



CUPE38 Connection brings you the latest updates, collaborative events, and resources to strengthen our community.

## Join Our Next Meeting



**Date : Tuesday, December 16, 2025**

**Time: 7:00 p.m. MST**

**Location : In person at CUPE Local 38 office**

**Agenda : Regular business and elections**

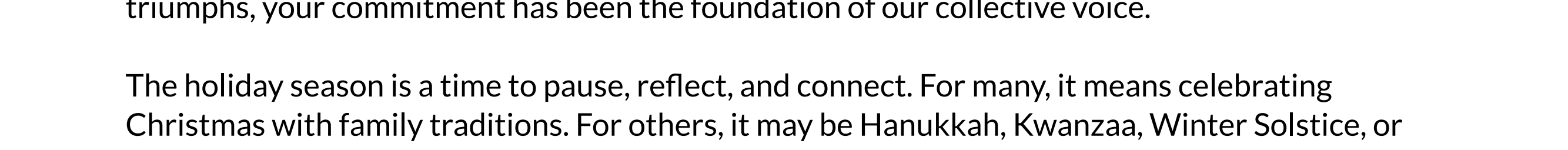
Up to 21 delegates for the CUPE AB convention in Edmonton, March 18-20, 2026

Formal election to confirm attendees nominated in the November general meeting to attend CUPE AB School

**RSVP : [office@cupe38.org](mailto:office@cupe38.org) or call 403-233-2700**

**We will be hosting a member social immediately after the meeting – join us to see 2025 off in style and spend some quality time with your fellow members!**

## Seasons Greetings From Your Union Family



As we close out another year together, we want to take a moment to thank each of you for your dedication, solidarity, and the countless ways you strengthen our union. Through challenges and triumphs, your commitment has been the foundation of our collective voice.

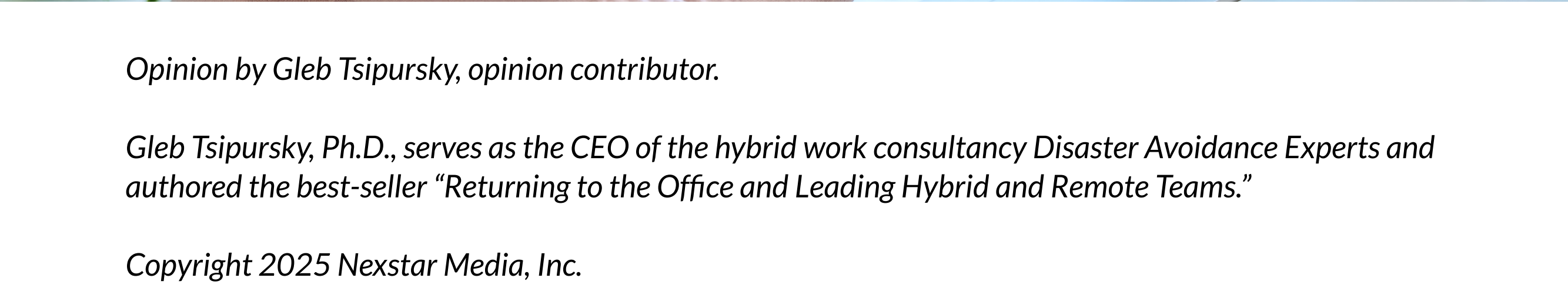
The holiday season is a time to pause, reflect, and connect. For many, it means celebrating Christmas with family traditions. For others, it may be Hanukkah, Kwanzaa, Winter Solstice, or simply a chance to rest and recharge. Whatever this season looks like for you, we hope it brings joy, peace, and renewal.

We also recognize that not everyone has the luxury of time off. Many of our members continue working through the holidays to keep our city running. Your dedication is deeply appreciated, and we stand with you in gratitude and solidarity.

This season reminds us of the values we share: compassion, justice, and care for one another. As we step into 2026, let's carry those values forward – building stronger workplaces, stronger communities, and a stronger union.

From all of us at CUPE 38 we wish you a wonderful holiday season and a bright New Year. May the coming months bring health, happiness, and continued unity.

## Opinion: When You Shut the Door on Remote Work, Seasoned Talent Turns Away



*Opinion by Gleb Tsipursky, opinion contributor.*

*Gleb Tsipursky, Ph.D., serves as the CEO of the hybrid work consultancy Disaster Avoidance Experts and authored the best-seller "Returning to the Office and Leading Hybrid and Remote Teams."*

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Renovated offices gleam, yet the desks you most need filled remain vacant. Experienced, highly educated professionals reject rigid schedules and migrate to employers that align with their modern expectations, according to a 2025 McKinsey study of 9,560 U.S. adults.

Veteran talent walks away the moment in-office work policy clashes with autonomy. McKinsey found 43 percent of prime-age employees, between 25 and 54, already work remotely, and nearly 60 percent want the option – an expectation gap of 17 percentage points that widens resignation risk. Among recent quitters, 17 percent left specifically because employers altered working-model policies, making flexibility a top-three trigger for voluntary exits.

Income patterns also reinforce this dynamic. In households earning above \$100,000, 39 to 59 percent already work from home, and 56 to 70 percent prefer to keep it that way. This contrasts sharply with the 23 to 33 percent working from home observed in households earning below this threshold. High earners fund advanced degrees, professional certifications and deep networks. When they depart in clusters, high-value deals, compliance programs and strategic alliances unravel. Remote flexibility costs nothing compared with unraveling entire revenue streams.

Leaders often argue that proximity sparks innovation, yet the data link flexibility to growth. Another McKinsey analysis of nearly 4,000 B2B executives reported 35 percent of hybrid firms achieved double-digit annual revenue growth versus 28 percent for companies locked to one location.

Growth follows talent, and talent follows choice. Forcing full-time attendance shortens your candidate list dramatically: three-quarters of degree holders decline inflexible roles, according to McKinsey. Recruiters then scramble through the remaining quarter, competing against every other inflexible firm for the same small pond. Salaries rise, time-to-fill stretches, and teams limp along understaffed.

Gender dynamics add another fracture. Women between 18 and 54 prefer remote work 8 to 13 percentage points more than men, whether or not they have children living in their homes. An inflexible mandate therefore undercuts female hiring targets and future leadership pipelines. Boards demand gender balance; clients demand representation; employees demand belonging. Insisting on universal badge-in days signals a lack of interest in fulfilling those imperatives and can undercut your brand as an employer faster than any viral Glassdoor post.

Young workers want mentorship, but they also watch how senior colleagues react. When seasoned managers exit over rigid schedules, juniors lose daily coaches and future sponsors. The message lands hard: Loyalty will not protect you from obsolete policies. High-potential early-career professionals then update résumés before they finish training, compounding the churn. A single scheduling decree can thus drain knowledge from the top and energy from the bottom, fracturing the corporate ladder in the middle.

Experienced employees read culture like stock tickers. They interpret five-day mandates as evidence of outdated decision-making and fragile trust. Sure, problems exist: 22 percent of fully remote workers cite poor internet as their biggest hurdle. That's an issue solved with a router, not an office lease. Yet many leaders stubbornly exchange expensive office space for a minor technology fix. That choice broadcasts risk-aversion, an unattractive trait for innovators.

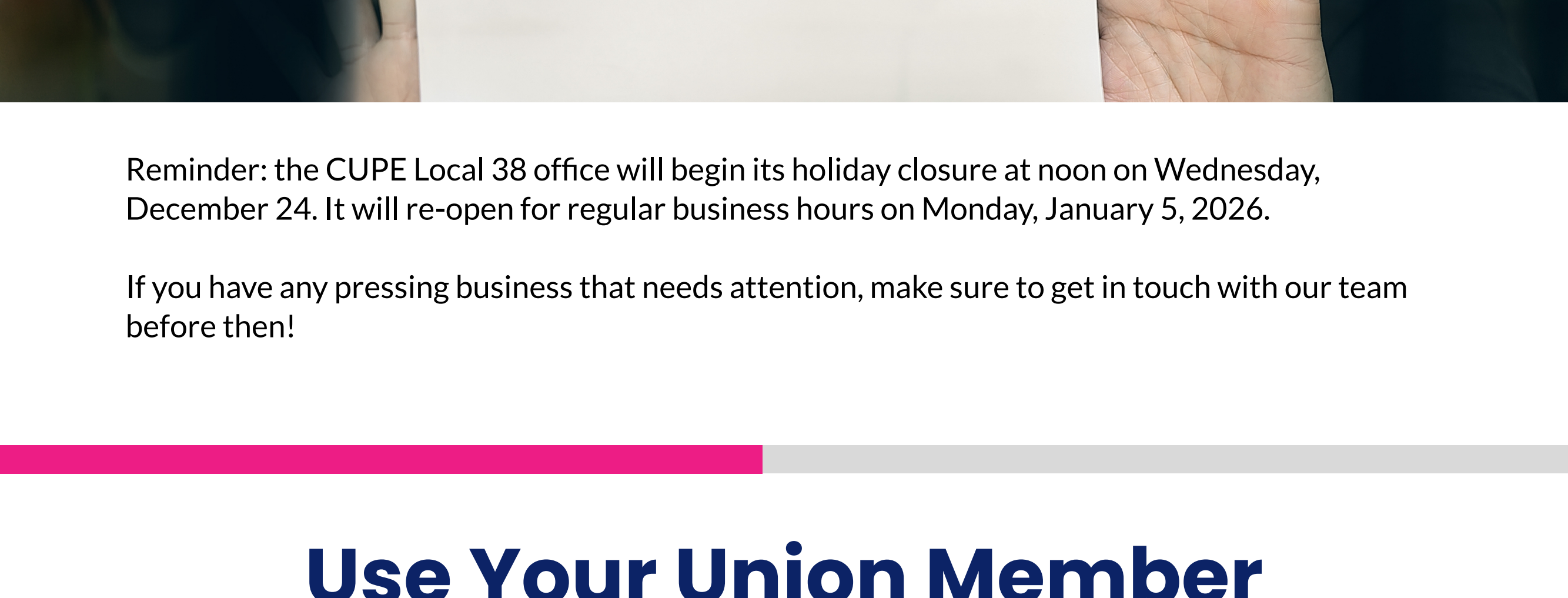
Meanwhile, the talent market measures commuting time in dollars. Remote employees live farther from headquarters by design; 24 percent of fully remote workers reside outside regular commuting distance. Mandating daily attendance demands that these professionals uproot families or resign. Both outcomes carry costs, but only one is avoidable. Flexible policies, in contrast, tap national talent reservoirs, letting companies hire where skills thrive rather than where buildings stand.

Every day of resistance hands competitors an advantage. Firms that celebrate autonomy advertise it loudly, scooping up disaffected specialists. Their onboarding scripts highlight "trust first" while your orientation deck rehashes badge rules. They scale new products while you're explaining parking validation. Opportunity cost balloons silently, hidden in delayed features, lost patents, and lukewarm client renewals.

Remote work no longer registers as a perk; it defines credibility in modern talent markets. Experienced, well-educated professionals – those most likely to drive margin, guide culture and mentor rising stars – demand flexibility backed by hard data. McKinsey's expansive survey captures the numbers; daily resignation notices translate them into lived reality. Insisting on rigid attendance harms recruitment, fractures inclusion goals, and signals a culture anchored to yesterday's assumptions.

Offer freedom, and seasoned experts arrive energized, ready to fuel growth. Slam the door on flexibility, and watch them walk straight through your revolving door into a competitor's open-armed embrace.

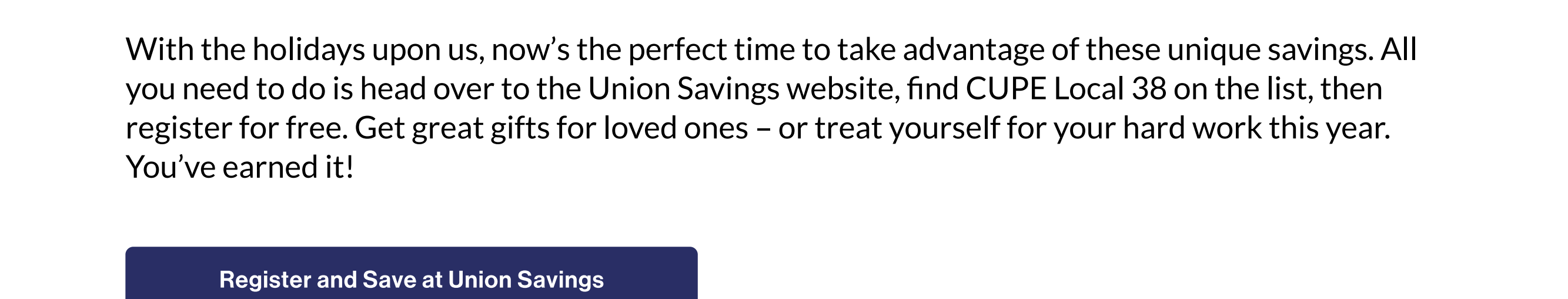
## CUPE Local 38 Holiday Office Closure



Reminder: the CUPE Local 38 office will begin its holiday closure at noon on Wednesday, December 24. It will re-open for regular business hours on Monday, January 5, 2026.

If you have any pressing business that needs attention, make sure to get in touch with our team before then!

## Use Your Union Member Discounts This Holiday Season

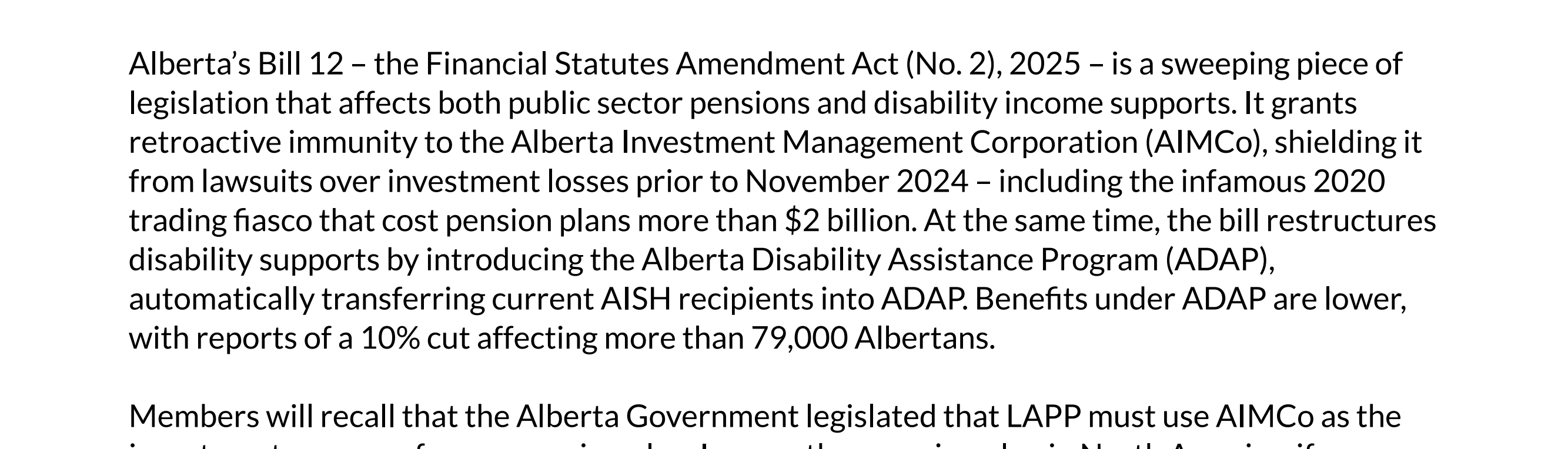


Did you know that as a member of CUPE Local 38, you're automatically entitled to exclusive discounts on a wide range of products and services? Thanks to our friends at Union Savings, our members enjoy savings of up to 50% on everything from electronics, entertainment, and fashion, all the way through to vital day-to-day needs like insurance or wellness support.

With the holidays upon us, now's the perfect time to take advantage of these unique savings. All you need to do is head over to the Union Savings website, find CUPE Local 38 on the list, then register for free. Get great gifts for loved ones – or treat yourself for your hard work this year. You've earned it!

[Register and Save at Union Savings](#)

## Our Pension Should Not Pay for AIMCo's Gamble



Alberta's Bill 12 – the Financial Statutes Amendment Act (No. 2), 2025 – is a sweeping piece of legislation that affects both public sector pensions and disability income supports. It grants retroactive immunity to the Alberta Investment Management Corporation (AIMCo), shielding it from lawsuits over investment losses prior to November 2024 – including the infamous 2020 trading fiasco that cost pension plans more than \$2 billion. At the same time, the bill restructures disability supports by introducing the Alberta Disability Assistance Program (ADAP), automatically transferring current AISH recipients into ADAP. Benefits under ADAP are lower, with reports of a 10% cut affecting more than 79,000 Albertans.

Members will recall that the Alberta Government legislated that LAPP must use AIMCo as the investment manager for our pension plan. In any other pension plan in North America, if an investment management firm took risks that resulted in losses of this magnitude, that firm would be immediately dismissed. Yet we are denied this most basic independence of action. AIMCo is controlled by the Alberta Government, and its Board is appointed by the Alberta Government. The government must be held accountable for the unacceptable losses to our pension.

For LAPP members, this legislation undermines pension security. Members of the Local Authorities Pension Plan, Public Service Pension Plan, and Special Forces Pension Plan lose the ability to recover billions in losses caused by AIMCo's risky trades, stripping them of legal recourse and eroding trust in pension governance. Meanwhile, disabled Albertans are forced to reapply for benefits under ADAP while receiving less support, pushing thousands deeper into poverty and undermining the principle of universal, adequate income assistance.

For unions, Bill 12 delivers a double blow. It weakens pension protections hard-won through collective bargaining and attacks vulnerable communities by reducing disability benefits. The legislation reflects a broader trend of concentrated power and diminished accountability, where workers and marginalized groups bear the costs of government decisions.

The response must be clear and united. Members must defend pensions by demanding transparency and accountability from AIMCo. Unions must stand with disabled Albertans, recognizing that cuts to supports are cuts to dignity. Solidarity must be mobilized – educating members, pressuring legislators, and building coalitions with disability rights organizations. And critically, members must take part in Alberta's recall campaigns. These campaigns are one of the few democratic tools available to directly challenge elected officials who push harmful legislation without consultation. By participating, union members can send a powerful message: attacks on pensions, disability supports, and accountability will not be tolerated.

Bill 12 is not just another finance bill. It is a direct assault on pension rights, and we must respond with solidarity and collective action – including active participation in recall campaigns – to protect retirement security.

### What's a Recall Campaign?

A recall campaign is a process to remove a Member of the Legislative Assembly (MLA) from office between elections by collecting sufficient signatures in MLA's electoral area. Essentially, if enough people sign a petition, we can get the politicians responsible for this mess removed from office. It's one of the most powerful and direct ways to make our voices heard. Keep an eye on active recall campaigns at Elections Alberta.

[Current Recall Petitions](#)

## Stay Strong and See You Next Month!

Sincerely,

Your Executive Team

