

Schedule F

ADMINISTRATIVE AND PROFESSIONAL OFFICER

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Article F1: Appointments

- F1.01.1 “Administrative and Professional Officer” (or “APO Member”) means a person who has been appointed under this Schedule F in which the APO Member has been or may be granted a continuing position and is a manager or other professional who provides leadership, strategic advice and direction in the organization; and is accountable for planning, negotiating, problem solving, risk assessment and prevention, and/or operational oversight of resources. An APO Member shall normally require an academic degree; professional designation or equivalent related experience.
- F1.01.2 The appointment of an APO Member shall be made by the Vice-President.
- F1.01.3 A letter of appointment, following the example in Appendix F.1, duly executed by the Vice-President and the APO Member, shall confirm the appointment of an APO Member.
- F1.01.4 The appointment of an APO Member shall commence on the date set in the duly executed letter of appointment.

Special Conditions

- F1.02.1 The Provost may appoint an APO Member with special conditions which are at variance with the terms of this Agreement provided:
- a) the variations are in writing and are included in or appended to the letter of appointment; and
 - b) the variations have been approved in writing by the Provost after consultation with the President of the Association and prior to the offer being made.
- F1.02.2 The Provost may approve special conditions which are at variance with the terms of this Agreement and which are agreed to subsequent to the original appointment of an APO Member provided the variations have been recommended by a Supervisor and are approved in writing by the APO Member and the President of the Association.

Effective Dates

- F1.03 An appointment may be made at any time.

Relocation

- F1.04.1 An APO Member, upon initial appointment, may be eligible for the reimbursement of specific relocation expenses necessarily and reasonably incurred in the initial move to work at a University of Alberta campus. Regulations governing relocation shall be established from time to time by the Board after consultation with the Association.
- F1.04.2 An APO Member who voluntarily leaves the service of the University before rendering two years' service shall be required to refund a portion of any relocation expenses paid in accordance with Article F1.04.1.
- F1.04.3 Each month's regular service (exclusive of leave periods) shall be considered as discharging one twenty-fourth of the obligation. In cases where probationary periods are less than two years, the obligation shall be discharged in a proportionately shorter period. If the APO Member is appointed to a Continuing Appointment t (i.e., no probationary period), one year's service shall discharge the obligation to the University; if such an APO Member leaves the University prior to having served one year, the obligation shall be reduced proportionally with each month served.

Temporary Excluded appointment

- F1.05 An APO Member who takes a temporary excluded appointment may return to their APO position, if it still exists, at the end of that appointment. If a decision is made regarding the position resulting in the reassignment of duties or layoff, the provisions of Article F10 shall apply at the time of the decision.

Article F2: Establishment and Evaluation of Positions

Provost Responsibility

F2.01 The Provost shall:

- a) designate positions as APOs in accordance with Article F1.01.1;
- b) undertake their evaluation in accordance with the University's APO Position Evaluation Plan (Appendix F.4);
- c) provide training and support in writing position descriptions and training on the University's APO Position Evaluation Plan (Appendix F.4);
- d) report in writing annually to the Association the number of positions evaluated during the year, their nature and the general outcomes;
- e) ensure the integrity and currency of the University's APO Position Evaluation Plan (Appendix F.4) is maintained;
- f) ensure benchmarks, as described in the University's APO Position Evaluation Plan (Appendix F.4), are established and validated through a Committee process (as described in Article F2.02).

APO Position Evaluation Process Panel (PEPP)

F2.02.1 The Provost and the Association shall appoint a panel of 6 mutually agreed to members to be trained in the University's APO Member Evaluation Plan (Appendix F.4) as follows:

- a) 3 members appointed by the Employer and agreed to by the Association; one of which is the person responsible for the administration of this Schedule F and who shall act as Chair, one from a teaching department, and one from a non-teaching department;
- b) 3 members appointed by the Association and agreed to by the Employer; at least one of which is from a teaching department, and at least one of which is from a non-teaching department.

F2.02.2 Terms for the members of PEPP, excluding the Chair, shall be limited to a maximum of two three-year terms and shall be overlapping to provide for continuity of experience.

F2.02.3 The responsibilities of PEPP shall be to:

- a) review and approve benchmarks;
- b) at any point, request a position's evaluation be reviewed;
- c) review and approve position evaluation resource materials such as manuals on writing position descriptions;
- d) review and approve the position evaluation procedures; and
- e) provide guidance in the application of the University's APO Position Evaluation Plan (Appendix F.4).

Position Description

F2.03.1 A formal position description shall form the basis for the establishment and evaluation of a position. The Supervisor shall approve the position description in writing. If there is an incumbent in the position when a position description is prepared or amended, the incumbent shall be consulted in its preparation and shall acknowledge in writing such consultation.

F2.03.2 Position descriptions and their associated evaluation points shall be available to the Association, or to an APO Member upon request with reasonable notice. The Employer shall designate a person to act as custodian of position descriptions for this purpose.

F2.03.3 A position description should be reviewed by the Supervisor every 5 years. The position description must be reviewed when the position is vacated prior to it being refilled. If significant changes have occurred and are not reflected in the current position description, a new position description should be completed in accordance with Article F2.03.1 and submitted for evaluation.

Position Evaluation Process

- F2.04.1 A position description shall be evaluated by the Administration upon:
- a) the request of the incumbent APO Member; or
 - b) the request of the Supervisor, Dean, or Vice-President; or
 - c) the request of PEPP; or
 - d) the request of the Associate Vice President (Human Resources, Health, Safety and Environment)
- F2.04.2 Upon evaluation, the evaluation points for the position may increase, decrease or stay the same.
- F2.04.3 If the evaluation of a position results in a decrease in evaluation points, the salary range shall nevertheless remain at the pre-evaluation level so long as the incumbent APO Member continues to hold that position. As soon as the incumbent APO Member leaves the position, the evaluation and salary range shall be revised to the lower level.
- F2.04.4 If the evaluation of a position results in an increase in evaluation points, the new evaluation and salary shall apply to an incumbent APO Member. The effective date shall be the date a revised position description was approved by the Vice-President unless circumstances justify an alternative date.
- F2.04.5 If the present salary of the incumbent APO Member, who is affected by Article F2.04.4, is below the minimum salary of the revised salary range, the salary of the incumbent APO Member shall be increased to the minimum salary of the range. An increase beyond the minimum of the range may be offered by the Vice-President.
- F2.04.6 If the present salary of the incumbent APO Member who is affected by Article F2.04.4 is within the revised salary range, the Vice-President may approve an increase in salary.
- F2.04.7 All decisions made in accordance with Articles F2.04.1-F2.04.6, shall be reported in writing to the incumbent APO Member, if any, and to the Supervisor.

Appealing a Position Evaluation Decision

- F2.05.1 An APO Member (an "Appellant") who serves notice of the intention to appeal the position evaluation decision of the Provost must do so within 20 days from the date of receipt of their most recent position evaluation.
- F2.05.2 Appeals of position evaluation decisions shall be submitted in writing, with the rationale for the appeal, to the Associate Vice President (Human Resources, Health, Safety and Environment) with a copy forwarded to the Appellant's Vice-President. Appeals may relate to:
- a) the position failing to be established as an APO position through the position evaluation process, and/or
 - b) the evaluation points assigned to the position.
- F2.05.3 An appeal shall be heard within 60 days of the receipt of the appeal request.

Position Evaluation Appeal Committee (PEAC)

- F2.06.1 The PEAC shall be appointed from a roster which is comprised of:
- a) 5 members appointed by the Provost and agreed to by the Association;
 - b) 5 members appointed by the Association and agreed to by the Provost.
- F2.06.2 Members of PEAC will normally have served on or are currently serving on PEPP.

- F2.06.3 The PEAC will be comprised of 3 members appointed by the Associate Vice President (Human Resources, Health, Safety and Environment) as follows:
- a) one member appointed from PEPP to act as Chair (Article F2.02.1);
 - b) one member appointed from the roster of Provost appointments (Article F2.06.1 (a));
 - c) one member appointed from the roster of Association appointments (Article F2.06.1 (b)).
- F2.06.4 Upon the selection of the members of PEAC (Article F2.06.3), the Associate Vice President (Human Resources, Health, Safety and Environment) shall notify the Appellant of the names of each member. Within 5 days of receiving notice of the names of the PEAC members, the Appellant may lodge a written challenge with the Associate Vice President (Human Resources, Health, Safety and Environment). Challenges must be in writing, must be made on the grounds that the proposed Chair or panel member(s) may have a bias that would prevent a fair process, and must state the basis upon which the Appellant contends that a bias exists. The Associate Vice President (Human Resources, Health, Safety and Environment) shall make a ruling. If the challenge is upheld, the PEAC member(s) will be replaced with other member(s) appointed by the Associate Vice President (Human Resources, Health, Safety and Environment). If the challenge is not upheld, the PEAC review will proceed with the existing members. The decision of the Associate Vice President (Human Resources, Health, Safety and Environment) shall be final and binding in this regard.
- F2.06.5 The PEAC shall be empowered to review:
- a) the rationale for a position failing to be established as an APO position through the position evaluation process and/or
 - b) the evaluation points assigned to the position through the position evaluation process.
- F2.06.6 The PEAC shall be empowered to make the following decisions based on appeals conducted under Article F2.06.5 (a):
- a) the position **does** meet the established criteria of an APO position and should therefore be referred to the Associate Vice President (Human Resources, Health, Safety and Environment) for establishment as an APO position and position evaluation.
 - b) The position **does not** meet the established criteria of an APO position.
- F2.06.7 The PEAC shall be empowered to make the following decisions based on appeals conducted under Article F2.06.5 (b):
- a) The evaluation points assigned to the position during the evaluation process were too low and should be referred to the Associate Vice President (Human Resources, Health, Safety and Environment) for re-evaluation at a higher level.
 - b) The evaluation points assigned to the position during the evaluation process were assessed at the correct level.
 - c) The evaluation points assigned to the position during the evaluation process were too high and should be referred to the Associate Vice President (Human Resources, Health, Safety and Environment) for re-evaluation at a lower level.

The Position Evaluation Appeal Process

- F2.07.1 When the PEAC considers the position evaluation appeal, the Appellant, the Supervisor, and the Associate Vice President (Human Resources, Health, Safety and Environment) shall be invited to submit documents and to make personal representation to PEAC. The PEAC may consult and seek other resources they deem necessary to the decision.
- F2.07.2 In considering a position evaluation appeal, the PEAC shall neither consider the University's need for the position nor the funding available.
- F2.07.3 All decisions made by the PEAC are final and binding, and shall be provided in writing to the Associate Vice President (Human Resources, Health, Safety and Environment) who will distribute the decision to the Appellant and the Supervisor.

F2.07.4 The time limits in this Article F2 may be altered by mutual consent of the Appellant and Associate Vice President (Human Resources, Health, Safety and Environment). Such consent shall not be unreasonably withheld.

Article F3: University Responsibilities

Basic Responsibilities

- F3.01.1 The responsibilities of an APO Member shall be generally as described in the position description (see Article F2.03.1).
- F3.01.2 An APO Member in a teaching Department may be assigned teaching responsibilities provided that such responsibilities do not represent a majority of the workload.
- F3.01.3 An APO Member shall be accountable to the Supervisor, who may assign specific responsibilities and determine priorities.
- F3.01.4 In the event of a dispute with respect to responsibilities, an APO Member shall have final recourse to the Vice-President.
- F3.01.5 An APO Member shall not be a registered student in courses taught by the same academic unit as that in which the APO Member is employed; exceptions to this rule may be made with the approval of the Dean of the Faculty and the Provost.

Supplementary Responsibility at the University

- F3.02.1 Under certain circumstances, an APO Member may accept responsibilities at the University in addition to regular responsibilities for which the APO Member may receive remuneration additional to regular salary.
- F3.02.2 The Supervisor and the Vice-President shall approve requests for approval of supplementary responsibilities prior to the assumption of the responsibilities.
- F3.02.3 Supplementary responsibilities shall be performed outside regular office hours unless otherwise approved by the Vice-President.

Supplementary Professional Activity Outside the University

- F3.03.1 An APO Member who proposes to engage in supplementary professional activity for another employer or as a consultant or self-employed professional shall inform the Supervisor in writing of such intention.
- F3.03.2 The written permission of the Supervisor is required if:
- a) the activities will take place during regular University office hours; or
 - b) the activities involve University staff, students or the use of University facilities.
- F3.03.3 If the APO Member expects to involve students, staff or the use of University facilities, the APO Member may be required by the Vice-President to enter into a contract with the University.
- F3.03.4 An APO Member shall not engage in supplementary professional activities which involve a conflict of interest or conflict of commitment with responsibilities to the University.

Article F4: Professional / Educational Leave

Eligibility

- F4.01.1 An APO Member may be granted a Professional / Educational Leave in accordance with the procedures described in this Article F4. Such leave is expected to be of benefit to both the APO Member and the University.
- F4.01.2 An APO Member shall be eligible to apply for up to 6 months of leave provided the APO Member has served as an APO Member for 3 years, or after serving 3 years as an APO Member following a previous leave. After 6 years of service following initial appointment as an APO Member, or 6 years of service following a previous leave, an APO Member shall be eligible to be considered for a 12-month leave.
- F4.01.3 A Professional / Educational Leave is granted in order for an APO Member to pursue an educational or professional opportunity. The opportunity will be documented as per the conditions in Article F4.01.4. A leave (subject to the APO Member's eligibility in accordance with Article F4.01.2) may be spread over a number of years. Leave periods are not normally counted as service in determining eligibility. In no case will periods of Professional / Educational Leave or leave without pay be counted as service towards Professional / Educational Leave.
- F4.01.4 Leave shall only be awarded to an APO Member who has a carefully prepared program outlined normally in the Annual Performance Plan section of the APO Member's Performance Review, Evaluation, and Professional Development (PREPD) report.

Application Process

- F4.02.1 The leave application shall include a description of the intended activity during the leave, a statement of the benefit of such activity to the applicant and its value to the University, the duration of the leave, and the location(s) of the APO Member during the leave.
- F4.02.2 The Supervisor will append any comments to the leave application and then forward the application to the Vice-President.
- F4.02.3 Upon receipt of the application and the appended material, the Vice-President shall decide on the application and so advise the APO Member in writing. The decision of the Vice-President is final and binding.

Terms and Conditions

- F4.03.1 If an application for Professional / Educational Leave has been approved, an APO Member shall:
- a) receive a salary of 80% (effective July 1, 2022: 100%) of the APO Member's basic University salary, which shall be defined as the APO Member's regular salary and any market supplement.
 - b) be eligible to participate, in full, in the benefit programs as set out in Article 20, with the Board continuing to pay the regular employer costs.
- F4.03.2 The APO Member may receive grants or scholarships or other aid from outside agencies to assist in the financing of the leave program. Receipt of such assistance shall not serve to reduce the level of the leave salary unless the total of the assistance and the leave salary exceed the APO Member's regular salary, in which case the leave salary shall be reduced so that the total of the outside assistance and the leave salary equal the regular full salary.
- F4.03.3 During the leave, the APO Member shall not undertake alternative employment without the advance written approval of the Vice-President.
- F4.03.4 An APO Member shall be required to sign a return to service agreement prior to going on leave with the return period not to exceed the period of the leave.

F4.03.5 The APO Member shall submit a report to the Supervisor and the Vice-President on the leave activities within two months of returning from leave.

Article F5: Probation and Continuing Appointment

F5.01.1 In exercising the responsibility under Article F1.01.2, the Vice-President shall make appointments in accordance with this Article F5.

F5.01.2 An APO Member shall be appointed to a probationary appointment unless the Vice-President approves a Continuing Appointment.

F5.01.3 The inclusion of a probationary period in the Letter of Appointment indicates an obligation on the part of the Supervisor to properly manage the APO Member's progress during a probationary period. In this regard, the Supervisor and the APO Member shall ensure they each have a clear understanding of the position expectations in accordance with the job description.

F5.01.4 The probationary appointment for an APO Member who is appointed for the first time under this Schedule F shall normally be for a period of up to one year. For any subsequent appointment under this Schedule F, an APO Member who has either successfully completed a probationary period or who was not required to serve a probationary period shall not serve another probationary period.

F5.01.5 [Vacant]

F5.01.6 If the APO Member is granted leave during the probationary period, the probationary appointment shall be extended by the duration of such leave or by a longer period of time, unless the Vice-President in approving the leave decides that the extension is not warranted.

F5.01.7 The Supervisor shall keep the APO Member apprised of progress during the probationary period, and shall meet with the APO Member on at least 3 occasions with the first meeting normally occurring within the first 3 months of the probationary period to discuss that progress.

Completion of the probationary period

F5.02.1 To conclude the probationary period, the Supervisor will take the following action:

- a) For an APO Member who is appointed for the first time under this Agreement and who has a one-year probationary period, the Supervisor shall provide two months' written notice of his/her recommendation, which shall be one of the following:
 - i.) that the APO Member be granted a Continuing Appointment; or
 - ii.) that the probationary appointment be extended by a period not to exceed one year; or
 - iii.) that no further appointment be offered to the APO Member.
- b) For an APO Member who has a reduced probationary period, the Supervisor shall provide one month's written notice of his/her recommendation, which shall be one of the following:
 - i.) that the APO Member be granted a Continuing Appointment; or
 - ii.) that the probationary appointment be extended by a period not to exceed 6 months; or
 - iii.) that no further appointment be offered to the APO Member.

F5.02.2 The Supervisor shall forward the recommendation to the Vice-President.

F5.02.3 The Vice-President shall reach a decision and inform the APO Member in writing prior to the last day of the probationary appointment that:

- a) the APO Member shall be granted a Continuing Appointment; or

- b) the probationary appointment shall be extended by a period not to exceed one year for an APO Member who has a one-year probationary period or by 6 months for an APO Member who has a reduced probationary period; or
- c) the probationary appointment shall be terminated and no further appointment shall be offered to the APO Member.

F5.02.4 Continuing Appointment shall in no sense be the right of an APO Member who has served the time of probation. The performance of the APO Member during probation shall indicate that the APO Member will in future be capable of contributing effectively in the performance of his/her responsibilities to the University.

Termination During Probation

F5.03.1 During the probationary period, a Supervisor may recommend and the Vice-President may approve the termination of the probationary appointment of an APO Member by giving one month's written notice of such termination. The effective date of the termination shall be one month from the date of notice, but the assignment of responsibilities may cease as of the date of notice.

F5.03.2 If termination is recommended during, or at the end of probation, the Vice-President shall provide the APO Member with an opportunity to respond before acting on the recommendation.

Termination Entitlements

F5.04.1 If a Continuing Appointment is not being offered (under Articles F5.02.1 or F5.02.3) to an APO Member whose first appointment to the University is under this Agreement, the APO Member shall receive a severance payment equivalent to two months' salary (less any required deductions). If the probationary period has been extended beyond two years, severance entitlement will be extended on a pro rata basis. The severance payment shall be at the same rate as if the APO Member had continued on staff.

F5.04.2 If the APO Member is not being offered a Continuing Appointment and he/she has previous continuous service in other appointments with the University, this service shall be taken into consideration in the determination of the severance payment. The APO Member shall receive a severance payment (less required deductions) of one month's salary for each year of continuous employment with a maximum payment of 12 months' salary. Severance shall be based on the salary being earned on the last day of employment.

Article F6: Performance Review, Evaluation and Professional Development

F6.01.1 The Dean or Vice-President shall promote consistency in the application of standards in the review of all APO Members in their area.

F6.01.2 The Supervisor and the APO Member shall jointly be responsible for ensuring that the APO Member's performance is reviewed annually in accordance with the APO Member Performance Review, Evaluation and Professional Development system (PREPD). Details of the system are outlined in Appendix F.7.

F6.01.3 The APO Member's annual PREPD (Annual Report) is based upon the performance of duties and responsibilities outlined in the Position Description (see Article F2) and the goals and objectives from the annual performance plan.

F6.01.4 Each APO Member will complete and submit an Annual Report to their Supervisor. The Supervisor will first review the Annual Report, meet with the APO Member to discuss the Annual Report, and provide written commentary on the performance of the APO Member. The APO Member will have an opportunity to provide commentary on the Annual Report and will sign to acknowledge that they have received and read the document.

- F6.01.5 The Supervisor shall provide a copy of the final performance review to the APO Member, together with any materials relied upon in making the recommendation, including a summary of any confidential information. This information will be summarized with sufficient detail that the APO Member can identify and respond to the issues raised.
- F6.01.6 The Supervisor shall submit a summary of the performance review and Incrementation recommendation in accordance with Articles F6.02 and F6.03, to the appropriate Dean or Vice-President. After reviewing the summary and recommendation, the Dean or Vice-President shall submit their recommendations to the Provost for review and approval.
- F6.01.7 Once the Incrementation decisions are approved by the Provost, the APO Member shall be informed of the decision in writing.
- F6.01.8 Evaluating performance for approved leaves: when total periods of leave (for example, Maternity Leave, Parental Leave, and Medical Leave) are for less than 6 months of a performance review period, the performance of the APO Member will be extrapolated to the full year.
- F6.01.9 When total periods of leave (single leave or combination of leaves) are for 6 months or longer of a performance review period, these time periods will not be considered in the evaluation of performance and Article F6.03.1(c) shall apply for the purposes of evaluation. Notwithstanding, an APO Member may request the Supervisor take into account activities while on a leave for 6 months or longer of a performance review period. The onus shall be on the APO Member in material appended to the Annual Report to demonstrate to the Supervisor why such activity should be recognized.
- F6.01.10 Incrementation is awarded for meritorious performance and are not in any way automatic nor based on years of service.

Supervisor's Recommendation: Incrementation

- F6.02.1 Each year, the Supervisor shall recommend to the Dean or Vice-President who shall recommend to the Provost whether the APO Member should receive an Increment based on performance in the preceding year. The performance review period will be from April 1 to March 31. Increments take effect on July 1. The recommendation shall be one of the following:
- a) an Increment;
 - b) a portion of Incrementation up to 3.0, which will bring the salary of an APO Member to the salary maximum of the APO Member's present rank;
 - c) Incrementation awarded in quarter Increments ranging from 0.50 to 3.00 inclusive;
 - d) Zero Increment.
- F6.02.2 An incrementation award of less than an Increment is appealable.

Reasons for Zero Increment

- F6.03.1 If the Supervisor, or the Dean or Vice-President, recommends that Zero Increment be awarded to an APO member, or if the Provost decides that Zero Increment be awarded to an APO Member, in any case, the decision shall be cited as one of the following:
- a) performance requirements for an Increment have been met but the maximum salary for the position has been reached;
 - b) that performance requirements for Incrementation have not been met;
 - c) that performance while on authorized leave could not be properly evaluated; or
 - d) that performance is unsatisfactory.
- F6.03.2 If a Supervisor plans to recommend Zero Increment for an APO Member under Article F6.03.1 (d), the Supervisor must consult with Human Resource Services prior to making the recommendation. (See Article F7 for further action)

Incrementation in the Year of Appointment

- F6.04.1 An APO member whose appointment takes effect in the period April 1 to July 1, inclusive, is eligible to receive Incrementation on the next following July 1.
- F6.04.2 An APO member whose appointment takes effect in the period July 2 to December 31, inclusive, is eligible to receive Incrementation on the next following July 1, prorated on the number of months they will have served by March 31. An APO Member whose appointment takes effect in the period January 1 to March 31, inclusive, will not be eligible to receive Incrementation on the next following July 1.

Article F7: Unacceptable Performance

First Awarding of Zero Increment

- F7.01.1 Within 20 days following the awarding of Zero Increment or the decision of an appeal under Article F8 confirming Zero Increment (Article F6.03.1(d)), a meeting will be held with the Supervisor, the APO Member, a representative of Human Resource Services, and a representative of the Association. The purpose of the meeting shall be to produce a plan for improvements (hereafter referred to as a Performance Improvement Plan) that the APO Member must make to their performance which will allow them to reach a level of satisfactory performance the following year. The discussion should include any assistance that can be reasonably provided by the Employer to improve the APO Member's performance. Where there is disagreement on the content of the Performance Improvement Plan, the Supervisor will make the determination.
- F7.01.2 Meetings between the Supervisor and the APO Member will be held to discuss the APO Member's progress towards achieving the objectives set out in Performance Improvement Plan. A report of these meetings will be forwarded by the Supervisor to the APO Member, Human Resource Services, and the Association.

Second Awarding of Zero Increment

- F7.02.1 Within 20 days of receiving Zero Increment due to unsatisfactory performance at the end of the next academic year, or if the APO Member has been awarded no Increment due to unsatisfactory performance in any of the previous two years, the Supervisor will refer the record of the APO Member, along with the recommendation for imposing one of the penalties under Article F7.02.7, to the Dean or Vice-President and to Human Resource Services.
- F7.02.2 The record of the APO Member shall include copies of all evaluation material regarding the APO Member including the reports of meetings referred to in Articles F7.01.
- F7.02.3 At the same time, the Supervisor shall provide to the APO Member and the Association a copy of the materials described in Article F7.02.1.
- F7.02.4 The APO Member may submit material to the appropriate Dean or Vice-President in response to that submitted by the Supervisor under Article F7.02.1 within 15 days of receipt of the materials.
- F7.02.5 The Dean or Vice-President shall offer to meet with the APO Member within 20 days of the receipt of the recommendation for penalty under Article F7.02.7. The Dean or Vice-President may be accompanied by an Administration Advisor and the APO Member may be represented by the Association but shall not be represented by their own legal counsel at such a meeting.
- F7.02.6 Following any meeting under Article F7.02.5 and any other consultations the Dean or Vice-President chooses to have, the Provost shall, in writing, within 10 days choose one of the following actions:
- a) not approve the recommendation of the Supervisor; or
 - b) approve the recommendation of the Supervisor, and their recommended penalty under Article F7.02.7 or
 - c) approve the recommendation of the Supervisor but substitute impose a different penalty other under Article F7.02.7.

- F7.02.7 The penalty referenced in Articles F7.02.1 and F7.02.6 may include one or more of the following: by a letter of reprimand; suspension with or without pay; dismissal, or other appropriate penalty (but not a fine or a reduction of salary); stating the effective date of such penalty.
- F7.02.8 Any decision to penalize the APO Member is subject to the grievance procedure established in Article 14.

Article F8: Appeals

Definitions

F8.01 In this Article F8:

- a) "Advisor" means the person who will advise the Appellant or the Respondent at the hearing of the appeal. The Appellant or Respondent shall not have their own legal counsel at the hearing;
- b) "Appellant" means the APO Member who has appealed;
- c) "Chair" means the Chair of The Appeals Committee; and
- d) "Respondent" means the person whose decision is being appealed.

Right to Appeal

F8.02.1 An APO Member may appeal the following decisions in accordance with the provisions of this Article F8:

- a) that an APO Member probationary appointment be terminated under Article F5.03.1; The termination of a Staff Member's appointment;
- b) that an APO Member not be offered a Continuing Appointment upon the expiry of the probationary appointment (Article F5.02.1);
- c) that an APO Member has received less than an Increment when his/her present salary is at least one Increment less than the maximum (Article F6.02.1).

F8.02.2 Appeals under this Article F8 shall be heard by a committee to be known as APO Appeals Committee (APO AC) established under Article F8.03.1.

F8.02.3 An Appellant has 20 days from the date of decision (of the type referred to under Article F8.02.1) to commence an appeal; the Appellant shall file with the Associate Vice President (Human Resources, Health, Safety and Environment) and with the Respondent a detailed written statement which shall include:

- a) the basis on which the appeal is lodged (under Article F8.02.1), including a statement of the grounds on which the decision is considered to be inappropriate;
- b) the decision which the Appellant requests APO AC to make, such decision to be consistent with the powers of APO AC as set out in Article F8.05.3;
- c) a list of those persons whom the Appellant wishes to appear before APO AC as witnesses;
- d) the name of any Advisor who will accompany the Appellant at the APO AC hearing; and
- e) such other material as the Appellant considers to be relevant that was not submitted in the proceedings leading to the decision recognizing that APO AC may not accept such material if it is of the opinion that, with the exercise of reasonable diligence, the Appellant could have presented the material to the person making the decision.

F8.02.4 As soon as reasonably possible after the receipt of appeal documents by the Associate Vice President (Human Resources, Health, Safety and Environment), the members of the APO AC shall be named in accordance with Article F8.03.1 by the parties.

The APO Appeals Committee (APO AC)

F8.03.1 The membership of APO AC shall be:

- a) one person named by the Respondent; but not from the same unit as the Respondent.

- b) one person named by the Appellant; but not from the same unit as the Appellant.
- c) one person, who shall chair APO AC, named by the Provost and the President of the Association.

F8.03.2 Within 15 days of the date the material forwarded under Article F8.02.3 is mailed to the Respondent, the Respondent shall file with the Associate Vice-President (Human Resources, Health, Safety and Environment), with a copy to the Appellant, a detailed written statement which shall include:

- a) a statement in reply to the statement and materials submitted by the Appellant under Article F8.02.3;
- b) a copy of all written material relating to the Appellant which was used in reaching the decision being appealed;
- c) a list of those persons whom the Respondent wishes to appear before APO AC as witnesses;
- d) the name of any Advisor who will accompany the Respondent at APO AC hearing;
- e) such other material as the Respondent considers to be relevant recognizing that APO AC may not accept such material if it is of the opinion that, with the exercise of reasonable diligence, the party seeking to adduce the evidence could have used it in reaching a decision.

F8.03.3 Notwithstanding the time limits set out in Articles F8.02.3 and F8.03.2, the Chair, on the application of the Appellant or the Respondent, may extend in writing any of the said time limits where the Chair is of the opinion that the application for an extension has a reasonable ground for requesting such extension. The decision of the Chair may be made without a hearing and shall be final and binding.

F8.03.4 The Chair shall determine the time and place for a hearing of the appeal, such hearing to be held within a reasonable time after all materials have been filed pursuant to Articles F8.02.3 and F8.03.2, but no earlier than 6 weeks after filing of the notice of appeal.

F8.03.5 The Chair shall give at least 10 days' written notice of hearing to the Appellant and the Respondent.

Hearing Procedures

F8.04.1 APO AC shall hold a hearing on the appointed date, time and place, and such hearing shall be restricted to APO AC, Appellant, Respondent and Advisors and such resource personnel as APO AC determines.

F8.04.2 APO AC may accept any oral or written evidence that it, in its discretion, considers proper, whether admissible in a court of law or not.

F8.04.3 APO AC has the right to request additional material and to call and compel the attendance of further witnesses.

F8.04.4 APO AC is not bound by rules of evidence or procedures applicable to courts of law.

F8.04.5 Both the Appellant and the Respondent have the right to call and question witnesses, to question one another and to present oral arguments.

F8.04.6 It shall be the responsibility of the Appellant and the Respondent to secure the attendance of the witnesses to be called by each.

F8.04.7 The onus of proof, which shall be on the balance of probability, shall be on the Appellant.

F8.04.8 Procedural rulings shall be made by the Chair but are subject to reversal by majority vote of APO AC.

Jurisdiction of APO AC

F8.05.1 APO AC shall:

- a) allow the appeal if it finds the decision to have been inappropriate based on the evidence before it; or
- b) dismiss the appeal.

F8.05.2 If APO AC finds that there has been non-compliance with the procedures of this Agreement in the proceedings it may, nevertheless, dismiss the appeal if it finds the decision to be appropriate.

F8.05.3 Where APO AC allows the appeal, it has the power to:

- a) continue the probationary appointment (in the case of an appeal of a decision to terminate a probationary appointment under Article F5.03.1);
- b) award such an appointment or to extend the probationary period by an appropriate period of time to a maximum of one year (in the case of an appeal of a decision not to offer a Continuing Appointment upon the termination of a probationary period);
- c) award an Increment which is greater than that awarded (in the case of an appeal of a decision to award less than a single Increment).

Post-hearing Procedures

F8.06.1 The decision of APO AC shall be set out in a written statement by the Chair, with reasons, and a copy thereof shall be sent to the Appellant and to the Respondent within two weeks of the conclusion of the hearing.

F8.06.2 The decision of APO AC shall be final and binding.

F8.06.3 All written materials are to be returned to the Associate Vice-President (Human Resources, Health, Safety and Environment) and destroyed 6 weeks from the date of decision. The Appellant and Respondent retain their materials.

Article F9: Salaries and Benefits

F9.01.1 The salary range for APO Members is set out in Appendix F.8.

F9.01.2 A salary range shall be established for each position, with the salary range being a function of the evaluation points (Article F2.01 b)) and the following:

- a) The salary equation shall follow the formula:
$$y = mx + b;$$
where y = the mid-point salary
 m = the dollar value per evaluation point;
 x = the number of evaluation points assigned to the position; and
 b = the dollar constant for all evaluation points
- b) The basic salary range for an APO position shall be from: a minimum annual salary = 0.80 (mid-point salary) to a maximum annual salary = 1.265 (mid-point salary).
- c) The basic salary range for a position shall provide for a series of 14 Increments in which the value of each Increment is equal to the basic maximum annual salary less the minimum annual salary divided by 14.
- d) There are two Increments added to the top of each salary range. These Increments are not included in the calculation of the mid-point under Article 20.01 (a) and are not considered part of the basic salary range. However, the Increments will be of the same value as those calculated under Article F9.01 c).

Supplementary Health, Dental and Ancillary Benefits

F9.02 An APO Member is eligible to participate in the University benefit programs applicable to APO Members.

Universities Academic Pension Plan (UAPP) and Academic Supplementary Retirement Plan (ASRP)

F9.03.1 APO Members shall participate in the Universities Academic Pension Plan (UAPP).

F9.03.2 APO Members are eligible to participate in the Academic Supplementary Retirement Plan (ASRP).

Vacation

F9.04.1 Each APO Member shall be entitled to an annual vacation in accordance with the following table:

Service Completed	Days of Vacation
less than 10 years	22
at least 10 years but less than 20 years	25
20 years or more	30

F9.04.2 Unused vacation time may not be carried forward from year to year without the advance written consent of the Vice-President. Salary in lieu of vacation shall be paid (in accordance with Article 20) only to APO members who have resigned, retired or been transferred to a new position.

F9.04.3 A resigning APO Member shall receive, on resignation, an amount in lieu of vacation time not taken, but such an amount shall not normally exceed one year's vacation entitlement. The amount shall be based on the salary rate as of the effective date of the resignation.

Article F10: Reorganization

Authority

F10.01 For the purpose of this Article F10, a reorganization may result in the reassignment of duties or the lay-off of an APO Member if:

- a) the position is no longer required, or
- b) the responsibilities of the position, or the qualifications required, have changed sufficiently that the APO Member no longer has the qualifications required to carry out the responsibilities.

Procedures

F10.02.1 A recommendation that an APO Member be laid-off or re-assigned to different duties shall be made by the Supervisor who shall provide a copy of the recommendation statement to the APO Member and to the Association and who shall offer to meet with the APO Member to discuss the recommendation. The APO Member shall be represented by the Association and the Supervisor may be accompanied by an Administration Advisor at such a meeting. The Supervisor shall then forward the recommendation to the Vice-President unless, as a result of the meeting, the Supervisor decides not to proceed with the recommendation.

F10.02.2 Upon receipt of a recommendation under Article F10.02.1, the Vice-President shall consult with the Association and shall offer to meet with the Association to consider the recommendation.

F10.02.3 The Vice-President shall meet with the APO Member and explore with the APO Member the options of:

- a) reassignment or retraining and reassignment in accordance with the procedures of Appendix F.5, or
- b) lay-off of the APO Member.

The APO Member shall be represented by the Association and the Vice-President may be accompanied by an Administration Advisor.

F10.02.4 Upon completion of the consultation, meetings and exploration of options, the Vice-President shall make one of the following decisions:

- a) to confirm the APO Member in the APO Member's present position;
- b) to approve the re-assignment of duties recommended by the Supervisor or some variation thereof;
- c) to transfer the APO Member to another position at the University, or
- d) to lay-off the APO Member.

The decision of the Vice-President shall be final and binding.

F10.02.5 The Vice-President shall inform the APO Member of the decision in writing.

Lay-off

F10.03.1 Lay-off under this Article F10 shall not be considered nor represented as dismissal for cause.

F10.03.2 The Vice-President shall inform the APO Member of the decision in writing. The decision of the Vice-President shall be final and binding.

Notice and Severance

F10.04.1 The effective date of the lay-off shall not be less than 3 months from the date on which the APO Member is advised, in writing, of the decision to lay-off the APO Member.

F10.04.2 The APO Member shall receive a severance payment of one month's salary for each year of service, with a minimum payment of 3 months' salary and a maximum payment of 12 months' salary. The effective date of the lay-off and the date for determining length of service and rate of salary shall be the last day of the notice period under Article F10.04.1.

F10.04.3 During the notice period, the APO Member shall perform such duties as may be assigned or be placed on leave with full pay or be required to take any accumulated vacation, or a combination of the foregoing; after discussion with the APO Member, the Supervisor shall decide which of the foregoing shall apply.

F10.04.4 Severance shall normally be paid in a lump sum. An APO Member may request an alternative payment which may be arranged subject to applicable tax regulations and the approval of the Vice-President.

F10.04.5 The University shall provide placement and job transition assistance to a laid-off APO Member, at University expense, subject to certain maxima and time limits. Guidelines are in Appendix F.5.

Recall

F10.05 Should a position from which an APO Member has been laid-off be reinstated or a position with substantially the same duties as that position be established in the same unit within 24 months of the date on which the previous incumbent was laid-off, the previous incumbent shall be offered the position. If such a situation occurs between 24 and 48 months, the previous incumbent shall be informed of the vacancy and invited to apply for the position.

Article F11: Financial Emergency

Preamble

F11.01 The Board and the Association recognize that disruptions in the University's operating revenue may occur which may affect academic staffing. In such circumstances the procedures of this Article F11 shall be followed.

Definitions

F11.02 In this Article:

- a) "Financial Emergency" means a condition in which the continued existence of the University of Alberta is placed in jeopardy by a deficit which has occurred or is predicted and projections show continuing deficits.
- b) "VSIP" means a voluntary severance incentive plan.
- c) "Savings" means the annual cost of salary and benefits deleted from the operating budget when an APO Member's position is deleted.
- d) "APC" means the Academic Planning Committee of GFC (or any successor committee with the same general responsibilities).
- e) "Eligible staff members" means an APO Members who has 12 years or more of service at the University of Alberta on the date of termination under the VSIP (F11.04.12).

Financial Emergency Procedures

F11.03.1 When the President is of the view that Financial emergency conditions exist, the President shall invite representatives of the Association to a meeting to discuss the University's financial circumstances, providing them information supporting that view.

F11.03.2 The Association shall have up to 10 days to respond to the President and a second meeting between the President and representatives of the Association shall be convened to discuss that response.

F11.03.3 If, following the meeting under Article F11.03.2, the President concludes that a financial emergency exists; the President shall initiate the procedures of this Article F11.

F11.03.4 If the Association does not meet under Articles F11.03.1 and F11.03.2, the President may nevertheless initiate the procedures.

F11.03.5 Concurrent procedural streams shall be initiated by the President: (a) a voluntary severance incentive plan (VSIP), (F11.04); and (b) determination of whether or not there is a Financial emergency (F11.05 - AF11.06).

VSIP

F11.04.1. An Eligible staff member may apply for severance under the VSIP, such application to be in accordance with the procedures of Articles F11.04.8 - F11.04.11.\

F11.04.2 The amount of the severance shall be 12 months salary of the individual on the date of severance, but shall not be greater than the total salary payable between the date of application and the date of normal retirement.

F11.04.3 [Vacant]

F11.04.4 [Vacant]

F11.04.5 The President shall announce implementation of the VSIP immediately following the decision under Article F11.03.3.

F11.04.6 When announcing the VSIP, the President shall, after consultation with the Association, advise of the amount of Savings predicted through the VSIP.

F11.04.7 Based on the predicted Savings under Article F11.04.5, the President shall allocate to each Vice-President the number of applications which may be accepted for a VSIP severance payment. Such allocations shall be made following consultation with the Association. The total of such accepted applications shall be sufficient to allow the necessary Savings to be met. Each Vice-President may identify certain APO Members who are ineligible to apply when the Vice-President determines that the positions so identified are necessary for the continued operation of the

University notwithstanding the financial emergency and those APO Members shall be informed of the decision before the applications are invited.

- F11.04.8 An Eligible staff member may apply for a VSIP payment to the Vice-President within the time limit set under F11.04.10.
- F11.04.9 The Vice-President is authorized to approve such applications provided the allocations under Article F11.04.7 are honored.
- F11.04.10 If applications exceed the number allocated to the Vice-President, persons with the greatest number of years of service as a Staff Member shall be approved first.
- F11.04.11 Applications for VSIP payments must be submitted no later than 3 days following the submission of the report by the Commission (under Article F11.05.11) or 30 days from its establishment (under Article F11.05.4), whichever is the later.
- F11.04.12 The termination date for an APO Member who has been approved for a VSIP shall be no earlier than 3 months after the deadline for applications (under Article F11.04.11) with the specific termination date to be determined by the Vice-President.

Determination of Financial Emergency

- F11.05.1 The President shall, as soon as possible following the decision under Article F11.03.3, submit a proposal regarding Financial Emergency to APC for its consideration; the Association shall have the right to submit a statement to APC and to send one or two observers (voice but no vote) to APC meetings at which this matter is discussed.
- F11.05.2 If, after consideration, APC concludes that a Financial Emergency exists, it shall so declare. From the date of the declaration, the procedures specified hereafter in this Article F11 shall apply. The declaration shall be issued within 10 days following receipt of the President's proposal.
- F11.05.3 Within 5 days following the declaration under Article F11.05.2, APC shall forward to the Association a copy of all financial documentation which was before APC.
- F11.05.4 Within 10 days following the declaration under Article F11.05.2, the President and the Association shall establish a Commission which shall review the declaration of APC and either (a) confirm it or (b) reject it. At the same time, the President and Association shall jointly invite submissions to the Commission.
- F11.05.5 The Commission established under Article F11.05.4 shall consist of 5 persons agreed upon by the President and the Association. If the President and the Association cannot agree on the 5 persons, either party may apply to the Auditor-General of Alberta who shall select the persons needed to fill the membership on the Commission.
- F11.05.6 If either party fails to undertake its responsibility under Article F11.05.4, then the other may select the members of the Commission.
- F11.05.7 The Commission shall select its own chair from among its 5 members.
- F11.05.8 The Commission shall have the right to inspect relevant University financial records.
- F11.05.9 The Commission shall meet within 10 days of the appointment of its last member.
- F11.05.10 Without restricting the generality of its authority and responsibilities, the Commission shall consider the following:
- a) whether the University's financial position (as evidenced from the total budget and not just the academic or salary components thereof) constitutes a budgetary crisis such that deficits projected are expected to continue;

- b) whether in view of the primacy of academic goals at the University the reduction of academic staff is a reasonable type of cost-saving;
- c) whether all reasonable means of achieving cost-saving in other areas of the University budget have been explored;
- d) whether all reasonable means of improving the University's revenue position have been explored; and
- e) whether enrolment projections are consistent with a proposed reduction in the academic staff complement.

F11.05.11 Within 30 days of its establishment, the Commission shall submit a written report to the Board, with a copy to the Association and to APC.

F11.05.12 If the Commission determines that a Financial emergency exists, its report shall include a recommendation on the amount of the reduction required in the budgetary allocation for the salaries and benefits of Staff Members.

F11.05.13 Within 10 days following the submission of the report by the Commission, the Board shall consider whether or not a Financial Emergency exists and, following such consideration, it shall make a decision on the matter. In its consideration the Board shall take into account any Savings which are expected through the VSIP under Article F11.04.

Implementation of Financial Emergency

F11.06.1 If the Board declares that a state of Financial emergency exists, it shall:

- a) estimate the amount required for reductions in salaries and benefits of APO members after application of the Savings;
- b) place a freeze on the hiring of Staff Members, with exceptions to the freeze to be agreed to by the Association;
- c) discuss with the Association possibilities of achieving the reductions required, with such discussions to be completed within 10 days of the Board's declaration under Article F11.05.13.

F11.06.2 If the discussions with the Association under Article 11.06.1 (c) do not result in agreement on a method of reduction, the Board shall, within 10 days following such discussions, provide the Association with at least two possible methods of achieving the required reductions:

- a) through a reduction in salaries and salary scales for all APO Members applied in an equal percentage to all APO Members; or
- b) through the lay-off of APO Members; or
- c) at the Board's discretion, through a third option.

F11.06.3 In order to prepare for the possibility of lay-off, the Vice-Presidents shall prepare estimates of the number of lay-offs expected in the units reporting to each Vice-President. Information about the estimates shall accompany the ballot for choosing among the options in Article F11.06.2.

F11.06.4 If the APO Members opt for Article F11.06.2 (b) or F11.06.2 (c) (with lay-offs), each Vice-President shall determine the specific APO Members to be laid-off.

F11.06.5 The Vice-President shall advise the APO Members affected, in writing, with a copy to the Association.

F11.06.6 Severance and notice for APO Members who are laid-off under Article F11.06.4 shall be the same as for those who are laid-off under Article F10. The termination date shall be not earlier than 3 months after the deadline for application under Article F11.04.11 (which shall be the equivalent of the notice period) but the specific date should be determined by the Vice-President.

F11.06.7 The Board's proposals under Article F11.06.2 shall be put to a vote of APO Members, with such a vote to be completed within 20 days of the Board's submission under Article F11.06.2. If more than two options are provided, the vote shall be by preferential ballot.

F11.06.8 The vote of the APO Members under Article F11.06.7 shall be final and binding upon the Board, the Association and the APO Members.

F11.06.9 Any changes to salaries/salary scales and benefits of APO Members resulting from application of Articles F11.06.1 - F11.06.8 shall be made notwithstanding the provisions of Articles 2.12 - 2.20 for the time specified in the proposals under Articles F11.06.1 - F11.06.8.

Exclusion

F11.07 APO Members whose appointments are contingent upon continued funding of salary and benefits from an external granting agency (also called "soft tenure") are not covered by this Article F11.

Article F12: Delegation

F12.01 The Board confirms delegation of its powers, duties and functions for the performance of its responsibilities contemplated by the terms of the Common Agreement and this Schedule F (with the power to subdelegate as set out in this Article), including responsibilities assigned to a person or committee pursuant to:

- a) Article F1 – Appointments
- b) Article F2 – Establishment and Evaluation of Positions
- c) Article F3 – Probation and Continuing Appointment
- d) Article F6 – Performance Review, Evaluation and Professional Development
- e) Article F7 – Unacceptable Performance
- f) Article F8 – Appeals
- g) Article 7 – Discipline
- h) Article F10 – Reorganization
- i) Article F11 – Financial Emergency
- j) Such other matters as the parties may mutually confirm in writing from time to time, and with power to delegate further as set out in this Article.

F12.02 The authority of any party described in Article F12 to delegate responsibilities under this Article includes the authority to revoke those delegated responsibilities and to exercise those responsibilities directly. The revocation of a delegated responsibility does not nullify decisions, order, directions or recommendations made at the time the delegation of responsibilities remained in effect.

F12.03 A senior administrator of the University may delegate to another senior administrator of the University or to an APO Member any of the responsibilities assigned in this agreement to the senior administrator, subject to approval in writing by the administrator to whom the senior administrator reports.

F12.04 The President of the Association may delegate any responsibility to another member of the executive of the Association or to the Executive Director of the Association.

F12.05 All delegations of responsibility and revocations of delegation under this article shall be in writing.

F12.06 If, in the Common Agreement or this Schedule F, a decision is to be made by the Association, the decision shall be made by the President of the Association subject to such restriction as the Association, acting in accordance with its bylaws, may determine. Any Association policy which restricts the ability of the President of the Association to act shall be communicated in writing to the Provost.

Appendix F.1: Letter of Appointment

[Office Name]



[Name]
[Address]

[Enter Date]

Dear [Name]

On behalf of the Governors of the University of Alberta, I am pleased to offer you a formal appointment to the academic staff of the University of Alberta in accordance with the terms set forth below. Should you accept this offer, your employment will be governed by the Collective Agreement, including Schedule F for Administrative Professional Officers, which can be found at <https://www.ualberta.ca/faculty-and-staff/my-employment/collective-agreements-and-handbooks>. The Collective Agreement may be amended in accordance with its terms and such amendments are binding upon you.

The specific terms of the appointment offer are:

1. Position/title:
2. Faculty:
Department:
3. Effective Date:
4. Probationary Period: _____ to _____
5. (a) Initial salary rate: \$ _____ per annum
- (b) Present (20__-20__) salary range for position based on # Hay points;
Minimum: \$ _____ per annum; maximum: \$ _____ per annum.
6. Special Conditions:

The return of one signed original copy of this letter to the undersigned within two weeks of the date of this letter will constitute your acceptance of this offer of appointment on the terms hereof.

This appointment is expressly contingent on your continuing eligibility for employment in Canada and upon the University receiving confirmation, if required by the appropriate federal government department or upon request by the University, of your continuing eligibility for employment in Canada. Loss of your eligibility for employment in Canada or a failure to provide confirmation of your eligibility for employment in Canada (i.e. work permit and/or permanent or temporary residence visa) will render the appointment null and void.

All personal information collected by the University of Alberta for the purpose of employment shall be collected under the authority of Section 33c of the Alberta Freedom of Information and Protection of Privacy Act (FOIPP) and will be protected under Part 2 of that Act. Certain information will be made available to federal and provincial departments and agencies under appropriate legislative authority. For further information regarding the collection and use of the personal information, contact *Human Resource Services, 2-60 University Terrace, University of Alberta. Phone: 492-4555.*

THIS FORM CONSTITUTES THE ENTIRE CONTRACT OF APPOINTMENT BETWEEN THE APPOINTEE AND THE UNIVERSITY AND NO OTHER WRITTEN OR ORAL CONDITION, QUALIFICATION OR AGREEMENT EXISTS OR IS INCLUDED HEREIN BY REFERENCE HERETO EXCEPT AS HEREINBEFORE SET FORTH.

Yours sincerely,

[Name]
[Title]

Received by University

ACCEPTANCE

I hereby acknowledge receipt of the original hereof and accept the Appointment referred to and the terms and conditions set forth.

Dated at _____
(City)
This _____ day of _____,
(Day) (Month) (Year)

Signature

Appendix F.2: Notice of Retirement

NOTICE OF RETIREMENT AND/OR INTENTION TO DEFER RETIREMENT UNDER ARTICLE 18 OF THE FACULTY, FSO, APO AND LIBRARIAN AGREEMENTS

SURNAME	FIRST NAME	MIDDLE NAME	PREFERRED NAME
ID NUMBER	RANK/POSITION TITLE		ACADEMIC UNIT

THIS FORM SHALL BE USED TO PROVIDE YOUR OFFICIAL WRITTEN NOTICE OF RETIREMENT OR INTENTION TO DEFER RETIREMENT IN ACCORDANCE WITH ARTICLE 18. COMPLETE ALL SECTIONS THAT ARE APPLICABLE AT THIS TIME AND FORWARD TO YOUR DEPARTMENT CHAIR OR SUPERVISOR FOR SIGNATURE.

OPTION A: RETIREMENT (choose 1 of the 3 options below and sign the Declaration)

B.1. Normal Retirement

Normal retirement is defined as the June 30 coincident with, or following, the attainment of age 65.

The effective date of my normal retirement is _____

B. 2. Early Retirement

Early retirement is defined as a decision to terminate employment at any date following the attainment of age 55 but prior to the normal date of retirement.

I intend to retire on _____

and I intend to retire on that date.

B. 3. Deferred Retirement

Deferred retirement is defined as any date beyond the normal date of retirement.

I intend to retire on _____

Declaration:

I understand that my retirement date is irrevocable; however, this date may be amended to an earlier date with sufficient notice.

SIGNATURE OF STAFF MEMBER

OPTION B: PHASED RETIREMENT (complete the section below only if you are choosing PHASED retirement)

Phased Retirement (Article 18.09)

Faculty and FSO Agreements: A Staff Member shall be entitled to either a phased pre-retirement period of employment OR a phased post-retirement period of employment, provided the appropriate notice periods are complied with.

APO Member Agreement: A Staff Member may submit an application for phased pre or post retirement to their Supervisor. The Supervisor may approve or reject the application, or the Supervisor and Staff Member may agree on a modified arrangement. **Librarian Agreement:** A Staff Member may submit an application for phased pre or post retirement to the Chief Librarian. The Chief Librarian may approve or reject the application, or the Chief Librarian and Staff Member may agree on a modified arrangement.

ALL AGREEMENTS: At least three (3) months prior to completing arrangements for a phased retirement period, the Department Chair (or Supervisor or Chief Librarian) shall provide in writing to the Staff Member the assignment of duties required under the part time status and the Department Chair (or Supervisor or Chief Librarian) and the Staff Member shall agree in writing on the expectations of the Staff Member in duties expected but not directly assigned.

C.1. INDICATE ONE TYPE OF PHASED RETIREMENT PERIOD OF EMPLOYMENT:

Pre-retirement

OR

DATE

Post-retirement

C. 2. INDICATE PERIOD OF:

PHASED PRE-RETIREMENT

(END DATE COINCIDES WITH
RETIREMENT DATE INDICATED IN PART
B)

Option 1: Leave without pay from 50% of duties at 50% salary for maximum two years

Option 2: Leave without pay from 66 2/3% of duties at one-third pay for maximum three years

Option 1: Part-time re-employment at 50% of full-time duties with 50% of salary for a maximum of two years

Option 2: Part-time re-employment at one-third of full-time duties with one-third pay for a maximum of three years

SIGNATURE INDICATES ACKNOWLEDGMENT:

NAME OF DEPARTMENT CHAIR OR SUPERVISOR

OR

PHASED POST-RETIREMENT

FORWARD TO THE DEAN OR VICE-PRESIDENT FOR SIGNATURE.

(START DATE COINCIDES WITH RETIREMENT DATE INDICATED IN PART B)

NAME OF DEAN OR VICE-PRESIDENT

TO

START DATE

END DATE

**FORWARD TO EMPLOYMENT SERVICES,
HUMAN RESOURCE SERVICES, AT 2-60
UNIVERSITY TERRACE FOR REVIEW.
EMPLOYMENT SERVICES WILL FORWARD TO
THE PROVOST.**

NAME OF PROVOST

SIGNATURE OF DEPARTMENT CHAIR OR SUPERVISOR

DATE

Appendix F.3: Copyright Regulations (2016)

1. Ownership

- 1.1 Pursuant to Article 11.02, a Staff Member who creates a Work resulting from or connected with the Staff Member's duties or employment owns copyright in the Work. However, the University owns or has an interest in Works as provided in paragraphs 1.4 to 1.7 inclusive, 2.1 to 2.9 inclusive, 3.1, 5.1, and 5.2 of this Appendix F.3.
- 1.2 For the purposes of this Appendix F.3 and Article 11, "Work" or "Works" means anything in which copyright subsists pursuant to the *Copyright Act (Canada)*, whether published or unpublished. For greater certainty, Work includes: architectural works, artistic works, choreographic works, cinematographic works, collective works, dramatic works, literary works, musical works, compilations, performers' performances, sound recordings and communication signals, all as defined in the *Copyright Act (Canada)*.
- 1.3 A creator has moral rights in a Work, as provided under the *Copyright Act*. The Parties endorse and support the creator's right to manage those moral rights.
- 1.4 If a Staff Member creates a Work
- (a) in the course of performing administrative or management duties or activities for the University, a Department, or a Faculty, including all units therein associated (e.g., Centres and Institutes); or
 - (b) for the purposes of a committee or group of a Department, Faculty, or the University;
- then the University owns copyright in the Work.
- 1.5 If a Staff Member creates a Work pursuant to a written agreement between the Staff Member and the University, that agreement shall address the University's arrangement with the Staff Member regarding ownership or other interest in that Work.
- 1.6 If a Staff Member creates a Work under a sponsored research funding agreement with a third party funder, copyright ownership and licensing are governed by the terms of the sponsored research funding agreement. Because the University shall enter into the sponsored research funding agreement with the sponsor, the University has the right to obtain from the Staff Member an assignment or licence of the copyright as necessary to fulfill its obligations to the sponsor under the sponsored research funding agreement. However, the Staff Member cannot unilaterally assign or licence Works that are not wholly owned or created by that Staff Member.
- 1.7 If a Staff Member creates a Work under any other agreement between the University and a third party, including but not limited to a secondment agreement or facility access agreement, copyright ownership and licensing are governed by the terms of the agreement between the University and the third party. To avoid any need for the Staff Member personally to transfer or agree to transfer rights relating to the Work to the third party (which may entail the personal liability of the Staff Member), the University has the right to obtain from the Staff Member an assignment or licence of the copyright as necessary to fulfill its obligations to the third party under the agreement. However, the Staff Member cannot unilaterally assign or licence Works that are not wholly owned or created by that Staff Member.

2. University Licence

General Principles

- 2.1 Subject to paragraphs 2.2 to 2.9 inclusive, the University is and shall be entitled to an immediate, non-exclusive, royalty-free, non-transferable, irrevocable licence to use any Work created or produced by a Staff Member that results from or is connected with the Staff Member's duties or employment, for all purposes within the University's approved mandate pursuant to the *Post-Secondary Learning Act* (Alberta).
- 2.2 The purposes referred to in paragraph 2.1 include, but are not be limited to, unit accreditation, unit or University marketing, and any not-for-profit activity.
- 2.3 The licence contemplated by paragraph 2.1 does not apply if, as a result of reasonable academic or pedagogical publishing practice, a Staff Member must assign copyright to a Work to a third party as a condition of publication. In such a case, the Staff Member shall make best efforts to cause the third party to provide a licence to the University in relation to the Work, such licence containing terms that are analogous to those described in paragraph 2.1.
- 2.4 The licence contemplated by paragraph 2.1 does not preclude a Staff Member from agreeing with the University to grant any additional licence or other rights in and to a Work to the University.
- 2.5 A Staff Member, reasonably believing that their Work is unsatisfactory for a proposed use due to outdated, incompleteness, negative impact on the professional reputation of the Staff Member, or other academic grounds, may amend the Work or require that its use be withheld.

Limited Exception – Works Created to Fulfill Assigned Course Responsibilities

- 2.6 Except in the cases described in paragraphs 2.7 to 2.9 inclusive, the licence contemplated by paragraph 2.1 does not apply to any Work created by a Staff Member to fulfill assigned course responsibilities under Article F3.01.2.
- 2.7 The licence contemplated by paragraph 2.1 includes those elements of a course outline that set out the information required by General Faculties Council policy, as described in the University Calendar.
- 2.8 If a Staff Member is unable or unavailable to deliver all or part of a course duly assigned to that Staff Member, the University may use the Work described in paragraph 2.6 to complete the delivery of the course. Such a licence will not be irrevocable, but instead will be for the duration of the course in that academic year.
- 2.9 The University may use a Work described in paragraph 2.6 for the purposes of unit accreditation, in connection with transfer credit determinations or as the University may be required to meet its obligations to students.

3. Computer Programs and the University Patent Policy

- 3.1 In addition to this Appendix F.3, the University Patent Policy shall apply to a computer program that is patentable intellectual property.

4. Conflict of Interest and Conflict of Commitment

- 4.1 The University has an interest in ensuring that Works created by its own Staff Members are not used to compete with or undermine the University's educational mission or activities. Therefore, a Staff Member's creation and use of Works in which the Staff Member owns copyright remain subject to the University's conflict of interest and conflict of commitment policies.

5. Collaborative Works

- 5.1 Works created collaboratively by students, staff, faculty and/or others present special challenges with regard to copyright. Such works may be owned in whole or in part by the University, or the University may have rights in and to those Works if they fall within one of the categories described in paragraphs 1.4 to 1.7 inclusive, 2.1 to 2.9 inclusive, or 3.1 of this Appendix F.3.
- 5.2 Subject to paragraphs 1.4 to 1.7 inclusive, 2.1 to 2.9 inclusive, or 3.1 of this Appendix F.3, if a Work is created by a Staff Member and one or more other individuals governed by University collective agreements, policies, and procedures, as between the University and that Staff Member and the individual or individuals, each person's rights and obligations relating to the Work shall be determined by the applicable University collective agreements, policies, and procedures. In the case of some collaborative Works, especially those involving members of different categories of persons within the University community, the parties involved may decide to assign copyright to the University in order to coordinate distribution, use, and (when appropriate) revenue sharing.
- 5.3 If a Work is created by a Staff Member and an individual or individuals who are not subject to University collective agreements, policies, and procedures, ownership of copyright will be decided in accordance with:
- (a) a written agreement between that Staff Member and that individual or those individuals;
 - (b) a written agreement between the University and another organization; or
 - (c) in the absence of an agreement contemplated by (a) or (b), in accordance with the general law, except that this Appendix F.3 will apply to any interest held by the Staff Member, with the necessary changes.

6. Guidelines

- 6.1 The University may publish guidelines, recommendations, and explanatory notes which shall not form part of this Appendix F.3, to assist Staff Members and others to structure collaborations in ways that maximize certainty and minimize conflicts respecting interests in Works, and to assist in the application or use of this Appendix F.3.

Appendix F.4: The University's APO Position Evaluation Plan

Introduction

Basically, the University's APO Position Evaluation Plan consists of 3 separate, but related, elements. These are:

- a) position description;
- b) job evaluation; and
- c) salary range establishment.

A. POSITION DESCRIPTION

- 1) The first step is the preparation of a formal position description. Such a description serves as the basis for the evaluation of the job and the resulting salary range assigned to it. In addition, the description may be used as an aid in analyzing the organizational and operating needs of the department, and as a basis for the Staff Member and their Supervisor to have a common understanding of the position which, in turn, will be useful in the performance appraisal process. There is a common reference point for the setting of goals and standards of performance and for the appraisal of that performance.
- 2) Position descriptions are normally prepared jointly by the incumbent and his/her Supervisor or by the Supervisor if the position is vacant. Assistance with the process of writing position descriptions is available from Human Resource Services.
- 3) When the position description has been approved by the required parties, a copy shall be sent to Human Resource Services. Copies should be retained in the files of the incumbent, the Supervisor, the appointing officer and any appropriate intermediate Supervisors.
- 4) Copies of all position descriptions shall be kept on file by the person so designated under 7.06 of the Agreement. Any APO may examine any description included in such file by request to the designated person.

B. JOB EVALUATION USING THE HAY METHOD OF JOB EVALUATION¹

- 1) Jobs are evaluated by the Provost and Vice-President (Academic) or designate through the use of the Hay Guide Chart ® Profile Method of Job Evaluation. It is the purpose of such evaluation to relate the value of each position in the APO category to every other position in that category so as to locate it in the University's salary structure. The goal of the exercise is to attempt to obtain internal equity in the salary ranges assigned to the various APO positions.
- 2) Job evaluation will always have a degree of subjectivity; it is a judgmental process. Use of the Hay Guide Chart is an attempt to make the procedure as objective as possible.
- 3) It is the job that is being evaluated and not the incumbent. The position is evaluated as it has been described in the position description submitted and from information provided by the incumbent and his/her Supervisor. There will be cases where a Supervisor wishes to change the responsibilities of a position and wishes to have it evaluated before the incumbent actually performs those new duties. Similarly, newly established positions are evaluated on the same basis, before an incumbent performs them. An evaluation takes no account of the present salary of the incumbent or of a salary proposed for an incumbent or that for a new appointee.
- 4) The total evaluation of a job consists of the point values arrived at with the 3 measurement criteria of Know-How, Problem-Solving, and Accountability. This procedure attempts to answer 3 basic questions about any position in the APO category:
 - a) What does the Staff Member in the position need to know to perform satisfactorily? (Know-How)
 - b) How much analytical thinking is required to perform the job? (Problem-Solving)

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- c) What does the position contribute toward the goals of the department and the University? (Accountability)

Each of the above criteria is discussed in more detail below.

5) Know-How

This is the sum total of every kind of skill, however acquired, required for acceptable performance. It has both breadth (comprehensiveness) and depth (thoroughness). Thus, a job may require some knowledge about a lot of things, or a lot of knowledge about a few things. The total Know-How is the product of breadth times depth.

This concept makes it practical to weigh and compare the total Know-How content of different jobs in terms of "how much knowledge about how many things." It also takes into consideration:

- a) The requirement for specialized, technical or practical Know-How;
- b) The requirement for breadth of Know-How to integrate different kinds of managerial activities. (This, obviously, applies to management jobs);
- c) The requirement for human skills in motivating people.

6) Problem-Solving

- a) This is the amount of original, self-starting thinking required by the job for analyzing, evaluating, creating, reasoning, arriving at and making conclusions.
- b) Treated as a percentage utilization of Know-How in solving problems it measures the intensity of the mental process that employs Know-How to identify, define and resolve a problem. Its two dimensions have to do with the environment in which the problem solving takes place -- the limits and controls over original thinking and the kind of thinking necessary.

7) Accountability

This is the measured effect of the job on end results. It has 3 interrelated dimensions:

- a) The freedom to act;
- b) The job's impact on end results;
- c) The magnitude of the end result which the job most clearly affects.

The first dimension is measured by the existence or absence of personal procedural control and guidance; the second, in 4 degrees of increasing effect (remote, contributory, shared and primary); the third, by the size, generally expressed in dollars, of the area in which the job makes its impact.

- 8) In measuring the 3 basic criteria, and the sub-criteria, the Hay Guide Charts are used. These charts consist of a series of numerical values devised so as to enable the evaluator to organize judgements concerning the jobs.
- 9) Evaluations are compared to benchmarks. Benchmarks are example (hypothetical) jobs serve as reference points or anchors from which to get a better sense of the Hay Point values.
- 10) Jobs are evaluated relative to other jobs which are also being, or have already been, evaluated. It cannot be emphasized enough that this is a relative process.
- 11) The final result of the evaluation process is the assignment of a number of Hay Points to a particular position. The number of points assigned is one of the two keys in establishing the salary range for the position, principles of which are discussed in Section C, below.

C. SALARY RANGE ESTABLISHMENT

- 1) Salary ranges at the University should be (a) internally equitable and (b) externally competitive. The former is accomplished through the use of the job evaluation process described above. An attempt to achieve the latter is made, in part, through the comparison of salary dollars per Hay Point at the University and at organizations outside the University which also use the Hay Guide Chart ® Profile Method of Job Evaluation.

- 2) A salary policy line is negotiated each year by the Board and the Association relative to Hay Points assigned which represents the mid-point of the basic salary range. The equation for determining the salary of a position is outlined in Article 20.01.

Questions concerning the Hay Guide Chart ® Profile Method of Job Evaluation should be directed to Human Resource Services.

Appendix F.5: Guidelines for Transfer, Placement & Job Transition Assistance

The following are guidelines for Articles F10.02.3 and F10.04.5. As they are "guidelines" (and not part of the basic Agreement) none of these are appealable/grievable

A. Transfer

1. If a Staff Member is to be laid-off under Article F10 of the Agreement, prior to such lay-off, the appropriate officer will inquire about the possibilities of transferring the Staff Member to another position at the University (APO, support, term, etc.). No such inquiry will be carried out if the Staff Member does not wish it to occur.
2. A Staff Member will not be transferred to another position unless:
 - a) the Staff Member is qualified to carry out the duties of the new position,
 - b) the supervisor of the new position accepts the transfer,
 - c) the Staff Member accepts a probationary appointment (if the Supervisor so stipulates), and
 - d) the Staff Member agrees to participate in any training program required by the Supervisor, prior to the Staff Member assuming the transferred position.
3. The decisions on transfer of a laid-off Staff Member will be made by the appropriate Vice-President, whose decisions are final.
4. If a transferred Staff Member is placed on a probationary appointment, the length of probation will normally not be longer than one year.
5.
 - a) If a transferred Staff Member is placed on a training program prior to assumption of the new appointment, this period will not normally constitute part of a probationary period.
 - b) A training period will not be longer than one year.
 - c) While on a training program, the transferred Staff Member will be paid at the salary scale which they will be paid when beginning work in the new position; full benefit participation will apply during this period.
6.
 - a) If a Staff Member agrees to a transfer, the severance payment to which they were entitled under Article F10.04 will be held in abeyance.
 - b) A transferred Staff Member who does not satisfactorily complete a probationary appointment will receive the severance payment to which they were entitled under Article F10.04, such payment to be made on or about the last day of the probationary period.
 - c) If a transferred Staff Member successfully completes a required probationary period, or voluntarily resigns from or retires from the position to which the Staff Member was transferred, the Staff Member waives the severance to which the Staff Member would otherwise be entitled under Article F10.04.
7. A Staff Member may be transferred to a support staff position. To the extent possible under the NASA Agreement, the service of the Staff Member will be recognized, e.g. vacation entitlement. The regular support staff salary rates and benefits will apply to the transferee's appointment.
8. The University undertakes to make the detailed arrangements regarding transfer as quickly as possible following the decision to lay-off the Staff Member under Article F10 and to keep the Staff Member apprised of all developments in this regard.

B. Placement and Job Transition Assistance

1. The University undertakes to assist Staff Members who have been laid-off under Article F10 in obtaining skills which will be helpful in obtaining alternative employment outside the University. Details of such assistance are set out in this section.
2.
 - a) If the Staff Member requests, the University will provide job transition assistance. This assistance may be provided in-house or by an outside firm, such decision to be made by the appropriate Vice-President, or delegate. The assistance will normally be provided for no more than 6 months. If an outside firm is used, the University will pay the cost thereof to a maximum which shall normally not exceed \$5,000.00, GST included.
 - b) Without restricting the generality of the foregoing, the job transition assistance may include:
 - exploration of career possibilities
 - assistance in resume preparation
 - financial consultation
 - career transition assessment
 - job search and networking skill building
 - psychological counselling or vocational coaching

Appendix F.6: Guideline for Article F:10: Reorganization

The following is a guideline for Article F10: Reorganization with respect to its application where two or more Departments merge, where there are APOs in the Departments being merged and where it is intended to create at least one APO position in the new merged Department.

1. Each APO position in the Departments merged shall be eliminated under Article F10.01(a) (“that the position is no longer required”).
2. The procedures of Articles F10.02.1 - F10.02.5 shall apply and all laid off APO members shall be entitled to notice and severance pay and any other entitlements in F10.04.1 – F10.05.
3. If a new APO position is to be established in the newly merged Department, the incumbent APO Members in the Departments merged shall be invited to apply as candidates for appointment to the new position, in writing.
4. The competition for the new position will initially be restricted to APO Members from the Departments merged.
5. If there are no qualified candidates from the group under paragraph 4, above, the competition will be opened to other APO Members on campus and to outsiders.
6. Selection of the candidate will be in accordance with normal selection procedures.
7. APO Members who decline the invitation to apply or who are unsuccessful candidates who were from the Departments merged will be granted notice and severance pay and other entitlements under Article F10.04.1 – F10.05.



Annual Report for the period of April 1, _____ to March 31,

<p>Name:</p> <p>Title:</p> <p>Faculty/Department/Unit:</p>

Overview of Position

A. Primary Roles and Responsibilities

Insert a brief summary of primary roles and responsibilities; these may stay the same from year-to-year.

--

B. Changes in Duties

Insert a description of any changes in duties for this reporting period (short- or long-term assignments).

--

C. Core, Specific, or Professional Competencies

Each year, APOs and their supervisors are encouraged to identify a combination of **core, specific** or **professional** competencies, tailored to meet the needs of the unit and/or their job. Please provide examples of how you demonstrated those professional competencies in this section. Competencies may stay the same from year-to-year; only update this section should any of them changed during this reporting period. ***Please refer to the appendices for further description on these competencies.***

IDENTIFIED COMPETENCIES

Annual Report of Performance

A. Key Areas of Focus or Goals

List those key areas of focus or goals *as identified in the previous year* (refer to “Performance Plan for the Upcoming Year” section) and include a self-assessment of your performance in this section. Please note that wherever possible, individual goals should align with the direction and aspirations of the unit and/or the University. Goals can be a combination of strategic, developmental, or operational activities, and will typically fall within the following categories:

1. **Position Accountabilities:** Regular, on-going activities as generally described in the position description. Although job accountabilities usually remain the same, there is often a need to adjust processes or services to meet emerging needs.
2. **Contribution to University, Faculty, and Unit Goals:** The intent is to improve processes or service, enhance quality, or introduce new initiatives, services or technology. Examples include improvements related to quantity, quality, cost, cycle time; the introduction of new services, technologies, or processes to better serve students, clients, etc.
3. **Competency Development:** The improvement of how work is carried out, the quality and appropriateness of the relationships established, and increased commitment to the organization and work team through project work or specific assignments. Actual growth in these areas is enhanced through purposeful, structured feedback from appropriate sources to help determine achievement of this type of goal.

Key Area of Focus

B. Professional and Training Development Report

Please list all of your professional development and training activities and include an estimate of the total amount of time devoted to each initiative. Use this section to comment upon how these professional development opportunities broadened your skill set and/or further developed your competencies. These activities can either be formal and informal and are aimed at increasing knowledge, skills, abilities, or attitudes of the individual to perform his/her work. Professional development can include a combination of user-directed and/or organization-directed opportunities.

Examples of **formal development** may include attendance at seminars/workshops/conferences, service on university committees, internships, for-credit courses, leadership development, or professional certification. Examples of **informal development** may include peer mentorship, coaching, facilitation, project shadowing, and project participation. Individuals may share their external volunteer commitments in this section, if they are applicable to the workplace. **Research and scholarly activities** may include presentations, teaching, guest lectures, student advising, or publications.

Professional and Training Development Activities <input type="checkbox"/> Not applicable
Informal Development Activities <input type="checkbox"/> Not applicable
Research & Scholarly Activities <input type="checkbox"/> Not applicable

C. Supervisor Summary Comments and Rationale for Increment

Note to the Supervisor: The APOs who report to you are important to your success in your role as a supervisor. They deserve your best efforts to ensure they, too, feel supported in their roles. The University recognizes supervisory responsibilities are not likely your sole areas of responsibility.

A good supervisor assists in setting goals and objectives, delegates, provides assistance and support, provides a climate for motivation, creates a supportive working relationship, emphasizes continuing professional development and provides opportunities for future growth and advancement. Keep these objectives in mind while reviewing annual performance and establishing future goals using the PREPD tool. It will help you to ensure a good working relationship between you and the APO(s) who report to you.

Increment Recommendation *(to be completed by the supervisor)*

Following the assessment of your employees, please check the appropriate box for Increment recommendation, which is found in the attached appendix. In the case of a Zero (0.0) Increment recommendation, the recommendation shall be identified as meaning one of the following:

- a) performance requirements for an Increment have been met but the maximum salary for the position has been reached;
- b) performance requirements for Incrementation have not been met;
- c) that performance while on an authorized leave could not be properly evaluated, or
- d) that performance is unsatisfactory.

<input type="checkbox"/>	3.0	<input type="checkbox"/>	2.75	<input type="checkbox"/>	2.5
<input type="checkbox"/>	2.25	<input type="checkbox"/>	2.0	<input type="checkbox"/>	1.75
<input type="checkbox"/>	1.5	<input type="checkbox"/>	1.25	<input type="checkbox"/>	1.0
<input type="checkbox"/>	0.75	<input type="checkbox"/>	0.50	<input type="checkbox"/>	Less than 1.0 (one) increment to salary ceiling
<input type="checkbox"/>	0.0 a	<input type="checkbox"/>	0.0 b	<input type="checkbox"/>	0.0 c
<input type="checkbox"/>	0.0 d				

Supervisor Comments:

Employee Comments:

Signatures

The Annual Report of Performance

The employee's signature below identifies that the employee received the appraisal from their supervisor and does not necessarily indicate agreement with the assessment. Should the employee disagree with their supervisor's assessment of their performance, comments should be made above or attached as a separate document.

Employee Signature

Date

Supervisor Signature

Date

Chair or Director Signature *(if applicable)*

Date

Dean or Vice-President Signature

Date

Performance Plan for the Upcoming Year

A. Key Areas of Focus and Goals

For many APOs, clarity around expectations is an important element of their success. Recognizing that work can be a moving target in a somewhat dynamic and ever changing environment, there is still great value in declaring certain aspirations and priorities for enhancing individual and work unit performance. This section of the PREPD process is designed to capture the most important emerging elements of work for the upcoming cycle. It is broken into two sections – the first, (A), will focus on strategic or operational outcomes, and the second, (B), is to address areas of professional development that can enhance the performance of the APO or allow them to achieve the goals set for the year. This necessitates a deliberate response that can often be anticipated and planned for in the upcoming year. Goals typically connect to operational activities that include on-going improvements, strategic initiatives introducing new or innovative activities, or behavior-based goals reflective of the desire to develop new skills or competencies.

Supervisors can support the development of goals by examining potential improvements in any of the 3 areas mentioned above. It is not unusual for strategic or operational goals to point to needed improvements in certain competencies or skills. Depending on the role of the APO, innovative goals may focus on increasing a return on investment, improving results, enhancing performance of the individual, or strengthening the impact and quality of collaborative relationships. There are many opportunities for coaching to support the overall development of an APO.

Outline the areas of focus and desired accomplishments for the next performance year. Both the APO and their supervisor should jointly complete this section. Areas of focus can be amended throughout the performance year. Any amendments should be captured here, as they arise, and reflected in next year's Annual Report.

The Areas of Focus below are for April 1, _____ to March 31, _____.

Key Area of Focus

B. Proposed Professional Development Report

Please list those formal and informal professional development and/or training activities that you intend to pursue to the upcoming year and indicate how these activities will help you to reach your desired goals. Development may include a combination of user-directed and organization-directed opportunities and should be recognized as such within this section.

Formal development could include attendance at seminars/workshops/conferences, service on university committees, internships, for-credit courses, leadership development, or professional certification. Examples of informal development include peer mentorship, coaching, facilitation, project shadowing, or project participation. Research and scholarly activities could include presentations, teaching, guest lectures, student advising, or publications.

Although it is not necessary to connect all professional development to current work, there is often an opportunity to help the APO develop new skills to ensure successful goal achievement. In many situations, the achievement of a new goal may require an enhanced ability to perform certain tasks,

demonstrate competencies, or create new methods for carrying out work. Good conversations related to professional development encourage APOs to connect the dots between development and goal achievement.

Professional and Training Development Activities <input type="checkbox"/> Not applicable
Informal Development Activities <input type="checkbox"/> Not applicable
Research & Scholarly Activities <input type="checkbox"/> Not applicable

Signatures

Upcoming Year's Performance Plan

The signatures below indicate that you have discussed the expectations for the coming year and agree to the proposed plans for professional development.

Employee Signature

Date

Supervisor Signature

Date

Annual Report: Performance Review, Evaluation and Professional Development (PREPD)

Appendix 1: Increment Recommendations and Performance Descriptions

Increment Recommendation	Performance Description
>1.0	<ul style="list-style-type: none"> ○ Stated goals have been met or surpassed. Consistently exceed expectations in CORE and UNIT competencies. Exhibits continuous development and improvement. Acts as a role model for APO peers.
1.0	<ul style="list-style-type: none"> ○ Stated goals/objectives and CORE Competencies have been met; acceptable performance in UNIT competencies has been demonstrated.
0.5 – 0.75	<ul style="list-style-type: none"> ○ Some stated goals have not been met and/or does not meet minimal expectations in several CORE Competencies and/or some performance in some UNIT competencies is deficient.
0.0 (a)	<ul style="list-style-type: none"> ○ Performance requirements for an Increment have been met but the maximum salary for the position has been reached.
0.0 (b)	<ul style="list-style-type: none"> ○ Performance requirements for Incrementation have not been met.
0.0 (c)	<ul style="list-style-type: none"> ○ Performance while on an authorized leave could not be properly evaluated.
0.0 (d)	<ul style="list-style-type: none"> ○ Performance is unsatisfactory. Critical goals have not been met and/or do not meet minimal expectations in a majority of CORE Competencies and/or performance in the majority of UNIT competencies is consistently deficient.

Appendix 2: Definitions of Competencies

Core Competencies

Core Competencies are applicable to all APOs who occupy a position at the University of Alberta. A description for each competency can be found below.

CORE COMPETENCY	DEMONSTRATION OF COMPETENCY DURING PERFORMANCE PERIOD
Commitment to Organization and Work Team	<ul style="list-style-type: none"> ● Maintains a positive attitude toward organization, work team, and mission of the University of Alberta ● Supports and models integrity, mutual respect, equity, and fairness. ● Performs all duties with the highest level of ethical behavior ● Serves on committees, provides leadership, and takes initiative beyond normal scope of stated duties and responsibilities.
Communication <ul style="list-style-type: none"> ● Ability to share information in an effective and collaborative manner 	<ul style="list-style-type: none"> ● Communicates in a manner that is accurate, timely, clear, concise, and easy to understand. ● Chooses appropriate audience, medium, and message. ● Gives and receives feedback ● Listens effectively and seeks to understand underlying issues. ● Adapts communication style to situation at hand.
Critical Thinking/Problem Solving/Decision Making <ul style="list-style-type: none"> ● Ability to create solutions/explanations; does not just draw linear conclusions 	<ul style="list-style-type: none"> ● Analyzes and evaluates information and situations, ● Breaks down problems into understandable, actionable parts. ● Identifies a variety of solutions and their impacts. ● Uses analytical techniques to weigh different outcomes.
Job Knowledge	<ul style="list-style-type: none"> ● Consistently applies and maintains the appropriate job, technical, and professional knowledge required to effectively perform the duties and responsibilities of this position.

<p>Planning and Organizing</p> <ul style="list-style-type: none"> • Ability to take a long-term, multidimensional view of issues, problems, options, resourcing, development, and implications; plans accordingly for a desired future state/vision. 	<ul style="list-style-type: none"> • Assesses situations, establishes clearly defined courses of action with clear objectives, and considers future outcomes (sets goals). • Organizes work efforts to accomplish goals (prioritizes). • Considers and plans for how present policies, processes and methods might be affected by future developments and trends. • Makes decisions, delegates, manages, implements, and evaluates outcomes. • Demonstrates reliability, accuracy, and a high quality of work • Supports and models strategic thinking
<p>Initiative and Creativity</p>	<ul style="list-style-type: none"> • Creates, introduces, and recommends new ideas/processes to improve quality, performance, and productivity.

Unit Specific or Professional Competencies

All units are encouraged to identify unit specific or professional competencies for individuals or for groups within a unit. Unit competencies should be developed in conjunction with the APO's of the unit. The following are descriptions of example unit specific or professional competencies.

COMPETENCY	DESCRIPTION
<p>Administrative Information Systems and Process</p>	<ul style="list-style-type: none"> • Oversees activities related to continuing development, implementation, and support of administrative systems and processes.
<p>Change Facilitation</p>	<ul style="list-style-type: none"> • Responds to and works effectively in a changing and evolving environment. • Appreciates different perspectives on issues. • Demonstrates willingness to learn, adaptability to new technologies, flexibility when situations change, and the ability to work in an ambiguous environment.
<p>Student/Client/Customer Focus</p>	<ul style="list-style-type: none"> • Understands importance of service. • Communicates effectively to assess needs and establish win-win solutions that benefit all parties. • Achieves the highest level of satisfaction on a consistent basis. • Builds/participates processes.
<p>Facilities and Operations Management</p>	<ul style="list-style-type: none"> • Establishes life cycle planning. • Oversees activities related to the maintenance, repair, and renovation of all buildings and equipment. • Allocates teaching, research, and office space to faculty and staff. • Is responsible for future space planning, and special projects.
<p>Financial Management</p>	<ul style="list-style-type: none"> • Oversees financial activities: general accounting, budgetary controls, financial analysis, contracting, and purchasing for operating and trust budgets. • Supervises administrative support for research trust funding.
<p>Leadership</p>	<ul style="list-style-type: none"> • Works towards positive outcomes. • Demonstrates a commitment. • Creates new and valuable ideas. • Implements changes that result in value-added improvements. • Assumes a leadership role that motivates and challenges others in constructive ways. • Challenges the status quo in positive and proactive ways. • Possesses sufficient energy and self-motivation to generate improvements and foster positive outcomes.
<p>People Management/Staff Development</p>	<ul style="list-style-type: none"> • Demonstrates self-awareness. • Listens, gives feedback, and assesses performance. • Understands and values diversity. • Develops and coaches staff. • Implements strong HR practices: succession planning, cross training, vacation planning, recruitment and orientation. • Prevents and resolves conflict.

	<ul style="list-style-type: none"> Respects differences in people, valuing diversity of opinion, and working synergistically with others to achieve goals.
Risk Management	<ul style="list-style-type: none"> Manages risk to an acceptable level in various domains: financial, human resource, capital projects, technology, environment, media, partner organizations, and government, funding agencies. Implements processes to ensure unit has minimum exposure to risk. Oversees investigations at unit level. Ensures all required documentation is accurate, complete, and secured.
Self-Development	<ul style="list-style-type: none"> Demonstrates self-awareness. Demonstrates personal level of commitment and motivation that focuses on continuous improvement. Understands own strengths and areas for improvement. Readily accepts feedback and constructive criticism in order to improve.
Teaching Support	<ul style="list-style-type: none"> Oversees activities in support of the academic program. Supervises administrative support for calendar updates, timetabling, undergraduate laboratories, and undergraduate programs.
Teamwork/Collaboration	<ul style="list-style-type: none"> Promotes “team spirit”, partnering, and building alliances. Encourages dialogue, co-operation, and participative processes.

Suggested Process

The review period is April 1 to March 31 each year.

The following are guidelines for recommended timelines/ process:

Suggested Timeline	Process Step
By April 1	Supervisor will request annual report form from APOs.
By April 15	APO submits completed Annual Report to supervisor.
By April 30	APO and Supervisor meet to review/ modify and complete final copy of Annual Report.
By May 15	Dean/ Vice-President reviews supervisor’s summary and increment recommendation.
By June 1	Dean or Vice-President submits increment recommendations to Provost or delegate for review and approval.
By July 31	Provost or delegate informs APO of final increment decision.

Appendix F.8: APO Member Salary Scales

**Full-time APO Members
April 1, 2023 to November 30, 2023
(Reflects negotiated increase of 1.25%)**

Grade	Hay Points	Minimum	Maximum	Increment	Step 1	Step 2	Step 3	Step 4	Step 5	Step 6	Step 7	Step 8	Step 9	Step 10	Step 11	Step 12	Step 13	Step 14	Step 15	Step 16	Step 17	Hay Points
A90	1418	\$125,223	\$208,711	\$5,218	125,223	130,441	135,659	140,877	146,095	151,313	156,531	161,749	166,967	172,185	177,403	182,621	187,839	193,057	198,275	203,493	208,711	1418
A87	1292	\$117,423	\$195,711	\$4,893	117,423	122,316	127,209	132,102	136,995	141,888	146,781	151,674	156,567	161,460	166,353	171,246	176,139	181,032	185,925	190,818	195,711	1292
A85	1232	\$113,709	\$189,517	\$4,738	113,709	118,447	123,185	127,923	132,661	137,399	142,137	146,875	151,613	156,351	161,089	165,827	170,565	175,303	180,041	184,779	189,517	1232
A84	1182	\$110,614	\$184,358	\$4,609	110,614	115,223	119,832	124,441	129,050	133,659	138,268	142,877	147,486	152,095	156,704	161,313	165,922	170,531	175,140	179,749	184,358	1182
A83	1142	\$108,138	\$180,234	\$4,506	108,138	112,644	117,150	121,656	126,162	130,668	135,174	139,680	144,186	148,692	153,198	157,704	162,210	166,716	171,222	175,728	180,234	1142
A79	1040	\$101,823	\$169,711	\$4,243	101,823	106,066	110,309	114,552	118,795	123,038	127,281	131,524	135,767	140,010	144,253	148,496	152,739	156,982	161,225	165,468	169,711	1040
A78	1028	\$101,081	\$168,473	\$4,212	101,081	105,293	109,505	113,717	117,929	122,141	126,353	130,565	134,777	138,989	143,201	147,413	151,625	155,837	160,049	164,261	168,473	1028
A77	994	\$98,976	\$164,960	\$4,124	98,976	103,100	107,224	111,348	115,472	119,596	123,720	127,844	131,968	136,092	140,216	144,340	148,464	152,588	156,712	160,836	164,960	994
A75	954	\$96,500	\$160,836	\$4,021	96,500	100,521	104,542	108,563	112,584	116,605	120,626	124,647	128,668	132,689	136,710	140,731	144,752	148,773	152,794	156,815	160,836	954
A71	904	\$93,404	\$155,676	\$3,892	93,404	97,296	101,188	105,080	108,972	112,864	116,756	120,648	124,540	128,432	132,324	136,216	140,108	144,000	147,892	151,784	155,676	904
A69	864	\$90,928	\$151,552	\$3,789	90,928	94,717	98,506	102,295	106,084	109,873	113,662	117,451	121,240	125,029	128,818	132,607	136,396	140,185	143,974	147,763	151,552	864
A66	830	\$88,824	\$148,040	\$3,701	88,824	92,525	96,226	99,927	103,628	107,329	111,030	114,731	118,432	122,133	125,834	129,535	133,236	136,937	140,638	144,339	148,040	830
A64	800	\$86,966	\$144,950	\$3,624	86,966	90,590	94,214	97,838	101,462	105,086	108,710	112,334	115,958	119,582	123,206	126,830	130,454	134,078	137,702	141,326	144,950	800
A62	775	\$85,419	\$142,363	\$3,559	85,419	88,978	92,537	96,096	99,655	103,214	106,773	110,332	113,891	117,450	121,009	124,568	128,127	131,686	135,245	138,804	142,363	775
A60	755	\$84,181	\$140,309	\$3,508	84,181	87,689	91,197	94,705	98,213	101,721	105,229	108,737	112,245	115,753	119,261	122,769	126,277	129,785	133,293	136,801	140,309	755
A58	732	\$82,757	\$137,925	\$3,448	82,757	86,205	89,653	93,101	96,549	99,997	103,445	106,893	110,341	113,789	117,237	120,685	124,133	127,581	131,029	134,477	137,925	732
A57	725	\$82,324	\$137,204	\$3,430	82,324	85,754	89,184	92,614	96,044	99,474	102,904	106,334	109,764	113,194	116,624	120,054	123,484	126,914	130,344	133,774	137,204	725
A56	702	\$80,900	\$134,836	\$3,371	80,900	84,271	87,642	91,013	94,384	97,755	101,126	104,497	107,868	111,239	114,610	117,981	121,352	124,723	128,094	131,465	134,836	702
A55	700	\$80,776	\$134,632	\$3,366	80,776	84,142	87,508	90,874	94,240	97,606	100,972	104,338	107,704	111,070	114,436	117,802	121,168	124,534	127,900	131,266	134,632	700
A53	677	\$79,352	\$132,248	\$3,306	79,352	82,658	85,964	89,270	92,576	95,882	99,188	102,494	105,800	109,106	112,412	115,718	119,024	122,330	125,636	128,942	132,248	677
A49	654	\$77,928	\$129,880	\$3,247	77,928	81,175	84,422	87,669	90,916	94,163	97,410	100,657	103,904	107,151	110,398	113,645	116,892	120,139	123,386	126,633	129,880	654
A48	636	\$76,814	\$128,030	\$3,201	76,814	80,015	83,216	86,417	89,618	92,819	96,020	99,221	102,422	105,623	108,824	112,025	115,226	118,427	121,628	124,829	128,030	636
A43	611	\$75,267	\$125,443	\$3,136	75,267	78,403	81,539	84,675	87,811	90,947	94,083	97,219	100,355	103,491	106,627	109,763	112,899	116,035	119,171	122,307	125,443	611
A41	594	\$74,214	\$123,686	\$3,092	74,214	77,306	80,398	83,490	86,582	89,674	92,766	95,858	98,950	102,042	105,134	108,226	111,318	114,410	117,502	120,594	123,686	594
A40	588	\$73,843	\$123,075	\$3,077	73,843	76,920	79,997	83,074	86,151	89,228	92,305	95,382	98,459	101,536	104,613	107,690	110,767	113,844	116,921	119,998	123,075	588
A38	571	\$72,790	\$121,318	\$3,033	72,790	75,823	78,856	81,889	84,922	87,955	90,988	94,021	97,054	100,087	103,120	106,153	109,186	112,219	115,252	118,285	121,318	571
A37	568	\$72,790	\$121,005	\$3,025	72,790	75,823	78,856	81,889	84,922	87,955	90,988	94,021	97,054	100,087	103,120	106,153	109,186	112,219	115,252	118,285	121,318	568
A35	554	\$72,790	\$119,562	\$2,989	72,790	75,823	78,856	81,889	84,922	87,955	90,988	94,021	97,054	100,087	103,120	106,153	109,186	112,219	115,252	118,285	121,318	554
A34	551	\$72,790	\$119,248	\$2,981	72,790	75,823	78,856	81,889	84,922	87,955	90,988	94,021	97,054	100,087	103,120	106,153	109,186	112,219	115,252	118,285	121,318	551
A33	539	\$72,790	\$118,009	\$2,950	72,790	75,823	78,856	81,889	84,922	87,955	90,988	94,021	97,054	100,087	103,120	106,153	109,186	112,219	115,252	118,285	121,318	539
A32	534	\$70,500	\$117,508	\$2,938	70,500	73,438	76,376	79,314	82,252	85,190	88,128	91,066	94,004	96,942	99,880	102,818	105,756	108,694	111,632	114,570	117,508	534
A31	531	\$70,314	\$117,194	\$2,930	70,314	73,244	76,174	79,104	82,034	84,964	87,894	90,824	93,754	96,684	99,614	102,544	105,474	108,404	111,334	114,264	117,194	531
A30	516	\$69,386	\$115,642	\$2,891	69,386	72,277	75,168	78,059	80,950	83,841	86,732	89,623	92,514	95,405	98,296	101,187	104,078	106,969	109,860	112,751	115,642	516
A29	511	\$69,076	\$115,124	\$2,878	69,076	71,954	74,832	77,710	80,588	83,466	86,344	89,222	92,100	94,978	97,856	100,734	103,612	106,490	109,368	112,246	115,124	511

Grade	Hay Points	Minimum	Maximum	Increment	Step 1	Step 2	Step 3	Step 4	Step 5	Step 6	Step 7	Step 8	Step 9	Step 10	Step 11	Step 12	Step 13	Step 14	Step 15	Step 16	Step 17	Hay Points
A28	496	\$68,148	\$113,572	\$2,839	68,148	70,987	73,826	76,665	79,504	82,343	85,182	88,021	90,860	93,699	96,538	99,377	102,216	105,055	107,894	110,733	113,572	496
A25	479	\$67,095	\$111,831	\$2,796	67,095	69,891	72,687	75,483	78,279	81,075	83,871	86,667	89,463	92,259	95,055	97,851	100,647	103,443	106,239	109,035	111,831	479
A22	464	\$66,167	\$110,279	\$2,757	66,167	68,924	71,681	74,438	77,195	79,952	82,709	85,466	88,223	90,980	93,737	96,494	99,251	102,008	104,765	107,522	110,279	464
A20	451	\$65,362	\$108,930	\$2,723	65,362	68,085	70,808	73,531	76,254	78,977	81,700	84,423	87,146	89,869	92,592	95,315	98,038	100,761	103,484	106,207	108,930	451
A19	449	\$65,238	\$108,726	\$2,718	65,238	67,956	70,674	73,392	76,110	78,828	81,546	84,264	86,982	89,700	92,418	95,136	97,854	100,572	103,290	106,008	108,726	449
A18	445	\$64,990	\$108,318	\$2,708	64,990	67,698	70,406	73,114	75,822	78,530	81,238	83,946	86,654	89,362	92,070	94,778	97,486	100,194	102,902	105,610	108,318	445
A17	438	\$64,557	\$107,597	\$2,690	64,557	67,247	69,937	72,627	75,317	78,007	80,697	83,387	86,077	88,767	91,457	94,147	96,837	99,527	102,217	104,907	107,597	438
A16	432	\$64,186	\$106,970	\$2,674	64,186	66,860	69,534	72,208	74,882	77,556	80,230	82,904	85,578	88,252	90,926	93,600	96,274	98,948	101,622	104,296	106,970	432
A14	421	\$63,505	\$105,841	\$2,646	63,505	66,151	68,797	71,443	74,089	76,735	79,381	82,027	84,673	87,319	89,965	92,611	95,257	97,903	100,549	103,195	105,841	421
A13	417	\$63,257	\$105,433	\$2,636	63,257	65,893	68,529	71,165	73,801	76,437	79,073	81,709	84,345	86,981	89,617	92,253	94,889	97,525	100,161	102,797	105,433	417
A12	406	\$62,576	\$104,288	\$2,607	62,576	65,183	67,790	70,397	73,004	75,611	78,218	80,825	83,432	86,039	88,646	91,253	93,860	96,467	99,074	101,681	104,288	406
A11	404	\$62,452	\$104,084	\$2,602	62,452	65,054	67,656	70,258	72,860	75,462	78,064	80,666	83,268	85,870	88,472	91,074	93,676	96,278	98,880	101,482	104,084	404

**Full-time APO Members
December 1, 2023 – June 30, 2024
(Reflects negotiated increase of 1.5%)**

Grade	Hay Points	Minimum	Maximum	Increment	Step 1	Step 2	Step 3	Step 4	Step 5	Step 6	Step 7	Step 8	Step 9	Step 10	Step 11	Step 12	Step 13	Step 14	Step 15	Step 16	Step 17	Hay Points
A90	1418	\$127,101	\$211,837	\$5,296	127,101	132,397	137,693	142,989	148,285	153,581	158,877	164,173	169,469	174,765	180,061	185,357	190,653	195,949	201,245	206,541	211,837	1418
A87	1292	\$119,184	\$198,640	\$4,966	119,184	124,150	129,116	134,082	139,048	144,014	148,980	153,946	158,912	163,878	168,844	173,810	178,776	183,742	188,708	193,674	198,640	1292
A85	1232	\$115,414	\$192,358	\$4,809	115,414	120,223	125,032	129,841	134,650	139,459	144,268	149,077	153,886	158,695	163,504	168,313	173,122	177,931	182,740	187,549	192,358	1232
A84	1182	\$112,272	\$187,120	\$4,678	112,272	116,950	121,628	126,306	130,984	135,662	140,340	145,018	149,696	154,374	159,052	163,730	168,408	173,086	177,764	182,442	187,120	1182
A83	1142	\$109,759	\$182,927	\$4,573	109,759	114,332	118,905	123,478	128,051	132,624	137,197	141,770	146,343	150,916	155,489	160,062	164,635	169,208	173,781	178,354	182,927	1142
A79	1040	\$103,350	\$172,246	\$4,306	103,350	107,656	111,962	116,268	120,574	124,880	129,186	133,492	137,798	142,104	146,410	150,716	155,022	159,328	163,634	167,940	172,246	1040
A78	1028	\$102,596	\$170,996	\$4,275	102,596	106,871	111,146	115,421	119,696	123,971	128,246	132,521	136,796	141,071	145,346	149,621	153,896	158,171	162,446	166,721	170,996	1028
A77	994	\$100,460	\$167,436	\$4,186	100,460	104,646	108,832	113,018	117,204	121,390	125,576	129,762	133,948	138,134	142,320	146,506	150,692	154,878	159,064	163,250	167,436	994
A75	954	\$97,947	\$163,243	\$4,081	97,947	102,028	106,109	110,190	114,271	118,352	122,433	126,514	130,595	134,676	138,757	142,838	146,919	151,000	155,081	159,162	163,243	954
A71	904	\$94,805	\$158,005	\$3,950	94,805	98,755	102,705	106,655	110,605	114,555	118,505	122,455	126,405	130,355	134,305	138,255	142,205	146,155	150,105	154,055	158,005	904
A69	864	\$92,292	\$153,812	\$3,845	92,292	96,137	99,982	103,827	107,672	111,517	115,362	119,207	123,052	126,897	130,742	134,587	138,432	142,277	146,122	149,967	153,812	864
A66	830	\$90,155	\$150,267	\$3,757	90,155	93,912	97,669	101,426	105,183	108,940	112,697	116,454	120,211	123,968	127,725	131,482	135,239	138,996	142,753	146,510	150,267	830
A64	800	\$88,270	\$147,118	\$3,678	88,270	91,948	95,626	99,304	102,982	106,660	110,338	114,016	117,694	121,372	125,050	128,728	132,406	136,084	139,762	143,440	147,118	800
A62	775	\$86,700	\$144,492	\$3,612	86,700	90,312	93,924	97,536	101,148	104,760	108,372	111,984	115,596	119,208	122,820	126,432	130,044	133,656	137,268	140,880	144,492	775
A60	755	\$85,443	\$142,403	\$3,560	85,443	89,003	92,563	96,123	99,683	103,243	106,803	110,363	113,923	117,483	121,043	124,603	128,163	131,723	135,283	138,843	142,403	755
A58	732	\$83,998	\$139,998	\$3,500	83,998	87,498	90,998	94,498	97,998	101,498	104,998	108,498	111,998	115,498	118,998	122,498	125,998	129,498	132,998	136,498	139,998	732
A57	725	\$83,558	\$139,270	\$3,482	83,558	87,040	90,522	94,004	97,486	100,968	104,450	107,932	111,414	114,896	118,378	121,860	125,342	128,824	132,306	135,788	139,270	725
A56	702	\$82,113	\$136,849	\$3,421	82,113	85,534	88,955	92,376	95,797	99,218	102,639	106,060	109,481	112,902	116,323	119,744	123,165	126,586	130,007	133,428	136,849	702
A55	700	\$81,987	\$136,643	\$3,416	81,987	85,403	88,819	92,235	95,651	99,067	102,483	105,899	109,315	112,731	116,147	119,563	122,979	126,395	129,811	133,227	136,643	700
A53	677	\$80,542	\$134,238	\$3,356	80,542	83,898	87,254	90,610	93,966	97,322	100,678	104,034	107,390	110,746	114,102	117,458	120,814	124,170	127,526	130,882	134,238	677
A49	654	\$79,097	\$131,833	\$3,296	79,097	82,393	85,689	88,985	92,281	95,577	98,873	102,169	105,465	108,761	112,057	115,353	118,649	121,945	125,241	128,537	131,833	654
A48	636	\$77,966	\$129,950	\$3,249	77,966	81,215	84,464	87,713	90,962	94,211	97,460	100,709	103,958	107,207	110,456	113,705	116,954	120,203	123,452	126,701	129,950	636

Grade	Hay Points	Minimum	Maximum	Increment	Step 1	Step 2	Step 3	Step 4	Step 5	Step 6	Step 7	Step 8	Step 9	Step 10	Step 11	Step 12	Step 13	Step 14	Step 15	Step 16	Step 17	Hay Points
A43	611	\$76,395	\$127,323	\$3,183	76,395	79,578	82,761	85,944	89,127	92,310	95,493	98,676	101,859	105,042	108,225	111,408	114,591	117,774	120,957	124,140	127,323	611
A41	594	\$75,327	\$125,551	\$3,139	75,327	78,466	81,605	84,744	87,883	91,022	94,161	97,300	100,439	103,578	106,717	109,856	112,995	116,134	119,273	122,412	125,551	594
A40	588	\$74,950	\$124,918	\$3,123	74,950	78,073	81,196	84,319	87,442	90,565	93,688	96,811	99,934	103,057	106,180	109,303	112,426	115,549	118,672	121,795	124,918	588
A38	571	\$73,882	\$123,130	\$3,078	73,882	76,960	80,038	83,116	86,194	89,272	92,350	95,428	98,506	101,584	104,662	107,740	110,818	113,896	116,974	120,052	123,130	571
A37	568	\$73,693	\$122,829	\$3,071	73,693	76,764	79,835	82,906	85,977	89,048	92,119	95,190	98,261	101,332	104,403	107,474	110,545	113,616	116,687	119,758	122,829	568
A35	554	\$72,814	\$121,358	\$3,034	72,814	75,848	78,882	81,916	84,950	87,984	91,018	94,052	97,086	100,120	103,154	106,188	109,222	112,256	115,290	118,324	121,358	554
A34	551	\$72,625	\$121,041	\$3,026	72,625	75,651	78,677	81,703	84,729	87,755	90,781	93,807	96,833	99,859	102,885	105,911	108,937	111,963	114,989	118,015	121,041	551
A33	539	\$71,871	\$119,791	\$2,995	71,871	74,866	77,861	80,856	83,851	86,846	89,841	92,836	95,831	98,826	101,821	104,816	107,811	110,806	113,801	116,796	119,791	539
A32	534	\$71,557	\$119,269	\$2,982	71,557	74,539	77,521	80,503	83,485	86,467	89,449	92,431	95,413	98,395	101,377	104,359	107,341	110,323	113,305	116,287	119,269	534
A31	531	\$71,369	\$118,953	\$2,974	71,369	74,343	77,317	80,291	83,265	86,239	89,213	92,187	95,161	98,135	101,109	104,083	107,057	110,031	113,005	115,979	118,953	531
A30	516	\$70,426	\$117,370	\$2,934	70,426	73,360	76,294	79,228	82,162	85,096	88,030	90,964	93,898	96,832	99,766	102,700	105,634	108,568	111,502	114,436	117,370	516
A29	511	\$70,112	\$116,848	\$2,921	70,112	73,033	75,954	78,875	81,796	84,717	87,638	90,559	93,480	96,401	99,322	102,243	105,164	108,085	111,006	113,927	116,848	511
A28	496	\$69,169	\$115,281	\$2,882	69,169	72,051	74,933	77,815	80,697	83,579	86,461	89,343	92,225	95,107	97,989	100,871	103,753	106,635	109,517	112,399	115,281	496
A25	479	\$68,101	\$113,509	\$2,838	68,101	70,939	73,777	76,615	79,453	82,291	85,129	87,967	90,805	93,643	96,481	99,319	102,157	104,995	107,833	110,671	113,509	479
A22	464	\$67,159	\$111,927	\$2,798	67,159	69,957	72,755	75,553	78,351	81,149	83,947	86,745	89,543	92,341	95,139	97,937	100,735	103,533	106,331	109,129	111,927	464
A20	451	\$66,342	\$110,566	\$2,764	66,342	69,106	71,870	74,634	77,398	80,162	82,926	85,690	88,454	91,218	93,982	96,746	99,510	102,274	105,038	107,802	110,566	451
A19	449	\$66,216	\$110,360	\$2,759	66,216	68,975	71,734	74,493	77,252	80,011	82,770	85,529	88,288	91,047	93,806	96,565	99,324	102,083	104,842	107,601	110,360	449
A18	445	\$65,965	\$109,949	\$2,749	65,965	68,714	71,463	74,212	76,961	79,710	82,459	85,208	87,957	90,706	93,455	96,204	98,953	101,702	104,451	107,200	109,949	445
A17	438	\$65,525	\$109,205	\$2,730	65,525	68,255	70,985	73,715	76,445	79,175	81,905	84,635	87,365	90,095	92,825	95,555	98,285	101,015	103,745	106,475	109,205	438
A16	432	\$65,148	\$108,588	\$2,715	65,148	67,863	70,578	73,293	76,008	78,723	81,438	84,153	86,868	89,583	92,298	95,013	97,728	100,443	103,158	105,873	108,588	432
A14	421	\$64,457	\$107,433	\$2,686	64,457	67,143	69,829	72,515	75,201	77,887	80,573	83,259	85,945	88,631	91,317	94,003	96,689	99,375	102,061	104,747	107,433	421
A13	417	\$64,206	\$107,006	\$2,675	64,206	66,881	69,556	72,231	74,906	77,581	80,256	82,931	85,606	88,281	90,956	93,631	96,306	98,981	101,656	104,331	107,006	417
A12	406	\$63,515	\$105,851	\$2,646	63,515	66,161	68,807	71,453	74,099	76,745	79,391	82,037	84,683	87,329	89,975	92,621	95,267	97,913	100,559	103,205	105,851	406
A11	404	\$63,389	\$105,645	\$2,641	63,389	66,030	68,671	71,312	73,953	76,594	79,235	81,876	84,517	87,158	89,799	92,440	95,081	97,722	100,363	103,004	105,645	404

**Full-time APO Members
December 1, 2023 – June 30, 2024
(Reflects negotiated increase of additional 0.5%. Implementation is subject to the Gain
Sharing Formula referenced in Appendix A: Economic Agreement)**

Grade	Hay Points	Minimum	Maximum	Increment	Step 1	Step 2	Step 3	Step 4	Step 5	Step 6	Step 7	Step 8	Step 9	Step 10	Step 11	Step 12	Step 13	Step 14	Step 15	Step 16	Step 17	Hay Points
A90	1418	\$127,733	\$212,885	\$5,322	127,733	133,055	138,377	143,699	149,021	154,343	159,665	164,987	170,309	175,631	180,953	186,275	191,597	196,919	202,241	207,563	212,885	1418
A87	1292	\$119,777	\$199,633	\$4,991	119,777	124,768	129,759	134,750	139,741	144,732	149,723	154,714	159,705	164,696	169,687	174,678	179,669	184,660	189,651	194,642	199,633	1292
A85	1232	\$115,989	\$193,317	\$4,833	115,989	120,822	125,655	130,488	135,321	140,154	144,987	149,820	154,653	159,486	164,319	169,152	173,985	178,818	183,651	188,484	193,317	1232
A84	1182	\$112,831	\$188,047	\$4,701	112,831	117,532	122,233	126,934	131,635	136,336	141,037	145,738	150,439	155,140	159,841	164,542	169,243	173,944	178,645	183,346	188,047	1182
A83	1142	\$110,306	\$183,842	\$4,596	110,306	114,902	119,498	124,094	128,690	133,286	137,882	142,478	147,074	151,670	156,266	160,862	165,458	170,054	174,650	179,246	183,842	1142
A79	1040	\$103,865	\$173,113	\$4,328	103,865	108,193	112,521	116,849	121,177	125,505	129,833	134,161	138,489	142,817	147,145	151,473	155,801	160,129	164,457	168,785	173,113	1040
A78	1028	\$103,107	\$171,843	\$4,296	103,107	107,403	111,699	115,995	120,291	124,587	128,883	133,179	137,475	141,771	146,067	150,363	154,659	158,955	163,251	167,547	171,843	1028
A77	994	\$100,960	\$168,272	\$4,207	100,960	105,167	109,374	113,581	117,788	121,995	126,202	130,409	134,616	138,823	143,030	147,237	151,444	155,651	159,858	164,065	168,272	994
A75	954	\$98,435	\$164,051	\$4,101	98,435	102,536	106,637	110,738	114,839	118,940	123,041	127,142	131,243	135,344	139,445	143,546	147,647	151,748	155,849	159,950	164,051	954
A71	904	\$95,277	\$158,797	\$3,970	95,277	99,247	103,217	107,187	111,157	115,127	119,097	123,067	127,037	131,007	134,977	138,947	142,917	146,887	150,857	154,827	158,797	904
A69	864	\$92,752	\$154,592	\$3,865	92,752	96,617	100,482	104,347	108,212	112,077	115,942	119,807	123,672	127,537	131,402	135,267	139,132	142,997	146,862	150,727	154,592	864

Grade	Hay Points	Minimum	Maximum	Increment	Step 1	Step 2	Step 3	Step 4	Step 5	Step 6	Step 7	Step 8	Step 9	Step 10	Step 11	Step 12	Step 13	Step 14	Step 15	Step 16	Step 17	Hay Points
A66	830	\$90,605	\$151,005	\$3,775	90,605	94,380	98,155	101,930	105,705	109,480	113,255	117,030	120,805	124,580	128,355	132,130	135,905	139,680	143,455	147,230	151,005	830
A64	800	\$88,710	\$147,846	\$3,696	88,710	92,406	96,102	99,798	103,494	107,190	110,886	114,582	118,278	121,974	125,670	129,366	133,062	136,758	140,454	144,150	147,846	800
A62	775	\$87,132	\$145,228	\$3,631	87,132	90,763	94,394	98,025	101,656	105,287	108,918	112,549	116,180	119,811	123,442	127,073	130,704	134,335	137,966	141,597	145,228	775
A60	755	\$85,869	\$143,117	\$3,578	85,869	89,447	93,025	96,603	100,181	103,759	107,337	110,915	114,493	118,071	121,649	125,227	128,805	132,383	135,961	139,539	143,117	755
A58	732	\$84,417	\$140,689	\$3,517	84,417	87,934	91,451	94,968	98,485	102,002	105,519	109,036	112,553	116,070	119,587	123,104	126,621	130,138	133,655	137,172	140,689	732
A57	725	\$83,975	\$139,959	\$3,499	83,975	87,474	90,973	94,472	97,971	101,470	104,969	108,468	111,967	115,466	118,965	122,464	125,963	129,462	132,961	136,460	139,959	725
A56	702	\$82,522	\$137,530	\$3,438	82,522	85,960	89,398	92,836	96,274	99,712	103,150	106,588	110,026	113,464	116,902	120,340	123,778	127,216	130,654	134,092	137,530	702
A55	700	\$82,396	\$137,324	\$3,433	82,396	85,829	89,262	92,695	96,128	99,561	102,994	106,427	109,860	113,293	116,726	120,159	123,592	127,025	130,458	133,891	137,324	700
A53	677	\$80,944	\$134,912	\$3,373	80,944	84,317	87,690	91,063	94,436	97,809	101,182	104,555	107,928	111,301	114,674	118,047	121,420	124,793	128,166	131,539	134,912	677
A49	654	\$79,491	\$132,483	\$3,312	79,491	82,803	86,115	89,427	92,739	96,051	99,363	102,675	105,987	109,299	112,611	115,923	119,235	122,547	125,859	129,171	132,483	654
A48	636	\$78,355	\$130,595	\$3,265	78,355	81,620	84,885	88,150	91,415	94,680	97,945	101,210	104,475	107,740	111,005	114,270	117,535	120,800	124,065	127,330	130,595	636
A43	611	\$76,776	\$127,960	\$3,199	76,776	79,975	83,174	86,373	89,572	92,771	95,970	99,169	102,368	105,567	108,766	111,965	115,164	118,363	121,562	124,761	127,960	611
A41	594	\$75,703	\$126,167	\$3,154	75,703	78,857	82,011	85,165	88,319	91,473	94,627	97,781	100,935	104,089	107,243	110,397	113,551	116,705	119,859	123,013	126,167	594
A40	588	\$75,324	\$125,548	\$3,139	75,324	78,463	81,602	84,741	87,880	91,019	94,158	97,297	100,436	103,575	106,714	109,853	112,992	116,131	119,270	122,409	125,548	588
A38	571	\$74,250	\$123,754	\$3,094	74,250	77,344	80,438	83,532	86,626	89,720	92,814	95,908	99,002	102,096	105,190	108,284	111,378	114,472	117,566	120,660	123,754	571
A37	568	\$74,061	\$123,437	\$3,086	74,061	77,147	80,233	83,319	86,405	89,491	92,577	95,663	98,749	101,835	104,921	108,007	111,093	114,179	117,265	120,351	123,437	568
A35	554	\$73,177	\$121,961	\$3,049	73,177	76,226	79,275	82,324	85,373	88,422	91,471	94,520	97,569	100,618	103,667	106,716	109,765	112,814	115,863	118,912	121,961	554
A34	551	\$72,988	\$121,644	\$3,041	72,988	76,029	79,070	82,111	85,152	88,193	91,234	94,275	97,316	100,357	103,398	106,439	109,480	112,521	115,562	118,603	121,644	551
A33	539	\$72,230	\$120,390	\$3,010	72,230	75,240	78,250	81,260	84,270	87,280	90,290	93,300	96,310	99,320	102,330	105,340	108,350	111,360	114,370	117,380	120,390	539
A32	534	\$71,914	\$119,850	\$2,996	71,914	74,910	77,906	80,902	83,898	86,894	89,890	92,886	95,882	98,878	101,874	104,870	107,866	110,862	113,858	116,854	119,850	534
A31	531	\$71,725	\$119,549	\$2,989	71,725	74,714	77,703	80,692	83,681	86,670	89,659	92,648	95,637	98,626	101,615	104,604	107,593	110,582	113,571	116,560	119,549	531
A30	516	\$70,778	\$117,962	\$2,949	70,778	73,727	76,676	79,625	82,574	85,523	88,472	91,421	94,370	97,319	100,268	103,217	106,166	109,115	112,064	115,013	117,962	516
A29	511	\$70,462	\$117,438	\$2,936	70,462	73,398	76,334	79,270	82,206	85,142	88,078	91,014	93,950	96,886	99,822	102,758	105,694	108,630	111,566	114,502	117,438	511
A28	496	\$69,515	\$115,851	\$2,896	69,515	72,411	75,307	78,203	81,099	83,995	86,891	89,787	92,683	95,579	98,475	101,371	104,267	107,163	110,059	112,955	115,851	496
A25	479	\$68,441	\$114,073	\$2,852	68,441	71,293	74,145	76,997	79,849	82,701	85,553	88,405	91,257	94,109	96,961	99,813	102,665	105,517	108,369	111,221	114,073	479
A22	464	\$67,494	\$112,486	\$2,812	67,494	70,306	73,118	75,930	78,742	81,554	84,366	87,178	89,990	92,802	95,614	98,426	101,238	104,050	106,862	109,674	112,486	464
A20	451	\$66,673	\$111,121	\$2,778	66,673	69,451	72,229	75,007	77,785	80,563	83,341	86,119	88,897	91,675	94,453	97,231	100,009	102,787	105,565	108,343	111,121	451
A19	449	\$66,547	\$110,915	\$2,773	66,547	69,320	72,093	74,866	77,639	80,412	83,185	85,958	88,731	91,504	94,277	97,050	99,823	102,596	105,369	108,142	110,915	449
A18	445	\$66,294	\$110,486	\$2,762	66,294	69,056	71,818	74,580	77,342	80,104	82,866	85,628	88,390	91,152	93,914	96,676	99,438	102,200	104,962	107,724	110,486	445
A17	438	\$65,852	\$109,756	\$2,744	65,852	68,596	71,340	74,084	76,828	79,572	82,316	85,060	87,804	90,548	93,292	96,036	98,780	101,524	104,268	107,012	109,756	438
A16	432	\$65,473	\$109,121	\$2,728	65,473	68,201	70,929	73,657	76,385	79,113	81,841	84,569	87,297	90,025	92,753	95,481	98,209	100,937	103,665	106,393	109,121	432
A14	421	\$64,779	\$107,963	\$2,699	64,779	67,478	70,177	72,876	75,575	78,274	80,973	83,672	86,371	89,070	91,769	94,468	97,167	99,866	102,565	105,264	107,963	421
A13	417	\$64,526	\$107,550	\$2,689	64,526	67,215	69,904	72,593	75,282	77,971	80,660	83,349	86,038	88,727	91,416	94,105	96,794	99,483	102,172	104,861	107,550	417
A12	406	\$63,832	\$106,392	\$2,660	63,832	66,492	69,152	71,812	74,472	77,132	79,792	82,452	85,112	87,772	90,432	93,092	95,752	98,412	101,072	103,732	106,392	406
A11	404	\$63,705	\$106,169	\$2,654	63,705	66,359	69,013	71,667	74,321	76,975	79,629	82,283	84,937	87,591	90,245	92,899	95,553	98,207	100,861	103,515	106,169	404