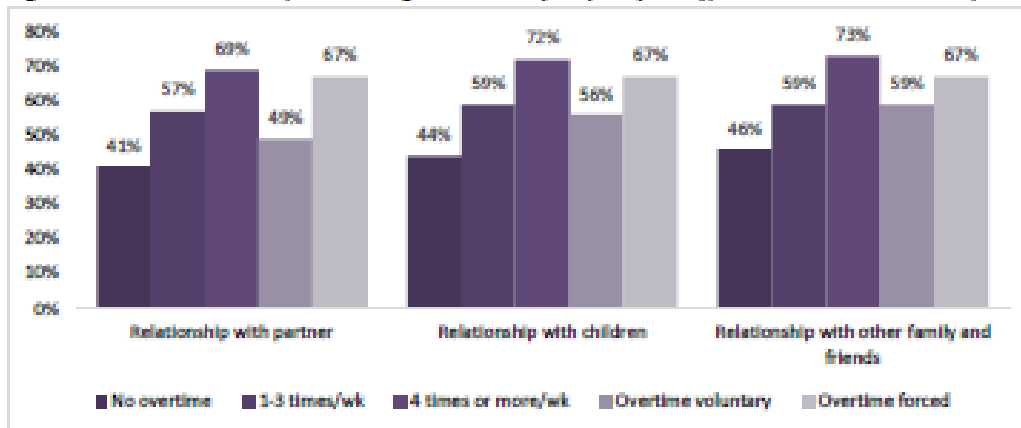
Among Group 2s, as Figure 32 shows, impacts on relationships were worse for those working Wave 2 than Wave 1, and in both waves, worse for women than men.

Figure 32. Personal relationships that have gotten worse in Group 2 by wave and by gender



As with other impacts on work and life, impacts on relationships were worse the greater the frequency of overtime worked, and if the overtime was voluntary or forced. The impacts of PT on relationships by the frequency and nature of overtime worked are shown in Figure 33.

Figure 33. Personal relationships that have gotten worse by frequency and type of overtime worked, Group 2



"Working long hours have impacted my ability to sleep and eat properly. My relationships at home have suffered greatly. My wife and child have had to get used to me not being home. This has caused me great emotional stress. Work around the house has had to be constantly postponed due to extended work hours." (Group 2 casual, St. John's)

6 SUPPORT AND INFORMATION

Over the years, CUPW has negotiated for a number of provisions and measures that help support members' work-life balance. They are described below, along with information about member use, and where relevant, the percentage who applied for and were approved for particular leaves and accommodation.

6.1 LEAVES AND ACCOMMODATION

Requests for accommodation

Accommodation not due to a medical condition (that necessitates modified duties) is not covered by the Collective Agreement, and approval for requests depends on operational requirements and supervisor approval. Requests for accommodation are usually related to an employee's schedule and can range from a one-time request for a specific day, to a request for a slight adjustment to an employee's start and end time, to a regular schedule change due to a pressing family need that cannot be met in any other way.

The *Canadian Human Rights Act* protects against discrimination, based on several grounds, including family status. Employers may have a duty to accommodate an employee whose obligations to care for a family member affect his/her ability to participate in work under the employers existing policies and procedures. The employee is required to show that all reasonable alternatives have been explored and that they have a real obligation to provide care.³⁸

In 2013, 12% of all respondents indicated that they requested accommodation not due to a medical restriction. There was little difference in the percentage of requests between Group 1 and Group 2.

- 44% of Group 1 requests were granted and 25% partially granted
- 29% of Group 2 requests were granted and 31% partially granted
- 55% of Group 1s and 80% of Group 2s indicated that it had become harder to have requests for accommodation approved since PT

Not unexpectedly, a higher percentage of members who have children with special needs requested accommodation than those who had no children at home, or had children, none of whom had a special need. As Table 18 shows, while fewer than half the requests were granted, a higher percentage of requests from members with a child with special needs were granted than the other two groups.

³⁸ Canadian Human Rights Commission. 2014. *A Guide to Balancing Work and Caregiving Obligations: Collaborative approaches for a supportive and well-performing workplace*. Accessed August 21, 2014 from: http://www.chrc-ccdp.ca/sites/default/files/a_guide_to_balancing_work.pdf

Table 18. Percentage of requests and approvals for accommodation by presence of children at home, with and without special needs

	% who requested accommodation	% whose most recent request was fully granted
Has a child with special needs	23%	44%
Has children, none with special needs	10%	33%
Has no children living at home	11%	30%

Under Article 34 of the Collective Agreement, when an employee becomes permanently or temporarily disabled and the need for accommodation is supported by a medical certificate, the employees' duties may be modified or they may be reassigned to work identified as rehabilitation assignments for the necessary period.

In 2013, 16% of Group 1 and 22% of Group 2 respondents requested accommodation due to a medical restriction

- 38% of Group 1 requests were granted and 33% partially granted
- 33% of Group 2 requests were granted and 43% partially granted

54% of Group 1s and 69% of Group 2s indicated that it has become harder to have requests for modified duties approved since PT.

Personal leave

Shortly after PT began to be implemented, a new Collective Agreement came into effect. Changes to some of the leave provisions have also had an impact on employees, as well as some of the already existing provisions related to overtime.

Prior to January 1, 2013, full-time employees were entitled to accumulate sick leave at a rate of 14 days/month, and part-time employees at a rate of five hours/month. Employees who had used all sick leave entitlements and who were unable to return to work, were entitled to sick leave without pay for a period of up to five years, subject to a medical certificate and assessment, if required, every six months.

As of January 1, 2013, sick leave entitlements were replaced by personal days and a short-term disability program.

Full-time employees are allocated seven personal days at the beginning of each calendar year; up to five unused personal days may be carried over to the following year, for a maximum

"The biggest changes have been the increased work load that is expected with less employees. I have received derogatory letters on my career file because in the eyes of the employer, I am not doing enough. My 8 hour job description had changed to include the expectation of 3-4 hour additional duty. I am rushed and I had no satisfaction in providing the service I once was able to. There are more supervisors on the floor taking care of less people and their time is largely spent socializing with each other and targeting/bullying employees who know how to do their jobs well without the micromanagement. The other change that I'm finding to be detrimental to myself are the changes to my sick leave. To have the 7 personal days per year is insufficient. Perhaps for some it is enough, however, I am surrounded by those who come into work ill and I get ill from them because they do not want to take the pay out." (Group 1 PO-4 postal clerk, Winnipeg)

of 12 days in any given year. The amounts are pro-rated for part-time employees. Personal days may be used for illness or emergencies (relating to the employee or immediate family member), or may be planned ahead of time, with preapproval of the supervisor.

- In 2013 the median number of personal days taken among the survey respondents was 3 for men and 6 for women.

Employees who are hospitalized or have an injury for which they sought medical attention may be eligible for Short Term Disability (STD) benefits for a maximum of 30 weeks. STD benefits may be also be used for illness, once an employee's personal days have been fully used.

- In 2013, 21% of respondents applied for STD. There was little difference between Group 1s and Group 2 men, but was somewhat higher among Group 2 women at 26%
- Of those who applied, 90% of Group 1s and 86% of Group 2s received STD

During the focus groups and in written responses to the survey, members talked about the challenges encountered as a result of these changes. Often due to the amount of overtime being worked by Group 2s, personal days are often taken for appointments and meetings that can no longer be taken during the work day. If a child is ill or there are family emergencies, all personal days must be used before an employee can apply for special leave. Previously, sick leave and special leave were handled separately and were for different purposes. Several members spoke about coming to work sick because they had exhausted their personal leave days and could not afford to take the time off without pay. Some did take days off without pay and others used vacation time for appointments. In 2013, 44% used vacation days for illness, family needs or appointments; this was higher for members with children, particularly those with a child with special needs, as shown in Table 19.

Table 19. Percentage of members who used vacation days in 2013 for illness, family needs or appointments by presence of children in the home, with and without special needs

% who used vacation days for illness, family needs or appointments	
Has a child with special needs	53%
Has children, none with special needs	46%
Has no children living at home	38%

- 27% took unpaid days due to illness, for an average of 3 days
- 19% took unpaid days for family reasons, for an average of 1 day
- 14% took unpaid days for other reasons, for an average of 1 day

Special leave

Employees may be eligible for paid special leave. This includes:

- Up to five days for marriage leave
- Between 1-4 days bereavement leave, depending on the employees relationship to the deceased

- Leave for other reasons, including illness in the immediate family. Since the STD program came into effect, before an employee can apply for this particular type of special leave, all personal days must be exhausted.

Overall, 17% of respondents applied for special leave in 2013 and approximately half of those requests were granted. The main reasons for requesting leave were:

- 32% for personal reasons, including illness and other health related issues, and appointments
- 20% for the needs of family members, primarily due to illness or other medical reasons
- 21% for bereavement
- 34% for of those with children under 12 requested special leave for children's needs, primarily due to illness or other medical reasons

As shown in Table 20, a higher percentage of members with children with special needs than others made a request for special leave, but a lower percentage of those requests were granted.

Table 20. Percentage of requests and approvals for special leave by presence of children at home, with and without special needs

	% who requested special leave	% whose most recent request was approved
Has a child with special needs	24%	42%
Has children, none with special needs	17%	36%
Has no children living at home	15%	33%

- 48% of requests for special leave not due to bereavement were granted
- 63% of respondents indicated that it was more difficult to have special leave granted since PT; this rose to 82% for families with a child with special needs.

Compensatory time

Employees may request that some or all of their overtime hours be converted into compensatory time instead of being paid. This request must be approved by the employer, provided "service standards are maintained." In the focus groups a number of Group 2 employees talked about being unable to get requests for compensatory time approved. As can be seen in Table 21, fewer than half of the Group 2 requests for compensatory time were granted.

Table 21. Requests and approvals for compensatory time, Group 1 and Group 2

	Group 1	Group 2
% requesting compensatory time for overtime worked	21%	28%
% of requests granted	79%	41%

- 31% of Group 1s and 82% of Group 2s indicated that PT had made getting requests for compensatory time approved more difficult
- 10% of Group 1s and 3% of Group 2s indicated that it had become easier

Employee Assistance Program

While not a leave provision or a negotiated benefit, Canada Post offers employees and their family members access to an Employee Assistance Program (EAP), with counselling and health information services. Group 2s were more likely to use EAP than other groups, and members who have a child with special needs were more likely to use it than other families.

- 16% of respondents accessed the EAP in 2013, with some differences between those with and without children and among groups. EAP was accessed by:
 - 14% of respondents with no children at home
 - 17% of those with children, none of who has a special need
 - 23% of those who have a child with special needs
 - 13% of Group 1s, 18% of Group 2s, 9% of Group 3s and 9% of RSMCs

6.2 OTHER UNION AND EMPLOYER SUPPORT

In addition to benefits and leaves negotiated through collective bargaining, information and support from both the union and management can help employees manage aspects of work-life balance.

For example, information and regular updates about PT, and opportunities for discussing and resolving issues as they arise, can help employees feel heard; the union and employer can better understand the issues employees are facing and help them work towards effective solutions. As well as face-to-face contact with supervisors, shop stewards and local union officials, members receive numerous publications and communications from the union and from management.

Work-related information

Members were asked which sources among a list were the five most important to them for information about PT, rating 1 as the most important source, 2 as the next most important, and so on. The scores were derived by first weighting the actual ranks ("1" weighted as 5, "2" as 4, etc.), then summing the weighted ranks and transforming the sums so that the highest ranked source has a score of 100, and the other sources have scores relative to the top score of 100.

"I wish that there would be more bulletins from national regional and some local offices in regards to anything happening on the work floor. Unfortunately it seems as though we are not getting enough and a lot of workers then turn to management and management will definitely listen to the worker as it turns to him away from the union...sad but true." (Group 1, PO-4 postal clerk, Edmonton)

Local management and supervisors and CPC letters mailed to their homes ranked first overall, followed by local shop stewards. Table 22 shows the ranking by group and by gender. For all groups and both genders, the most important source of information about PT was from CPC management and supervisors and letters from CPC.

Table 22. Most important sources of information about PT by group and gender

	All	Group 1	Group 2	Female	Male
Local CPC management/ supervisors	100	98	100	95	100
CPC letters to my home	100	100	99	100	94
Shop Steward	81	76	83	89	76
Local Union Officers	77	77	77	81	74
Union bulletins	76	74	76	78	71
CUPW letters to my home	71	68	72	78	64
CUPW's publication (Perspective)	52	50	53	54	50
CPC's publication (Performance)	45	42	46	41	45
Social media (Facebook, Twitter)	38	43	35	36	39
CUPW's website	33	31	33	35	30
CPC's website	25	20	28	23	24
None of these choices	21	21	21	25	19

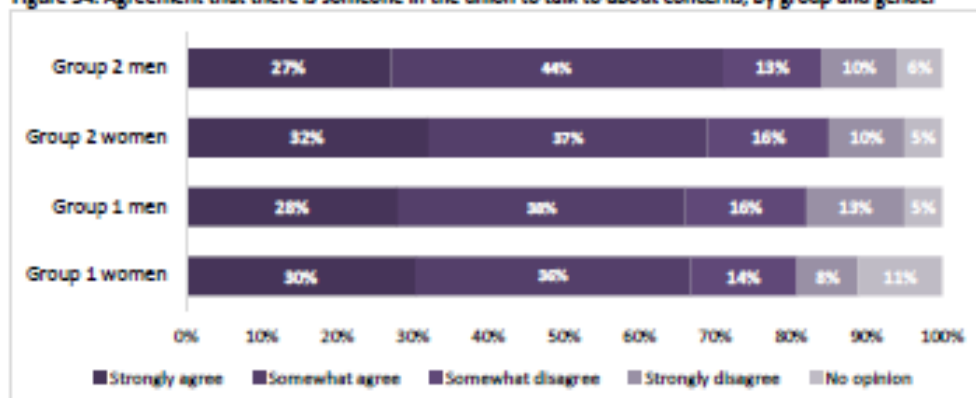
Views on support from the union

Focus group participants were asked if and how the union has helped them navigate difficult moments in balancing work and personal matters arising from PT. There were mixed responses; for some there was a perception that the national office in particular was too far removed from daily realities to understand members' concerns, as well as a sense of abandonment during the difficult adjustment to the changes resulting from PT. Others felt that the union had done what they could, but were facing an uphill battle in addressing members' concerns. Some expressed a sense of separation from the union, while others indicated that a sense of unity was essential.

"Our union needs to stand up for its workers and share in the media what is happening to the workers. The public would be horrified to see what happens there every day, mail just sits, not being delivered for weeks, carriers are made to carry too heavy of loads, trucks cannot hold enough of the mail, workers off with no replacements. The work conditions are terrible." (Group 2, letter carrier, Special Needs Project)

The survey asked members their agreement on whether there was someone in the union to talk to about their concerns and their views on how different levels of the union handled PT. A majority of respondents strongly or somewhat agreed that there was someone in the union to talk to about their concerns, with some slight variations between groups and gender (see Figure 34).

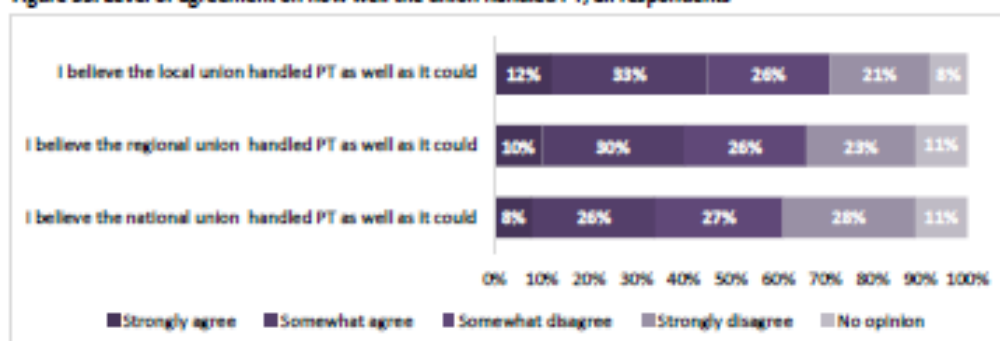
Figure 34. Agreement that there is someone in the union to talk to about concerns, by group and gender



"I really wish that CUPW would push for transparency with Canada Post. There needs to be a voice that will make Canada Post accountable for the new changes. Cutting costs and increasing savings on the back of your labour force in such an extreme way is wrong. Canada Post should be held accountable to a higher standard and I think that CUPW needs to present this point in a strong, friendly manner, because we are all one company." (Group 2, letter carrier, Winnipeg)

Respondents were more divided on their level of agreement on how well various levels of the union handled PT, as shown in Figure 35. There was very little difference by group or gender.

Figure 35. Level of agreement on how well the union handled PT, all respondents



"I don't know that CUPW could have done anything different, CPC will just do whatever they want and tie things up in the grievance process for years. No concerns for their employees." (Group 2, relief letter carrier, Edmonton)

"I truly believe our union is out of touch and I fully support CPC in whatever it needs to do to become strong and secure my future. I work hard, have a good attitude and serve my customer to the best of my ability and believe that no matter what CPC does, I will have a place in this company." (RSMC, Edmonton)

7 FINAL THOUGHTS

Respondents were asked open-ended questions about what they liked best and least about their job. The sample of Group 3s and RSMCs was too small to provide meaningful results, but results for Group 1s and Group 2s show considerable differences between groups, and some gender differences within groups. As shown in Table 23, customers and customer satisfaction ranked high with both groups, particularly among women, with over half of Group 2 women mentioning interacting with customers as the best part their job.

Table 23. What members like best about their job, Groups 1 and 2, by gender

	Group 1				Group 2		
	All	Women	Men		All	Women	Men
Pay and benefits	26%	25%	27%	Customers	43%	52%	39%
Co-workers	21%	22%	18%	Working outdoors	34%	34%	35%
Customer satisfaction	18%	22%	13%	Physical exercise	22%	31%	18%

"I really enjoy the camaraderie of my co-workers. I've found a group of diverse and talented people. My union has been unfailing with information and knowledge and opportunities. The happy customers who appreciate the hard work and service being done by caring employees." (Group 1, PO-4 Postal Clerk, Winnipeg)

"I like being part of the communities I deliver in. I take pride in my Canada Post uniform. I enjoy being a trusted person in the neighborhood." (Group 2 letter carrier, Edmonton)

"The fact that if I work extra hours I get paid for them. I don't have to work from home. I have a Union to support me. I love working with people. I believe in the service that we offer." (Group 1 casual, Edmonton)

As Table 24 shows, there was more consistency between groups with respect to what respondents liked least about their jobs, though the items were ranked somewhat differently.

Table 24. What members like least about their job, Groups 1 and 2, by gender

	Group 1				Group 2		
	All	Women	Men		All	Women	Men
Management	41%	40%	42%	Hours of work	42%	48%	40%
Hours of work	22%	23%	21%	Management	33%	35%	32%
Work methods	14%	9%	20%	Work methods	22%	19%	24%

"Late starting time. Length of route. I heard they cap the ss routes at 27 but I have 35! They just keep adding to your work load and no one cares if the route is too long or not! They say they will look into it but nothing ever happens. It's frustrating and I just feel hopeless that the bosses will fix all the problems!" (Group 2 letter carrier, Scarborough)

"I dislike my work schedule, long hours, seeing my co-workers get injured, management's attitude and disrespect for our contract and how tired I am after each day." (Group 2 letter carrier, St. John's)

"All the extra physical work, being forced to do overtime being forced to care for the truck being forced to take on additional work, her arms are very sore too much to hold unable to see ahead with all that they are holding." (Group 2 letter carrier, Montreal)

Respondents were asked, "Given that Postal Transformation is a reality, tell us one change that would make your work life better." Table 25 and Table 26, show the most frequently made suggestions for improvement by Group 1s and Group 2s respectively.

Table 25. Most frequently mentioned suggestions for making work life better, Group 1

Category of suggestion	% who mentioned	Most frequent comments
Changes to hours of work	38%	<ul style="list-style-type: none"> • Improve schedules • More day and afternoon shifts • Better hours for part-timers
Changes to management	25%	<ul style="list-style-type: none"> • Improve communication • Treat workers with respect • Apply the rules consistently • Listen to employee input

"Immediately implementable employer accountability ... That would mean NO workers on the docks until the carcinogenic materials are removed or contained. NO MLOCs running at high speed. Proper rotation of duties ...No yelling at staff on the work floor; No making up your own rules and breaking all the others etc." (Group 1 casual, Edmonton)

Table 26. Most frequently mentioned suggestions for making work life better, Group 2

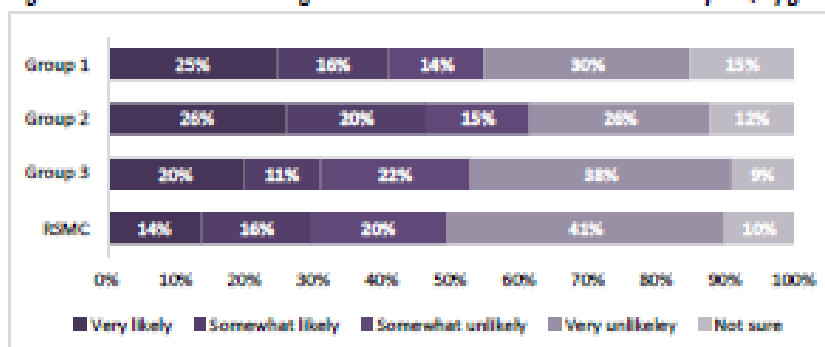
Category of suggestion	% who mentioned	Most frequent comments
Changes to work methods	37%	<ul style="list-style-type: none"> • Allow sorting of sequenced mail • Eliminate the double bundle system • Improve autonomy • Reinstate parcel delivery
Changes to work hours	36%	<ul style="list-style-type: none"> • Eliminate Wave 2 • Stop forced overtime • Give time values for parcel delivery
Address route issues	22%	<ul style="list-style-type: none"> • Improve route measurement • Ensure more equitable routes • Shorten some loops

"If workers were consulted before changes were put into place. What looks good on a piece of paper in someone's office is usually not reality on the street or on the work floor." (Group 2 letter carrier, St. John's)

Future plans

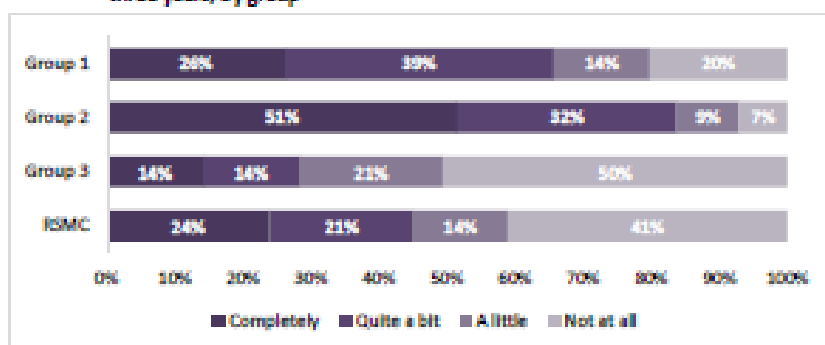
Overall, 26% of respondents said they were “very likely” to choose to leave Canada Post within the next three years and 19% said they were “somewhat likely” to leave, for a total of 45% overall indicating they are likely to leave. As Figure 36 shows, there was some variation among groups, with Group 2s being the most likely to choose to leave and RSMCs the least likely.

Figure 36. Likelihood of choosing to leave Canada Post within the next three years, by group



- 77% of those who responded that they were “very likely” or “somewhat likely” to leave Canada Post within the next three years, indicated that PT affected that decision “completely” or “quite a bit”. This rose to 83% for Group 2s. Figure 37 shows the impact of PT on those likely to choose to leave in the next three years.

Figure 37. The Degree to which PT affected plans of those likely to choose to leave Canada Post within the next three years, by group



“All changes are negative. Morale at the affected stations is at rock bottom and shouting matches with supervisors are common. I’m constantly stressed and hate getting up in the morning to go to work. I’m too close to a pension to quit but now feel like I’ve gone from one of the best jobs in the world to absolutely one of the worst. P.T. is a disaster.” (Group 2, letter carrier, Edmonton)

During the focus groups, some participants indicated that they were likely to stay at Canada Post because their lack of post-secondary education would make it difficult to find a job with comparable wages and benefits. However, the survey results showed little difference between those with and without post-secondary education:

- 47% of those with no post-secondary education indicated they were very or somewhat likely to choose to leave
- 33% of those with post-secondary education indicated they were very or somewhat likely to choose to leave

As might be expected, at 64%, the highest proportion indicating they are “very likely” or “somewhat likely” to leave are those with 23 years or more seniority, and who may be eligible for pensions. The next highest proportion indicating they are “very likely” or “somewhat likely” to leave, at 47% are those with fewer than eight years seniority.

8 CONCLUSION

The objective of this study was to identify, document and analyze the positive and negative impacts arising from the introduction of PT, and to provide the union with quantitative information needed to explore it and how it can help reduce identified work-life conflict and minimize the challenges arising from PT.

In this report we attempt to provide the data that will be useful to the union in understanding the issues of its members. It is outside the scope of our experience and expertise to attempt to interpret the findings within the context of the CUPW environment, the context of the historically difficult union-employer relationship, or within the provisions of the Collective Agreement. We do, however, provide some general comments for the union to consider, that stem directly from the findings.

It is evident from the results that a significant proportion of CUPW members in the locals surveyed have experienced negative impacts of PT on their health, their life at work and their life at home.

These findings are consistent with the research literature that found the amount of overtime worked and if the overtime is mandatory, as well as non-management staff's relationship with their supervisor, are two determining factors impacting work-life balance. With increases in work-life conflict comes an increase in workplace errors and injuries, an increase in chronic illness, alcohol consumption anxiety and depression, as well as increased difficulty meeting family responsibilities.

In this study, overtime was a key predictor of work-life conflict. The more frequently overtime was worked, and the more frequently overtime was forced, the greater the increase in reported negative impacts related to physical and mental health, and increases in anger and fear of potential violence at work as well as perceptions of reduced safety at work.

While CUPW members face many of the same challenges in balancing work and family life as other non-management employees, the extent of work-life conflict of many members, particularly those working as Group 2s should be cause for concern of both the union and management. In addition to the personal health and work-life conflict issues members are experiencing, the proportion of members who feel angry at work, fear violence at work and who do not feel safe at work is especially troubling.

The union may wish to:

- explore more effective ways to communicate with members
- examine ways for full-time officers to have a greater presence in the plants and depots to better understand issues facing rank and file members
- review the articles in the Collective Agreement on overtime, and explore mechanisms to reduce the amount of forced overtime, as well as ways to improve the ability of members to take comp time
- consider ways address the need for accommodation of members, particularly those with caregiving responsibilities
- discuss with the employer, outside of negotiations and outside of the grievance process, ways to ensure a well-trained supervisory workforce with appropriate management skills as well as an understanding of the work methods and processes in order to provide a supportive workplace that can meet operational demands and help reduce the work-life conflict and support the health and well-being of employees.

APPENDIX A. Detailed breakdown of impacts of PT by job group

Table 27. Breakdown of impacts of schedule change on life since PT, for those who had a schedule change, by group, full-time only

Work-life category		Got better	Stayed the same	Got worse
Time for appointments	Group 1	12%	40%	48%
	Group 2	2%	6%	92%
	Group 3	9%	36%	55%
	RSMC	14%	23%	64%
Coordinating with partner's schedule	Group 1	7%	27%	66%
	Group 2	3%	17%	80%
	Group 3	11%	22%	67%
	RSMC	5%	42%	53%
Child care-related issues	Group 1	13%	13%	75%
	Group 2	3%	7%	90%
	Group 3	0%	50%	50%
	RSMC	0%	75%	25%
School drop-off or pick up	Group 1	7%	33%	59%
	Group 2	5%	12%	83%
	Group 3	0%	100%	0%
	RSMC	0%	40%	60%
Time to spend with family	Group 1	6%	27%	67%
	Group 2	2%	10%	88%
	Group 3	8%	15%	77%
	RSMC	8%	29%	63%
Time for volunteer activities	Group 1	4%	29%	67%
	Group 2	0%	8%	92%
	Group 3	0%	44%	56%
	RSMC	5%	50%	45%
Time to take of yourself	Group 1	6%	30%	64%
	Group 2	1%	10%	89%
	Group 3	8%	31%	62%
	RSMC	5%	38%	57%
Time for sleep	Group 1	11%	28%	60%
	Group 2	7%	29%	64%
	Group 3	8%	23%	69%
	RSMC	0%	50%	50%

APPENDIX A. Detailed breakdown of impacts of PT by job group

Table 28. Breakdown of impacts of PT on health by group, full-time only

Health category		Got better	Stayed the same	Got worse	
Level of fatigue	Group 1	4%	32%	64%	
	Group 2	1%	10%	89%	
	Group 3	2%	34%	44%	
	RSMC	3%	44%	51%	
Aches and pains	Group 1	3%	30%	67%	
	Group 2	1%	10%	89%	
	Group 3	0%	63%	33%	
	RSMC	4%	40%	56%	
Frequency of workplace injuries	Group 1	4%	60%	33%	
	Group 2	1%	33%	66%	
	Group 3	8%	79%	13%	
	RSMC	6%	60%	33%	
Severity of workplace injuries	Group 1	4%	66%	30%	
	Group 2	1%	40%	59%	
	Group 3	6%	89%	6%	
	RSMC	2%	68%	30%	
Eating habits	Group 1	3%	33%	39%	
	Group 2	2%	33%	63%	
	Group 3	2%	76%	21%	
	RSMC	3%	64%	32%	
Level of stress	Group 1	4%	30%	66%	
	Group 2	1%	12%	87%	
	Group 3	2%	64%	33%	
	RSMC	3%	42%	55%	
Level of anxiety	Group 1	4%	33%	64%	
	Group 2	1%	16%	84%	
	Group 3	0%	68%	32%	
	RSMC	2%	47%	51%	
Level of irritability	Group 1	3%	28%	68%	
	Group 2	1%	14%	86%	
	Group 3	2%	66%	32%	
	RSMC	2%	42%	56%	

APPENDIX A. Detailed breakdown of impacts of PT by job group

Table 29. Breakdown of impacts of PT on relationships by group, full-time only

Relationship		Got better	Stayed the same	Got worse
With spouse/partner	Group 1	3%	60%	37%
	Group 2	1%	42%	57%
	Group 3	6%	71%	23%
	RSMC	2%	74%	23%
With children	Group 1	4%	56%	40%
	Group 2	1%	39%	60%
	Group 3	4%	83%	13%
	RSMC	7%	67%	27%
With other family/friends	Group 1	2%	55%	43%
	Group 2	1%	39%	60%
	Group 3	2%	73%	24%
	RSMC	2%	82%	16%

Table 30. Changes to selected aspects of the job since PT, by group

Aspect of the job		% of respondents indicating how aspects of the job changed		
		Gotten better	Stayed the same	Gotten worse
Enjoyment of the job	Group 1	4%	30%	66%
	Group 2	2%	14%	84%
	Group 3	6%	54%	40%
	RSMC	10%	53%	37%
Productive at work	Group 1	3%	70%	26%
	Group 2	2%	57%	41%
	Group 3	3%	76%	21%
	RSMC	7%	73%	20%
The work is hard	Group 1	4%	50%	46%
	Group 2	1%	17%	83%
	Group 3	3%	70%	27%
	RSMC	13%	56%	31%
Sufficient time to get the job done	Group 1	3%	46%	52%
	Group 2	1%	16%	83%
	Group 3	3%	62%	35%
	RSMC	10%	49%	41%
The speed of work is reasonable	Group 1	2%	41%	56%
	Group 2	0%	16%	84%
	Group 3	3%	73%	24%
	RSMC	4%	65%	32%

APPENDIX A. Detailed breakdown of impacts of PT by job group

Table 31. Changes in perceptions of supervisor since PT, by group

Perceptions of supervisor		% of respondents indicating perception of supervisor had...		
		Gotten better	Stayed the same	Gotten worse
Follows established work procedures	Group 1	4%	54%	42%
	Group 2	2%	46%	53%
	Group 3	3%	67%	31%
	RSMC	6%	67%	28%
Provides a good level of supervision	Group 1	4%	49%	47%
	Group 2	2%	43%	55%
	Group 3	3%	56%	42%
	RSMC	10%	58%	33%
Provides a supportive work environment	Group 1	4%	48%	48%
	Group 2	3%	37%	61%
	Group 3	3%	64%	33%
	RSMC	8%	60%	32%
Has good leadership skills	Group 1	5%	51%	45%
	Group 2	2%	46%	52%
	Group 3	3%	64%	33%
	RSMC	6%	67%	27%
Takes my opinion into account	Group 1	5%	54%	41%
	Group 2	2%	42%	56%
	Group 3	3%	61%	36%
	RSMC	11%	64%	25%
Consults me about changes	Group 1	5%	49%	45%
	Group 2	2%	43%	55%
	Group 3	0%	61%	39%
	RSMC	4%	63%	33%
Ignores my problems	Group 1	3%	56%	40%
	Group 2	2%	43%	55%
	Group 3	3%	62%	35%
	RSMC	5%	60%	35%



Survey on the Impact of Postal Transformation on Work and Family Life 2014

Introduction to the Survey

You are one of 11,000 members receiving this survey from 5 locals across the country. The questions in the survey ask about your work and any changes that have taken place since Postal Transformation, as well as how those changes may have affected your life – either at home or at work. The survey should take about 20 minutes to complete.

Please note:

- All information collected for this study will be anonymous, and the information you provide will only be available to the project researchers. The information will be used for research purposes only, and nothing that could identify you will be used in any publication or presentation of the study results.
- Participation in this study is voluntary. You may choose not to participate, answer only some of the questions, or stop the survey at any time. All responses and comments will be processed by Jane Beach and Associates. Neither Canada Post, nor CUPW will know if you decide not to participate or not to answer some questions.

There are two ways to complete the survey.

1. You can complete the paper survey attached to this letter and return it to the researchers in the prepaid envelope provided.
2. You can complete it online, using any computer or mobile device (iOS, Android or Windows). The link to the online survey is provided at the end of this letter. If you choose to complete the survey online, you can save your answers as you go, making it possible to leave and come back multiple times if needed. However, if you wish to withdraw from the study after completing the survey, your data cannot be removed, since the survey is anonymous.

Please return your completed survey by March 21, 2014. We look forward to hearing about how Postal Transformation has affected you and your life. We will be providing a summary of the key findings to CUPW members by late spring / early summer of 2014.

If you have any questions about this survey, please contact the project researchers at TP_PTQuestionnaire@gmail.com. If you wish to complete the survey online, please enter this link

<http://www.fluidsurveys.com/s/PTsurvey> on your computer, or scan the QR code into your smart phone; otherwise turn the page to begin the survey. Thank you!



SECTION A: Your Job

1. How many years have you been employed at Canada Post?

Please write "0" if you have worked at Canada Post for less than one year.

years

2. Where do you work?

- ☐ Edmonton
☐ Winnipeg
☐ Scarborough
☐ Montreal
☐ St. John's
☐ Other (please specify _____)

3. Has your current workplace undergone Postal Transformation?

- ☐ Yes ☐ No ☐ Not sure

4. Have you changed your workplace location as a result of Postal Transformation?

- ☐ Yes ☐ No ☐ Not sure

5. At Canada Post, is your work full-time, part-time, or temporary/casual?

- ☐ Full-time ☐ Part-time ☐ Temporary/Casual

5a. What is your current job classification or group at Canada Post, according to the Collective Agreement?

Please check one box only

- ☐ PO-4: Postal Clerk
☐ PO-4: Retail Clerk
☐ PO-5: Mail Dispatcher
☐ LC-1: Letter Carrier
☐ LC-1 Relief Letter Carrier
☐ MSC-1: Mail Service Courier
☐ MSC-1: Relief Mail Service Courier
☐ MSC(HV)-3: Mail Service Courier (Heavy Vehicle)
☐ MAM 10: Postal Systems Mechanic
☐ MAM 11: Postal Systems Technician
☐ VHE 9: Vehicle Mechanic
☐ RSMC: Rural and Suburban Mail Courier
☐ Not sure
☐ Other (please specify _____)

5b. Where do you generally work?

- ☐ Inside
☐ Outside
☐ Other (please specify _____)

Skip to question 7, page 2

SECTION A: Your Job

6. Have you changed your job classification as a result of Postal Transformation?

- ☐ Yes →
- ☐ No
- ☐ Does not apply to me

6a. What was your most recent job classification before Postal Transformation?

- ☐ PO-4: Postal Clerk
- ☐ PO-4: Retail Clerk
- ☐ PO-5: Mail Dispatcher
- ☐ LC-1: Letter Carrier
- ☐ LC-1 Relief Letter Carrier
- ☐ MSC-1: Mail Service Courier
- ☐ MSC-1: Relief Mail Service Courier
- ☐ MSC(HV)-3: Mail Service Courier (Heavy Vehicle)
- ☐ MAM 10: Postal Systems Mechanic
- ☐ MAM 11: Postal Systems Technician
- ☐ VHE 9: Vehicle Mechanic
- ☐ RSMC: Rural and Suburban Mail Courier
- ☐ Not sure
- ☐ Other (please specify)

7. Besides your job at Canada Post, do you have other paid work?

- ☐ Yes →
- ☐ No

7a. On average, how many hours per week at this other job? ____

SECTION B: YOUR DEMOGRAPHICS

1. Are you:

- ☐ Female ☐ Male ☐ Other

2. How old are you? years old

3. What is your current marital status?

- ☐ Married or living with a partner
☐ Separated or divorced
☐ Single
☐ Widowed

3a. My partner is: (check all that apply)

- ☐ employed full-time.
☐ employed part-time.
☐ working on a casual basis.
☐ looking for work.
☐ not looking for work (e.g., student, retired).
☐ at home with children/dependents.
☐ other (please specify _____).

3b. Does your spouse/partner work at Canada Post?

- ☐ Yes ☐ No

4. Do you have any children living at home with you?

- ☐ Yes, full-time
☐ Yes, shared custody
☐ No

4a. How many children are in each age group?

(Write in a number)

- Children under 6 years old
 Children 6 to 12 years old
 Children 13 to 17 years old
 Children 18 years and older

4b. Do any of these children have a special need or disability?

- ☐ Yes
☐ No

4c. What are the ages of the children with special needs?

4d. What is the nature of the special need/s?

4e. Do you participate in the union Special Needs Projects?

- ☐ Yes ☐ No

5. Do you provide regular help or support to anyone other than your children?

- ☐ Yes
☐ No

5a. Please describe:

SECTION C: YOUR WORK SCHEDULE

If you are PERMANENT FULL-TIME, please continue complete Sub-Section C1 Below.

If you are PERMANENT PART-TIME, please skip to page 6 and complete Sub-Section C2.

If you are TEMPORARY/CASUAL, please skip to page 8 and complete Sub-Section C3.

SUB-SECTION C1: FOR PERMANENT FULL-TIME WORKERS

1. Does your regular scheduled shift have the same start and end time every day?

☐ Yes

☐ No

1a. What time does your regular shift start? ____:____ ☐ am ☐ pm

1b. What time does your regular shift end? ____:____ ☐ am ☐ pm

- 1c. In the past week, what were the start and end times of your regularly scheduled shifts?

Do not include overtime.

Monday Start time: ____:____ ☐ am ☐ pm End time: ____:____ ☐ am ☐ pm

Tuesday Start time: ____:____ ☐ am ☐ pm End time: ____:____ ☐ am ☐ pm

Wednesday Start time: ____:____ ☐ am ☐ pm End time: ____:____ ☐ am ☐ pm

Thursday Start time: ____:____ ☐ am ☐ pm End time: ____:____ ☐ am ☐ pm

Friday Start time: ____:____ ☐ am ☐ pm End time: ____:____ ☐ am ☐ pm

Saturday Start time: ____:____ ☐ am ☐ pm End time: ____:____ ☐ am ☐ pm

Sunday Start time: ____:____ ☐ am ☐ pm End time: ____:____ ☐ am ☐ pm

2. Is your regular shift always on the same days of the week?

☐ Yes

☐ No

2a. Which days of the week do you work? (Check all that apply).

☐ Mon. ☐ Tue. ☐ Wed. ☐ Thu. ☐ Fri. ☐ Sat. ☐ Sun.

3. How has your current schedule changed, compared to before Postal Transformation?

My schedule has: (check all that apply)

☐ stayed the same.

☐ fewer hours.

☐ more hours.

☐ an earlier start time.

☐ a later start time.

☐ an earlier end time.

☐ a later end time.

☐ more frequent schedule changes.

☐ less frequent schedule changes.

☐ other (please specify) _____

SECTION C: YOUR WORK SCHEDULE

SUB-SECTION C1: FOR PERMANENT FULL-TIME WORKERS (CONTINUED)

4. *In the past week*, did you work any extra hours beyond your regular shift, whether they were claimed for overtime or not?

- ☐ Yes
☐ No

4a. How many times did you work extra hours last week? times

4b. In total, how many extra hours did you work? hours

4c. How many hours of this extra work counted as overtime? hours

4d. Last week, my overtime was: ☐ Voluntary ☐ Forced ☐ Both

5. Since Postal Transformation, I now work overtime:

- ☐ Less often ☐ About the same ☐ More often ☐ Does not apply to me

6. *In 2013*, how many times were you affected personally by shift bids schedule changes or restructures?

Please write in a number, even if it is "0".

times ☐ Not sure ☐ Does not apply to me

7. How satisfied are you with:

	Very satisfied	Somewhat satisfied	Somewhat dissatisfied	Very dissatisfied
your regular shift schedule?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
amount of overtime worked?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
the current shift bid system?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

If you have had any scheduling changes since Postal Transformation, please skip to page 9, Section D.

If you have NOT had any scheduling changes since Postal Transformation, please skip to page 10, Section E.

SECTION C: YOUR WORK SCHEDULE

SUB-SECTION C2: For Permanent Part-time Workers

1. How many hours are you regularly scheduled to work per week? Do not include extended hours.

regular hours per week

2. Since Postal Transformation, how has the number of regular hours of work changed?

☐ Decreased ☐ Stayed about the same ☐ Increased ☐ Does not apply to me

3. Does your regular scheduled shift have the same start and end time every day?

☐ Yes ☐ No

3a. What time does your regular shift start? ____:____ ☐ am ☐ pm
3b. What time does your regular shift end? ____:____ ☐ am ☐ pm

- 3c. In the past week, what were the start and end times of your regularly scheduled shifts?
Do not include extended hours.

Monday Start time: ____:____ ☐ am ☐ pm End time: ____:____ ☐ am ☐ pm
Tuesday Start time: ____:____ ☐ am ☐ pm End time: ____:____ ☐ am ☐ pm
Wednesday Start time: ____:____ ☐ am ☐ pm End time: ____:____ ☐ am ☐ pm
Thursday Start time: ____:____ ☐ am ☐ pm End time: ____:____ ☐ am ☐ pm
Friday Start time: ____:____ ☐ am ☐ pm End time: ____:____ ☐ am ☐ pm
Saturday Start time: ____:____ ☐ am ☐ pm End time: ____:____ ☐ am ☐ pm
Sunday Start time: ____:____ ☐ am ☐ pm End time: ____:____ ☐ am ☐ pm

4. Do you work the same number of hours every week (not including extended hours)?

☐ Yes ☐ No

5. Is your regular shift always on the same days of the week?

☐ Yes ☐ No

5a. Which days of the week do you work? (Check all that apply).
☐ Mon. ☐ Tue. ☐ Wed. ☐ Thu. ☐ Fri. ☐ Sat. ☐ Sun.

6. How has your current schedule changed, compared to before Postal Transformation?

My schedule has: (check all that apply)

- ☐ stayed the same.
☐ fewer hours.
☐ more hours.
☐ an earlier start time.
☐ a later start time.
☐ an earlier end time.
☐ a later end time.
☐ more frequent schedule changes.
☐ less frequent schedule changes.
☐ other (please specify) _____.

SECTION C: YOUR WORK SCHEDULE

SUB-SECTION C2: For Permanent Part-time Workers (continued)

7. What would be your preferred schedule/hours?

- ☐ Same as now
☐ Full-time
☐ More hours, but not full-time
☐ The same number of hours, but a different schedule
☐ Fewer hours
☐ Other (please specify) _____

8. In the past week, were you asked to work extended hours (i.e., starting earlier and/or ending later than your regular shift)?

- ☐ Yes →
☐ No

8a. How many times were you asked to work extended hours? times

8b. How many times did you actually work extended hours last week? times

8c. In total, how many extra hours did you work? hours

9. Since Postal Transformation, I now work extended hours:

- ☐ Less often ☐ About the same ☐ More often ☐ Does not apply to me

10. In 2013, how many times were you affected personally by shift bids schedule changes or restructures?

Please write in a number, even if it is "0".

times ☐ Not sure ☐ Does not apply to me

11. How satisfied are you with:

	Very satisfied	Somewhat satisfied	Somewhat dissatisfied	Very dissatisfied
your regular shift schedule?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
the number of regular hours worked?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
opportunities for extended hours?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
the current shift bid system?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

If you have had any scheduling changes since Postal Transformation, please skip to page 9, Section D.

If you have NOT had any scheduling changes since Postal Transformation, please skip to page 10, Section E.

SECTION C: YOUR WORK SCHEDULE

SUB-SECTION C3: For Temporary/Casual Workers

1. In the past week, how many times were you called to work?
(Please write a number, even if it is "0").

If 1 or more times

1a. How many of these times did you come in to work? _____ times

If you did not work last week, skip to question 3.

2. In the past week, what were the start and end times of the shifts you worked?

Monday	Start time: ____:____	<input type="radio"/> am <input type="radio"/> pm	End time: ____:____	<input type="radio"/> am <input type="radio"/> pm
Tuesday	Start time: ____:____	<input type="radio"/> am <input type="radio"/> pm	End time: ____:____	<input type="radio"/> am <input type="radio"/> pm
Wednesday	Start time: ____:____	<input type="radio"/> am <input type="radio"/> pm	End time: ____:____	<input type="radio"/> am <input type="radio"/> pm
Thursday	Start time: ____:____	<input type="radio"/> am <input type="radio"/> pm	End time: ____:____	<input type="radio"/> am <input type="radio"/> pm
Friday	Start time: ____:____	<input type="radio"/> am <input type="radio"/> pm	End time: ____:____	<input type="radio"/> am <input type="radio"/> pm
Saturday	Start time: ____:____	<input type="radio"/> am <input type="radio"/> pm	End time: ____:____	<input type="radio"/> am <input type="radio"/> pm
Sunday	Start time: ____:____	<input type="radio"/> am <input type="radio"/> pm	End time: ____:____	<input type="radio"/> am <input type="radio"/> pm

3. On average, how have your hours of work changed since Postal Transformation?

☐ Decreased ☐ Stayed about the same ☐ Increased ☐ Does not apply to me

4. In general, how satisfied are you with the:

	Very satisfied	Somewhat satisfied	Somewhat dissatisfied	Very dissatisfied
number of hours you are working?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
time of day you are scheduled to work?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Please skip to page 10, Section E.

SECTION D: IMPACT OF SCHEDULE CHANGES SINCE POSTAL TRANSFORMATION

This section is about the ways that changes in your schedule (i.e., hours, overtime, etc.) since Postal Transformation may have impacted your life outside of work.

If you haven't had any changes to your work schedule, please skip to page 10, Section E: Life at Work.

1. What have been the one or two biggest impacts (positive or negative) on your life because of changes to your schedule or hours?

2. For each of the potential impacts listed below, please indicate whether they have gotten better, stayed the same, or gotten worse since your schedule changed.

Your Life Outside of Canada Post	Gotten better	Stayed the same	Gotten worse	Does not apply to me
Time for appointments	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Coordinating with partner's schedule	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Child care-related issues	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Time for household chores	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
School drop-off / pick-up	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Time to spend with family	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Time for volunteer activities	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Time for recreation / hobbies	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Time to take care of yourself	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Time for sleep	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Ability to pay your bills	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Ability to take on a second job	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Ability to attend school	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Ability for partner to work	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Other impacts (please specify):	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

3. Do you have any other comments about work schedule issues relating to Postal Transformation?

SECTION E: LIFE AT WORK (YOUR JOB, COWORKERS, SUPERVISORS AND CUSTOMERS)

1. What have been the one or two biggest changes (positive or negative) to your life at work since Postal Transformation?

2. For each of the following statements about your current life at work, please indicate:
 A. whether it is true for you most of the time or not, and
 B. if it has gotten better, worse, or stayed the same since Postal Transformation.

Please answer both columns A and B.	A		B			
	Is this true for you most of the time now?		How has this changed since Postal Transformation?			
Statements about Life at Work	Yes	No	Gotten better	Stayed the same	Gotten worse	Does not apply to me
I enjoy my work.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I am productive in my work.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I have sufficient time to get my work done.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
My work is complicated.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
My work is interesting.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
My work is hard.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
The speed at which I must work is reasonable.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I feel safe at work.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I am afraid of potential violence at work.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I feel angry at work.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Generally, my supervisor(s) ...						
consults with me about changes.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
threatens/harasses me verbally or physically.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
discriminates against me.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
ignores my problems.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
provides a supportive work environment.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
provides a good level of supervision.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
follows established work procedures.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
takes my opinion into account.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
has good leadership skills.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
communicates effectively.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
treats me with respect.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
and I trust each other.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
and I are often in conflict with each other.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

SECTION E: LIFE AT WORK (YOUR JOB, COWORKERS, SUPERVISORS AND CUSTOMERS)

Please answer both columns A and B.	A Is this true for you most of the time now?		B How has this changed since Postal Transformation?			
	Yes	No	Gotten better	Stayed the same	Gotten worse	Does not apply to me
Generally, my coworkers						
treat me with respect.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
threaten/harass me verbally or physically.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
discriminate against me.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
and I trust each other.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
and I socialize outside of work.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
and I communicate well with each other.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
and I are isolated from each other.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
and I are often in conflict with each other.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Generally, my customers....						
treat me with respect.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
threaten/harass me verbally or physically.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
and I trust each other.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
and I are often in conflict with each other.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

3. Have you used any new equipment that was installed as part of Postal Transformation?

- ☐ Yes →
☐ No
☐ Don't know

3a. Please give an example of how the new equipment made it easier to do your job.

3b. Please give an example of how the new equipment made it harder to do your job.

3c. Overall, how satisfied are you with the new equipment?

- ☐ Very Satisfied ☐ Satisfied ☐ Dissatisfied ☐ Very Dissatisfied

4. Do you have any other comments about your life at work relating to Postal Transformation?

SECTION F: IMPACTS OF CHANGED WORK SCHEDULE, OR LIFE AT WORK, ON HEALTH AND RELATIONSHIPS

This section is about the ways that changes in your work schedule or life at work since Postal Transformation has impacted your health or personal relationships.

1. What have been the one or two biggest impacts (positive or negative) on your health or personal relationships because of changes to your work schedule or life at work?

2. For each of the following aspects of your health and personal relationships, please indicate whether it has gotten worse, better, or stayed the same since Postal Transformation.

Your Health	Gotten better	Stayed the same	Gotten worse	Does not apply to me
Level of fatigue	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Amount of sleep	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Aches and pains you experience	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Frequency of workplace injuries	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Severity of workplace injuries	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
My eating habits	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Level of stress	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Level of anxiety	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Level of irritability	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Self-esteem	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Your Personal Relationships				
Relationship with spouse/partner	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Relationship with children	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Relationship with other family/friends	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

3. How has your use of alcohol, drugs, and frequency of gambling changed since Postal Transformation? (Please remember all answers are confidential and anonymous).

	Decreased	Stayed the same	Increased	Does not apply to me
Use of alcohol	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Use of non-prescription drugs	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Use of prescription drugs	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Frequency of gambling	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

4. In 2013, did you access the EAP (Employee Assistance Plan)?

☐ Yes ☐ No

5. Do you have any other comments about impacts of changes to your work schedule or life at work on health and relationships relating to Postal Transformation?

SECTION G: ACCOMMODATION, MODIFIED DUTIES, DAYS TAKEN, STD, SPECIAL LEAVE AND COMP. TIME

1. In 2013 did you make a formal request for accommodation that was not due to a medical restriction?

☐ Yes
☐ No
☐ Not sure

1a. What was the reason for your most recent request for accommodation?

1b. Was that request granted?

☐ Yes, completely ☐ Yes, partially ☐ No ☐ Pending

1c. Were you ever sent home (or denied work) with pay?

☐ Yes ☐ No

1d. Were you ever sent home (or denied work) without pay?

☐ Yes ☐ No

1e. In your experience, what effect has Postal Transformation had on having your requests for accommodation granted?

☐ Easier now ☐ Harder now ☐ No effect ☐ Not sure

2. In 2013 did you make a request for modified duties requiring accommodation?

☐ Yes
☐ No
☐ Not sure

2a. What was the reason for your most recent request for modified duties?

2b. Was that request granted?

☐ Yes, completely ☐ Yes, partially ☐ No ☐ None available

2c. Were you ever sent home (or denied work) with pay?

☐ Yes ☐ No

2d. Were you ever sent home (or denied work) without pay?

☐ Yes ☐ No

2e. In your experience, what effect has Postal Transformation had on having your requests for modified duties granted?

☐ Easier now ☐ Harder now ☐ No effect ☐ Not sure

3. Do you have any other comments about requests for accommodation or modified duties relating to Postal Transformation?

If you are a temporary/casual staff, please skip to page 16 SECTION H: CUPW and Postal Transformation.

If you are a permanent full-time or permanent part-time staff, please continue with question 4 on the next page.

SECTION G: ACCOMMODATION, MODIFIED DUTIES, DAYS TAKEN, STD, SPECIAL LEAVE AND COMP. TIME

4. In 2013, how many days did you take for each of the following? Please write a number in each space. If you did not take any days, please enter "0".

<input type="text"/>	Personal days
<input type="text"/>	Unpaid days taken due to illness
<input type="text"/>	Unpaid days taken for family reasons
<input type="text"/>	Unpaid days taken for other reasons
<input type="text"/>	Vacation days

- 4a. Did you use any vacation days for personal reasons, such as for appointments or illness, or to care for a family member etc.?

- ☐ Yes
☐ No

4b. Please describe.

5. In 2013, did you apply for the short-term disability plan (STDP)?

- ☐ Yes
☐ No

- 5a. Did you receive it?

- ☐ Yes ☐ No ☐ Pending

- 5b. Did you appeal?

- ☐ Yes ☐ No

- 5c. Was the appeal successful?

- ☐ Yes ☐ No

6. In 2013, did you make a request for special leave?

- ☐ Yes
☐ No
☐ Not sure
☐ Did not know it was available

6a. How many times did you request special leave in 2013? times

6b. What was the reason for your most recent request for special leave?

6c. Was that request granted?

- ☐ Yes ☐ No ☐ Pending

6d. In your experience, what effect has Postal Transformation had on having your requests for special leave granted?

- ☐ Easier now ☐ Harder now ☐ No effect ☐ Not sure

SECTION G: ACCOMMODATION, MODIFIED DUTIES, DAYS TAKEN, STD, SPECIAL LEAVE AND COMP. TIME

7. In 2013, did you make a request for compensatory time off (for overtime worked)?

- ☐ Yes
☐ No
☐ Not sure

7a. Was the most recent request granted?

- ☐ Yes ☐ No ☐ Partially

7b. In your experience, what effect has Postal Transformation had on having your requests for compensatory time off granted?

- ☐ Easier now ☐ Harder now ☐ No effect ☐ Not sure

8. Do you have any other comments about requests for days off, for short term disability, special leave, or compensatory time off relating to Postal Transformation?

SECTION H: CUPW AND POSTAL TRANSFORMATION

1. Please rate your level of agreement with each of the following statements.

	Strongly Agree	Somewhat Agree	Somewhat Disagree	Strongly Disagree	No opinion
There is someone in the union that I can talk with about my concerns.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I believe that the local union has handled Postal Transformation as well as it could	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I believe that the regional union has handled Postal Transformation as well as it could.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I believe that the national union has handled Postal Transformation as well as it could.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

2. Which sources are most important to you for information about Postal Transformation?

Please rank your top five, by writing "1" next to your most important source, writing "2" for the next most important, and so on down to "5".

- ☐ Shop Steward
- ☐ Local CPC management/ supervisors
- ☐ Local Union Officers
- ☐ Union Bulletins
- ☐ CUPW letters to my home
- ☐ CPC letters to my home
- ☐ CUPW's publication (Perspective)
- ☐ CPC's publication (Performance)
- ☐ CUPW's website
- ☐ CPC's website
- ☐ Social media (Facebook, Twitter)
- ☐ None of the above

3. Do you have any other comments about CUPW and Postal Transformation?

SECTION I: FUTURE PLANS

1. How likely is it that you will choose to leave Canada Post within the next three years?
☐ Very likely
☐ Somewhat likely
☐ Somewhat unlikely
☐ Very unlikely
☐ Not sure
2. How much has Postal Transformation affected your plans to stay at or leave Canada Post within the next three years?
☐ Not at all ☐ A little ☐ Quite a bit ☐ Completely
3. How much has the recent announcement by Canada Post Corporation to end urban door-to-door delivery affected your plans to stay at or leave Canada Post within the next three years?
☐ Not at all ☐ A little ☐ Quite a bit ☐ Completely
4. Please explain your reasons for your plans either to stay at Canada Post or to leave.

SECTION J: SOME FINAL QUESTIONS

1. What do you like best about your job?

2. What do you like least about your job?

3. Given that Postal Transformation is a reality, tell us one change that would make your work life better.

SECTION J: Some Final Questions

We ask these last questions to help us understand whether some groups of CUPW members are more affected than others by Postal Transformation. Your individual, anonymous answer will only be used for these group comparisons.

4. Were you born in Canada?

- ☐ Yes
☐ No
☐ Prefer not to answer

4a. In what country were you born? _____

4b. How many years have you lived in Canada? years

5. What language(s) do you speak at home?

6. What is the highest level of education that you have completed?

- ☐ Did not complete high school
☐ High school diploma or equivalent
☐ Some college or university courses
☐ College certificate or diploma
☐ Bachelor's degree
☐ Some post-graduate courses
☐ Graduate degree
☐ Other (please specify) _____
☐ Prefer not to answer

7. What is your household income, before taxes?

- ☐ Under \$20,000
☐ \$20,000 to \$39,999
☐ \$40,000 to \$59,999
☐ \$60,000 to \$79,999
☐ \$80,000 to \$99,999
☐ \$100,000 to \$149,999
☐ \$150,000 to \$199,999
☐ \$200,000 or more
☐ Prefer not to answer

8. Any other comments you would like to make?

Thank you so much for taking the time to contribute to this valuable research. Jane Beach and Associates will make the survey report available to CUPW in late spring 2014. Results will be circulated to locals as soon as possible and the report will be available on the union website. CUPW will use this report to improve your conditions at work through discussion and negotiations with Canada Post.