



## **Collective Bargaining Update as of July 11, 2008**

### **Bargaining with the Administrative and Supervisory Personnel Association (ASPA)**

### **Clarification of the University's Proposal and Principles**

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The purpose of this communication from the University to our employees and community is to explain, clarify and ensure transparency regarding progress at the bargaining table and our position on the outstanding issues.

Bargaining began with ASPA on April 14, 2008. Reasonable progress was made toward reaching a collective agreement by the end of June. The parties agreed to limiting communications during this process in the hope of reaching a timely agreement. Unfortunately, talks have broken off and the parties have agreed to lift the communications ban. ASPA is having a membership meeting on July 21, 2008.

The University's offers and agreements to date are posted on the HR Website under bargaining updates <http://www.usask.ca/hrd/>.

#### **Summary of Outstanding Issues**

**The outstanding issues are the financial package and progression through the salary bands.**

**The University** has tabled a proposal which includes a financial package of **17.3%** over three years. This includes a minimum market increase for **all** employees of 4% per year, plus 2% service-based increments each year for those below the target point\* for a minimum total of 6% per year, an increased investment in base salary merit or one-time merit bonuses for 60% of employees, and new pension funding (details below).

**The ASPA bargaining team** is seeking **23%** over three years with salary adjustments to each employee of **7.5%** per year and new pension funding. They remain adamant about two things: the total amount required for an agreement, and that each employee must receive the same increase based on service (with no differentiation for performance, growth or development and no consideration of where salaries fall on the salary bands - above or below market).

***The University has generated a number of options and solutions to address the outstanding issues leading up to our offer of July 7, 2008. The ASPA bargaining team is not willing to discuss any options on the remaining issues. Bargaining reached an impasse after 17 days of negotiations. The University is strongly committed to reaching an agreement that balances interests of the employees with those of the organization.***

\* **Note:** "target point" is a term in the Collective Agreement. It refers to the market value for the job phase and is used to anchor the range. The salary range is approximately 25% above and 25% below the target point which is the middle of the range. The word "target" is a commitment to pay a fully proficient employee at the market value.

## Highlights of the University's Offer to Settle as of July 7, 2008

**This offer supports the University's strategic directions; it provides competitive salary increases, begins to develop career paths, encourages and rewards personal and job growth and development, rewards exceptional performance, and supports recruitment and retention of highly valued employees.**

The University has tabled a proposal which includes a financial package of **17.3%** over three years:

- Increase the salary ranges by 4% per year, continuing to track ASPA salaries against national market trends (to support recruitment and retention), then providing a general market increase of 4% per year for all employees to move them within the new ranges (total 3 year - 12%\*<sup>1</sup>).
- Provide an annual service-based increment of 2% per year to those employees paid under the target point, with this increment built into the Collective Agreement to ensure movement toward the target point. This is a significant compromise from earlier offers (total 3 year - 1.66%\*).
- Increase the annual funding for merit to ensure that at least 30% of employees receive between 2-4% of merit pay applied to their ongoing salary (**base merit**), and another 30% of employees receive one-time lump sum bonus payments (**one-time merit**) of between 2-4%. Overall 60% will receive merit pay. The current agreement only allows for 10% of employees to receive base merit and 15% to receive one-time merit (total 3 year - 3.14%\*).
- An improved process, as per the recommendations of the University and ASPA Joint Merit Committee, to ensure the merit money is fully spent and decentralize merit decisions so merit is paid at the discretion of unit leaders and managers.
- A 0.5% increase to matching pension contributions for all employees.

### Examples of salary changes in year 1 under the proposed settlement:

- **Phase 1 - Salary below target point (\$50,092), no merit increase**  
 Current Salary of \$40,000 + 4% market adjustment = \$41,600  
 Receive regular increment of 2% = \$41,600 + 832 = \$42,432  
**Overall increase in salary of 6.1%**
- **Phase 2 - Salary above target point (\$65,136), no merit increase**  
 Current Salary of \$65,000 + 4% market adjustment = \$67,200  
**Overall increase in salary of 4.0%**
- **Phase 3 - Salary below target point (\$82,337), receives base merit**  
 Current Salary of \$70,000 + 4% market adjustment = \$72,800  
 Receive regular increment of 2% = \$72,800 + 1,456 = \$74,246  
 Receive base merit between 2% - 4% = between \$75,731 and \$77,216  
**Overall increase in salary of between 8.2% and 10.3%**
- **Phase 1 - Salary above target point (\$50,092), receives base merit**  
 Current Salary of \$55,000 + 4% market adjustment = \$57,200  
 Receive base merit between 2% - 4% = between \$58,344 and \$59,488  
**Overall increase in salary of between 6.1% and 8.2%**

### Potential Increases Based on Placement on Salary Bands

Possible Scenarios	% of Employees	Overall Salary Increase
Below Target, no base merit	32%	6.1%
Below Target, base merit	14%	Between 8.2% and 10.3%
Above Target, no base merit	38%	4.0%
Above Target, base merit	16%	Between 6.1% and 8.2%
	<b>Total – 100%</b>	<b>Average Increase of 5.9%</b>

<sup>1</sup> \*please note that these are estimated costs, as actual amounts will vary from year to year slightly depending on actual total payroll, which is affected by new hires, turnover etc.

### The following information is provided to:

- explain, clarify and provide context to the University's revised proposal.
- clarify the purpose of the compensation model.
- explain what the University is attempting to achieve, and the underlying principles.
- provide general market information.
- describe progression through the ranges.
- provide the proposed salary ranges.

### Why doesn't the University give ASPA what they want to settle the agreement?

In the last round of bargaining, which concluded in May 2007, ASPA **agreed to language** which put salary adjustments and regular service-based increments into one sum, **permanently removing the service-based increments** from the Collective Agreement. The parties agreed that future base salary adjustments would be determined at the bargaining table.

- Service-based increments are not consistent with the University's commitment to develop career paths to support employees in the early stages of their careers, reward job growth, support personal development and performance, and ensure financial sustainability of the model over time. Broad salary bands support the University's commitment.
- Service-based increments are not consistent with broad salary bands, as they result in salaries above the 90<sup>th</sup> percentile regardless of performance (the target point is the 50<sup>th</sup> percentile and the top of the ranges exceeds the 90<sup>th</sup> percentile).
- A return to the service-based increment model is not affordable without also abandoning the broad band salary ranges.
- The University proposed a significant compromise on the outstanding issues in its latest offer, to provide some service-based increments, up to the target point, for those employees paid under the target point. This added to the financial package.

The ASPA bargaining team's request of 23% over 3 years (7.5 % per year) is not affordable and not supported by market comparisons. The University's offer balances current economic conditions and salary trends with the sound fiscal management of the University's limited resources. The University provided ASPA with data comparing current and projected salary settlements which indicate that total salary increases and projections for increases nationally and regionally are in the range of 3.2% to 4.5%. There is no empirical data to support the salary settlement ASPA is seeking.

- The University has made a significant investment in benefits and the salaries of our employees who are ASPA members through the introduction of new salary ranges which are adjusted to the market, benefits enhancements, and pension improvements. These recognize the value of our employees and their importance to the University of Saskatchewan. In light of the University's need to balance its financial commitments with its available funding sources, and numerous financial challenges and priorities, the University needs to balance the costs of salary settlements, with the needs and expectations across all employee groups.
- The University believes it is critical to continue to develop a compensation model which rewards growth and performance and supports recruitment and retention for this group of key contributing employees, while providing market-competitive increases to all ASPA members (including those not eligible for merit).

## What are the details of the University's offer?

The University is offering to invest 17.3%, an average investment of 5.8% per year over three years, which includes:

### SUMMARY OF OFFER TO SETTLE OVER THREE (3) YEARS

Year	<i>This summary table was presented to ASPA on July 7, 2008.</i> <b>Salary, Pension &amp; Benefits Adjustments</b>
2008	<p><u>Salary Ranges</u></p> <ul style="list-style-type: none"> <li>▪ 4.0% Adjustment to all salary ranges</li> </ul> <p><u>Salary Adjustments</u></p> <ul style="list-style-type: none"> <li>▪ Market Adjustment – 4.0%</li> <li>▪ Merit Adjustments – increase to 1.0% of payroll for both one-time and adds-to-base adjustments to be awarded to up to 60% of employees</li> <li>▪ Regular Increments – 2.0% for all employees below the target point</li> </ul> <p><u>Pension &amp; Benefits</u></p> <ul style="list-style-type: none"> <li>▪ 0.5% Increase to Pension</li> <li>▪ 1FTE release time for association executive</li> <li>▪ Increase to annual eye exam coverage from \$65 to \$80</li> <li>▪ \$125,000 in retraining funds over the life of the contract</li> <li>▪ Payment of 2 week waiting period at 95% of earnings for those on parental/adoption/maternity leave</li> </ul>
2009	<p><u>Salary Ranges</u></p> <ul style="list-style-type: none"> <li>▪ 4.0% Adjustment to all salary ranges</li> </ul> <p><u>Salary Adjustments</u></p> <ul style="list-style-type: none"> <li>▪ Market Adjustment – 4.0%</li> <li>▪ Merit Adjustments – maintain at 1.0% of payroll for both one-time and adds-to-base adjustments to be awarded to up to 60% of employees</li> <li>▪ Regular Increments – 2.0% for all employees below the target point</li> </ul>
2010	<p><u>Salary Ranges</u></p> <ul style="list-style-type: none"> <li>▪ 4.0% Adjustment to all salary ranges</li> </ul> <p><u>Salary Adjustments</u></p> <ul style="list-style-type: none"> <li>▪ Market Adjustment – 4.0%</li> <li>▪ Merit Adjustments – maintain 1.0% of payroll for both one-time and adds-to-base adjustments to be awarded to up to 60% of employees</li> <li>▪ Regular Increments – 2.0% for all employees below the target point</li> </ul>

## Why are the University and ASPA no longer bargaining?

During the course of our negotiations, the University made 6 different compensation proposals with various compromises and increasing financial investments to respond to ASPA's key issues, in an effort to reach an agreement.

After 17 days of bargaining, the University and ASPA have agreed in principle on everything to date except the financial package and salary progression. ASPA is insisting that the University give in to their demands on these two issues rather than continue the bargaining process by offering alternatives. They are demanding that the University:

1. reinstate language they agreed to eliminate from the Collective Agreement in the last round of bargaining that provided for automatic service-based increases (regular increments) for all employees. In addition, they want the value of each individual's regular increment to be changed from 2.9% of the target point of the phase to 2.9% of base salary of the employee

(which result in higher overall costs and larger increases above the target point, which is the reverse of what the University believes needs to be done, which is to move people faster below the target points).

2. provide a 7.5% wage adjustment in each of the three years of the agreement (4.6% base increase plus a 2.9% increment) without further discussion of the University's interests or ability to afford this settlement.

At bargaining on June 19, 20 and 27, 2008, ASPA rejected proposals developed to address their concerns, reiterating their financial demands. On July 3, 2008, the University invited ASPA back to the bargaining table, indicating that it had developed a revised offer which could form the basis of a Collective Agreement. ASPA agreed to meet on July 7, 2008. The University presented a compromise offer which is as far as the University believes it can go without incurring substantial long-term negative consequences to the University's operating budgets, success of revenue generating units and priorities of the University Plan.

**The University's offer of July 7, 2008 increases the financial package and compromises by offering service-based increments to employees paid under the target point and increasing merit money.** University representatives worked with ASPA to facilitate some movement by:

- o discussing the principles of a broad banded pay system and our interest in decentralizing salary decisions through pay increases that recognize both job growth and performance.
- o explaining that the application of service-based increases were, in fact, no different than across-the-board economic adjustments, and that ASPA supported this principle in the last round when they agreed to combine the regular increment and economic adjustment into one base salary adjustment.
- o indicating that an investment greater than the last proposal (market, merit, and pension), plus the current merit allocation in the Collective Agreement each year, was not fiscally responsible and would lead to serious organizational consequences, including a potential compromise of resources targeted for planning priorities.

**ASPA rejected the July 7 compromise offer as well, also dismissing the objective data which supported the offer:**

- o ASPA advised the University that they will not move from their original financial position. They provided a number of reasons for this, for example, citing high staff turnover as an example of retention problems. The University submits these concerns are not substantiated, and further information on turnover is provided below. Discussions ended after a few hours.
- o ASPA has not communicated any ideas or suggestions on how to resolve these issues to address the University's concerns. Its team has brought bargaining to an impasse. The University has indicated that our latest offer to settle remains open. ASPA has scheduled a membership meeting for July 21, 2008.

**The University carefully considered the implications of ASPA's demands. These issues are of significant importance to the long-term success of the University. These and other issues are clarified below.**

### **Why are we discussing an essential services protocol with ASPA?**

At our June 19 bargaining session, the ASPA chief negotiator indicated that since we were far apart on the monetary settlement, he suggested we should engage in discussion of an Essential Services protocol. The University agreed it was prudent to engage in such discussions. In addition ASPA has indicated that they do not wish to continue bargaining and no dates have been set. ASPA has indicated that they intend to communicate with their members at a meeting on July 21.

## **Are we experiencing recruitment and retention problems for employees who are members of ASPA?**

ASPA's bargaining team has argued that annual and equal 7.5% adjustments are necessary to ensure that we recruit and retain employees. This amount does not include the small merit allocation (2-4% for only 10% of employees) in the agreement already which is an additional investment annually of .35% of payroll. ASPA believes that turnover rates are high as a result of "low" salaries. The University has shared with ASPA that the turnover rate for their members has been below national averages for the past three years – averaging approximately at 8% compared to a national trend of 9.4%.

## **Why is the University opposed to "regular service-based increments" for this group of management and professional staff?**

The University is committed to giving employees salary increases that are market competitive and to providing base and one-time merit increases linked to performance rather than length of service.

The University believes that few organizations use service-based increments as rewards for management and professional staff (who have an ability to grow and develop their skills and affect the outcomes of their units). If movement through broad bands (which are adjusted to align to the market through bargaining) is based on service, these bands become too expensive for the organization to sustain over time and the purpose of them is defeated.

## **What are the University's principles underlying compensation?**

The compensation model:

- is aligned with the University's strategic directions.
- supports a strategy to recruit, retain, and build capacity of staff.
- is affordable and sustainable.
- provides fair and equitable access to funding.
- decentralizes decisions based on the compensation strategy and guidelines.
- encourages movement within job families based primarily on performance.
- achieves a total compensation approach (full-cost of salaries plus benefits).

## **What are "broad bands"?**

Broad bands provide opportunity for salary growth based on the contributions the employee brings to the job and how their job duties develop and grow as they develop their skills. Similar jobs are clustered within bands so that job growth can occur (where appropriate) and employees can be rewarded without the bureaucratic process of continual classification reviews. In the University's proposal, this job growth is considered in the progression to the salary target point and the definition and application of merit.

Broad bands, or broad salary ranges, were introduced to the Collective Agreement in 2004. Prior to this, ASPA jobs were clustered into 12 narrow salary ranges with close to 35% of employees at the top of the ranges. Unlike the 12 narrow pay ranges, the new broad bands provide opportunity for significant salary growth to recognize the contributions made to the University.

In the old model, the "position" was placed in a salary range without looking at the person. Under the old narrow pay ranges, movement through the pay bands was based primarily on years of service. There was a high level of dissatisfaction from people who were topped out in the ranges,

saw no opportunity or rationale for movement to the next range, and did not feel their contributions to the organization were being acknowledged.

Employees, managers and unit leaders have also been dissatisfied with the results of the merit process, which was in place for many years without change, until the Joint Merit Committee (JMC) made recommendations this spring. The survey conducted by the JMC showed strong support for merit pay as a component of compensation.

The setting of the **salary ranges** for the **broad bands**, and the way in which employees **progress through the ranges** has been the subject of discussion at each round of bargaining since the bands were introduced. The University and ASPA initially focused on aligning the bands to ensure as much internal equity as possible for comparable jobs. Once there was consensus on placement into families and phases to address recruitment and retention issues, salary progression through the bands and to ensure employees were close to the target points (accomplished by 2007), the University began to focus on a **market strategy** to ensure the salary scales remained competitive.

The University has focused its discussions with ASPA during the last and current round of bargaining on adjusting the salary ranges to reflect market trends, moving employees through the bands to reflect the market adjustments and increasing the focus on factors like **growth** and **merit**, rather than service alone. Each of these concepts is discussed in further detail below.

### How are salary ranges established and how do they reflect market conditions?

The salary ranges for the broad bands are set through negotiations with ASPA. The parties share an interest in competitive salaries for recruitment and retention purposes.

- The University collects and analyzes data by participating in and purchasing surveys that reflect national and regional private and public sector data.
- University benchmarks alone are not relied on as they do not appropriately reflect the value of the jobs, which are usually recruited from a broad range of other employers and industries.
- The data is collected to reflect a national perspective, with regional and local data considered when appropriate (when there are regional or local trends that affect recruitment and retention).

### Why is the strategy based on the 50<sup>th</sup> percentile, and how is that number used to set the salary ranges?

- Salary ranges are set using the 50<sup>th</sup> percentile number from the data collected. (This means that 50% of employers pay above that number and 50% pay below). These employers include **public and private** sector organizations across Canada.
- The 50<sup>th</sup> percentile number for all jobs within each phase and family is determined, then averaged and used as the target point for the salary range for each phase, **and then the range is set around that, so that the 50<sup>th</sup> percentile is the middle of our salary range** – we call this the target point in the Collective Agreement.
- By setting the salary range using the target point as the midpoint, the guidelines are that the:
  - range below the target point is used for new hires who may not yet be fully qualified or experienced for the job at the University.
  - salary is compared internally to salaries in similar jobs in the unit to ensure internal equity.
  - target point is used for fully qualified and/or experienced people.
  - range over the target point is used for highly qualified people with demonstrated track records and excellent performance.
- In other words, our goal over the course of someone's employment is to pay them at **or above the 50<sup>th</sup> percentile** for public and private sector companies across Canada. This is called a

**match strategy**, which we believe is a reasonable strategy for a public sector organization, particularly when the range set around that number allows people to move into higher percentiles.

- On the other hand, service increments give everyone the same increase, no matter what their contributions are to the organization. If these increments take everyone over the 90<sup>th</sup> percentile, the model becomes too expensive and it may provide a disincentive for employees demonstrating growth and performance.

**The broad salary ranges result in people above the target point being paid at over the 90<sup>th</sup> percentile if they reach the top of the range. Salaries at this percentile are intended for high performers who are potentially candidates for promotion or succession planning.**

### Why is the 50<sup>th</sup> percentile used, not the 75<sup>th</sup> percentile?

- The value of a percentile strategy depends on the data set used for comparison and the goal with respect to that data set.
- The 50<sup>th</sup> percentile for ASPA jobs reflects a commitment to “match” the 50<sup>th</sup> percentile of a blend of **private and public sector salaries**. This results in salaries somewhat higher than what the 75<sup>th</sup> percentile of the benchmark universities would pay for similar positions, as most of those organizations do not necessarily compare to private sector benchmarks.
- For Faculty and Senior Administrators, the goal is to be a lead payer at the 75<sup>th</sup> percentile, **primarily compared to benchmark universities** (similar sized medical-doctoral). This reflects the competitive environment that exists to recruit PhDs for faculty positions. Across Canada, the combination of few qualified faculty and increasing turnover makes competition intense.
- **A 75<sup>th</sup> percentile approach using private sector data for management and professional staff is not affordable for a public organization like the University**; however, staff who are paid above the target point, which is the 50<sup>th</sup> percentile, may meet and exceed that 75<sup>th</sup> percentile number or even the 90<sup>th</sup> percentile based on progress through the bands if they consistently earn merit. That is why it is important that salary progression beyond the target point should not be based on service – it should be based on merit pay which recognizes job growth, personal growth, or overall meritorious performance.

### What is negotiated with ASPA?

- The University has adopted the market strategy as a guiding principle, but negotiates salary ranges with ASPA. Over the last few rounds of bargaining we have agreed to change the salary ranges to reflect the market comparisons.
- National market data is used to negotiate the salary range, and then salary increases for employees are negotiated considering the changes to the ranges, the local market conditions, and the financial priorities and constraints of the University.
- We attempt to align the market trends to the individual market adjustments to support recruitment and retention strategies.
- Our current offer provides for an increase to the target points and ranges of 4% per year to reflect the market analysis, and that each individual’s salary is also moved by 4%. (There are currently 23 employees who are red-circled from the implementation of the new compensation model in 2004. That number will be reduced to 3 by the end of the proposed agreement).

### Under the University’s proposal, how will employees progress through the ranges?

Employees may be hired below, at, or above the target point based on experience, qualifications and specific job duties (accountabilities and competencies). In the University’s most recent offer, as employees advance to the target point, they will receive both annual market adjustments and annual service-based adjustments and also be able to accelerate their movement to the target point through earned merit increases.

Employees who reach the target point of the career phase will be considered fully proficient employees, and paid at their market value which is assessed at each round of bargaining. **They will continue to receive annual market adjustments as negotiated** and will be eligible to receive additional base pay compensation through earned merit pay. 60% of all employees will be eligible for merit pay.

**The University is strongly committed to the principle that movement beyond the target point must be based on merit, which is personal growth and development, further growth of the job, and/or meritorious performance. The model is not financially sustainable or defensible without this focus on merit as the top half of the range greatly exceeds the 50<sup>th</sup> percentile.**

**In the University's proposal, can an employee expect to earn a salary above the target point of their range? Will they ever reach the top of the range?**

In our proposal, progression will come from the application of **base salary increases** (to recognize market), **regular increments to the target point** (to recognize job growth and skill development to the full market rate) **and merit increases** (to recognize job growth, skill development and exceptional performance). The University believes that there is a need to provide additional funding for merit to support a broader application of those increases.

- **Earning potential is rarely capped** as salary ranges will likely continue to increase in response to market trends.
- Over time most employees will be paid at or above the target point for their position.
- An employee who regularly earns merit will find their salary normally grows faster than the market changes and they will reach the top of the range over time.

The University's offer strongly supports merit increases to allow managers the opportunity to invest in employees who demonstrate exceptional performance or significant job growth and/or skill development.

Merit increases may be allocated as one-time bonuses or as base salary increases. The University's latest offer provides up to 60% of employees an opportunity to receive merit increases, compared to 25% currently. Managers have indicated that 10% ongoing and 15% one-time money (25% in total) for merit pay is not sufficient, as it does not provide them with enough resources to either move people through the bands or reward them with one-time pay in recognition of the factors described above.

Decisions on merit increases will be decentralized to unit leaders as per the recommendations of the Joint Merit Committee. We believe these recommendations provide the basis for clearly linking pay and performance in a way that is fair and equitable. We believe that managers of employees who are ASPA members share this interest and will make reasonable and fair decisions with additional funding to allow for salary progression or recognition in these cases.

**How have ASPA salary increases compared to the cost of living in Saskatoon over that last ten years? The ASPA bargaining team says they have fallen behind inflation.**

The average increase for ASPA salaries was determined by looking at year by year changes for employees who have been employed in this bargaining unit since 1999. The table below shows that the University has made a considerable investment to our employees over the years through increases greater than the cost of living.

## Historic ASPA Salary Increases compared to Saskatoon Inflation Levels

	Avg. Increase	Inflation	Net Benefit
2000	7.94%	2.56%	5.38%
2001	5.83%	2.92%	2.91%
2002	6.07%	2.84%	3.23%
2003	5.97%	2.19%	3.78%
2004	7.17%	2.05%	5.12%
2005	7.51%	2.30%	5.21%
2006	4.05%	2.16%	1.89%
2007	5.73%	3.39%	2.34%
2008	To Be Determined	*4.60%	
<b>9 year Avg.</b>	<b>6.28%</b>	<b>2.78%</b>	<b>3.50%</b>

\*Inflation level as of May 2008

Inflation information from Statistics Canada

## What progress has been made as of July 7, 2008?

### Summary of Agreed and Outstanding Issues as of July 7, 2008

Issue		Agreed In Principle	Outstanding
<b>Memorandum of Agreement (MOA) Essential Services</b>	✓	Language provides for a subcommittee to work outside bargaining to establish an essential services protocol	
<b>Article 12.7 Housing Assistance</b>	✓	Language provides for new housing loans to be repaid over 5 years instead of 3 years	
<b>Table 12 Benefits Eligibility</b>	✓	Updated table provides clarification of benefits eligibility for all employee groups based on FTE and job status	
<b>Article 3.4.3.1 Term Employees to Permanent or Seasonal Employee Status</b>	✓	Language provides for an automatic review of member status (application no longer required) and moves the threshold for achieving permanent and seasonal status from 3 to 2 years	
<b>Article 20.7.5 Supplemental Benefits Plan</b>	✓	Language extends the payment of 95% of an employee's salary to the two week waiting period	
<b>Article 16 Layoff</b>	✓	Language provides some clarification of retraining process plus the addition of a \$125,000 fund to support approved retraining programs following layoff; Language regarding reinstatement of service/benefits if severance and notice are repaid or end on rehire; Language providing automatic notification to those laid off employees on reassignment along with a mandatory requirement for reassigned candidates to be interviewed for positions for which they are qualified	
<b>Article 12.4 Accountable Professional Development Account (APDA)</b>	✓	Language which increases annual allotment maximum from \$6,000 to \$7,500	
<b>Article 5.4 Time Off for Association</b>	✓	Language provides for paid release time equal to 1 FTE and allows for committee preparation time during working hours	

Issue		Agreed In Principle		Outstanding
<b>Business</b>				
<b>Article 12.1 Benefit Plans</b>	✓	Increase to eye exam coverage from \$65 to \$80 annually; agreement to review and consider further plan improvements depending on the financial health of the plans and the University's overall benefits principles		
<b>Table 12 Pension</b>	✓	Increase in pension contributions from 6.82% to 7.32% effective first of the month following date of signing		
<b>Article 7.3.1 Education and Training Incentive</b>	✓	Language expands eligibility to employees in term positions		
<b>Article 9.3 Performance Review (Joint Merit Committee)</b>	✓	Update language to reflect recent MOA on Joint Merit Process		
<b>(New – Union Proposal) Unsocial Hours Premium</b>	✓	Memorandum of Agreement to establish a joint committee to review unsocial hours for ASPA employees and make recommendations to the parties		
<b>Article 9.7 Salary Ranges</b>			✓	Determine range adjustments
<b>Article 9.3.2 Base Salary Adjustments</b>			✓	Determine salary/economic increases
<b>(Union Proposal) Automatic Service Based Increases</b>			✓	Determine salary/economic increases

**Date of Signing - April 30, 2009 Salary Ranges**

Family	Phase	Minimum	Target Point	Maximum
<b>Instructional</b>	1	\$ 40,073	\$ 50,092	\$ 62,615
	2	\$ 52,109	\$ 65,136	\$ 81,420
<b>Information Technology</b>	1	\$ 40,073	\$ 50,092	\$ 62,615
	2	\$ 52,109	\$ 65,136	\$ 81,420
	3	\$ 65,869	\$ 82,337	\$ 109,508
<b>Managerial</b>	1	\$ 40,073	\$ 50,092	\$ 62,615
	2	\$ 52,109	\$ 65,136	\$ 81,420
	3	\$ 65,869	\$ 82,337	\$ 109,508
<b>Specialist Professional</b>	1	\$ 40,073	\$ 50,092	\$ 62,615
	2	\$ 52,109	\$ 65,136	\$ 81,420
	3	\$ 65,869	\$ 82,337	\$ 109,508
<b>Operational Administrative</b>	1	\$ 34,885	\$ 43,606	\$ 55,380

**May 1, 2009- April 30, 2010 Salary Ranges**

<b>Family</b>	<b>Phase</b>	<b>Minimum</b>	<b>Target Point</b>	<b>Maximum</b>
<b>Instructional</b>	1	\$ 41,676	\$ 52,095	\$ 65,119
	2	\$ 54,193	\$ 67,742	\$ 84,677
<b>Information Technology</b>	1	\$ 41,676	\$ 52,095	\$ 65,119
	2	\$ 54,193	\$ 67,742	\$ 84,677
	3	\$ 68,504	\$ 85,630	\$ 113,888
<b>Managerial</b>	1	\$ 41,676	\$ 52,095	\$ 65,119
	2	\$ 54,193	\$ 67,742	\$ 84,677
	3	\$ 68,504	\$ 85,630	\$ 113,888
<b>Specialist Professional</b>	1	\$ 41,676	\$ 52,095	\$ 65,119
	2	\$ 54,193	\$ 67,742	\$ 84,677
	3	\$ 68,504	\$ 85,630	\$ 113,888
<b>Operational Administrative</b>	1	\$ 36,280	\$ 45,350	\$ 56,688

**May 1, 2010- April 30, 2011 Ranges**

<b>Family</b>	<b>Phase</b>	<b>Minimum</b>	<b>Target Point</b>	<b>Maximum</b>
<b>Instructional</b>	1	\$ 43,343	\$ 54,179	\$ 67,724
	2	\$ 56,361	\$ 70,451	\$ 88,064
<b>Information Technology</b>	1	\$ 43,343	\$ 54,179	\$ 67,724
	2	\$ 56,361	\$ 70,451	\$ 88,064
	3	\$ 71,244	\$ 89,055	\$ 118,444
<b>Managerial</b>	1	\$ 43,343	\$ 54,179	\$ 67,724
	2	\$ 56,361	\$ 70,451	\$ 88,064
	3	\$ 71,244	\$ 89,055	\$ 118,444
<b>Specialist Professional</b>	1	\$ 43,343	\$ 54,179	\$ 67,724
	2	\$ 56,361	\$ 70,451	\$ 88,064
	3	\$ 71,244	\$ 89,055	\$ 118,444
<b>Operational Administrative</b>	1	\$ 37,732	\$ 47,164	\$ 59,899