

# Unionization of the Workforce: Operational Challenges

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Financial Management Services Conference  
November 16 & 17, 2009

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# Personal Care Attendant (PCA) Program in Massachusetts:

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## □ 3 Fiscal Intermediaries (F/EAs)

- Cerebral Palsy of Massachusetts, Inc.
- North Shore ARC
- Stavros Center for Independent Living

## □ 18,000 Consumers

## □ 26,000 PCAs

# Union Activity

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- ❑ Fall 2007: PCAs vote to join 1199 SEIU
- ❑ Summer & Fall 2008: Plans to implement provisions of Collective Bargaining Agreement (CBA)
- ❑ Fall 2008: CBA ratified

# Challenge: Unique ID

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- ❑ Monthly report to union using unique identification number for PCA
  - Could not use social security number
  - Unique ID for a PCA who works for multiple consumers within an F/EA
  - Same ID for a PCA who works for multiple consumers across F/EAs

# Unique ID Solution

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- PayChoice developed a web-based product to assign unique IDs
- Development included electronically processing all then-current PCAs and uploading unique IDs to PayChoice payroll software
- Development also included delivering file to F/EAs with the unique IDs so file could be imported into F/EA database program

# Web-based solution

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**Post the Unique ID to the new PCA record in PayChoice**

## Manual Entry -- Unique ID Generator

SSN	123654789
Last Name	PCANAME
Date of Birth	01/25/1990
Company Code	7899
Employee Number	0003
	<input type="button" value="Submit"/>

## Information On File

Unique ID	<b>87385</b>	
Last Name	PCANAME	✓ Match
Date of Birth	01/25/1990	✓ Match
F/EA	PA	
Company Code	7899	
Employee Number	0003	
	<input type="button" value="Print"/>	

# Web-based solution

## Information on File Not Correct

The SSA# entered was found to be already in the system .  
You must decide what information is correct.

If the **Information on File is not correct** - Click the Update Entry button and the Submit button to change the Information on File to correspond to the data being entered

## Manual Entry -- Unique ID Generator

SSN	123456789
Last Name	pcname
Date of Birth	01/25/1990
Company Code	9874
Employee Number	0020
<input type="button" value="Submit"/>	

## Information On File

Unique ID	87371	
Last Name	JONES	X No Match
Date of Birth	1/1/1975	X No Match
F/EA	PA	
Company Code	a111	
Employee Number	0001	
<input type="button" value="Update Entry"/>		<input type="button" value="Print"/>

# Challenge: Union Membership, Dues & Fees

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- ☐ Union membership applications indicating membership type are sent by PCA directly to union
- ☐ Union delivers periodic reports of new members to MassHealth indicating
  - Membership type
  - PAC amount, if applicable
- ☐ MassHealth organizes report by F/EA and forwards appropriate reports to F/EAs
- ☐ F/EAs determine “primary consumer” for PAC deductions



# Challenge: Report Information

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- Each fee remittance shall be accompanied by a list of all PCAs. To the extent it may be administratively feasible and the information is available, such list shall include, for each PCA, the following information:
  - a. full name;
  - b. home or mailing address;
  - c. home phone number;
  - d. cellular phone number;
  - e. email address;
  - f. unique PCA ID number;
  - g. first pay period and last pay period;
  - h. amount of dues deducted;
  - i. amount of agency service fees, if any, deducted;
  - j. amount of Political Action Fund deduction, if any;
  - k. amount of time for which the PCA was paid in the pay period
  - l. gross pay; and
  - m. total pay subject to dues deduction.
- Monthly report of deductions & check sent to union by PayChoice.

# Report Info Solution

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- ☐ Redesign Change Form to collect additional information on PCA
- ☐ Program software for electronic capture of the information
- ☐ Print and distribute 30,000 forms to consumers
- ☐ Upload to website [www.masscp.org](http://www.masscp.org)

# Change Form and Supply Request

Cerebral Palsy of Massachusetts - 43 Old Colony Avenue, Quincy, MA 02170 - Phone (877)479-7577 Fax (800)359-2884

This Change Form is submitted to change information for (only check one): ☐ Consumer ☐ PCA

Consumer Number

Last 4 Digits of SSN

Consumer Name

PCA Name

Type of Change (Required)

- ☐ Consumer Name/Address  
☐ Telephone Number  
☐ PCA Name/Address  
☐ Other

Change Requested By (Required)

- ☐ Consumer/Surrogate  
☐ PCA  
☐ PCM Agency

PCA Terminated: Last Day of Work  /  /  Reason for Termination: ☐ PCA Quit ☐ PCA Terminated for Misconduct ☐ PCA Terminated - No Misconduct

Explanation:

First Name

Int

Last Name

Address

Address

City

State

Zip Code

Phone Number

Cell Phone Number

Email Address

Consumer/Surrogate Name (Print)

PCA Name (Print)

PCM Agency Staff Name & Title (Print)

Consumer/Surrogate Signature

PCA Signature

PCM Agency Staff Signature

Date

Date

Date

Supply Request:

- ☐ Timesheets ☐ Payment Schedule ☐ Direct Deposit Application ☐ Form W4 ☐ I9 (Employee Eligibility Verification) ☐ Change Form ☐ Union Card  
☐ PCA Signature Form ☐ Debit Card Application ☐ Other \_\_\_\_\_

# Report Info Solution (cont.)

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- ☐ Design pre-filled PCA Personal Information form
- ☐ Program software for electronic capture of the information
- ☐ Print and mail to PCAs 3 times per year

Consumer Name

Consumer Number

PCA SSN (Last 4 Digits)

## PCA Personal Information

Cerebral Palsy of Massachusetts

43 Old Colony Avenue

Quincy, MA 02170

Phone - (877)479-7577 | Fax - (800)359-2884

I no longer work for this Consumer

Last Date Worked

Reason for Termination

☐ I Quit☐ Consumer ended my employment

31894

First Name

Int

Last Name

Address

Address

City

State

Zip Code

Phone Number

Cell Phone Number

Email Address

The boxes above are pre-filled with your personal information. If any of the information is incorrect, has changed or is new, please complete the appropriate boxes below and return the form by fax or mail so that we may keep your information current. Do not return this form if the information is correct.

First Name

Int

Last Name

Address

Address

City

State

Zip Code

Phone Number

Cell Phone Number

Email Address

PCA Signature

Date

# Challenge: Implement CBA Wage Increase

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- CBA ratified 11/07/2008 with a rate increase effective 07/01/2008 from \$10.84 to \$11.60 per hour
- Rate increase processed starting with checks dated 01/23/2009
- Retroactive pay for period 07/01/2008 through checks dated 01/23/2009 processed with 03/01/2009 check date

# Challenge: Set up Union Deductions in Software Program

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- ❑ Redesign front-end software to store union deductions
  - Initiation Fee: One-time \$10.00 fee to non-waived PCAs
  - Union Dues: 2% of gross pay with a \$6.50 minimum and \$18.00 maximum per pay period
  - Agency Fee: 2% of gross pay with a \$6.50 minimum and \$18.00 maximum per pay period
  - Political Action Committee Contribution (PAC): Amount per payroll period designated by PCA
  - Financial Core Contributor Fee: 1.2% of gross pay with no minimum and \$24.00 maximum per pay period

# Challenge: Process Union Deductions in Software Program

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- Reprogram front-end software to calculate union deductions correctly
- Calculations must process for a PCA across consumers within an FI
- Calculations must account for late timesheets



# Challenge:

## Union Deductions Not Resolved

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- ❑ Process union deductions for a PCA who works for multiple consumers across FIs
- ❑ Redesign software to account for deductions on a weekly basis.
  - Current program calculates based on bi-weekly payroll periods
  - PCA may work for two consumers on opposite bi-weekly payroll cycles

# Challenge: Implement PTO

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- ❑ CBA includes \$2.25M of Paid Time Off for PCAs over the 3 years covered by CBA
  - Report to union of all PCAs who have worked more than 1,500 hours starting with check dates 01/01/2006 through 09/24/2009 **and** paid with check dates between 09/11/2009 and 09/24/2009
  - Report to union of all PCAs who have averaged 25 hours per week over the three months prior to 09/01/2009 **and** paid with check dates starting 09/11/2009 and ending 09/24/2009

## Challenge: Implement PTO (cont.)

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- Union reports to F/EA which PCAs will receive PTO and the amount
  - File received electronically in same format as sent to the union and imported into software for processing
  - PTO checks mailed directly to PCAs

# Factors in success in implementing union requirements

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- ❑ Good communication between F/EAs, Workforce Council, MassHealth & the Union
- ❑ MassHealth as liaison between Union/Workforce Council and F/EAs
- ❑ F/EAs all use same payroll subcontractor
  - Reporting was easier to set up
  - Otherwise would have required a super database
- ❑ F/EAs use similar front-end software programs from same subcontractor