



POLICIES CONCERNING

**SALARIES, BENEFITS, AND WORKING
CONDITIONS**

FOR

EXCLUDED ADMINISTRATION EMPLOYEES

OF

DOUGLAS COLLEGE

EFFECTIVE APRIL 1, 2009

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1. INTRODUCTION

This is a statement of the working conditions that will be observed by the Douglas College Board and the excluded group of administration employees. This document shall supersede all previous policies.

2. DURATION

This document and its amendments shall be effective from the dates established by the College Board.

3. REVISIONS

Revisions to this document may be sanctioned by the Board after consultation has taken place between the Board and the College President.

4. COVERAGE

This document governs the following excluded positions of the College:

- Administrative Assistants
- Associate Deans
- Associate Directors
- Associate Registrars
- Associate Vice President, Employee Relations
- Associate Vice President – External Relations
- Associate Vice President – International Education
- Comptroller
- Deans
- Directors
- Employee Relations Assistant
- Employee Relations Advisors
- Executive Assistants
- International Business Officer – Special Affairs
- Manager, Accounting Information & Internal Audit
- Manager, Accounting Information - Self-Funded Activities
- Manager, Application Services
- Manager, Bookstores
- Manager, Client and Learning Services
- Manager, CMO Marketing and Operations
- Manager, Employee Relations - Benefits
- Manager, Employee Relations – Compensation and Planning
- Manager, Employee Relations – Development
- Manager, Employee Relations – Systems
- Managers, Facilities Services
- Managers, Financial Management
- Manager, Institutional Research
- Manager, International Education
- Manager, International Education, Contracts and Projects
- Manager, International Marketing and Recruitment
- Manager, Office for New Students

Managers, Payroll Services and Systems
Manager, Technology Services
Operations Manager, The Training Group
Registrar
Vice President, Educational Services
Vice President, Finance and Administration
Vice President, Education

and other positions created by the College Board.

NOTE: The position of the College President is not included in this agreement.

5. APPOINTMENT

- 1) Employees shall be given a copy of any employment notice affecting the terms and conditions of their employment.
- 2) An employee shall complete an initial probationary period of one (1) year, from date of appointment to any excluded position, unless the employee filling the excluded position has had previous experience in the position in a temporary or acting capacity, in which case the probationary period will be reduced by the aggregate total of the experience.
- 3) In the event that an employee does not successfully complete the aforementioned probation, he/she may be given a probationary extension of six (6) months from the expiration of the probationary period, or he/she may be released from employment.
- 4) In the event that an excluded position is filled by a faculty or staff member of the College, the positions vacated by the faculty or staff member will be filled by means of a temporary auxiliary appointment not to exceed one (1) year in length but not to be less than that period of time determined in Article 5(2).
- 5) If the employee is confirmed in his or her position, the vacated position will then be treated as a normal vacancy.

6. SELECTION

- 1) The selection and appointment of an excluded administration employee is the sole right and privilege of the President, subject to the provisions of contracts with the Douglas College Faculty Association and Local 703 of the B.C. Government and Service Employees' Union.
- 2) Excluded administration employees have the right to teach or work in non-excluded positions, at any time if need exists and provided that provisions of contracts with the Douglas College Faculty Association and Local 703 of the B.C. Government and Service Employees' Union not be violated.
- 3) Excluded administration employees may, at their own or the College's request, transfer to full-time teaching or non-excluded staff positions, in their field of expertise, at any time if a vacancy exists, subject to the provisions of contracts with

the Douglas College Faculty Association and Local 703 of the B.C. Government and Service Employees' Union.

7. SALARIES

- 1) Salaries for excluded administration employees shall be paid according to the Schedule attached.
- 2) The College Board agrees to review recommendations on adjustments to the salary scale annually.
- 3) Initial placement in a salary range shall be as determined by the hiring Administrator in consultation with the Associate Vice President, Employee Relations.
- 4) Advancement within the applicable salary range shall take place annually, provided the employee is assessed to be performing satisfactorily.
- 5) See Appendix "A" for notes on Merit Steps for Band Levels 11 and 12.

8. TEMPORARY SUBSTITUTION

Temporary substitution may be available where an administrator assigns to an excluded employee the primary functions of a higher rated excluded position for a period of three (3) weeks or more.

Requests for temporary substitution are to be submitted in writing by the supervisor to the Associate Vice President, Employee Relations in advance of the commencement of the substitution.

9. VACATION

- 1) Annual vacation entitlement shall be as follows:

Partial first year of service *pro rata* 4 weeks
(20 working days)

After one year of service 4 weeks
(20 working days)

After two years of service 5 weeks
(25 working days)

After three years of service 6 weeks
(30 working days)

NOTE: Successful candidates selected from other employee groups within the College will receive entitlements based on College service as a regular permanent employee.

- 2) The vacation year shall be calculated based on the calendar year (January 1 to December 31).

- 3) Written vacation plans are to be submitted by all excluded administration employees to their immediate supervisor by May 15, each year for approval. Copies of approved vacation plans are to be submitted to Employee Relations. Any alteration to vacation plans are to be submitted in writing and approved by the immediate supervisor with approved copies forwarded to Employee Relations for filing.
- 4) Upon the written approval of the supervisor and the College President, up to ten (10) days vacation entitlement may be carried over to a succeeding year which must be taken in that year.
- 5) Unused vacation cannot be bought out except upon termination.

10. EDUCATIONAL LEAVE

- 1) Educational Leave is a period of paid leave that allows an excluded employee to be freed from their regular responsibilities in order to enable him/her to pursue educational or professional development recognized as beneficial to the College.
- 2) Educational Leave may be used for any of the following:
 - updating experience in business, industry, community service, etc.
 - conducting in depth studies of comparative systems, methods at different institutions,
 - studies relevant to the College curriculum,
 - studying new developments related to the administration or instructional responsibilities of the employees; and
 - scholarly research or other activities calculated to be of mutual benefit to the College community and the employee.
- 3) All Excluded Administration employees are eligible to be considered for Educational Leave provided that the minimum service requirements have been satisfied prior to the commencement of the leave. Applications by Excluded Administration employees who have not previously had leave will be given preference.
- 4) After a period of at least three (3) years of full-time service at the College, educational leave shall consist of four months leave at 80% of the salary an employee would receive were he/she not on leave.
- 5) After a period of six (6) years of full-time service at the College, educational leave shall consist of up to twelve months of leave at 80% of the salary an employee would receive were he/she not on leave.
- 6) Should the employee receive a grant, bursary, stipend, salary or other award, the College will reduce its contribution to the point where the total monies received by the employee equal his/her full-time salary.
- 7) Members of the excluded group on educational leave will receive any salary adjustment for which they would normally be eligible. The College will continue coverage for the Medical Services Plan, extended health, dental, short term

disability, long term disability, life insurance, and prorated pension of employees on educational leave.

- 8) No experience increment is payable for a period of leave, paid or otherwise, from the College. Where an employee takes leave for a period less than one (1) year, this will cause a change in the anniversary date of his/her increment.
- 9) The College contribution toward the educational leave salary shall be a debt by the employee to the College which shall be cancelled after a period of one (1) years service following a one-semester leave, or two (2) years service following a one-year leave; any debt adjustments shall be in these proportions.
- 10) Written applications for educational leave will be submitted using the standard form to the Educational Leave Committee twelve (12) months prior to the date of the leave. At the discretion of the College President, this application date may be waived.
- 11) The Educational Leave Committee will consist of a representative of each Division appointed by the College President.
- 12) The Committee will review the written application(s) and make written recommendations to the President within one (1) month of receipt of the written application(s). The recommendations will include comments on the validity of the applications and also a ranking order if more than one application is received.
- 13) Other forms of Educational Leave other than formal instruction may be considered by the Committee.
- 14) The College President will advise the applicant(s) and the Committee of his/her decision after review of the Committee's written recommendation.

11. PROFESSIONAL DEVELOPMENT

- 1) The College provides a three (3) week professional development period each year to excluded administration employees. This time is to enable them to pursue professional learning activities recognized as beneficial to the College, and to the professional development of the individual.
- 2) The College shall set aside, at the beginning of each fiscal year, an amount equal to \$500.00 per excluded employee into a Professional Development Fund. Expenses relating to Professional Development Activities will be paid for from the Professional Development Fund.
- 3) Applications for Professional Development Funds must be made to the Professional Development Committee. The Professional Development Committee will be chaired by the Associate Vice President, Employee Relations. Members on the Professional Development Committee will be appointed by the President. The Committee's mandate will be to establish the terms of reference and make decisions with respect to the application and disbursement of these funds.

12. JURY DUTY

Leave of absence with pay will be granted to excluded administration employees when required to serve on a jury or as crown witnesses. The individual shall continue to receive his/her regular salary. However, the individual shall pay to the College any monies received for jury duty.

13. MATERNITY/PARENTAL LEAVE AND SUPPLEMENTAL EMPLOYMENT INSURANCE BENEFIT PLAN

- 1) A pregnant employee shall qualify for maternity leave as follows:
 - a. upon request the employee will be granted a leave of absence without pay for a period of up to fifty-two (52) weeks.
 - b. the maternity leave may commence at any time during the eleven (11) weeks prior to the anticipated birth date.
- 2) An employee who does not qualify for maternity leave is entitled to parental leave. Parental leave shall be a leave without pay for up to twelve months for employees whose spouse is giving birth. In order to qualify for this leave the employee must:
 - a. provide as much notice as possible that they will be going on this leave e.g. four (4) months.
 - b. undertake that the purpose of the leave is for the actual care and custody of the child.
 - c. commence the leave within fifty-two (52) weeks of the birth provided that the leave expires within sixty-four (64) weeks of the birth of the child.
- 3) Any employee who declares that he or she is adopting a child shall, upon request, be granted a leave of absence without pay from the date the child is placed with the employee or on a mutually acceptable date, for a period of up to fifty-two (52) weeks provided the leave is for the actual care and custody of the adopted child.

EI (Employment Insurance) maternity benefits are payable to the birth mother for a maximum of fifteen (15) weeks after serving a two (2) week unpaid waiting period.

EI parental benefits are payable either to the biological or adoptive parents while they are caring for new-born or an adopted child, up to a maximum of thirty-five (35) weeks.

Upon written request, an exempt employee shall be entitled to an unpaid leave of absence of up to fifty-two (52) consecutive weeks coinciding with an EI maternity or parental leave claim and entitled to employer paid supplemental income benefit.

The purpose of these unpaid leaves is for the primary care and custody of the new born or newly adopted child(ren). These leaves are not considered to be disability leaves.

The written request should be made as soon as possible, but in any event must be made at least four (4) weeks before the leave is to begin, and be accompanied by

appropriate documentation indicating the employee is pregnant (for maternity leave), or the certificate of birth or adoption (for parental leave).

- 4) The College will continue coverage for the Medical Services Plan, Extended Health, Dental, Short Term Disability, Long Term Disability, and Group Life Insurance of the employees proceeding on maternity or adoption leave provided the employee's contributions (portion of benefit costs) are remitted within fifteen (15) days of proceeding on leave, subject to limitations specified in the Carrier's plans. Premium payment for benefit coverage will be on the same cost sharing basis as if the employee were not on leave.
- 5) Pension plan service will be in accordance with the pension plan rules of the day which change from time to time. No vacation is accrued during parental leave. Service for the purposes of increment progression will be recognized for the first thirty-two (32) weeks of the leave.
- 6) For maternity, parental, and adoption leaves commencing on or after April 1, 1991 the College shall make payments into the College Pension Plan on behalf of the employee in the same manner as if the employee were not absent, for a maximum of thirty-two (32) weeks, provided the employee pays his/her portion of the cost of the plan.

Supplemental Employment Insurance Benefit Plan

Effective July 1, 2006, while on maternity or parental leave, an exempt employee will receive a supplemental payment added to EI benefits as follows:

- a. For the first two (2) weeks of maternity leave, one-hundred percent (100%) of the employee's salary as calculated at the start of the leave.
- b. For a maximum of fifteen(15) additional weeks of maternity leave, the difference between the EI benefits and ninety-five percent (95%) of the salary at the start of the leave.
- c. For a maximum of thirty-five (35) weeks of parental leave, the difference between the EI benefits and eighty-five percent (85%) of the salary at the start of the leave. (If the employee does not qualify for the two (2) weeks under a) above, then an additional two (2) weeks of parental leave under this provision will apply for a maximum of thirty-seven (37) weeks.)

To be entitled to the supplemental income benefit, an employee must sign an agreement that they will return to work and remain in the employ of Douglas College for a period of at least 6 months or equivalent to the leaves taken, whichever is longer, after they return to work. Should the employee fail to meet this requirement, the employee shall reimburse the employer for the supplemental income benefit on a pro-rata basis.

Only the birth mother shall qualify for maternity leave and the related supplemental income benefit.

An employee is not entitled to receive the supplemental income benefit and disability benefits at the same time.

To receive supplemental income benefit, the employee must provide the employer with proof of application for, and receipt of, EI benefits.

If an employee is disentitled or disqualified from EI maternity or parental benefits, the employee shall receive the supplemental income benefit to the appropriate percentage less the amount of EI benefits the employee would have received if qualified for EI benefits. Exclusions to this provision are if the employee is working with another employer during the leave or if the employee is not residing in Canada, in which cases the supplemental income benefit will not apply.

Administrative

- 1) Terms and conditions of this leave provision shall be in accordance with the *Employment Standards Act* and EI rules which are subject to change.
- 2) The cost of this benefit will not be taken from the mandate for 2006 to 2010.

14. BEREAVEMENT LEAVE

Requirements for bereavement leave should be discussed with the immediate supervisor. Reasonable requests will be granted.

15. LEAVE OF ABSENCE WITHOUT PAY

- 1) Leave of absence without pay may be granted at the discretion of the College President.
- 2) Applications shall be made in writing to the College President, accompanied by a recommendation from the immediate supervisor.
- 3) No benefits shall be payable by the College for an employee on leave without pay, except as provided in this agreement. If an employee proceeding on leave without pay makes a prior payment to the College of both the employee's share and the College's share of any or all of the following benefits, the College shall remit these payments to ensure continuous coverage: Medical Services Plan, Extended Health, Dental, Short Term Disability, Long Term Disability, Accidental Death and Dismemberment and Group Life Insurance; subject to the limitations specified in the carriers' plans.

16. POLITICAL ACTIVITIES

The College will not apply restrictions on employees who wish to engage in political activities on their own time as campaign workers. If an employee is nominated as a candidate for an election at the Municipal, Provincial or Federal level, he/she may take leave of absence without pay to engage in the election campaign. If elected to full-time office, the employee may be granted leave of absence without pay for one (1) term of office at the discretion of the President. One (1) month's notice shall be given to the College.

17. EMPLOYEE FILES

- 1) Subject to the provisions of the *Freedom of Information and Protection of Privacy Act* (FOIPOP), all excluded administration employees shall have access to any files pertaining to them and held by any individual or office in the College, with the

exception of letters of reference and hiring interview reports.

- 2) No information will be placed in the employee's files unless a copy has been furnished to the individual concerned.
- 3) Except for access for bona fide business reasons as defined in the *FOIPOP Act*, by the Associate Vice President of Employee Relations (or delegate), College President, or appropriate supervisor, files will be open to any other individual only with written permission of the employee concerned.

18. EVALUATION

Purposes

The purpose of the system of evaluation is:

- a. to determine the goals and the contributions an employee is expected to make over a stated period of time;
- b. to assess how well the employee has met his/her responsibilities;
- c. to aid employees in improving their effectiveness;
- d. to assist supervisors in determining where an employee's capabilities might be most effectively used in the future;
- e. to serve as a basis for recommending professional development for an employee;
- f. to determine eligibility for merit increases.

Procedures

- a. Evaluation procedures shall apply to all employees governed by this document.
- b. Evaluations shall be carried out every three (3) years for all employees. Similarly, an employee may request an evaluation of his/her performance at any time.
- c. A supervisor will discuss with the employee being evaluated the expected and actual achievements for the period under review.
- d. Once the supervisor and the employee have completed the evaluation and have discussed it, both the supervisor and the employee will sign the report. The signatures signify that both parties have read the report and have discussed its contents.
- e. If the employee does not agree with the contents of the supervisor's evaluation, he/she should sign the report and indicate his/her disagreement. This can be done on the report or on a separate sheet attached to the completed evaluation.

- f. The employee will be provided with a copy of his/her report.
- g. If an employee wishes to appeal his/her evaluation, he/she may request a meeting with the next level of supervision.

19. BENEFITS

The following health and welfare benefits shall be funded one-hundred percent (100%) by the College:

Medical Services Plan

Standard medical coverage as per Medical Services Plan of B.C.

Extended Health

The Extended Health plan provides medical protection beyond the limits of the Medical Services Plan. This includes items such as additional physiotherapy and chiropractic visits, as well as eye glass and/or contact lens coverage. Employees will be reimbursed a total of seventy-five (\$75.00) every two (2) years for vision exams.

Dental Plan

Dental care coverage has been designed to help you pay for your family's dental expenses, both for routine care and for expensive and unforeseen treatment.

- Plan A – Basic Services 100% - no maximum
- Plan B – Major Restorative Services 100% - no maximum
- Plan C – Orthodontics 80% - \$2,000 lifetime maximum per patient.

Group Insurance Plans

Life insurance – three (3) times annual salary. Additional voluntary insurance may be purchased by the employee subject to carrier limitations.

Accidental Death & Dismemberment - to three (3) times annual salary.

Payment on death of employee. When an employee on salary or in receipt of Short Term Disability, Long Term Disability benefits dies, the College shall pay his/her designated beneficiary an amount equal to one (1) month's salary without benefits, at the rate of salary in effect on the day of death.

20. SICK LEAVE PROVISION

The College pays approved sick leave absences to a maximum of thirty (30) consecutive calendar days. Employees do not accumulate sick leave benefits. Employees are required to provide medical information if requested.

21. SHORT TERM/LONG TERM DISABILITY BENEFITS

- 1) After an employee is absent more than thirty (30) consecutive calendar days, due to accident or illness, the provisions of the Short Term Disability Plan shall apply for a period of twenty-six (26) weeks. This income replaces the employees regular salary.

Premiums are paid by the College so that benefits are taxable. Benefits are paid at the rate of seventy-five percent (75%) of an employee's regular salary.

- 2) After an employee is absent more than twenty-six (26) weeks (exclusive of the thirty (30) consecutive calendar days of sick leave), due to accident or illness, the provisions of the Long Term Disability Plan shall apply. This income replaces the employee's regular salary. Premiums are paid by the College so that benefits are taxable. Benefits are paid at the rate of seventy-five percent (75%) of an employee's regular salary.
- 3) Where an employee, as a result of an illness or injury, receives any monies as compensation past or future wage loss, or otherwise, from any sources (eg. W.C.B., I.C.B.C., court action, etc.), the employee shall reimburse the College for all salary continuation benefits paid by the College to the employee under the Sick Leave, Short Term Disability and Long Term Disability provisions of this agreement.

22. COLLEGE PENSION PLAN

The employee's pension plan is governed by the *Public Sector Pension Plans Act* and participation is a condition of employment.

23. MEMBERSHIPS

The College may pay at its discretion, memberships in organizations and fees for employees to belong to organizations, either of a professional nature or directly related to the employee's work.

24. PARKING

Effective September 1, 1992, free parking will be provided to employees while working at a Douglas College site.

25. TRAVEL ALLOWANCES

Employees required to travel on College business shall be reimbursed for all reasonable expenses.

26. EARLY RETIREMENT PROGRAM

Qualified employees may apply for an early retirement incentive as described herein. The decision to grant or not grant an application for an early retirement incentive remains, in all cases, the unfettered right of the College, as represented by the President.

In order to qualify for consideration for an early retirement incentive the employee must:

1. be age 55 or over;
2. have a minimum of ten (10) years service in a permanent position at the College;
3. be at the maximum step of the salary scale;
4. resign for the purposes of retirement

An employee has the right to accept or decline an early retirement incentive offer made by the College within thirty (30) calendar days of the offer being proposed. In the event of acceptance of an offer of early retirement, an employee's date of retirement or leave shall be effective on a date mutually agreed upon by the College and the employee.

All applications for the program must be received in the President's office by January 1 in order to be eligible for consideration during that calendar year. All applications will be considered to be standing applications for the calendar year. Employees whose applications are not granted during the calendar year may reapply in subsequent years.

All approvals will be approved, in writing, specifying the option agreed upon and establishing the effective date of the employee's resignation/leave.

Alternatives

A. Lump Sum Payment

The retirement allowance will be paid in one sum on the date of retirement, or for optimum tax advantage, an agreed-upon deferred date, or in pre-determined installments, acceptable to the employee, and will be based on scale salary without allowances in the following amounts:

<u>Full years to age 65</u>	<u>Pay Out</u>
1	20% of annual salary
2	40% of annual salary
3	60% of annual salary
4	80% of annual salary
5 and greater	100% of annual salary

Or

B. Monthly Payment

The retirement allowance based on twenty percent (20%) of the retiring employee's pre-retirement monthly salary without allowance will be paid each month by the College into a pre-designated Registered Retirement Savings Plan or Trust Fund in the name of the retired employee to provide at the discretion of the retired employee a supplemental pension income upon attaining the age of sixty-five (65) years. Payments shall commence on the first day of the month coincident with, or next following, the date of early retirement and shall cease when the retired employee reaches the sixty-fifth (65th) birthday. In the event the retired employee dies prior to reaching the age of sixty-five (65), any contributions outstanding shall be payable by the College in a lump sum amount to the estate of the deceased. The maximum period of payment shall be sixty (60) months.

Or

C. Early Retirement Leave with Incentive

The College will preserve and carry the following benefits, as applicable:

1. Medical Plan
2. Extended Health Plan
3. Dental Plan

4. Group Life Insurance
5. Full pension contributions for each year of leave.

This option may be considered in combination with Option A provided the combined cost thereof does not exceed the cost of Option A alone. Where a combination is offered, the lump sum portion may be paid at the commencement of Early Retirement Leave rather than upon retirement at the option of the retiring employee.

NOTE: The College reserves the right to amend these options but will do so only after consultation with employees.

D. Financial Counselling

Each employee who is offered early retirement is entitled to attend a Financial Planning Workshop and receive up to three subsequent personal financial consultations. These consultations will be conducted by qualified Financial Consultants selected by the College and the College will pay the fees associated with these sessions.

27. TERMINATION

- 1) An employee may resign from an appointment by giving a minimum six (6) weeks written notice to the College President.
- 2) Employees may be terminated by the College for just and reasonable cause without notice or payment in lieu of notice.
- 3) In the event that the President declares an excluded position redundant and cannot accommodate the affected employee in another College position, the President shall provide notice or severance in lieu of notice equal to one month for each completed year of service with the College, not to exceed legislated maximum notice/severance periods as established by the *Public Sector Employers Act*, R.S.B.C. 1996, c. 384 and the *Employment Termination Standards*, B.C. Reg. 379/197.

28. RETIREMENT

- 1) An employee may retire from an appointment by giving minimum four months written notice to the College President.
- 2) An employee who retires is not precluded from subsequently applying to work at the College under the terms of a personal services contract.

29. COPYRIGHTS

The ownership of and copyright to teaching aids, films, outlines, notes, manuals, apparatus, etc. which have been designed, written or constructed by College employees, on College time, with College materials through College funds, or with technical or clerical assistance provided by the College, is vested in Douglas College. Employees are encouraged, however, to collaborate in the authorship of textbooks and other educational devices in their own fields. When beginning such work, employees should discuss details with the College President, as an agreement may be reached to give copyrights to the employee.

APPENDIX A - EXCLUDED EMPLOYEE SALARY SCHEDULE

(EFFECTIVE APRIL 1, 2009)

Band Level	STEP						MERIT
	1	2	3	4	5	6	
1	43,041	44,143	45,277	46,437	47,627	48,848	
2	47,684	48,906	50,160	51,448	52,766	54,119	
3	57,546	59,021	60,536	62,086	63,679	65,312	
4	64,679	66,338	68,039	69,783	71,573	73,407	
5	69,466	71,248	73,074	74,948	76,870	78,841	
6	80,622	82,688	84,809	86,984	89,213	91,501	
7	85,121	87,303	89,542	91,839	94,193	96,609	
8	92,782	95,160	97,600	100,102	102,669	105,301	
9	99,819	102,377	105,003	107,695	110,457	113,290	
10	103,935	106,601	109,334	112,137	115,012	117,962*	
11	112,840	115,734	118,702	121,745	124,866	128,067*	140,874**
12	121,745	124,866	128,068	131,352	134,719	138,155*	151,964**

**effective upon conclusion of fully satisfactory evaluation approval of the President*

***effective upon conclusion of excellent evaluation approval of the President*

APPENDIX B - EXCLUDED ADMINISTRATION EMPLOYEE ALLOCATION TO PAY GRADES

Pay Grade	Job Title
1	Vacant
2	Employee Relations Assistant
3	Administrative Assistant, External Relations & Administration Administrative Assistant, Education Administrative Assistant, Employee Relations Administrative Assistant, Educational Services Administrative Assistant, Finance and Administration
4	Employee Relations Advisor Executive Assistant, College Board Executive Assistant, President
5	Manager, Bookstores Manager, CMO Marketing and Operations Manager, Financial Information Manager, Institutional Research
6	Associate Registrars Employee Relations Manager, Benefits Employee Relations Manager, Compensation and Planning Employee Relations Manager, Development Employee Relations Manager, Systems Manager, Application Services Manager, Learning Support and Client Services Managers, Facilities Services (all campuses) Manager, International Education Manager, Office for New Students Managers, Payroll Services and Systems Manager, Technology Services Operations Manager, The Training Group
7	Associate Director, Facilities Services Comptroller Director, Institutional Research Director, Recreation, Athletics and Campus Life Manager, Accounting Information and Internal Audit Manager, Accounting Information – Self Funded Activities Manager, International Education, Contracts and Projects Manager, International Marketing and Recruitment

8	Associate Dean, Child, Family and Community Studies Associate Dean, Commerce and Business Administration Associate Dean, Health Sciences Associate Dean, Humanities and Social Sciences Associate Director, Community Contract Services Director, Centre for International Education Director, Communications and Marketing Director, Learning Resources International Business Officer, Special Affairs
9	Director, Centre for Educational and Information Technology Director, Community and Contract Services Registrar
10	Dean, Child, Family & Community Studies Dean, Commerce and Business Administration Dean, Health Sciences Dean, Humanities and Social Sciences Dean, Language, Literature and Performing Arts Dean, Science and Technology Dean, Student Development Special Projects Officer, Office of the Vice President Education Director, Facilities Services Director, Finance
11	Associate Vice President, Employee Relations Associate Vice President, External Relations Associate Vice President, International Education
12	Vice President, Educational Services Vice President, Finance and Administration Vice President, Education