



**Handbook for  
Executive  
Administrative  
Staff**

**APRIL 2008**

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## Message from the President

Welcome to the University of British Columbia, and thank you for choosing to contribute your talents and expertise towards the achievement of the University's mission and goals.

In 2008 UBC celebrates its centenary, a significant milestone in the history of any university, and one which marks the beginning of an exciting new chapter in our history. It's hard to imagine that our founders could have looked forward 100 years to imagine the role UBC now plays in our city, province and beyond—a pivotal link between our nation and the Asia-Pacific rim.

During its first 100 years, there is no doubt that dedication and commitment from staff members like you was critical to UBC's success. Looking forward, and in order to attain the goals of our planning document, *Trek 2010*, we will once again rely on the efforts of our staff members. At the same time UBC recognizes that the University can play a part in helping you to attain your career goals, and to this end we developed *Focus on People: Workplace Practices at UBC*. With a timeframe for the implementation of its principles, *Focus on People* is an action plan that clearly states UBC's commitment to the people that make this university great, and I trust that it and this handbook will help you to attain your goals.

Once again, welcome to the UBC community. I hope you enjoy your work at UBC, and I wish you all the best as you embark upon this new phase of your career.

Stephen J. Toope  
**President and Vice-Chancellor**

# INTRODUCTION

Welcome to the University of British Columbia. We hope that your career here will be successful and satisfying. Working for the University as an Executive Administrative Staff member provides you with the opportunity to promote, support and contribute to the attainment of the University's goal of excellence in teaching and research.

We are pleased to be able to provide you with this Handbook of information about the University's existing terms, conditions, practices, and procedures as they relate to Executive Administrative Staff. It is intended as a guide for all new employees as well as a reference for current employees.

In this Handbook we have outlined many topics, but would like to direct you to a number of other sources of information about the University's policies and procedures. Some of these sources are referenced in this Handbook. Generally, your first source of information should be your supervisor. Another source is the *UBC Policies and Procedures Handbook*, which is available online at <http://www.universitycounsel.ubc.ca/policies/policies.html>. A Human Resources Advisor in the Department of Human Resources is also available to assist you in understanding this Handbook and to provide advice on HR related matters. A Service Representative in the Department of Finance is available to answer questions relating to your pay and benefits. You may also access your pay, benefits and update your personal information on the Self-Service site <http://www.msp.ubc.ca/auth/menuPeoplesoftPortals.jsp> through Campus Wide Login.

The terms, conditions, practices and procedures described in this Handbook will change from time to time. It is both the commitment and the practice to make changes only after consultation with Executive Administrative Staff. Changes will be reflected in future editions of this Handbook or in memorandums forwarded to you from the Department of Human Resources. Where there is inconsistency between this Handbook and the University's *Policy and Procedures Handbook*, the *Policy and Procedures Handbook* will prevail.

## LEARNING ABOUT UBC AND YOUR JOB

### ORIENTATION

In order to be a productive and satisfied member of the University's staff, we believe that you should feel comfortable, supported and encouraged in your work environment. To ensure a smooth transition into your new work environment, you will be oriented to your new position and department by either your supervisor, or their designate. He/she will assist you by providing you with the applicable training, equipment and office supplies you will need to get settled in your new role. We would also like to direct you to the UBC Virtual Welcome Centre which is an online self-service orientation tool to help you navigate through campus life upon your arrival. We encourage you to navigate through a Quick Start Orientation at <http://www.hr.ubc.ca/vwc/index.php>. that will guide you through useful campus information

on parking and access, transportation and housing, campus security, library privileges, and sports and recreational services.

To supplement any orientation you receive in your department, the UBC Vancouver campus provides a formal orientation program every few months, and the UBC Okanagan campus conducts an annual orientation to which new staff and faculty are invited. This program concentrates on University-wide issues and policies. Please contact the Department of Human Resources for information on the Faculty/Staff Orientation program.

The Department of Human Resources also provides an online Benefits orientation and sign-on program for staff. Your appointment letter from the University will outline the details of enrolling in the University's Benefits program.

### **PROBATIONARY PERIOD**

There is a probationary period of six full consecutive calendar months or one hundred thirty two (132) days of accumulated service, whichever comes first. Your supervisor should provide you with written details of your position description. During this probationary period, your supervisor will carefully review your performance. This is also your opportunity to evaluate the job and work environment.

Good communication is essential at all times, but particularly during the probationary period. You should communicate with your supervisor about any difficulties you are experiencing and you should expect that your supervisor will bring to your attention any difficulties that he/she observes. Good communication between you and your supervisor is the best way to solve any problems that may arise during your probation period or during any other time of your employment at the University.

No matter how carefully candidates and job requirements are matched, sometimes they do not fit together. Despite all best efforts, you may not be satisfied with your position or your performance may not be satisfactory. If this occurs, the employment relationship may be terminated by you or by your supervisor at any time during or at the end of the probationary period. Alternatively, the department may choose to extend your probationary period for up to an additional six (6) months.

### **RESPECTFUL WORK ENVIRONMENT**

The University recognizes the right of staff to work in an environment free from harassment and discrimination.

The University's policy on Discrimination and Harassment, addresses problems arising from grounds prohibited from discrimination under the Human Rights Code of British Columbia. The prohibited grounds of discrimination include: age, ancestry, colour, family status, marital status, physical or mental disability, place of origin, political belief, race, religion, sex, sexual orientation and criminal conviction unrelated to employment. Staff should bring any concerns to their Administrative Head who should consult immediately with the Equity Office.

The University Statement on Respectful Working, Learning & Living Environment addresses concerns an employee may have about personal harassment that does not involve prohibited grounds of discrimination covered under the Human Rights Code of British Columbia. These concerns should be brought to the attention of the administrative head of the unit for investigation and resolution in a timely manner. The administrative head of the unit should consult with Human Resources.

## **TYPES OF EMPLOYMENT**

Executive Administrative Staff employed in ongoing or term appointments may work either on a full-time or part-time basis. Some Executive Administrative positions may be supported by grant or other funding and are available only as long as sufficient funding is available. Executive Administrative Staff members are paid on either a monthly or hourly basis.

Ongoing employees are hired with no stated term of employment. Term employees are hired with a stated period of employment. At the end of the period, a term employee may be hired for another period of employment.

Part-time employees normally will work less than thirty five hours per week and the salary will be based on the actual hours of work. If you have a part-time appointment of at least 17.50 hours per week, for a period of at least three (3) months you will be eligible to join some of the University's Benefits programs.

## **HOURS OF WORK**

It is expected that you and your supervisor will meet at the outset of the appointment to discuss and agree on issues and expectations around the scheduling of work, including how overtime requirements will be handled.

It is the University's expectation that full-time work as an Executive Administrative Staff member will conform generally to the following guidelines and standards:

- Normal Work Week - The normal work week for all Executive Administrative Staff is thirty-five (35) hours per week.
- Normal Work Day - A normal work day is eight hours with a one hour unpaid meal period and two fifteen minute paid rest breaks during the work day. The two (2) paid breaks may be combined by mutual agreement between you and your supervisor. Such combination is not to be used to shorten your normal work day.
- Overtime - Unless set out by prior agreement, all work exceeding the normal work day or work week will be considered overtime. All overtime work performed for which overtime payments will be requested must be approved by your supervisor in writing in advance of the overtime work. Overtime will be paid at double time. With mutual agreement between you and your supervisor, equivalent time off may be taken at a double time rate.

You must use accrued paid days off within the calendar year in which they are accrued unless there is prior written approval from your supervisor.

You may be granted flexible working arrangements with the approval of your supervisor. These arrangements shall be mutually agreed and voluntary. Flexible working arrangements may include but are not limited to the following options:

- Seven (7) hours per day, five (5) days per week;
- Eight and three-quarters (8 3/4) hours per day, four (4) days per week;
- Seven and three-quarters (7 3/4) hours per day, nine (9) days per two-week period;
- Seven and one-half (7 1/2) hours per day, fourteen (14) days per three-week period.

You will be required to make up the difference in annual hours of your approved form of work week to that of the Standard Work Week schedule (1820 hours per year). This includes making up the difference in hours of the General/Statutory Holidays and the Christmas Paid Leave days.

From time to time, flexible working arrangements may cease to be effective for either you or your supervisor. In these cases, the flexible working arrangement may be altered or discontinued. If a mutually agreeable alternative is not identified, your supervisor will provide you with notice to return to the standard work arrangement of seven (7) hours per day, five (5) day per week. Six (6) weeks written notice of the change shall be provided to you, and shall include reasons for the change.

## **PAY SCHEDULE**

If you are hired as a monthly paid employee, you will receive your pay by direct deposit twice a month, on the 15th (or the nearest working day before the 15th) and the last working day of the month.

If you are hired as an hourly paid employee, you will receive your pay by direct deposit twice a month, on the 8th and on the 23rd (or the nearest working day before the 8<sup>th</sup> or 23rd) of the month.

When you are initially hired, you will complete a Direct Deposit Form, providing pertinent information with regard to your bank account number. You may be required to pick-up your first pay in the form of a cheque at the Department of Finance in the General Services Administration Building. To view or print your pay stubs, you can utilize the Self-Service payroll module at <https://www.msp.ubc.ca/auth/menuPeoplesoftPortals.jsp> using your Campus Wide Login.

## **DURING YOUR CAREER**

### **YOU AND YOUR SUPERVISOR**

Your supervisor is one of the most important links between you and the University. The University expects that the supervisor/employee relationship will be one of mutual respect and consideration. The policies and practices of the University are devised for equitable treatment of all employees with a measure of consistency; however, written materials cannot cover every situation. The person to whom you report has some latitude and discretion in handling individual situations as they arise.

Next to you, your supervisor is the person most responsible for your continuing development as a staff member. The University encourages individual growth, and your supervisor is in a good position to help you determine what actions should be taken to ensure your development within the University environment.

There may be times when you and your supervisor disagree. It is expected that most problems will be resolved through informal consultation and discussion between you and your supervisor. Although informal consultation and discussions is preferable, if problems persist there is a Formal Appeal Procedure in this Handbook on page 19 that provides you the opportunity to resolve any problems you may have with your supervisor. Appeal procedures are handled by the Department of Human Resources, Advisory Services Section. Your Human Resources Advisor will ensure that your rights to due process will be observed.

Further information can be obtained from your Administrative Head or your Human Resources Advisor.

### **JOB SUGGESTIONS**

The University encourages suggestions for improvements to procedures, work flow, or any other areas that would make your job more productive or satisfying. If you have suggestions, discuss them with your supervisor.

### **AND PERFORMANCE EVALUATION**

The University believes that it is important for the performance of each staff member to be evaluated at least once in each calendar year. This performance evaluation is designed to give you and your supervisor an opportunity to discuss the effectiveness of your performance as compared to established departmental standards. It is also an opportunity to discuss your developmental opportunities and plans as well as strategies for achieving the goals of the department. Both you and your supervisor are responsible for seeing that performance evaluations take place. You are both responsible for the quality of the evaluation. Take some time to assess your performance over the last year and decide what actions you might take to enhance your performance, and give some thought to the things your supervisor might do to assist you. Also, take the time to consider a personal development plan.

# **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. The first step of the salary system is the evaluation of the job.

## **INITIAL JOB EVALUATION**

Executive Administrative Staff positions have been evaluated by a Compensation Consultant based on a position description. After six (6) months from the appointment of a new incumbent to a position, the incumbent and supervisor may wish to review the position description to ensure that the information is an accurate reflection of the job. If the position has changed substantially since it was originally evaluated such that a re-evaluation is warranted, the incumbent and the supervisor should request a re-evaluation of the job as per the information below.

## **2. REVIEW FOR RECLASSIFICATION OF EXISTING POSITIONS**

If a supervisor and/or employee feel that the duties and responsibilities of a position have significantly changed, the following procedures shall be followed:

- a) The supervisor or the incumbent may request a review of the position. The request is to be forwarded to a Compensation Consultant in Human Resources.
- b) The assigned Compensation Consultant will respond to the request by sending Questionnaires for completion by the incumbent and the supervisor. The supervisor is expected to work with the incumbent to update the position description.
- c) Upon receipt of the completed Questionnaires and the Position Description, the Compensation Consultant will assess the information. If necessary, the Compensation Consultant will meet with the supervisor and/or incumbent and conduct an audit in order to gather more information, or to seek clarification of existing information.
- d) The Compensation Consultant shall classify the position based on the available information and will inform the supervisor of the outcome.
- e) If the position is reclassified to another pay level with a change in the rate of pay, the effective date shall be retroactive to the date of change of job duties or, when no date can be established, retroactive to the date of written request for review. If the position is rated such that it warrants a decrease in salary, the incumbent's pay will either be decreased or red-circled as determined by the supervisor in consultation with the incumbent.
- f) A minimum of six (6) months must elapse between each review application on an incumbent's behalf.

### **3. APPEALS OF EVALUATION RESULTS**

Upon receiving the results of the review, if the supervisor or incumbent believes that the results do not accurately reflect the duties and responsibilities of the job, the following procedures shall be followed:

- The supervisor or incumbent may request an appeal of the results by submitting a request in writing to the Director Human Resources (Total Compensation) stating the reasons for the appeal.
- Appeals must be filed within 15 working days from the date the Compensation Consultant distributes the results. The applicant may make one extension request within the 15 days in the case of extenuating circumstances.
- The Director Human Resources (Total Compensation)'s decision is final.

### **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 salary ranges are noted in Appendix 1.

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.

A **promotion** is a job change for an employee to a position (job) with a higher salary scale.

A **reclassification** is the change of a position to a different salary range as a result of an increase in duties and responsibilities through an evolutionary process. Reclassification occurs because the position's accountability and responsibility have changed significantly. Reclassification is not dependent on the employee who presently holds the position or how well he/she performs the job. Either the employee or his/her supervisor may request a review of the position.

A **reassignment** is a change in position duties for an employee at the request of the University. The employee's former position is not affected. A reassignment may occur for reasons such as special project work, professional development or better use of available personnel. The reassignment will usually be temporary and the staff member will continue to receive salary based on her or his permanent position.

A **transfer** is a job change for an employee to a different position at a similar salary scale. Employees who are interested in seeking promotion or transfer should apply for posted positions for which they are qualified. Applications should be made within the job posting deadline. All promotions and transfers are subject to the probationary period.

## **BENEFITS INFORMATION**

The University provides the following benefit plans as a part of the total compensation package for Executive Administrative Staff. Your eligibility for these plans is determined by the number of hours worked per week, length of your appointment and whether you are paid on a monthly or hourly basis. Your eligibility is also dependent upon whether you are below the Normal Retirement Date (the first of the month following the month in which you turn 65) or above it.

The cost of UBS's benefits' plans is paid for by you or the University. For more information on benefits (eligibility, cost, provisions), please refer to [http://www.hr.ubc.ca/benefits/employment\\_group/exec\\_admin/](http://www.hr.ubc.ca/benefits/employment_group/exec_admin/) or contact your Service Representative in the Department of Finance.

The information provided here are brief summaries only. If there is a discrepancy between the information provided here and the official plan documents, the information in the plan documents and/or University's Policy and Procedures will prevail.

### **HEALTH AND WELFARE PLANS**

The University offers the following plans to help offset some medical, dental, and personal counseling costs.

**Medical Services Plan** (MSP) of British Columbia is the provincial medical insurance plan. It pays for medically required services of physicians and surgeons, and for dental and oral surgery, when it is medically required to be performed in a hospital. Fair PharmaCare subsidizes eligible prescription drugs and designated medical supplies. Registration is

required for Fair PharmaCare, please refer to the benefit information specific to your employment group on the web in the link above.

Enrollment in the Medical Services Plan at the University is optional. However, as a resident of British Columbia you are required to be enrolled in this plan, whether on an individual basis or as a dependent on your spouse's/common-law partner's plan.

The UBC **Extended Health Care Plan** is an optional benefit plan for you and your eligible dependents. It provides reimbursement for some medical services and supplies expenses which are not covered under any government program. Emergency medical assistance is also provided when traveling outside of your home province.

The UBC **Dental Care Plan** is an optional benefit plan for you and your eligible dependents. It provides coverage for a wide range of dental services, from your regular check-ups to major procedures such as root canals and crowns. These procedures may be provided by a licensed Dentist, Denturist, Dental Hygienist and Anesthetist.

The **Employee and Family Assistance Program**, for which enrollment is mandatory, provides confidential and personal counseling and referrals by professional counselors to you and your eligible dependents for a variety of issues affecting personal, family or work life.

The **Income Replacement Plan (IRP)** is an employee-funded plan that provides you with a monthly tax-free income if you are unable to work for six months or more due to illness or injury. Enrollment in the IRP plan is mandatory.

The **Basic Group Life Insurance Plan (BGL)** provides benefits for your beneficiary should you die, due to any cause. Spouses and dependent children are not covered under the Basic Group Life Insurance plan. Enrollment in the BGL plan is mandatory.

The **Optional Life Insurance Plan** provides coverage in addition to your Basic Group Life Insurance through UBC, or any other life or accident insurance you may have. You may also elect to purchase Optional Life Insurance coverage for your spouse. Spousal coverage provides, free of charge, limited coverage for each of your dependent children. If you are a single parent, this dependent child coverage is provided through your Optional Life Insurance coverage. To be eligible to apply for the Optional Life Insurance Plan, you will need to be enrolled in the Basic Group Life Insurance Plan.

The **Optional Accidental Death and Dismemberment Insurance Plan** provides benefits for accidental death, or accidental loss of limbs, sight or hearing. This is in addition to your Basic Group Life Insurance, or any other policy you may have. It does not cover your spouse or dependent children. To be eligible for the Optional Accidental Death and Dismemberment Insurance plan, you will need to be enrolled in the Basic Group Life Insurance Plan and the Optional Life Insurance Plan and the amount of coverage purchased must be equal to that purchased under the Optional Life Insurance Plan.

Enrollment in the Optional Life plans is optional, and you will be required to complete a health questionnaire.

### **STAFF PENSION PLAN (SPP)**

The University sponsors a Staff Pension Plan (SPP). Membership in the SPP is optional until age 30 or 3 years from the date you become eligible, whichever occurs later. The plan then becomes compulsory.

- **Full-time salaried employees** – you are eligible to join the SPP on the first of the month after you are hired, providing the appointment is for at least one year.
- **Part time salaried employees** – you are eligible to join as soon as you have been employed for 2 years and have earned 35% of the Yearly Maximum Pensionable Earnings (YMPE) in two consecutive calendar years.
- Faculty, Hourly and Student appointments are **not** eligible for membership in the SPP.
- Individuals hired on and after January 1, 2007 whose earnings exceed the earnings threshold defined in the SPP will be ineligible for the SPP. (They will join the Faculty Pension Plan instead.)
- Individuals hired on and after January 1, 2007 who join the SPP and whose earnings exceed the limit in a subsequent calendar year will be transferred to the Faculty Pension Plan (FPP) on the January 1 following. For individuals who transfer to the FPP, benefits earned under SPP will be calculated and indexed until such retirement or earlier termination of employment. The earnings threshold in the SPP is \$132,382 in 2008 and will be indexed each calendar year.

You will receive a letter from the Pension Office that tells you the date you first become eligible to join and the date that your membership is compulsory.

The online enrollment process for new employees displays the Pension enrollment forms under an ‘Optional’ heading. We encourage all of you new to UBC to learn about the benefits of joining earlier, as opposed to deferring your membership.

## **PERSONAL AND PROFESSIONAL DEVELOPMENT**

### **EXECUTIVE ADMINISTRATIVE PROFESSIONAL DEVELOPMENT FUND**

#### **FORMALLY JOB SKILLS TRAINING FUND (JSTF)**

The University recognizes the value of professional development and has established the Executive Administrative Professional Development Fund. This fund is designed to support your learning and developmental needs. The intent of this program is to provide and improve specific job skills required by employees to perform their jobs as well as to enhance opportunities for transfer and promotion throughout the University.

Guidelines have been developed to define the scope and boundaries of the Executive Administrative Professional Development Fund. To determine your eligibility and to access

the guidelines and applicable application forms you can go on-line at <http://www.hr.ubc.ca/odl/funding/>

### **TUITION FEE BENEFIT PLAN**

Upon completion of your probationary period, the Tuition Fee Benefit provides tuition assistance to eligible employees up to a maximum of twelve credits of undergraduate credit courses per year, or the dollar equivalent in tuition for non-credit courses offered by UBC Continuing Studies and UBC Okanagan Community and Continuing Studies. There is opportunity to participate in courses during normal working hours provided you have approval from your supervisor with regard to the amount of time off and make-up time arrangements. You may transfer part or all of your credits to your spouse or your eligible dependent children for undergraduate credit courses. For greater detail with regard to this benefit, including eligibility requirements, courses covered, application procedures etc. we refer you to: [http://www.ubc.ca/benefits/employment\\_group/exec\\_admin/ppd/tuition.html](http://www.ubc.ca/benefits/employment_group/exec_admin/ppd/tuition.html).

### **VACATION**

The University believes that time away from your job is both necessary and desirable for your wellbeing. Your vacation entitlement depends on your length of continuous service. During the first calendar year, you will accrue vacation entitlement at one and one-quarter (1 1/4) days per month on a pro-rata basis depending on the amount of time worked in the calendar year. After your first calendar year, you will accrue vacation entitlement according to the following table:

Year 2 - 4	3 weeks (105 hours)
Year 5 - 7	4 weeks (140 hours)
Year 8 - 13	5 weeks (175 hours)
Year 14 - 18	5 weeks (175 hours) plus one (1) additional day (7 hours) per year of service to a maximum of five (5) additional days (35 hours)
Year 19+	6 weeks (210 hours)

For probationary employees, the probationary period may be extended by the amount of earned vacation actually taken. In the second calendar year, you may take your vacation entitlement of 1-1/4 days per month as it is accrued. Alternatively, you may take your full annual vacation entitlement of three weeks or portion thereof at any time in the second calendar year. In this event, the employee shall receive vacation pay only for entitlement already accrued. Payment for vacation entitlement unearned at the time of vacation will be paid monthly as it is accrued.

If you leave the University before you have taken all of your earned vacation, you will receive a lump sum payment with your final pay in lieu of the vacation time not taken. If you have taken vacation in excess of what you have earned, an amount equivalent to the payment of the unearned vacation will be deducted from your final pay.

Part-time employees will receive vacation, as described above; pro-rated on the basis of the hours worked as compared to the hours a full-time employee works.

## **GENERAL/STATUTORY HOLIDAYS**

The University recognizes eleven general/statutory holidays and you will receive these holidays with pay if eligible:

New Year's Day	Labour Day
Good Friday	Thanksgiving Day
Easter Monday	Remembrance Day
Victoria Day	Christmas Day
Canada Day	Boxing Day
BC Day	

To be eligible for pay for general/statutory holidays, you must have earned wages or performed work for a minimum fifteen days of the thirty calendar days immediately preceding the general holiday.

If you are a part-time employee, you will receive general/statutory holiday pay equal to the average of earnings, exclusive of overtime, for the days worked in the four week period immediately preceding the week in which the general/statutory holiday occurs.

If any of these holidays falls on a Saturday or Sunday, another working day, as determined by the University, will be observed as the holiday.

Employees who are required to work on a general/statutory holiday but are eligible for general/statutory holiday pay will be entitled to overtime pay for the hours worked on that day as well as another regular day off with pay, to be taken at a time which is mutually agreed between the employee and their supervisor. Overtime pay is attached to the actual date of the paid holiday, not a day declared in lieu by the University. Employees who work on a “in lieu” day will receive straight time for the hours worked on that day, plus any statutory pay to which they are entitled (or, if mutually agreed, a different day off in lieu).

## **CHRISTMAS PAID LEAVE**

All employees who are normally scheduled to work will be given three (3) days leave of absence with pay to be taken between Boxing Day and New Year’s Day unless they are

required to work for operational reasons. Those employees who are required to work will be given three (3) paid days off at some other mutually agreeable time.

## **ABSENCE FROM WORK**

### **MEDICAL/DENTAL APPOINTMENTS**

Executive Administrative Staff is eligible for up to one-half day per month with pay for medical/dental appointments; however you are expected to make a reasonable effort to schedule routine, non-emergency and specialist medical and dental appointments outside of normal working hours. Excessive use of medical or dental appointments may require medical or dental certificates. Please check with your supervisor regarding specific leave request procedures for your unit.

### **ILLNESS OR INJURY**

From time to time, all of us have an illness or injury that prevents us from performing our jobs.

Full-time staff members will have 1-1/4 days (8.75 hours) added to their sick leave reserve for each month during which they work at least eleven days. The maximum sick leave which may be accumulated in the reserve is 152 days (1064 hours).

Part-time staff members will have days added to their sick leave reserve, as outlined above, pro-rated according to the number of hours they work in comparison to a full-time staff member.

If you are absent from work due to illness or injury, you will receive your normal salary up to the number of days you have in your sick leave reserve.

If you are absent from work, or injured at work, your supervisor may request a report on your health from your physician. If you have recurring absences or an extended absence and you are unable to do your job, or you are returning to work after an extended absence, a medical examination and report may be requested by the University. If you do not produce a satisfactory medical report on your health or fail to undergo the required treatment resulting from an examination, the University may cancel your sick leave and terminate your employment.

### **FAMILY LEAVE PROVISION**

Upon request to your supervisor you may be granted up to five (5) days of paid leave each calendar year to meet responsibilities related to the education or illness or injury of dependent children, or the illness or injury of a spouse, common law partner, same sex partner or parent.

It is expected that where possible, you will make arrangement to carry out your responsibilities outside of your working hours. This is usually possible for such responsibilities as parent/teacher meetings.

It is also expected that at any given time the amount of leave granted will not exceed one (1) day. The purpose of the leave is to provide you with the time to care for and to make arrangements for care of these family members. Any additional time needed would normally be requested by you from your vacation entitlement or accrued time off, where applicable.

This leave does not carry over from year to year.

### **SUBROGATION – EI AND ICBC**

If you are injured in a motor vehicle accident and have received “third party” money such as EI sickness benefits (up to 15 weeks), and/or Wage Loss Benefits of up to \$300 per week through ICBC as a result of an inability to work, and have also received paid sick leave (provided that enough sick leave entitlement has been accumulated) from the University for the same period of absence, you will be required to return to the University any monies paid for the sick leave. Sick leave benefits will be credited upon payment of these monies. The amount you are required to repay to the University for a Claim of lost wages shall be net of expenses incurred by you to recover that claim.

### **WORKERS’ COMPENSATION**

Workplace injuries must immediately be reported to your supervisor as time loss and medical costs are generally compensable through the Workers’ Compensation Board (WCB). While waiting for a claim to be adjudicated by the WCB, you will be on paid sick leave (provided that enough sick leave entitlement has been accumulated). If the claim is accepted by WCB, you will remain on UBC’s payroll and WCB reimburses the University at 75% of the employee’s salary. One quarter of a day of sick leave is deducted from your accumulated sick leave for each day you are away from work on WCB benefits.

If you have no available sick leave, the department will place you on an unpaid leave of absence and WCB will compensate you directly.

### **MATERNITY, PARENTAL AND ADOPTION LEAVE**

Executive Administrative Staff are entitled to Maternity, Parental and Adoption Leave as specified in this handbook and under the provisions and regulations of the Employment Standards Act of British Columbia, as amended from time to time. The University’s Supplemental Employment Benefits (SEB) Plan does not fall under this Act.

#### **Maternity Leave:**

A pregnant employee is entitled to seventeen (17) weeks of maternity leave without pay. Further maternity leave without pay, of up to six (6) consecutive weeks, will be granted where the birth mother is unable to return to work for reasons related to the birth or the termination of the pregnancy, as certified by a medical practitioner. The start date of the maternity leave

must begin no earlier than eleven (11) weeks before the expected birth date, and no later than the actual birth date. The maternity leave must end no earlier than six (6) weeks after the actual birth date (unless the employee requests a shorter period), and no later than seventeen (17) weeks after the actual birth date.

An employee who is the birth mother of a newborn child is eligible for the University's Supplemental Employment Benefits (SEB) if she is on maternity leave and has applied for and is eligible to receive Employment Insurance (EI) benefits and plans to return to work for at least six (6) months following the leave.

## **Parental Leave:**

### **Birth Mother**

A birth mother who takes maternity leave is entitled to thirty-five (35) consecutive weeks of parental leave without pay, from the University. A birth mother who does not take the maternity leave is entitled to thirty-seven (37) consecutive weeks of parental leave without pay from the University beginning after the child's birth and within fifty-two (52) weeks after that event. Further parental leave without pay, of up to five (5) additional weeks, will be granted where the child is certified by a medical practitioner to be suffering from a physical, psychological or emotional condition.

Parental leave must begin immediately after the end of the maternity leave. The employee must apply for the parental leave in writing to their supervisor at least eight (8) weeks prior to the start date of the parental leave.

The total number of weeks of maternity and parental leave for a birth mother is limited to fifty-two (52) weeks, plus any additional leave mentioned under Maternity Leave and Parental Leave.

### **Birth Father**

An employee who is the birth father of a newborn child is entitled to thirty-seven (37) consecutive weeks of parental leave without pay, from the University.

Parental leave may begin any time between the child's birth and fifty-two (52) weeks after the event. The employee must apply for parental leave in writing to their supervisor at least four (4) weeks prior to the start date of the parental leave.

An employee on a Parental Leave is not eligible for (SEB) top-up payments

## **Adoption Leave:**

An employee who adopts a child is entitled to thirty-seven (37) weeks of adoption leave without pay. Further adoption leave without pay, of up to five (5) additional weeks, will be granted where the child is certified by a medical practitioner to be suffering from a physical, psychological or emotional condition.

Adoption leave must begin within fifty-two (52) weeks after the child is placed with the parent. The employee must apply for the adoption leave in writing to their supervisor at least for (4) weeks prior to the start date of the adoption leave.

An employee who adopts a child is eligible for the University's Supplemental Employment Benefits (SEB) if she/he is on adoption leave and has applied for and is eligible to receive Employment Insurance (EI) benefits and plans to return to work for at least six (6) months following the leave. Should both parents be employed at UBC, only one parent can access the UBC SEB benefit.

### **Leave Notice**

When you wish to apply for maternity, parental or adoption leave, you are required to provide your supervisor written notice as follows:

- at least eight (8) weeks written notice prior to the anticipated start of the **maternity** leave and/or **parental** leave (birth mother);
- at least four (4) weeks written notice prior to the start of the **parental** leave (birth father) or **adoption** leave.

### **Benefits Payment**

The University will continue to pay for its portion of benefits if the employee continues to pay her/his portion of benefits during the maternity leave, parental leave and adoption leave.

### **Employment Insurance (EI)**

Following a two (2) week unpaid waiting period, Employment Insurance pays a total of fifteen (15) weeks of EI maternity benefits to the birth mother.

Employment Insurance (EI) pays a total of thirty-five (35) weeks of parental benefits (this includes adoption leaves). EI Parental benefits may be taken by the birth/adopting mother, birth/adopting father, or shared between the birth/adopting mother and father. The birth father (if he takes the entire parental leave) and the adopting parents must serve a two (2) week unpaid waiting period before the EI benefits commence.

### **SEB Plan**

The University Supplemental Employment Benefit (SEB) Plan is available to an employee eligible to take a maternity leave or adoption leave if the employee has also applied for and is eligible to receive EI benefits and plans to return to work for at least six (6) months following the leave. Employees who meet these requirements may receive top-up benefits during the portion of their leave as follows:

Maternity Leave SEB Plan (Birth Mother):

The maximum benefit payable is seventeen (17) weeks, which consists of:

- the two (2) week waiting period for EI maternity benefits for an adoptive parent (during which she will be paid 95% of the total salary by UBC); and,
- fifteen (15) weeks of EI maternity benefits for an adoptive parent (during which she will receive the top-up payment to 95% from UBC).

#### **Adoption Leave SEB Plan:**

The maximum benefit payable is twelve (12) weeks, which consists of:

- the two (2) week waiting period for EI parental benefits (during which she/he will be paid 95% of the total salary by UBC); and,
- ten (10) weeks of EI parental benefits (during which she/he will receive the top-up payment to 95% from UBC).

#### **SEB Plan Payments options:**

Before commencing the leave, the employee will be given the choice of receiving SEB top-up payments during the leave or after she/he has returned to work for at least six (6) months. If she/he chooses to receive top-up payments during the leave, she/he will be required to sign an agreement prior to the commencement of payments. If he/she does not return to work or does not remain at work for six (6) months following the leave, she/he must repay the gross amount of SEB Plan benefits received.

#### **SEB Payment during the Leave**

If the employee chooses to receive SEB Plan benefits during the leave, EI pays a fixed percentage based on their calculation of prior insurable earnings and UBC pays the difference between the EI payment and 95% of salary. The additional 5% of the total salary for the period she/he was receiving SEB Plan benefits is payable after she/he has returned to work for at least six (6) months. If your position is discontinued through no fault of your own, the additional 5 % will still be paid.

#### **SEB Payment after the Leave**

If the employee chooses to receive SEB Plan top-up payments after returning to work, she/he must notify Financial Services to receive the payment once the six (6) months have been completed. Copies of all EI cheque stubs must accompany the request.

#### **Vacation and Sick Leave Calculation**

An employee on **maternity** or **adoption** leave who receives the **SEB** Plan benefit shall accumulate her/his sick leave reserve pro-rated on the basis of the SEB Plan benefit paid by the University. Employment shall be deemed continuous for the purposes of calculating annual vacation entitlement but vacation pay will be pro-rated on the basis of the SEB Plan benefit paid by the University.

If an employee is on a maternity leave, parental or an adoption leave and does not apply for or qualify for the SEB Plan benefit above, she/he will not accumulate sick leave reserve beyond the month in which the leave or combined leave begins. In such instances, employment will be considered continuous for the purposes of calculating annual vacation entitlement. However, vacation pay will be limited to the month in which the leave begins.

#### **Resignation (While on Maternity, Parental, Adoption Leave)**

If you resign before the end of your leave, you should give as much notice as possible, preferably at least six weeks. If you do not return to work at the end of any period of leave, it will be assumed that you have resigned.

#### **BEREAVEMENT LEAVE**

If there is a death in your immediate family, you will be entitled to three (3) days of paid leave of absence. Please notify your supervisor as soon as possible. Immediate family shall include an employee's parent, grandparent, spouse, common-law spouse, same sex spouse, child or ward, brother or sister, grandchild, or in-law. In exceptional circumstances, additional paid leave of up to three (3) days may be granted. Your immediate supervisor must request and obtain approval from the Department of Human Resources for this leave.

Upon approval, an amount of time up to a maximum of half (½) day paid leave may be granted to attend a funeral or memorial service. The half day may be extended to a full day if the employee has a significant role in arranging or conducting the service or ceremony.

If a longer leave is required, it shall be applied for as a General Leave without pay.

#### **COURT APPEARANCE/JURY DUTY**

If you are subpoenaed as a witness or called for jury duty, you will receive your regular rate of pay for the days you would have normally worked. You must remit any payment from the Crown, plus an accounting for any expenses for your appearance, to your departmental office.

If you must appear as a plaintiff or defendant in a civil or criminal action, you will be granted a leave of absence without pay.

#### **GENERAL LEAVE OF ABSENCE**

You may be granted a personal leave of absence without pay for up to six (6) months with the approval of your immediate supervisor and your unit head.

Life insurance, disability insurance, MSP, extended health care plan, dental plan, Employee and Family Assistance Program and pension plan coverage will continue during your leave if you pay the full cost of these benefits (including the University's portion).

You will not add to your sick leave reserve nor earn vacation entitlements while you are on leave of absence without pay.

Other special leaves with pay may be approved by your supervisor, the appropriate Associate Vice President, Vice President or President. If you are on a paid leave of absence, you must maintain your benefits coverage and deductions will continue in the normal manner.

## **YOUR EMPLOYMENT FILE**

All of the official documentation concerning your employment with the University is retained by the Department of Human Resources. You have access to that file. If you want to review your file, please contact Human Resources. Please note that at least 24-hours notice is required to arrange for you to view your file.

## **APPEAL PROCEDURE**

The purpose of this procedure is to provide an effective and orderly means for Executive Administrative Staff to bring problems and complaints concerning their employment to the attention of the University, should individual and informal efforts to resolve the problem(s) fail. The procedure is applicable to those problems or complaints not covered under another more specific policy or procedure at the University.

The intent of this formal appeal procedure is to give staff an opportunity to discuss problems with their supervisor(s) in a manner which provides for an equitable and speedy resolution to the problem(s).

The Appeal Procedure is not available to deal with terminations (for any reason), resignations or any other severance of employment.

A problem is defined as “a condition of employment affecting the employee that the employee thinks or feels is unjust or inequitable, which is raised by the employee during their employment with the University.”

It should be emphasized that initially, every effort should be made by the employee and the supervisor to settle problems on a verbal and informal basis. Only if this fails and should the employee wish to proceed with a formal appeal procedure, the steps outlined below are to be followed:

### **Step I**

1. If the informal attempts to resolve the problem fail, the employee is to submit personally her/his written complaint(s) to her/his immediate supervisor within five (5) working days of the informal meeting.
2. Every effort should be made by the employee and supervisor to resolve the problem within five (5) working days after the written letter of complaint is received by the supervisor.
3. If the problem is not resolved within this five (5) working day period, the supervisor will respond in writing to the employee’s complaint by outlining the decision.
4. Within five (5) working days of receiving the supervisor’s letter, the employee may decide to proceed to Step II.

## **Step II**

1. If the employee chooses to proceed to Step II, the complaint must be submitted in writing, within five (5) working days after the receipt of letter in Step I, to the employee's unit head.
2. At this step, a meeting will be convened to provide an opportunity for the employee and the supervisor to discuss the complaint with the employee's unit head.
3. If there is no resolution at this meeting, the employee may decide to proceed to Step III.

## **Step III**

1. If the employee chooses to proceed to Step III, the complaint must be submitted in writing within five (5) working days after the meeting outlined in Step II, to the Appeal Committee, through the Director, Human Resources Advisory Services at UBC Vancouver, or the Manager, Human Resources at UBC Okanagan.
2. The Appeal Committee will comprise three (3) members of the University staff and/or faculty: one appointed by the President (or his/her designate); one chosen by the employee; and one who is mutually-agreed upon by the employee and the University. The Associate Vice President, Human Resources or designate will serve as the non-voting chair of the Committee and will be responsible for interpreting relevant University policies, practices, or procedures to the Committee where necessary, either personally or by inviting appropriate resource people from the University.
3. The Appeal Committee will utilize a fact-finding process to clarify the basis of the appeal and to obtain all relevant facts.
4. During the fact-finding process, the Appeal Committee will be empowered to interview appropriate people, including the employee and the supervisor(s) involved.
5. At the conclusion of the fact-finding process, the Committee will convene a meeting and provide an opportunity for the employee and the supervisor(s) to comment on the situation as they understand it. During this meeting, only the employee and the immediate supervisor directly involved may be present.
6. The Appeal Committee will consider all the facts presented and will prepare a recommendation for the problem's solution. Normally, the Committee is expected to conclude its process within thirty (30) working days of receipt of the referral.
7. The recommended solution is to be submitted through the Associate Vice President, Human Resources to the President (or his/her designate) for a binding decision, normally within five (5) working days of the conclusion of the Appeal Committee meeting.

## **LEAVING THE UNIVERSITY**

### **RESIGNATION**

If you decide to leave the University, a reasonable amount of notice will enable your supervisor and your fellow staff members to arrange a smooth transition. Three weeks' notice is desirable. If less than three weeks' notice is received, any outstanding vacation will be calculated using the minimum requirements as set out under the Employment Standards Act.

### **TERMINATION**

#### ***General***

In some circumstances, it will be the University who decides to terminate the employment relationship. Terminations may be for cause, for frustration of the employment contract, or without cause.

**Termination for Cause:** An employee may be terminated for cause as a result of behaviour or conduct that includes but is not limited to acts of dishonesty, insubordination, theft, destruction of University property, unsatisfactory job performance, or harassment of fellow employees. An employee who is terminated for cause will have no notice entitlements.

**Frustration of the Employment Contract:** An employee may be terminated for frustration of contract, which means that the employment contract is at an end due to a specific unforeseen reason, whereby the employee can no longer carry out their work commitment. An example of this is where an employee may have a permanent disability, has exhausted short-term and long-term disability benefits and cannot be accommodated. An employee terminated for frustration of the employment contract will have no notice entitlements.

**Termination without Cause:** An employee may also be terminated without cause as a result of circumstances that include but are not limited to, redundancy, lack of funding, lack of work, changes to a program, restructuring, or unsuitability for a position. An employee who is terminated without cause will have notice entitlements.

#### ***Ongoing Appointments***

An employee who has completed probation for the position, and whose position is terminated without cause will be provided with written notification of termination with reasons, in one of the following forms:

- \* working notice - in many cases, such as discontinuation of funding, the employee will be advised that the position will be discontinued on a specific date. During the interim period, the employee will continue to work and receive salary and benefits as usual.
- \* pay in lieu of notice (salary continuance) - in some circumstances, the employee will receive an equivalent amount of pay in lieu of notice in the form of salary and benefits

continuance. In these cases, the employee will be relieved of employment obligations immediately and will continue on payroll for the period of the notice entitlement.

- \* a combination - in some circumstances, the employee will receive notice that consists of some period of working notice and some pay in lieu of notice, the combination of which gives the employee the total notice entitlement.

The amount of notice (or pay in lieu) an employee will receive will be as follows:

An employee with an ongoing appointment who has successfully completed the probationary period will be given a minimum of three (3) months notice. An employee hired prior to April 1, 2008, with greater than three years of service will be given one month's notice per year of service and one week per quarter year of service to a maximum of 24 months notice. An employee hired after April 1, 2008, with greater than three years of service will be given one month's notice per year of service and one week per quarter year of service to a maximum of 18 months notice.

Examples: an employee with two years' employment would receive three months notice; an employee with eight years' employment would receive eight months notice; an employee with ten and 3/4 years' of employment would receive ten months and three weeks' notice.

An employee receiving Income Replacement Plan (IRP) benefits and/or on an unpaid leave of absence shall not accumulate years of service for the purpose of notice entitlement.

Employees who are receiving salary continuance payments as part of their notice period shall make a diligent effort to find other employment, and will advise the University of his/her job effort. In the event that the terminated employee earns income through temporary, part-time or self-employment, and equivalent amount may be deducted from subsequent salary continuance payments.

When a terminated employee, receiving salary continuance, successfully finds other employment outside of the University and outside of the Public Sector, he/she will be paid 50% of the salary of the remaining time left of their specified notice period. This will be paid as a lump sum and all benefits will cease at that time. If other employment is found within the University or within the Public Sector, the 50% payment will not apply.

### ***Term Appointments***

In these circumstances, the employment relationship is terminated automatically upon expiration of the stated term unless the employee is rehired at that time for another period of employment. Both the employee and the University have the ability to terminate the employment relationship for any reason during the employment term by giving appropriate written notice to the other party.

An employee who has held three or more years of continuous term appointments with the University (i.e. no break in service) will be entitled to notice as if the employee held an ongoing appointment with the University.

## **RETIREMENT**

Many employees finish their working careers at the University. There is no mandatory retirement age. We do refer to a “Normal Retirement Date” for the purposes of distinguishing differentiated benefits eligibility for those under 65 and those over 65. You may retire prior to your Normal Retirement Date or any time beyond your Normal Retirement Date. In order for appropriate planning to occur, staff are encouraged to provide the university with three months of written notice. For those wishing to work beyond their Normal Retirement Date, further information can be found at: <http://www.hr.ubc.ca/retiring/>.

## **UBC POLICIES AND PROCEDURES**

Finally, it is important for you to be familiar with the policies and procedures that may guide certain aspects of your work at the University. The UBC Policy and Procedures Handbook is accessible on-line at [www.universitycounsel.ubc.ca/policies/index.html](http://www.universitycounsel.ubc.ca/policies/index.html). These policies are subject to change in the future.

Listed below are some of the policies we encourage you to read as they may be applicable to your work at UBC:

- Employment Equity (Policy #2)
- Discrimination and Harassment (Policy #3)
- University Safety (Policy #7)
- The Reporting of Accidents and Hazardous Conditions (Policy #8)
- Reduced Workload/Responsibility Appointment – Non-Academic Staff (Policy #49)
- Crossing Picket Lines (Policy #64)
- Patents and Licensing (Intellectual Property Policy # 88)
- Conflict of Interest (Policy #97)
- Responsible Use of Information Technology Facilities and Services (Policy #104)

**EXECUTIVE ADMINISTRATIVE STAFF  
APPENDIX 1  
SALARY SCALES**

**EFFECTIVE 2007 JULY 01**

<b>Classification</b>		<b>Minimum</b>	<b>Midpoint</b>	<b>Maximum</b>
Office Asst 1	Per Year	29,931	33,257	36,583
	Per Month	2,494.25	2,771.42	3,048.58
	Per Hour	16.41	18.23	20.06
Secretary 1	Per Year	30,918	34,353	37,788
	Per Month	2,576.50	2,862.75	3,149.00
	Per Hour	16.95	18.83	20.72
Office Asst 2	Per Year	31,950	35,502	39,054
	Per Month	2,662.50	2,958.50	3,254.50
	Per Hour	17.52	19.46	21.41
Secretary 2	Per Year	32,966	36,625	40,284
	Per Month	2,747.17	3,052.08	3,357.00
	Per Hour	18.07	20.08	22.09
Administrative Asst 1	Per Year	33,981	37,760	41,539
	Per Month	2,831.75	3,146.67	3,461.58
	Per Hour	18.63	20.70	22.77
Office Asst 3	Per Year	34,480	38,307	42,134
	Per Month	2,873.33	3,192.25	3,511.17
	Per Hour	18.90	21.00	23.10
Administrative Asst 2	Per Year	35,933	39,921	43,909
	Per Month	2,994.42	3,326.75	3,659.08
	Per Hour	19.70	21.89	24.07
Administrative Asst 3/ Administrative Clerk 4	Per Year	37,938	42,153	46,368
	Per Month	3,161.50	3,512.75	3,864.00
	Per Hour	20.80	23.11	25.42

**EFFECTIVE 2008 JULY 01**

<b>Classification</b>		<b>Minimum</b>	<b>Midpoint</b>	<b>Maximum</b>
Office Asst 1	Per Year	30,529	33,922	37,315
	Per Month	2,544.08	2,826.83	3,109.58
	Per Hour	16.74	18.60	20.46
Secretary 1	Per Year	31,536	35,040	38,544
	Per Month	2,628.00	2,920.00	3,212.00
	Per Hour	17.29	19.21	21.13
Office Asst 2	Per Year	32,589	36,212	39,835
	Per Month	2,715.75	3,017.67	3,319.58
	Per Hour	17.87	19.85	21.84
Secretary 2	Per Year	33,626	37,358	41,090
	Per Month	2,802.17	3,113.17	3,424.17
	Per Hour	18.44	20.48	22.53
Administrative Asst 1	Per Year	34,660	38,515	42,370
	Per Month	2,888.33	3,209.58	3,530.83
	Per Hour	19.00	21.12	23.23
Office Asst 3	Per Year	35,169	39,073	42,977
	Per Month	2,930.75	3,256.08	3,581.42
	Per Hour	19.28	21.42	23.56
Administrative Asst 2	Per Year	36,651	40,719	44,787
	Per Month	3,054.25	3,393.25	3,732.25
	Per Hour	20.09	22.32	24.55
Administrative Asst 3/ Administrative Clerk 4	Per Year	38,697	42,996	47,295
	Per Month	3,224.75	3,583.00	3,941.25
	Per Hour	21.22	23.57	25.93

**EFFECTIVE 2009 JULY 01**

<b>Classification</b>		<b>Minimum</b>	<b>Midpoint</b>	<b>Maximum</b>
Office Asst 1	Per Year	31,139	34,600	38,061
	Per Month	2,594.92	2,883.33	3,171.75
	Per Hour	17.07	18.97	20.87
Secretary 1	Per Year	32,167	35,741	39,315
	Per Month	2,680.58	2,978.42	3,276.25
	Per Hour	17.64	19.59	21.55
Office Asst 2	Per Year	33,241	36,936	40,631
	Per Month	2,770.08	3,078.00	3,385.92
	Per Hour	18.22	20.25	22.28
Secretary 2	Per Year	34,298	38,105	41,912
	Per Month	2,858.17	3,175.42	3,492.67
	Per Hour	18.80	20.89	22.98
Administrative Asst 1	Per Year	35,353	39,285	43,217
	Per Month	2,946.08	3,273.75	3,601.42
	Per Hour	19.38	21.54	23.69
Office Asst 3	Per Year	35,872	39,854	43,836
	Per Month	2,989.33	3,321.17	3,653.00
	Per Hour	19.67	21.85	24.03
Administrative Asst 2	Per Year	37,384	41,533	45,682
	Per Month	3,115.33	3,461.08	3,806.83
	Per Hour	20.50	22.77	25.04
Administrative Asst 3/ Administrative Clerk 4	Per Year	39,471	43,856	48,241
	Per Month	3,289.25	3,654.67	4,020.08
	Per Hour	21.64	24.04	26.45