



The
Manitoba
Teachers'
Society

Annual Report

2010/2011

Provincial Executive May, 2011

Back row, left to right: Suzanne Jolicoeur, Mary Chalmers, Darren Hardy, Mike Mann, Richard Alarie, Arlyn Filewich, John Ehinger, Beatrice Walker. **Front row, left to right:** Donna Johnston, Winston Hrechka, Norm Gould (vice-president), Paul Olson (president), Sherilyn Bambridge, Pat Isaak (past president).



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Credits

Contributors: George Stephenson and Matea Tuhtar

Photography: Matea Tuhtar

Our thanks to Collège Louis Riel where all in-school photographs were taken.

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President's Message *by Paul Olson*

This might be heresy, but I'll say it anyway: in a lot of ways, being MTS President is a lot easier than being a classroom teacher. I spend my time talking about what teachers do every day in their classrooms, but it's teachers who actually have to do the work.

And it is work. Every day, Manitoba teachers face large classes of students with diverse needs. And each evening they lose sleep over the students who didn't get the one-on-one attention or other supports they needed that day. I sit at a number of tables where we discuss the work that teachers do, and the decisions made elsewhere that support or undermine that work. Usually, I'm the only one at the table who has any recent experience in a classroom. Often, the participants relate stories of when they or their children were in school.

Our schools have undergone enormous changes, even within the last decade. Despite what some pundits seem to think, our schools are evolving—for the better I must add—all the time.

Part of my role as MTS president is to take what I hear directly from members to government (assessment and reporting—still part of my life!) Sometimes it's about things that are working well, and sometimes it's about ideas to make our schools better.

For example, teachers have been telling MTS for decades that class size and composition was their top concern. In 2010–11, MTS used this information to mount a public campaign to reduce class sizes in this province. And as I write this, I am working on a government committee to make small classes happen in Kindergarten–Grade 3. A “sudden achievement”—over a decade in the making! In point of fact, little of this happens quickly. And no one person—or president of MTS, for that matter—

does this work alone.

Well over 500 members serve as provincial executive members, association presidents, association executive members, or committee members. You also have 75 incredibly dedicated staff based at MTS who work hard to anticipate and meet the need of our members, 365 days a year. Most of all, you have—you are—the 15,000 active MTS members, giving it your all, day in and day out. Government and the media don't listen to me because of me. They listen because of *you*. Your work, your professionalism, your dedication, and your strength.

Isaac Newton said, “If I have seen further, it is by standing on the shoulders of giants.” It is through the collective action of teachers over the nine decades of MTS history that we've created the programs and accomplishments outlined in this annual report.

To all my colleagues, past and present, my deep and sincere thanks.




General Secretary's Message by Ken Pearce



The Manitoba Teachers' Society is committed to delivering excellent programs and services to our members. By taking care of our members' needs, we help ensure that Manitoba teachers are equipped to provide the best education they can to their students. This annual report summarizes the wide-ranging operations of the Society during 2010–11. It is intended to provide MTS members with an overview of the recent work done on your behalf with the membership dues you entrust to us. The report provides a summary of ongoing MTS activities, new initiatives undertaken as a result of decisions of Provincial Council and the Provincial Executive together with the financial report. MTS offers programs, services and resources that address economic welfare, professional growth, personal well-being and other matters that affect teachers and our public schools. Society staff works with teachers' associations as they negotiate collective agreements that establish salaries and working conditions for teachers. MTS services include the Disability Benefits Plan, lobbying for improvements to teachers' pensions and providing pre-retirement seminars. We offer professional development for teachers at every stage of their career and support more than 25 Special Area Groups of Educators. Through the Educators' Assistance Program teachers can access counselling services in French and English. One of the stated objectives in The Teachers' Society Act is to promote and advance the cause of education in Manitoba. In the year leading up to the October 2011 provincial election the Society profiled the work of teachers in TV and radio ads asserting that smaller classes would improve success for all students. *The Manitoba Teacher*

newsmagazine and www.mbteach.org are our vehicles to deliver information to members. We endeavour to help you do your jobs, highlight your successes and provide information about changes in education policy and direction. MTS is always trying to improve how we serve our members. If you have a suggestion, I encourage you to contact me at 1-800-262-8803 extension 208 or kpearce@mbteach.org. Each day through your work on behalf of the Society and on behalf of the students of Manitoba you contribute to the success of our province. The strength of MTS is its members. Through local association executives, committees and teams, countless MTS members dedicate their time to Society efforts that will benefit 15,000 public school teachers. Together with our dedicated staff of 75, we strive to improve the working lives of teachers in our province.

A handwritten signature in blue ink that reads "Ken Pearce". The signature is stylized and written in a cursive-like font.

Services to Teachers

Professional Development

The Professional Issues team offered a variety of professional development activities throughout 2010–2011. They included the Fab Five Conference for teachers in their first five years of teaching, and specific topic workshops ranging from English as an Additional Language (EAL), to Working with EAs for teachers and principals, and issues related to diversity and equity.



As well, it:

- Facilitated training workshops for Professional Development Chairs, Equity and Social Justice Chairs and Aboriginal Voice in Action Chairs, including liaison roles for the regions.
- Completed needs assessments with staff meeting local committees to discuss the results and assist with planning.
- Carried out various roles on committees such as Inter-organizational Curriculum Advisory Committee (ICAC), Child Care Regulatory Review Committee, Teacher Education and Certification Advisory Committee, MSIP Social Justice Coalition as well as other Manitoba Education advisory sub-committees and Manitoba Education Research Network (MERN).
- Liaised with Manitoba's six post-secondary institutions that currently provide teacher training programs.
- Provided training and offered deployments through the Teacher Action Cohort (TAC) and Primary Prevention Team (PPT).

International Development

This past year, MTS contributed \$130,200 to international educational development projects, in close co-operation with the Canadian Teachers' Federation and CODE.

As part of its commitment to international development, the Society:

- Sponsored four teachers who, as participants in the Canadian Teachers' Federation Project Overseas, worked with teachers in Ghana, Sierra Leone and Togo.



Services to Teachers cont.

➤ Provided grants for a variety of projects in developing nations around the world. In approving projects, the Society has traditionally supported those that involve union capacity building and those that support the advancement of women in teacher organizations.

This past year, funds were provided in support of projects to:

- The Caribbean Union of Teachers (CUT);
- The South Asian Association for Regional Co-operation (SAARC) Women's Network in India;
- Africa Women in Education Network (AWEN); and
- Sierra Leone Teachers' Union (SLTU).

Support was also given for a tenth year to CODE to fund the Children's Book Project in Tanzania.

The Society is also committed to an ongoing project in partnership with the Caribbean Union of Teachers and the Canadian Teachers' Federation. Members of

The Manitoba Teachers' Society staff co-facilitated the first Young Leaders' Workshop which was held in St. Lucia in April, 2010. The plan is to hold two more regional workshops for young leaders over the next two years.

ÉFM

The Éducatrices et éducateurs francophones du Manitoba :

- Held regional meetings across Manitoba.
- Organized beginning teachers workshops in Fall and in Spring.
- Distributed grant funds for professional development and public relations to teachers and schools.
- Held the 37th ÉFM conference on SAGE day where 675 teachers attended.
- Released and distributed the DVD « Une approche manitobaine pour réussir son année scolaire ».
- Convened the Annual General Meeting in April 2011.



- Hosted the Conférence des associations francophones d'éducation (CAFÉ), a national meeting of francophone teachers unions, in May, 2011.
- Produced and edited three issues of a professional journal.
- Participated on a national CTF committee on francophone education.
- Created a Twitter account under the name @EFMdepartout.

Public Relations

MTS was active in the education community and provincial community overall, with involvement in numerous events such as:

- World Teachers Day, during which MTS gave 12 candidates for school board trustee elections and six reporters the opportunity to visit Winnipeg schools to get a first-hand look at the work teachers do with their students.
- Media Literacy Week, which saw the Society, Manitoba Education and the Manitoba Association for Computing Educators team up for a launch event at George Waters Middle School. The theme was “Gender and Media.”
- I Love to Read Month activities at which the Society president joined with the Minister of Education and the Chair of the Winnipeg School Board to read to early years students.
- The Operation Donation food drive of which MTS is a sponsor.
- Education Week, which MTS promoted through a three-way partnership with the Manitoba School Boards Association and Manitoba Education.
- The Society’s annual Young Humanitarian Awards.



Services to Teachers cont.

The Society also disbursed grants and donations to a number of charitable organizations; administered the MTS bursaries; and participated in community events such as the Teddy Bears' Picnic and the Winnipeg Folk Festival.

Communications

MTS continued to provide and expand a number of publications provided to members, such as:

- *The Manitoba Teacher*, which saw advertising, that declined in the previous year, rebound to a record level.
- The MTS Teachers' Handbook and Calendar which carried an environmental education theme that was expanded upon with a special section on the MTS website. The handbook was done using different paper



and bindings to reduce greenhouse gases. Leftover copies of the handbook were requested by the University of Winnipeg to be used in their education department.

- Posters, brochures, handbooks being produced in record numbers as well as hundreds of journals and newsletters for Special Area Groups of Educators (SAGE).

The final program for the Special Area Groups of Educators conferences was published in print form for the last time after a decision to provide it online only in coming years. Among other environmental savings, the move saved more than a million sheets of paper plus weeks of printing time.

The MTS website, www.mbteach.org, again recorded substantial growth through the year, both in the amount of material available on the site, as well as in use by members. Final figures showed:

- The number of visits topping 91,000, an increase of 15.7 per cent.
- Visits by almost 50,000 different individuals, half of which were new and half of which had visited the site in the previous year. The number of different visitors showed an increase of more than 20 per cent.
- Visitors viewed 219,505 pages, an increase of 12 per cent from 2009–2010.

The top 10 areas visited on the website, the number of visits and the increase or decrease from the previous year were:

1. MTS Discounts	87,592 / + 13%
2. MTS Collective Agreements	12,449 / - 9%
3. MTS Contacts	10,506 / + 8%
4. SAGEs	8,454 / + 8%
5. Career Opportunities	6,626 / - 9%
6. Salary Settlements	5,434 / + 5%



Services to Teachers cont.

7. News items	5,971 / +101%
8. SAGE program	5,571 / -19%
9. Salary settlements	5,428 / +5%
10. The Teacher	3,358 / + 7%

Public Affairs

Based on the 2010 Workload Taskforce report and other research conducted by MTS, the Society focused on the need for smaller class sizes to ease teacher workload. In May 2011, leading up to the October provincial election the Society ran TV ads that featured a young dad talking about how public schools have changed. He closed by saying, “What would make them even better is smaller classes where every child gets a chance to get their questions answered, each gets more one-on-one time and even the quieter kids get drawn out.”

These TV ads together with online advertising also ran during the election campaign. In early September the NDP promised that if re-elected they would introduce a class size cap of 20 in Kindergarten to Grade 3, including hiring 240 new teachers and \$85 million to expand schools.

The Society’s involvement in the provincial election also included:

- The “Green Book” that outlined key issues for teachers during the election.
- Radio ads that ran in July to remind Manitobans of the need for smaller classes.
- The sponsorship of a leaders’ debate during the August Labour and Leadership conference that was broadcast live on CJOB.
- The provincial election handbook.

Earlier in 2010–2011, MTS created a handbook for members to help with involvement in school board elections across the province.

Technology

A number of technological services were added to assist members, including:

- An online event registration system to support registration for the Summer Labour and Leadership Conference. By year’s end it had been used for 35 additional MTS events and had accepted 740 registrations.
- A permanent data link between McMaster House and Bradley Square, resulting in the reduction of operating costs by removing redundant systems and services.
- An MTS secure web site where divisions/districts have access to securely upload member lists and DBP-related documents. They can also complete DBP related forms online. About 100 division payroll and HR staff have access to this site and have uploaded about 250 files and completed hundreds of online forms.
- A functional review of the current membership data system which focused on identifying which functions were critical to departmental processes and which functions were no longer used.

The Information Management department sent over 37,000 e-mails on behalf of SAGEs, COSL and MTS. The range of information distributed was from SAGE journals/newsletters to weekly one page COSL bulletins. A conservative estimate of the savings over sending the same communications via regular post would be twenty boxes of paper and \$24,000 in postage.

At year’s end, the MyProfile area on the website where members can update their information had been accessed over 4,000 times by 2,000 members.

Council of School Leaders

The 2010–2011 COSL Leadership Team worked in partnership with regional directors to advance the goals of the organization:

- Meeting monthly in support of the work of the Council.
- Taking responsibility for leading/co-leading each of the COSL Mandate areas: Educational Leadership, Communication, Finance, Governance, and Professional Welfare.
- Holding regional director meetings four times on Friday evenings and Saturdays throughout the year, where directors provided input into the ongoing work of the organization and met within their Mandate Area Groups; the meetings also included discussions based on current topics relevant to schools and to our organization and received reports from our regions around the province.
- Conducting the COSL Annual General Meeting (AGM) to provide an opportunity for COSL to receive input from delegates and regional directors.

The strategic plan initiatives for the year were reviewed at the November Leadership Team retreat and the director's meeting.

The strategic plan outlined that in the context of supporting successful learning experiences for students in Manitoba, the Council of School Leaders will:

- Engage in the promotion of the principalship and leadership.
- Strengthen relationships and engagement with COSL members and partners.
- Advance the professional standards for 21st century principals.



In support of the strategic plan, the leadership team and COSL members:

- Worked in conjunction with other organizations to support COSL members across the province.
- Conducted a survey of local COSL affiliate leaders to gather a more comprehensive picture of growing and pressing issues for members.
- Continued a larger examination of the Level I & II Administrator and Principal Certificates with the Certification Branch extending the invitation to review and examine all aspects of current practice with the goal to design a structure that accounts for today's and future skills and aptitudes needs of school-based leaders.

Protecting Teachers

EAP

Once again, 2010–2011 was a busy year for the Educators' Assistance Program, which:

- Utilized a triage system, using a telephone intake interview to identify urgency. It was generally able to offer appointments to urgent callers within days and less urgent within weeks. As in other years, the program responded faster in summer and early fall to requests for service. As the stresses of the year built up for educators, the demand for our services became heavier. Members whose needs required more frequent, long-term, or more specialized service were referred to appropriate services.



- Provided individual and couple counselling services to members throughout the province in both official languages. EAP has locations in Winnipeg and Brandon, and also travelled to the Western and Northern parts of the province during the year.

Collective Bargaining

Collective agreements expiry dates by number of local bargaining units (provincial jurisdiction):

- 38 out of 38 units settled to at least the end of 2009/10
- 1 out of 38 units settled to at least the end of 2010/11

Salary increases

All 38 local teachers' bargaining units achieved an annual salary scale increase (at annual end-rates), or in the case of those local associations where the salary scale has been restructured an annual payroll increase, of at least three percent for each and every year between 2000/01 and 2009/10. Furthermore, all bargaining units achieved an annual salary increase, measured either as a percentage increase on the salary scale or a percentage increase in total salary payroll where the salary scale was restructured, of above three percent for some of the years between 2000/01 and 2009/10 (excluding those increases arising from the blending of salary scales due to amalgamation). The majority of these units negotiated a flat dollar amount on to the salary scale in addition to the annual three percent increase (ranging from \$250 to \$500). Some of these units negotiated an annual salary scale increase greater than three percent (ranging from 3.52 to four percent) while others achieved a restructuring of the salary scale resulting in the total salary payroll



Protecting Teachers cont.

ranging from 3.16 to 4.82 percent.

Going into 2011, there was one local association (Louis Riel) that settled through to the end of 2010/11 with a salary increase of 1.5 per cent as of September, 2010 and a further 1.5 per cent increase as of March, 2011, yielding an annual end-rate increase of three per cent and an annual payroll increase of 2.1 per cent.

On other issues:

- Local associations across the province continued to make significant gains at the bargaining table in the areas of rights, equity issues, working conditions and benefits.
- As of the end of the 2010–2011 year, 20 local teachers' associations had either commenced collective bargaining

for 2010/11 or had established dates with their school divisions to do so in the near future.

- One bargaining unit (River East Transcona) that had reached an impasse at the bargaining table for 2010/11 was proceeding to arbitration. The employer applied for conciliation.

Workplace Safety and Health

Some significant changes to law will have an impact on teachers with regards to workplace safety and health, such as:

- New legislation on workplace harassment and bullying enacted February, 2011.



- New legislation on workplace violence enacted September, 2011.

Numerous presentations were done by MTS around the province to members and locals training them in the new requirements. Templates were developed to aid locals in their ongoing discussions with divisions, which have a duty to consult workers on violence and harassment policies.

DBP

The Disability Benefits Plan had a very active year; highlights included:

- Establishing an ongoing funding target of 125 per cent so the plan will retain a prudent funding ratio. This

was accomplished in the midst of an approximate funded status of 120 to 125 per cent, given modest returns on investments and decreasing liabilities.

- Decreasing liabilities in part due to a reduction of open claims largely as a result of the work of the case managers assisting members through early intervention as well as with returns to work.

Also noted was the continued growth in the number of covered members receiving assistance through the Early Intervention Program.



Activity Based Costing

Governance (\$1,921,598 or 12.0%)

A provincial council of about 300 teachers representing our local associations meets at our three-day Annual General Meeting to make decisions on policies and budget. A provincial executive of 13 elected teachers sets directions for the Society. A president and vice-president, who in addition to performing the duties of the Provincial Executive, deal with the government, media, and other parties in working towards advancing the teaching profession. A three-member management team is responsible for implementing decisions of the Provincial Council and Provincial Executive.

CTF, International Assistance (\$468,000 or 2.9%)

The Canadian Teachers' Federation is a national federation of teacher organizations in Canada that operates internationally, providing services, research, and networking opportunities for teacher organizations across the country.

The Society provides grants and assistance for projects overseas. Grants are provided primarily through CTF to assist teachers in developing countries.

Associations, COSL, ÉFM (\$716,771 or 4.5%)

The Society provides grants and financial assistance to associations for counseling programs, presidents' release-time, executive meetings, wellness projects, and hosting provincial sporting events.

The Council of School Leaders addresses issues of interest and concern to school administrators.

The COSL operates from a fee collected by the Society from school administrators. The Society also maintains

a membership database for COSL and provides an annual grant to COSL.

The ÉFM is an agency of the Society that acts on all matters related to education in the French language. An executive of seven elected teachers deals with issues of interest and concern to French-speaking members.

Collective Bargaining (\$1,260,188 or 7.8%)

A team of staff assists local associations requesting services and/or advice in preparing bargaining packages, bargaining meetings, mediation, arbitration and legal matters.

Personnel Cases (\$1,491,535 or 9.3%)

A team of staff addresses personnel issues or problems that teachers face in their workplace. This includes meeting with teachers, representatives from local associations, representatives from school divisions, and other relevant parties. The Society provides legal representation to members as required.

Professional Issues (\$1,464,876 or 9.1%)

A team of staff provides training to Professional Development and Equity and Social Justice Chairs of local associations. Staff organizes and delivers workshops on a variety of professional and pedagogical issues facing members. This team of staff also works with the Teacher Action Cohorts and the Primary Prevention Team, that deliver workshops to various local associations.

Special Area Groups of Educators (\$382,941 or 2.4%)

The Society processes membership fees on behalf of Special Area Groups of Educators, maintains a



membership database and provides printing and mailing services. In addition, Publications staff prepare, print, and mail many journals and newsletters and publish and distribute the SAGE conference brochure.

French Language Services (*\$268,056 or 1.7%*)

Services in the French language are provided to teachers and associations with the assistance of Les Éducatrices et éducateurs francophones du Manitoba, an agency of The Manitoba Teachers' Society, and by bilingual MTS staff.

Educators' Assistance Program (*\$955,164 or 5.9%*)

A team of counsellors, three out of Winnipeg and one out of Brandon, provide individual and relationship counselling for the members.

Benefits (*\$262,372 or 1.6%*)

The Society facilitates the implementation of employee benefit plans enjoyed under collective agreements negotiated under the auspices of MTS. With some differences between local associations, these benefits include a dental plan, deferred salary leave, health insurance and life insurance.

Disability Benefits Plan (*\$4,001,697 or 24.9%*)

The Plan assists members through periods of disability to assure maximum rehabilitation both medically and vocationally. It assists members, when possible, to return to work, while providing the disabled member with financial security at a reasonable cost to the premium-paying member.

Public Relations/Publications (*\$853,216 or 5.3%*)

A team of staff annually publishes the handbook and seven editions of *The Manitoba Teacher*, maintains the Society's website, and responds to members' queries. This staff also represents the Society at events such as the Summer Fair and the Teddy Bears' Picnic, assists the Young Humanitarian Awards Committee, administers the grants, donations, and bursary programs, prepares news releases, writes speeches, and takes media calls.

Education Finance (*\$194,722 or 1.2%*)

Staff and the Education Finance Committee develop reports and positions on the funding of public schools in Manitoba and work with other groups, including the provincial government, to change funding policies.

Profiling the Profession (*\$644,921 or 4.0%*)

Staff assist the Society in dealing with government issues, responding to correspondence, preparing presentations and speeches, and developing and implementing strategies for the Society. They also develop and implement advertising campaigns, radio announcements, billboards, and posters.

Finance (*\$373,659 or 2.3%*)

A team of staff processes payments, deposits, and other financial transactions, performs bank reconciliations, prepares various reports, responds to queries, and assists with the audit of the financial affairs of the Society.

Facilities (*\$814,593 or 5.1%*)

A team of staff is responsible to clean, repair and maintain the facilities and grounds for McMaster House and Bradley Square; ensure security of both buildings and its occupants, prepare rooms for meetings and events, and provide hospitality services.

Summary of Financial Position

	General funds	Restricted funds	Disability Benefits Plan	2011 total	2010 total
Assets					
Current Assets	\$ 2,916,976	\$ —	\$ 1,430,126	\$ 4,347,102	\$ 3,659,050
Investments	1,863,832	1,000,000	85,939,797	88,803,629	82,826,490
Capital Assets	4,750,332	—	34,811	4,785,143	4,791,060
	<u>\$ 9,531,140</u>	<u>\$ 1,000,000</u>	<u>\$ 87,404,734</u>	<u>\$ 97,935,874</u>	<u>\$ 91,276,600</u>
Liabilities and net assets					
Current Liabilities	\$ 1,512,407	\$ —	\$ 518,956	\$ 2,031,363	\$ 1,661,382
Accumulated Plan Benefits	—	—	66,520,000	66,520,000	70,043,000
	<u>1,512,407</u>	<u>—</u>	<u>67,038,956</u>	<u>68,551,363</u>	<u>71,704,382</u>
Net Assets	8,018,733	1,000,000	34,811	9,053,544	8,802,917
Excess of Net Assets to Accumulated Plan Benefits	—	—	20,330,967	20,330,967	10,769,301
	<u>8,018,733</u>	<u>1,000,000</u>	<u>20,365,778</u>	<u>29,384,511</u>	<u>19,572,218</u>
	<u>\$ 9,531,140</u>	<u>\$ 1,000,000</u>	<u>\$ 87,404,734</u>	<u>\$ 97,935,874</u>	<u>\$ 91,276,600</u>

These highlights are a summary of the audited financial statements of the Society.

Summary of General and Reserve Fund Operations

	MTS Programs & Operations	Reserve Fund	Disability Benefits Plan	2011 total	2010 total
Revenue					
Membership Fees and Premiums	\$ 11,921,114	—	\$ 22,335,183	\$ 34,256,297	\$ 34,508,487
Investment Income	123,703	59,522	4,364,956	4,548,181	5,336,615
Other Revenue	192,706	—	—	192,706	198,179
	12,237,523	59,522	26,700,139	38,997,184	40,043,281
Expenditures					
Governance	1,799,613	—	59,195	1,858,808	1,854,575
Programs	1,747,008	—	2,204,176	3,951,184	3,593,863
Income Replacement	—	—	16,620,918	16,620,918	16,912,188
Service	619,131	—	40,104	659,235	814,307
Personnel	6,611,977	—	1,473,712	8,085,689	7,827,038
General Operating	1,234,927	—	284,464	1,519,391	1,585,202
	12,012,656	—	20,682,569	32,695,225	32,587,173
Related Activities					
COSL, net (deficiency)	(41,845)	—	—	(41,845)	15,881
ÉFM, net	4,568	—	—	4,568	5,569
Bradley Square, net	24,611	—	—	24,611	48,158
	(12,666)	—	—	(12,666)	69,608
Excess of revenue over expenditures for the year before decrease in accumulated plan benefits	212,201	59,522	6,017,570	6,289,293	7,525,716
Decrease in accumulated plan benefits	—	—	3,523,000	3,523,000	7,033,000
Excess of revenue over expenditures for the year	212,201	59,522	9,540,570	9,812,293	14,558,716

These highlights are a summary of the audited financial statements of the Society.

Activity Based Costing (Corporate Entity): 2010/2011

\$16.074 million

Not including \$16.621 million of payments to members for Income Replacement and Retirement Incentive Options



