

Schedule F

ADMINISTRATIVE AND PROFESSIONAL OFFICER

TABLE OF CONTENTS

Article F1: Appointments 242
Article F2: Establishment and Evaluation of Positions 243
Article F3: University Responsibilities 246
Article F4: Professional / Educational Leave 247
Article F5: Probation and Continuing Appointment 248
Article F6: Performance Review, Evaluation and Professional Development 249
Article F7: Unacceptable Performance 251
Article F8: Appeals 252
Article F9: Salaries and Benefits..... 254
Article F10: Reorganization 255
Article F11: Financial Emergency 257
Article F12: Delegation 260

Appendix F.1: Letter of Appointment 262
Appendix F.2: Notice of Retirement 263
Appendix F.3: Copyright Regulations (2016) 265
Appendix F.4: The University’s APO Position Evaluation Plan 268
Appendix F.5: Guidelines for Transfer, Placement & Job Transition Assistance 271
Appendix F.6: Interpretation of Article 10 273
Appendix F.7: Annual Report (PREPD)..... 274
Appendix F.8: APO Member Salary Scales 283
Appendix F.9: Definitions 285

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:
- a) the variations have been recommended by a Supervisor and are approved in writing by the APO Member; and
 - b) the Provost has consulted with the President of the Association prior to approval.

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

Provost Responsibility

F2.01 The Provost shall:

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

APO Position Evaluation Process Panel (PEPP)

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

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

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

F2.02.3 The responsibilities of PEPP shall be to:

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

Position Description

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

- F2.03.2 Position descriptions and their associated evaluation points shall be available to the Association, or to an APO Member upon request with reasonable notice. The Employer shall designate a person to act as custodian of position descriptions for this purpose.
- F2.03.3 A position description should be reviewed by the Supervisor every 5 years. The position description must be reviewed when the position is vacated prior to it being refilled. If significant changes have occurred and are not reflected in the current position description, a new position description should be completed in accordance with Article F2.03.1 and submitted for evaluation.

Position Evaluation Process

- F2.04.1 A position description shall be evaluated by the Administration upon:
- a) the request of the incumbent APO Member; or
 - b) the request of the Supervisor, Dean, or Vice-President; or
 - c) the request of PEPP; or
 - d) the request of the Vice-Provost and Associate Vice-President (Human Resources).
- 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 Vice-Provost and Associate Vice-President (Human Resources) 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 Vice-Provost and Associate Vice-President (Human Resources) 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 Vice-Provost and Associate Vice-President (Human Resources) 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 Vice-Provost and Associate Vice-President (Human Resources). 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 Vice-Provost and Associate Vice-President (Human Resources) shall make a ruling. If the challenge is upheld, the PEAC member(s) will be replaced with other member(s) appointed by the Vice-Provost and Associate Vice-President (Human Resources). If the challenge is not upheld, the PEAC review will proceed with the existing members. The decision of the Vice-Provost and Associate Vice-President (Human Resources) 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 Vice-Provost and Associate Vice-President (Human Resources) 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 Vice-Provost and Associate Vice-President (Human Resources) 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 Vice-Provost and Associate Vice-President (Human Resources) 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 Vice-Provost and Associate Vice-President (Human Resources) 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 Vice-Provost and Associate Vice-President (Human Resources) 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 Vice-Provost and Associate Vice-President (Human Resources). Such consent shall not be unreasonably withheld.

Article F3: University Responsibilities

Basic Responsibilities

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

Supplementary Responsibility at the University

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

Supplementary Professional Activity Outside the University

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

Article F4: Professional / Educational Leave

Eligibility

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

Application Process

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

Terms and Conditions

- F4.03.1 If an application for Professional / Educational Leave has been approved, an APO Member shall:
- a) receive a salary of 80% of the APO Member's basic University 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 be required to sign a return to service agreement prior to going on leave with the return period not to exceed the period of the leave.

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

Article F5: Probation and Continuing Appointment

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

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

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

F5.01.4 The probationary appointment for an APO Member who is appointed for the first time under this Agreement shall normally be for a period of two years. An APO Member shall be appointed to a two-year probationary period only once during their continuous employment under this Agreement.

F5.01.5 An APO Member with a Continuing Appointment who is appointed to another position under this Agreement shall serve a reduced probationary period, as follows:

- a) Up to and including 7 years of service under this Agreement, a probationary period of up to 12 continuous months;
- b) Longer than 7 years of service under this Agreement, a probationary period of up to 6 continuous months.

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 at least every 6 months 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 two-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 two-year probationary period or by 6 months for an APO Member who has a reduced probationary period; or
 - c) the probationary appointment shall be terminated and no further appointment shall be offered to the APO Member.
- F5.02.4 Continuing Appointment shall in no sense be the right of an APO Member who has served the time of probation. The performance of the APO Member during probation shall indicate that the APO Member will in future be capable of contributing effectively in the performance of his/her responsibilities to the University.

Termination During Probation

- F5.03.1 During the probationary period, a Supervisor may recommend and the Vice-President may approve the termination of the probationary appointment of an APO Member by giving one month's written notice of such termination. The effective date of the termination shall be one month from the date of notice, but the assignment of responsibilities may cease as of the date of notice.
- F5.03.2 If termination is recommended during, or at the end of probation, the Vice-President shall provide the APO Member with an opportunity to respond before acting on the recommendation.

Termination Entitlements

- F5.04.1 If a Continuing Appointment is not being offered (under Articles F5.02.1 or F5.02.3) to an APO Member whose first appointment to the University is under this Agreement, the APO Member shall receive a severance payment equivalent to two months' salary (less any required deductions). If the probationary period has been extended beyond two years, severance entitlement will be extended on a pro rata basis. The severance payment shall be at the same rate as if the APO Member had continued on staff.
- F5.04.2 If the APO Member is not being offered a Continuing Appointment and he/she has previous continuous service in other appointments with the University, this service shall be taken into consideration in the determination of the severance payment. The APO Member shall receive a severance payment (less required deductions) of one month's salary for each year of continuous employment with a maximum payment of 12 months' salary. Severance shall be based on the salary being earned on the last day of employment.

Article F6: Performance Review, Evaluation and Professional Development

- F6.01.1 The Dean or Vice-President shall promote consistency in the application of standards in the review of all APO Members in their area.
- F6.01.2 The Supervisor and the APO Member shall jointly be responsible for ensuring that the APO Member's performance is reviewed annually in accordance with the APO Member Performance Review, Evaluation and Professional Development system (PREPD). Details of the system are outlined in Appendix F.7.
- F6.01.3 The APO Member's annual PREPD (Annual Report) is based upon the performance of duties and responsibilities outlined in the Position Description (see Article F2) and the goals and objectives from the annual performance plan.
- F6.01.4 Each APO Member will complete and submit an Annual Report to their Supervisor. The Supervisor will first review the Annual Report, meet with the APO Member to discuss the Annual Report, and provide written commentary on the performance of the APO Member. The APO

Member will have an opportunity to provide commentary on the Annual Report and will sign to acknowledge that they have received and read the document.

- F6.01.5 The Supervisor shall provide a copy of the final performance review to the APO Member, together with any materials relied upon in making the recommendation, including a summary of any confidential information. This information will be summarized with sufficient detail that the APO Member can identify and respond to the issues raised.
- F6.01.6 The Supervisor shall submit a summary of the performance review and Increment 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 Increment decisions are approved by the Provost, the APO Member shall be informed of the decision in writing.
- F6.01.8 Evaluating performance for approved leaves: when total periods of leave (for example, Maternity Leave, Parental Leave, and Medical Leave) are for less than 6 months of a performance review period, the performance of the APO Member will be extrapolated to the full year.
- F6.01.9 When total periods of leave (single leave or combination of leaves) are for 6 months or longer of a performance review period, these time periods will not be considered in the evaluation of performance and Article 13.10 (c) shall apply for the purposes of evaluation. Notwithstanding, an APO Member may request the Supervisor take into account activities while on a leave for 6 months or longer of a performance review period. The onus shall be on the APO Member in material appended to the Annual Report to demonstrate to the Supervisor why such activity should be recognized.
- F6.01.10 Increments are awarded for meritorious performance and are not in any way automatic nor based on years of service.

Supervisor's Recommendation: The award of merit Increments

- F6.02.1 Each year, the Supervisor shall recommend to the Dean or Vice-President who shall recommend to the Provost whether the APO Member should receive an Increment based on performance in the preceding year. The performance review period will be from April 1 to March 31. Increments take effect on July 1. The recommendation shall be one of the following:
- a) a single Increment;
 - b) a multiple Increment, which may be one and one-half, double, two and one-half or triple a single Increment;
 - c) a one-half Increment, which is one-half of a single Increment;
 - d) a partial Increment, which is an Increment that is less than a single Increment but not a one-half Increment and which will bring the salary of an APO Member to the salary ceiling of the APO Member's present rank;
 - e) an increment less than what would be recommended by the Supervisor but which brings the salary of an APO Member to the salary ceiling of the present salary range for the position;
 - f) no Increment;
 - g) In addition to the above, Increments may be awarded in quarter Increments ranging from 0.50 to 3.00 (i.e., 0.50, 0.75, 1.00, 1.25, 1.50, 1.75, 2.00, 2.25, 2.50, 2.75, 3.00).
- F6.02.2 An incrementation award of less than 1.0 is appealable.

Supervisor's Recommendation: No Increment awarded

- F6.03.1 If the Supervisor, or the Dean or Vice-President, recommends that no Increment be awarded to an APO member, or if the Provost decides that no Increment be awarded to an APO Member, in any case, the decision shall be cited as one of the following:
- a) that maximum salary for the position has been reached but performance is marginal or above;

- b) [vacant]
- 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 no 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)

Pro-rated Increment

F6.04.1 An APO member whose appointment takes effect in the period April 1 to July 1, inclusive, is eligible to receive a full Increment at one of the values referred to in Article F6.02.1 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 a pro-rated Increment on the next following July 1, the proportion of a full Increment depending 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 an Increment on the next following July 1.

Article F7: Unacceptable Performance

First Awarding of No Increment

F7.01.1 Within 20 days following the awarding of no increment or the decision of an appeal under Article F8 confirming no Increment (Article F6.03.1(d)), a meeting will be held with the Supervisor, the APO Member, a representative of Human Resource Services, and a representative of the Association. The purpose of the meeting shall be to produce a plan for improvements (hereafter referred to as a Performance Improvement Plan) that the APO Member must make to their performance which will allow them to reach a level of satisfactory performance the following year. The discussion should include any assistance that can be reasonably provided by the Employer to improve the APO Member's performance. Where there is disagreement on the content of the Performance Improvement Plan, the Supervisor will make the determination.

F7.01.2 Meetings between the Supervisor and the APO Member will be held to discuss the APO Member's progress towards achieving the objectives set out in Performance Improvement Plan. A report of these meetings will be forwarded by the Supervisor to the APO Member, Human Resource Services, and the Association.

Second Awarding of No Increment

F7.02.1 Within 20 days of receiving no 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 impose a different penalty 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:
- a) that an APO Member probationary appointment be terminated under Article F5.03.1;
 - 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 a single 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) 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), 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 Vice Provost and Associate Vice-President (Human Resources), 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 Vice-Provost and Associate Vice-President (Human Resources) 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 employment at the University, with a minimum payment of 3 months' salary and a maximum payment of 12 months' salary. The effective date of the lay-off and the date for determining length of service and rate of salary shall be the last day of the notice period under Article F10.04.1.

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

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

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

Recall

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

Article F11: Financial Emergency

Preamble

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

Definitions

F11.02 In this Article:

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

Financial Emergency Procedures

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

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

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

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

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

VSIP

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

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

F11.04.3 [Vacant]

F11.04.4 [Vacant]

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

- F11.04.6 When announcing the VSIP, the President shall, after consultation with the Association, advise of the amount of Savings predicted through the VSIP.
- F11.04.7 Based on the predicted Savings under Article F11.04.5, the President shall allocate to each Vice-President the number of applications which may be accepted for a VSIP severance payment. Such allocations shall be made following consultation with the Association. The total of such accepted applications shall be sufficient to allow the necessary Savings to be met. Each Vice-President may identify certain APO Members who are ineligible to apply when the Vice-President determines that the positions so identified are necessary for the continued operation of the University notwithstanding the financial emergency and those APO Members shall be informed of the decision before the applications are invited.
- F11.04.8 An Eligible staff member may apply for a VSIP payment to the Vice-President within the time limit set under F11.04.10.
- F11.04.9 The Vice-President is authorized to approve such applications provided the allocations under Article F11.04.7 are honored.
- F11.04.10 If applications exceed the number allocated to the Vice-President, persons with the greatest number of years of service as a Staff Member shall be approved first.
- F11.04.11 Applications for VSIP payments must be submitted no later than 3 days following the submission of the report by the Commission (under Article F11.05.11) or 30 days from its establishment (under Article F11.05.4), whichever is the later.
- F11.04.12 The termination date for an APO Member who has been approved for a VSIP shall be no earlier than 3 months after the deadline for applications (under Article F11.04.11) with the specific termination date to be determined by the Vice-President.

Determination of Financial Emergency

- F11.05.1 The President shall, as soon as possible following the decision under Article F11.03.3, submit a proposal regarding Financial Emergency to APC for its consideration; the Association shall have the right to submit a statement to APC and to send one or two observers (voice but no vote) to APC meetings at which this matter is discussed.
- F11.05.2 If, after consideration, APC concludes that a Financial Emergency exists, it shall so declare. From the date of the declaration, the procedures specified hereafter in this Article F11 shall apply. The declaration shall be issued within 10 days following receipt of the President's proposal.
- F11.05.3 Within 5 days following the declaration under Article F11.05.2, APC shall forward to the Association a copy of all financial documentation which was before APC.
- F11.05.4 Within 10 days following the declaration under Article F11.05.2, the President and the Association shall establish a Commission which shall review the declaration of APC and either (a) confirm it or (b) reject it. At the same time, the President and Association shall jointly invite submissions to the Commission.
- F11.05.5 The Commission established under Article F11.05.4 shall consist of 5 persons agreed upon by the President and the Association. If the President and the Association cannot agree on the 5 persons, either party may apply to the Auditor-General of Alberta who shall select the persons needed to fill the membership on the Commission.
- F11.05.6 If either party fails to undertake its responsibility under Article F11.05.4, then the other may select the members of the Commission.
- F11.05.7 The Commission shall select its own chair from among its 5 members.
- F11.05.8 The Commission shall have the right to inspect relevant University financial records.

F11.05.9 The Commission shall meet within 10 days of the appointment of its last member.

F11.05.10 Without restricting the generality of its authority and responsibilities, the Commission shall consider the following:

- a) whether the University's financial position (as evidenced from the total budget and not just the academic or salary components thereof) constitutes a budgetary crisis such that deficits projected are expected to continue;
- b) whether in view of the primacy of academic goals at the University the reduction of academic staff is a reasonable type of cost-saving;
- c) whether all reasonable means of achieving cost-saving in other areas of the University budget have been explored;
- d) whether all reasonable means of improving the University's revenue position have been explored; and
- e) whether enrolment projections are consistent with a proposed reduction in the academic staff complement.

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

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

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

Implementation of Financial Emergency

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

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

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

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

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

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

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

- F11.06.6 Severance and notice for APO Members who are laid-off under Article F11.06.4 shall be the same as for those who are laid-off under Article F10. The termination date shall be not earlier than 3 months after the deadline for application under Article F11.04.11 (which shall be the equivalent of the notice period) but the specific date should be determined by the Vice-President.
- F11.06.7 The Board's proposals under Article F11.06.2 shall be put to a vote of APO Members, with such a vote to be completed within 20 days of the Board's submission under Article F11.06.2. If more than two options are provided, the vote shall be by preferential ballot.
- F11.06.8 The vote of the APO Members under Article F11.06.7 shall be final and binding upon the Board, the Association and the APO Members.
- F11.06.9 Any changes to salaries/salary scales and benefits of APO Members resulting from application of Articles F11.06.1 - F11.06.8 shall be made notwithstanding the provisions of Articles 2.12 - 2.20 for the time specified in the proposals under Articles F11.06.1 - F11.06.8.

Exclusion

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

Article F12: Delegation

- F12.01 The Board confirms delegation of its powers, duties and functions for the performance of its responsibilities contemplated by the terms of the Common Agreement and this Schedule F (with the power to subdelegate as set out in this Article), including responsibilities assigned to a person or committee pursuant to:
- a) Article F1 – Appointments
 - b) Article F2 – Establishment and Evaluation of Positions
 - c) Article F3 – Probation and Continuing Appointment
 - d) Article F6 – Performance Review, Evaluation and Professional Development
 - e) Article F7 – Unacceptable Performance
 - f) Article F8 – Appeals
 - g) Article 7 – Discipline
 - h) Article F10 – Reorganization
 - i) Article F11 – Financial Emergency
 - j) Such other matters as the parties may mutually confirm in writing from time to time, and with power to delegate further as set out in this Article.
- F12.02 The authority of any party described in Article F12 to delegate responsibilities under this Article includes the authority to revoke those delegated responsibilities and to exercise those responsibilities directly. The revocation of a delegated responsibility does not nullify decisions, order, directions or recommendations made at the time the delegation of responsibilities remained in effect.
- F12.03 A senior administrator of the University may delegate to another senior administrator of the University or to an APO Member any of the responsibilities assigned in this agreement to the senior administrator, subject to approval in writing by the administrator to whom the senior administrator reports.
- F12.04 The President of the Association may delegate any responsibility to another member of the executive of the Association or to the Executive Director of the Association.
- F12.05 All delegations of responsibility and revocations of delegation under this article shall be in writing.
- F12.06 If, in the Common Agreement or this Schedule F, a decision is to be made by the Association, the decision shall be made by the President of the Association subject to such restriction as the

Association, acting in accordance with its bylaws, may determine. Any Association policy which restricts the ability of the President of the Association to act shall be communicated in writing to the Provost.

Appendix F.1: Letter of Appointment



[Office Name]

[Name]
[Address]

[Enter Date]

Dear [Name]

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

The specific terms of the appointment offer are:

1. Position/title:
2. Faculty:
Department:
3. Effective Date:
4. Probationary Period: _____ to _____
5. (a) Initial salary rate: \$ _____ per annum
(b) Present (2018-2020) salary range for position based on # Hay points;
Minimum: \$ _____ per annum; maximum: \$ _____ per annum.
6. Special Conditions:

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

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

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

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

Yours sincerely,

[Name]
[Title]

Received by University

ACCEPTANCE

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

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

Signature

Appendix F.2: Notice of Retirement

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

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

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

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

B.1. Normal Retirement

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

The effective date of my normal retirement is _____

B. 2. Early Retirement

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

I intend to retire on _____ and I intend to retire on that date.

B. 3. Deferred Retirement

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

I intend to retire on _____

Declaration:

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

SIGNATURE OF STAFF MEMBER

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

Phased Retirement (Article 18.09)

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

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

ALL AGREEMENTS: At least three (3) months prior to completing arrangements for a phased retirement period, the Department Chair (or Supervisor or Chief Librarian) shall provide in writing to the Staff Member the assignment of duties required under the part time status and the

Department Chair (or Supervisor or Chief Librarian) and the Staff Member shall agree in writing on the expectations of the Staff Member in duties expected but not directly assigned.

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

Pre-retirement

OR

DATE

Post-retirement

C. 2. INDICATE PERIOD OF:

PHASED PRE-RETIREMENT

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

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

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

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

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

SIGNATURE INDICATES ACKNOWLEDGMENT:

NAME OF DEPARTMENT CHAIR OR SUPERVISOR

FORWARD TO THE DEAN OR VICE-PRESIDENT FOR SIGNATURE.

OR

PHASED POST-RETIREMENT

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

NAME OF DEAN OR VICE-PRESIDENT

TO

START DATE

END DATE

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

NAME OF PROVOST

SIGNATURE OF DEPARTMENT CHAIR OR SUPERVISOR

DATE

Appendix F.3: Copyright Regulations (2016)

1. Ownership

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

2. University Licence

General Principles

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

Limited Exception – Works Created to Fulfill Assigned Course Responsibilities

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

3. Computer Programs and the University Patent Policy

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

4. Conflict of Interest and Conflict of Commitment

- 4.1 The University has an interest in ensuring that Works created by its own Staff Members are not used to compete with or undermine the University's educational mission or activities. Therefore, a

Staff Member's creation and use of Works in which the Staff Member owns copyright remain subject to the University's conflict of interest and conflict of commitment policies.

5. Collaborative Works

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

6. Guidelines

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

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

Introduction

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

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

A. POSITION DESCRIPTION

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

B. JOB EVALUATION USING THE HAY METHOD OF JOB EVALUATION¹

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

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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.

5) Know-How

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

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

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

6) Problem-Solving

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

7) Accountability

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

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

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

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

C. SALARY RANGE ESTABLISHMENT

- 1) Salary ranges at the University should be (a) internally equitable and (b) externally competitive. The former is accomplished through the use of the job evaluation process described above. An attempt to achieve the latter is made, in part, through the comparison of salary dollars per Hay Point at the University and at organizations outside the University which also use the Hay Guide Chart® Profile Method of Job Evaluation.
- 2) A salary policy line is negotiated each year by the Board and the Association relative to Hay Points assigned which represents the mid-point of the basic salary range. The equation for determining the salary of a position is outlined in Article 20.01.

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

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

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.*

Both the APO Member and the Vice-President may be accompanied by an advisor.

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.*

The following guidelines are an attempt to interpret and apply the provisions of 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 under Articles 14 and 15 of the Agreement. The Vice-Provost and Associate Vice-President (Human Resources) shall be the contact for questions about the application of these guidelines.

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: Interpretation of Article 10

The following is a formal interpretation of Article F10 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. This interpretation has been approved under the provisions of Article 28 of the 1995 APO Agreement.

Interpretation

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 Article F10.02 shall apply.
3. If a new APO position is to be established in the newly merged Department, the incumbent APO Members in the Departments merged shall automatically be candidates for appointment to the new position and the appropriate Vice-President shall so advise them, 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. Unsuccessful candidates who were from the Departments merged will be granted severance pay under Article F10.04.
8. Notwithstanding the foregoing, an APO from the Departments merged may not wish to be considered in the application of these procedures and, rather, be granted the severance associated with termination. In such an event, the APO may so apply to the appropriate Vice-President. The Vice-President shall consult with the Association and with appropriate administrative officers and may either
 - a) approve the request, thereby authorizing the payment of a severance allowance whether or not other APO Members are eligible for the competition (which will be the normal case) or
 - b) deny the request where the needs of the University can best be met, in the opinion of the Vice-President, by having the APO Member remain as a candidate.

Appendix F.7: Annual Report (PREPD)



University of Alberta
Administrative and Professional Officer (APO)
Annual Report: Performance Review, Evaluation, and
Professional Development (PREPD)

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

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

Overview of Position

A. Primary Roles and Responsibilities

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

--

B. Changes in Duties

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

--

C. Core, Specific, or Professional Competencies

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

IDENTIFIED COMPETENCIES

Annual Report of Performance

A. Key Areas of Focus or Goals

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

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

Key Area of Focus
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 <input type="checkbox"/> Not applicable
Informal Development Activities <input type="checkbox"/> Not applicable
Research & Scholarly Activities <input type="checkbox"/> Not applicable

C. Supervisor Summary Comments and Rationale for Increment

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

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

Increment Recommendation (to be completed by the supervisor)

Following the assessment of your employees, please check the appropriate box for performance rating and increment recommendation, both of which are found below. See attached appendix for definitions of

performance ratings and increment recommendations. In the case of no merit (0.0) increment recommendation, the recommendation shall be identified as meaning one of the following:

- a) That maximum salary for the position has been reached but performance is marginal or above;
- c) That performance while on authorized leave could not be properly evaluated; or
- d) That performance is unsatisfactory.

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

Performance Rating *(to be completed by the supervisor)*

<input type="checkbox"/> Consistently Exceeded Expectations	<input type="checkbox"/> Met Expectations	<input type="checkbox"/> Marginal	<input type="checkbox"/> Unsatisfactory
---	---	-----------------------------------	---

Supervisor Comments:

Employee Comments:

Signatures

The Annual Report of Performance

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

Employee Signature

Date

Supervisor Signature

Date

Chair or Director Signature *(if applicable)*

Date

Dean or Vice-President Signature

Date

Performance Plan for the Upcoming Year

A. Key Areas of Focus and Goals

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

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

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

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

Key Area of Focus
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 to the upcoming year and indicate how these activities will help you to reach your desired goals. Development may include a combination of user-directed and organization-directed opportunities and should be recognized as such within this section.

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

Although it is not necessary to connect all professional development to current work, there is often an opportunity to help the APO develop new skills to ensure successful goal achievement. In many situations, the achievement of a new goal may require an enhanced ability to perform certain tasks, demonstrate competencies, or create new methods for carrying out work. Good conversations related to professional development encourage APOs to connect the dots between development and goal achievement.

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

Signatures

Upcoming Year’s Performance Plan

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

Employee Signature

Date

Supervisor Signature

Date

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

Appendix 1: Increment Recommendations and Performance Ratings

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

Appendix 2: Definitions of Competencies

Core Competencies

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

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

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

Unit Specific or Professional Competencies

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

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

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

Suggested Process

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

The following are guidelines for recommended timelines/ process:

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

Appendix F.8: APO Member Salary Scales

Full-time APO Members
July 1, 2018 to June 30, 2020

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	\$123,672	\$206,120	\$5,153	\$123,672	\$128,825	\$133,978	\$139,131	\$144,284	\$149,437	\$154,590	\$159,743	\$164,896	\$170,049	\$175,202	\$180,355	\$185,508	\$190,661	\$195,814	\$200,967	\$206,120	1418
A87	1292	\$115,969	\$193,281	\$4,832	\$115,969	\$120,801	\$125,633	\$130,465	\$135,297	\$140,129	\$144,961	\$149,793	\$154,625	\$159,457	\$164,289	\$169,121	\$173,953	\$178,785	\$183,617	\$188,449	\$193,281	1292
A85	1232	\$112,300	\$187,164	\$4,679	\$112,300	\$116,979	\$121,658	\$126,337	\$131,016	\$135,695	\$140,374	\$145,053	\$149,732	\$154,411	\$159,090	\$163,769	\$168,448	\$173,127	\$177,806	\$182,485	\$187,164	1232
A84	1182	\$109,244	\$182,076	\$4,552	\$109,244	\$113,796	\$118,348	\$122,900	\$127,452	\$132,004	\$136,556	\$141,108	\$145,660	\$150,212	\$154,764	\$159,316	\$163,868	\$168,420	\$172,972	\$177,524	\$182,076	1182
A83	1142	\$106,798	\$177,998	\$4,450	\$106,798	\$111,248	\$115,698	\$120,148	\$124,598	\$129,048	\$133,498	\$137,948	\$142,398	\$146,848	\$151,298	\$155,748	\$160,198	\$164,648	\$169,098	\$173,548	\$177,998	1142
A79	1040	\$100,562	\$167,602	\$4,190	\$100,562	\$104,752	\$108,942	\$113,132	\$117,322	\$121,512	\$125,702	\$129,892	\$134,082	\$138,272	\$142,462	\$146,652	\$150,842	\$155,032	\$159,222	\$163,412	\$167,602	1040
A78	1028	\$99,829	\$166,389	\$4,160	\$99,829	\$103,989	\$108,149	\$112,309	\$116,469	\$120,629	\$124,789	\$128,949	\$133,109	\$137,269	\$141,429	\$145,589	\$149,749	\$153,909	\$158,069	\$162,229	\$166,389	1028
A77	994	\$97,750	\$162,918	\$4,073	\$97,750	\$101,823	\$105,896	\$109,969	\$114,042	\$118,115	\$122,188	\$126,261	\$130,334	\$134,407	\$138,480	\$142,553	\$146,626	\$150,699	\$154,772	\$158,845	\$162,918	994
A75	954	\$95,305	\$158,841	\$3,971	\$95,305	\$99,276	\$103,247	\$107,218	\$111,189	\$115,160	\$119,131	\$123,102	\$127,073	\$131,044	\$135,015	\$138,986	\$142,957	\$146,928	\$150,899	\$154,870	\$158,841	954
A71	904	\$92,248	\$153,752	\$3,844	\$92,248	\$96,092	\$99,936	\$103,780	\$107,624	\$111,468	\$115,312	\$119,156	\$123,000	\$126,844	\$130,688	\$134,532	\$138,376	\$142,220	\$146,064	\$149,908	\$153,752	904
A69	864	\$89,802	\$149,674	\$3,742	\$89,802	\$93,544	\$97,286	\$101,028	\$104,770	\$108,512	\$112,254	\$115,996	\$119,738	\$123,480	\$127,222	\$130,964	\$134,706	\$138,448	\$142,190	\$145,932	\$149,674	864
A66	830	\$87,724	\$146,204	\$3,655	\$87,724	\$91,379	\$95,034	\$98,689	\$102,344	\$105,999	\$109,654	\$113,309	\$116,964	\$120,619	\$124,274	\$127,929	\$131,584	\$135,239	\$138,894	\$142,549	\$146,204	830
A64	800	\$85,890	\$143,154	\$3,579	\$85,890	\$89,469	\$93,048	\$96,627	\$100,206	\$103,785	\$107,364	\$110,943	\$114,522	\$118,101	\$121,680	\$125,259	\$128,838	\$132,417	\$135,996	\$139,575	\$143,154	800
A62	775	\$84,361	\$140,601	\$3,515	\$84,361	\$87,876	\$91,391	\$94,906	\$98,421	\$101,936	\$105,451	\$108,966	\$112,481	\$115,996	\$119,511	\$123,026	\$126,541	\$130,056	\$133,571	\$137,086	\$140,601	775
A60	755	\$83,138	\$138,562	\$3,464	\$83,138	\$86,602	\$90,066	\$93,530	\$96,994	\$100,458	\$103,922	\$107,386	\$110,850	\$114,314	\$117,778	\$121,242	\$124,706	\$128,170	\$131,634	\$135,098	\$138,562	755
A58	732	\$81,732	\$136,228	\$3,406	\$81,732	\$85,138	\$88,544	\$91,950	\$95,356	\$98,762	\$102,168	\$105,574	\$108,980	\$112,386	\$115,792	\$119,198	\$122,604	\$126,010	\$129,416	\$132,822	\$136,228	732
A57	725	\$81,304	\$135,512	\$3,388	\$81,304	\$84,692	\$88,080	\$91,468	\$94,856	\$98,244	\$101,632	\$105,020	\$108,408	\$111,796	\$115,184	\$118,572	\$121,960	\$125,348	\$128,736	\$132,124	\$135,512	725
A56	702	\$79,898	\$133,162	\$3,329	\$79,898	\$83,227	\$86,556	\$89,885	\$93,214	\$96,543	\$99,872	\$103,201	\$106,530	\$109,859	\$113,188	\$116,517	\$119,846	\$123,175	\$126,504	\$129,833	\$133,162	702
A55	700	\$79,776	\$132,960	\$3,324	\$79,776	\$83,100	\$86,424	\$89,748	\$93,072	\$96,396	\$99,720	\$103,044	\$106,368	\$109,692	\$113,016	\$116,340	\$119,664	\$122,988	\$126,312	\$129,636	\$132,960	700
A53	677	\$78,370	\$130,610	\$3,265	\$78,370	\$81,635	\$84,900	\$88,165	\$91,430	\$94,695	\$97,960	\$101,225	\$104,490	\$107,755	\$111,020	\$114,285	\$117,550	\$120,815	\$124,080	\$127,345	\$130,610	677
A49	654	\$76,964	\$128,276	\$3,207	\$76,964	\$80,171	\$83,378	\$86,585	\$89,792	\$92,999	\$96,206	\$99,413	\$102,620	\$105,827	\$109,034	\$112,241	\$115,448	\$118,655	\$121,862	\$125,069	\$128,276	654
A48	636	\$75,863	\$126,439	\$3,161	\$75,863	\$79,024	\$82,185	\$85,346	\$88,507	\$91,668	\$94,829	\$97,990	\$101,151	\$104,312	\$107,473	\$110,634	\$113,795	\$116,956	\$120,117	\$123,278	\$126,439	636
A43	611	\$74,335	\$123,887	\$3,097	\$74,335	\$77,432	\$80,529	\$83,626	\$86,723	\$89,820	\$92,917	\$96,014	\$99,111	\$102,208	\$105,305	\$108,402	\$111,499	\$114,596	\$117,693	\$120,790	\$123,887	611
A41	594	\$73,296	\$122,160	\$3,054	\$73,296	\$76,350	\$79,404	\$82,458	\$85,512	\$88,566	\$91,620	\$94,674	\$97,728	\$100,782	\$103,836	\$106,890	\$109,944	\$112,998	\$116,052	\$119,106	\$122,160	594
A40	588	\$72,929	\$121,553	\$3,039	\$72,929	\$75,968	\$79,007	\$82,046	\$85,085	\$88,124	\$91,163	\$94,202	\$97,241	\$100,280	\$103,319	\$106,358	\$109,397	\$112,436	\$115,475	\$118,514	\$121,553	588
A38	571	\$71,889	\$119,809	\$2,995	\$71,889	\$74,884	\$77,879	\$80,874	\$83,869	\$86,864	\$89,859	\$92,854	\$95,849	\$98,844	\$101,839	\$104,834	\$107,829	\$110,824	\$113,819	\$116,814	\$119,809	571

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
A37	568	\$71,706	\$119,514	\$2,988	\$71,706	\$74,694	\$77,682	\$80,670	\$83,658	\$86,646	\$89,634	\$92,622	\$95,610	\$98,598	\$101,586	\$104,574	\$107,562	\$110,550	\$113,538	\$116,526	\$119,514	568
A35	554	\$70,850	\$118,082	\$2,952	\$70,850	\$73,802	\$76,754	\$79,706	\$82,658	\$85,610	\$88,562	\$91,514	\$94,466	\$97,418	\$100,370	\$103,322	\$106,274	\$109,226	\$112,178	\$115,130	\$118,082	554
A34	551	\$70,667	\$117,771	\$2,944	\$70,667	\$73,611	\$76,555	\$79,499	\$82,443	\$85,387	\$88,331	\$91,275	\$94,219	\$97,163	\$100,107	\$103,051	\$105,995	\$108,939	\$111,883	\$114,827	\$117,771	551
A33	539	\$69,933	\$116,557	\$2,914	\$69,933	\$72,847	\$75,761	\$78,675	\$81,589	\$84,503	\$87,417	\$90,331	\$93,245	\$96,159	\$99,073	\$101,987	\$104,901	\$107,815	\$110,729	\$113,643	\$116,557	539
A32	534	\$69,627	\$116,043	\$2,901	\$69,627	\$72,528	\$75,429	\$78,330	\$81,231	\$84,132	\$87,033	\$89,934	\$92,835	\$95,736	\$98,637	\$101,538	\$104,439	\$107,340	\$110,241	\$113,142	\$116,043	534
A31	531	\$69,444	\$115,748	\$2,894	\$69,444	\$72,338	\$75,232	\$78,126	\$81,020	\$83,914	\$86,808	\$89,702	\$92,596	\$95,490	\$98,384	\$101,278	\$104,172	\$107,066	\$109,960	\$112,854	\$115,748	531
A30	516	\$68,527	\$114,207	\$2,855	\$68,527	\$71,382	\$74,237	\$77,092	\$79,947	\$82,802	\$85,657	\$88,512	\$91,367	\$94,222	\$97,077	\$99,932	\$102,787	\$105,642	\$108,497	\$111,352	\$114,207	516
A29	511	\$68,221	\$113,709	\$2,843	\$68,221	\$71,064	\$73,907	\$76,750	\$79,593	\$82,436	\$85,279	\$88,122	\$90,965	\$93,808	\$96,651	\$99,494	\$102,337	\$105,180	\$108,023	\$110,866	\$113,709	511
A28	496	\$67,304	\$112,168	\$2,804	\$67,304	\$70,108	\$72,912	\$75,716	\$78,520	\$81,324	\$84,128	\$86,932	\$89,736	\$92,540	\$95,344	\$98,148	\$100,952	\$103,756	\$106,560	\$109,364	\$112,168	496
A25	479	\$66,265	\$110,441	\$2,761	\$66,265	\$69,026	\$71,787	\$74,548	\$77,309	\$80,070	\$82,831	\$85,592	\$88,353	\$91,114	\$93,875	\$96,636	\$99,397	\$102,158	\$104,919	\$107,680	\$110,441	479
A22	464	\$65,348	\$108,916	\$2,723	\$65,348	\$68,071	\$70,794	\$73,517	\$76,240	\$78,963	\$81,686	\$84,409	\$87,132	\$89,855	\$92,578	\$95,301	\$98,024	\$100,747	\$103,470	\$106,193	\$108,916	464
A20	451	\$64,553	\$107,593	\$2,690	\$64,553	\$67,243	\$69,933	\$72,623	\$75,313	\$78,003	\$80,693	\$83,383	\$86,073	\$88,763	\$91,453	\$94,143	\$96,833	\$99,523	\$102,213	\$104,903	\$107,593	451
A19	449	\$64,431	\$107,391	\$2,685	\$64,431	\$67,116	\$69,801	\$72,486	\$75,171	\$77,856	\$80,541	\$83,226	\$85,911	\$88,596	\$91,281	\$93,966	\$96,651	\$99,336	\$102,021	\$104,706	\$107,391	449
A18	445	\$64,186	\$106,970	\$2,674	\$64,186	\$66,860	\$69,534	\$72,208	\$74,882	\$77,556	\$80,230	\$82,904	\$85,578	\$88,252	\$90,926	\$93,600	\$96,274	\$98,948	\$101,622	\$104,296	\$106,970	445
A17	438	\$63,758	\$106,270	\$2,657	\$63,758	\$66,415	\$69,072	\$71,729	\$74,386	\$77,043	\$79,700	\$82,357	\$85,014	\$87,671	\$90,328	\$92,985	\$95,642	\$98,299	\$100,956	\$103,613	\$106,270	438
A16	432	\$63,392	\$105,648	\$2,641	\$63,392	\$66,033	\$68,674	\$71,315	\$73,956	\$76,597	\$79,238	\$81,879	\$84,520	\$87,161	\$89,802	\$92,443	\$95,084	\$97,725	\$100,366	\$103,007	\$105,648	432
A14	421	\$62,719	\$104,527	\$2,613	\$62,719	\$65,332	\$67,945	\$70,558	\$73,171	\$75,784	\$78,397	\$81,010	\$83,623	\$86,236	\$88,849	\$91,462	\$94,075	\$96,688	\$99,301	\$101,914	\$104,527	421
A13	417	\$62,475	\$104,123	\$2,603	\$62,475	\$65,078	\$67,681	\$70,284	\$72,887	\$75,490	\$78,093	\$80,696	\$83,299	\$85,902	\$88,505	\$91,108	\$93,711	\$96,314	\$98,917	\$101,520	\$104,123	417
A12	406	\$61,802	\$103,002	\$2,575	\$61,802	\$64,377	\$66,952	\$69,527	\$72,102	\$74,677	\$77,252	\$79,827	\$82,402	\$84,977	\$87,552	\$90,127	\$92,702	\$95,277	\$97,852	\$100,427	\$103,002	406
A11	404	\$61,680	\$102,800	\$2,570	\$61,680	\$64,250	\$66,820	\$69,390	\$71,960	\$74,530	\$77,100	\$79,670	\$82,240	\$84,810	\$87,380	\$89,950	\$92,520	\$95,090	\$97,660	\$100,230	\$102,800	404

Located on the Human Resource Services website:

<https://cloudfront.ualberta.ca/-/media/hrs/pay-and-tax-information/salary-scales/apo-2018-2020.pdf>

Appendix F.9: Definitions

1. "Department Chair" means the administrative head of an academic department (as per Article 1.12(a)) reporting to the Dean.

2. "Acting" when referring to an officer of the university (President, Vice-President, Dean, Director, Department Chair, Supervisor or other Officer) means a person designated to act for the officer during the officer's absence; the person who is acting shall have the same authority and responsibility during the appointment as the officer has under the terms of this Agreement.