

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 (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

Employer Responsibility

F2.01 The Employer 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 Employer 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: Position Responsibilities

Regular 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

Definitions

- F4.00.1 “Base salary” means, for the purposes of this Article F4, the salary set out in the Appointment Letter, excluding market supplements, and as may be increased over time.
- F4.00.2 “Full salary” means, for the purposes of this Article F4, Base salary plus any market supplements.

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. With the exception of Leaves as provided for in the Employment Standards Code, including but not limited to Maternity Leave, Parental Leave, and Medical Leave, Leave periods are not normally counted as service in determining eligibility.
- 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 100% of the APO Member's Full salary.
 - 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 return to regular duties at the University for 6 months upon completion of the professional / educational leave or, in default thereof, repay to the University an amount equal to 12.5% of the Full salary paid while on professional / educational leave and shall, if requested by the University, sign an agreement to that effect prior to going on professional / educational 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. The APO Member may appeal the Vice-President's decision in accordance with Article F8: Appeals.

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.

PREPD (Annual or Biennial) Report

- F6.01.2 The Supervisor and the APO Member shall jointly be responsible for ensuring that the APO Member's performance is reviewed in accordance with the APO Member Performance Review, Evaluation and Professional Development system (PREPD) covering the previous review period, where the review period is either a year or two years, as appropriate. Details of the system are outlined in Appendix F.7.
- F6.01.2.1 The review period shall be annual except where the APO Member requests, and the supervisor approves, a biennial review period. Notwithstanding the foregoing, the supervisor's approval shall not be unreasonably denied. A biennial review period shall revert back to annual if the APO member's performance has been cited as unsatisfactory (0(d)) and further provided that, if the APO Member had appealed the decision to APO Appeals Committee (APO AC), such appeal was not upheld.
- F6.01.2.2 An APO Member on a biennial review cycle shall automatically receive the same Incrementation for the 'off' year (i.e. the year in which performance was not reviewed) as received in the preceding year, which is not appealable.
- F6.01.3 The APO Member's PREPD 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 or biennial performance plan.

- F6.01.4 Each APO Member will complete and submit a PREPD Report for the applicable review period to their Supervisor. The Supervisor will first review the Report, meet with the APO Member to discuss the Report, and provide written commentary on the performance of the APO Member. The APO Member will have an opportunity to provide commentary on the 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 50% of a performance review period, the performance of the APO Member will be extrapolated to the full review period.
- F6.01.9 When periods of leave (single leave or combination of leaves) total 50% or more 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 50% or longer of a performance review period. The onus shall be on the APO Member in material appended to the PREPD Report to demonstrate to the Supervisor why such activity should be recognized.
- F6.01.10 Incrementation is awarded for meritorious performance and is not in any way automatic nor based on years of service.

Supervisor's Recommendation: Incrementation

- F6.02.1 Each review period, 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 review period. 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

Actions Following the Assessment of “0.0d”: Unsatisfactory Performance

- F7.0.0.1 Within 20 days following the assessment of the first (0.0d) to an APO Member, at the request of either the Supervisor or APO Member, a meeting will be held with the Supervisor and the APO Member. The purpose of the meeting shall be to produce a plan (hereafter referred to as a Performance Improvement Plan) in writing, designed to facilitate improvement in performance, including objectives to be met in the following year. The discussion should include information on any assistance that can be reasonably provided 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.
- F7.0.0.2 Subsequent to the development of the Performance Improvement Plan, meetings between the Supervisor and the APO Member should be held at least every three months to discuss and document the APO Member's progress towards achieving the objectives set out in the Performance Improvement Plan. The Performance Improvement Plan and outcomes shall be appended to the Member's Activities Report for consideration at the Member's next evaluation.

Unsatisfactory and 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 the 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, prorated for partial years of service based on completed months, 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 APO Members who have 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.



[Name]
[Address]
[City Province Postal Code]

[Office Name]

[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.

Protection of Privacy: Personal information provided is collected and protected pursuant to Part 1 Division 1, and specifically sections 4(c) and 10, of the *Protection of Privacy Act* (POPA). In accordance with Part 1 Division 2, and specifically sections 12 and 13, of POPA, the collected personal information will be used and disclosed to manage employee records and/or administer academic programs and student services. Certain information will be made available to federal and provincial departments and agencies under appropriate legislative authority. The University of Alberta uses automated systems to generate content and to make decisions, recommendations and predictions. The personal information collected may be included in these automated systems. For further information about the collection, use and disclosure of this information, please contact: Shared Services, 10230 Jasper Avenue, Edmonton, Alberta, T5J 0B2, 780-492-8000.

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

*The parties agree that the Employer will not unilaterally make amendments or deletions to the substantive content of this Letter of Appointment, but may unilaterally make changes required by amendments to legislation or that are considered housekeeping in nature (e.g. updates to referenced links, contact information, and similar). Where an individual Letter of Appointment is in conflict with the Collective Agreement, the Collective Agreement is paramount.

Appendix F.2: Notice of Retirement (*Template)

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 <u>earlier date</u> 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

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

START DATE

END DATE

NAME OF PROVOST

SIGNATURE OF DEPARTMENT CHAIR OR SUPERVISOR

DATE

*The parties agree that the Employer will not unilaterally make amendments or deletions to the substantive content of this form, but may unilaterally make changes required by amendments to legislation or that are considered housekeeping in nature (e.g. updates to referenced links, grammar and spelling errors, changes to the offices of accountability or administrative responsibility). Where an individual form is in conflict with the Collective Agreement, the Collective Agreement is paramount.

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)
 - 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.

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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 that 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 F10: 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.



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

Name:

Title:

Faculty/Department/Unit:

Overview of Position

A. Primary Roles and Responsibilities

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

--

B. Changes in Duties

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

--

C. Core, Specific, or Professional Competencies

Each review period, 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 between review periods; only update this section should any of them changed during the last reporting period. ***Please refer to the appendices for further description on these competencies.***

IDENTIFIED COMPETENCIES

Report of Performance

A. Key Areas of Focus or Goals

List those key areas of focus or goals *as identified in the previous review period* (refer to “Performance Plan for the Upcoming Review Period” 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
Key Area of Focus
Key Area of Focus
Key Area of Focus
Key Area of Focus
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 ☐ Not applicable
Informal Development Activities ☐ Not applicable
Research & Scholarly Activities ☐ 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.

☐	3.0	☐	2.75	☐	2.5
☐	2.25	☐	2.0	☐	1.75
☐	1.5	☐	1.25	☐	1.0
☐	0.75	☐	0.50	☐	Less than 1.0 (one) increment to salary ceiling
☐	0.0 a	☐	0.0 b	☐	0.0 c
☐	0.0 d				

Supervisor Comments:

Employee Comments:

Signatures

The PREPD 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 Period

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 review period. This necessitates a deliberate response that can often be anticipated and planned for in the upcoming review period. 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 review period. Both the APO and their supervisor should jointly complete this section. Areas of focus can be amended throughout the review period. Any amendments should be captured here, as they arise, and reflected in the APO's next PREPD Report.

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

Key Area of Focus
Key Area of Focus
Key Area of Focus
Key Area of Focus
Key Area of Focus
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 during the upcoming review period 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 ☐ Not applicable
Informal Development Activities ☐ Not applicable
Research & Scholarly Activities ☐ Not applicable

Signatures

Upcoming Performance Plan

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

Employee Signature

Date

Supervisor Signature

Date

Performance Review, Evaluation and Professional Development (PREPD) Report

Appendix 1: Increment Recommendations and Performance Descriptions

Increment Recommendation	Performance Description
>1.0	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	Stated goals/objectives and CORE Competencies have been met; acceptable performance in UNIT competencies has been demonstrated.
0.5 – 0.75	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)	Performance requirements for an Increment have been met but the maximum salary for the position has been reached.
0.0 (b)	Performance requirements for Incrementation have not been met.
0.0 (c)	Performance while on an authorized leave could not be properly evaluated.
0.0 (d)	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	- 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 Ability to share information in an effective and collaborative manner	- 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 Ability to create solutions/explanations; does not just draw linear conclusions	- 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	Consistently applies and maintains the appropriate job, technical, and professional knowledge required to effectively perform the duties and responsibilities of this position.

Planning and Organizing • Ability to take a long-term, multidimensional view of issues, problems, options, resourcing, development, and implications; plans accordingly for a desired future state/vision.	• 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
Initiative and Creativity	• 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
Administrative Information Systems and Process	• Oversees activities related to continuing development, implementation, and support of administrative systems and processes.
Change Facilitation	• 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.
Student/Client/Customer Focus	• 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.
Facilities and Operations Management	• 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.
Financial Management	• Oversees financial activities: general accounting, budgetary controls, financial analysis, contracting, and purchasing for operating and trust budgets. • Supervises administrative support for research trust funding.
Leadership	• 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.
People Management/Staff Development	• 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. • Respects differences in people, valuing diversity of opinion, and working synergistically with others to achieve goals.

Risk Management	• 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	• 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	• Oversees activities in support of the academic program. • Supervises administrative support for calendar updates, timetabling, undergraduate laboratories, and undergraduate programs.
Teamwork/Collaboration	• 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 or biennially, as appropriate.

The following are guidelines for recommended timelines/ process:

Suggested Timeline	Process Step
By April 1	Supervisor will request PREPD report form from APOs.
By April 15	APO submits completed PREPD Report to supervisor.
By April 30	APO and Supervisor meet to review/ modify and complete final copy of PREPD 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
July 1, 2024 to June 30, 2025
(Reflects an increase of 3%)**

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	\$130,913	\$218,192	\$5,455	130,913	136,368	141,823	147,278	152,733	158,188	163,643	169,098	174,553	180,007	185,462	190,917	196,372	201,827	207,282	212,737	218,192	1418
A87	1292	\$122,760	\$204,600	\$5,115	122,760	127,875	132,990	138,105	143,220	148,335	153,450	158,565	163,680	168,795	173,910	179,025	184,140	189,255	194,370	199,485	204,600	1292
A85	1232	\$118,877	\$198,129	\$4,953	118,877	123,830	128,783	133,737	138,690	143,643	148,597	153,550	158,503	163,456	168,410	173,363	178,316	183,269	188,223	193,176	198,129	1232
A84	1182	\$115,641	\$192,734	\$4,818	115,641	120,459	125,277	130,096	134,914	139,732	144,551	149,369	154,187	159,006	163,824	168,642	173,461	178,279	183,097	187,916	192,734	1182
A83	1142	\$113,052	\$188,415	\$4,710	113,052	117,762	122,473	127,183	131,893	136,603	141,313	146,024	150,734	155,444	160,154	164,864	169,575	174,285	178,995	183,705	188,415	1142
A79	1040	\$106,451	\$177,414	\$4,435	106,451	110,886	115,321	119,757	124,192	128,627	133,062	137,497	141,932	146,368	150,803	155,238	159,673	164,108	168,544	172,979	177,414	1040
A78	1028	\$105,674	\$176,126	\$4,404	105,674	110,078	114,481	118,884	123,287	127,691	132,094	136,497	140,900	145,304	149,707	154,110	158,513	162,917	167,320	171,723	176,126	1028
A77	994	\$103,474	\$172,460	\$4,312	103,474	107,786	112,097	116,409	120,721	125,032	129,344	133,655	137,967	142,279	146,590	150,902	155,213	159,525	163,836	168,148	172,460	994
A75	954	\$100,885	\$168,140	\$4,203	100,885	105,088	109,292	113,495	117,699	121,902	126,105	130,309	134,512	138,716	142,919	147,123	151,326	155,529	159,733	163,936	168,140	954
A71	904	\$97,650	\$162,746	\$4,068	97,650	101,718	105,787	109,855	113,924	117,992	122,061	126,129	130,198	134,266	138,335	142,403	146,472	150,540	154,609	158,677	162,746	904
A69	864	\$95,061	\$158,427	\$3,961	95,061	99,022	102,982	106,942	110,903	114,863	118,823	122,784	126,744	130,704	134,665	138,625	142,585	146,546	150,506	154,467	158,427	864
A66	830	\$92,860	\$154,776	\$3,870	92,860	96,730	100,600	104,469	108,339	112,209	116,078	119,948	123,818	127,688	131,557	135,427	139,297	143,166	147,036	150,906	154,776	830
A64	800	\$90,919	\$151,532	\$3,788	90,919	94,707	98,495	102,284	106,072	109,860	113,649	117,437	121,225	125,014	128,802	132,590	136,379	140,167	143,955	147,744	151,532	800
A62	775	\$89,301	\$148,827	\$3,721	89,301	93,022	96,742	100,463	104,183	107,903	111,624	115,344	119,064	122,785	126,505	130,225	133,946	137,666	141,387	145,107	148,827	775
A60	755	\$88,007	\$146,676	\$3,667	88,007	91,674	95,340	99,007	102,674	106,341	110,008	113,674	117,341	121,008	124,675	128,342	132,008	135,675	139,342	143,009	146,676	755
A58	732	\$86,518	\$144,198	\$3,605	86,518	90,123	93,728	97,333	100,938	104,543	108,148	111,753	115,358	118,963	122,568	126,173	129,778	133,383	136,988	140,593	144,198	732
A57	725	\$86,065	\$143,449	\$3,587	86,065	89,652	93,238	96,825	100,411	103,998	107,584	111,170	114,757	118,343	121,930	125,516	129,103	132,689	136,276	139,862	143,449	725
A56	702	\$84,577	\$140,955	\$3,524	84,577	88,101	91,624	95,148	98,671	102,195	105,719	109,242	112,766	116,290	119,813	123,337	126,860	130,384	133,908	137,431	140,955	702
A55	700	\$84,447	\$140,743	\$3,519	84,447	87,966	91,484	95,003	98,521	102,040	105,558	109,076	112,595	116,113	119,632	123,150	126,669	130,187	133,706	137,224	140,743	700
A53	677	\$82,959	\$138,266	\$3,456	82,959	86,415	89,872	93,329	96,785	100,242	103,699	107,156	110,612	114,069	117,526	120,982	124,439	127,896	131,352	134,809	138,266	677
A49	654	\$81,470	\$135,788	\$3,395	81,470	84,865	88,260	91,655	95,050	98,445	101,840	105,235	108,629	112,024	115,419	118,814	122,209	125,604	128,999	132,394	135,788	654
A48	636	\$80,305	\$133,849	\$3,347	80,305	83,652	86,998	90,345	93,691	97,038	100,384	103,731	107,077	110,424	113,770	117,117	120,463	123,810	127,156	130,503	133,849	636
A43	611	\$78,687	\$131,143	\$3,279	78,687	81,966	85,244	88,523	91,801	95,080	98,358	101,637	104,915	108,194	111,472	114,751	118,029	121,308	124,586	127,865	131,143	611
A41	594	\$77,587	\$129,318	\$3,233	77,587	80,820	84,054	87,287	90,520	93,753	96,986	100,219	103,453	106,686	109,919	113,152	116,385	119,619	122,852	126,085	129,318	594
A40	588	\$77,199	\$128,666	\$3,217	77,199	80,416	83,632	86,849	90,066	93,282	96,499	99,716	102,933	106,149	109,366	112,583	115,799	119,016	122,233	125,449	128,666	588
A38	571	\$76,099	\$126,824	\$3,170	76,099	79,269	82,440	85,610	88,780	91,951	95,121	98,291	101,462	104,632	107,802	110,973	114,143	117,313	120,484	123,654	126,824	571
A37	568	\$75,904	\$126,514	\$3,163	75,904	79,067	82,231	85,394	88,557	91,720	94,883	98,046	101,209	104,372	107,536	110,699	113,862	117,025	120,188	123,351	126,514	568
A35	554	\$74,999	\$124,999	\$3,125	74,999	78,124	81,249	84,374	87,499	90,624	93,749	96,874	99,999	103,124	106,249	109,374	112,499	115,624	118,749	121,874	124,999	554

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
A34	551	\$74,804	\$124,673	\$3,117	74,804	77,921	81,038	84,155	87,271	90,388	93,505	96,622	99,738	102,855	105,972	109,089	112,206	115,322	118,439	121,556	124,673	551
A33	539	\$74,028	\$123,385	\$3,084	74,028	77,112	80,197	83,282	86,367	89,452	92,537	95,622	98,706	101,791	104,876	107,961	111,046	114,131	117,216	120,300	123,385	539
A32	534	\$73,704	\$122,848	\$3,072	73,704	76,776	79,847	82,919	85,990	89,062	92,133	95,204	98,276	101,347	104,419	107,490	110,562	113,633	116,705	119,776	122,848	534
A31	531	\$73,511	\$122,522	\$3,063	73,511	76,574	79,637	82,700	85,763	88,827	91,890	94,953	98,016	101,080	104,143	107,206	110,269	113,332	116,396	119,459	122,522	531
A30	516	\$72,539	\$120,892	\$3,022	72,539	75,561	78,583	81,605	84,627	87,649	90,671	93,693	96,715	99,737	102,759	105,781	108,804	111,826	114,848	117,870	120,892	516
A29	511	\$72,216	\$120,354	\$3,008	72,216	75,224	78,233	81,242	84,250	87,259	90,268	93,276	96,285	99,294	102,302	105,311	108,319	111,328	114,337	117,345	120,354	511
A28	496	\$71,245	\$118,740	\$2,968	71,245	74,213	77,181	80,150	83,118	86,087	89,055	92,024	94,992	97,961	100,929	103,898	106,866	109,835	112,803	115,771	118,740	496
A25	479	\$70,145	\$116,915	\$2,923	70,145	73,068	75,991	78,914	81,837	84,760	87,683	90,607	93,530	96,453	99,376	102,299	105,222	108,145	111,068	113,992	116,915	479
A22	464	\$69,174	\$115,285	\$2,882	69,174	72,056	74,938	77,820	80,702	83,584	86,466	89,348	92,230	95,112	97,994	100,876	103,758	106,639	109,521	112,403	115,285	464
A20	451	\$68,333	\$113,883	\$2,847	68,333	71,180	74,027	76,874	79,720	82,567	85,414	88,261	91,108	93,955	96,802	99,649	102,496	105,343	108,190	111,037	113,883	451
A19	449	\$68,203	\$113,671	\$2,842	68,203	71,045	73,887	76,728	79,570	82,412	85,254	88,095	90,937	93,779	96,621	99,462	102,304	105,146	107,988	110,830	113,671	449
A18	445	\$67,944	\$113,248	\$2,832	67,944	70,776	73,607	76,439	79,270	82,102	84,933	87,765	90,596	93,428	96,259	99,091	101,922	104,754	107,585	110,416	113,248	445
A17	438	\$67,491	\$112,482	\$2,812	67,491	70,303	73,115	75,927	78,739	81,551	84,363	87,175	89,986	92,798	95,610	98,422	101,234	104,046	106,858	109,670	112,482	438
A16	432	\$67,103	\$111,846	\$2,796	67,103	69,899	72,696	75,492	78,289	81,085	83,882	86,678	89,475	92,271	95,067	97,864	100,660	103,457	106,253	109,050	111,846	432
A14	421	\$66,391	\$110,656	\$2,767	66,391	69,158	71,924	74,691	77,458	80,224	82,991	85,757	88,524	91,290	94,057	96,824	99,590	102,357	105,123	107,890	110,656	421
A13	417	\$66,133	\$110,217	\$2,755	66,133	68,888	71,643	74,398	77,154	79,909	82,664	85,419	88,175	90,930	93,685	96,440	99,196	101,951	104,706	107,461	110,217	417
A12	406	\$65,421	\$109,027	\$2,725	65,421	68,146	70,872	73,597	76,322	79,048	81,773	84,499	87,224	89,949	92,675	95,400	98,126	100,851	103,576	106,302	109,027	406
A11	404	\$65,291	\$108,815	\$2,720	65,291	68,011	70,732	73,452	76,172	78,892	81,613	84,333	87,053	89,773	92,493	95,214	97,934	100,654	103,374	106,095	108,815	404

**Full-time APO Members
July 1, 2025 to June 30, 2026
(Reflects an increase of 3%)**

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	\$134,841	\$224,738	\$5,619	134,841	140,460	146,078	151,697	157,315	162,934	168,553	174,171	179,790	185,408	191,026	196,645	202,264	207,882	213,501	219,120	224,738	1418
A87	1292	\$126,443	\$210,738	\$5,269	126,443	131,712	136,980	142,249	147,517	152,786	158,054	163,322	168,591	173,859	179,128	184,396	189,665	194,933	200,202	205,470	210,738	1292
A85	1232	\$122,444	\$204,073	\$5,101	122,444	127,545	132,647	137,750	142,851	147,953	153,055	158,157	163,259	168,360	173,463	178,564	183,666	188,768	193,870	198,972	204,073	1232
A84	1182	\$119,111	\$198,517	\$4,962	119,111	124,073	129,036	133,999	138,962	143,924	148,888	153,851	158,813	163,777	168,739	173,702	178,665	183,628	188,590	193,554	198,517	1182
A83	1142	\$116,444	\$194,068	\$4,851	116,444	121,295	126,148	130,999	135,850	140,702	145,553	150,405	155,257	160,108	164,959	169,810	174,663	179,514	184,365	189,217	194,068	1142
A79	1040	\$109,645	\$182,737	\$4,568	109,645	114,213	118,781	123,350	127,918	132,486	137,054	141,622	146,190	150,760	155,328	159,896	164,464	169,032	173,601	178,169	182,737	1040
A78	1028	\$108,845	\$181,410	\$4,536	108,845	113,381	117,916	122,451	126,986	131,522	136,057	140,592	145,127	149,664	154,199	158,734	163,269	167,805	172,340	176,875	181,410	1028
A77	994	\$106,579	\$177,634	\$4,441	106,579	111,020	115,460	119,902	124,343	128,783	133,225	137,665	142,107	146,548	150,988	155,430	159,870	164,311	168,752	173,193	177,634	994
A75	954	\$103,912	\$173,185	\$4,329	103,912	108,241	112,571	116,900	121,230	125,560	129,889	134,219	138,548	142,878	147,207	151,537	155,866	160,195	164,525	168,855	173,185	954
A71	904	\$100,580	\$167,629	\$4,190	100,580	104,770	108,961	113,151	117,342	121,532	125,723	129,913	134,104	138,294	142,486	146,676	150,867	155,057	159,248	163,438	167,629	904
A69	864	\$97,913	\$163,180	\$4,080	97,913	101,993	106,072	110,151	114,231	118,309	122,388	126,468	130,547	134,626	138,705	142,784	146,863	150,943	155,022	159,102	163,180	864
A66	830	\$95,646	\$159,420	\$3,986	95,646	99,632	103,618	107,604	111,590	115,576	119,561	123,547	127,533	131,519	135,504	139,490	143,476	147,461	151,448	155,434	159,420	830
A64	800	\$93,647	\$156,078	\$3,902	93,647	97,549	101,450	105,353	109,255	113,156	117,059	120,961	124,862	128,765	132,667	136,568	140,471	144,373	148,274	152,177	156,078	800
A62	775	\$91,981	\$153,292	\$3,832	91,981	95,813	99,645	103,477	107,309	111,141	114,973	118,805	122,636	126,469	130,301	134,132	137,965	141,796	145,629	149,461	153,292	775
A60	755	\$90,648	\$151,077	\$3,777	90,648	94,425	98,201	101,978	105,755	109,532	113,309	117,085	120,862	124,639	128,416	132,193	135,969	139,746	143,523	147,300	151,077	755
A58	732	\$89,114	\$148,524	\$3,713	89,114	92,827	96,540	100,253	103,967	107,680	111,393	115,106	118,819	122,532	126,246	129,959	133,672	137,385	141,098	144,811	148,524	732
A57	725	\$88,647	\$147,753	\$3,695	88,647	92,342	96,036	99,730	103,424	107,118	110,812	114,506	118,200	121,894	125,588	129,282	132,977	136,670	140,365	144,058	147,753	725
A56	702	\$87,115	\$145,184	\$3,630	87,115	90,745	94,373	98,003	101,632	105,261	108,891	112,520	116,149	119,779	123,408	127,038	130,666	134,296	137,926	141,554	145,184	702
A55	700	\$86,981	\$144,966	\$3,624	86,981	90,605	94,229	97,854	101,477	105,102	108,725	112,349	115,973	119,597	123,221	126,845	130,470	134,093	137,718	141,341	144,966	700
A53	677	\$85,448	\$142,414	\$3,560	85,448	89,008	92,569	96,129	99,689	103,250	106,810	110,371	113,931	117,492	121,052	124,612	128,173	131,733	135,293	138,854	142,414	677
A49	654	\$83,915	\$139,862	\$3,496	83,915	87,411	90,908	94,405	97,902	101,399	104,896	108,393	111,888	115,385	118,882	122,379	125,876	129,373	132,869	136,366	139,862	654
A48	636	\$82,715	\$137,865	\$3,447	82,715	86,162	89,608	93,056	96,502	99,950	103,396	106,843	110,290	113,737	117,184	120,631	124,077	127,525	130,971	134,419	137,865	636
A43	611	\$81,048	\$135,078	\$3,377	81,048	84,425	87,802	91,179	94,556	97,933	101,309	104,687	108,063	111,440	114,817	118,194	121,570	124,948	128,324	131,701	135,078	611
A41	594	\$79,915	\$133,198	\$3,330	79,915	83,245	86,576	89,906	93,236	96,566	99,896	103,226	106,557	109,887	113,217	116,547	119,877	123,208	126,538	129,868	133,198	594
A40	588	\$79,515	\$132,526	\$3,314	79,515	82,829	86,141	89,455	92,768	96,081	99,394	102,708	106,021	109,334	112,647	115,961	119,273	122,587	125,900	129,213	132,526	588
A38	571	\$78,382	\$130,629	\$3,266	78,382	81,648	84,914	88,179	91,444	94,710	97,975	101,240	104,506	107,771	111,037	114,303	117,568	120,833	124,099	127,364	130,629	571
A37	568	\$78,182	\$130,310	\$3,258	78,182	81,440	84,698	87,956	91,214	94,472	97,730	100,988	104,246	107,504	110,763	114,020	117,278	120,536	123,794	127,052	130,310	568
A35	554	\$77,249	\$128,749	\$3,219	77,249	80,468	83,687	86,906	90,124	93,343	96,562	99,781	102,999	106,218	109,437	112,656	115,874	119,093	122,312	125,531	128,749	554

<u>Grade</u>	<u>Hay Points</u>	<u>Minimum</u>	<u>Maximum</u>	<u>Increment</u>	<u>Step 1</u>	<u>Step 2</u>	<u>Step 3</u>	<u>Step 4</u>	<u>Step 5</u>	<u>Step 6</u>	<u>Step 7</u>	<u>Step 8</u>	<u>Step 9</u>	<u>Step 10</u>	<u>Step 11</u>	<u>Step 12</u>	<u>Step 13</u>	<u>Step 14</u>	<u>Step 15</u>	<u>Step 16</u>	<u>Step 17</u>	<u>Hay Points</u>
A34	551	\$77,049	\$128,414	\$3,210	77,049	80,259	83,470	86,680	89,890	93,100	96,311	99,521	102,731	105,941	109,152	112,362	115,573	118,782	121,993	125,203	128,414	551
A33	539	\$76,249	\$127,087	\$3,177	76,249	79,426	82,603	85,781	88,959	92,136	95,314	98,491	101,668	104,845	108,023	111,200	114,378	117,555	120,733	123,909	127,087	539
A32	534	\$75,916	\$126,534	\$3,164	75,916	79,080	82,243	85,407	88,570	91,734	94,897	98,061	101,225	104,388	107,552	110,715	113,879	117,042	120,207	123,370	126,534	534
A31	531	\$75,717	\$126,198	\$3,155	75,717	78,872	82,027	85,181	88,336	91,492	94,647	97,802	100,957	104,113	107,268	110,423	113,578	116,732	119,888	123,043	126,198	531
A30	516	\$74,716	\$124,519	\$3,112	74,716	77,828	80,941	84,054	87,166	90,279	93,392	96,504	99,617	102,730	105,842	108,955	112,069	115,181	118,294	121,407	124,519	516
A29	511	\$74,383	\$123,965	\$3,098	74,383	77,481	80,580	83,680	86,778	89,877	92,977	96,075	99,174	102,273	105,372	108,471	111,569	114,668	117,768	120,866	123,965	511
A28	496	\$73,383	\$122,303	\$3,057	73,383	76,440	79,497	82,555	85,612	88,670	91,727	94,785	97,842	100,900	103,957	107,015	110,072	113,131	116,188	119,245	122,303	496
A25	479	\$72,250	\$120,423	\$3,011	72,250	75,261	78,271	81,282	84,293	87,303	90,314	93,326	96,336	99,347	102,358	105,368	108,379	111,390	114,401	117,412	120,423	479
A22	464	\$71,250	\$118,744	\$2,968	71,250	74,218	77,187	80,155	83,124	86,092	89,060	92,029	94,997	97,966	100,934	103,903	106,871	109,839	112,807	115,776	118,744	464
A20	451	\$70,383	\$117,300	\$2,933	70,383	73,316	76,248	79,181	82,112	85,045	87,977	90,909	93,842	96,774	99,707	102,639	105,571	108,504	111,436	114,369	117,300	451
A19	449	\$70,250	\$117,082	\$2,927	70,250	73,177	76,104	79,030	81,958	84,885	87,812	90,738	93,666	96,593	99,520	102,446	105,374	108,301	111,228	114,155	117,082	449
A18	445	\$69,983	\$116,646	\$2,917	69,983	72,900	75,816	78,733	81,649	84,566	87,481	90,398	93,314	96,231	99,147	102,064	104,980	107,897	110,813	113,729	116,646	445
A17	438	\$69,516	\$115,857	\$2,897	69,516	72,413	75,309	78,205	81,102	83,998	86,894	89,791	92,686	95,582	98,479	101,375	104,272	107,168	110,064	112,961	115,857	438
A16	432	\$69,117	\$115,202	\$2,879	69,117	71,996	74,877	77,757	80,638	83,518	86,399	89,279	92,160	95,040	97,920	100,800	103,680	106,561	109,441	112,322	115,202	432
A14	421	\$68,383	\$113,976	\$2,850	68,383	71,233	74,082	76,932	79,782	82,631	85,481	88,330	91,180	94,029	96,879	99,729	102,578	105,428	108,277	111,127	113,976	421
A13	417	\$68,117	\$113,524	\$2,838	68,117	70,955	73,793	76,630	79,469	82,307	85,144	87,982	90,821	93,658	96,496	99,334	102,172	105,010	107,848	110,685	113,524	417
A12	406	\$67,384	\$112,298	\$2,807	67,384	70,191	72,999	75,805	78,612	81,420	84,227	87,034	89,841	92,648	95,456	98,262	101,070	103,877	106,684	109,492	112,298	406
A11	404	\$67,250	\$112,080	\$2,802	67,250	70,052	72,854	75,656	78,458	81,259	84,062	86,863	89,665	92,467	95,268	98,071	100,873	103,674	106,476	109,278	112,080	404

Full-time APO Members
July 1, 2026 to June 30, 2027
(Reflects an increase of 3%)

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	\$138,887	\$231,481	\$5,787	138,887	144,674	150,461	156,248	162,035	167,823	173,610	179,397	185,184	190,971	196,757	202,545	208,332	214,119	219,907	225,694	231,481	1418
A87	1292	\$130,237	\$217,061	\$5,427	130,237	135,664	141,090	146,517	151,943	157,370	162,796	168,222	173,649	179,075	184,502	189,928	195,355	200,781	206,209	211,635	217,061	1292
A85	1232	\$126,118	\$210,196	\$5,254	126,118	131,372	136,627	141,883	147,137	152,392	157,647	162,902	168,157	173,411	178,667	183,921	189,176	194,432	199,687	204,942	210,196	1232
A84	1182	\$122,685	\$204,473	\$5,111	122,685	127,796	132,908	138,019	143,131	148,242	153,355	158,467	163,578	168,691	173,802	178,914	184,025	189,137	194,248	199,361	204,473	1182
A83	1142	\$119,938	\$199,891	\$4,996	119,938	124,934	129,933	134,929	139,926	144,924	149,920	154,918	159,915	164,912	169,908	174,905	179,903	184,900	189,896	194,894	199,891	1142
A79	1040	\$112,935	\$188,220	\$4,705	112,935	117,640	122,345	127,051	131,756	136,461	141,166	145,871	150,576	155,283	159,988	164,693	169,398	174,103	178,810	183,515	188,220	1040
A78	1028	\$112,111	\$186,853	\$4,672	112,111	116,783	121,454	126,125	130,796	135,468	140,139	144,810	149,481	154,154	158,825	163,497	168,168	172,840	177,511	182,182	186,853	1028
A77	994	\$109,777	\$182,964	\$4,574	109,777	114,351	118,924	123,500	128,074	132,647	137,222	141,795	146,371	150,945	155,518	160,093	164,667	169,241	173,815	178,389	182,964	994
A75	954	\$107,030	\$178,381	\$4,459	107,030	111,489	115,949	120,407	124,867	129,327	133,786	138,246	142,705	147,165	151,624	156,084	160,542	165,001	169,461	173,921	178,381	954
A71	904	\$103,598	\$172,658	\$4,316	103,598	107,914	112,230	116,546	120,863	125,178	129,495	133,811	138,128	142,443	146,761	151,077	155,394	159,709	164,026	168,342	172,658	904
A69	864	\$100,851	\$168,076	\$4,202	100,851	105,053	109,255	113,456	117,658	121,859	126,060	130,263	134,464	138,665	142,867	147,068	151,269	155,472	159,673	163,876	168,076	864
A66	830	\$98,516	\$164,203	\$4,105	98,516	102,621	106,727	110,833	114,938	119,044	123,148	127,254	131,359	135,465	139,570	143,675	147,781	151,885	155,992	160,098	164,203	830
A64	800	\$96,457	\$160,761	\$4,019	96,457	100,476	104,494	108,514	112,533	116,551	120,571	124,590	128,608	132,628	136,648	140,666	144,686	148,705	152,723	156,743	160,761	800
A62	775	\$94,741	\$157,891	\$3,947	94,741	98,688	102,635	106,582	110,529	114,476	118,423	122,370	126,316	130,264	134,211	138,156	142,104	146,050	149,998	153,945	157,891	775
A60	755	\$93,368	\$155,610	\$3,890	93,368	97,258	101,148	105,038	108,928	112,818	116,709	120,598	124,488	128,379	132,269	136,159	140,049	143,939	147,829	151,719	155,610	755
A58	732	\$91,788	\$152,980	\$3,824	91,788	95,612	99,437	103,261	107,087	110,911	114,735	118,560	122,384	126,208	130,034	133,858	137,683	141,507	145,331	149,156	152,980	732
A57	725	\$91,307	\$152,186	\$3,806	91,307	95,113	98,918	102,722	106,527	110,332	114,137	117,942	121,746	125,551	129,356	133,161	136,967	140,771	144,576	148,380	152,186	725
A56	702	\$89,729	\$149,540	\$3,739	89,729	93,468	97,205	100,944	104,681	108,419	112,158	115,896	119,634	123,373	127,111	130,850	134,586	138,325	142,064	145,801	149,540	702
A55	700	\$89,591	\$149,315	\$3,733	89,591	93,324	97,056	100,790	104,522	108,256	111,987	115,720	119,453	123,185	126,918	130,651	134,385	138,116	141,850	145,582	149,315	700
A53	677	\$88,012	\$146,687	\$3,667	88,012	91,679	95,347	99,013	102,680	106,348	110,015	113,683	117,349	121,017	124,684	128,351	132,019	135,685	139,352	143,020	146,687	677
A49	654	\$86,433	\$144,058	\$3,601	86,433	90,034	93,636	97,238	100,840	104,441	108,043	111,645	115,245	118,847	122,449	126,051	129,653	133,255	136,856	140,457	144,058	654
A48	636	\$85,197	\$142,001	\$3,550	85,197	88,747	92,297	95,848	99,398	102,949	106,498	110,049	113,599	117,150	120,700	124,250	127,800	131,351	134,901	138,452	142,001	636
A43	611	\$83,480	\$139,131	\$3,478	83,480	86,958	90,437	93,915	97,393	100,871	104,349	107,828	111,305	114,784	118,262	121,740	125,218	128,697	132,174	135,653	139,131	611
A41	594	\$82,313	\$137,194	\$3,430	82,313	85,743	89,174	92,604	96,034	99,463	102,893	106,323	109,754	113,184	116,614	120,044	123,474	126,905	130,335	133,765	137,194	594
A40	588	\$81,901	\$136,502	\$3,413	81,901	85,314	88,726	92,139	95,552	98,964	102,376	105,790	109,202	112,615	116,027	119,440	122,852	126,265	129,677	133,090	136,502	588
A38	571	\$80,734	\$134,548	\$3,364	80,734	84,098	87,462	90,825	94,188	97,552	100,915	104,278	107,642	111,005	114,369	117,733	121,096	124,458	127,822	131,185	134,548	571
A37	568	\$80,528	\$134,220	\$3,356	80,528	83,884	87,239	90,595	93,951	97,307	100,662	104,018	107,374	110,730	114,086	117,441	120,797	124,153	127,508	130,864	134,220	568
A35	554	\$79,567	\$132,612	\$3,316	79,567	82,883	86,198	89,514	92,828	96,144	99,459	102,775	106,089	109,405	112,721	116,036	119,351	122,666	125,982	129,297	132,612	554

<u>Grade</u>	<u>Hay Points</u>	<u>Minimum</u>	<u>Maximum</u>	<u>Increment</u>	<u>Step 1</u>	<u>Step 2</u>	<u>Step 3</u>	<u>Step 4</u>	<u>Step 5</u>	<u>Step 6</u>	<u>Step 7</u>	<u>Step 8</u>	<u>Step 9</u>	<u>Step 10</u>	<u>Step 11</u>	<u>Step 12</u>	<u>Step 13</u>	<u>Step 14</u>	<u>Step 15</u>	<u>Step 16</u>	<u>Step 17</u>	<u>Hay Points</u>
A34	551	\$79,361	\$132,267	\$3,306	79,361	82,667	85,975	89,281	92,587	95,893	99,201	102,507	105,813	109,120	112,427	115,733	119,041	122,346	125,653	128,960	132,267	551
A33	539	\$78,537	\$130,900	\$3,272	78,537	81,809	85,082	88,355	91,628	94,901	98,174	101,446	104,719	107,991	111,264	114,536	117,810	121,082	124,355	127,627	130,900	539
A32	534	\$78,194	\$130,331	\$3,259	78,194	81,453	84,711	87,970	91,228	94,487	97,744	101,003	104,262	107,520	110,779	114,037	117,296	120,554	123,814	127,072	130,331	534
A31	531	\$77,989	\$129,984	\$3,250	77,989	81,239	84,488	87,737	90,987	94,237	97,487	100,737	103,986	107,237	110,487	113,736	116,986	120,234	123,485	126,735	129,984	531
A30	516	\$76,958	\$128,255	\$3,205	76,958	80,163	83,370	86,576	89,781	92,988	96,194	99,400	102,606	105,812	109,018	112,224	115,432	118,637	121,843	125,050	128,255	516
A29	511	\$76,615	\$127,684	\$3,191	76,615	79,806	82,998	86,191	89,382	92,574	95,767	98,958	102,150	105,342	108,534	111,726	114,917	118,109	121,302	124,492	127,684	511
A28	496	\$75,585	\$125,973	\$3,149	75,585	78,734	81,882	85,032	88,181	91,331	94,479	97,629	100,778	103,927	107,076	110,226	113,375	116,525	119,674	122,823	125,973	496
A25	479	\$74,418	\$124,036	\$3,101	74,418	77,519	80,620	83,721	86,822	89,923	93,024	96,126	99,227	102,328	105,429	108,530	111,631	114,732	117,834	120,935	124,036	479
A22	464	\$73,388	\$122,307	\$3,057	73,388	76,445	79,503	82,560	85,618	88,675	91,732	94,790	97,847	100,905	103,963	107,021	110,078	113,135	116,192	119,250	122,307	464
A20	451	\$72,495	\$120,819	\$3,021	72,495	75,516	78,536	81,557	84,576	87,597	90,617	93,637	96,658	99,678	102,699	105,719	108,739	111,760	114,780	117,801	120,819	451
A19	449	\$72,358	\$120,595	\$3,015	72,358	75,373	78,388	81,401	84,417	87,432	90,447	93,461	96,476	99,491	102,506	105,520	108,536	111,551	114,565	117,580	120,595	449
A18	445	\$72,083	\$120,146	\$3,004	72,083	75,087	78,091	81,095	84,099	87,103	90,106	93,110	96,114	99,118	102,122	105,126	108,130	111,134	114,138	117,141	120,146	445
A17	438	\$71,602	\$119,333	\$2,984	71,602	74,586	77,569	80,552	83,536	86,518	89,501	92,485	95,467	98,450	101,434	104,417	107,401	110,384	113,366	116,350	119,333	438
A16	432	\$71,191	\$118,659	\$2,965	71,191	74,156	77,124	80,090	83,058	86,024	88,991	91,958	94,925	97,892	100,858	103,824	106,791	109,758	112,725	115,692	118,659	432
A14	421	\$70,435	\$117,396	\$2,935	70,435	73,370	76,305	79,240	82,176	85,110	88,046	90,980	93,916	96,850	99,786	102,721	105,656	108,591	111,526	114,461	117,396	421
A13	417	\$70,161	\$116,930	\$2,923	70,161	73,084	76,007	78,929	81,854	84,777	87,699	90,622	93,546	96,468	99,391	102,315	105,238	108,161	111,084	114,006	116,930	417
A12	406	\$69,406	\$115,667	\$2,891	69,406	72,297	75,189	78,080	80,971	83,863	86,754	89,646	92,537	95,428	98,320	101,210	104,103	106,994	109,885	112,777	115,667	406
A11	404	\$69,268	\$115,443	\$2,886	69,268	72,154	75,040	77,926	80,812	83,697	86,584	89,469	92,355	95,242	98,127	101,014	103,900	106,785	109,671	112,557	115,443	404

**Full-time APO Members
July 1, 2027 to June 30, 2028
(Reflects an increase of 3%)**

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	\$143,054	\$238,426	\$5,961	143,054	149,015	154,975	160,936	166,897	172,858	178,819	184,779	190,740	196,701	202,660	208,622	214,582	220,543	226,505	232,465	238,426	1418
A87	1292	\$134,145	\$223,573	\$5,589	134,145	139,734	145,323	150,913	156,502	162,092	167,680	173,269	178,859	184,448	190,038	195,626	201,216	206,805	212,396	217,985	223,573	1292
A85	1232	\$129,902	\$216,502	\$5,412	129,902	135,314	140,726	146,140	151,552	156,964	162,377	167,790	173,202	178,614	184,028	189,439	194,852	200,265	205,678	211,091	216,502	1232
A84	1182	\$126,366	\$210,608	\$5,264	126,366	131,630	136,896	142,160	147,425	152,690	157,956	163,222	168,486	173,752	179,017	184,282	189,546	194,812	200,076	205,342	210,608	1182
A83	1142	\$123,537	\$205,888	\$5,146	123,537	128,683	133,831	138,977	144,124	149,272	154,418	159,566	164,713	169,860	175,006	180,153	185,301	190,447	195,593	200,741	205,888	1142
A79	1040	\$116,324	\$193,867	\$4,846	116,324	121,170	126,016	130,863	135,709	140,555	145,401	150,248	155,094	159,942	164,788	169,634	174,480	179,327	184,175	189,021	193,867	1040
A78	1028	\$115,475	\$192,459	\$4,812	115,475	120,287	125,098	129,909	134,720	139,533	144,344	149,155	153,966	158,779	163,590	168,402	173,214	178,026	182,837	187,648	192,459	1028
A77	994	\$113,071	\$188,453	\$4,711	113,071	117,782	122,492	127,205	131,917	136,627	141,339	146,049	150,763	155,474	160,184	164,896	169,608	174,319	179,030	183,741	188,453	994
A75	954	\$110,241	\$183,733	\$4,593	110,241	114,834	119,428	124,020	128,614	133,207	137,800	142,394	146,987	151,580	156,173	160,767	165,359	169,952	174,545	179,139	183,733	954
A71	904	\$106,706	\$177,838	\$4,446	106,706	111,152	115,597	120,043	124,489	128,934	133,380	137,826	142,272	146,717	151,164	155,610	160,056	164,501	168,947	173,393	177,838	904
A69	864	\$103,877	\$173,119	\$4,328	103,877	108,205	112,533	116,860	121,188	125,515	129,842	134,171	138,498	142,825	147,154	151,481	155,808	160,137	164,464	168,793	173,119	864
A66	830	\$101,472	\$169,130	\$4,228	101,472	105,700	109,929	114,158	118,387	122,616	126,843	131,072	135,300	139,529	143,758	147,986	152,215	156,442	160,672	164,901	169,130	830
A64	800	\$99,351	\$165,584	\$4,140	99,351	103,491	107,629	111,770	115,909	120,048	124,189	128,328	132,467	136,607	140,748	144,886	149,027	153,167	157,305	161,446	165,584	800
A62	775	\$97,584	\$162,628	\$4,065	97,584	101,649	105,715	109,780	113,845	117,911	121,976	126,042	130,106	134,172	138,238	142,301	146,368	150,432	154,498	158,564	162,628	775
A60	755	\$96,170	\$160,279	\$4,006	96,170	100,176	104,183	108,190	112,196	116,203	120,211	124,216	128,223	132,231	136,238	140,244	144,251	148,258	152,264	156,271	160,279	755
A58	732	\$94,542	\$157,570	\$3,939	94,542	98,481	102,421	106,359	110,300	114,239	118,178	122,117	126,056	129,995	133,936	137,874	141,814	145,753	149,691	153,631	157,570	732
A57	725	\$94,047	\$156,752	\$3,920	94,047	97,967	101,886	105,804	109,723	113,642	117,562	121,481	125,399	129,318	133,237	137,156	141,077	144,995	148,914	152,832	156,752	725
A56	702	\$92,421	\$154,027	\$3,852	92,421	96,273	100,122	103,973	107,822	111,672	115,523	119,373	123,224	127,075	130,925	134,776	138,624	142,475	146,326	150,176	154,027	702
A55	700	\$92,279	\$153,795	\$3,845	92,279	96,124	99,968	103,814	107,658	111,504	115,347	119,192	123,037	126,881	130,726	134,571	138,417	142,260	146,106	149,950	153,795	700
A53	677	\$90,653	\$151,088	\$3,777	90,653	94,430	98,208	101,984	105,761	109,539	113,316	117,094	120,870	124,648	128,425	132,202	135,980	139,756	143,533	147,311	151,088	677
A49	654	\$89,026	\$148,380	\$3,710	89,026	92,736	96,446	100,156	103,866	107,575	111,285	114,995	118,703	122,413	126,123	129,833	133,543	137,253	140,962	144,671	148,380	654
A48	636	\$87,753	\$146,262	\$3,657	87,753	91,410	95,066	98,724	102,380	106,038	109,693	113,351	117,007	120,665	124,321	127,978	131,634	135,292	138,949	142,606	146,262	636
A43	611	\$85,985	\$143,305	\$3,582	85,985	89,567	93,151	96,733	100,315	103,898	107,480	111,063	114,645	118,228	121,810	125,393	128,975	132,558	136,140	139,723	143,305	611
A41	594	\$84,783	\$141,310	\$3,533	84,783	88,316	91,850	95,383	98,916	102,447	105,980	109,513	113,047	116,580	120,113	123,646	127,179	130,713	134,246	137,778	141,310	594
A40	588	\$84,359	\$140,598	\$3,515	84,359	87,874	91,388	94,904	98,419	101,933	105,448	108,964	112,479	115,994	119,508	123,024	126,538	130,053	133,568	137,083	140,598	588
A38	571	\$83,157	\$138,585	\$3,464	83,157	86,621	90,086	93,550	97,014	100,479	103,943	107,407	110,872	114,336	117,801	121,265	124,729	128,192	131,657	135,121	138,585	571
A37	568	\$82,944	\$138,247	\$3,457	82,944	86,401	89,857	93,313	96,770	100,227	103,682	107,139	110,596	114,052	117,509	120,965	124,421	127,878	131,334	134,790	138,247	568
A35	554	\$81,955	\$136,591	\$3,415	81,955	85,370	88,784	92,200	95,613	99,029	102,443	105,859	109,272	112,688	116,103	119,518	122,932	126,346	129,762	133,176	136,591	554

<u>Grade</u>	<u>Hay Points</u>	<u>Minimum</u>	<u>Maximum</u>	<u>Increment</u>	<u>Step 1</u>	<u>Step 2</u>	<u>Step 3</u>	<u>Step 4</u>	<u>Step 5</u>	<u>Step 6</u>	<u>Step 7</u>	<u>Step 8</u>	<u>Step 9</u>	<u>Step 10</u>	<u>Step 11</u>	<u>Step 12</u>	<u>Step 13</u>	<u>Step 14</u>	<u>Step 15</u>	<u>Step 16</u>	<u>Step 17</u>	<u>Hay Points</u>
A34	551	\$81,742	\$136,236	\$3,406	81,742	85,148	88,555	91,960	95,365	98,770	102,178	105,583	108,988	112,394	115,800	119,205	122,613	126,017	129,423	132,829	136,236	551
A33	539	\$80,894	\$134,827	\$3,370	80,894	84,264	87,635	91,006	94,377	97,749	101,120	104,490	107,861	111,231	114,602	117,973	121,345	124,715	128,086	131,456	134,827	539
A32	534	\$80,540	\$134,241	\$3,357	80,540	83,897	87,253	90,610	93,965	97,322	100,677	104,034	107,390	110,746	114,103	117,459	120,815	124,171	127,529	130,885	134,241	534
A31	531	\$80,329	\$133,884	\$3,348	80,329	83,677	87,023	90,370	93,717	97,065	100,412	103,760	107,106	110,455	113,802	117,149	120,496	123,842	127,190	130,538	133,884	531
A30	516	\$79,267	\$132,103	\$3,301	79,267	82,568	85,872	89,174	92,475	95,778	99,080	102,382	105,685	108,987	112,289	115,591	118,895	122,197	125,499	128,802	132,103	516
A29	511	\$78,914	\$131,515	\$3,287	78,914	82,201	85,488	88,777	92,064	95,352	98,641	101,927	105,215	108,503	111,791	115,078	118,365	121,653	124,942	128,227	131,515	511
A28	496	\$77,853	\$129,753	\$3,244	77,853	81,097	84,339	87,583	90,827	94,071	97,314	100,558	103,802	107,045	110,289	113,533	116,777	120,021	123,265	126,508	129,753	496
A25	479	\$76,651	\$127,758	\$3,194	76,651	79,845	83,039	86,233	89,427	92,621	95,815	99,010	102,204	105,398	108,592	111,786	114,980	118,174	121,370	124,564	127,758	479
A22	464	\$75,590	\$125,977	\$3,149	75,590	78,739	81,889	85,037	88,187	91,336	94,484	97,634	100,783	103,933	107,082	110,232	113,381	116,530	119,678	122,828	125,977	464
A20	451	\$74,670	\$124,444	\$3,112	74,670	77,782	80,893	84,004	87,114	90,225	93,336	96,447	99,558	102,669	105,780	108,891	112,002	115,113	118,224	121,336	124,444	451
A19	449	\$74,529	\$124,213	\$3,106	74,529	77,635	80,740	83,844	86,950	90,055	93,161	96,265	99,371	102,476	105,582	108,686	111,793	114,898	118,002	121,108	124,213	449
A18	445	\$74,246	\$123,751	\$3,094	74,246	77,340	80,434	83,528	86,622	89,717	92,810	95,904	98,998	102,092	105,186	108,280	111,374	114,469	117,563	120,656	123,751	445
A17	438	\$73,751	\$122,913	\$3,073	73,751	76,824	79,897	82,969	86,043	89,114	92,187	95,260	98,332	101,404	104,478	107,550	110,624	113,696	116,767	119,841	122,913	438
A16	432	\$73,327	\$122,219	\$3,054	73,327	76,381	79,438	82,493	85,550	88,605	91,661	94,717	97,773	100,829	103,884	106,939	109,995	113,051	116,107	119,163	122,219	432
A14	421	\$72,549	\$120,918	\$3,023	72,549	75,572	78,595	81,618	84,642	87,664	90,688	93,710	96,734	99,756	102,780	105,803	108,826	111,849	114,872	117,895	120,918	421
A13	417	\$72,266	\$120,438	\$3,011	72,266	75,277	78,288	81,297	84,310	87,321	90,330	93,341	96,353	99,363	102,373	105,385	108,396	111,406	114,417	117,427	120,438	417
A12	406	\$71,489	\$119,138	\$2,977	71,489	74,466	77,445	80,423	83,401	86,379	89,357	92,336	95,314	98,291	101,270	104,247	107,227	110,204	113,182	116,161	119,138	406
A11	404	\$71,347	\$118,907	\$2,972	71,347	74,319	77,292	80,264	83,237	86,208	89,182	92,154	95,126	98,100	101,071	104,045	107,017	109,989	112,962	115,934	118,907	404