

28 September 2010

Executive and Exempt Compensation Plans at UNBC

Executive Compensation:

UNBC Executive compensation Policy: The UNBC Executive Compensation Policy dated June 20, 2009 is attached. I should note here, Dr. Ogborn and the Assistant Provost are not part of the Executive team; they are senior administrative members at a level between the Executives and Directors.

The University is located in rural northern British Columbia; attracting talent away from large attractive cosmopolitan centre with a full range of services is a major challenge for UNBC. The University has therefore adopted a policy to address market challenges; generally, we will go up to 15% over an established salary range to attract and/or retain the "right" candidate.

- 1. Dr. George Iwama, President was appointed July 1, 2009 for a 5 year contract. His compensation is in accordance with his contract, there is no increase to his annual compensation in 2010 to comply with PSEC's cap on the President's salary.
- 2. Dr. Mark Dale, Provost was appointed July 1, 2008 for a 5 year term. The Board of Governors has approved Dr. Dale's July 1, 2010 salary which is based on his faculty compensation plus an administrative stipend as laid out in his employment contract.
- 3. Eileen Bray, Vice President of Finance and Administration was appointed March 1, 2008. The Board of Governors has approved Ms Bray's July 1, 2010 performance increase as laid out in her employment contract.
- 4. Robert Van Adrichem, Vice President of External Relations was appointed April 1, 2009. The Board of Governors approved Mr. Van Adrichem's July 1, 2010 performance increase as laid out in his employment contract.
- 5. Dr. David Snadden was originally appointed to UNBC and UBC July 1, 2003 for 5 years. His term has been renewed from July 1, 2008 to June 30, 2013. He is the Regional Associate Dean for UBC and the Vice Provost of Medicine for UNBC. His compensation is jointly the responsibility of UBC and UNBC.
- 6. Dr. Gail Fondahl, Vice President of Research was appointed September 1, 2008 for a 2 year term. She has extended her appointment for one year. Her compensation is based on her faculty compensation plus an administrative allowance as laid out in her employment contract.

- 7. Dr. Malcolm Ogborn, Associate Vice Provost of Research (Health) was appointed January 1, 2008 to December 31, 2012, his compensation is based on his faculty compensation as a Full Professor plus an administrative allowance.
- 8. An Assistant Provost search is on-going, the successful candidate's compensation will be reported once the position has been offered and accepted. The Directors of Student Success, Athletics and First Nations Centre will report to the Assistant Provost who will in turn report to the Provost. We expect the successful candidate's salary to be partly driven by market forces and partly by the salaries of those reporting to this individual.

Directors' Compensation:

Director's Compensation is in accordance with the Directors' Handbook. Generally, Directors' salaries progress by 2% per year until it reaches the top of the range. As the University is located in rural northern British Columbia, attracting talent is a major challenge. The University has therefore adopted a policy to address market challenges; we will go up to 15% over an established salary range to attract and/or retain the "right" candidate.

The list of Directors:

- 1. Director of Industrial Collaboration (vacant)
- 2. Director of Athletics and Recreation, Jason Kerswill
- 3. Director of First Nations Centre, Paul Michel
- 4. Director of Purchasing, Contracts and Risk Management, Sheila Keith
- 5. Chief Information Officer, Paul Stokes
- 6. Director of Facilities Management, Shelley Rennick
- 7. Director of Finance and Budgets, Colleen Smith
- 8. Director of Student Success, Carolyn Russell
- 9. University Librarian, Gohar Ashoughian
- 10. University Registrar, John DeGrace
- 11. Director of Human Resources, Sheila Page
- 12. Director of Regional Operations and Continuing Studies, Dennis Macknack

Exempt Employees' Compensation:

Exempt Employees' are compensated according to their Handbook. The term of the current Handbook has been extended to December 31, 2010. Exempt employees' salaries may also be reviewed and adjusted by a Joint Job Evaluation Committee.

The list of Exempt employees:

- 1. Greg Beattie, Wellness Centre Manager
- 2. Madeana Berg, Retail Services Manager
- 3. Randall Brazzoni, Continuing Studies Manager
- 4. Doug Carter, Capital Project Manager
- 5. William Chew, Treasury Services Manager
- 6. David Claus, Energy Manager
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- 30. Paul Pan, ELS Manager
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- 32. Zane Robison, Housing & Residence Life Manager
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- 34. Joan Schneider, Executive Assistant
- 35. Kevin Stewart, Administration & Enterprise Systems Manager
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- 37. Timothy Thomas, Executive Services Manager
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- 39. Lisa Weber, Human Resources Advisor
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- 41. Communications Manager, vacant



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UNIVERSITY OF NORTHERN BRITISH COLUMBIA

Policies and Procedures

SUBJECT: EXECUTIVE COMPENSATION

1. Purpose

To establish a policy framework and process for the annual performance review of Senior Executive Officers of the University and for resulting changes in executive compensation consistent with the requirements of the Public Sector Employers Council of British Columbia (PSEC).

2. Scope

The policy applies to the positions of Provost, Vice-President Administration and Finance, Vice-President Research, and Vice-President External Affairs.

Authority/Responsibility

The responsibility for administering the policy resides with the President and Vice-Chancellor. Final authority for proposed compensation changes resides with the Board of Governors of the University of Northern British Columbia on the advice of the Executive Committee of the Board.

4. Performance Review

Prior to the June meeting of the UNBC Board of Governors, the President will review the performance of the Senior Executive Officers of the University and, discuss with each performance goals and objectives for the coming year. The evaluation of performance will normally be based on achievements relating to agreed-upon goals and objectives of the previous year and on the President's overall evaluation of each officer's contribution to the work of the President's Executive Council.

The President will provide a summary review of the individual performance evaluations, in confidence, to the Executive Committee of the Board prior to the June meeting of the Board.

5. Annual Compensation Adjustments

In recommending compensation adjustments for each of the executive officers covered by this policy, the President will be guided by the terms and conditions specified in the letters of appointment for each officer individually and by any requirements imposed by the Government of British Columbia through the PSEC.

Those executive officers who hold academic appointments at UNBC will be compensated in accordance with the general provisions of the UNBC/UNBC FA Agreement with respect to annual General Wage Increases (GWIs) and Career Development Increments (CDIs).

Those executive officers who hold staff appointments at UNBC will be compensated in accordance with the general provisions of the agreements between UNBC and the UNBC Directors Group or Exempt Group, whichever provides the highest value, with respect to GWIs. They will also be assigned a salary range with the opportunity, over a reasonable period of time, not to exceed five years, to move to the top of the range based on fully satisfactory performance.

		·	
Board of Governors	June 20, 2009		

In recommending compensation increases for the Senior Executive Officers of the University, the President shall rank their performance as exceptional, highly satisfactory, satisfactory, or requiring improvement. The category of evaluation should be reflected in the President's recommendation on individual salary adjustments. Currently the Senior Executive Officers who hold academic appointments are eligible to receive from one to five CDIs depending on performance. This provision is retained. Recommended CDIs should correlate to performance as follows:

Requires improvement 0-1 Satisfactory 2-3 Highly Satisfactory 4 Exceptional 5

6. Overall Executive Compensation Review

It is in the interest of UNBC to pay competitive salaries in order to attract and retain Senior Executive Officers. To ensure the competitiveness of UNBC salaries the Board, through the Compensation Committee of the Board, and drawing where possible upon studies undertaken by PSEC, The University Public Sector Employers Association (UPSEA), the Canadian Association of University Business Officers (CAUBO), or other such agencies, should review UNBC senior executive total compensation in relationship to those of other Canadian universities of comparable size and mandate and adjust the terms and conditions of each officer's respective letter of appointment accordingly. Any overall compensation adjustments must respect any limitations imposed by PSEC requirements.

Board of Governors	June 20, 2009
20074 01 027 (11101)	Julie 20, 2009

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UNIVERSITY OF NORTHERN BRITISH COLUMBIA



SUBJECT: POSITION EVALUATION & SALARY ADMINISTRATION

The University of Northern British Columbia has a need to recognize "market forces" that have an impact on the ability to recruit and retain candidates for Director positions as a result of compensation practices of other employers.

The University recognizes the significant administrative and leadership roles performed by members of the Directors' Group and is mindful of the need to maintain a high caliber and competitive group at this level. In order to do this the University will evaluate positions in the context of the external as well as internal labour market. Subject to the legal and fiscal constraints placed upon it, it is the objective of the University to pay the Directors' Group salaries that are sufficiently competitive in the job market to attract and retain a high caliber of personnel and recognize the progression of Employees as they assume the full scope and responsibility of their positions.

Supervisory Differential

- a) The annualized (full-time equivalent) maximum of the Salary Range assigned to a supervisory position will be higher than the annualized (full-time equivalent) remuneration assigned to the highest graded position supervised.
- b) The annualized (full-time equivalent) salary of the supervisor will be a minimum of five (5) percent greater than the unanomalized annualized (full-time equivalent) remuneration of the highest paid employee supervised.

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UNIVERSITY OF NORTHERN BRITISH COLUMBIA Handbook for Exempt Employees

SUBJECT: JOB EVALUATION

On July 1, 1997, the University and the Exempt Employees Group incorporated a job evaluation system. The University and the Exempt Employees Group agree:

- 1) No exempt employee shall suffer a loss in salary as a result of the re-evaluation process.
- 2) The Exempt Employees Group shalf be entitled to appoint one (1) member to the Job Evaluation Committee.
- A representative for the Exempt Employees Group will be consulted with and will have input to any changes to the Job Evaluation System in effect as of July 1, 1997.



UNIVERSITY OF NORTHERN BRITISH COLUMBIA

Handbook for Exempt Employees

SUBJECT: PERFORMANCE EVALUATION

The University believes that it is important for the performance of each employee to be evaluated at least once in each calendar year. This evaluation is intended to enable employees to receive feedback on all areas of their job performance, to assist them to become more effective in their jobs and to inform the direct supervisor(s) of the employee's career aspirations.

By November 1, 2006, the Parties will develop a merit system to incent enhanced performance and aid in the retention of Exempt employees. The University will make available an amount of \$9,890 in 2007/08, \$14,879 in 2008/09 and \$19,710 in 2009/10 to fund merit awards.



UNIVERSITY OF NORTHERN BRITISH COLUMBIA Handbook for Exempt Employees

SCHEDULE "B"

SUBJECT: MONETARY PROPOSAL

University of Northern British Columbia and Exempt Employees Group July 1, 2005 – June 30, 2010

July 1, 2005:

Provide 1.5% of total compensation for the Exempt Employees Group to address non-linear salary structure.

July 1, 2006:

Provide 3.79% of total compensation for the Exempt Employees Group to address non-linear salary structure.

July 1, 2007:

Provide an economic increase of 2.0%.

Provide 0.4% of total compensation for the Exempt Employees Group to increase the slope of the salary line.

July 1, 2008:

Provide an economic increase of 2.0%.

Provide 0.3% of total compensation for the Exempt Employees Group to increase the slope of the salary line.

July 1, 2009:

Provide an economic increase of 2.0%,

Provide 0.2% of total compensation for the Exempt Employees Group to increase the slope of the salary line.



UNIVERSITY OF NORTHERN BRITISH COLUMBIA Handbook for Exempt Employees

SCHEDULE "C"

SUBJECT: PROGRESSION THROUGH THE RANGE

On an annual basis, from July 1, 2005 – June 30, 2010, Exempt employees shall be entitled to move through to the next step in their salary range. Steps are valued at ~2%.

July 1, 2005:

Progression through the range of ~2%.

July 1, 2006:

Progression through the range of ~2%.

July 1, 2007:

Progression through the range of ~2%.

July 1, 2008:

Progression through the range of ~2%.

July 1, 2009:

Progression through the range of ~2%.

2010/11 Staff Compensation Plan Guide

Royal Roads University Human Resources This document outlines the compensation plan for the 2010/11 fiscal year for Royal Roads University employees not covered by a collective agreement. This plan is based on imperatives derived from the external and internal environment, chiefly the provincial government compensation mandate and the university's financial position, while recognizing the importance or attracting and retaining an engaged and productive workforce.

The current economic environment has forced the provincial government to constrain compensation for public service employees. The Public Sector Employers' Council (PSEC) has directed through the University Public Sector Employers' Association that there will be no increases in compensation for university employees over the next two years. In accordance with this mandate, there will be no annual economic adjustment (COLA), annual merit increase, or variable pay (bonus); the same salary ranges defined in 2009/10 will be used for new hires.

As Royal Roads University relies on a cohesive profit formula to fund all reward programs, based on the university's current financial challenges, funding will not be available for external professional development for the 2010/11 fiscal year. Careful consideration will be necessary in determining starting salaries for new employees and setting appropriate salaries for employees whose positions are re-evaluated as a result of organizational changes necessary to respond to an increasingly market-driven business model.

This document describes the:

Guiding Principles

- Aligned with the Business Model
- Performance-Based
- Fair and Equitable
- Transparent

2010/11 Staff Compensation Plan

- Base Pay
- Job Evaluation
- Grading Structure
- Salary Ranges and Market Positioning
- Salary Ranges for Recruitment Purposes
- Market Stipends
- Responsibility Stipend
- Organizational Change
- Merit Increase (Base Pay Adjustments)
- Variable Pay

Guiding Principles

The following guiding principles inform the design of reward programs and the way in which compensation should be managed.

Aligned with the Business Model

Reward programs are aligned with the 2010/11 operating plan which is consistent with Mandate 2010 issued by the provincial government. RRU has a different funding model from traditional universities and relies on its cohesive profit formula to fund its reward programs.

Performance-Based

Rewards are linked to the performance of individuals, teams and key performance indicators. This means that employees can expect:

- Monitoring of individual and team-based performance measures via performance and development planning (PDP).
- Quarterly performance reviews where employees receive feedback on their performance during the review period and progress towards work plan objectives.
- Annual merit pools and variable incentives that reflect the financial performance of the university.
- Accelerated merit increases for employees who are exceeding expectations on performance reviews when financial performance allows for these.

Fair and Equitable

The appropriate salary range for a job will be objectively determined based on a robust assessment of job size and complexity. We will apply a reliable job evaluation methodology and process to allocate jobs into grades and provide the fundamentals of internal equity. The methodology and process will be pay equity compliant to ensure equal pay opportunity for work of equal value.

Transparent

Reward programs are designed to be transparent so that employees are clear about how they will be rewarded and for what they will be rewarded. Compensation decisions will be determined by guidelines that are communicated both by Human Resources and managers.

Compensation Plan

Base Pay

Base pay is the core compensation mechanism for rewarding individuals for the work that they do and how they perform within that role. Base pay is also key to attracting and retaining high quality talent. As such, base pay is designed to reflect a balance between the size and scope of the job, the incumbent's performance in that role, and base pay offered in the external market for similar positions.

Market Salaries



Individual Performance

The impact of job size on base pay is determined using job evaluation to measure the complexity of the job and place the job into a grading structure that organizes work into groups of similarly sized jobs.

External market positioning defined by the median (P50) of the British Columbia Broader Public Sector and National Educational Institutions will normally be incorporated into base pay using external market data to establish salary ranges for each grade. These salary ranges will be reviewed against the market annually, and adjusted as necessary to ensure that they continue to reflect the business model. In the 2010/11 fiscal year no changes will be made to salary ranges.

Though this will not be the case for 2010/11, in years when funds are available, individual performance levels will be reflected in the rate at which an individual progresses through the salary range. On balance, the base pay of high performers (Above Plan) will progress more quickly than those of low performers (Below Plan).

Job Evaluation

The Hay Guide Chart and Profile Method of job evaluation are used to measure the size and complexity of jobs. The Hay Method is the world's most widely used job evaluation methodology. It is robust, pay equity compliant, and can be applied to all types of jobs.

The Hay methodology evaluates jobs against a set of common factors that measure inputs (required knowledge, skills, and capabilities), throughputs (processing of inputs to achieve results), and outputs (end result expectations from applying inputs constructively).

The input-throughput-output model is reflected in the Hay method as Know How, Problem Solving and Accountability.

Know-How

To achieve the accountabilities of a job requires "Know-How" (or inputs), which is the sum total of every capability or skill, however acquired, needed for fully competent job performance. Know-How has three dimensions:

- Technical/Specialized Skills: Depth and breadth of technical or specialized knowledge needed to achieve desired results.
- Managerial Skills: The requirement to undertake managerial functions, such as planning and organizing staff or directing and controlling resources, to achieve business results over time.
- Human Resources Skills: The interpersonal skills required for successful interaction with individuals and groups, inside and outside the organization.

Problem Solving

The value of Know How is in its application to achieve results. Problem Solving (or throughputs) refers to use of Know-How to identify, delineate, and resolve problems. We "think with what we know", so Problem Solving is viewed as utilization of Know How, and has two dimensions:

- Thinking Environment: The job's context and the degree to which problems and solutions are defined.
- Thinking Challenge: The nature of addressable problems and the difficulty in identifying solutions that add value.

Accountability

Every job exists to add organizational value by delivering some set of results (or outputs). Accountability measures the type and level of value a job can add. In this sense, it is the job's measured effect on an organization's value chain. It has three dimensions:

- Freedom to Act: The degree of empowerment to take action and the guidance provided to focus decision-making.
- Scope: The business measure(s) the job is designed to positively impact.
- Impact: The nature of the job's influence on business results.

A job evaluation committee has been established and trained and is accountable for determining evaluations for all positions. The job evaluation committee collects job information through role profiles, organization charts and interviews with the relevant manager(s). Final and binding decisions are made by the Executive Team.

Grading Structure

The grading structure groups jobs into pay grades based on job evaluation points. Hay point ranges for the RRU grades are as follows:

Grade	Point Range
8	1261 - 1800
7	880 - 1260
6	614 - 879
5	439 - 613
4	314 - 438
3	228 - 313
2	161 - 227
1	114 -160
G	98 - 113

Salary Ranges and Market Positioning

As previously noted, external market positioning will normally be incorporated into base pay using external market data to establish salary ranges for each grade. These salary ranges will be reviewed against the market annually, and adjusted as necessary to ensure that they continue to reflect the business model. In the 2010/11 fiscal year no changes will be made to salary ranges due to the PSEC 2010 mandate.

2010/11 Salary Ranges

Grade	Minimum (80%)	Mid Point (100%)	Maximum (120%)
8	\$126,240	\$157,800	\$189,360
7	\$100,480	\$125,600	\$150,720
6	\$80,160	\$100,200	\$120,240
5	\$64,000	\$80,000	\$96,000
4	\$51,680	\$64,600	\$77,520
3	\$41,200	\$51,500	\$61,800
2	\$36,640	\$45,800	\$54,960
1	\$31,840	\$39,800	\$47,760
G	\$28,960	\$36,200	\$43,440

When derived in 2009/10, the midpoint for each range was set at the median (P50) of the British Columbia Broader Public Sector and National Educational Institutions. The midpoint of a salary range normally represents the salary for an employee who meets all qualifications of the position and is fully competent in the role.

The minimum of the range normally reflects the lowest salary appropriate for an incumbent performing the basic requirements of the position, recognizing that incumbents are often hired into positions without all of the required experience, skills, and abilities for the longer term expectations of the role.

The range maximum is set to define the highest appropriate salary for an incumbent who has mastered the role and consistently demonstrated above plan performance. The range minimum is set at 80% of this midpoint and the maximum is set at 120% of the midpoint.

Salary ranges are designed to overlap, such that the pay at the top of one range is similar to the pay at the bottom of the next range. The reason that salary ranges overlap is to recognize the greater value of the contributions from a highly experienced and skilled staff member at the top end of their grade compared with a newly appointed staff member on a learning curve at the lower end of the grade above. This overlap allows for differentiation between the value of a position to the organization and value of an incumbent in a role, reducing the natural tendency for high performing incumbents — and often their managers — to seek job re-evaluation to achieve a higher salary level.

Salary Ranges for Recruitment Purposes

To ensure internal equity and reduce compression, salary ranges for recruitment purposes will be from the range minimum (80%) to the midpoint (100%). Application to pay over the midpoint for a new employee will require approval of the Executive Team.

Market Stipends

Where there is a notable market premium for specific positions, compensation can be addressed through providing a *re-earnable lump sum* in addition to the base salary policy level for that position. Application of a market stipend to positions will require approval of the Executive Team.

Responsibility Stipends

Responsibility stipends recognize staff members who have taken on additional administrative responsibilities. Stipends may be paid to any employee who temporarily takes on significant additional responsibility, usually associated with a higher classification. A temporary period is usually greater than one month and less than one year. Stipends for added temporary responsibilities must have the approval of the Executive Team and will normally not exceed 10% of the incumbent's current salary.

Organizational Change

Where there is a need for the university to implement organizational change, the positions affected by such change will be reviewed by the Executive Team and if applicable, will have new role profiles created and evaluated by the job evaluation committee. The incumbent will receive a new employment contract and their base pay will be placed within the evaluated position's salary range at no less than the minimum of the new salary range and no more than the midpoint of the range. Application to pay over the midpoint will require approval of the Executive Team.

Merit Increases (Base Pay Adjustments)

Base pay adjustments for employees will not be considered for the 2010/11 fiscal year (April 1, 2010 to March, 31 2011).

Variable Pay

RRU managers will not be eligible for a one-time annual lump sum bonus for the 2010/11 fiscal year (April 1, 2010 to March 31, 2011).

Blair Littler

From:

Dario Nonis <dnonis@sfu.ca>

Sent:

Monday, October 04, 2010 1:52 PM

To:

Blair Littler

Subject:

SFU Excluded Professional and Executive Compensation Plan

Attachments:

SFU-Executive Comp.pdf

Blair,

As you are aware, at Simon Fraser University we have existing policies dealing with both our Excluded Administrative/Professional group as well as for our Executive group.

For our Excluded Administrative/Professional group (APEX) we have an extensive list of policies covering all terms and conditions of employment. These policies are called the AD 9 Employment Policies and are listed on-line at;

http://www.sfu.ca/policies/admin/index.htm

These policies consist of 22 different sections, and in the included attachment there is an index which delineates all of the various sections.

The general policy statement for this group of employees is listed in AD 9.0, and a copy of this section is included in the attached document.

The wage scales for the APEX group can be found on-line at;

http://www.sfu.ca/human-

resources/employees/salary/excluded_staff/documents/excluded_salary_scale_annual.pdf

and a copy is provided in the attached document.

The APEX pay scales have 8 steps and an annual step (until one reaches the top step) is provided based on adequate performance. This provision is provided in AD 9.06;

http://www.sfu.ca/policies/admin/ad9-06.htm

and a copy is provided in the attached document.

Additionally the University has an express policy dealing with Performance Reviews and this is provided in AD 9.16;

http://www.sfu.ca/policies/admin/ad9-16.htm

and a copy is provided in the attached document.

For additional clarity, the benefits for the APEX group are provided in AD9.07;

http://www.sfu.ca/policies/admin/ad9-07.htm

and a copy is provided in the attached document.

Also included in the attached document is a two page sheet providing a brief overview of the benefit package provided to the APEX group.

For the Senior Executive group, we also have an express Board policy dealing with Executive Compensation. This provision is provided in B 10.08;

http://www.sfu.ca/policies/board/B10.08.htm

and a copy is provided in the attached document.

I would be happy to provide any further information or explanation that may be required.

Dario

Dario Nonis
Executive Director, Human Resources
Simon Fraser University
8888 University Drive
Burnaby, B.C.
V5A 1S6

778-782-3602

Series	Policy	Effective Date		
AD 9	Policies for Administrative Professional Excluded Staff			
Office Responsible: Human Resources				
AD 9-1	Personnel Employment Policies	February 1990		
AD 9-2	Establishment of Positions	February 1990		
AD 9-3	Filling of Positions	November 30, 1994		
AD 9-4	Modification of Appointments from Full-Time to Part-Time	October 19, 2004		
AD 9-5	Job Splits •	February 1990		
AD 9-6	Salary Administration	February 1994		
AD 9-7	Group Benefit Plans	November 1, 1994		
AD 9-8	Leaves (With and Without Pay)	May 28, 2004		
AD 9-9	Professional Development	May 28, 2004		
AD 9-10	Tuition Waiver	February 1990		
AD 9-11	Study Leave	June 10, 1993		
AD 9-12	Business Travel Protection	February 1990		
AD 9-13	Working Conditions	November 30, 1994		
AD 9-14	No Discrimination	February 1990		
AD 9-15	Strike Policy	February 1990		
AD 9-16	Performance Appraisal	February 1990		
AD 9-17	Problem-Solving	February 1990		
AD 9-18	Occupational Continuity	November 30, 1994		
AD 9-19	Discipline and Termination	February 1990		
AD 9-20	Resignation	February 1990		
AD 9-21	Retirement	February 1990		
AD 9-22	Reimbursement of Professional Development Expenses			

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Withheld pursuant to/removed as

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The University of British Columbia Compensation Plans for Excluded Employee Groups

Introduction

The University of British Columbia (UBC, "the University") has the following non-union employment groups:

- Vice Presidents (VPs);
- Associate Vice Presidents (AVPs);
- Service Unit Directors (SUDs);
- Excluded Management & Professional (XMP);
- Executive Administration (excluded clerical);
- Non-union Technicians and Research Assistants (TRAs);
- Non-union Child Care:
- Farm Workers;
- Research Associates:
- Postdoctoral Fellows; and
- Visiting Faculty, Adjunct Faculty Appointments, and Post-retirement Faculty appointments.

In addition, the University has two subsidiaries:

- UBC Investment Management Trust inc. (UBC IMANT); and
- UBC Properties Investments Ltd.

The compensation plan for each of these groups is outlined herein. The Service Unit Directors (SUDs) and Excluded Management & Professional (XMP) groups are combined for the purpose of this discussion, as they are governed by the same compensation plan.

[1] Vice Presidents

Compensation for Vice Presidents is guided by UBC Board of Governors Policy #31, Executive Compensation (see Appendix A). Policy #31 provides guiding principles and general procedures.

In addition, Vice President compensation is guided by a Framework that provides for processes of determining compensation levels upon appointment and reappointment, and compensation adjustments each year.

THE UNIVERSITY OF BRITISH COLUMBIA Framework & Guideline for Compensation: Vice Presidents

Approved:

Management Resources Compensation Committee of the Board of Governors

Date:

October 14, 2010

1. Introduction

The Board of Governors approved Policy 31 – Executive Compensation in June 2005 to articulate the principles for establishing compensation packages for the President and Vice Presidents (including the Deputy Vice Chancellor and Principal) of UBC, and to provide for full disclosure of such compensation.

Consistent with Policy 31, this document provides an overall compensation framework and guideline for Vice Presidents at the University of British Columbia. It is important to stress that while salary is the most significant element of compensation – in essence the foundation – other elements of compensation include benefits, pension, leaves, perquisites and working conditions. The latter element includes the intrinsic value of the job, opportunities to advance and to work with peers and other colleagues, the physical environment, flexible work arrangements, the ability to grow one's capacity in an intellectually stimulating environment, and other valuable forms of meaningful conditions.

The method and level of compensation delivered to Vice Presidents will, within the requirements established by the Public Sector Employers' Council (PSEC) from time to time, be dependent primarily upon internal equity, external competitiveness of compensation and individual performance:

- Internal equity is based upon the relative worth of each position to the University as a
 world ranked academic institution. Consequently, higher compensation values are often
 provided to senior academic roles to reflect this, and to provide incentives for faculty
 members to undertake these demanding roles:
- External competitiveness is based primarily upon a comparison of similar sized positions
 relative to the median of other large Canadian universities (e.g. University of Alberta and
 University of Toronto), as well as appropriate public and private sector employers in the
 global market. In the latter regard, the weighting is in favour of the public sector and
 more particularly UBC's university competitors in Canada and internationally. Our
 external competitiveness is also affected by the cost of acquiring a home in Vancouver
 and Kelowna; and
- Actual salary paid will be dependent upon incumbent qualifications, experience and performance. Rewarding sustained performance and assessing the promise of future performance is a fundamental element of framework and a primary driver of compensation adjustments.

It is important to adapt these statements to a compensation guideline that provides the University with both flexibility and certainty given the comptexity and diversity of responsibilities of Vice

Presidents. The compensation guideline is that Vice Presidents will normally be provided with compensation packages that do not exceed 90% of that of the President.

The balance of this document outlines the roles and responsibilities of the various parties involved in administering this framework and guideline to ensure effective governance, and the determination of individual Vice President compensation adjustments.

This guideline is subject, at all times, to mandates, guidelines and/or rules established for executive compensation by the PSEC.

2. Roles and Responsibilities

These are provided for under each of the headings.

President

The President, with support from the Associate Vice President Human Resources, will be responsible for reviewing the ongoing effectiveness of Policy 31 and this guideline.

Management Resources Compensation Committee

The role of the Management Resources Compensation Committee is, upon submission by the President, to approve:

- The framework and compensation guideline as provided for in this document;
- Any actual compensation increases for Vice Presidents after receiving the recommendation of the President:
- Any exceptions and/or changes to the framework and compensation guideline; and
- Any other decision necessary to ensure the overall effectiveness of this framework and guideline.

3. Market Compensation Information

Current market compensation information should be used to assess the 90% compensation guideline.

The overall policy is to provide competitive compensation arrangements with major Canadian universities (e.g. University of Alberta and University of Toronto), as well as appropriate public and private sector employers.

On occasion, exceptional and unusual market demands require the analysis of other marketplaces and the need to adjust compensation levels. In such situations, any required increases to the compensation guideline must be reasonable, respecting public sector values of prudence and probity.

4: Actual Compensation Review Process

Normally, the compensation paid to each Vice President should be within the compensation quideline.

The actual salary of each Vice President should be reviewed each year. Rewarding sustained performance and assessing the promise of future performance is a fundamental element of this

framework and a primary driver of compensation adjustments. Subject to PSEC requirements, any adjustments should address the performance and experience of the incumbent.

Normally performance will be assessed based upon actual performance compared to predetermined established goals and objectives. These goals and objectives should align with the University's strategic plan, the President's goals and operational imperatives.

The timing of any salary adjustment should be made at the end of a one-year period during which performance is measured.

The timing of any salary adjustment will be determined by the President, and does not have to be the same for each Vice President. The selection of timing should be such as to be appropriate for the purposes of assessing one year's performance.

Newly appointed Vice Presidents will not normally receive a salary review until the end of their first completed year performance period. Exceptions may be considered for Vice Presidents appointed early in the performance year period and/or the incumbent exhibits an outstanding level of performance.

[2] Associate Vice Presidents (AVPs)

Compensation for Associate Vice Presidents is negotiated on a case-by-case basis, and is detailed along with other terms and conditions of employment in individual employment contracts. There are a number of material principles underlying compensation provided to UBC's AVPs, as outlined in the University's "Framework and Guidelines for Salary Administration: Associate Vice Presidents":

THE UNIVERSITY OF BRITISH COLUMBIA Framework and Guidelines for Salary Administration: Associate Vice Presidents

Approved:

Employee Relations Committee of the Board of Governors

Date:

December 1, 2005

May 30, 2008 (amendment)

July 30, 2010 (housekeeping amendments)

Introduction

The Board of Governors approved Policy 32 – Compensation for Management Officers including Associate Vice Presidents in June 2005. As the complexity and challenges of the University developed, including a multi-campus system, the number of positions entitled Associate Vice President had experienced considerable growth in the first half of the last decade. As at the original date of approval of this document, there were 22 such positions and 20 incumbents (18 as of the date of amendment; 13 as of July 2010). Even though the number of positions has declined, it remains prudent and necessary to provide more effective structure and discipline to the foundational salary element of compensation for Associate Vice Presidents.

Consistent with Policy 32, this document provides a framework and guidelines for effective governance of salaries for all positions of Associate Vice President at the University of British Columbia. It is important to stress that while salary is the most significant element of compensation – in essence the foundation – other elements of compensation include benefits, pension, leaves, perquisites and working conditions.

The latter element includes the intrinsic value of the job, opportunities to advance and to work with peers and other colleagues, the physical environment, flexible work arrangements, the ability to grow one's capacity in an intellectually stimulating environment, and other valuable forms of meaningful conditions.

The method and level of salary delivered to Associate Vice Presidents will, within the requirements established by the Public Sector Employers' Council (PSEC) from time to time, be dependent upon internal equity, external competitiveness of pay and individual performance:

- Internal equity is based upon the relative worth of each Associate Vice President position and its
 assignment to a single broadband.
- External competitiveness is based primarily upon a comparison of similar sized positions relative
 to the median of other large Canadian universities (e.g. McGill University, University of Alberta
 and University of Toronto). Consideration is also given to comparisons with Simon Fraser
 University, as well as appropriate public and private sector employers.
- Combining internal equity and external competitiveness results in the development of a salary range for each Associate Vice President position.
- The broadband, salary control points and ranges within the broadband should be reviewed each year to keep current with market developments in compensation for this level.
- Actual salary paid within the salary range will be dependent upon incumbent qualifications, experience and performance.

The balance of this document outlines the roles and responsibilities of the various parties involved in administering this framework and guidelines to ensure effective governance, as well as the process of developing and updating the broadband, salary control points and ranges, and the determination of individual Associate Vice President salary adjustments.

This framework and guidelines is subject, at all times, to mandates, guidelines and/or rules established for executive compensation by the PSEC.

6. Roles and Responsibilities

These are provided for under each of the headings.

Associate Vice President, Human Resources

Under the direction of the Associate Vice President, Human Resources, the Department of Human Resources will manage the process of developing and reviewing the ongoing effectiveness of the broadband, the assignment of Associate Vice President positions to the zones within the broadband, and the development and updating of control points and salary ranges.

The one exception to this will be the management of the salary of the Associate Vice President Human Resources which will be managed separately by the Management Resources Compensation Committee (MRCC).

The Executive

On the recommendation of the Associate Vice President Human Resources, the Executive will review all proposals related to the framework and guidelines that are proceeding for approval to the Employee Relations Committee to ensure they are in the best interests of the multiple constituencies of the University and will retain, attract and motivate high quality Associate Vice Presidents.

Employee Relations Committee

The role of the Employee Relations Committee is, upon submission by the Executive and the Associate Vice President Human Resources, to approve:

- The framework and guidelines for salary administration (including this document):
- Broadbanding of Associate Vice President positions, including any proposed changes to the zone
 of existing positions and establishing the zones of any new positions;
- Any annual increases to salary control points and ranges;
- Any actual salary increases for Associate Vice Presidents;
- Any exceptions and/or changes to the framework and guidelines; and
- Any other decision necessary to ensure the overall effectiveness of this framework and guidelines.

7. Broadband and Zones

The assessment of job value is based upon the knowledge and experience required for fully satisfactory performance as well as the creative strategic thinking and leadership requirements.

Job value is typically at high levels for Associate Vice Presidents as members of the leadership team of a large complex university such as UBC with a complex and challenging mandate. Each position is considered important such that it should be included in the same broadband.

There are however a range of responsibilities and associated impact of those responsibilities. Certain Associate Vice President positions have an important strategic impact upon the entire University, and others have an operational impact upon a segment of the University. In establishing this framework and guidelines, each Associate Vice President position has been assessed based upon the impact of the whole job upon the University.

Within the broadband, five zones, each with a salary range and control point, are established as provided for in the Appendix.

8. Market Compensation Information

Current market compensation information should be used to assess the appropriate salary control points and ranges for the zones and the broadband. The control point is the typical salary paid for consistently fully competent performance within a salary range. Normally, at this level, it would require sustained performance over a number of years, dependent upon the job and the incumbent, to reach the control point.

Benchmark or typical Associate Vice President positions will be selected for comparison with the marketplace. The overall policy is to maintain a base salary position approximately at the median positions of major Canadian universities (e.g. McGill University, University of Alberta and University of Toronto). Consideration is also given to comparisons with Simon Fraser University, as well as appropriate public and private sector employers.

On occasion, exceptional and unusual market demands sometimes require the analysis of other marketplaces and the need to adjust salary levels. In such situations, any required increases to salary control points and ranges must be reasonable, respecting public sector values of prudence and probity.

In 2005 an analysis of market compensation information was conducted and, based upon the aforementioned policy, a broadband with zones and associated salary ranges and control points was developed. In accordance with Paragraph 5 below, this was updated in 2006 and 2008. No review was done and no adjustments were made in 2007, 2009 and 2010.

9. Salary Ranges and Zones

Salary ranges and control points will need to be developed or reviewed, as appropriate, each year for each zone. This will be based upon market compensation information outlined in Paragraph 4.

Annual reviews of salary ranges and control points of the broadband and the five zones will be carried out as follows:

- One year with across the board increases consistent with projected average increases in the University sector; and
- The next year with a formal review of the marketplace using benchmark positions (similar to that conducted in 2005).

The salary range and control point of each Associate Vice President position may be adjusted due to:

- The annual review of salary ranges and control points;
- Increased or decreased job value and assignment to a zone with a higher or lower control point.
 This adjustment needs to be supported by a position description and objective analysis.

Any newly created Associate Vice President position will be allocated to a salary range and control point upon review of a position description and objective analysis.

The formal review conducted in 2005 provided for the following broadband of salary:

- A range of approximately 20% below the lowest actual salary and 20% above the highest actual salary, i.e. a broadband in 2010 of \$128,1000 to \$243,000;
- Each Associate Vice President position was assessed within one of the five zones with salary control pointes for each zone;
- The zones with associated salary ranges and control points, within the broadband, are as follows:

	Minimum	Control Point	Maximum
Zone 1	161	202	243
Zone 2	149	185	221
Zone 3	138	170	200
Zone 4	133	159	185
Zone 5	128	148	169

10. Actual Salary Review Process

Each Associate Vice President position has an assigned zone with an associated salary control point and range.

Normally, the actual salary paid to each Associate Vice President should be within this range, and should approximate the control point if actual performance on the job is consistently fully competent with all aspects of the job. Normally, at this level, it would require sustained performance over a number of years, depending upon the job and the incumbent, to reach the control point.

The actual salary of each Associate Vice President should be reviewed each year. Subject to PSEC requirements, any adjustments should assess two components: a basic element to address cost of living increases, subject to satisfactory performance; and a supplementary element to address the performance and experience of the incumbent.

Normally performance will be assessed based upon actual performance compared to pre-determined established goals and objectives.

The timing of any salary adjustment should be made at the end of a one-year period during which performance is measured.

The timing of any salary adjustment will be determined by each Vice President, and does not have to be the same for each Associate Vice President. The selection of timing should be such as to be appropriate for the purposes of assessing one year's performance, and should be supportive of the Vice President's annual goals and objectives for their areas of responsibility. For example, the following performance years could be considered:

March 31st

end of fiscal year

administrative positions

June 30th

end of academic year

academic & student related positions

Newly appointed Associate Vice Presidents will not normally receive a salary review until the end of their first completed year performance period. Exceptions may be considered for Associate Vice Presidents appointed early in the performance year period and/or the incumbent exhibits an outstanding level of performance.

[3] Service Unit Directors (SUDs), and Excluded Management and Professional (XMP)

UBC Policy 63 (see Appendix B) requires staff members who are not represented by a union or association be compensated at similar levels for comparable work of staff members represented by a union or association.

As such, the University utilizes the compensation plan of the Association of Administrative and Professional Staff (AAPS) for the SUDs and XMP employee groups. The AAPS compensation plan is outlined in the Framework Agreement between the University of British Columbia and AAPS:

7.4 (C) Compensation Guideline

The purpose of the compensation guideline is to attract and retain qualified individuals in the management and professional staff complement at a reasonable cost. The compensation guideline is that the University will, over time and within the limits of its financial position, endeavour to establish a compensation policy line for management and professional staff at the 50th percentile of a representative comparator market. The representative comparator market would be composed of an appropriate mix of comparable employers with comparable positions. Appropriate consideration will be given to specific job requirements, external and internal job values, recognition for individual performance and general market factors.

The Salary Administration Plan and Pay Structure are outlined in the Agreement on Conditions and Terms of Employment and the between the University of British Columbia and AAPS:

LETTER OF AGREEMENT #1 - Re: Salary Administration Plan and Pay Structure

The University and AAPS recognize that a fair and competitive pay structure and salary administration plan are essential to attract and retain Management & Professional employees. The parties agree to the following provisions of a salary administration plan and provisions to

review the current pay structure. This Letter of Agreement replaces the Letter of Agreement dated October 8, 2002.

General Provisions:

- 1. The parties agree to the following principles and components, within the University's ability to pay, for salary administration plan:
 - a) Internal equity a comparison of the relative worth of jobs given the specific requirements of each job; internal equity applies to job families:
 - b) External equity/competitiveness the 50th percentile of a representative comparator market is the midpoint of a job. The University should take into account market demands for qualifications and abilities;
 - c) A pay structure consisting of grades with ranges; the assigning of jobs to appropriate grades based on a classification/evaluation process; and
 - d) A salary administration plan for individual movement through the salary ranges,
- 2. In order to meet its commitment in paragraph 1(b), the University shall conduct a salary survey of the representative comparator market at appropriate intervals. The University shall consult with AAPS on the list of organizations that establish the comparator market prior to each survey. A copy of the results of the salary survey shall be provided to AAPS. In the application of the foregoing principles it is understood that market surveys will be done by job family; and that issues of relativity as between job families will not preclude a market adjustment for a job that is otherwise appropriate.
- 3. Where an employee is paid a salary at the midpoint of the salary range it means that the employee possesses full job knowledge, qualifications and experience. In the normal course, employees will be hired, transferred or promoted between the minimum and midpoint of the salary range for a job. An employee who is hired, transferred or promoted above the midpoint means the employee possesses superior job knowledge, qualifications and experience.
- 4. Career Progress Increments: The University shall ensure that employees are compensated to the midpoint of their salary range by the end of their fourth year in the position, from date of hire, subject to satisfactory performance. There shall be up to four (4) increments from the salary at which an employee is hired to the midpoint of the salary range. An employee shall receive an increment once annually, no later than his/her anniversary date in the current position, provided that there is satisfactory performance in the job. Such increases require the approval of the Administrative Head of Unit and the Department of Human Resources.
- 5. Salary Increases Beyond Midpoint: In accordance with the provisions of this paragraph, increases to employees' salaries beyond the midpoint of the salary ranges will be on the basis of a performance-based merit pay model, and will be effective no later than the anniversary date in their current position. Departments and Faculties will establish objective criteria to evaluate performance as the basis for merit pay models, based on their individual operational requirements. The Department of Human Resources will provide guidance to this process and will review criteria to ensure fairness and consistency in their application. Without limiting the generality of the foregoing, such increases may include adjustments to base salary, one-time only payments, re-earnable bonuses, other forms of salary adjustments, or combinations of these. The University will determine on an annual basis, within its ability to pay, the amount(s) or range of any performance-based increases. In the event the University does not provide for any such increases, it shall provide the Association with the reasons for its decision.
- 6. General wage increases shall be the subject of negotiation with AAPS in collective bargaining.
- 7. The University may adjust the pay ranges for job families after consultation with AAPS.

8. The University may adjust the salaries (base salary, stipends, differentials and/or any other form of salary) of individual employees to respond to market demands, retention issues and/or anomalies.

Done Munroe, Q.C. is seized of any disputes regarding the interpretation or application of the Current Letter of Agreement #1 – Re: Salary Administration and pay Structure until its expiry and also remains seized of any disputes relating to the implementation of this initial determination. If Mr. Munroe is unable to serve as an arbitrator Robert Pekeles will be given the jurisdiction to do so until the expiry of the current Letter of Agreement #1 – Re: Salary Administration and Pay Structure:

A merit program is administered to SUDS and XMP employees, along with AAPS members, pursuant to the above-referenced Salary Administration Plan and Pay Structure (see item #5). Merit is approved by the Executive on an annual basis, and is typically up to a maximum of 3% of base salary, based on performance.

SUDS and XMP Salary Scale

The AAPS salary scale is used as the foundation for the XMP and SUDs groups. Pay grades 1-16 are available for AAPS jobs, whereas pay grades 1-20 are available for the SUDs and XMP groups. In accordance with the above-referenced AAPS agreement, regular compensation surveys are conducted. SUDS and XMP jobs are included in these compensation surveys, and adjustments to the entire 20 pay grid are made in response.

The University of British Columbia Service Unit Directors (SUU) Classification Matrix/Salary Grid - MONTHLY For Internal Use Only June 16, 2000

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[4] Executive Administrative (Non-Union Clerical)

The compensation plan for the Executive Administrative group is outlined in the Handbook for Executive Administrative Staff:

SALARY ADMINISTRATION

The salary structure for the Executive Administrative group has a number of salary levels and includes a minimum salary, midpoint salary and maximum salary. An employee is initially placed between the minimum and midpoint of the salary range, depending on his/her expertise and experience for that particular position. After successful completion of the probationary period (6 months), the department may process an optional increase of between one and four percent.

1. CAREER PROGRESS INCREMENTS

The University shall ensure that employees are compensated at the midpoint of their salary range by the end of their second year in the position from date of hire, subject to satisfactory performance.

2. SALARY INCREASE BEYOND THE MIDPOINT:

An employee's salary beyond the midpoint of the salary range will be based on meritorious job performance. Generally, the employee must have completed his/her probationary period and already be at or above the midpoint of the salary range to be eligible for a merit increase.

The compensation package for Executive Administration staff is reviewed regularly by the Department of Human Resources. Recommendations from this review are forwarded to the President and the Board of Governors for approval.

The Executive Administrative merit pay program reflects that of AAPS, SUDS, and XMP. Merit is approved by the Executive on an annual basis, and is typically up to a maximum of 3% of base salary, based on performance.

Executive Administrative Salary Scale:

THE UNIVERSITY OF BRITISH COLUMBIA NON-UNION EXECUTIVE ADMINISTRATIVE STAFF

SALARY SCALES

		EFFECTIVE 2009 JULY 01					
Classification		Minimum	Midpoint	Maximum			
Office Asst 1	Per Year Per Month	31,139 2,594.92	2,883:33	39,061 3,171,75			
	Per Hour	17.67	18.97	20.87			
Secretary 1	Per Year Per Month	32,167 2,680.58	35,741 2,978,42	39,315 3,276,25			
	Per Hour	17:64	19.59	21.55			
Office Asst 2	Per Year	33,241		40,631			
	Per Month Per Hour	2,770.08 18.22	3,078.00 20,25	3,385.92 22,28			
Secretary 2	Per Year Per Month	34,299 2,858,17	38,105 3,175,42	41,912 3,492,87			
	Per Hour	18.80	20.89	22.98			
Administrative Asst 1	Per Year Per Month	35,353 2,946.09	3,273,75	43,217 3,801,42			
	Per Hour	19.38	21.54	23.69			
Office Asst 3	Per Year Per Month	35,872 2 ,9 89,33		43,836 3,853,00			
	Per Hour	19.87	21.85	24.03			
Administrative Asst 2	Per Year Per Month	37,384 3,115.33	41,533 3.461.08	45.682 3.806.83			
,	Per Hour	20.50	22.77	25.04			
Administrative Asst 3/ Administrative Clerk 4	Per Year Per Month	39,471 3,289,25	43,856 3,854,87	48,24† 4,020,08			
HOMESPER CICIN T	Per Hour	21.64	24,04	28.45			

UBC Policy 63 (see Appendix B) requires staff members who are not represented by a union or association be compensated at similar levels for comparable work of staff members represented by a union or association.

As such, the University utilizes the CUPE 2950 compensation plan as a comparator for the Executive Administrative (Non-Union Clerical) employee groups. Adjustments to the Executive Administrative salary scale typically reflect salary changes to comparator CUPE 2950 jobs. Salary rates are not identical as the non-union Executive Administrative group utilizes a salary "range" approach, where as the CUPE 2950 compensation plan is a "step" system. In addition, Policy 63 highlights the University's "total compensation" approach to determining equity and fairness.

[5] Non-Union Technicians and Research Assistants (TRAs)

The compensation plan for the TRA group is outlined in the Handbook for Technicians & Research Assistants:

Compensation Policy and Practice

The University expects that its total compensation policy (salary, benefits including paid time off and other perquisites) will attract and retain highly qualified staff. In order to administer salaries fairly, the University has developed and is maintaining a salary structure system based on job content.

Job content is detailed in a formal written position description that was developed by your operational unit. Position descriptions act as a guide to illustrate the key functions of a position. A copy of each position description is kept in the unit. The position description forms part of your conditions of employment. No job remains exactly the same forever and position descriptions may be updated periodically to reflect the actual content of the job as it changes. Position descriptions are then compared to standard job descriptions developed for TRAs to determine the classification and the position level.

The classification levels are assigned a salary range. The salary range has a minimum salary, midpoint salary and maximum salary. You are initially placed within the salary range depending on your expertise and experience for that particular position, usually between the minimum and midpoint of the range. Upon successful completion of the probationary period, the department may put through an optional increase of between one and four percent.

Up-to-date salary scales/ranges are accessible on-line at http://www.hr.ubc.ca/comp/salary_admin/salary_scales.html

Career Progress Increments

The University shall ensure that you are compensated at the midpoint of your salary range by the end of your second year in the position, subject to satisfactory performance.

Salary Increases Beyond Midpoint

Movement of your salary beyond the midpoint of the salary range will be based on meritorious job performance. Generally, you must have completed your probationary period and already be at or above the midpoint of the salary range to be eligible for a merit increase. A formal merit program is under review by the University Executive with an expected implementation date of late 2009. The compensation package for TRAs is reviewed by the Department of Human Resources annually. Any recommendations from this review are forwarded to the President and the Board of Governors for approval or amendment.

Since the publication of the Handbook, a merit pay program has been implemented for the TRA group. The program reflects that of AAPS, SUDS, and XMP. Merit is approved by the Executive on an annual basis, and is typically up to a maximum of 3% of base salary, based on performance.

Non-Union Technician and Research Assistant Salary Scale:

THE UNIVERSITY OF BRITISH COLUMBIA NON-UNION TECHNICIANS & RESEARCH ASSISTANTS

SALARY SCALE

Classification	Pay Grade			tive 2009 J Midpoint I	
Lab Asst	1	Per Year Per Month Per Hour	29,875 2482.58 15.32	31,789 2542.42 16.26	33,543 2795,25 17,20
Research Assistant/Tech (2	Per Year Per Month Per Hour	36,122 3010.17 18.52	37,889 3157.42. 19.43	39,658 3304.67 20,34
Research Assistant/Tech 2	3	Per Year Per Month Per Hour	38,116 3176.33 19.55	41,769 3480,75 21,42	45,422 3785,17 23,29
Research Assistant/Tech/3	4	Per Year Per Month Per Hour	40;190 3349,17 20,61	43,829 3652,42 22,48	47,468 3955,67 24,34
Research Assistant/Tech 4	5	Per Year Per Month Per Hour	46,003 3833.58 23.59	50,020 4168.33 25.85	54,037 4503,09 27,71
Research Assistant/Tech 5	6	Per Year Per Month Per Hour	53,714 4476,17 27.55	57,617 4801.42 29.55	81,520 5125.67 31.55
Research Assistant/Tech 6	7	Per Year Per Month Per Hour	58,358 4863.17 29.93	82,279 5189,92 31,94	68,200 5516.67 33.95
Eng Technician/ Research Asst 1	11	Per Year Per Month Per Hour	33,658 2624.00 17,38	35,681 2973,42 18,30	37,474 3122,83 19,22
Eng Technician/ Research Asst 2	12	Per Year Per Monda Per Hour	35,014 3167,83 19,49	41,783 3481,92 21,43	45,552 3798.00 23.36
Eng Technician/ Research Asst 3	13	Per Year Per Montis Per Hour	48,003 3833,55 23,59	50,020 4168.33 25.65	54,037 4503.08 27.71
Eng Technician/ Research Asst 4	14	Per Year Per Month Per Hour	53,714 4478.17 27.55	57,617 4501,42 29,55	61,529 5126,67 31,55
Eng Technician/ Research Asst 5	15	Per Year Per Month Per Hour	55,358 4863.17 29.66	62,279 5189,92 31,94	66,200 5515,67 33.65

UBC Policy 63 (see Appendix B) requires staff members who are not represented by a union or association be compensated at similar levels for comparable work of staff members represented by a union or association.

As such, the University utilizes the CUPE 116 compensation plan as a comparator for the Non-Union Technician and Research Assistant employee group. Adjustments to the Technician and Research Assistant salary scale typically reflect salary changes to comparator CUPE 116 jobs. Salary rates are not identical as the non-union TRA group utilizes a salary "range" approach, where as the CUPE 116 compensation plan is a "step" system. In addition, Policy 63 highlights the University's "total compensation" approach to determining equity and fairness.

[6] Non-Union Child Care

UBC Policy 63 (see Appendix B) requires staff members who are not represented by a union or association be compensated at similar levels for comparable work of staff members represented by a union or association.

As such, the University utilizes the BCGEU Child Care compensation plan as a comparator for the Non-Union Child Care employee group.

Compensation for BCGEU Child Care employees is governed by the collective agreement with the University, which states the following:

SALARY STEP SCALE - PLACEMENT OF EMPLOYEES ON THE SALARY SCALE

New employees shall be placed at Step 1 of the appropriate classification on the salary scale at date of hire.

Existing employees who are promoted or reclassified to a senior position shall be placed at Step 1 in the new classification.

Regardless of the duties performed or the level of responsibility undertaken by an employee in the Assistant classification, that employee upon reclassification because of attainment of their certificate of qualifications shall be placed at Step I of their new classification.

Employees shall move to the next step in their classification on the salary scale upon their yearly anniversary date of placement in that classification.

The collective agreement also provides a description of each employee classification. Salaries are outlined by classification in the Salary Scale, which is part of the collective agreement.

Adjustments to the Non-Union Child Care salary scale typically reflect salary changes to comparator BCGEÜ Child Care jobs. Salary rates are not identical, as the University takes a "total compensation" approach to determining equity and fairness.

Non-Union Child Care Salary Scale

Childcare Salary Scale - Non-Union Group (Salal Centre and Kittiwake Centre)	Effect	ive Jani	uary 1,	2009
	Grade	1	Step 2	3
390001 Assistant Early Childhood Educator (Assist. E.C.E.)	4	14.83 2,410 28,920		
390002 Assistant infant Toddler	4a	16.28 2,646 31,752		
390003 Early Childhood Educator (E.C.E.) Infant/Toddler (IT)	5		17.21 2,797 33,564	17.55 2,852 34,224
390004 Senior Early Childhood Educator (Sr. E.C.E.)	6		19.88 3,231 38,772	20,28 3,296 39,552

[7] Farm Workers

The Farm Worker group is relatively small (less than 10 incumbents). Aside from base salary, as outlined in the table below, a merit program is in place for Farm Workers. The program reflects that of AAPS, SUDS, and XMP. Merit is approved by the Executive on an annual basis, and is typically up to a maximum of 3% of base salary, based on performance.

The University utilizes the Non-Union Technician and Research Assistant (TRA) compensation plan as a comparator for the Farm Worker employee group (see [5] above). General Wage Increases for Farm Workers are typically based on the percentage increase that the TRA group receives.

Farm Worker Salary Scale

UNIVERSITY OF BRITISH COLUMBIA

AGASSIZ RESEARCH FARM WORKERS

SALARY SCALES

1-Jul-09

Classification	Pay Grade	•	Minimum	Midpoint	Maximum
Farm Worker 1	4	Per Year	36,224	38,131	40,D3B
		Per Month	3,018.67	3,177.58	3,336.50
		Per Hour	17.42	18.33	19.25
Farm Worker 2	.5	Per Year	41,638:00	43,829.00	46,020.00
		Per Month	3,469.83	3,652,42	3,835.00
		Per Hour	20.02	21.07	22.13

[8] Research Associates

Research Associates are full-time or part-time term appointees who primarily conduct research with no formal teaching duties. This title is available only to those persons who hold the Ph.D. degree or other equivalent qualifications or work experience in their field of research. Such appointments do not lead to a tenured appointment.

UBC Policy 63 (see Appendix B) requires staff members who are not represented by a union or association be compensated at similar levels for comparable work of staff members represented by a union or association.

The University doesn't have comparator bargaining unit jobs for the Research Associate group. As such, a salary guideline was developed (see below). General Wage Increases for this group are typically based on the percentage increase that other union and non-union groups receive.

Research Associate Salary Guideline

Salaries and benefits of Research Associates are paid from research grants or contracts. There is no salary scale for research associates but there is a minimum per annum salary required for full-time appointments which will be pro-rated for part-time appointments:

As of July 1, 2006 - \$46,350.00

As of July 1, 2007 - \$47,740.50

As of July 1, 2008 - \$49,411.42

As of July 1, 2009 - \$51,140.82

[9] Postdoctoral Fellows

Postdoctoral Fellows (PDFs) are individuals who have completed a doctoral degree and who are seeking the opportunity to train further in a particular area of research. Some UBC Postdoctoral Fellows are considered employees, and have an employment relationship with UBC. The term of the employment relationship is typically three years, but may be extended to five years.

Postdoctoral Fellows are governed by UBC Policy #61, which includes the following in the Procedure section:

6. Compensation

- 6.1. PDFs may be funded from external awards, by University endowment or operating funds, by payments from grants or contracts held by faculty, or from a combination of sources.
- 6.2. Salary ranges for PDFs are governed by the regulations of granting agencies. For current information, contact Research Services. Where no specific salary is mandated, the PDF's compensation is based on his/her relevant experience and responsibilities, the final salary established by the Grant-Holder following consultation with the PDF and approval by the Head. At the discretion of the Head and Dean, total compensation may exceed the regulated maximum of a single granting agency, provided that other sources of funding are available. Given the short-term nature of the appointment, salaries are not normally reviewed mid-term.

[10] Visiting Faculty, Adjunct Appointments, and Post-Retirement Faculty Appointments

Visiting Faculty

"Visiting" appointments are made only when appointees hold continuing appointments or have emeritus status at other universities or institutions to which they expect to return. Visitors' appointments will normally be listed by the rank, which they hold in the home institutions, or by an appropriate equivalent rank, preceded by the word "visiting". These positions are normally held for a maximum of 2 years.

UBC Policy #41, Visiting Professorial Staff (http://www.universitycounsel.ubc.ca/policies/policy41.pdf) governs this type of appointment, and states the following:

- 1.2. The University of British Columbia will, subject to the approval of the Department Head and/or Dean.
 - 1.2.1. reimburse the visitor's institution for the salary and employer cost of fringe benefits. In the case of contributions to pension plans, the University cannot contribute more than it would for its own faculty members, including the employer contribution to the Canada Pension Plan; visitors would, of course, continue to be paid in the normal way by their institutions; or
 - 1.2.2. pay the agreed amount of salary directly to the visitor and pay directly the employer's cost of compulsory deductions such as Unemployment Insurance and Canada Pension Plan. The visitor's home institution shall be reimbursed for the employer costs of fringe benefits provided by that institution, such as Pension Plan, Group Life Insurance, Group Total Disability Income, and where applicable, Medical Plans*. However, in the case of contributions to pension plans, the University cannot contribute more than it would for its own faculty members, including the employer contribution to the Canada Pension Plan. The employee costs of fringe benefits would be paid directly by visitors to their home institutions in respect to those benefits which were being continued on their behalf by the home institutions.
 - 1.2.3. In both instances above, reimbursement to the visitors' home institutions would be on a billing basis and such costs are to be borne by the departmental budget.

Visiting Scholars are usually graduate students who require experience at another university prior to completion of their degree or other scholars who are coming to use our libraries and interact with our faculty for his or her own benefit. It is expected that such appointees will return to their home university or institution. These positions are normally held for a maximum of 2 years. In the case of citizens or permanent residents of Canada, these positions may be paid or unpaid.

Visiting Scientists are usually researchers who do not hold an academic appointment elsewhere but are currently employed in a non-academic position, who are coming to work in our labs temporarily. It is expected that such appointees will return to their positions. These positions are normally held for a maximum of 2 years. These positions can be paid or unpaid.

Adjunct Faculty Appointments

Adjunct Appointments are part-time appointments made in the case of those who have some special professional skill or learning of value to the University but who are primarily engaged in the practice of their professions outside the University. These appointments are typically for a one year term, but do not exceed three years. A salary or an honorarium may be paid to a person holding such an appointment. Individual contracts specify remuneration.

Policy #44, Adjunct Faculty Appointments (http://www.universitycounsel.ubc.ca/policies/policy44.pdf) governs Adjunct Appointments.

Post-Retirement Faculty Appointments

From time to time the University re-hires a retired faculty member as a new hire, or into a post-retirement appointment under UBC Policy #27, Reappointment of Retired or Retiring Members of Faculty

(http://www.universitycounsel.ubc.ca/policies/policy27.pdf). Policy #27 states the following as one of the principles of reappointment of retired faculty members:

1.1.5. that remuneration be commensurate with the services performed (e.g. depending on the circumstances, teaching could be on a pro bono basis, or involve a salary ranging from very modest to the scale amount for lecturers);

Individual contracts specify remuneration.

[11] UBC Investment Management Trust Inc. (Subsidiary of UBC)

UBC Investment Management Trust Inc. (UBC IMANT), originally approved by UBC's Board of Governors (BOG) in fiscal 2002/03 and incorporated under the B.C. Company Act in March of 2003, opened its offices in May of 2004. It assumed official responsibility for the investment management of \$1.4 billion (today \$2.4 billion) of the University of British Columbia's and related portfolio assets in July of 2004. The company is a share capital entity, 100% owned by the University. IMANT acts as UBC's investment manager, with ownership of the assets resting with UBC or appropriate beneficiaries. UBC IMANT is governed by an 11-person Board of Directors (seven external, and four associated with UBC), and has four staff.

Compensation Philosophy

IMANT's compensation is positioned based on the following:

- To recruit and retain staff with the skills, training, and knowledge to add substantial value over and above passive market returns from public securities, and to generate stable long-term returns. Compensation should incent staff to design and implement programs that do not necessarily deliver short-term returns, but have above-average prospects of generating superior long-term returns.
- In relation to compensation in the sectors from which it recruits staff (e.g., pension investment industry, investment management industry).
- UBC compensation, benefits, and pension levels are a comparative factor, even though job skill, education, and experience levels are not directly comparable.
- IMANT should look through time to align itself with other University investment management companies, and secondarily to investment managers generally.
- U.S. compensation levels are considered.

Compensation consists of base salary, health care and insurance benefits, pension benefits, and a bonus,

Bonus Structure

The annual bonus payment is up to 35% of base salary for the President and Chief Executive Officer, with progressively lower maximum amounts for other IMANT staff, with the Administrative staff member being eligible for up to 10% of base salary.

The annual bonus payment is based equally on qualitative and quantitative outcomes.

- Qualitative outcomes are based on the staff member's business plan objectives, which are established annually.
- Quantitative outcomes:
 - The primary investment objective is to maximize long term investment potential, and the short term incentive compensation plan is designed to motivate and reward the creation of long term gains.
 - Quantitative targets are set for each individual fund under management. Two measures
 are used for each fund: long term investment rate of return target (weighted 1/3 by dollar
 amount of funds), and rolling three year actual investment rate of return relative to the
 benchmark for the individual fund (weighted 2/3 by dollar amount of funds).
 - If investment returns are negative, but benchmarks have been met or exceeded, awards based on quantitative results will be calculated, but payments will be deferred until the overall return of the funds under management is positive.
 - These components for the staff members are determined by the President. The Chairman will determine these components for the President.

Roles

 Compensation recommendations for staff members are made by the President to the HR Committee of the Board, for approval by the Board.

[12] UBC Properties Investments Ltd. (Subsidiary of UBC)

UBC Properties Investments Ltd. is the trustee of UBC Properties Trust, with the mission to acquire, develop, and manage real estate assets for the benefit of the University. The trustee operates with a Board of Directors currently comprising eight outside directors and three members of the UBC Administration, including the President of UBC. The outside Directors are chosen to represent their respective areas of knowledge and expertise.

UBC Properties Investments Ltd. reports to the UBC Board of Governors through UBC's Vice President Finance, Resources, and Operations. It employs approximately 30 staff.

Compensation Philosophy

UBC Properties Investments Ltd. compensation is positioned based on the following:

- To recruit and retain staff with the skills, training, and knowledge required to acquire, develop, and manage property.
- In relation to compensation in the sectors from which it recruits staff (i.e., real estate development market).

Compensation consists of base salary, health care and insurance benefits, and pension benefits (RRSP). In addition, there is a bonus structure in place for senior project managers and executive team members earning over \$100,000.

Bonus Structure

- The annual bonus payment is up to a maximum 25% of base salary.
- The annual borrus payment is based on project performance (e.g., completion of projects on time and on budget, etc.).

Roles

- Compensation recommendations (both new hire salaries and annual salary increases) are made by the respective manager, and approved by the President/CEO and the VP/CFO.
- The exception is senior project management staff and executive team members compensation decisions for those earning over \$100,000 are made by the Compensation Committee of the Board of Directors.
- All compensation decisions are based on industry standards (i.e., relevant comparator market).
- UBC Properties Investments Ltd. has the compensation approach of paying slightly higher base salaries than the comparator market, with significantly lower bonuses.

APPENDIX A

Policy #31 Executive Compensation

Background & Purposes:

The purpose of this Policy is as follows:

- to articulate principles for establishing compensation packages for the President and Vice Presidents of UBC;
- to provide for full disclosure of compensation for the executive officers of UBC

1. General

- 1.1. The guiding principles of the compensation program for executive officers of UBC are:
 - **1.1.1. Rationality:** UBC establishes compensation levels which balance fair value for work with UBC's ability to pay.
 - 1.1.2. Equity: Compensation relates internally to the worth of a job as measured by skill, effort, responsibility, working conditions, and externally to market comparisons of similar jobs in similar institutions with which the University potentially compete for staff.
 - 1.1.3. Ability to attract and retain qualified candidates: UBC's compensation practices are competitive within the range and type of organizations from which it recruits.
 - **1.1.4. Relation to performance:** Where compensation is used as a means of acknowledging performance, performance measurement is based on clear, documented individual and organizational targets.
 - 1.1.5. Compliance with legal obligations: Compensation practices comply with statutory obligations of the Employment Standards Act, the Human Rights Code and any other applicable legislation.
 - 1.1.6. Termination arrangements: In cases of termination from the University for cause, no notice or pay in lieu of notice is paid. When an executive officer is required to step down for any reason other than cause from that position, but exercises the option to return to a position as a faculty member, librarian, program director, or equivalent, no notice or pay in lieu of notice is paid. Terminations from the University for reasons other than cause are compensated in accordance with current legal values for executive termination.
 - 1.1.7. Conflict of interest: Consistent with the Policy on Conflict of Interest, decisions on compensation are made in a manner to ensure that a conflict of interest will not occur.
 - **1.1.8. Full disclosure:** UBC makes regular and full public disclosure of the compensation of each executive officer.

PROCEDURES

Approved: May 1995 Revised: June 2005

Pursuant to Policy #1: Administration of Policies, "Procedures may be amended by the President, provided the new procedures conform to the approved policy. Such amendments are reported at the next meeting of the Board of Governors and are incorporated in the next publication of the UBC Policy and Procedure Handbook."

1. General

- 1.1. The compensation package for vice presidents of the University, based on the guidelines above, is recommended by the President to the Board of Governor's Management Resources and Compensation Committee for approval. The President's compensation package is dealt with directly by the Management Resources and Compensation Standing Committee.
- 1.2. Once approved, the compensation packages for each executive officer are published in the set of Financial Statements containing Bill 23 information.

2. Detailed Procedures

- 2.1. To determine the appropriate compensation level, the jobs of executive officers of UBC are first evaluated by using a system which measures factors such as skill, effort, responsibility and working conditions, and then, based on the composite job worth, compares with jobs in B.C. organizations, and, where appropriate, with similar positions at other North American universities.
- 2.2. All elements of compensation are costed into the total, unless noted as merely nominal in value.
- 2.3. The current legal value for notice upon termination without cause for executive officers (non-inclusive of vacation owed), applies to a maximum of eighteen months. Factors considered as part of the guideline include age, employability and long service elsewhere. In addition, up to one year of out-placement counselling service is paid for by UBC. Arrangements for orderly transition of benefit coverage may be approved on an individual case basis by the President. Where there is a Board-approved contract, addressing termination arrangements with an executive officer, those contract conditions will apply.
- 2.4. Business expenses are governed by the policies on Travel (#83) and Entertainment (#84). See also Policy on Conflict of Interest (#97).

3. Definitions

- 3.1. Compensation means salary, other forms of cash payments (including stipends and allowances), vacation, leaves with pay, employer-paid benefits, loans, use of car, car allowances, housing, club memberships, tuition waivers, professional fees, and any other benefit received by an executive officer from UBC.
- 3.2. Executive Officer means President and Vice President.

APPENDIX B

Policy #63 Non-Union Staff Salarles

1. General

- 1.1. Staff members who are not represented by a union or association will be compensated at similar levels for comparable work of staff members represented by a union or association.
- 1.2. The Associate Vice President, Human Resources will review the compensation of staff members who are not represented by a union or association at appropriate intervals and make recommendations, as appropriate, to the Administration for any adjustments to such arrangements.
- 1.3. For purposes of this Policy, compensation includes the elements of salary, benefits, pension, leaves, and certain perquisites, as measurable values can be assigned to these elements. Other perquisites and working conditions have inherent value and are important, but are difficult to measure, and are therefore excluded from the review provided for in paragraph 1.2.

THOMPSON RIVERS UNIVERSITY

September 24, 2010

Mr. Tom Vincent Vice-President, Public Sector Employers' Council PO Box 9400 Stn Prov Govt Victoria, BC V8W 9V1

Dear Mr. Vincent:

Please find enclosed the submission from Thompson Rivers University (TRU) in regard to excluded and executive compensation plans, as requested in your letter of July 14, 2010. The administrative employees at TRU have their terms and conditions of employment as provided in the 'Benefits and Working Conditions Administrative Employees' document (see Appendix 1). This document outlines many of the specific compensation terms and conditions for our administrative staff that you have requested. For senior administrative appointments, TRU has employment contracts with each individual and these contracts have previously been submitted to PSEC through the Senior Employee Compensation database.

In addition to the 'Benefits and Working Conditions Administrative Employees' document, the following compensation policies and practices are in place for administrative employees at TRU:

Position Evaluation: TRU has a comprehensive job evaluation plan for its administrative employees. The job evaluation plan is comprised of six (6) major factors that describe (i) responsibility and results, (ii) teamwork and relationship building, (iii) stakeholder service and delivery, (iv) know how and experience, (v) problem solving and decision making, and (vi) leadership and development. Each administrative position is rated and ranked based on these factors to establish an internal equity ranking of all positions. The six factors, the levels of work framework, the ranking document and the corresponding pay grid for all excluded positions is attached (see Appendix 2).

Executive Compensation: Each year the University provides the executive compensation reporting as per the PSEC requirements for the President and the four top executive positions. Accompanying this submission is the Board's statement of compensation philosophy (see Appendix 3). At this time, TRU has not implemented re-earnable incentive plans or bonus plans for any of its executive positions.

In establishing the compensation of the executive positions TRU considers internal equity (as set out in the job evaluation results), external market comparators and total compensation factors. Total compensation factors include salary, health and welfare benefits, pension, vacation, and administrative leave provisions, where applicable. The base salary for the senior Vice-President position(s) has normally been set at no more than 90% of the President's annual salary (based on President's 2008 compensation rate).

Compensation Principles and Salary Schedule: Administrative positions classified below 'D-High' have a corresponding five-step salary scale and employees receive a yearly salary increment, assuming good performance. In the case of positions classified at the 'D-High' range and above, there is a compensation range.

All administrative employees receive a base salary adjustment each April 1st based on the general wage increase as per any PSEC fiscal mandate that is established. The salary schedule for excluded positions is attached at Appendix 2.

Health and Welfare Benefit Plans and Pensions: TRU provides the same package of health and welfare benefits to all full time administrative employees. The employer pays the benefit premiums for MSP, extended health including vision care, dental, life insurance, and accidental death and dismemberment. The employee pays the benefit premium for short term and long term disability, which are non-taxable benefits. The premiums are cost-shared for ongoing, part time positions and specified term employees based on the percentage of the appointment. All administrative employees participate in the College Pension

Plan. Details of each health and welfare benefit are outlined in the 'Benefits and Working Conditions Administrative Employees' document at Article 17 (Appendix 1).

Appointment Categories: The majority of administrative positions are ongoing, full time appointments however the University has several appointment types including ongoing part-time, temporary or ongoing specified term (see Article 4 – Definitions in Appendix 1).

<u>Perquisites:</u> In regard to any perquisites provided, TRU allows all staff to retain personal travel points however the travel policy requires an employee to choose the lowest airfare travel, consistent with the related travel. TRU does not provide taxable benefits for housing.

<u>Professional Associations:</u> In regard to policies governing professional associations, TRU provides reimbursement for a professional designation if it is a position requirement (see Article 19.8 in Appendix 1).

<u>Car Allowance</u>: TRU does not provide leased vehicles. TRU provides a car allowance to the Vice-President's as outlined in the employment contract of each employee.

Related Policies: With regard to travel expense reimbursement, please find attached the most recent policy titled Expense Policy – Travel (Appendix 4) which is being updated. TRU expects that the Board will approve this update to the current policy at its next meeting to be held October 1, 2010. At the same time, TRU expects the Board will approve a new policy regarding Entertainment, Hosting and Hospitality Expense Policy (see Appendix 5).

This summary and the appendices attached provide a comprehensive listing of the compensation policies and practices for the excluded administrative employees at Thompson Rivers University.

Please contact me directly at (250) 828-5458 if I can provide any further detail.

Sincerely,

ssociate Vice President

Human Resources & Planning

cc:

- K. Debruijn, Chair, Board of Governors
- R. Barnsley, President and Vice-Chancellor (Interim)
- C. Neufeld, Vice-President, Administration and Finance

Appendix 1

BENEFITS AND WORKING CONDITIONS ADMINISTRATIVE EMPLOYEES

Revised March 30, 2006

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BENEFITS AND WORKING CONDITIONS ADMINISTRATIVE EMPLOYEES

1. INTRODUCTION

- 1.1 The administrative employees at Thompson Rivers University (TRU) are those employees who, by nature of the responsibilities of their positions, are excluded by the Industrial Relations Act of British Columbia from certification by either the Thompson Rivers University Faculty Association or the Thompson Rivers University unit of the Canadian Union of Public Employees, Local 900.
- 1.2 The Benefits and Working Conditions document is an outline of the terms of employment for administrative employees that have been introduced and agreed to during the life of the University and which are subject to change from time to time by the Thompson Rivers University Board of Governors in consultation with the administrative employees and the Association of Professional Administrators.
- 1.3 This Benefits and Working Conditions document applies to all ongoing and temporary, full-time and part-time administrative employees except where noted.
- 2. THE THOMPSON RIVERS UNIVERSITY ASSOCIATION OF PROFESSIONAL ADMINISTRATORS (TRU APA)
- 2.1 The Thompson Rivers University Board of Governors recognizes the Thompson Rivers University Association of Professional Administrators (TRU APA) as the representative of administrative employees at the University. The TRU APA represents the interests of the Association to the TRU Executive and the TRU Board of Governors. Membership is open to any administrative employee.

3. AIM

3.1 The Benefits and Working Conditions document is designed to communicate the terms and conditions that, in conjunction with an accepted letter of appointment and a current position description, form the official employment contract between Thompson Rivers University Board and the administrative employee.

4. DEFINITIONS

For the purposes of this document the following terms shall be interpreted as follows:

4.1 "Ongoing Employees" includes:

- 4.1.1 "Full-time Employee" is an employee hired in an ongoing full-time position and whose appointment is continuous from year to year.
- 4.1.2 "Part-time Employee" is an employee hired in an ongoing part-time position less than 35 hours per week and whose appointment is continuous from year to year.
- 4.1.3 "Specified Term Employee" is an employee hired in a full-time or part-time position and whose appointment is for a specified period of time each year.
- 4.1.4 "Probationary Ongoing Employee" is a new ongoing employee, who shall serve a probationary period of twelve (12) months from the date of hire. The probation period provides TRU with the opportunity to assess the employee's suitability for continued employment in a position. Conditions of probation are set out in Article 7. Probation and Evaluation (ongoing employees).

4.2 "Temporary Employees" includes:

- 4.2.1 "Full-Time Employee (over six months)" is an employee hired in a temporary full-time position and whose appointment is greater than six months but does not exceed one year.
- 4.2.2 "Full-Time Employee (less than six months)" is an employee hired in a temporary full-time position and whose appointment does not exceed six months.
- 4.2.3 "Part-Time Employee (over six months)" is an employee hired in a temporary parttime position less than 35 hours per week and whose appointment is greater than six months but does not exceed one year.

4.2.4 "Part-Time Employee (less than six months)" is an employee hired in a temporary part-time position (less than 35 hours per week) and whose appointment is less than six months but does not exceed six months.

4.3 Benefits

- 4.3.1 Ongoing full-time administrative employees meet the eligibility requirements for enrolment in the benefit plans described in Sections 17 and 18. The employer will pay 100% benefit premiums, except short term and long term disability benefit premiums which are 100% employee paid.
- Ongoing part-time administrative employees meet the eligibility requirements for enrolment in the benefit plans described in Section 17 and 18, except short term and long term disability benefit premiums which are 100% employee paid. Employees will cost-share premiums, with employer/employee portions calculated on percentage of workload.
- 4.3.3 Specified term employees, or temporary full-time employees (over six months) meet the eligibility requirements for enrolment in the benefit plans described in Section 17 and 18, except short term and long term disability benefits. Employees will cost-share premiums, with employer/employee portions calculated on percentage of workload.
- 4.3.4 Dependent on contract specifications and individual requirements, benefits coverage is offered on a single, couple or family basis. Spousal coverage is extended to same sex and common-law couples.
- 4.3.5 Administrative employees who are on a Presidential approved unassisted leave will be given the opportunity to continue benefits coverage, with 100% of the premiums employee paid. Continuation of benefits while on the unassisted leave is on an "all or nothing" basis with no option to select specific benefits.
- 4.3.6 A summary of benefits can be seen at http://groupbenefits.manulife.com Human Resources will provide details regarding personal benefits coverage.

WORKLOAD

5.1 Work Scheduling

- 5.1.1 The parties recognize that the nature of some administrative employees' duties requires considerable flexibility to accommodate varying workloads and operational needs. These employees are normally expected to be self-directing with respect to their job function, and may sometimes find it necessary to work considerably more than an average work week in order to perform their duties satisfactorily.
- 5.1.2 If an employee does not have managerial or supervisory duties and is expected to work other than the hours specified at time of hire, every attempt will be made to agree mutually upon an alternative work schedule in advance. Determination of work schedules will be directed to accommodate both TRU's operational needs and the employee's right to a reasonable and flexible work schedule.
- 5.1.3 Every attempt will be made to agree mutually upon an alternative work schedule in advance of any change. When administrative employees other than managerial or supervisory employees are required by their supervisor(s) to work in excess of their regular schedule, they shall be provided with compensatory time off. Managers are defined as those with responsibility for supervising and directing others.

5.2 Reduced Workload

- 5.2.1 TRU may, on an ad hoc basis and without prejudice, allow an administrative employee to engage in a reduced workload arrangement. Such an arrangement shall not be taken as setting a precedent for a reduced workload for the employee's position, and may be renegotiated should workload volume dictate.
- 5.2.2 The request for a reduced workload arrangement shall be made to the President, and must be approved by the employee's immediate supervisor and/or the appropriate dean or director.
- 5.2.3 During the period of reduced workload, which is normally not more than 12 months, the employee's normal vacation and sick leave entitlement will be prorated to reflect the reduced workload arrangement.

- During the period of reduced workload, salary-sensitive benefits will be adjusted accordingly. An employee who is eligible for full health benefits coverage will maintain this eligibility. The employee will be responsible for any additional cost incurred to maintain his/her existing level of coverage.
- 5.2.5 During the period of reduced workload, increments normally granted after a year of satisfactory performance will be delayed until the equivalent of 12 full-time months have elapsed.
- 5.2.6 At the end of the reduced workload period, the employee may either return to the position's normal workload or make application to the President for a further reduced workload period.

5.3 Job Sharing

Job sharing is a method by which the employer (TRU) and administrative employees can accommodate greater workplace flexibility and schedules. This process is not appropriate for every employee or situation, but where operationally feasible, administrative employees may share an ongoing position. Job sharing can be adapted to accommodate various situations and allow the employer to maintain the standard of quality and quantity of work expected, with a minimum amount of change and adjustment.

- 5.3.1 This agreement establishes a provision for two ongoing administrative employees to voluntarily share a single position.
- 5.3.2 Participating employees must each meet the qualifications given in the position's job description.
- 5.3.3 The sharing of one position by two administrative employees will not cause TRU to incur greater costs (wages, benefits, vacation, etc.) than for the original single position.
- A request to engage in a job sharing arrangement shall be in writing to the immediate supervisor (Dean, Director, Vice-President.) The supervisor will review the request, which will identify the names of the two employees proposing to share a position, the position to be shared, and how the position's duties will be divided.
- 5.3.5 A schedule acceptable to the parties will be developed and maintained. This schedule will be amended only with the supervisor's consent.

- 5.3.6 A Job Share Agreement shall be drafted by the job sharing partners and the supervisor. This Agreement will address the following issues:
 - a. The length of time the job share arrangement is to be in place. (The maximum time is one year, with the possibility of renewal if all parties agree.)
 - b. The length of time before the arrangement is to be reviewed. (The suggested review date is between two and four months after the arrangement commences.)
 - c. The length of notice required to terminate the job share arrangement. (Normally 30 to 60 days.)
 - d. What will happen to the position once the job share arrangement ends.
 - e. What will happen if a job share partner resigns, retires, or otherwise chooses to leave the job sharing arrangement. (Normally, the university will post the vacant job share position.)
 - f. A stipulation that job sharing partners will not work fulltime unless relieving for their partner. (Normally, all time off by either of the two participating administrative employees will be covered by the remaining employee unless otherwise approved by the supervisor.)
 - g. How statutory holidays will be handled. (Normally, job sharing partners will equally share statutory holidays, regardless of the work schedule, by mutual consent, and in consultation with the supervisor.)
- 5.3.7 The draft Job Share Agreement described in 5.3.6 will be reviewed by the Director, Human Resources, or designate, for the purpose of providing the parties with advice and recommendations from a Human Resources perspective.
- 5.3.8 The Job Share Agreement described in 5.3.6 will be signed by all parties, and copies placed in both administrative employees' files.
- 6. POSTINGS, HIRING, and APPOINTMENTS
- TRU's goal is to fill positions with the best available candidates who have the appropriate combination of education, experience, skills and abilities to successfully perform the duties of the position.
- The following processes are for administrative positions excluding the President, Vice-Presidents and Associate Vice-Presidents. Deans and Associate Deans are excluded as they are covered by the faculty collective agreement for postings, hiring, and appointments.

6.3 Job Posting

- 6.3.1 Ongoing positions of six (6) months or greater will be posted internally for a minimum of ten (10) working days. External postings will occur simultaneously with the internal posting.
- 6.3.2 Temporary and Acting positions of six (6) months or greater will be posted internally for a minimum of five (5) working days.
- 6.3.3 Temporary positions of less than six (6) months will not be posted.
- 6.3.4 Internal postings will be in electronic format.
- 6.3.5 An announcement of the successful candidate in all positions will be posted electronically to all administrative employees.

6.4 Hiring

- 6.4.1 Hiring will proceed in accordance with the TRU Recruitment and Hiring Procedures.
- 6.4.2 Qualified internal candidates will be given fair and equal consideration for these positions and therefore will be short-listed and interviewed by the selection committee.
- 6.4.3 Temporary positions of less than six (6) months will be filled by appointment.
- Newly hired administrative employees normally will be offered Step 1 on the relevant pay band. However, if a candidate exceeds the minimum requirements for the position and/or market conditions dictate offering a higher starting salary, the President will establish the offer rate on that pay band and inform the Association of Professional Administrators of the rate.

6.4.5 Project Assignments

6.4.5.1 Project assignments may occur on an ad hoc basis and the nature of the work to be performed may not fit an established administrative job classification. These situations are typically less than one year in duration. The applicable Vice-President and the President will establish the rate to be paid in these circumstances and inform the Association of Professional Administrators of the rate.

	6.4.5.2	Special projects assigned for a short period to accomplish specific tasks that are not part of an employee's regular job will not normally generate any increase in wages.
	6.5	Appointment
	6.5.1	A written employment offer shall be provided to prospective administrative employees which, when accepted, will form the employee's official employment contract. The employment offer will be comprised of:
	6.5.2	An appointment letter describing the terms and conditions of Thompson Rivers University's offer;
	6.5.3	A copy of the Benefits and Working Conditions document; and
	6.5.4	A copy of the current job description for the administrative employee's position.
	7.	PROBATION AND EVALUATION (Ongoing employees)
	7.1	All employees appointed to ongoing positions will serve a one (1) year probationary period.
	7.2	No later than one (1) month prior to the expiry of the probationary period, a performance appraisal in accordance with Article 21 shall be prepared, in writing, by the direct supervisor of the probationary employee. The appraisal shall indicate whether the performance of the probationary employee has or has not been suitable during the probationary period.
	7.3	The performance appraisal shall include a recommendation by the supervisor as to whether the probationary employee should or should not be offered an ongoing appointment.
	7.4	The performance appraisal shall be submitted through the successive levels of management to the President or designate.
1	7.5	The President may approve an extension to the normal probationary period, if it has been determined that additional time is required to finalize the evaluation of the probationary employee.
	7.6	A probationary employee whose performance has been satisfactory will

receive a letter of ongoing appointment from the President.

7.7 A probationary employee whose performance has been unsuitable will be subject to Article 13 (Termination owing to Unsatisfactory Performance) of this document.

8. SALARY

- 8.1 The salary ranges for administrative positions and salary placements for administrative employees are subject to policy established by the University. The salary schedule will normally be reviewed annually by the Board and any adjustments will normally be effective April 1st.
- 8.2 The salary schedule of administrative employees will be provided on the Human Resources and APA websites.

9. INCREMENTS

- 9.1 Employees hired prior to April 1, 1998, will be eligible for yearly increments each April 1 until the maximum salary step for the respective position is reached, provided they have not received an unsatisfactory performance evaluation during the previous twelve (12) months. Employees who received an unsatisfactory evaluation will receive no increment.
- 9.2 Employees hired on or after April 1, 1998, and current employees appointed to new positions will be eligible for increments on the anniversary of their appointment date, provided they have not received an unsatisfactory performance evaluation during the previous twelve (12) months. Employees who received an unsatisfactory evaluation will receive no increment.
- 9.3 If there is a general administrative salary increase, each employee whose salary is red-circled under the above procedures will receive a lump sum payment equal to the percentage general increase multiplied by his or her red-circled rate of pay.
- New employees receive the increment upon satisfactory completion of the one-year probationary period. If the probation period is extended beyond one year, the increment will be retroactive to completion of twelve (12) months work.
- 9.5 Employees working in temporary full-time or temporary part-time capacities must complete the equivalent of one (1) year's employment (1820 hours) to be eligible for an increment.

- 9.6 Employees working in an ongoing part-time or specified term capacity will receive a prorated increment.
- 9.7 Any employee on an unpaid leave that involves activities that he/she believes would qualify for an increment may upon returning to work apply to the President for an increment. If the President grants an increment, the Association of Professional Administrators will be informed.
- 9.8 If an employee is on Disability for a cumulative period six (6) months or less within their increment year, they are entitled to an increment. For Disability absences that exceed six (6) months, the employee is not eligible for an increment. Disability refers to a combination of Short Term Disability plus Long Term Disability.

10. PROMOTION

- 10.1 If a current employee is successful in a new job posting that is classified at a higher pay band, the employee will be placed at the lowest step in the new pay band that provides for an increase over their current salary or Acting salary (where the Acting salary has been paid for at least one year).
- 10.2 If the new position is at the same pay band, the employee will receive no increase.
- If the position of a current employee is reclassified to a higher pay band, the employee will be placed at the lowest step in the new pay band that provides for an increase. If the reclassification is within the same pay band, the employee will receive no change in salary.

11. RECLASSIFICATION TO A POSITION IN A LOWER PAY BAND

- 11.1 When an existing employee voluntarily applies for and is successful on a lower rated related position, his/her salary is adjusted to the same step in the new pay band. If an employee is returning to a position that he/she previously held, his/her salary will be set at the same step he/she previously held, plus credit for years served in the higher paid position. The credit will be one (1) step for every two (2) full years of service.
- When an existing position is reclassified to a lower pay band, the incumbent's salary will remain red-circled until such time as the new band range exceeds the current rate of pay. If there is a general salary increase, each employee

whose salary is red-circled will receive a lump sum payment equal to the percentage rate of general increase multiplied by the fixed rate of pay.

12. ACTING PAY

- When a Manager or Director is appointed to an Acting capacity of another managerial employee, Acting Pay, as outlined below, will apply. If a Manager or Director is appointed to two or more concurrent Acting assignments, Acting Pay will increase to \$1000 per month or a pro-rated amount applicable to the length of the concurrent Acting assignments.
- Employees appointed to an Acting or Interim position for at least two (2) consecutive weeks or any two (2) weeks within a four (4) week period will receive their current salary plus a stipend, effective on the start date of the Acting position. The amount of the stipend will be 10% of their current salary to a maximum of \$500 per month. At the point when the Acting assignment exceeds three months in duration, the employee will then be placed on scale at the next salary step that provides for an increase over the Acting Pay rate.
- 12.3 When an employee is in an Acting capacity, his/her health and welfare benefits, sick leave entitlements and pension plan will remain unchanged. Vacation entitlement in the Acting capacity will apply if it is greater than the employee's normal vacation entitlement.
- 12.4 Time spent in Acting or Interim positions will count toward eligibility for increments in the employee's original position.
- 12.5 Time spent in an Acting or Interim position of at least three (3) months duration will count toward experience used to establish placement on scale should the individual be successful in competing for the respective ongoing position at the conclusion of the Acting or Interim term.

13. TERMINATION OWING TO UNSATISFACTORY OR UNSUITABLE PERFORMANCE

13.1 Ongoing Employees

In the event that a probationary employee's job performance is considered to be unsuitable prior to the expiry of the probationary period, the employee will be informed of such in writing, the reasons for such an evaluation given, and the necessary corrective action required. After two weeks, the supervisor will

provide the employee with a written progress report, which shall be reviewed in person with the employee. The probationary employee's employment may then be terminated upon two weeks' further notice.

In the event that an ongoing employee's job performance is considered to be unsatisfactory, the employee will be informed of such in writing, outlining the reasons for such an evaluation being given and the necessary corrective action required. Normally, a period of three (3) months will then be allowed for the employee to improve his/her performance. The supervisor will provide the employee with monthly written progress reports, which shall be reviewed in person with the employee. On completion of this three (3) month period, the employee will be informed in writing of his/her progress. If there has not been satisfactory improvement, the employee may be given notice of termination with one (1) month's notice for each complete year of service to the University, to a maximum of six (6) months' notice.

13.2 Temporary Full-time in Excess of Six Months Employees

In the event that a temporary employee's job performance is considered to be unsatisfactory during the term of appointment, the employee will be informed of such in writing, the reasons for such an evaluation given, and the necessary corrective action required.

After two weeks, the supervisor will provide the employee with a written progress report, which shall be reviewed in person with the employee. The employee's employment may then be terminated upon two weeks' further notice.

- 13.3 Temporary Full-time Less Than Six Months or Temporary Part-time Employees
- In the event that an employee's job performance is considered to be unsuitable, the employee will be informed of such in writing, the reasons for such an evaluation given, and the necessary corrective action required. After one week, the supervisor will provide the employee with a written progress report, which shall be reviewed in person with the employee. The employee's employment can then be terminated upon one (1) week's further notice.

13.4 Just Cause

An employee may be dismissed without notice or severance pay for cause.

JOB SECURITY

14.1 General Principles

- 14.1.1 Thompson Rivers University recognizes its responsibility to administrative employees who have given good job performance to TRU but who may suffer loss of employment through reorganization or elimination of positions.
- 14.1.2 The University will inform the APA of the elimination of ongoing administrative positions.

14.2 Notification to Affected Employees

- In the case where there is elimination of ongoing administrative positions, the administrative employee(s) affected will be informed of such in writing and the reasons for the elimination of the position will be explained to the employee. Reasonable alternatives will be explored to avoid termination of the administrative employee's services. A reasonable alternative may include the transfer of the affected employee to a vacant position for which the employee is qualified. Any such transfer will involve consultation among the affected employee, the new supervisor, and the appropriate Vice-President/President.
- 14.2.2 If the termination of the affected employee cannot be avoided, then:
- 14.2.2.1 An affected temporary full-time (over six months) employee will receive one (1) month's notice.
- 14.2.2.2 An affected probationary ongoing employee will receive three (3) months' notice.
- 14.2.2.3 An affected ongoing employee will receive six (6) months' notice plus one (1) month's additional notice for every complete year of service to the University, to a combined maximum of eighteen (18) months' notice.

14.3 Salary of Transferred Employee

14.3.1 An ongoing employee whose position has been eliminated and who is subsequently transferred to a vacant position at a lower pay band will have his or her current salary red-circled for one year. At the completion of one

year the employee will be placed at the step on his or her new pay band that is closest to, but no higher than, his or her current salary. Compliance with this provision shall not constitute constructive dismissal.

14.4 Severance

- Ongoing employees terminated for reasons other than just cause will be entitled to professional, financial, and relocation counselling services which are reasonable in the opinion of TRU.
- In a situation of position elimination, TRU will either require a working notice or enter into an offer of severance, in accordance with Article 14.2. If offered severance, the affected employee may be offered a choice between (1) a lump sum final payment, which would end benefit coverage including pension contributions, or (2) a month to month severance, whereby the parties may agree to both continue pension contributions and limited benefit coverage of MSP, dental, and extended health.

15. NOTICE TO THE EMPLOYER

15.1 Employees will normally provide the University with three (3) months' written notice of resignation.

16. LEAVES OF ABSENCE

16.1 Preamble

All references within the leave provisions include heterosexual, common-law and same sex partners. References to family include spouse, child, siblings, parents, parents-in-law, grandparents and any other person living in the same household who is dependent upon the employee.

16.2 Unassisted Leave (ongoing employees)

- 16.2.1 On written application to the President, an ongoing employee may be granted unassisted leave for any purpose acceptable to the President or appropriate Vice-President.
- 16.2.2 Leave may be for a period up to a maximum of twelve (12) months.

- 16.2.3 For the purposes of length of service and salary increases, the on-leave employee will be regarded as a full-time employee. Financial maintenance of benefits, including the University contribution, shall, however, be the responsibility of the employee.
- 16.2.4 Upon returning from unassisted leave, the employee will return to his/her previous position and duties, or to an equivalent position, as determined by the President.
- 16.2.5 The employee will not earn vacation and sick leave during a period of unassisted leave.

16.3 Long Term Assisted Leave (ongoing employees)

- On application to the President, an employee may be granted assisted leave after five (5) years of service to the University, for any purpose acceptable to the President.
- 16.3.2 Leave may be for a period up to a maximum of twelve (12) months.
- 16.3.3 When assisted leave has been approved, and where appropriate funding has been approved for such purposes, the employee may be granted up to eighty (80) percent of his/her annual salary. If, in combination with other sources, the employee receives a total income in excess of his/her annual salary while on leave, the University may reduce its contribution proportionately.
- The employee must return to the University upon completion of leave, for a period at least equal to that for which assistance was granted. If the employee resigns within this time requirement, the employee shall refund, on a pro-rata basis, the assistance provided.
- 16.3.5 Benefit coverage for medical services, dental care, extended health, group life, accidental death and dismemberment, disability income and superannuation will be continued with no change to the premium-sharing arrangements. For the purpose of salary increases, the employee is regarded as being in full-time attendance. The employee will earn vacation and sick leave at a rate equivalent to the level of assistance.

- 16.3.6 Upon receiving long-term assisted leave, a employee is not eligible to receive long-term assisted leave for five (5) years after his/her return to the University, except in exceptional circumstances as approved by the President.
- 16.3.7 Upon returning from assisted leave, the employee will return to his/her previous position and duties, or to an equivalent position, as determined by the President.
- 16.4 Short Term Leave (ongoing employees, and temporary full-time in excess of six months)
- 16.4.1 Upon application, the President may grant short term leave (for a period up to 4 months) with full pay and benefits for the following reasons:
- 16.4.1.1 Attendance at conferences, lectures, short courses, or other functions.
- 16.4.1.2 Professional development funds for other related expenses may be available upon application.

16.5 Jury Duty and Court Appearances

Leave of absence without loss of pay and benefits will be provided to an employee summoned to serve on a jury or when subpoenaed or summoned as a witness in a criminal or civil proceeding not occasioned by the employee's private affairs, or when the employee accompanies a dependent child when the child is subpoenaed or summoned to appear as a witness in a criminal or civil proceeding.

16.6 Political Leave (ongoing employees)

The University recognizes the right of every citizen to contribute to the community by entering political life if he/she so desires. However, proper regard must be paid to the needs of the University. Accordingly, leave of absence without pay may be granted for a period of up to six (6) weeks except where the campaign period coincides with a normal vacation period, to enable any employee to contest a federal, provincial or municipal election. This is, however, subject to the discretion of the President who will satisfy himself that the University will not suffer unduly as a result. The request for leave of absence must be submitted at least one month prior to the first day of the leave period.

- In the event that the candidate is elected to the House of Commons or the British Columbia Legislature, he/she will be granted leave of absence without pay for one (1) political term, which shall end on the day the incumbent vacates his/her office or is re-elected to a subsequent term.
- In the event that the candidate is elected to municipal or local government office, a leave of absence may be granted for a period of duty, if necessary, subject to a reduction in pay at the rate of 1/260 of the person's annual salary per day of leave. The intention is that such leave would be sought on the basis of one-half or one whole day at a time, and would be subject to the needs of the University being satisfactorily met.
- 16.6.4 Contributions to the benefits plans, including the University's share, shall be the responsibility of the employee when he/she has been granted leave without pay for longer than three (3) weeks.
- 16.6.5 Upon returning from political leave, the employee will return to his/her previous position and duties, or to an equivalent position, as determined by the President.
- 16.6.6 Employees in pursuit of a political office or elected to a political office shall not carry out any political activities on University premises or with University equipment, nor shall other employees carry out any political activities on University premises or with University equipment on their behalf or on the behalf of others.

16.7 Exchange Program (ongoing employees)

- 16.7.1 An ongoing employee is eligible to apply for an exchange program after receiving his/her permanent appointment.
- 16.7.2 An exchange program is subject to the approval of the President.
- 16.7.3 The qualifications and suitability of the replacement must be satisfactory to the President.
- 16.7.4 The exchange program shall normally be for a maximum of one (1) year.
- 16.7.5 The exchangee's salary shall be paid by Thompson Rivers University while he/she is on the program. His/her replacement's salary and benefits will be paid by the replacement's institution.

16.7.6	Normally, the exchangee's employee benefits shall be maintained while on the exchange program, on the same cost-sharing basis as prior to his/her involvement in the program. If, however, this arrangement leads to difficulties, other arrangements mutually agreeable to the participants and acceptable to Thompson Rivers University shall be made.
16.7.7	Upon return from the exchange program, the employee will return to his/her previous position, or to an equivalent position as determined by the President.
16.7.8	The exchangee is expected to return to Thompson Rivers University for a period equal to that of the exchange.
16.8	Maternity and Parental Leave (effective April 1, 2005)
16.8.1	TRU will ensure that maternity and parental leave provisions are in compliance with all current statutes.
16.8.2	Vacation and sick leave will accrue as per the BC Employment Standards Act.
16.8.3	Pension contributions and service will be in accordance with the College Pension Plan.
16.8.4 16.8.5	The employee is entitled to all increases in wages and benefits the employee would have been entitled to had the leave not been taken. An employee is expected to return to TRU at the conclusion of the maternity and/or parental leave for a period equal to the leave granted. If the employee resigns within this time requirement, the employee shall refund, on a pro rata basis, the assistance provided.
16.8.5.1	Maternity Leave
16.8.5.1.1	Female ongoing employees shall, after one year of service, be entitled to 17 weeks paid maternity leave. This 17 week period is comprised of two weeks at 95% salary and fifteen weeks at 95% top-up (the difference between Employment Insurance premiums and salary.)
16.8.5.1.2	The employer shall pay all benefit premiums during the period of this paid maternity leave.

16.8.5.2

Parental Leave

- 16.8.5.2.1 The birth mother is eligible for up to 35 weeks of unpaid parental leave. The birth father or adopting parent is eligible for up to 37 weeks of unpaid parental leave.
- 16.8.5.2.1 During this period of unpaid leave, the employee is responsible for all benefit premiums.

16.9 Compassionate Leave or Family Illness Leave (Ongoing & Temporary Fulltime in excess of six months)

Upon notification an employee will be granted leave of absence for up to five (5) days per year without loss of pay or benefits for compassionate reasons or because of family illness. Additional compassionate or family illness leave may be granted by the President or designate.

16.10 Bereavement Leave

An employee will be granted five days leave without loss of pay and benefits in the case of the death of a family member and upon notification to the employer. The President or designate may grant additional bereavement leave.

16.11 Sabbatical Leave

16.11.1 Relevant positions are eligible for a sabbatical leave after the completion of a term, in accordance with the TRU Faculty Association LOU #2.

16.12 Secondment

- 16.12.1 Following two (2) years of service in a continuing position, an employee may apply to the President to take advantage of secondment to positions internal or external to TRU.
- 16.12.2 External/internal secondments will normally be no longer than twenty-four (24) months and an individual will normally not be eligible for another secondment until a period of twenty-four (24) months has elapsed following their return to their regular position.

- 16.12.3 When an internal secondment is approved, the period of secondment shall be counted as time in service in the employee's position for the purposes of pensionable service, eligibility for leave, and any salary increases or steps.
- When an internal secondment is approved, if the salary range for the position to which the employee is seconded is above the employee's existing salary, the employee shall be paid at the bottom of the new position's range or an additional 10% of their current salary, whichever is greater. If the salary range for the new position is the same or less than the employee's existing salary, there will be no change in the employee's salary.

17. HEALTH AND WELFARE BENEFITS

- 17.1 Group Life, Basic Accidental Death and Dismemberment (AD&D), and Disability Income Insurance
- 17.1.1 Group Life, Basic Accidental Death and Dismemberment, and Disability
 Income insurance are mandatory. Coverage is provided for employees in
 accordance with the policies as and when negotiated by the University with
 the insurers. The basic coverage currently provided is:
- 17.1.2 Life insurance is three (3) times the annual salary with a maximum payout as established as per the policy.

The University will be responsible for the total premium for life insurance coverage.

17.1.3 Basic Accidental Death and Dismemberment (AD&D) is three (3) times annual salary with a maximum payout as per the policy.

The University will be responsible for the total premium for basic accidental death and dismemberment coverage.

17.1.4 Disability income insurance is 60% of monthly salary with a maximum payout as per the policy.

Employees will be responsible for the total premium for disability income coverage.

17.1.5 Group Life, Basic Accidental Death and Dismemberment, and Disability Income coverage is a single option comprised of 17.1.2, 17.1.3, and 17.1.4 above and cannot be taken individually.

17.1.6	Details of coverage will be provided by the Human Resources Division. Employees will be informed of subsequent changes in coverage.
17.1.7	Voluntary Additional Coverage for Accidental Death and Dismemberment (AD&D) Insurance
17.1.7.1	Employees may opt for additional coverage for themselves and dependents. Employees will be responsible for the total premium for this voluntary additional accidental death and dismemberment coverage. Details of coverage will be provided by the Human Resources Division. Employees will be informed of subsequent changes in coverage.
17.2	Medical Services Plan (MSP)
17.2.1	Employees are eligible for Medical Services Plan coverage in accordance with current statutes of the Province. MSP is mandatory unless alternative coverage is already in effect.
17.2.2	The University will be responsible for the total premium for MSP coverage.
17.2.3	Details of coverage will be provided by the Human Resources Division. Employees will be informed of subsequent changes in coverage.
17.3	Extended Health Benefits (EHB) Insurance
17.3.1	Employees are eligible for Extended Health Benefits coverage. EHB is mandatory unless alternative coverage is already in effect.
17.3.2	The University will be responsible for the total premium for EHB coverage.
17.3.3	Details of coverage will be provided by the Human Resources Division. Employees will be informed of subsequent changes in coverage.
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17.4	Emergency Travel Assistance Coverage
17.4.1	Employees are eligible for Emergency Travel Assistance coverage. ETA is mandatory unless alternative coverage is already in effect.
17.4.2 17.4.3	The University will be responsible for the total premium for ETA coverage. Details of coverage will be provided by the Human Resources Division.

17.5 Dental Care Insurance

- 17.5.1 Ongoing employees are eligible for dental care insurance in accordance with the policy as and when negotiated by the University with the insurers.

 Ongoing part-time employees will cost-share the premiums calculated on the percentage of workload.
- 17.5.2 The coverage currently provided is:
 Plan A (basic dental services) 100% payment of claims, and
 Plan B (major restorative services) 80% payment of claims, and
 Plan C (orthodontic services) 50% payment of claims up to a \$2500 lifetime maximum.
- 17.5.3 Dental care insurance is mandatory unless alternative coverage is already in effect.
- 17.5.4 The University will be responsible for the total premium for dental insurance coverage.
- 17.5.5 Details of coverage will be provided by the Human Resources Division. Employees will be informed of subsequent changes in coverage.

- 17.6 Sick Leave
- 17.6.1 Ongoing Employees
- 17.6.1.2 Each ongoing employee will accrue to his/her credit 18 days' sick leave per year (1.5 days per month) to be advanced to the member as of his/her initial appointment date and annually on the anniversary of that date.
- 17.6.1.2 Ongoing full-time employees will receive paid sick days at their full salary. Ongoing part-time employees will receive paid sick days at their pro-rated salary level.
- 17.6.1.3 The following clause has been grandfathered for those employees who had 10 years continuous service to TRU as of December 31, 2002. "Upon the termination of employment of an employee with more than 10 years' continuous service, a cash payment in lieu of untaken sick leave will be given to a maximum of 60 days. The cash payment will be paid to the employee's beneficiary should termination be due to death."
- 17.6.1.4 Employees who had less than 10 years continuous service as of December 31, 2002, have had the balances in their sick leave bank recorded as of December 31, 2002, to a maximum of 60 days. Upon termination of employment with more than 10 years' continuous service, a cash payment in lieu of these recorded sick leave days will be given. This clause shall also apply to those employees in positions that are eliminated or declared redundant prior to the employee achieving 10 years of continuous service.
- 17.6.1.5 Effective December 31, 2002, there will be no sick leave payout for new excluded employees upon retirement or resignation.
- 17.6.1.6 A maximum of 150 days' sick leave can be accrued to a member's credit.
- 17.6.1.7 In the event that an employee has used credits from a sick leave advance and his/her employment is terminated, he/she will be required to reimburse the University for an amount equivalent to the overpayment of unearned sick leave credits.

17.6.2 Temporary, Full-time in Excess of Six Months Employees

Each employee will accrue to his/her credit sick leave at 1.5 days per month of completed service to be available to the member during the term of appointment. Verification of earned sick leave accumulations is available from the Human Resources Division.

17.6.3 Special Use of Sick Leave

17.6.3.1 In the case of illness of a member of the family of an employee, when no one other than the employee can reasonably provide for the needs of the ill person, the employee will be granted use of a portion of his/her sick leave up to a maximum of five (5) working days per year, when his/her request is accompanied by a doctor's certificate, subject to the approval of the employee's immediate supervisor.

17.7 Employee Assistance Program (ongoing employees)

An Employee Assistance Program is provided for ongoing administrative employees. Details are available from the Human Resources Division.

18. PENSION BENEFITS

18.1 Canada Pension Plan and Unemployment Insurance

18.1.1 Deductions will be made from salary, as per statutory requirements and regulations.

18.2 College Pension Plan

18.2.1 Enrolment in the College Pension Plan is mandatory for ongoing employees. For any other administrative employee, when earnings reach statutory requirements, enrolment is mandatory. Details are available from Human Resources or at www.pensionsbc.ca. The University will match the employees' contributions.

19.	MISCELLANEOUS BENEFITS
19.1	Annual Vacation (Ongoing employees)
19.1.1	Employees shall be entitled to all statutory holidays and to twenty-five days annual vacation, plus one day for each complete year of service to a maximum of thirty days in total.
19.1.2	Vacation entitlement for new employees shall be prorated for the first vacation year.
19.1.3	The vacation year shall be the period April 1 to March 31.
19.1.4	Vacation time will normally be taken in at least one (1) week blocks, and is subject to the approval of the employee's supervisor.
19.1.5	An employee must make every effort to use his/her vacation entitlement each year.
19.2	Vacation Carryover
19.2.1	In accordance with Section 14.2.2(b) of the Public Sector Employers Act, an employee may carry forward unused vacation days and use them for vacation leave in the employment year immediately following the employment year for which the unused vacation leave is attributable.
19.2.2	It is a TRU policy that unused vacation shall not be paid out.
19.3	Holiday Pay (Temporary Employees)
19.3.1	Employees on appointments greater than eight (8) months, will receive ten (10%) percent of total earnings as holiday pay.
19.3.2	Employees on appointments greater than three (3) months, but less than eight (8) months, will receive six (6%) percent of total earnings as holiday pay.
19.3.3	Part-time employees on appointments exceeding three (3) months will receive six (6%) percent of total earnings as holiday pay.
19.3.4	Employees on appointments of three (3) months or less will receive four (4%) percent of total earnings as holiday pay.

19.4 Annual Holidays

19.4.1 Employees are entitled to the following annual holidays:

New Year's Day

Labour Day

Good Friday

Thanksgiving Day

Easter Monday

Remembrance Day

Victoria Day

Christmas Day

Canada Day

Boxing Day

British Columbia Day

and to any other general holiday established by the Government of Canada or the Government of British Columbia.

19.4.2 If an annual holiday falls on an employee's regularly scheduled vacation day, the employee shall be given an alternative vacation day at a time agreeable to the employee and the employee's supervisor.

19.4.3 If an annual holiday falls on a normal non-working day and the date on which the holiday is to be observed is not prescribed by law, TRU will establish a substitute. Other than in exceptional circumstances, that day will be the first weekday following the date of the annual holiday.

19.5 Christmas Period

Inclusive of Christmas Day, Boxing Day and New Year's Day, administrative employees shall in addition to annual vacation have the Christmas closure as non-working days with pay and benefits.

19.6 Tuition Waiver

19.6.1 Preamble

To encourage the professional development and career goals of its administrative employees and immediate family members, Thompson Rivers University (TRU) encourages life-long learning.

To facilitate these professional development goals, TRU will support, subject to the regulations outlined below, tuition fee waiver of its credit-based courses, when extra seats are available in a course.

- 19.6.2. Administrative employees will be granted tuition fee waiver, provided that all fee-paying students are given first priority. If a class size is limited, employees and immediate family members taking advantage of this section shall be expected to make room for fee-paying students. In all cases, fee-paying students shall be given first priority.
- 19.6.3 If the conditions in 19.6.2 are met, this section applies to full-time administrative employees and immediate family members. For the purposes of this section, an immediate family member is defined as a spouse or a dependent child, 25 years of age or under.
- 19.6.4 This section provides course tuition fee waiver only. An administrative employee or an immediate family member benefiting from this section must pay all other costs.
- 19.6.5 This section shall not apply to continuing education, cost-recovery courses, graduate courses, or courses in the open learning division.

19.7 Travel Expenses

- 19.7.1 Employees required to use their vehicles on University business will be paid in accordance with the current approved rates.
- 19.7.2 Meals and other expenses will be reimbursed in accordance with the current approved rates.

19.8 Payment of Professional Dues or Membership Fees

If the payment of professional dues or individual membership in a professional association is a position requirement then the University will pay for the professional dues or membership fees.

19.9 Automobile Insurance

Administrative employees who are required to use their automobiles in the performance of their duties will be reimbursed in accordance with University policy for the incremental cost in maintaining insurance coverage at a business use level.

19.10 Reimbursement for Relocation Expenses

- 19.10.1 Thompson Rivers University (TRU) will assist new administrative staff employees with the cost of relocation of personal and household effects and travel from the point of origin to the Kamloops or Williams Lake campus.
- 19.10.2 TRU will reimburse reasonable expenses for a house-hunting trip from the point of origin to the Kamloops or Williams Lake campus.
- 19.10.3 Expenses will normally be expected to occur within a reasonable period of time from the date of written acceptance of employment, and the actual starting date. Normally, TRU expects that a new employee will complete their household relocation within one year of their first day of work.
- 19.10.4 After commencement of employment, it is the responsibility of the new employee to submit a claim for reimbursement of expenses to the Human Resources Division.

 Claims shall be in writing and substantiated by originals of required receipts.

 (Employees should note that original receipts are not required for submission with Income Tax Returns, and that in the event of a tax audit, TRU can provide access to the originals.)
- 19.10.5 New employees should note that moving expenses not reimbursed by TRU might sometimes be claimed as an Income Tax deduction. Employees moving from out-of-province may also qualify for a C.E.I.C. moving expense allowance. Consult the relevant federal agency for information.
- 19.10.6 Relocation expenses are provided to the employee as a 3-year forgivable loan. In the event that the employee voluntarily resigns from TRU prior to the three (3) years of service being completed, the forgivable loan is repayable to TRU on a pro-rated basis. This provision regarding the forgivable loan is effective May 1, 2004.

19.10.7 Reimbursement

- 19.10.7.1 The normal reimbursement for relocation expenses will be to a maximum of one month's salary.
- 19.10.7.2 For senior administrative appointments at the Director level or above, approval beyond this amount shall be at the President's discretion, to a maximum of \$20,000 with consideration of the distance from point of origin to either the Kamloops or Williams Lake campus and associated costs.

- 19.10.7.3 The following are eligible relocation/moving expenses for reimbursement by TRU are as follows:
 - a. Travel cost for the employee and his/her dependents from point of origin to Kamloops or Williams Lake, the lesser of airfare or mileage current TRU mileage rates, reimbursable upon receipts.
 - b. Meals to a maximum of current TRU per diem rates for each family member, with receipts.
 - c. Travel costs (airfare or mileage), hotel and meal costs for a three-day house hunting trip prior to commencement of employment for an employee and his/her spouse.
 - d. Temporary accommodation and meals at point of origin and destination to a maximum total of five (5) nights without specific written authority, in advance, from the Director of Human Resources.
 - e. The moving of personal and household effects to include household pet(s).
 - f. Utility hook-ups at new location.
- 19.10.7.4 Expenses incurred for such items as livestock transport, rental/lease payments, rental agency fees, and legal or real estate fees are NOT reimbursable. If clarification is required on the eligibility for reimbursement of specific expenses, new employees must contact the Human Resources Director, in advance.
- 19.11 Deferred Salary Leave Plan (ongoing employees)

Ongoing administrative employees may enrol in the Deferred Salary Leave Plan. Details are available from the Finance Division.

- JOB EVALUATION (Ongoing positions and temporary positions in excess of six months)
- 20.1 The purpose of job evaluation is to consider the position to ensure the maintenance of internal equity and the consistent application of job evaluation factors.
- 20.2 The Administrative Job Evaluation Committee (AJEC) is mandated to evaluate administrative positions based on the current plan, and to hear all appeals. The AJEC evaluates all new administrative positions.
- 20.3 The AJEC may ask questions of the incumbent or supervisor at any time. The key aspect is to ensure that the position is fully understood.

20.4 Position descriptions for all administrative positions will be available from Human Resources.

21. PERFORMANCE EVALUATION (Ongoing Employees)

21.1 Purpose

The purpose of performance evaluation is: 1) to provide the employee with information that will enable him/her to monitor and improve job skills and effectiveness, and; 2) to assess an employee's work performance for the purpose of incremental advancement. Performance evaluations consist of the two components of evaluation described in 21.2.

21.2 Evaluation Components

- 21.2.1 Self evaluation provides a check for congruence of activity with stated goals and performance objectives. Self evaluation is initiated and carried out by the employee who is also responsible for scheduling an evaluation meeting with his/her supervisor. The self-evaluation is to be presented to the employee's immediate supervisor who will review the previous and coming year's goals and performance objectives. The employee shall initial any added comments by his/her supervisor. The self-evaluation will be maintained on file by Human Resources, with a copy to the employee.
- 21.2.2 Comprehensive evaluation will provide the employee with performance information from a broader spectrum of the TRU community based on a wider range of performance criteria. Comprehensive evaluations are initiated by the employee's immediate supervisor or designate, using forms available from Human Resources. A completed performance appraisal form should be signed off by the employee and the supervisor and kept on file by Human Resources, with a copy to the employee.

21.3 Frequency

- 21.3.1 Once in every two (2) years, a comprehensive evaluation should be undertaken.
- 21.3.2 On a regular basis, an ongoing employee should consult with his/her supervisor on the employee's goals and performance objectives.

- 21.3.3 More frequent evaluations may be requested by the employee, the supervisor or the Human Resources Division.
- 21.3.5 Article 12.1.2 shall apply in the event of an unsatisfactory job evaluation.

21.4 Personnel File

- 21.4.1 Each employee shall be entitled to reasonable access to his or her official personnel file.
- 21.4.2 Employees may add responses to disciplinary notices placed in their file. Such responses will be attached to the disciplinary notice.
- 21.4.3 Formal disciplinary notices shall be removed from an employee's personnel file on written request from the employee, provided at least twenty-four (24) months have passed and there has been no subsequent formal discipline.

22. CONFLICT RESOLUTION

22.1 Responsibility for Conflict Resolution

- 22.1.1 It is in the best interests of all parties to support resolution of disputes at the earliest possible stage. TRU is committed to promoting the right to a safe, neutral process for the resolution of conflict. That process shall be fair, efficient and free from reprisal.
- 22.1.2 Recognizing that each individual has both a personal interest in and a share of the responsibility for resolving his/her conflict, TRU encourages and facilitates the use of an informal conflict resolution process.

23. TOTAL COMPENSATION - COMPARABLE ADJUSTMENTS

In keeping with TRU's desire to hire and retain qualified personnel and to ensure fair and equitable treatment for all TRU employees, a review of administrative salaries and benefits will normally be undertaken each April 1.



ADMINISTRATIVE SALARY SCHEDULE

Current Pay Bands	Compensatio	on Range
F-High	\$175,000 -	\$192,000
F- Low	\$158,000 -	\$175,000
E-High	\$143,000 -	\$158,000
E-Low	\$125,000 -	\$143,000
D-High	\$103,000 -	\$125,000

	Step 1	Step 2	Step 3	Step 4	Step 5
D- Low	\$92,000	\$94,750	\$97,500	\$100,250	\$103,000
C-High	\$82,000	\$84,500	\$87,000	\$89,500	\$92,000
C-Low	\$73,000	\$75,250	\$77,500	\$79,750	\$82,000
B-High	\$64,000	\$66,250	\$68,500	\$70,750	\$73,000
B-Low	\$56,000	\$58,000	\$60,000	\$62,000	\$64,000
A-High	\$49,000	\$50,750	\$52,500	\$54,250	\$56,000
A-Low	\$43,000	\$44,500	\$46,000	\$47,500	\$49,000



Administrative Job Evaluation - Factor Descriptors

Thompson Rivers University, Levels of Work model includes six factors covering a broad range of responsibilities and skills that, by degree, relate to all of the University's non-union, Administrative jobs.

Responsibility & Results

Takes into consideration the overall responsibilities and results expected by the University,
of the job. This can include: the responsibility to complete work to an expected standard;
the responsibility involved in supervising others at TRU; responsibility for providing
specialized information and guidance to others; responsibility for generating revenue
directly or indirectly at the University; responsibility for developing results based on
utilizing both in-depth expertise and broad-based perspectives; etc.

Teamwork & Relationship Building

 Takes into consideration both teamwork and building relationships, when working on TRU-based or external teams relating to the University. This can include: active contribution on a University team; coordinating and/or providing leadership to a team; recognizing different needs and goals and building collective understanding within a team; strengthening relationships that lead to increased effectiveness across a number of teams; developing long-term relationships that will benefit TRU in the future; etc.

Stakeholder Service & Delivery

 Takes into consideration the provision of help, assistance and service to a wide range of stakeholders such as students, non-students, parents, suppliers and each other at TRU. This pertains to both internal and external stakeholders and can include: reacting promptly and effectively to requests for information; ensuring TRU service and satisfaction standards are met; delivering our services to others in a way that meets both their needs, as well as the University's; setting service policies and developing plans to achieve high levels of stakeholder service; etc.

Know How & Experience

Takes into consideration the overall knowledge, skills, competencies and experience
required to do a TRU-based job effectively. This can include: the need for a basic
understanding to carry-out straight-forward tasks; knowledge and skills of many aspects
of a specific process; the requirement for in-depth know-how to provide full subject matter
expertise on behalf of the University; the need for a comprehensive understanding gained
through extensive experience to integrate diverse perspectives; etc.

Problem Solving & Decision Making

• Takes into consideration identifying, modifying, selecting solutions, resolving problems and then recommending or making decisions that affect the University. This can include: selecting from known options to resolve a problem; using initiative and making decisions to overcome immediate difficulties; analyzing root causes and providing options to solve problems; supporting a decision making process that impacts a team's work; making farreaching decisions and developing comprehensive solutions; etc.

Leadership & Development

Takes into consideration both leading and the development of others at the University and
the support required for them to develop effectively. This can include: providing coaching,
direction and imparting experience to co-workers, students and additional TRU
stakeholders; developing others using both formal or informal means; teaching and
assessing students and comparable participants about a specific field of study or area of
work; developing plans to make learning and development more effective at the
University; etc.

Yes	Provost and VD Academic	FCAGI	HIGH/LOW
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Yes	VP Admin & Finance	_ \ \	Ι:
	VP Onen Learning	_	I
	VP Open Leaning	ш	_
	VP Advancement	Ш	I
Yes	AVP TRU International & CEO Global Operations	ш	: 1
	AVP Academic	ш	-
Yes	AVP Finance	ш	
	AVP Human Resources & Planning	ш	J _
	AVP IT and CIO	ם נ	
	AVP Open Learning	ם נ	۔ ب
	AVP Research and Graduate Studies	ם ע	J.
Yes	General Counsel and Corporate Secretary	ш	.i
	Vice Provost, Students	ם ע	
	Chief International Marketing Officer TRU World	ח כ	1 3
	Chief Recruitment Officer OL	0 0	
Yes	Director Ancillary Services	0.0	
	Director Business Intelligence OL	0 0	
	Director Finance	0 0	
	Director Human Resources		
	Director Facilities Services		
	Director Program Delivery OI	ی د	Γ:
	Director Student Recruitment and Liaison	۵ (Ι.
	Director TRU World	۵ (Ι.
	Director Williams Lake Campus	ی د	Ι:
Yes	Registrar	ی د	Γ:
	University Library Director) د	Ι:
Yes	Director Athletics and Recreation	2 (Ι.
	Director Budget Development and Internal Audit	ם כ	┙.
		ם מ	.
	Director Environment & Sustainability	ם כ	۷,-
	Director Instructional Design	ם כ	۔ د
Yes	Director Institutional Planning & Analysis	ם כ	J _
	Director Marketing and Communications OL	מכ	
	Director Supply Chain Management	ם כ	
	Director Enterprise System	0 0	٠.
	Director Network & Technical Services	ם נ	٠.
	Associate Registrar, OL	ם מ	- -
	Academic Director	ى د	7
Zyes	Associate Director Facilities Infrastructure		Ε:
	Associate Director Facilities Services		E :
	Associate Director Financial Reporting) (. :
	Associate Director Human Resoluces) (Ε:
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Chief Student Affairs Officer Chief Student Affairs Officer Director Prior Learning Assessment OL Director Strategic Partnerships OL Manager Health & Safety Program Review Coordinator Associate Director International Liaison Associate Director International Student Services & Study Abroad TRU World Associate Director International Business Operations TRU World Manager Contract Training TRU World Manager Enrolment Aralysis Manager Enrolment Aralysis Manager Procurement Services OL Manager Procurement Services Manager Proc	rketing TRU World C	I
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Campus Coordinator, Williams Lake Campus	B	_
Community Coordinator Continuing Studies	ec es	_
Yes HRIS Services Advisor		
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Benchmarks	Position	Level	High/Low
	Manager Transitions (STT)	В	
	Student Case Manager	В	-
	Administrative Coordinator - International Accreditation & Articulation TRU World	A	I
	Coordinator, University Governance	A	I
Yes	Executive Assistant to President & Vice-Chancellor	A	Ι
Yes	Executive Assistant to Provost & VP Academic	A	Ι
	Executive Assistant to AVP TRU International & CEO Global Operations	A	Ι
	Executive Assistant to the VP Open Learning	A	I
	Executive Assistant to VP Administration & Finance	4	. I
	Executive Assistant to VP Advancement	A	Ι
	Sport and Event Coordinator	A	Ξ
	Administrative Assistant to Dean	×	-
	Administrative Assistant to Vice Provost Students	A	-
	Administrative Coordinator TRU World	A	-
	Assistant Office of the President	< <	_
	Assistant to AVP HR & Planning	< <	
Yes	Assistant to General Counsel	< <	J _
	Assistant to the AVP Finance	< <	_
	Assistant to the AVP IT Services and CIO	<	
	Assistant to the AVP Open Learning	⋖	
	Assistant to the Chief Recruitment Officer OL	∢	_
	Assistant to the Director of Program Delivery	∢	_
Yes	Assistant to the Vice Provost Students	∢	
	Assistant, Business Intelligence Unit OL	4	-
	Confidential Administrative Assistant HR	<	_
	HR Assistant	₹ 4	ı _