

COLLECTIVE AGREEMENT

between

**CONCORDIA UNIVERSITY SUPPORT
STAFF UNION (CSN)**

and

CONCORDIA UNIVERSITY

2002-2010

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ARTICLE 1 PURPOSE OF THE COLLECTIVE AGREEMENT

- 1.01 It is the purpose of this collective agreement:
- a) to promote orderly relations between the University, the Union, and all employees covered by this collective agreement in order to ensure equitable and just working conditions;
 - b) to promote the security and welfare of the employees;
 - c) to favour the appropriate mechanisms for the prompt and fair settlement of problems which may develop between the University and the employees covered by this collective agreement.

ARTICLE 2 UNION RECOGNITION

2.01 The University recognizes the Union as the sole collective bargaining agent and the only authorized representative for purposes of application and administration of this collective labour agreement for all employees included in the bargaining unit. Any agreement concerning the collective agreement which has a general application shall be concluded between the Union and the University and therefore cannot be concluded between the University and an employee.

2.02 The tasks regularly performed by employees covered by the present collective agreement cannot be performed for a period exceeding six (6) months per assignment by persons outside the bargaining unit as defined in the certificate of accreditation.

2.03 In order to be valid, all agreements subsequent to the signature of the present agreement among one, several or all of the employees and the University, that modify the present agreement must receive the written approval of the Union.

2.04 The present collective agreement applies to all employees covered by the certificate of accreditation issued by the Department of Labour to the Syndicat des employé-e-s de soutien de l'Université Concordia (CSN) Concordia University Support Staff Union (CSN).

The text of the certificate of accreditation appears in Appendix F.

ARTICLE 3 DEFINITION OF TERMS

For the purposes of interpreting the collective agreement, the feminine or the masculine will include the feminine and the masculine to the extent that the context permits.

For the purpose of applying the present collective agreement, the following terms are interpreted as follows:

3.01 **Employee:**

means any person employed by Concordia University who is covered by the certificate of accreditation issued by the *ministère du Travail*.

3.02 **Probationary Employee:**

means an employee who has not yet completed the probationary period provided in paragraph 11.02 a).

3.03 **Permanent Employee:**

means an employee occupying a position in the staff complement who has successfully completed the probationary period provided in paragraph 11.02 a).

3.04 **Permanent Part-time Employee:**

means the incumbent of a permanent part-time position in the staff complement who has successfully completed the probationary period provided in paragraph 11.02 a) and who regularly works less than thirty-five (35) hours a week.

A permanent part-time employee is entitled to all benefits provided for in this collective agreement on a prorated basis.

3.05 **Temporary Employee:**

means any employee hired for a period equal to or exceeding six (6) consecutive months to fill a position which is temporarily vacated by its incumbent, to meet a work surplus or to serve a function in the frame of a special project.

This employee is laid off and placed on the recall list provided in clause 13.04.

3.06 **Immediate Supervisor:**

means the person representing the employer who constitutes the first level of authority with regard to the employee.

3.07 **Staff Complement:**

means an on-going position funded from the University's operating budget.

- 3.08 **Vacant Position:**
means any position which has been definitively vacated by its incumbent.
- 3.09 **Promotion:**
means the movement of an employee from one position to another position in a higher job class, according to the provisions of article 15 of the present collective agreement.
- 3.10 **Transfer:**
means the movement of an employee from one position to another in the same job class.
- 3.11 **Demotion:**
means the movement of an employee from one position to another in a lower job class.
- 3.12 **Union:**
means the Syndicat des employé-e-s de soutien de l'Université Concordia (CSN) Concordia University Support Staff Union (CSN).
- 3.13 **University:**
means the employer, Concordia University.
- 3.14 **The Parties:**
means the Union and the University.

3.15

Spouse:

means the persons who:

- a) are married or in a civil Union and cohabiting;
- b) being of opposite sex or the same sex, are living together in a de facto Union and are the father and mother of the same child;
- c) are of opposite sex or the same sex and have been living together in a de facto Union for one year or more

3.16

Employment file:

means the file constituted with regard to an employee's work at the University. This file is kept at the Human Resources Department and constitutes the only official file for the purposes of the present collective agreement.

3.17

Human Resource Department:

Designates, according to the context, one of the following units:

- Employment and Organizational Effectiveness;
- Payroll;
- Employee and Labour relations;
- Direct Compensation;
- Indirect Compensation.

ARTICLE 4 MANAGEMENT RIGHTS AND OBLIGATIONS

4.01

The University has the right and the duty to operate and manage effectively in conformity with its rights and obligations, subject to the provisions of this collective agreement.

4.02

The University will take up the cudgels on behalf of any employee held legally responsible for an act carried out in the line of duty and agrees not to institute any claims against the employee on this account.

ARTICLE 5 NON DISCRIMINATION

5.01

The Union and the University agree that there will be no discrimination against any employee on the basis of any of the following reasons: age, health, background (psychological and physical), social condition, marital status, kinship and partner, mother tongue, nationality, marital status of parents, physical appearance, handicap, political beliefs, race, religion or absence of religion, sex, sexual preference, or the exercise of any right conferred by this collective agreement or the law.

5.02 Hiring practices, job postings, and employment files used by the University will reflect this position.

5.03 **Discrimination**

A preference or an unjust distinction based on one or more of the reasons mentioned in clause 5.01 above, constitute discrimination in the sense of the present article.

ARTICLE 6 HARASSMENT AND SEXUAL HARASSMENT

6.01 The Union and the University recognize that every employee is entitled to work in a climate that is free from any form of harassment.

The parties will collaborate to prevent situations of harassment and/or sexual harassment by implementing measures to inform and raise awareness on these issues.

6.02 Harassment is any improper conduct, comment or display directed at an employee that is unwarranted, unsolicited and unwelcome and that might reasonably be expected to cause offense, ridicule, humiliation or that might reasonably be perceived as compromising an employee's right to fair and reasonable work conditions or right to dignity.

6.03 Harassment also includes the abuse of authority or the improper use of power which may undermine an employee's job performance. It may include such acts as intimidation, threats, blackmail, or coercion.

6.04 Sexual harassment is any conduct, comment, gesture or physical contact of a sexual nature or implied sexual nature directed at an employee that is unwarranted, unsolicited, and unwelcome and that might reasonably be expected to cause offense, ridicule, humiliation or that might reasonably be perceived as compromising an employee's right to fair and reasonable work conditions, or right to dignity.

6.05 The University has the responsibility to intervene to insure steps are taken to end any form of harassment that they are aware of, whether there is a complaint or not.

6.06 This article does not restrict the authority of those charged with supervisory responsibilities in such areas as performance evaluation, staff relations and the implementation of disciplinary actions.

6.07 **Procedure to receive and handle complaints:**

The following procedure should not prevent an employee from discussing a complaint with the immediate supervisor.

However the preceding paragraph does not obligate an employee to meet with the immediate supervisor.

- a) The Union will appoint a member, who is not a member of the grievance committee and the University will appoint an individual to receive and address complaints of harassment or sexual harassment.
- b) An employee may lodge a complaint with the Union appointee or the University appointee who will immediately inform the other party.
- c) Complaints must be lodged as soon as possible, but no later than within nine (9) months of the alleged incident or its discovery.
- d) In cases where there is a member versus member conflict, the Union will appoint an additional member to act on behalf of the employee against whom the complaint is made.
- e) Upon receipt of the complaint the appointees will decide how to handle the complaint which may include a recommendation to the appropriate authority to remove the employee from her/his position without loss of salary or privileges.
- f) In the event that no solution is found the employee has recourse to the grievance procedure in accordance with Article 10. The time delays under the grievance procedure will date from the point the employee is informed, in writing by the appointees, that no solution has been found.

6.08 Both parties agree that confidentiality must be maintained regarding all information concerning a complaint.

6.09 An employee who files a complaint of harassment or sexual harassment which is subsequently found through the complaint or grievance procedure to have some foundation will not in any way be penalized or suffer reprisals.

The University will withdraw any document relative to a harassment complaint from the employment file of an employee being the object of such complaint when the complaint is found to have no foundation through the complaint or grievance procedure.

6.10 The Union appointee, after having informed her/his immediate supervisor is entitled to a reasonable length of time without loss of pay to inquire into a complaint or to attend a meeting concerning a complaint.

ARTICLE 7 RIGHT TO INFORMATION

7.01 The University provides the Union with an alphabetical listing of employees in the bargaining unit containing the following information:

- a) employee number
- b) surname and name
- c) birth date
- d) gender
- e) office address and telephone number
- f) date of hire in the CUSSU bargaining unit
- g) seniority date
- h) job class and step
- i) position (title and department)
- j) salary
- k) status
- l) home address, unless the employee objects
- m) home telephone number, unless the employee objects
- n) position number
- o) email address

The Union will use home address and home telephone number information only to contact an employee and agrees to keep the information confidential.

The notices of termination are sent to the Union at each pay period.

7.02 The list of employees provided in clause 7.01 is available at anytime in the University's database, which is available to the Union.

7.03 Upon written request from the Union and after agreement between the Human Resources Department and the Union, the University provides, within ten (10) working days of receiving the request, all requested information which is pertinent to the bargaining unit.

7.04 At the Union's request, the University provides it with a list of the members of the Board of Governors, the Electoral College, and the names of persons appointed to a committee formed in accordance with the provisions of the present collective agreement. Any changes made to this list will be submitted within thirty (30) days of their having been made.

7.05 The University will send the Union copies of the following documents:

- a) all updated University policy documents;
- b) the agenda, minutes and attached documents of any open meeting of the Board of Governors, Senate, Faculty Councils, at the same time as such documents are mailed to their respective members or immediately thereafter in the case of documents distributed at meetings;
- c) the operating budget of the University approved by the Board of Governors;

- d) the annual audited statements of the pension plan and the annual actuarial valuation of the pension plan approved by the Benefits Committee and the Board of Governors within ten (10) days of their approval;
- e) information concerning the operating budget of the University approved by the Board of Governors, and the *Règles budgétaires et calculs des subventions de fonctionnement aux universités du Québec*.

7.06 The University provides the Union with lists of office-support employees on contract or time-sheets, paid by the University (excluding research funds). Such lists are to be provided every three (3) months.

ARTICLE 8 UNION MEMBERSHIP

8.01 Employees who are members of the Union at the date of signature of this collective agreement and employees who become members at a later date must remain members of the Union for the duration of this collective agreement, except as stipulated in clause 8.04.

8.02 a) Each new employee must, become a Union member by signing a membership card and paying the membership fees set by the Union.

The Union will arrange for the new employee to sign a membership card, and will collect the membership fee directly.

b) In the case of new employees, a thirty (30) minute meeting is provided in a convenient, confidential spot between a new employee and her/his Union representative or in her/his absence, her/his replacement.

The scheduling of this meeting will be agreed with the immediate supervisor.

8.03 The University is not required to discharge or to transfer out of the bargaining unit an employee expelled from the Union or whose admission to the Union is refused. However, such an employee will remain subject to Union dues.

8.04 Any employee may revoke membership in the Union between the ninetieth (90th) and the sixtieth (60th) day preceding the expiry of this collective agreement.

8.05 The University deducts from each employee's pay cheque in each pay period, an amount equal to the Union dues.

8.06 New employees pay Union dues beginning on their date of hire.

- 8.07 Upon notice being received, the University will implement any modification in Union dues no later than ten working days following the end of the pay period in which the notice was received.
- 8.08 a) Every month, the University sends to the Union Treasurer or her/his substitute, within a period not exceeding ten (10) working days from the last pay date of the month, the money which has been collected, and an alphabetical list of the names of the employees, the amount deducted from each employee, as well as their department.
- b) The University indicates on the Relevé 1 slips and on the T4's the Union dues collected from each employee.
- 8.09 All administrative correspondence concerning Union dues will be between the University and the Union Treasurer or her/his substitute.

ARTICLE 9 UNION ACTIVITIES

- 9.01 a) The parties recognize Union representatives and their substitutes, up to a maximum of twenty-five (25) representatives. The Union will decide on the distribution of these representatives and will inform the University as provided in paragraph 9.01 c).
- b) No Union representative leaves her/his assigned place of work without having made the necessary arrangements with her/his immediate supervisor. Such consent cannot be withheld without a valid reason.
- c) The Union informs the University in writing of the names and assignments of the employees elected or named to represent it, be they officers, Union delegates, and/or members of the different committees recognized by the present collective agreement. Thereafter, any change to the said list is sent the same way.
- d) It is understood that each party may request that an advisor or external representative of its choice be present with the regular representatives at meetings between the parties. The agenda and the names of the participants will be given at the time that the meeting date is established.
- e) **Union representation**
- Any Union member can be accompanied by a Union delegate to a meeting with, or when summoned by, a University representative for any matter relating to the interpretation or application of the collective agreement.
- f) **Union local and meeting rooms**
- The University provides and maintains an office for the exclusive use of the Union furnished with two (2) tables, a desk, chairs, a four-drawer filing cabinet and a computer. The Union is responsible for the monthly telephone charges.

The University shall allow the Union use of meeting rooms free of charge. The rooms shall be reserved according to normal University procedures.

g) **Internal communications**

The University agrees that the Union may use the internal mail service for Union business in accordance with the University policies.

Moreover, the University assigns an internet and email address to the Union, as provided in letter of agreement #1. The University maintains a link to the Union's web site in the alphabetical index of its own web site.

h) **Photocopies**

The University agrees that the Union may obtain a photocopying machine through Printing Services. The Union will be responsible for the monthly charges.

- i) Any employee affected by the present article cannot be inconvenienced or suffer any prejudice for her/his activities.
- j) Any meeting with representatives of the University does not incur any loss of pay for the employee concerned.
- k) The Union may post, in areas agreed upon by the parties, notice of meetings and other business. Such notices must be clearly identified as coming from the Union.

9.02

Negotiations Committee

- a) The Union Negotiations Committee is composed of four (4) members named by the Union.
- b) In the twelve (12) months preceding the expiry of the collective agreement, the employees forming the Negotiations Committee may take leave without loss of pay for the purpose of preparing the collective agreement project. These hours and days of leave will be drawn from the bank of hours provided for in clause 9.08.
- c) For each negotiation, conciliation, mediation or arbitration, the University grants the Negotiations Committee leave without loss of pay at the rate of one half day per day of meetings.
- d) Members of the Negotiation Committee may, if they so desire, defer to after the signing of the collective agreement, their vacation accumulated in the twelve (12) months preceding the expiry of the collective agreement, as well as those accumulated up until the signing of the collective agreement, to a maximum of ten (10) days.

9.03

Grievance Committee

- a) The University agrees to recognize a Union Grievance Committee, composed of three (3) employees.

- b) In order to conduct their inquiry, members of the Grievance Committee, after having informed their immediate supervisor, are entitled to a reasonable length of time without loss of pay, to inquire into each grievance and/or prepare meetings with the University. They have access to that part of the building in which the grievance has allegedly taken place in order that they may conduct an inquiry on location of the circumstances which gave rise to the grievance.
- c) The University agrees to meet the Grievance Committee on request at a time and place agreed to by the parties.

9.04 **Executive Committee**

The eight (8) officers of the Union are granted leave from their duties without loss of pay for the purpose of Union administration. These hours or days will be drawn from the bank provided for in clause 9.08.

9.05 **Union Council**

- a) The Union Council is made up of all the Union representatives in the Union structure.
- b) The employees who are members of the Union Council are entitled to be absent without loss of pay to attend Union meetings. The days and hours used for these ends are taken from the bank provided in paragraph 9.08 a).

9.06 **Labour Relations Committee**

- a) The parties agree that the purpose of the Labour Relations Committee will be to discuss and resolve, if possible, all matters of concern to the two (2) parties.

The parties agree that the Labour Relations Committee will also act as a Health and Safety Committee and will be as such recognized as being formed in virtue of article 82 of the Health and Safety Act and the representatives benefit from all the rights as recognized under Chapter IV and V of said Act.

- b) The Committee will consist of six (6) members, three (3) of whom will be nominated by the Union and three (3) by the University. Each party, on alternating basis, will designate a member to perform secretarial duties.

When Health and Safety issues are being discussed both parties may have their Health and Safety representative present.

The substantive results of each meeting will be prepared, signed by the member designated to serve as secretary and is normally distributed to the parties at least five (5) days prior to the next regular meeting of the committee.

- c) The Committee does not have the power to alter or amend the Collective Agreement.

- d) The committee meets on a regular basis at least every second month at a time and place agreed to between the parties.

Exceptionally, the committee may meet at the request of either party, at an agreed time and place within ten (10) days of the request.

The University informs the Union, within reasonable delay, of the answer given to its proposals.

- e) When the Committee's attention is drawn to a problem, a Union representative from the committee may verify on site with the employees concerned the working conditions which form the basis of the problem.
- f) Before each Committee meeting, the Union representatives have one (1) hour without loss of pay, to prepare.
- g) A Union representative who attends a meeting of the Labour Relations Committee, or who is liberated under the provisions of paragraphs e) or f) above suffers no loss of pay.
- h) The Parties shall inform one another in writing of the names of their representatives on the Labour Relations Committee as well as any subsequent change.

9.07

Central Advisory Health and Safety Committee

The Union will elect one (1) representative to serve as a member of the Central Advisory Health and Safety Committee and any other Environmental Health and Safety Committee which may be formed in the future.

The employee who is a member of the Central Advisory Environmental Health and Safety Committee is entitled to be absent without loss of pay to attend committee meetings.

9.08

Leave for Union activities

The parties recognize that in order for Union representatives to fulfil their responsibilities towards the employees in the best way possible, leaves for Union activity are necessary, and will be granted as follows:

- a) The University grants the Union a bank of two hundred and twenty-five (225) days of leave for Union activities each year. These days can be taken per hour, per half-day, or per day.
- b) The Union provides the immediate supervisor, with copy to the Human Resources Department, the information concerning leave for Union activities, and this, in principle, at least seven (7) working days prior to the absence.
- c) When the entire allotment of time has been used, the leaves will be without loss of pay, but will be reimbursed by the Union. The Union will reimburse all amounts within thirty days of the agreement between the parties on the amount owed. Such

payments will be available to the units from which the leave was granted.

- d) The above-mentioned provisions will apply to any leave for Union activity with the exception of those provided for in clause 9.03, 9.06 and 9.07

9.09

Leave for a full-time Union position outside the University

- a) Upon written notice from the Union, the University grants leave without pay, to not more than one (1) permanent full-time employee for Union service either as an employee, or in an elected position, within the Confederation des Syndicats Nationaux (CSN) or one of its affiliated bodies.
- b) The notice carries the name of the employee, the nature and length of the absence and must be forwarded to the Human Resources Department, as a rule, thirty (30) days prior to the absence.
- c) The University agrees to grant the leave without pay unless, due to particular circumstances, it would be impossible to do so without seriously affecting the normal operations of the sector where the employee concerned works.
- d) If the employee who is granted leave holds a non-elective position, she/he must return to work within twenty-four (24) months of the beginning of her/his leave, failing which, she/he will be considered as having resigned from her/his position.
- e) If the employee on such leave holds an elective position, she/he receives a leave without pay equal in length to her/his term of office; this leave without pay may be renewed once, for a total of two (2) terms, in the event of a re-election.
- f) An employee on such leave does not have a right to the benefits of this collective agreement except the pension plan and the group insurance plan to the extent such plans so allow. In such event, the cost of the premiums will be paid entirely by the employee.
- g) The employee granted such leave must give the University a written notice of her/his intent to return to work at least thirty (30) days before the end of leave. Upon her/his failure to return to work at the end of the leave provided for in clause 9.09 d) she/he is considered as having resigned at the beginning of her/his leave.
- h) Upon her/his return to work, the University reinstates the employee into the position she/he occupied at the moment of her/his departure, or if her/his position has been abolished, into an equivalent position
- i) The employee granted leave by virtue of the present clause will continue to accumulate seniority for a maximum of twenty-four (24) months; seniority is thereafter maintained but does not accumulate.

9.10

Leave for a full-time Union position within the University

- a) Upon written notice from the Union, the University grants leave without loss of pay

to a maximum of two members of the executive at any one time, subject to the terms of the present clause.

- b) The notice includes the name of the employee, the nature and length of the absence and must be forwarded to the Human Resources Department, as a rule, thirty (30) days prior to the absence.
- c) The University agrees to grant the leave without pay unless, due to particular circumstances, it would be impossible to do so without seriously affecting the normal operations of the sector where the employee concerned works.
- d) The period of leave shall be no less than six (6) months and no more than twenty-four (24) months, unless the parties agree in writing to modify the period of leave.

The Union will reimburse the University for the salary paid to the employee(s) excluding days provided for under article 34, as well as the University's portion of the employee's benefits. This reimbursement must be made within thirty (30) working days of being requested, failing which the employee's leave may be cancelled by the University.

- e) An employee on such leave has the right to the benefits of this agreement including the pension plan and the group insurance plan to the extent such plans so allow. In such event, the cost of the premiums will be paid by the employee and the University as per the terms of the current collective agreement.
- f) The employee granted such leave must give the University a written notice of her/his intent either to return to work at least thirty (30) days before the end of her/his leave. Upon her/his failure to return to work at the end of her/his leave she/he is considered as having resigned at the beginning of her/his leave.
- g) Upon her/his return to work, the University reinstates the employee into the position she/he occupied at the moment of her/his departure, or if her/his position has been abolished, article 12 or 13 applies as is appropriate.
- h) The employee granted leave by virtue of the present article continues to accumulate seniority.
- i) Other leave provisions under this article will not be applicable to an employee granted leave under the present clause.
- j) Upon return from her/his leave the employee will acquire her/his entire vacation entitlement for the current year which will be paid by the University as per the terms of article 27.

ARTICLE 10 GRIEVANCE AND ARBITRATION PROCEDURE

10.01 The parties agree that a grievance shall be any disagreement respecting the working conditions outlined in this agreement. The parties agree that they will endeavour to

settle a grievance as promptly as possible.

- 10.02 Nothing in the present article must be considered as preventing the Union or an employee, accompanied by her/his Union delegate, from discussing with the University representative, any labour relations problem before resorting to the grievance procedure. The University representative must allow the presence of the Union delegate who accompanies the employee.
- 10.03 A technical error does not invalidate a grievance.
- 10.04 a) A grievance is presented either in French or in English, and contains a summary of the facts written in such a way as to be able to identify the problem raised, as well as the redress sought and, as an indication, the article or articles in the collective agreement which is (are) concerned.
- b) A grievance may be amended as long as the amendment does not alter the nature of the grievance. If the amendment is presented at the hearing, the arbitrator may decide to postpone the hearing in an effort to protect the rights of the parties.
- 10.05 The discussions between the parties concerning a grievance are held between the Grievance Committee and representatives of the University designated for this purpose. Nevertheless, the University representative with whom a grievance is discussed may invite another representative of the University to participate in the discussion.
- 10.06 The employee who files a grievance has a right to be present at all stages of the grievance and arbitration procedure. However, the final settlement of a grievance will take place between the Grievance Committee and the authorized representative of the University.
- 10.07 No employee will suffer loss of pay for any time spent with representatives of the University or with members of the Grievance Committee during regular work hours for the purpose of discussing a grievance. During an arbitration hearing, the members of the Grievance Committee, the griever, the employee(s) who are implicated or any other employee who serves as a witness are granted leave, without loss of pay, to attend. Any meeting regarding a grievance, between members of the Grievance Committee and the employees implicated in the grievance, will be held in a confidential location.
- The time and reasonable duration of the meeting must be agreed to with the immediate supervisor. Moreover, a period of three (3) hours without loss of pay is granted to employees referred to in the present clause within the two (2) weeks preceding the arbitration hearing.
- 10.08 An employee who files a grievance must not in any way be penalized or inconvenienced as a result.

10.09 The Union may file a grievance on behalf of an employee, a group of employees, or all of the employees. In such a case, the Union must conform to the procedure provided in clause 10.10.

10.10 For all grievances, the University and the Union agree to conform to the following procedure:

- a) The employee or the Grievance Committee representative files the grievance with the immediate supervisor with a copy to the Human Resources Department (Employee and Labour Relations Unit) within thirty (30) working days of the event which gave rise to the grievance. In the case where knowledge is acquired after the incident, the grievance must be filed within twenty (20) working days of such knowledge by the employee or the Union.

The burden of proving that knowledge of the incident was acquired subsequently rests with the Union. However, in the case of firing or suspension, the grievance must be submitted within twenty (20) working days of the knowledge of the incident by the employee or the Union.

- b) At the request of either party, a meeting between the University and the Union will take place between the date of filing of the grievance and the date scheduled for arbitration.
- c) The Immediate Supervisor gives her/his answer in writing to the Grievance Committee within the thirty (30) working days following the receipt of the grievance and sends a copy to the employee concerned if applicable.
- d) Failing agreement, the Union may submit the grievance to arbitration by giving notice to the University (Employee and Labour Relations Unit) of its intention within twenty (20) working days following the expiry of the delay outlined in paragraph 10.10 c).

10.11 **Prescription**

A grievance is deemed to have been settled in favour of one party upon failure of the other party to respond or to proceed to the next step, including arbitration, within the time limits stipulated above, unless it has been mutually agreed in writing to modify them.

10.12 **Arbitration Process**

- a) Unless otherwise agreed to by the parties, all grievances are heard before a single arbitrator as chosen by both parties. If the parties fail to agree on the choice of an arbitrator, either party may ask the ministère du Travail to nominate an arbitrator.

- b) The jurisdiction of the arbitrator is limited to conditions established in the present agreement and in no case does the Arbitrator have the power to add to, subtract from or modify the agreement in any way. The decision of the arbitrator is final and binding on the parties.
- c) In the event of arbitration on disciplinary measures, the arbitrator may uphold the decision of the University or reject it, or render any other decision she/he judges equitable under the circumstances.

The arbitrator may render any other fair and equitable decision under the circumstances as well as determine, if appropriate, the amount of compensation and/or damages to which an employee unjustly treated may have the right.

- d) The fees and expenses of the arbitrator will be divided equally between the parties, except for a grievance filed under paragraph 15.04 a).

In the case of a grievance filed under paragraph 15.04 a), should the University win, the fees and expenses of the arbitrator will be paid half and half.

In the case of a grievance filed under paragraph 15.04 a), should the Union win, the fees and expenses of the arbitrator will be paid in total by the University.

Furthermore, in such a case, the University will apply the decision within twenty (20) working days.

- 10.13 In the case of a resignation, the arbitrator may take into account the circumstances surrounding the resignation of an employee, and the validity of the consent.

ARTICLE 11 SENIORITY

11.01 Accumulation and acquisition of seniority rights

- a) For the permanent full-time employee, seniority is accumulated on the basis of continuous service as a member of the bargaining unit.
- b) For the permanent part-time employee, seniority is accumulated prorated to the regular hours worked weekly.
- c) In all cases, seniority is acquired for any permanent employee, when she/he has completed her/his probationary period, retroactively to the date of hire.
- d) The temporary employee accumulates seniority on the basis of hours worked, or considered as having been worked, subject to clause 11.03, and the time off to which she/he is entitled.

However, this seniority cannot supersede that of a permanent employee as long as the person has the status of a temporary employee.

- e) The temporary employee who obtains a position in conformity with the present

collective agreement is credited with the seniority accumulated as a temporary employee once her/his probationary period has been completed. However, only seniority accumulated as incumbent in a position in the staff complement can be considered as seniority or active service for purposes of employment security.

- f) Overtime worked by an employee is not considered for the purposes of calculating seniority.

11.02

Probationary and Trial Period

a) Probationary Period

- 1) The probationary period for a new employee hired to fill a position in the staff complement is sixty (60) days worked. However, the parties may agree in writing to extend a new employee's probationary period by a maximum of an additional sixty (60) days worked.

During the probationary period, the new employee will receive appropriate assistance and training in order to facilitate adaptation to her/his position.

- 2) In the middle of the probationary period, the immediate supervisor will make a written progress report, will remit a copy to the employee and will have a formal interview with the employee to discuss the said report at least two (2) days following its remittance.
- 3) The employee whose services are no longer required during the probationary period is entitled to a written notice of five (5) working days or one (1) week's salary if there is no notice.
- 4) Probationary employees have access to the grievance and arbitration procedure, except in the case of lay-off or dismissal.
- 5) Any employee who held the status of temporary and has accumulated at least seventy (70) hours of pertinent experience, will be deducted seventy (70) hours from her/his probationary period.

b) Trial Period

- 1) Any employee who obtains a promotion or a transfer in accordance with article 15, is entitled to a trial period of sixty (60) days worked.
- 2) Notwithstanding sub-paragraph 11.02 b) 1), an employee who brings pertinent experience to the new position may have seventy (70) hours deducted from her/his trial period
- 3) During the trial period, the employee continues to benefit from all rights and privileges of the collective agreement.
- 4) The parties recognize that, during the trial period, the employee is entitled to

appropriate assistance and training in order to facilitate adaptation to the new position.

- 5) In the middle of the trial period, the immediate supervisor will make a written progress report, will remit a copy to the employee and will have a formal interview with the employee to discuss the said report at last two (2) days following its remittance.
- 6)
 - i) If, during the trial period, the employee is incapable of satisfying the normal requirements of the position, the University reinstates the said employee in the former position, without prejudice as to rights acquired in the former position. In the case of a grievance, the University has the burden of proving that the employee is incapable of satisfying the normal requirements of the position.
 - ii) If within the trial period, the employee advises the immediate supervisor in writing that she/he does not wish to remain in the position, the University reinstates the said employee in the former position, without prejudice as to rights acquired in the former position.

11.03

Accumulation of Seniority Rights

An employee continues to accumulate her/his seniority during any absence provided for in this collective agreement, or in the application thereof, or otherwise authorized, for the duration of the absence, with the exception of the following cases:

- a) In the event of a leave of absence without pay provided for in clause 29.01: seniority ceases to accumulate after a period of twelve (12) months and is maintained.
- b) In the event of an absence due to a non-work related accident or illness, seniority ceases to accumulate after a period of twenty-four (24) months and is maintained.
- c) In the event of a lay-off of a temporary employee at the end of the period for which she/he was recalled or hired: seniority ceases to accumulate and is maintained
- d) In the case of lay-off of a probationary employee or a permanent employee who does not have employment security: seniority ceases to accumulate and is maintained.
- e) When a member of the bargaining unit takes a position outside the bargaining unit: seniority ceases to accumulate after six (6) months following such a move and is maintained for another 24 months.
- f) When a member of the bargaining unit takes a management position, seniority ceases to accumulate after twelve (12) months.

11.04

Loss of Seniority Rights

An employee loses her/his seniority rights and her/his employment will be considered as terminated when:

- a) she/he voluntarily terminates her/his employment with the University;
- b) she/he is dismissed unless the dismissal is cancelled as a result of the grievance and arbitration procedure;
- c) she/he is laid off for a period exceeding twenty-four (24) months;
- d) she/he retires;
- e) she/he fails to return to work within ten (10) working days following receipt of a registered letter recalling her/him to work following layoff; this ten (10) day period may be extended by agreement between the parties.
- f) An employee loses her/his seniority rights if she/he does not return to a position included in the bargaining unit for a period exceeding thirty (30) months in the case of paragraph 11.03 e) or for a period exceeding twelve (12) months in the case of paragraph 11.03 f).

11.05

Seniority List

- a) The seniority list of employees remains posted for the duration of this collective agreement. The University agrees to update this list every six (6) months.

This list includes the surname and name, date of hire, the position and department, the job class and the status (on probation or permanent) of an employee, whether she/he is full-time or part-time, and her/his seniority calculated in accordance with the present article.

This list also includes the surname, name, date of hire, position (if appropriate), and the status of temporary employees and their seniority calculated in accordance with the present article.

- b) Any dispute concerning the seniority of an employee is submitted in writing, within four (4) weeks of the posting to the Human Resources Department. The Human Resources Department and the Union delegate of the sector concerned will enquire into all disputes and will make all the necessary corrections to the seniority list. In the event of a persisting disagreement, a grievance will be submitted in accordance with the grievance and arbitration procedure.
- c) Any error not detected during the period for dispute may be contested later through the above procedure; however, in this event, the University will not be held liable for any actions taken based on seniority lists prior to the date of dispute.

ARTICLE 12 EMPLOYMENT SECURITY AND DISPLACEMENT PROCEDURE

12.01 Employment security

The University assures employment security, within the bargaining unit, for the duration of the present collective agreement, to all permanent employees who have twenty-four (24) months of seniority as the incumbent of a position in the staff complement.

Notwithstanding any other provisions of the collective agreement and subject to clause 19.02, employees benefiting from employment security cannot be laid off, or dismissed without just cause and therefore will remain in the employ of the University and continue to benefit from all the provisions of the present agreement.

12.02 Displacement Procedure

In the case of abolition of positions in the staff complement, the following procedure applies:

- a) Any employee whose position is to be abolished shall receive advance notice of at least two (2) months. Copy of said notice is sent to the Union.
- b) After discussion with the Union, the University agrees to assign any employee affected by position abolition or a displacement according to the present article, without posting to a vacant position in the same job class as long as she/he has the qualifications to satisfy the normal requirements of the position;

OR

After discussion with the Union, the University agrees to assign any employee affected by position abolition or a displacement according to the present article, to a vacant position in the immediately lower job class as long as the employee agrees and she/he satisfies the normal requirements of the position.

- c) The University will provide retraining to allow an employee to occupy a position in the bargaining unit.
- d) If the employee affected by a position abolition cannot be assigned to a vacant position as provided for in paragraphs 12.02 b) and c), this employee may displace an employee in the same job class who has less seniority, as long as she/he satisfies the normal requirements of the position.
- e) If a displacement in the same job class is not possible, the employee affected by position abolition or a displacement may displace an employee in the immediately lower job class, who has less seniority, as long as she/he satisfies the normal requirements of the position.
- f) Each employee thus displaced may use her/his right to displace as outlined above.
- g) i. An employee affected by position abolition or a displacement under the provisions of the present article who is assigned to another position in the staff

complement is entitled to a trial period of sixty (60) days worked.

- ii. During the trial period, the employee continues to benefit from all rights and privileges of the collective agreement.
 - iii. The parties recognize that, during the trial period, the employee receives appropriate assistance and training in order to facilitate adaptation to her/his new position.
 - iv. In the middle of the trial period, the immediate supervisor will make a written progress report, send a copy to the employee and will have a formal interview with the employee to discuss said report at least two (2) days after its submission.
 - v. If, during the trial period, the University considers that the employee is incapable of satisfying the normal requirements of the position, the employee may continue to use the displacement procedure, or, if it is impossible, paragraph h) applies;
- h) An employee who cannot displace in accordance with the present article, and who does not choose to resign and receive the indemnity provided for in clause 12.03 must accept:
- i) to fill a temporarily vacant position if she/he meets the normal requirements of the position;
 - ii) to meet a work surplus or undertake a special project;
- i) As long as an employee affected by the provisions of the present article does not become the incumbent of a position in the staff complement, she/he is considered as having applied for every vacant position in the same job class for which she/he has the qualifications to meet the normal requirements of the position.

12.03

Separation indemnity

Any employee with employment security affected by the provisions of the present article may, at any moment in the process provided in the present article, choose not to exercise her/his rights and to resign. In this case, she/he will benefit from a separation indemnity equivalent to one (1) month of salary per year of seniority up to a maximum of twelve (12) months.

12.04

The employee who, by virtue of the present article, obtains a position in a lower job class, preserves the job class she/he was in prior to the abolition of her/his position or displacement. She/he is considered as having applied for any position in her/his old job class for which he/she has the qualifications to meet the normal requirements and, if she/he obtains such a position in conformity with article 15, she/he must accept it, failing which she/he is subject to the provisions of clause 38.15.

ARTICLE 13 LAY-OFF AND RECALL

13.01 Only those employees not covered by clause 12.01 may be laid-off.

13.02 Lay-off Procedure

In the case of lay-off, temporary, and probationary employees are laid-off first. If other lay-offs are necessary, permanent employees not having employment security are laid-off, and this in inverse seniority order.

13.03 Displacement procedure

- a) A permanent employee subject to a lay-off must receive a one (1) month notice, indicating the date of the lay-off. Any temporary employee subject to a lay-off, must receive a two (2) week notice indicating the date of the lay-off.
- b) A permanent employee affected by a lay-off may displace a permanent employee in the same job class who has less seniority than she/he, on the condition that she/he can satisfy the normal requirements of the position.
- c) If a displacement in the same job class is not possible, the permanent employee who is affected by a lay-off may displace an employee in the immediately lower job class having less seniority than she/he, on the condition that she/he has the qualifications to satisfy the normal requirements of the position.
- d) Each permanent employee thus displaced may displace in the above mentioned manner.

13.04 Recall

- a) The recall list includes the names of all permanent and temporary employees laid-off as well as temporary employees who have completed a fixed term contract.
- b) Within thirty (30) days following the signing of the collective agreement, the University provides the Union with the recall list of employees covered by this article. Thereafter, this list will be updated and sent to the Union every three (3) months.
- c) This list includes:
 - name;
 - address;
 - status;
 - telephone numbers (maximum 2), unless the employee disagrees;
 - last termination date;
 - accumulated seniority;

- position title and, failing a title, description of last assignment
- d) Unless otherwise stipulated, recall to work will be done by telephone. The University will keep a written log of all employees telephoned. An employee accompanied by a Union delegate may consult the log during normal office hours.
- e) If after three (3) calls an employee cannot be reached, the University telephones the next person on the list, and so on.

13.05

Recall Procedure

- a) Any permanent employee whose name appears on the recall list is deemed to have applied for any vacant position in the staff complement for which she/he has the qualifications to satisfy the normal requirements of the position.
- b) An employee who is recalled to a position of a temporary nature is subject to Article 39.
- c) Employees are called back to work in order of seniority, on the condition that they satisfy the normal requirements of the position.
- d) In the event of a recall, employees will provide all documents attesting to their qualifications which do not appear in their employment file.

13.06

The name of an employee who, during a period of twelve (12) consecutive months has not worked according to the provisions of the present collective agreement, or has refused three (3) recalls to work, is removed from the recall list.

13.07

If an employee cannot be reached after three (3) consecutive recall attempts the University sends a letter by messenger to the last known address. If the employee does not confirm her/his availability in the two (2) weeks following the receipt of the letter, her/his name is removed from the recall list.

13.08

The Union receives a copy of all letters sent by the University to the employees affected by the present article.

ARTICLE 14 TECHNOLOGICAL CHANGE

14.01

Technological Change:

Means any major change, particularly those which may result in the abolition or creation of one or more positions and/or changes in the requirements of one or more position arising from the introduction of new technology, techniques or equipment which would result in a modification in job class levels.

- 14.02 a) The University will give a written notice to the Union of its intention to introduce technological change, at least three (3) months prior to the expected date of such a change.
- This notice must include:
- i) the nature and goal of the technological change;
 - ii) the expected date of implementation, or the schedule of implementation if such is the case;
 - iii) the names of the employees, and if such is the case, the positions likely to be affected by the technological change;
 - iv) the effect which the technological change is likely to have on the working conditions of the employees affected.
- b) At the latest ten (10) working days following the receipt of the notice by the Union, the Union may ask the University to submit its projects to the Labour Relations Committee for discussion in order to minimize the impact on the employees and to facilitate their adaptation to the changes.
- c) The University agrees to offer to employees affected by technological change, the necessary training, at the University's expense, to allow them to fulfil their new duties, during work hours and without any loss of rights or advantages, to allow them to fulfill their new duties.

ARTICLE 15 JOB POSTING, SELECTION AND MOVEMENT OF PERSONNEL

- 15.01 When a position in the staff complement becomes vacant, the University has the choice of filling or abolishing the position or of deferring the posting of the position. If the decision is to fill the position, the University proceeds within a delay not exceeding twenty (20) working days from the date the position became vacant. If the position is to be abolished or if the posting is to be deferred, the University will inform the Union of its decision within the aforementioned delay.
- 15.02 a) When a position in the staff complement is to be filled, the University must post it for ten (10) working days. A copy of the posting is sent simultaneously to the Union.
- b) The posting includes:
- position title and job class;
 - job profile;
 - the required qualifications;
 - department;
 - title of immediate supervisor;
 - the salary range;
 - work schedule, should it be out of ordinary;
 - posting date and expiry date of the posting;

the name of the bargaining unit;

15.03 Employees who wish to apply for the position must do so during the posting period.

An employee who is to be absent during the posting period may apply in advance.

15.04 a) In selecting an employee to fill a position posted in accordance with clause 15.02, the University must grant the position to the candidate having more qualifications for the position as posted, who is one of the three most senior candidates, who is a permanent employee, and who has the qualifications to satisfy the normal requirements of the position.

The University will remit a list to the Union, containing the names of each of the candidates, providing that said candidate has signed the appropriate waiver.

b) If none of the candidates in paragraph 15.04 a) have the qualifications to satisfy the normal requirements of the position, the University must grant the position to the candidate who is a probationary employee or a temporary employee, with the most seniority, unless she/he does not have the qualifications to satisfy the normal requirements of the position. A probationary employee must have the permission of the home department to apply.

c) If none of the candidates mentioned in paragraphs 15.04 a) and b) satisfy the said conditions, external candidates will be considered as long as those candidates have more qualifications than any employee who has been refused in the above paragraphs. In case of a grievance, the University has burden of proving that the outside candidate has more qualifications.

d) The University is not obliged to post a vacant position a second time when:

i) the vacant position was first filled by a person outside the bargaining unit who decided to leave the position within the first three (3) weeks of her/his probationary period;

ii) the vacant or newly created position is filled by an employee from within the bargaining unit who decided to return to her/his old position within the first twenty (20) days of her/his trial period;

The University then proceeds with a second choice among the candidates who applied in accordance with the provisions of clause 15.04.

e) An employee who applies for a position and who withdraws her/his application or who refuses the position will not suffer any prejudice concerning any future applications.

- f) In filling a position with an employee from the bargaining unit, the University designates the employee in the twenty (20) working days following the end of the posting period. The Human Resources Department makes the designation verbally, followed by written confirmation with a copy to the Union. In filling a position by a person outside the bargaining unit, the University advises the Union of the name of the new-hire and the position which she/he has obtained.
- g) When an employee is promoted or transferred he/she is assigned to her/his new position within the twenty (20) working days following the moment she/he was designated. The employee receives the salary of the new position when he/she assumes the position or ten (10) working days from the date she/he was designated, whichever time period is shorter.

15.05

Temporary assignment

- a) There is no obligation on the part of the University to fill a position which is temporarily vacated.
- b) If a position which is temporarily vacant is to be filled, it will be posted for a period of five (5) working days within the Department and filled by the most senior permanent employee within the Department who has the qualifications to meet the normal requirements of the position.

This same departmental process may be used to replace the employee chosen for the temporary re-assignment.

The posting will include the information provided for in paragraph 15.02 b) as well as the duration of the temporary assignment.

- c) Should no employee from within the Department accept the re-assignment or have the qualifications to meet the normal requirements of the position, the position will be posted according to the provisions of clause 15.02 and filled using the procedure provided for in paragraphs 15.04 a) and b).
- d) The home department of the re-assigned employee will only be expected to release the employee for the initial period as indicated on the job posting.
- e) The University gives written notice to the re-assigned employee, with a copy to the Union, stating the length of the temporary assignment, the position to which the employee is re-assigned, the job class, grade and corresponding salary.
- f) At the end of the temporary re-assignment, the employee returns to her/his former position. In the event of abolition of her/his position during the temporary assignment, the provisions of the collective agreement shall apply as if the employee had been in her own position at the time of the abolition.
- g) The employee who obtains a temporary assignment is subject to a trial period in accordance with the provisions of paragraph 11.02 b).
- h) The re-assigned employee shall receive the same salary to which she/he would be

entitled if filling the position on a permanent on-going basis.

- i) Notwithstanding the posting procedure provided above, the University may offer to divide the duties among the employees of the Department and pay them a stipend. The University will advise the Union in writing of its decision and indicate the method of calculation as well as the amount of the stipend. These duties will be performed on a voluntary basis following reception of the University offer and written confirmation of the premium.

15.06 In the case of a grievance concerning this article, the burden of proof rests with the University.

ARTICLE 16 HEALTH AND SAFETY

16.01 The University agrees to respect the appropriate laws and regulations on conditions of health and safety at work.

16.02 The policies and procedures relating to health and safety adopted by the University apply mutatis mutandis to all employees.

16.03 Within the thirty (30) days following the signature of the present collective agreement, the University will provide each employee with a copy of all written policies and procedures relating to health and safety. Any revisions will be provided within thirty (30) days of their distribution.

16.04 Any employee who serves on a Health and Safety sub-committee as provided by Policy C-SA-1, in a given Department, benefits from all the rights as per Chapter IV and V of the said Act.

ARTICLE 17 ACQUIRED RIGHTS

17.01 The University agrees to maintain the rights or advantages not provided or superior to the provisions in the present collective agreement, which some employees enjoy, except if the circumstances that permitted the establishment of these rights and advantages have changed.

ARTICLE 18 SUB-CONTRACTING

- 18.01
- a) The assignment of sub-contracts must not cause lay-off, demotion or reduction of work hours among the employees governed by the collective agreement.
 - b) As well, in no case can the duties of an abolished position be sub-contracted.

- c) The University will favour the creation of new positions rather than sub-contract work of the classes of positions governed by the present collective agreement.

ARTICLE 19 DISCIPLINARY MEASURES

- 19.01 Any disciplinary measure must be the subject of a written notice addressed to the employee concerned and stating the reasons for the measure. Such notice must be sent simultaneously to the Union. Only those disciplinary measures of which the employee and the Union have been informed in writing can be used as evidence in arbitration and can appear in the employee's employment file.
- 19.02 Except in the case of the discharge of employees serving a probationary period, for any employee who is discharged, suspended, or given a written warning, the Union may submit her/his case to the grievance procedure and if necessary to arbitration.
- 19.03 In all cases of disciplinary measures, the University has the burden of proving that the disciplinary measure was imposed for just and sufficient cause. The arbitrator may confirm or reject the disciplinary measure or render any other decision that she/he judges equitable under the circumstances.
- 19.04 In the event that a University representative finds it necessary to summon an employee for disciplinary reasons (written warning, suspension, or discharge) the employee has the right to be accompanied by a Union representative.
- 19.05 A suspension does not interrupt the continuous service of an employee.
- 19.06 No disciplinary measure may be imposed later than eleven (11) working days after the incident which gave rise to it or of its awareness by the immediate supervisor, unless the parties have agreed in writing to extend the aforementioned time period.
- 19.07 No confession signed by an employee may be used against her/him during arbitration unless it is a question:
- of a confession signed in the presence of a Union delegate;
 - of a confession signed in the absence of a Union delegate but not denounced by the employee in writing, within seven (7) days of its being signed. The University will forward a copy of the confession to the Union as soon as it is received.

ARTICLE 20 EMPLOYMENT FILES

20.01 An employee has the right to verify, by appointment and with advance notice of at least forty-eight (48) hours, the contents of her/his employment file and to add written comments to it and this, in the presence of a representative of the University.

An employee may request a photocopy of any document included in his/her employment file. The cost of said photocopy will be the current rate posted at the University copy centers.

20.02 Any record of a disciplinary measure is deemed to be removed from the employee's file after a period of twelve (12) months has elapsed without any further disciplinary measure of the same nature.

An employee may request that any disciplinary measure or part of a disciplinary measure or a measure against which an employee has won her/his case be removed from her/his employment file.

20.03 Upon written request, an employee can request that a mid-probation or a mid-trial period evaluation be removed from the employment file, once the probationary or the trial period has ended.

Each employee must receive a photocopy of her/his probationary or trial period evaluation.

20.04 Any employee whose grievance is in arbitration may request that a copy of her/his employment file be forwarded to her/his Union representative and paid for as per clause 20.01.

ARTICLE 21 GENERAL

21.01 A copy of all correspondence passing between the Union and the University shall be sent to the Human Resources Department of the University and the secretary of the Union.

21.02 Internal mail shall be deemed the adequate means of communication unless otherwise specified in the collective agreement.

21.03 **Communications**

The University must send to the Union a copy of the following documents issued from the date of signature of this collective agreement.

a) all rules and regulations that apply to employees covered by this collective agreement;

b) any other written communiqué issued to more than one employee covered by this collective agreement concerning working conditions.

21.04 The University will immediately send copies of all resignations to the Union. An employee may retract a resignation from the University on one occasion. This retraction must occur within three (3) days of submitting the resignation.

21.05 An employee is not required to serve refreshments or perform domestic duties unless it is stipulated in the Job Profile (as per paragraph 15.02 b). No employee will be assigned personal work which is not required service for the University.

ARTICLE 22 HOURS OF WORK AND WORK SCHEDULES

22.01 Except for employees subject to a particular work schedule according to clause 22.10, the duration of the regular work week is established at thirty-five (35) hours generally worked between 9:00 and 17:00 from Monday to Friday.

22.02 Employees may, with the approval of their immediate supervisor, choose to work a schedule other than 9:00 to 17:00 on a regular basis.

22.03 All employees are entitled to one (1) fifteen (15) minute rest period without loss of pay for each regular half day of work.

22.04 All employees are entitled to an unpaid meal period of one (1) hour during the regular work day. This meal period is ordinarily taken in the middle of the regular work day.

With the prior approval of the immediate supervisor, an employee may add one (1) daily rest period to the meal period.

22.05 Employees who, on occasion, wish to exchange their established work schedules must receive prior approval from the immediate supervisor. In this event, the provisions related to overtime do not apply.

22.06 Summer hours

a) Every year, for a period of ten (10) weeks, from mid-June to mid-August (exact dates to be posted by the Human Resources Department) the length of the regular work week is reduced by three (3) hours without reduction in remuneration.

b) The reduction of hours is applied on Friday afternoons.

22.07 In the event that an employee is absent (vacation or sick leave), credit will not be given for "banking" of time off for any such days.

22.08 Departments which must operate with their complete staff complement during summer hours may require that their employees maintain their normal work schedule during this period and take the reduction of hours before or after the summer hours period.

The University posts the summer schedule on the fifteenth (15th) of May at the latest, including services which are maintained and informs the Union at the same time.

22.09 If an employee is unable to take advantage of summer hours as they occur, the unused hours may be "banked" and then taken at the time agreed upon with the immediate supervisor. Such "banked" hours should be used up before the end of August but, in special cases, where this is not possible due to the nature of the department workload, the "bank" may be held over. In every case, it must be liquidated by December 31st.

22.10 **Particular Work Schedules**

a) The University determines the positions to which particular work schedules apply, it being understood that, subject to service requirements, particular work schedules should be kept to a minimum.

However any particular work schedule must remain in effect for at least three consecutive calendar months.

b) Employees who are called upon to work particular work schedules are so informed at the beginning of each semester or at the time of hire, promotion or transfer.

c) The duration of the regular work week for an employee on a particular work schedule is generally thirty-five (35) hours.

d) A particular work schedule is offered on a seniority basis to eligible employee(s) (i.e. one or more targeted positions and/or services). The particular work schedule is offered to the employee with the most seniority within the group targeted. If no employee accepts the particular work schedule, it is then assigned to the employee with the least seniority (within the position or service mentioned).

e) The University will not introduce a particular work schedule that does not exist at the beginning of the collective agreement without consulting the employees involved and the Union prior to the implementation of such a particular work schedule.

These schedules are presented to the Labour Relations Committee at least thirty (30) days before the expected date of their implementation.

ARTICLE 23 OVERTIME

- 23.01 a) Any work performed by an employee outside of her/his regular work day or regular work week as defined in Article 22 is considered as overtime if approved in advance by the immediate supervisor.
- b) Except in case of emergency, all overtime is on voluntary basis.
- c) The parties agree that overtime work must be kept to a minimum.
- d) No employee is required to perform more than sixteen (16) consecutive hours of work.
- 23.02 Overtime work is assigned as equitably as possible, on a rotating basis in the service, department or program involved, among the employees who normally perform the duties for which overtime is required.
- 23.03 All overtime work will be compensated in one of the following ways, at the discretion of the immediate supervisor:
- a) time off or remuneration at the rate of one and a half times (150%) the hours worked by the employee outside of the regular work week or performed on the first weekly day off other than a Sunday;
- b) time off or remuneration at the rate of two times (200%) the hours worked by the employee on a statutory holiday (in addition to the postponement of the statutory holiday, or to the payment of the holiday), on a Sunday, or on the second weekly day off;
- c) a meal allowance of twelve dollars (\$12.00) will be paid to the employee required to work a minimum of two (2) hours of overtime.
- d) employees who are required to work a minimum of four (4) hours of overtime are entitled to be reimbursed for taxi fares on presentation of a receipt.
- 23.04 The payment of overtime worked during any given pay period is made at the same time as the regular pay for the following pay period. For annual vacations and at the time of the Christmas break, the payment specified above is delayed one additional pay period.
- 23.05 The time off outlined in paragraphs 23.03 a) and b) must be taken in the twelve (12) months which follow the period in which the overtime is worked. Any overtime still owed at the end of the twelve (12) month period must be remunerated at the applicable rate.
- 23.06 An employee working overtime on a weekly day of rest or on a holiday is entitled to the rest periods and the meal break provided in this collective agreement.

- 23.07 a) An employee who is required to work overtime for a period of two (2) hours or more is entitled to a thirty (30) minute rest/meal period compensated in accordance with the provisions of clause 23.03.
- b) For each three (3) hours of overtime worked, the employee is entitled to a twenty (20) minute rest period compensated in accordance with the provisions of clause 23.03.

23.08 **Minimum Compensation for Call Back**

The employee who, at the request of the immediate supervisor, returns to work outside of regular working hours, will receive the most advantageous of the following:

- 1) Compensation according to regular overtime norms;
- 2) Compensation of three (3) hours according to regular overtime norms.

ARTICLE 24 PREMIUMS

24.01 **Evening premium**

An employee for whom half or more of the regular hours of work fall after 15:00 is entitled to a premium of seventy cents (\$0.70) for each hour of actual work after 15:00.

An employee is not entitled to such a premium when she/he is being paid at the rate provided for overtime. This premium is not added to the basic rate in computing the remuneration for overtime performed. However, this clause does not apply to those employees who have chosen their schedule according to clause 22.02.

24.02 **Night premium**

An employee for whom half or more of the regular hours of work fall between 23:00 and 09:00 is entitled to a premium of eighty-five cents (\$0.85) for each hour of actual work between 23:00 and 09:00.

An employee is not entitled to such a premium when she/he is being paid at the rate provided for overtime. This premium is not added to the basic rate in computing the remuneration for overtime performed. However, this clause does not apply to those employees who have chosen their schedule according to clause 22.02.

24.03 **Weekend premium**

An employee for whom half or more of the regular hours of work fall between 00:00 Saturday and 24:00 Sunday is entitled to a premium of one dollar (\$1.00) for each hour of actual work on Saturday or Sunday.

An employee is not entitled to such a premium when she/he is being paid at the rate provided for overtime. This premium is not added to the basic rate in computing the

remuneration for overtime performed. However, this clause does not apply to those employees who have chosen their schedule according to clause 22.02.

ARTICLE 25 HOLIDAYS

- 25.01 a) During the fiscal year, the following days are recognized as paid holidays:
- National Holiday
 - Canada Day
 - Labour Day
 - Thanksgiving
 - Christmas Eve
 - Christmas
 - Boxing Day
 - New Year's eve
 - New Year's
 - The day following New Year's
 - Good Friday
 - Easter Monday
 - National Patriots' Day
- b) The University is normally closed from December 24 until normal opening hours January 3. This period is considered to be worked and paid.
- c) The University agrees to recognize and observe as paid holidays all other days declared to be holidays by the governments.
- 25.02 a) If one of the holidays in clause 25.01 coincides either with an employee's annual vacation, or with one of her/his weekly days off other than Saturday or Sunday, the employee affected is entitled to a postponement of the holiday to a date agreed upon between her/him and her/his immediate supervisor.
- b) If one of the holidays mentioned in clause 25.01 coincides with a Saturday or with a Sunday, the holiday is moved to the preceding or to the following work day.
- 25.03 Employees belonging to a recognized religion have the right to a leave without pay for holidays celebrated by said religion.

ARTICLE 26 SOCIAL LEAVES, PERSONAL LEAVES AND DEFERRED SALARY LEAVE

- 26.01 All employees are entitled to the following leaves without loss of pay provided the leaves coincide with a day the employee would normally be working.
- 26.02 **In the event of the death:**
- a) of a father, of a mother, of a spouse, of a child, of the child of a spouse:

- an employee is entitled to five (5) consecutive working days including the day of the funeral;
- b) of the grandchildren, of the father or mother of a spouse, of the brother, of the sister:
- an employee is entitled to three (3) consecutive working days including the day of the funeral;
- c) of the grand-parents, of a brother or a sister-in-law, of a son or a daughter-in-law:
- an employee is entitled to two (2) consecutive working days including the day of the funeral;
- d) of an aunt, of an uncle, of a nephew, of a niece:
- an employee is entitled to one (1) working day including the day of the funeral;
- e) In the case of paragraphs a), b), c) and d) an employee may add to this period accumulated vacation, accumulated overtime by virtue of article 23, and/or a leave without pay not exceeding fifteen (15) working days.
- However in the event that an employee can prove that he/she has been named as the liquidator of an estate, he/she may request an additional leave without pay.
- f) if the funeral takes place more than one hundred and sixty (160) kilometres from the residence of an employee, she/he is entitled to one (1) extra working day.
- g) an employee may reserve one (1) day of the above days in the event that the burial or cremation occurs at a later date.

26.03

In the event of the marriage of:

- a) the employee:
- she/he is entitled to five (5) working days;
- b) a son, a daughter:
- an employee is entitled to one (1) working day;
- c) the father, mother, grandparents, brother, sister, grandchildren:
- an employee is entitled to the day of the wedding;
- d) the employee may add to the periods described in paragraphs a) and b), her/his accumulated vacation entitlements or an equivalent leave without pay.

26.04

When an employee changes the location of her/his residence, she/he is entitled to one

(1) day of leave for moving. However, she/he is not entitled to more than one (1) such day per fiscal year. Nevertheless, this restriction does not apply when an employee must move for reasons beyond her/his control.

- 26.05
- a) In the event that an employee is required for jury duty or to act as a witness in proceedings to which she/he is not a party, she/he will not as a consequence suffer any loss of her/his regular pay during the time that she/he is required to act in such a capacity. However, the employee must turn over to the University the equivalent of the amount received for the performance of these duties. If this amount is greater than her/his regular salary the difference will be returned to her/him by the University.
 - b) The employee called to act as a witness in a case where the University is involved, continues to receive her/his regular pay and is paid overtime for all hours required of her/him as a witness outside her/his regular work day and work week.
 - c) In the event an employee must appear before a civil, administrative or penal tribunal in a case in which she/he is party, she/he is entitled to a leave without pay, or accumulated vacation, or accumulated overtime.

26.06 When an employee finds it necessary to be absent for one of the reasons specified in this article, she/he must inform the immediate supervisor of this as soon as possible, and on demand, must present proof or confirmation of these events.

26.07 **Leave for professional appointments**

Permanent full-time employees are entitled to a maximum of fourteen (14) hours of leave per year without loss of pay for professional appointments, etc.

Permanent part-time employees are entitled to personal leave pro-rated for hours worked.

This time is not to be used to prolong vacations or any other leave foreseen in the collective agreement with the exception of bereavement leave.

Normally the employee will advise the immediate supervisor of the need for the leave two (2) days in advance.

Personal leave does not accumulate from year to year (the year being calculated from June 1)

Any time required beyond fourteen (14) hours will be without pay.

26.08 **Emergency Leave**

- a) It is the purpose of the present clause to allow the employee to take leave if her/his presence is required by an immediate family member or any person in permanent

residence with the employee, without exceeding thirty-five (35) hours in one year.

- b) The employee who takes leave provided for in the present clause must notify her/his immediate supervisor as soon as possible but no later than thirty (30) minutes following the start of the employee's regular work day, stating the duration and the reason for the absence.
- c) The hours of leave must be worked within a period agreed upon between the employee and the immediate supervisor, with the approval of the latter, specifying the work to be done as well as the duration.
- d) The University must notify the employee when the above-mentioned thirty-five (35) hours have been used.
- e) The hours worked provided for in the present clause will not be considered to be overtime as defined in Article 23.

26.09

Deferred Salary Leave

- a) Deferred salary leave is intended to provide employees with an opportunity to benefit from a leave with salary.

The University views deferred salary leave as beneficial to the employee and to the University.

- b) Requests for a deferred salary leave will be subject to the ability of the respective department to accommodate the leave. However, granting will only be withheld in exceptional circumstances.
- c) The deferred salary leave will be for not less than six (6) consecutive months and will not exceed twelve (12) consecutive months.

Employees who benefit from a deferred salary leave must return to work for a period equal to that of the leave.

- d) An employee may apply in writing to participate in the Deferred Salary Leave Plan (DSLPL) to the immediate supervisor with a copy to the Human Resources Department at least three (3) months prior to the date at which the employee wishes to commence participation in the DSLPL.
- e) Approval or refusal of a deferred salary leave will be provided by the immediate supervisor with a copy to the Labour Relations Office within five (5) weeks of the date the application was received. If the University refuses to grant such a leave, it will provide the reasons for its refusal to the employee with a copy to the Union.
- f) Participation of an employee in the DSLPL is subject to the signing of a contract as provided for in Appendix I.
- g) This contract must be signed by the employee and returned to the Human Resources Department four (4) weeks prior to the date that the deferral period is to commence.

The Human Resources Department will forward a copy of the signed contract to the appropriate immediate supervisor and to the Union.

Upon signing the contract the employee will become a participating employee. Failing to sign the contract the employee will be deemed to have withdrawn her/his application to participate in the deferred salary leave plan.

- h) The duration of the leave and the percentage of salary paid while participating in the plan (contract) may be one of the following:

DURATION OF LEAVE	DURATION OF PARTICIPATION IN THE PLAN (CONTRACT)			
	2 years	3 years	4 years	5 years
6 months	75.00%	83.33%	87.50%	90.00%
7 months	70.80%	80.56%	85.42%	88.33%
8 months	66.67%	77.78%	83.33%	86.67%
9 months		75.00%	81.25%	85.00%
10 months		72.22%	79.15%	83.33%
11 months		69.44%	77.08%	81.67%
12 months		66.67%	75.00%	80.00%

ARTICLE 27 VACATION

- 27.01 All employees are entitled to paid vacation on the basis of their seniority, in accordance with vacation entitlements determined as of June 1 of each year.
- 27.02 During the twelve (12) months which follow June 1 of the current year, all employees are entitled to paid annual vacations, the duration of which is determined as follows:
- the employee with less than one (1) year of seniority on June 1 of the current year is entitled to one and two-thirds (1 2/3) days for each month worked in the University from her/his date of hire to a maximum of twenty (20) working days;
 - the employee having one (1) year and less than ten (10) years of seniority on June 1 of the current year is entitled to twenty (20) paid working days as vacation;
 - the employee having ten (10) years or more of seniority on June 1 of the current year is entitled to twenty-two (22) paid working days of vacation;
 - the employee having twenty-one (21) years or more of seniority on June 1 of the current year is entitled to twenty-five (25) paid working days of vacation.
- 27.03 For the purpose of calculating annual vacations, employees hired between the first and fifteenth day of the month inclusively, are considered as having been hired on the first of the month.

27.04

Upon termination of employment:

- a) The employee who has not taken her/his entire vacation entitlement during the fiscal year preceding June 1 receives an indemnity which is equal to the number of vacation days to which she/he was entitled.
- b) i) The employee entitled to twenty (20) days of vacation, taking into account vacation days already taken, is entitled to a vacation indemnity equal to eight percent (8%) of the wages earned between June 1st of the current year and her/his date of departure.

ii) The employee entitled to twenty-two (22) days of vacation, taking into account vacation days already taken, is entitled to a vacation indemnity equal to eight point eight percent (8.8%) of the wages earned between June first of the current year and her/his date of departure, depending on her/his vacation entitlement.
- c) The employee entitled to twenty-five (25) days of vacation, taking into account vacation days already taken, is entitled to a vacation indemnity equal to ten percent (10%) of total wages earned between June 1 of the current year and her/his date of departure.

27.05

An employee who, during any one year, has been absent from work for one or other of the following reasons accumulates vacation credits as follows:

Illness:

An employee absent from work by virtue of the provisions of Article 36 accumulates vacation credits during the first four (4) consecutive months of her/his absence.

Industrial accident or occupational disease:

An employee absent from work by virtue of the provisions of Article 35 accumulates vacation credits during the first twelve (12) consecutive months of absence.

Maternity and Adoption:

An employee accumulates vacation credits during maternity and adoption leaves, as such.

Lay-Off:

An employee's vacation entitlement is prorated to the number of months worked.

Leave without pay exceeding one (1) month:

An employee's vacation entitlement is prorated to the number of months worked.

27.06

Before her/his departure for vacation, an employee receives for the vacation period to which she/he is entitled, a remuneration equivalent to her/his regular rate of pay in

effect at the time she/he takes her/his vacation, by separate cheque, provided she/he so requests at least ten (10) days prior the departure on vacation, after approval of the immediate supervisor.

If the status of an employee has been modified during the year the necessary adjustments to the vacation pay will be made, prorated to the number of weeks worked full-time and part-time.

27.07 In the event of the death of an employee, the University will give their accumulated vacation pay to the beneficiaries or legal heirs.

- 27.08
- a) An employee unable to take her/his annual vacation at the scheduled time due to illness, accident or occupational injury occurring before the beginning of her/his vacation period may defer her/his annual vacation to a later date. However, she/he must notify her/his immediate supervisor as soon as possible prior to the date set for the beginning of her/his vacation period. Upon her/his return to work, the employee must work out a new vacation period with her/his immediate supervisor.
 - b) An employee hospitalized as a result of illness or an accident which occurs during her/his vacation may defer the balance of her/his annual vacation to a later date agreed upon with her/his immediate supervisor.
 - c) An employee who, on June 1 of a given year, is disabled for a period less than twelve (12) months and who has not taken all of her/his vacation entitlement from the previous year because of the disability, benefits from a deferment of the balance of her/his vacation entitlement, either to the end of the disability, or to another time after agreement with her/his supervisor.
 - d) An employee who, on June 1 of a given year, has been disabled for twelve (12) months or more receives a vacation indemnity equal to the number of days vacation to which she/he is entitled.

27.09 Except with the permission of the immediate supervisor, the annual vacation entitlements must be taken during the fiscal year in which they are due.

27.10 An employee may or may not take her/his vacation entitlement in a consecutive manner. She/he may divide them into as many calendar weeks as she/he wishes. Furthermore, she/he may divide two (2) weeks into ten (10) vacation days.

27.11 After agreement with the immediate supervisor as to the dates an employee is entitled to prolong her/his vacation with a leave without pay provided that the service requirements of the sector are respected.

However, the total duration of the annual vacation taken (consecutively or not) and of the extension may not exceed six (6) weeks within any one fiscal year.

- 27.12
- a) The employee who wishes to schedule her/his annual vacation must inform her/his immediate supervisor of the chosen vacation period no later than May 1st of each year.
 - b) The immediate supervisor plans vacation within his department according to the seniority of employees having indicated their chosen vacation period and service requirements. This plan is posted on May 15th.
 - c) The employee whose vacation period is not established prior to May 15th or who wishes to modify her/his vacation period may not choose a period already chosen by another employee regardless of seniority, unless service requirements so allow.
 - d) After May 15th, subject to the provisions of paragraph c), vacation is granted in the order in which the requests are made to the immediate supervisor. However, when more than one request is presented to the immediate supervisor on the same day and for the same dates, seniority will prevail when service requirements so allow.

27.13 The annual vacation entitlement must be taken during the fiscal year in which it is due. However, with the permission of the immediate supervisor, an employee may carry two (2) weeks' vacation from one year to the next, and this for two (2) consecutive years.

This accumulated vacation must be taken at the latest in the third year.

In such a case, the total duration of the annual vacation (taken consecutively or not) must not exceed nine (9) weeks within any one fiscal year.

ARTICLE 28 PARENTAL LEAVE

<p>Section I: General Provisions</p>

28.01 The maternity leave benefits provided for in Section II are only paid as supplements to the unemployment insurance benefits or, in the cases stipulated hereinafter, as payments during a period of unemployment caused by a pregnancy for which unemployment insurance does not provide anything.

28.02 If the granting of a leave is restricted to only one spouse, such restriction applies as long as the other spouse is also an employee of the public, parapublic, or university sector.

28.03 The University does not reimburse the employee for the amounts that the Canada Employment and Immigration Commission (C.E.I.C.) could require her to repay under the Unemployment Insurance Act, when the employee's salary exceeds the insurable maximum by one and one half (1 1/2) times.

28.04 This article does not grant an employee a benefit, monetary or non-monetary, which

she/he would not have had if she/he had remained at work.

Section II: Maternity Leave

- 28.05 a) A pregnant employee is entitled to a maternity leave of twenty (20) weeks' duration, which subject to clause 28.07 must be consecutive.
- b) An employee who becomes pregnant while benefitting from a leave of absence or a part-time leave of absence provided in this article is also entitled to maternity leave and the indemnities provided in clauses 28.09 and 28.10, whichever is the case.
- c) An employee who gives birth to a stillborn child after the beginning of the twentieth (20th) week preceding the due date is also entitled to such maternity leave.
- d) An employee whose spouse dies receives the balance of her twenty (20) weeks of maternity leave, and benefits from any rights and benefits pertaining to such leave.

28.06 The distribution of the maternity leave before and after the birth is at the employee's discretion and includes the date of delivery.

28.07 An employee who has sufficiently recovered from the delivery but whose child must remain in the health facility may interrupt her maternity leave by returning to work.

An employee whose child is hospitalized within fifteen (15) days of her/his birth also has this right.

The leave may only be interrupted once. The rest of the leave is taken when the child goes home.

28.08 To obtain the maternity leave, an employee must give written notice to the University at least two (2) weeks before the date of departure. This notice must be accompanied by a medical certificate attesting to the pregnancy and the expected date of delivery.

The time limit regarding the presentation of the notice may be less if a medical certificate attests that the employee must leave her job sooner than expected. In case of an unforeseen event, the employee is exempted from the formality of the notice provided that she gives the University a medical certificate stating that she had to leave her job without delay.

28.09 Cases Eligible for Unemployment Insurance

The employee who has accumulated twenty (20) weeks of service and who, following the submission of the request for unemployment insurance benefits receives these benefits (with the exception of paragraphs a) and c) below), is entitled, during her maternity leave, to receive, subject to clause 28.12:

- a) For each week of the waiting period stipulated by the unemployment insurance plan compensation equal to 93% of her regular weekly salary.
- b) For each week she is receiving or could receive unemployment insurance benefits, a complementary compensation equal to the difference between 93% of her regular weekly salary and the amount of the unemployment insurance benefit received; this complementary compensation is calculated on the basis of the unemployment insurance benefits that an employee is entitled to receive without taking into account the amounts deducted from such benefits because of the reimbursement of benefits, interest, penalties and other amounts recoverable under the unemployment insurance plan.

Moreover, if the C.E.I.C. reduces the number of weeks of unemployment insurance benefits to which the employee would otherwise have been entitled if she had not availed herself of the unemployment insurance benefits before her maternity leave, the employee continues to receive, for a period equivalent to the weeks deducted by the C.E.I.C., the complementary compensation provided in the first sub-paragraph of paragraph b) as if she had, during this period, availed herself of the unemployment insurance benefits.

- c) For each of the weeks that follow those described in paragraph b), a compensation equal to 93% of her regular weekly salary, and this, up to the twentieth (20th) week of the maternity leave.
- d) When the employee resumes the maternity leave interrupted by virtue of clause 28.07, the University pays the employee the compensation to which she would have been entitled had she not availed herself of such interruption.
- e) The University may not offset, by the compensation that it pays to the employee on maternity leave, the reduction in the unemployment insurance benefits resulting from the salary earned in the employ of another University.

Notwithstanding the provisions of the preceding sub-paragraph, the University provides this compensation if the employee proves that the salary earned from another University is a regular salary, by means of a letter to this effect from the University who pays it. If the employee proves that only a portion of this salary is regular, the compensation is limited to this portion.

The University who pays the regular salary as mentioned in the preceding sub-paragraph must, at the employee's request, produce such a letter.

The total amount received by the employee during her maternity leave, in unemployment insurance benefits, compensation and salary may not, however, exceed 93% of the basic regular weekly salary paid by the University, and other Universities, as the case may be.

28.10

Cases not Eligible for Unemployment insurance

Any employee who is excluded from unemployment benefits or who is declared ineligible is also excluded from any other compensation. However:

- a) The full-time employee who has accumulated twenty (20) weeks of service is entitled, for ten (10) weeks, to compensation equal to 93% of her regular weekly salary if she is not eligible for unemployment insurance for the following reason:

She did not hold an insurable job for at least twenty (20) weeks during the period of reference provided for in the unemployment insurance plan.

- b) The part-time employee who has accumulated twenty (20) weeks of service is entitled, for ten (10) weeks, to compensation equal to 95% of her regular weekly salary if she is not entitled to unemployment insurance benefits for one of the following two reasons:
- i) she did not contribute to the unemployment insurance plan

or

 - ii) she did contribute but did not hold an insurable job for at least twenty (20) weeks during her period of reference.

28.11

Cases provided for in clauses 28.09 and 28.10

- a) No compensation may be paid during the vacation period for which an employee is paid.
- b) The compensation due for the first two (2) weeks is paid by the University in the two (2) weeks following the beginning of the leave; the compensation due after this date is paid at two (2) week intervals. In the case of the employee who is eligible for unemployment insurance benefits, the first instalment need only be paid fifteen (15) days after the University receives proof that she is receiving unemployment insurance benefits. For purposes of this paragraph, a statement of benefits, a stub or information provided by the C.E.I.C. to the University by means of an automated statement are considered as proof.
- c) Service is calculated on the basis of employment in the university, public and parapublic sectors, (Public Service, Education, Social Affairs) as well as the following organizations:
- la Commission des droits de la personne;
 - la Commission des services juridiques;
 - les Conseils de la santé et des services sociaux de la région de Québec et de la région de Trois-Rivières;

 - l'Office de la construction du Québec;
 - les Corporations d'aide juridique;
 - l'Office Franco-Québécois pour la jeunesse;
 - la Régie des installation olympiques;
 - la Société des loteries et courses du Québec;
 - les Commissions de formation professionnelle;
 - la Société des traversiers du Québec;

- la Société Immobilière du Québec.
- as well as any other organization whose name appears in Appendix C of the Act respecting the Process of Negotiation of the collective Agreements in the Public and Parapublic Sectors (R.S.Q., Chapter R-8.2)

Moreover, the twenty (20) week requirement stipulated in clauses 28.09 and 28.10 is considered satisfied when the employee has worked twenty (20) weeks at one or the other of the Québec universities.

- d) The regular weekly salary of the permanent part-time employee is the regular weekly salary averaged over the last twenty (20) weeks preceding her maternity leave. If, during this period, the employee received benefits fixed at a certain percentage of her regular salary, it is understood that for the purpose of calculating her regular salary during her maternity leave, reference is made to the regular salary on which the above-mentioned benefits were established.

If during this twenty (20) week period the salary scales are adjusted, the adjusted amount will be considered as the regular weekly salary. If, however, the maternity leave includes the date at which the salary scales are adjusted, the regular weekly salary of the employee is calculated, as of this date, according to the salary scale adjustment which applies.

Moreover, any period in which the employee on special leave as provided for in clause 28.18 does not receive any compensation from the CSST (Health and Safety Commission) is exempt for the purposes of calculating the employee's weekly base salary.

28.12 The maternity leave allowance (this pertains to the allowance currently set at three hundred and sixty (\$360) dollars) paid by the *Centre de la Main-d'Oeuvre du Québec* is deducted from the benefits to be paid under clause 28.09.

The foregoing will not apply when an employee's application for this allowance has been refused, and written proof of the refusal is provided.

28.13 a) During the maternity leave and the extensions provided in clause 28.14, the employee, insofar as she is normally entitled to them, benefits from the following:

- salary insurance;
- life insurance;
- supplementary life insurance;
- health insurance;
- accumulation of vacation;
- accumulation of sick leave;
- accumulation of seniority;
- accumulation of experience;
- the right to apply for a posted position and to obtain it in accordance with the dispositions of the collective agreement as if she were at work.

b) The employee may defer a maximum of four (4) weeks of annual vacation if it falls

within her maternity leave and if she notifies the University in writing of the date of such deferral no later than two (2) weeks before the expiry of said maternity leave.

28.14 If the birth occurs after the due date, the employee is entitled to extend her maternity leave for the length of time the birth is overdue, unless if she has at least two (2) weeks of maternity leave left after the birth.

Furthermore, the employee may extend her maternity leave by six (6) weeks if her child's health requires that she do so.

During these extensions, the employee does not receive either compensation or salary.

28.15 The maternity leave may last for less than twenty (20) weeks. If the employee returns to work within the two (2) weeks following the birth, she must, at the University's request, produce a medical certificate confirming that she is sufficiently recovered to resume work.

28.16 During the fourth (4th) week preceding the termination of the maternity leave, the University must send the employee a notice indicating the anticipated date of the termination of said leave.

The employee to whom the University has sent such a notice must report to work upon the termination of the maternity leave unless such leave is extended as provided for in clause 28.25

The employee who does not comply with the preceding paragraph is considered as being on a leave without pay for a maximum of four (4) weeks. At the end of this time, the employee who has not reported back to work is considered as having resigned.

28.17 Upon her return to work, the employee returns to her position or to a position that was successfully obtained through a posting during her leave. In the event that her position has been abolished or she has been displaced following the application of Article 12 or 13, the employee may avail herself of all rights and privileges provided in the collective agreement at the moment of her return.

Section III: Special Leaves

28.18 **Provisional Assignment and Special Leave**

- a) An employee may request a provisional assignment to another position with either the same or a different job title in the following cases:
 - i) she is pregnant and her working conditions expose her or her unborn child to infectious diseases or to physical dangers;
 - ii) her working conditions involve dangers for the child whom she is breast-feeding.

The employee must present a medical certificate to this effect as soon as possible.

The employee so assigned retains the rights and privileges of her regular position.

If the assignment is not carried out immediately, the employee is entitled to a special leave to begin immediately. Unless a provisional assignment arises afterward to cancel this special leave, the special leave terminates for the pregnant employee, on the date of the birth, and for the employee who is breast-feeding her child at the end of the period during which the child is breast-fed.

During the special leave provided by the preceding subparagraph, in regard to her indemnity, the employee is covered by the provisions of the health and safety law on preventative measures for the pregnant or breast-feeding employees.

Over and above the preceding provisions, at the request of the employee, the University must study the possibility of temporarily modifying, without any loss of rights, the duties of an employee who works on a cathode ray terminal on a regular basis, to reduce to a maximum of two (2) hours per half day of work on a cathode ray terminal, and to assign her to other duties she is reasonably able to accomplish for the rest of her work time.

As soon as the University receives a request for preventive reassignment, it will immediately inform the Union and cite the name of the employee and the reasons for the request.

Should an employee other than the employee requesting to be temporarily reassigned agree, her/his position may be exchanged for that of the pregnant employee for the duration of the temporary relocation, subject to University approval. This provision will apply only when both employees meet the normal requirements of the task.

The employee thus relocated to another position and the employee who agrees to take this employee's position maintain all rights and privileges pertaining to their respective regular position.

b) Other Special Leaves

An employee is entitled to a special leave in the following circumstances:

- i) when a complication in the pregnancy or a risk of miscarriage requires a work stoppage for a period prescribed in a medical certificate, such special leave cannot be extended beyond the beginning of the eighth (8th) week preceding the due date at which time the maternity leave will begin;
- ii) upon presentation of a medical certificate prescribing the duration, when a natural or legally induced miscarriage occurs before the beginning of the twentieth (20th) week preceding the due date;

- iii) for visits related to the pregnancy which are with a health care professional and which are attested to in a medical certificate.

28.19 With regard to visits cited in subparagraph iii of paragraph 28.18 b), as well as in the case of an employee who adopts a child, the employee is entitled to paid special leave, up to a maximum of four (4) days. These leaves may be taken as half (1/2) days.

During the special leaves granted under this section, the employee receives the benefits provided in clause 28.13, insofar as she is normally entitled to them and also in Section II, clause 28.17. The employee covered by clause 28.18 b) may avail herself equally of the benefits from the sick leave plan or the salary insurance plan, whichever the case may be. In the case of a leave covered by subparagraph 28.18 b) iii), the employee benefits from a leave during her working hours, without any loss of pay.

Section IV: Other Parental Leaves

28.20 **Paternity Leave**

The employee whose spouse gives birth is entitled to a leave with pay for a maximum period of five (5) working days. This leave may be discontinuous and must be taken between the beginning of labour and fifteenth (15th) day following the mother's or the child's return home. One of the above days, may be reserved for the Christening or for Civil Registration.

An employee may defer one (1) week's vacation if the birth of the child takes place during his annual vacation. He must inform the University in writing.

28.21 **Leaves for Adoption and Leaves Without Pay in View of Adoption**

- a) Subject to the unemployment insurance criteria of eligibility, the employee who legally adopts a child is entitled to a leave of a maximum duration of seventeen (17) weeks as long as her/his spouse is not also benefitting from it.

The leave begins when the child is actually in the employee's care and ends

- i) seventeen (17) weeks after the week the child was placed in the employee's care;
 - ii) with the week, according to the unemployment insurance criteria of eligibility, during which it is no longer reasonable to remain at home;
 - iii) with the week immediately preceding the week that the payments are requested and payable as per the Unemployment Insurance Act.
- b) During this leave, the employee receives the indemnity provided in clause 28.09 for a maximum period of fifteen (15) weeks, if she/he is eligible for unemployment insurance, or the indemnity provided in 28.10 if she/he is not eligible for

unemployment insurance, for a period of ten (10) weeks.

- c) In the cases cited in the preceding paragraph, the provisions related to maternity leave provided in clauses 28.11 and 28.13 apply.

28.22

- a) The employee who legally adopts a child and who does not benefit from a leave for adoption provided in clause 28.21 is entitled to a leave of a maximum of five (5) working days, of which only the first two (2) are paid.
- b) The leave can be discontinuous but cannot be taken after fifteen (15) days following the arrival of the child at home. However, the employee is only allowed a leave of two (2) days when the adoption concerns the child of her/his spouse.

28.23

The employee benefits, in view of the adoption of a child other than her/his spouse's, from a leave without pay of a maximum duration of fifteen (15) weeks beginning when the child is placed in the employee's care.

The employee who goes outside of Quebec to adopt is entitled to, upon written request to the University if possible two (2) weeks in advance, a leave with pay for the time necessary for such travel. If this results in the taking charge of the child, the maximum duration of the leave without pay is fifteen (15) weeks in accordance with the preceding paragraph.

28.24

During a leave without pay in view of adoption provided in the preceding clause, the employee benefits from the same advantages that apply to a leave without pay provided in this article.

When the adoption leave takes place on the date of the beginning of the leave without pay, the employee benefits exclusively from the advantages provided in the adoption leave.

28.25

Leaves Without Pay and Partial Leaves Without Pay

- a) A leave without pay or a partial leave without pay of a maximum duration of two (2) years is granted to an employee to extend her maternity leave, his paternity leave, or to one or the other to extend their adoption leave.
- b) The employee who wishes to avail herself/himself of a leave provided in the preceding paragraph, must advise the University fifteen (15) days in advance. During this maximum two (2) year period, the employee may, upon written request at least thirty (30) days in advance, change one (1) time her/his leave without pay into a partial leave or vice versa, whichever the case.
- c) The employee who does not avail herself/himself of a leave provided for in the preceding paragraphs may benefit, after the birth or adoption of her/his child, from a leave without pay of at most thirty-four (34) continuous weeks, starting at the moment which the employee decides, but not later than one (1) year after the birth, or in the case of an adoption, one (1) year after the child is placed in the employee's

care.

- d) An employee may extend her/his leave without pay or partial leave without pay, once. However the total period of leave must not exceed two (2) years.

A written request to extend a leave without pay or partial leave without pay must be submitted to the University thirty (30) days prior to the expected date of return provided for in the employee's initial request for a leave.

28.26

- a) During the leave without pay, the employee continues to accumulate her/his seniority, retains her experience and may continue to participate in any benefit plans she/he is entitled to by so asking at the beginning of her/his leave and by paying the entire cost of the premiums.

Subject to article 38, the existing practice regarding step advances will be maintained during the present Agreement, for the first twelve (12) months of the leave without pay.

- b) During the partial leave without pay, the employee accumulates her/his seniority, and while at work is governed by the rules which apply to the part-time employee.
- c) During this leave without pay be it full time or part-time, the employee accumulates her/his experience as used to determine her/his salary, up to a maximum of the thirty-four (34) first weeks of her/his leave.
- d) During a leave without pay or a partial leave without pay of twelve (12) weeks or less, an employee retains all rights and privileges provided for in the collective agreement, as per section 81.15 of the Labour Standards Act of Québec.
- e) During a leave without pay or a partial leave without pay of more than twelve (12) weeks, an employee will be entitled to the benefits provided for in articles 36 and 37 when the employee becomes incapable of performing her/his duties due to an accident or an illness, other than an occupational injury, after having made a written request as per article 28.30, to end her/his leave without pay or partial leave without pay.
- f) Notwithstanding article 36, during a leave without pay or a partial leave without pay of more than twelve (12) weeks, an employee who becomes incapable of performing her/his duties due to an accident or an illness that is not work related and subsequently makes a request as per article 28.30, to end her/his leave without pay or partial leave without pay becomes eligible for benefits under article 36 or 37, as is applicable, at the earliest of the two following dates;
 - (i) the date of return to work provided for in the employee's original request for leave without pay,
 - or
 - (ii) the date that the employee becomes eligible for benefits under article 37.

g) In all cases covered under paragraphs e) and f), the employee must submit a medical certificate to the University indicating the date that the illness or accident began, confirming the employee's incapacity to return to work, as well as the employee's expected date of return to work. The University reserves the right to have an employee examined by another physician.

28.27 The employee may take her/his deferred annual vacation immediately prior to her/his leave without pay or partial leave without pay provided there is no interruption with her maternity leave, his paternity leave, or adoption leave, whichever the case.

For the purpose of applying the present paragraph, all holidays accumulated according to Article 27 before the beginning of a maternity, paternity or adoption leave, are added to the deferred annual vacation.

At the end of the full time or partial leave, the employee is integrated into her/his position. In the event that her/his position has been abolished, the employee is entitled to the advantages she/he would have benefited from had she/he been at work.

A leave without pay or a partial leave of a maximum duration of one (1) year is granted to the employee whose minor child has emotional or social development problems or is disabled or has a long term illness and whose condition requires the presence of the employee concerned. Modalities pertaining to such a leave will be determined through agreement between the employee and the University. The University will provide the Union with the copy of such an agreement.

28.28 **Miscellaneous Provisions**

The leaves of absence provided in clauses 28.21, 28.22 and 28.25 are granted following a written request submitted at least two (2) weeks in advance. This request must indicate the expected date of return.

In the case of a partial leave without pay, the request must indicate the arrangement of such leave, on the position held by the employee.

In the case of disagreement with the University as to the number of days, the employee has the right to a maximum of two and one half (2 1/2) days per week, or its equivalent, and this for a maximum of two (2) years.

Failing agreement on the distribution of these days, the University determines the schedule.

28.29 The University must send to the employee during the fourth (4th) week preceding the expiration of the adoption leave provided in clause 28.21, a notice indicating the date of expiration of the said leave.

The employee to whom the University has sent a notice described above must present herself/himself at work upon expiration of the said adoption leave, providing that the said

leave has not been prolonged in the manner provided in clause 28.28.

The employee who does not conform to the stipulations set out in the preceding paragraph is considered to be on a leave without pay for a period not exceeding four (4) weeks. If, at the end of this period, the said employee does not return to work, she/he is presumed to have resigned.

28.30 The employee to whom the University has sent a four week advance notice indicating the termination date of a leave without pay or a partial leave without pay must inform the University, at least two (2) weeks prior to the termination of the said leave of her/his return to work. Failing this, she/he is considered as having resigned.

The employee who wishes to end her/his leave without pay or her/his partial leave without pay before the anticipated date must give a written notice of her/his intentions at least twenty-one (21) days prior to her/his return to work, or, if the leave exceeds thirty-four (34) weeks, of at least thirty (30) days prior to her/his return to work.

28.31 The employee who takes a leave for adoption provided in clause 28.21 of this section receives the benefits stipulated in clause 28.13, insofar as she/he is normally entitled to them, and in clause 28.17 of Section II.

28.32 The University agrees to guarantee, that as of the date this agreement goes into effect, the employee may receive during her maternity leave or her/his adoption leave, the benefits or part of the benefits paid by the University as per Section II independent of modifications to the criteria for eligibility of unemployment insurance benefits which could surface after the signing of this agreement but subject to the whole thing being admissible to supplementary unemployment benefits.

Furthermore, the parties will meet to discuss those matters which are problematic in one or another of the following situations:

- a) if the C.E.I.C. were to make additional demands before giving final written authorization which would allow the plan to be registered as supplementary unemployment benefits;
- b) if consequently the C.E.I.C. were to modify its requirements during the life of the agreement.
- c) if the Unemployment Insurance Federal Plan concerning parental rights were to be modified;
- d) if a new or a modified Labour Standards regulation were to be brought.

It is understood that such discussions would not constitute a re-opening of the collective agreement.

28.33 Payments in respect of guaranteed annual remuneration or in respect of deferred remuneration or severance pay benefits will not be reduced or increased by payments

received under the plan.

ARTICLE 29 LEAVE WITHOUT PAY

- 29.01 An employee with the equivalent of one (1) year or more of full time service who wishes to obtain a leave without pay must make a written request to her/his immediate supervisor. The University will not refuse such a leave without valid reason.
- 29.02 The duration of a leave without pay generally does not exceed twelve (12) months. The leave may be extended with the consent of the University.
- 29.03 A written request for a leave without pay must be forwarded to the person immediate supervisor no later than two (2) months before the beginning of the said leave. The University will make its best efforts to respond in writing within two (2) weeks of receipt of the request and, at the latest, within three (3) weeks of receipt of the request.
- However, an immediate supervisor may agree to reduce the period of time within which a request for leave may be made.
- 29.04 If an employee uses fails to return to work at the end of said leave without having received authorization to prolong this leave, except in the case of an emergency situation, she/he is considered as having resigned retroactive to the date of the beginning of the leave.
- 29.05 After agreement between the parties an employee may put an end to the leave without pay before the anticipated date of return.
- 29.06 Upon her/his return, the University reintegrates the employee with all of her/his rights into the position she/he occupied at the beginning of the leave, or if her/his position has been abolished article 12 or 13 applies, as is appropriate.
- 29.07 Unless there is an agreement or provision to the contrary, an employee on leave without pay does not benefit from the advantages provided in the present collective agreement. She/he continues to benefit from the pension and insurance plans should these plans so permit, on condition that she/he pays the entire cost.
- 29.08 **Part-time leave**
- a) The leaves without pay provided in clause 29.01 can be part-time and this according to the same conditions. In this case, the employee's working conditions and/or benefits will be applied on a prorated basis to the number of paid hours with the exception of seniority which is accumulated as if the employee were at work full-time.

- b) The University and the employee agree on the arrangement of the part-time leave, which will not exceed three (3) days a week.
- c) The permanent part-time employee is not entitled to a part-time leave without pay.
- d) During a part-time leave, the employee's remuneration is prorated to time worked. For benefits, the University and the employee agree to contribute as if working on a full-time basis. In calculating benefits, the employee on part-time leave is considered as working full-time.

ARTICLE 30 STUDY LEAVE

30.01 Study leave

- a) Study leave is intended to provide employees with the opportunity to pursue undergraduate or graduate study, or professional training which will increase or broaden the competence of the employee.
- b) Employees who have completed two (2) years of permanent service with the University will be eligible for study leave.
- c) The parties view study leave as beneficial to employees and to the University. Consequently, granting study leaves will not be unreasonably withheld. Nonetheless a study leave will be subject to the ability of the respective department to accommodate same.

30.02 a) Written application for a study leave will be made to the immediate supervisor with a copy to the Human Resources Department six (6) months prior to the date at which the leave is to commence.

- b) Applications for study leave will state:
 - i) the specific reason for the leave including proof of acceptance into an accredited program when available;
 - ii) the specific period of leave;
 - iii) the percentage work reduction requested.

30.03 Generally a study leave will not exceed twenty-four (24) months. However, a study leave may be extended once as well as separated into parts, coinciding with academic terms not to exceed three (3) calendar years.

30.04 Normally a study leave will not involve continuous absence from normal duties and responsibilities in excess of fifty percent (50%)

30.05 An employee's remuneration during a study leave will be calculated according to the following formula:

PERCENTAGE WORK	PERCENTAGE SALARY
50%	60%
60%	67.5%
70%	75%
80%	82.5%
90%	90%

30.06 An employee's annual base salary, while on leave, will be computed on the basis of the employee's standard hours of work. All relevant salary adjustments will be applied to this base salary. The actual salary paid will be prorated in accordance with the above table.

30.07 Eligible employees who participate in the University benefit plans will continue to do so during their leave. Pension, Life Insurance and Long Term Disability benefits, as well as University and employee contributions, will be calculated using the employee's base salary.

30.08 Vacation entitlement for an employee on study leave will be pro-rated to percentage of time worked.

30.09 Approval or refusal of study leave will be provided in writing by the immediate supervisor with a copy to Human Resources, within six (6) weeks of the date the application was received. Approval letters will include all agreed to conditions; refusal letter will include reasons for the refusal.

30.10 The University will provide statistics on study leave applications to the Union each year in January, April and August.

ARTICLE 31 TRAINING & DEVELOPMENT

31.01 The parties recognise the advantages deriving from the training offered by the University to the employees in view of improving their knowledge and skills, and acquiring new ones.

All employees who wish to follow training sessions, offered by the University, which are related to their duties, must make a request forwarded to the immediate supervisor. The University will not refuse such a request without valid reason.

The employee who follows these sessions during regular work hours does not suffer any loss of salary.

- 31.02
- a) The University recognizes that knowledge of French and English is desirable and agrees to assist employees in receiving adequate instruction.
 - b) An employee who wishes to take French or English language credit courses offered by the University during regular working hours may do so without loss of pay, provided that a request is made in advance to her/his immediate supervisor. The granting of such a request will not be unreasonably withheld.
 - c) An employee who wishes to take French or English language non-credit courses offered by the Center for Continuing Education of the University may do so without loss of regular pay. In such a case, the employee pays the tuition fees and the University reimburses on presentation of proof that the course was completed. The granting of such a request will not be unreasonably withheld.
 - d) The University agrees that any general policy related to French or English language courses offered by the University which provide superior advantages and benefits to those included herein shall also apply to the employees.

ARTICLE 32 TUITION WAIVER

- 32.01 Permanent employees and their dependents accepted in and registered for courses given by the University are exempt from the tuition fees for credit courses at the Undergraduate or Graduate rate established for "Canadian and other Students with Permanent Residence (Landed Immigrant) Status". For permanent part-time employees the exemption is prorated to hours worked.
- 32.02 The expression "courses given by the University" refers to all credit courses included in the regular curriculum.
- 32.03 For the purpose of this article, the term "dependents" means:
- a) a spouse as defined in clause 3.15;
 - b) the child/children, that is to say any child of the employee, of her/his spouse, or of both, whether they are financially dependent or not on the employee.
- 32.04 The following persons are also entitled to a tuition waiver:
- a) an employee who has retired from the University;
 - b) the spouse and the financially dependent children of an employee who has retired from the University, or of an employee who died while in the employ of the University.

32.05 Except as provided in clause 32.04, the tuition waiver applies to the employee and her/his dependents only for the duration of her/his permanent employment in the University. This right ceases at the moment the employee terminates her/his employment in the University, and in such an event the employee becomes responsible as of that date for a pro-rated amount of the tuition fees that had been waived.

When an employee is laid off, the waiver of tuition remains in effect for the duration of the courses where the tuition has already been waived.

Employees who at the time of hiring are registered for a course or courses given by the University will receive an exemption from the tuition fees prorated to the date of hire.

32.06 All rules and regulations of the University applicable to students apply also to employees and their dependents without exception.

32.07 An employee who, in order to complete a program leading to a University degree, must take the course that is not offered outside her/his regular working hours, may take the course during her/his hours of work, provided that a request is made in advance to her/his immediate supervisor and that an agreement is reached with her/him concerning the redistribution of her/his hours of work.

ARTICLE 33 PUBLIC SERVICE ABSENCES

33.01 Any permanent employee standing for election to a municipal council, a school board, a hospital board, or a local centre for community services (CLSC), is entitled to a leave without pay not exceeding thirty-five (35) working days. The employee may take her/his accumulated vacation entitlement within these thirty-five (35) days.

33.02 Any permanent employee elected in a municipal election (full-time mandate), provincial or federal election is granted a leave without pay for the duration of her/his first term of office. The University agrees to reintegrate the employee upon her/his return to work into a position equivalent to the one she/he held before her/his leave.

33.03 An employee who wishes to participate in the organization of an electoral campaign may, after agreement with the University, use her/his accumulated vacation entitlement or a leave without pay.

33.04 An employee elected to a school board, a municipal council, a hospital board, or a local centre for community services (CLSC) is entitled to a leave without pay for meetings or official activities of her/his function.

In such cases a written request containing the employee's name, the nature of the absence, and the probable duration of the absence must be given to the immediate supervisor as a general rule at least five (5) working days prior to the date of the beginning of the leave.

33.05 Upon her/his return, the University reintegrates the employee into the position she/he held at the time of her/his departure, or into an equivalent position.

ARTICLE 34 UNIVERSITY CLOSING

34.01 In the event that the Rector declares the University closed for any reason or in the event that the majority of non-teaching staff is not required to work during a given period, no employee will suffer loss of pay. Moreover, any employee whose presence is required, will receive, subject to express provisions of the present agreement, in addition to her/his regular salary for time worked, the equivalent in paid leave.

ARTICLE 35 OCCUPATIONAL INJURIES

35.01 An employee who is victim of an accident or has contracted an occupational disease shall report this to her/his immediate supervisor as soon as possible following the occurrence, and shall complete and sign a University accident/incident/occupational disease form as soon as possible following the incident.

35.02 When an employee is absent from work as a result of an occupational injury as defined by law, the University will pay the employee her/his regular weekly salary for a period of four (4) calendar months following the beginning of the absence. If the absence exceeds four (4) months the University will continue to pay the equivalent of the indemnity paid by the Commission de la Santé et de la Sécurité du Travail (CSST) and this for the two (2) years following the beginning of the absence. Thereafter, indemnity is undertaken by the CSST. The terms of the present clause will remain in effect until the CSST establishes that:

- either the employee is able to return to work;
- or
- that the employee is suffering from a permanent disability, partial or total, preventing her/him from returning to work.

The employee benefits from salary progression to which she/he is entitled according to the dates and period as per the terms of this collective agreement.

35.03 a) The employee who remains incapable of doing her/his job because of occupational injury and is deemed capable of doing another job is entitled to the first such position which becomes available.

b) If such a position is not available, the Union, the University and the CSST will meet and discuss a retraining program for the employee concerned in accordance with the law.

c) The employee who reintegrates her/his position or an equivalent position is entitled

to receive the salary and benefits at the same rate and conditions which would have applied had he/she not been absent.

The employee who takes another job is entitled to receive the salary and benefits associated with the position, taking into account accumulated seniority and service.

35.04 Upon her/his return to work, the University reintegrates the employee into the position she/he occupied at the moment of her/his departure, or if her/his position has been abolished or posted, into an equivalent position. However, positions left open as the result of an occupational injury for a period not exceeding twenty-four (24) months are not considered vacant positions.

35.05 When an employee who suffered an occupational injury returns to work, the University pays her/his net salary for each day or part of a day when the employee must be absent from work in order to receive care or undergo a medical exam related to her/his injury or to fulfil an activity within the framework of an individualized rehabilitation program.

The University requests from the CSST reimbursement of the salary paid by virtue of the preceding paragraph, except when the employee is absent from work to undergo a medical exam required by the University.

35.06 As for the rest, the parties are subject to the provisions of the Law on Work Accidents and Occupational Injuries.

ARTICLE 36 SICK LEAVE

36.01 The purpose of the sick leave program is to compensate for the loss of earnings of any employee who is not able to perform the normal duties because of sickness, or accident other than an occupational injury.

The cost of the program is defrayed entirely by the University.

36.02 a) An employee who is disabled due to illness or injury is entitled to paid sick leave for periods of up to four (4) months. After four (4) months, the employee will be protected by the provisions on the Long Term Disability (LTD) Insurance Plan, as per clause 37.01.

b) The employee suffering from a serious illness and requiring visits to health professionals for treatment may, upon presentation of a medical certificate attesting to the number of days necessary for treatment and the ensuing rest, use the days provided in paragraph 36.02 a) to this effect.

c) Successive periods of disability due to a relapse and separated by a return to work of three (3) months or less are deemed to be the same period of disability, which is to say that salary is paid for a maximum period of four (4) months.

Successive periods of disability for unrelated causes (new disabilities) are also deemed to be part of the same period of disability if they are separated by a return to work of one (1) month or less.

- d) For any absence due to a prolonged sick leave, the University reserves the right to require a medical certificate at any time during or following such an absence.

36.03 For any absence the employee is responsible for advising her/his immediate supervisor as soon as possible.

36.04 As a rule, employees are not required to submit a medical certificate for absence of five (5) consecutive working days or less. However, the University reserves the right to request a medical certificate at any time in cases of recurring absences of any duration and also to have an employee examined by another physician.

36.05 Upon receipt of a Medical Certificate from the employee's Attending Physician attesting to the fact that the employee is able to perform her/his normal duties, the University will reintegrate the employee into the position she/he occupied at the commencement of the sick leave if he/she returns within 3 years from the beginning of her/his absence, or else article 12 or 13 applies as is appropriate. Positions left open as a result of an absence due to an illness or injury covered by this article are not considered vacant positions, until the incumbent has been absent for 3 years or more.

ARTICLE 37 GROUP INSURANCE AND PENSION PLAN

37.01 Employees covered by this collective agreement are eligible for the University benefits program, in accordance with the conditions stipulated therein are entitled, in particular, to participate in the following plans:

- a) employee pension plan
- b) health insurance
- c) long term disability insurance
- d) basic life insurance
- e) accidental death and dismemberment insurance
- f) optional life insurance
- g) optional dependant life insurance
- h) group RRSP

However, part-time permanent employees are entitled to long-term disability insurance, as stipulated in articles 36 and 37, only if they work 21 hours or more per week.

37.02 **Retiree benefits**

- a) Continued participation in the Concordia University Health Plan;

- b) Library privileges;
- c) Tuition waiver, as provided in article 32;

37.03 **Normal retirement**

- a) An employee is eligible for her/his full University pension as of the first of the month, which coincides with or follows her/his sixty-fifth (65th) birthday.

37.04 **Early retirement**

- a) An employee aged fifty-five (55) or more is eligible to take early retirement as of the first of the month, which coincides with or follows her/his birthday, subject to a notice of at least three (3) months to her/his immediate supervisor and the Human resource department.

37.05 **Early retirement with retirement allowance**

Effective June 1, 2008, in addition to her/his early retirement pension, a permanent employee who has completed fifteen (15) years of service is eligible to receive a lump sum calculated according to her/his age at early retirement. The amount is determined as follows:

AGE	PERCENTAGE OF ANNUAL BASE SALARY
55 to 60 inclusive	100%
61	80%
62	60%
63	40%
64	20%

- a) Five (5) employees may benefit from the provisions of this paragraph per fiscal year extending from June 1 to May 31. However, if less than five (5) employees benefit from this provision during a given fiscal year, the unused early retirement allowances may be deferred to the following fiscal year for an absolute maximum of ten (10) employees per fiscal year.
- b) Candidates are given priority according to the date of submission of their request. Where more than one request is submitted during the same calendar week, priority will be given according to the seniority of candidates.
- c) If, in any year, there are more candidates than the established limit, employees whose requests for this benefit have been denied are given priority for the following year, over any new requests and in order of seniority amongst themselves.
- d) An employee benefiting from the severance pay provided in clause 12.03 cannot also benefit from the early retirement allowance.

ARTICLE 38 CLASSIFICATION AND WAGES

- 38.01 Employees are paid on Friday, every two (2) weeks. Should a pay day fall on a Statutory Holiday, the pay day will be the preceding working day.
- 38.02 In the event of a permanent termination of employment, the University remits at the time of departure, to the employee who has made the request in sufficient time to allow at least eleven (11) working days for processing the termination of employment, and providing the effective date of termination coincides with the regular biweekly payroll run, all salaries and vacation indemnities due to her/him. Settlement options in respect of termination benefits under the Pension Plan will be forwarded within sixty (60) days from the date of termination.
- 38.03 a) The parties agree that salary scales in Appendix D and the mechanisms provided in the present article and in Appendix C apply to all employees.
- b) Modified salary scales must be posted within five (5) working days of their modification, and remain posted until the next modification.
- 38.04 **Job evaluation Committee**
- a) When the immediate supervisor and/or an employee believe that the duties of her/his position no longer correspond with the Job Profile for the position, a revised Job profile may be submitted to the Human Resources Department to have the position re-evaluated. When a modified job description is implemented for the employee concerned, copy of such modified description is given to the Union.
- b) The substantive results of each step in the process of the job evaluation shall be prepared, by the Human Resources Department and forwarded to the Union within ten (10) days following the end of each step.
- c) The entire procedure for evaluation or re-evaluation must normally be completed by the University within six (6) months of the modification of the job description as described in paragraph a) above and its reception by the human Resources Department. In no event shall the delay be longer than twelve (12) months.
- d) If the job class of the position is upgraded, the salary of the employee concerned is adjusted retroactively to the date of reception of the request for reevaluation by the human Resources department as described in paragraph a) above
- e) If the job class of the position is downgraded, the employee holding the position continues to be paid according to the salary scale which applied before the re-evaluation and she/he benefits from all step and salary increases as if the position had not been re-evaluated. The present applies as long as the employee remains the incumbent of the position.

38.05

Determination of the job class during the life of this collective agreement

- a) As of her/his hiring, the employee will be assigned to a position and remunerated in accordance with the job class of that position. The salary to which the employee is entitled is determined in accordance with the formula used to determine salaries.
- b) In all cases, the nature of work, the characteristics and requirements of the job as outlined in the job profile and the job evaluation questionnaire will determine its job class.
- c) At hiring, the University will write to the employee with a copy to the Union confirming the position to which the employee has been assigned along with its job class and the step upon which the employee has been placed. The University will provide the employee with a job profile and a narrative job description. Copy of these documents is also sent to the Union.

38.06

Job profiles and Narrative Job Descriptions

- a) When an employee changes positions, the University will provide the employee with the job profile and narrative description of the position to which the employee is being assigned, as well as her/his job class and step. The Union will be informed at the same time.
- b) If the ability of an employee to fulfill her/his functions is affected by a change in her/his narrative job description, the University agrees to give that employee a supervised and directed training period of sixty (60) days.

38.07

Determination of Step on the Date of the Coming in Force of this Agreement

- a) For the purpose of determining the salary step applicable to every employee, the University will, on the date of hiring, integrate such employee into the step of her/his job class according to Appendix D and to clause 38.08 and following clauses.
- b) In the case where an employee has changed her/his job between June 1st, 1992, and the date of the signature of the agreement, the step is determined, retroactively to that date, according to Appendix "D" and to clause 38.08 and following clauses.

38.08

- a) The salary step of each new employee will be determined according to the job class of the position to which he/she has been assigned, as described in clause 38.05, taking into account the education and experience required by the position as well as the education and experience of the employee.
- b) The step will correspond to one (1) completed year of recognized experience.
- c) A person who possesses only the minimum qualifications (education and experience) for the job to which he/she is assigned will be hired at the first step of the job class in question.

d) However, an employee who possesses more than the minimum qualifications (education and experience) will be granted one (1) step per additional year of education and/or experience deemed valid and relevant to the duties of the position.

38.09 The period of time spent in a step will be one (1) year and each step will correspond to one (1) year of experience.

38.10 The advancement in step will be on June 1, each year, or for the employee hired between March 1st and May 31st, the first advancement in step will be on June 1st of the year following the date of hire.

38.11 One (1) additional step will be granted on the advancement date as per clause 38.10 when the employee has acquired sufficient credits to qualify for one complete year of studies, provided these studies are deemed relevant to the functions of the position to which she/he has been assigned or to the advancement of her/his career within the University.

38.12 A change in job class, a promotion, a transfer or a demotion will not affect the date of the advancement in step.

38.13 When an employee is transferred from one position to another, with the same job class, she/he will suffer no loss in salary.

38.14 An employee promoted to a position in a higher job class, or whose position is upgraded to a higher job class receives from the date of the promotion or re-evaluation, the following, as the case may be:

a) For a promotion to one (1) higher job class: an increase of five percent (5%). If the increase places the salary between two steps, the salary is increased to the next higher step.

b) For a promotion to two (2) higher job classes: an increase of eight percent (8%). If the increase places the salary between two steps, the salary is increased to the next higher step. If the increase places the salary between two (2) steps, it is set to the closest step. If the increase places the salary exactly between two (2) steps, it is increased to the next higher step.

c) For a promotion to three (3) higher job classes or more: an increase of twelve percent (12%). If the increase places the salary between two steps, the salary is increased to the next higher step. If the increase places the salary between two (2) steps, it is set to the closest step. If the increase places the salary exactly between two (2) steps, it is increased to the next higher step.

In any event, the employee may not be paid less than the first step of the job class obtained through promotion or evaluation.

- 38.15 When an employee transfers to a job with a lower job class, she/he receives, subject to the provisions of paragraph 15.04 g), the step which results in a reduction representing the difference between the first two (2) steps of the salary scale of the job to which she/he has been assigned; if the reduction places the salary between two (2) steps, it is set to the immediately higher step.
- 38.16 An employee assigned to a position with a lower job class as a result of the application of Article 35 will not suffer any reduction in salary. Her/his salary is maintained until such time as the salary scale reaches the same level.
- 38.17 In case of disagreement in the application of the present article, the case may be submitted to the grievance and arbitration procedure as provided in article 10.

ARTICLE 39 TEMPORARY EMPLOYEE

39.01 The collective agreement will apply to temporary employees in the following manner:

Article 1 Purpose of the agreement
The entire article applies.

Article 2 Union recognition
The entire article applies.

Article 3 Definition of terms
The entire article applies.

Article 4 Management Rights and Obligations
The entire article applies.

Article 5 Non Discrimination
The entire article applies.

Article 6 Harassment and Sexual Harassment
The entire article applies.

Article 7 Right to Information
The entire article applies.

Article 8 Union Membership and Check-off
The entire article applies.

Article 9 Union Activities
The article applies except for clause 9.09.

Article 10 Grievance and arbitration procedure
Temporary employees have access to the grievance and arbitration

procedure except in the case of lay-off and firing during their probation period.

Article 11 Seniority

This article does not apply except for 11.01 d), e) and f); 11.02 a) 3), 4) and 5); 11.03 c); 11.04 and 11.05.

Temporary employees are subject to a probationary period of sixty (60) days worked from their first hire date.

Subsequently, if a temporary employee obtains another temporary position, she/he is subject to a trial period of sixty (60) days worked. During this trial period, if the employee fails to meet the normal requirements of the position, she/he is laid-off and her/his name is placed on the recall list as provided in article 13. In the event that the employee fails a second time during another trial period, the employment relationship is severed.

Article 12 Employment security and displacement procedure

This article does not apply.

Article 13 Lay-off and Recall

The entire article applies.

Article 14 Technological Change

The entire article applies.

Article 15 Job Posting, Selection and Movement of Personnel

The entire article applies.

Article 16 Health and Safety

The entire article applies.

Article 17 Acquired rights

This article does not apply.

Article 18 Sub-Contracting

This article does not apply.

Article 19 Disciplinary Measures

The entire article applies.

Article 20 Employment files

The article applies except for clause 20.03. Temporary employees will receive an evaluation prior to being laid-off.

Article 21 General

The entire article applies.

Article 22 Hours of Work and Work Schedules

The schedules of temporary employees are established by the University.

A temporary employee hired to replace a permanent employee will normally work the hours of the employee she/he is replacing.

Article 23 Overtime

The temporary employee may agree to extend her/his hours to thirty-five (35) hours. These hours shall not be considered as overtime and are remunerated at the regular hourly rate. Hours worked beyond thirty-five hours are considered as overtime.

Article 24 Premiums

This entire article applies.

Article 25 Holidays

The article applies. The temporary employee will be paid any of the holidays described in clause 25.01 which occur during the period for which the temporary employee has been hired.

Article 26 Social Leaves, Personal Leaves and Self-Funded Leaves

Clauses 26.01, 26.02, 26.04, 26.05, 26.06, and 26.08 apply. The rest of the article does not apply.

Article 27 Vacation

The temporary employee will receive, upon leaving, any vacation pay which she/he is entitled. Vacation pay is eight per cent (8%).

For the temporary employee whose duration of employment exceeds twelve (12) months, the following clauses and paragraphs apply: 27.03, 27.07, 27.08 a) and b), 27.10 and 27.12.

Vacation is calculated as follows: one day and two-thirds (1 2/3) for each month worked to a maximum of twenty (20) working days.

Article 28 Parental Leave

A pregnant temporary employee with less than two (2) years of continuous active service is entitled to an unpaid maternity leave of twenty (20) weeks. This leave shall not extend beyond the termination date of the employee's current contract.

After the birth or adoption of the employee's child, a temporary employee with less than two (2) years of continuous active service, is entitled to a leave without pay of up to thirty-four (34) continuous weeks, starting at the moment which the employee decides, but ending no later than one (1) year after the birth, or in the case of adoption, one (1) year after the child is placed in the employee's care. This leave shall not extend beyond the termination date of the employee's current contract.

A temporary employee with at least two (2) years of continuous active service at the date of application is entitled to the maternity leave and parental leaves described in Article 28. Such leave shall not extend beyond the termination date of the temporary employee's current

contract.

Notwithstanding the foregoing, this entitlement is not intended to confer any benefit, monetary or non-monetary, which the employee would not have had if he/she had remained at work.

Article 29 Leave without pay
This article does not apply.

Article 30 Study Leave
This article does not apply.

Article 31 Training & Development
The entire article applies.

Article 32 Tuition Waiver
This article does not apply.

Article 33 Public Service Leaves
This article does not apply.

Article 34 University Closing
The article applies. The temporary employee will be paid for any closings which occur during the period for which the temporary employee has been hired.

Article 35 Occupational Injuries
The University will pay a temporary employee who is absent from work as a result of an occupational injury as defined by the law, 90% of net salary for the fourteen (14) first calendar days following their first day of absence. Thereafter, the employee is reimbursed directly by the CSST.

As for the rest, the temporary employee and the University are subject to the provisions of the Act respecting industrial accidents and occupational diseases.

Article 36 Sick Leave
Temporary employees shall be protected by a salary insurance program.

The purpose of the salary insurance program is to compensate for the loss of earnings of any temporary employee who is not able to perform normal duties because of illness or accident other than an occupational injury.

The cost of the program is equally shared by the temporary employee and the University.

A temporary employee who becomes disabled due to illness or injury, at any time when her/his contract is in effect, shall be entitled to paid sick leave for a period of up to one (1) month, paid at the equivalent rate the temporary employee would have received had the temporary employee

remained at work.

Temporary employees receiving paid sick leave may be required to provide a medical certificate attesting their inability to work.

When disability continues for more than one (1) month, the temporary employee shall be protected by the provisions of the salary insurance program.

Salary insurance payments shall be equal to sixty-six and 2/3 percent (66 2/3%) of the rate the temporary employee would have received had the temporary employee remained at work.

Salary insurance payments shall be made for the duration of the contract in effect at the moment the disability occurred or until the temporary employee returns to work, whichever occurs earlier.

The University shall deduct from each pay, in equal amounts, the temporary employee's portion of the salary insurance premium.

The salary insurance program applies as long as the disability begins at the "earliest" with the effective date of the temporary employee's contract.

The temporary employee who is to be absent due to illness or injury shall inform her/his immediate supervisor or in the latter's absence, her/his designated replacement of the absence.

The University will provide the Union with a copy of the salary insurance policy.

Article 37 Group Insurance and Pension Plan

Temporary employees are entitled to participate in the Pension Plan in accordance with the rules and regulations set out in the supplemental Pension Plans Act of Quebec.

Temporary employees are not entitled to participate in the Group Insurance Plans.

Article 38 Classification and Wages

The entire article applies.

Article 39 Temporary Employees

The entire article applies.

Article 40 Amendments to the Collective Agreement

The entire article applies.

Article 41 Appendices and Letters of Agreement

The entire article applies.

Article 42 Duration of the Collective Agreement and retroactivity
The entire article applies.

ARTICLE 40 AMENDMENTS TO THE COLLECTIVE AGREEMENT

40.01 In the event that the parties mutually agree to amend any of the provisions of the collective agreement, such amendments will be incorporated into a letter of agreement and will be filed in accordance with Article 72 of the Labour Code.

ARTICLE 41 APPENDICES AND LETTERS OF AGREEMENT

41.01 All appendices and all letters of agreement form an integral part of the collective agreement.

ARTICLE 42 DURATION OF THE COLLECTIVE AGREEMENT AND RETROACTIVITY

42.01 The collective agreement becomes effective on the day of its signature and remains in effect until May 31, 2010. It has no retroactive effect except where expressly provided.

42.02 Notwithstanding clause 42.01, the collective agreement remains in effect until the signing of a new collective agreement.

42.03 **Retroactivity**

- a) The salary scales provided in Appendix "D" for the period from November 21, 2001 to May 31, 2010 apply retroactively to November 21, 2001.
- b) The salary adjustments provided in letter of agreement #9 apply retroactively as stipulated in said letter of agreement.
- c) The amounts of retroactivity resulting from the application of the collective agreement are payable to the employees in the employ of the University on the date of signature of the collective agreement. The payment of amounts due is made within sixty (60) working days of the signing of the collective agreement.
- d) Any employee having left the University between November 21, 2001 and the date of signature is eligible to retroactive payment upon written request addressed to the Human Resources Department within ninety (90) days of the latter date. In the event that the employee is deceased, the request is made by his estate and the amounts due are paid to the estate.

Pension payments for employees having retired between November 21, 2001 and the date of signature of the collective agreement are recalculated to include retroactivity payments described above.

IN WITNESS THEREOF, the parties have signed in Montreal, province of Quebec, on this 10th day of March, 2008.

For the University

For the Syndicat des employé-e-s de soutien de
l'Université Concordia (CSN) Concordia
University Support Staff Union (CSN) :

(signed) _____
Michael Di Grappa André Legault
President

Président, CUSSU

(signed) _____
Roger Côté
Interim Vice-President, Services

Shirley Masterson
Vice-President, Grievances, CUSSU

(signed) _____
Maurice René de Cotret
Director, Employee and Labour relations

Suzanne Downs
Negotiation Committee, CUSSU

(signed) _____
Andrée-Anne Bouchard
Senior Advisor, Employee and Labour Relations

Athena Davis, FEESP-CSN
Advisor

(signed) _____
Catherine Sutherland
Director, Planning and Development, IITS

(signed) _____
Mark E. Turcot, De Grandpré Chait

APPENDIX "A" CLASSIFICATION PLAN

The Job Evaluation Plan (JEP) questionnaire, as well as any modification to the said questionnaire are an integral part of the collective agreement.

Should the parties agree in writing to modify the Job Evaluation Plan (JEP) or the classification plan during the life of the collective agreement, such agreement shall not constitute a reopening of the present collective agreement.

APPENDIX "B" CLASSIFICATION OF EMPLOYEES BY JOB CLASS AND STEP

The salary calculation as well as all modifications of the formula are an integral part of the collective agreement.

APPENDIX "C" JOB CLASSES AND CORRESPONDING POSITION TITLES

This list includes the position title, the department and the job class of each position and forms an integral part of the collective agreement.

GRADE	TITLE	DEPARTMENT
G02	ANIMAL CARETAKER	ANIMAL CARE FACILITY
G03	CHAPEL SACRISTAN	MULTI-FAITH CHAPLAINCY
G04	MAIL CLERK	FACILITIES MANAGEMENT
G04	MAIL CLERK	FACILITIES MANAGEMENT
G04	MAIL CLERK	FACILITIES MANAGEMENT
G04	MAIL CLERK	FACILITIES MANAGEMENT
G04	MAIL CLERK	FACILITIES MANAGEMENT
G04	RECEPTIONIST	CENTRE FOR CONTINUING EDUCATION
G04	RECEPTIONIST, SECRETARY	FACILITIES MANAGEMENT
G04	TRANSCRIPTS CLERK	OFFICE OF THE REGISTRAR
G04	TRANSCRIPTS CLERK	OFFICE OF THE REGISTRAR
G04	SHIPPER, RECEIVER STOCK CLERK	BOOKSTORES
G04	BOOK INFORMATION, SHIPPING AND RECEIVING CLERK	BOOKSTORES
G04	SHIPPER, RECEIVER STOCK CLERK	BOOKSTORES
G04	BOOK INFORMATION CLERK	BOOKSTORES
G04	RECEPTIONIST	COUNSELLING AND DEVELOPMENT
G04	MAIL CLERK	FACILITIES MANAGEMENT
G04	CUSTOMER SERVICE REPRESENTATIVE	DIGITAL STORE
G04	OFFICE CLERK	HEALTH SERVICES
G04	SENIOR COPIER OPERATOR	DIGITAL STORE
G04	SHIPPER, RECEIVER STOCK CLERK	BOOKSTORES
G05	DEPARTMENTAL SECRETARY	INTERNATIONAL AVIATION MBA (IAMBA)
G05	RECEPTIONIST, SECRETARY	OFFICE OF THE DEAN, JMSB
G05	SECRETARY, RECEPTIONIST	EXERCISE SCIENCE
G05	DATA ENTRY CLERK	PURCHASING SERVICES
G05	DATA ENTRY CLERK	PURCHASING SERVICES
G05	HEAD CASHIER	BOOKSTORES
G05	SUPERVISOR, SHIPPING AND RECEIVING ASSISTANT	BOOKSTORES
G05	RECEPTIONIST, OFFICE SUPPORT CLERK	COUNSELLING AND DEVELOPMENT
G05	LIBRARY TECHNICIAN, RECEPTIONIST	COUNSELLING AND DEVELOPMENT
G05	RECORDS ASSISTANT	OFFICE OF THE REGISTRAR
G05	RECORDS ASSISTANT	OFFICE OF THE REGISTRAR
G05	RECORDS ASSISTANT	OFFICE OF THE REGISTRAR
G05	RECORDS ASSISTANT	OFFICE OF THE REGISTRAR
G05	RECORDS ASSISTANT	OFFICE OF THE REGISTRAR
G05	OFFICE CLERK	OFFICE OF THE REGISTRAR
G05	RECORDS ASSISTANT	OFFICE OF THE REGISTRAR
G05	RECORDS ASSISTANT	OFFICE OF THE REGISTRAR
G05	RECORDS ASSISTANT	OFFICE OF THE REGISTRAR
G05	RECEPTIONIST, SECRETARY	ATHLETICS
G05	MERCHANDISING CLERK	BOOKSTORES
G05	SENIOR CASHIER	BOOKSTORES

G05	RECEPTIONIST	CONCORDIA INFORMATION SERVICES
G05	MERCHANDISING, CASHIER CLERK	BOOKSTORES
G05	DATA ENTRY CLERK	FINANCIAL SERVICES
G05	OFFICE CLERK	CONFERENCE SERVICES
G05	DOCUMENTATION AND SCANNING CLERK	OFFICE OF THE REGISTRAR
G05	DOCUMENTATION AND SCANNING CLERK	OFFICE OF THE REGISTRAR
G05	DOCUMENTATION AND SCANNING CLERK	OFFICE OF THE REGISTRAR
G05	BUDGET CLERK	FACILITIES MANAGEMENT
G05	RECEPTIONIST, SECRETARY	POLITICAL SCIENCE
G06	RECEPTIONIST	ÉTUDES FRANÇAISES
G06	SECRETARY, RECEPTIONIST	ECONOMICS
G06	SECRETARY	POLITICAL SCIENCE
G06	DEPARTMENTAL SECRETARY	PHYSICS
G06	OFFICE ASSISTANT	ELECTRICAL AND COMPUTER ENGINEERING
G06	SECRETARY	MECHANICAL ENGINEERING
G06	DEPARTMENTAL SECRETARY	MUSIC
G06	SECRETARY, RECEPTIONIST	PSYCHOLOGY
G06	EVENING RECEPTIONIST	CENTRE FOR CONTINUING EDUCATION
G06	DEPARTMENTAL ASSISTANT	OFFICE OF THE DEAN, JMSB
		CLASSICS, MODERN LANGUAGES AND LINGUISTICS
G06	RECEPTIONIST, SECRETARY	OFFICE OF THE DEAN, ARTS AND SCIENCE
G06	RECEPTIONIST, SECRETARY	POLITICAL SCIENCE
G06	SECRETARY	OFFICE OF THE DEAN, JMSB
G06	PROGRAM ASSISTANT	EDUCATION
G06	SECRETARY, RECEPTIONIST	PSYCHOLOGY
G06	DEPARTMENTAL SECRETARY	PHILOSOPHY
G06	SECRETARY, RECEPTIONIST	OFFICE OF THE DEAN, ARTS AND SCIENCE
G06	SERVICE ASSISTANT	OFFICE OF THE DEAN, ARTS AND SCIENCE
G06	SERVICE ASSISTANT	APPLIED SOCIAL SCIENCE
G06	DEPARTMENTAL SECRETARY	SECURITY
G06	DEPARTMENTAL SECRETARY	COUNSELLING AND DEVELOPMENT
G06	RECEPTIONIST, SECRETARY	COUNSELLING AND DEVELOPMENT
G06	SERVICE ASSISTANT	HEALTH SERVICES
G06	SERVICE ASSISTANT	HEALTH SERVICES
G06	SERVICE ASSISTANT	ADVOCACY AND SUPPORT SERVICES
G06	SECRETARY	FACILITIES MANAGEMENT
G06	SERVICE CENTER ASSISTANT	FACILITIES MANAGEMENT
G06	SERVICE CENTER ASSISTANT	FACILITIES MANAGEMENT
G06	OFFICE CLERK	ADVOCACY AND SUPPORT SERVICES
G06	SECRETARY	OFFICE OF THE REGISTRAR
G06	OFFICE SUPPORT ASSISTANT	OFFICE OF THE REGISTRAR
G06	GRADUATE STUDIES ASSISTANT	OFFICE OF THE REGISTRAR
G06	GRADUATE STUDIES ASSISTANT	ENROLMENT AND STUDENT SERVICES
G06	SERVICE ASSISTANT	OFFICE OF THE REGISTRAR
G06	SERVICE ASSISTANT	OFFICE OF THE REGISTRAR
G06	SERVICE ASSISTANT	OFFICE OF THE REGISTRAR
G06	SERVICE ASSISTANT	OFFICE OF THE REGISTRAR
G06	SERVICE ASSISTANT	OFFICE OF THE REGISTRAR
G06	SERVICE ASSISTANT	OFFICE OF THE REGISTRAR
G06	SERVICE ASSISTANT	OFFICE OF THE REGISTRAR
G06	SERVICE ASSISTANT	OFFICE OF THE REGISTRAR
G06	OPERATOR, COPIERS	DIGITAL STORE

G06	SERVICE ASSISTANT	OFFICE OF THE REGISTRAR
G06	SERVICE ASSISTANT	OFFICE OF THE REGISTRAR
G06	SERVICE ASSISTANT	ENROLMENT AND STUDENT SERVICES
G06	SERVICE ASSISTANT	OFFICE OF THE REGISTRAR
G06	BOOK RECORDS AND ACCOUNTS CLERK	BOOKSTORES
G06	AWARDS ASSISTANT	FINANCIAL AID AND AWARDS OFFICE
G06	ACCOUNTS PAYABLE CLERK	BOOKSTORES
G06	SERVICE ASSISTANT	HEALTH SERVICES
G06	SECRETARY, RECEPTIONIST	OFFICE OF RIGHTS AND RESPONSABILITIES
G06	RECEPTIONIST, SECRETARY	ENVIRONMENTAL HEALTH AND SAFETY
G06	SERVICE ASSISTANT	OFFICE OF THE REGISTRAR
G06	DEPARTMENTAL SECRETARY	SECURITY
G06	FINANCIAL AID CLERK	FINANCIAL AID AND AWARDS OFFICE
G06	DEPARTMENTAL ASSISTANT	OFFICE OF THE REGISTRAR
G06	SWITCHBOARD OPERATOR, RECEPTIONIST	OFFICE OF THE DIRECTOR, I.I.T.S.
G06	SERVICE ASSISTANT	ENROLMENT AND STUDENT SERVICES
G06	SERVICE ASSISTANT	OFFICE OF THE REGISTRAR
G06	SECRETARY, RECEPTIONIST	OFFICE OF THE DEAN OF STUDENTS
G06	SERVICE ASSISTANT	FINANCIAL AID AND AWARDS OFFICE
G06	SERVICE ASSISTANT	FINANCIAL AID AND AWARDS OFFICE
G06	SERVICE ASSISTANT	OFFICE OF THE DEAN OF STUDENTS
G06	SERVICE ASSISTANT	ENROLMENT AND STUDENT SERVICES
G06	SERVICE ASSISTANT	OFFICE OF THE REGISTRAR
G06	SERVICE ASSISTANT	HEALTH SERVICES
G06	GRADUATE STUDIES RECORDS ASSISTANT	OFFICE OF THE REGISTRAR
G06	RECEPTIONIST, SECRETARY	MULTI-FAITH CHAPLAINCY
G06	SERVICE ASSISTANT	HEALTH SERVICES
G06	BOOKINGS ASSISTANT	I.I.T.S
G06	SERVICE ASSISTANT	RESIDENCE LIFE
G06	SECRETARY, RECEPTIONIST	FINANCIAL SERVICES
G06	BENEFITS CLERK	HUMAN RESOURCES
G06	DEPARTMENT RECEPTIONIST, SECRETARY	OFFICE OF THE GENERAL COUNSEL
G07	RECTOR'S CABINET ASSISTANT	OFFICE OF THE PRESIDENT
G07	EVENTS REGISTRATION ASSISTANT	ADVANCEMENT AND ALUMNI RELATIONS
G07	EVENT REGISTRATION ASSISTANT	ADVANCEMENT AND ALUMNI RELATIONS
G07	DELINQUENT ACCOUNTS COLLECTIONS CLERK	STUDENTS ACCOUNTS
G07	COMPOSITION AND WRITING PROGRAM ASSISTANT	ENGLISH
G07	SECRETARY TO THE CHAIR	THEOLOGICAL STUDIES
G07	UNDERGRADUATE PROGRAM ASSISTANT	EDUCATION
G07	UNDERGRADUATE PROGRAM ASSISTANT	EDUCATION
G07	APPLIED PSYCHOLOGY CENTRE ASSISTANT	PSYCHOLOGY
G07	SECRETARY TO THE DIRECTOR	PSYCHOLOGY
G07	SECRETARY TO THE CHAIR AND DEPARTMENT ADMINISTRATOR	PSYCHOLOGY
G07	DEPARTMENTAL ASSISTANT	SOCIOLOGY AND ANTHROPOLOGY
G07	GRADUATE PROGRAM SECRETARY	BIOLOGY
G07	GRADUATE PROGRAM SECRETARY	BIOLOGY
G07	DEPARTMENTAL ASSISTANT	CHEMISTRY AND BIOCHEMISTRY
G07	DEPARTMENTAL ASSISTANT	MATHEMATICS AND STATISTICS
G07	SECRETARY	PHYSICS

G07	DEPARTMENTAL SECRETARY	ACCOUNTANCY, JMSB
G07	PROGRAM SECRETARY	MBA PROGRAM
G07	SECRETARY	DECISION SCIENCES AND M.I.S.
G07	SECRETARY	ACCOUNTANCY
G07	DEPARTMENTAL SECRETARY	THEATRE
G07	ADMISSIONS ASSISTANT	OFFICE OF THE REGISTRAR
G07	ADMISSIONS ASSISTANT	OFFICE OF THE REGISTRAR
G07	GRADUATE AWARDS ASSISTANT	SCHOOL OF GRADUATE STUDIES
G07	ADMISSIONS ASSISTANT	OFFICE OF THE REGISTRAR
G07	ADMISSIONS ASSISTANT	OFFICE OF THE REGISTRAR
G07	PROGRAM ADMINISTRATIVE ASSISTANT	INSTITUTE FOR COOPERATIVE EDUCATION
G07	DEPARTMENTAL SECRETARY	MARKETING
G07	DEPARTMENTAL SECRETARY	FINANCE
G07	SECRETARY, RECEPTIONIST	OFFICE OF THE DEAN, JMSB
		BUILDING, CIVIL AND ENVIRONMENTAL
G07	OFFICE ASSISTANT	ENGINEERING
G07	BUSINESS ADMINISTRATION DEPARTMENT	
G07	SECRETARY	CENTRE FOR CONTINUING EDUCATION
G07	SECRETARY	CENTRE FOR CONTINUING EDUCATION
		OFFICE OF THE PROVOST AND VICE-
G07	RECEPTIONIST, SECRETARY	PRESIDENT, ACADEMIC AFFAIRS
G07	OFFICE ASSISTANT	CIISE, ENCS
G07	SWITCHBOARD SERVICE COORDINATOR	OFFICE OF THE DIRECTOR, I.I.T.S.
G07	SECRETARY	PURCHASING SERVICES
G07	BOOK BUYER	BOOKSTORES
G07	SUPERVISOR	ART SUPPLY STORE
G07	DEPARTMENTAL ASSISTANT	MULTI-FAITH CHAPLAINCY
G07	LANGUAGE INSTITUTE SECRETARY	CENTRE FOR CONTINUING EDUCATION
G07	SECRETARY	CENTRE FOR CONTINUING EDUCATION
G07	SENIOR TRANSCRIPT CLERK	OFFICE OF THE REGISTRAR
G07	SECRETARY TO THE DIRECTOR	ATHLETICS
G07	TRAVEL COORDINATOR SECRETARY	ATHLETICS
		INSTRUCTIONAL AND INFORMATION
G07	ADMINISTRATIVE SUPPORT CLERK	TECHNOLOGY SERVICES
G07	FINANCE ASSISTANT	FINANCIAL SERVICES
G07	INVENTORY CONTROL COORDINATOR	BOOKSTORES-COMPUTER STORE
G07	SALES REPRESENTATIVE	BOOKSTORES-COMPUTER STORE
G07	ACCOUNTING CLERK, PAYROLL, PAYABLES	FINANCIAL SERVICES
G07	MATERIALS AND DISTRIBUTION COORDINATOR	OFFICE OF THE REGISTRAR
G07	SECRETARY	ADVOCACY AND SUPPORT SERVICES
G07	DEPARTMENTAL CLERK	FACILITIES MANAGEMENT
G07	DEPARTMENTAL ASSISTANT	AUXILIARY SERVICES
G07	ADMISSIONS ASSISTANT	OFFICE OF THE REGISTRAR
G07	ADMISSIONS ASSISTANT	OFFICE OF THE REGISTRAR
G07	ADMISSIONS ASSISTANT	OFFICE OF THE REGISTRAR
G07	ADMISSIONS ASSISTANT	OFFICE OF THE REGISTRAR
G07	ADMISSIONS ASSISTANT	OFFICE OF THE REGISTRAR
G07	ADMISSIONS ASSISTANT	OFFICE OF THE REGISTRAR
G07	SECRETARY	ADVANCEMENT AND ALUMNI RELATIONS
G07	ACCOUNTS PAYABLE CLERK, SPECIAL	
G07	ACCOUNTS	FINANCIAL SERVICES
G07	ACCOUNTS PAYABLE CLERK	FINANCIAL SERVICES
G07	SECRETARY, RECEPTIONIST	HUMAN RESOURCES

G07	BANK DEPOSITS CLERK	STUDENTS ACCOUNTS
G07	CASH FLOATS AND MISC. REVENUE DEPOSITS	STUDENTS ACCOUNTS
G07	SECRETARY, RECEPTIONIST	ADVANCEMENT AND ALUMNI RELATIONS
G07	GENERAL ACCOUNTS CLERK	STUDENTS ACCOUNTS
G07	OFFICE ASSISTANT	CIISE, ENCS
G07	ADMINISTRATIVE ASSISTANT	ADVANCEMENT AND ALUMNI RELATIONS
G07	ADMINISTRATIVE ASSISTANT	ADVANCEMENT AND ALUMNI RELATIONS
G07	ADMINISTRATIVE ASSISTANT	ADVANCEMENT AND ALUMNI RELATIONS
G07	ADMINISTRATIVE ASSISTANT	EXECUTIVE CENTRE
G07	GRANT ASSISTANT, RECEPTIONIST	OFFICE OF RESEARCH
G07	OFFICE ASSISTANT	ACADEMIC TECHNOLOGY
	INFORMATION AND DOCUMENTATION	
G08	ANALYST ASSISTANT	OFFICE OF THE PRESIDENT
G08	ADMINISTRATIVE ASSISTANT	OFFICE OF THE PRESIDENT
G08	GRADUATE PROGRAM ASSISTANT	ENGLISH
G08	GRADUATE PROGRAM ASSISTANT	ÉTUDES FRANÇAISES
	GRADUATE/UNDERGRADUATE PROGRAM	
G08	DIRECTOR ASSISTANT	HISTORY
G08	UNDERGRADUATE AND CO-OP SECRETARY	ECONOMICS
G08	GRADUATE PROGRAM ASSISTANT	EDUCATION
G08	PROGRAM ASSISTANT	GEOGRAPHY, PLANNING AND ENVIRONMENT
G08	GRADUATE PROGRAM SECRETARY	POLITICAL SCIENCE
G08	UNDERGRADUATE PROGRAM ASSISTANT	PSYCHOLOGY
G08	GRADUATE PROGRAM ASSISTANT	PSYCHOLOGY
G08	GRADUATE PROGRAM SECRETARY	RELIGION
G08	GRADUATE PROGRAM ASSISTANT	SOCIOLOGY AND ANTHROPOLOGY
G08	UNDERGRADUATE PROGRAM ASSISTANT	BIOLOGY
G08	SECRETARY TO THE CHAIR	EXERCISE SCIENCE
G08	GRADUATE PROGRAM SECRETARY	CHEMISTRY AND BIOCHEMISTRY
G08	UNDERGRADUATE PROGRAM ASSISTANT	MATHEMATICS AND STATISTICS
G08	GRADUATE PROGRAM ASSISTANT	MATHEMATICS AND STATISTICS
G08	OFFICE OF THE DEAN SECRETARY	COMMERCE AND ADMINISTRATION
G08	PROGRAM SECRETARY	SIMONE DE BEAUVOIR INSTITUTE
G08	STUDENT ACADEMIC SERVICES ASSISTANT	OFFICE OF THE DEAN, ENCS
G08	PROGRAM ASSISTANT	ELECTRICAL AND COMPUTER ENGINEERING
G08	GRADUATE PROGRAM ASSISTANT	ELECTRICAL AND COMPUTER ENGINEERING
G08	PROGRAM ASSISTANT	MECHANICAL ENGINEERING
G08	PROGRAM ASSISTANT	MECHANICAL ENGINEERING
G08	GRADUATE PROGRAM ASSISTANT	MECHANICAL ENGINEERING
G08	AEROSPACE AND COOP PROGRAMS ASSISTANT	MECHANICAL ENGINEERING
G08	PROGRAM ASSISTANT	COMPUTER SCIENCE
G08	OFFICE OF THE DEAN ASSISTANT	OFFICE OF THE DEAN, FINE ARTS
G08	DEPARTMENTAL ASSISTANT	ART EDUCATION
G08	STUDENT AFFAIRS ASSISTANT	STUDENT AFFAIRS
G08	DEPARTMENTAL ASSISTANT	DESIGN AND COMPUTATION ARTS
G08	OFFICE ASSISTANT	MFA PROGRAM
G08	ASSISTANT TO THE CHAIR	CONTEMPORARY DANCE
G08	MASTER THESIS COORDINATOR	SCHOOL OF GRADUATE STUDIES
G08	DOCTORAL THESIS COORDINATOR	SCHOOL OF GRADUATE STUDIES
G08	PROGRAM ASSISTANT	PhD AND MSc PROGRAMS, JMSB
G08	GRADUATE PROGRAM ASSISTANT	OFFICE OF THE DEAN, ENCS

G08	DEPARTMENTAL ASSISTANT	STUDIO ARTS
G08	DEPARTMENTAL ASSISTANT	STUDIO ARTS
G08	RESEARCH ASSISTANT	INSTITUTIONAL PLANNING
G08	OFFICE OF THE DEAN ASSISTANT	OFFICE OF THE DEAN, ENCS BUILDING, CIVIL AND ENVIRONMENTAL ENGINEERING
G08	PROGRAM ASSISTANT	BUILDING, CIVIL AND ENVIRONMENTAL ENGINEERING
G08	GRADUATE PROGRAM ASSISTANT	APPLIED SOCIAL SCIENCE
G08	DEPARTMENTAL ASSISTANT	OFFICE OF THE DEAN, ARTS AND SCIENCE
G08	SECRETARY TO THE VICE-DEAN	APPLIED SOCIAL SCIENCE
G08	DEPARTMENT GRADUATE ASSISTANT	CLASSICS, MODERN LANGUAGES AND LINGUISTICS
G08	UNDERGRADUATE AND GRADUATE SECRETARY	CENTRE FOR INSTRUCTIONAL TECHNOLOGY, JMSB
G08	MARKETING ASSISTANT	CINEMA
G08	DEPARTMENTAL ASSISTANT	OFFICE OF THE DEAN, ENCS
G08	DEGREE AUDIT ASSISTANT	SOCIOLOGY AND ANTHROPOLOGY
G08	UNDERGRADUATE PROGRAM ASSISTANT	ELECTRICAL AND COMPUTER ENGINEERING
G08	PROGRAM ASSISTANT	GOODMAN INSTITUTE OF INVESTMENT MANAGEMENT
G08	ADMINISTRATIVE ASSISTANT	CLASSICS, MODERN LANGUAGES AND LINGUISTICS
G08	PROGRAM ASSISTANT	ACCOUNTANCY
G08	SECRETARY	ADVANCEMENT AND ALUMNI RELATIONS
G08	GIFT PROCESSING ASSISTANT	ADVANCEMENT AND ALUMNI RELATIONS
G08	GIFT PROCESSING ASSISTANT	SECURITY
G08	SHIFT SUPERVISOR	SECURITY
G08	SHIFT SUPERVISOR	SECURITY
G08	SHIFT SUPERVISOR	SECURITY
G08	SHIFT SUPERVISOR	SECURITY
G08	TEXT BOOK BUYER	BOOKSTORES
G08	TEXT BOOK BUYER	BOOKSTORES
G08	TEXTBOOK BUYER	BOOKSTORES
G08	ADMINISTRATIVE ASSISTANT	RESIDENCE LIFE
G08	ACCOUNTING COORDINATOR	DIGITAL STORE
G08	RENTAL COORDINATOR	FACILITIES MANAGEMENT
G08	SHIFT SUPERVISOR	SECURITY
G08	SHIFT SUPERVISOR	SECURITY
G08	SHIFT SUPERVISOR	SECURITY
G08	SHIFT SUPERVISOR	SECURITY
G08	SHIFT SUPERVISOR	SECURITY
G08	SENIOR RECORDS ASSISTANT	OFFICE OF THE REGISTRAR
G08	JOURNEYPERSON	OFFICE OF THE REGISTRAR
G08	REGISTRATION, EXAMINATION ASSISTANT	OFFICE OF THE REGISTRAR
G08	REGISTRATION, EXAMINATION ASSISTANT	OFFICE OF THE REGISTRAR
G08	SENIOR RECORDS ASSISTANT	OFFICE OF THE REGISTRAR
G08	SENIOR RECORDS ASSISTANT	OFFICE OF THE REGISTRAR
G08	SENIOR RECORDS ASSISTANT	OFFICE OF THE REGISTRAR
G08	GOVERNMENT REPORTING ASSISTANT, INTER- UNIVERSITY REGISTRATION	OFFICE OF THE REGISTRAR
G08	SECRETARY TO THE DIRECTOR	FACILITIES MANAGEMENT
G08	SENIOR RECORDS ASSISTANT	OFFICE OF THE REGISTRAR
G08	RETAIL OPERATIONS ASSISTANT	BOOKSTORES

G08	DEPARTMENTAL ASSISTANT	ADVOCACY AND SUPPORT SERVICES
G08	ACCOUNTING COORDINATOR	AUXILIARY SERVICES
G08	GRADUATE PROGRAM ASSISTANT	ECONOMICS
G08	GOVERNMENT REPORTING ASSISTANT	OFFICE OF THE REGISTRAR
G08	SENIOR RETAIL SPECIALIST	BOOKSTORES-COMPUTER STORE
G08	DEPARTMENTAL ASSISTANT	ENVIRONMENTAL HEALTH AND SAFETY
G08	CUSTOMER SERVICE COORDINATOR	DIGITAL STORE
G08	BOOKINGS COORDINATOR	I.I.T.S
G08	COORDINATOR, COURSE PACK	PRINTING SERVICES
G08	OFFICE MANAGER	GOVERNMENT RELATIONS AND PUBLIC AFFAIRS
G08	ADMINISTRATIVE ASSISTANT	ADVANCEMENT AND ALUMNI RELATIONS
G08	PAYROLL ASSISTANT	HUMAN RESOURCES
G08	DEPARTMENTAL ASSISTANT	STUDENTS ACCOUNTS
G08	PAYROLL ASSISTANT	HUMAN RESOURCES
G08	PAYROLL ASSISTANT	HUMAN RESOURCES
G08	STATISTICS ASSISTANT	OFFICE OF THE REGISTRAR
G08	ADMINISTRATIVE ASSISTANT	ADVANCEMENT AND ALUMNI RELATIONS
G08	ADMINISTRATIVE ASSISTANT	ADVANCEMENT AND ALUMNI RELATIONS
G08	ADMINISTRATIVE ASSISTANT	ADVANCEMENT AND ALUMNI RELATIONS
G08	ADMINISTRATIVE ASSISTANT	ADVANCEMENT AND ALUMNI RELATIONS
G08	OFFICE ASSISTANT	OFFICE OF THE DEAN, ARTS AND SCIENCE
G08	ADMINISTRATIVE ASSISTANT	INSTITUTIONAL PLANNING
G08	RECORDS MANAGEMENT ASSISTANT, DATA INTEGRITY	ADVANCEMENT AND ALUMNI RELATIONS
G08	RECORDS MANAGEMENT ASSISTANT, DATA RECOVERY	ADVANCEMENT AND ALUMNI RELATIONS
G08	RECORDS MANAGEMENT ASSISTANT, DATA INTEGRITY	ADVANCEMENT AND ALUMNI RELATIONS
G08	RECORDS MANAGEMENT ASSISTANT, DATA RECOVERY	ADVANCEMENT AND ALUMNI RELATIONS
G08	ASSISTANT TO THE CHAIR	MATHEMATICS AND STATISTICS
G08	OFFICE OF THE DEAN ASSISTANT	OFFICE OF THE DEAN, ENCS
G08	STUDENT ACADEMIC SERVICES ASSISTANT	OFFICE OF THE DEAN, ENCS
G09	BUDGET AND IT SUPPORT ASSISTANT	OFFICE OF THE PRESIDENT
G09	DEPARTMENTAL ASSISTANT	PROTOCOL AND SPECIAL EVENTS
G09	SECRETARY TO THE PRESIDENT	OFFICE OF THE PRESIDENT
G09	ADMINISTRATIVE ASSISTANT	TRANSLATION SERVICES
G09	ASSISTANT TO THE CHAIR	ENGLISH
G09	ASSISTANT, UNDERGRADUATE PROGRAM	ÉTUDES FRANÇAISES
G09	SECRETARY TO THE CHAIR	HISTORY
G09	ASSISTANT TO THE CHAIR	PHILOSOPHY
G09	ADMINISTRATIVE ASSISTANT	TESL
G09	ASSISTANT TO THE CHAIR	JOURNALISM
G09	SECRETARY TO THE CHAIR	EDUCATION
G09	COMPUTER CONSULTANT	PSYCHOLOGY
G09	ASSISTANT TO THE CHAIR	RELIGION
G09	ASSISTANT TO THE CHAIR	SOCIOLOGY AND ANTHROPOLOGY
G09	ASSISTANT TO THE CHAIR	CHEMISTRY AND BIOCHEMISTRY
G09	ASSISTANT TO THE PRINCIPAL	SCHOOL OF COMMUNITY AND PUBLIC AFFAIRS
G09	ASSISTANT TO THE PRINCIPAL	LIBERAL ARTS COLLEGE
G09	ASSISTANT TO THE PRINCIPAL	SCHOOL OF COMMUNITY AND PUBLIC

G09	ASSISTANT TO THE CHAIRPERSON	AFFAIRS
G09	OFFICE ASSISTANT, EVENTS COORDINATOR	MANAGEMENT
G09	ASSISTANT TO THE CHAIR	OFFICE OF THE DEAN, ENCS
G09	ASSISTANT TO THE CHAIR	ELECTRICAL AND COMPUTER ENGINEERING
G09	DIPLOMA PROGRAM ASSISTANT	COMPUTER SCIENCE
G09	ASSOCIATE DEANS ASSISTANT	COMPUTER SCIENCE
G09	DEPARTMENTAL ASSISTANT	OFFICE OF THE DEAN, FINE ARTS
G09	EDITORIAL ASSISTANT	STUDENT AFFAIRS
G09	ASSISTANT TO THE CHAIR, GRADUATE PROGRAMME DIRECTOR	ART HISTORY
G09	ASSISTANT TO THE CHAIR	ART HISTORY
G09	ASSISTANT TO THE CHAIR	MUSIC
G09	SECRETARY	THEATRE
G09	OFFICE OF THE DEAN ASSISTANT	CREATIVE ARTS THERAPIES
G09	SPECIAL INDIVIDUALIZED PROGRAMS COORDINATOR	RESIDENCE LIFE
G09	COURSE EVALUATION COORDINATOR	SCHOOL OF GRADUATE STUDIES
G09	CO-OP. EDUCATION ASSISTANT	CENTRE FOR TEACHING AND LEARNING SERVICES
G09	ASSISTANT TO THE DIRECTOR	INSTITUTE FOR COOPERATIVE EDUCATION
G09	ASSISTANT TO THE CHAIR	OFFICE OF RESEARCH
G09	ADMINISTRATIVE ASSISTANT	BUILDING, CIVIL AND ENVIRONMENTAL ENGINEERING
G09	EMBA/AMBA PROJECT COORDINATOR	CO-OP PROGRAMS
G09	BUDGET ASSISTANT	E.M.B.A. PROGRAM
G09	ADMINISTRATIVE ASSISTANT, MBA/DIA/DSA/MS	OFFICE OF THE DEAN, FINE ARTS
G09	ASSISTANT TO THE DIRECTOR	MBA PROGRAM
G09	ASSISTANT TO THE CHAIR	CAREER PLACEMENT CENTRE
G09	GIFT STEWARDSHIP COORDINATOR	OFFICE OF THE DEAN, ENCS
G09	GIFT TREASURY OFFICER	ADVANCEMENT AND ALUMNI RELATIONS
G09	STATIONARY SUPPLIES BUYER	ADVANCEMENT AND ALUMNI RELATIONS
G09	SENIOR GRADUATE STUDIES ASSISTANT	BOOKSTORES
G09	EXTENDED SERVICE COORDINATOR	OFFICE OF THE REGISTRAR
G09	SPACE INFORMATION ASSISTANT	OFFICE OF THE REGISTRAR
G09	FACILITIES, MAINTENANCE ASSISTANT	FACILITIES MANAGEMENT
G09	OFFICE TECHNOLOGY ASSISTANT	ATHLETICS
G09	SENIOR CLERK, STATISTICS AND COLLECTION	ADVOCACY AND SUPPORT SERVICES
G09	SENIOR ACCOUNTS CLERK	STUDENTS ACCOUNTS
G09	SENIOR ACCOUNTS CLERK	STUDENTS ACCOUNTS
G09	SENIOR ACCOUNTS CLERK	STUDENTS ACCOUNTS
G09	ADMINISTRATIVE ASSISTANT	SECURITY
G09	ASSISTANT TO THE DIRECTOR	ENVIRONMENTAL HEALTH AND SAFETY
G09	DATA AND WEB MAINTENANCE ASSISTANT	COUNSELLING AND DEVELOPMENT
G09	EMPLOYMENT ASSISTANT	EMPLOYMENT & ORGANIZATIONAL EFFECTIVENESS
G09	CORPORATE CARD ADMINISTRATOR, FOREIGN CURRENCY SPECIALIST	FINANCIAL SERVICES
G09	TRAVEL COORDINATOR	FINANCIAL SERVICES
G09	SENIOR PAYROLL ASSISTANT	HUMAN RESOURCES
G09	SENIOR PAYROLL ASSISTANT	HUMAN RESOURCES
G09	SENIOR PAYROLL ASSISTANT	HUMAN RESOURCES
G09	SENIOR ACCOUNTS CLERK	STUDENTS ACCOUNTS

G09	COMMUNICATIONS ASSISTANT, WEB COORDINATOR	ADVANCEMENT AND ALUMNI RELATIONS
G09	PENSION ASSISTANT	HUMAN RESOURCES
G09	BUDGET ASSISTANT	UNIVERSITY COMMUNICATIONS SERVICES
G09	GRADUATE ADMISSIONS COORDINATOR	GRADUATE ADMISSIONS PROGRAM
G09	GRADUATE ADMISSIONS COORDINATOR	GRADUATE ADMISSIONS PROGRAM
G09	BUDGET ASSISTANT	ADVANCEMENT AND ALUMNI RELATIONS
G10	ASSISTANT TO THE DIRECTOR	OFFICE OF THE BOARD OF GOVERNORS AND SENATE
G10	FINANCIAL OFFICER	FINANCIAL SERVICES
G10	FINANCIAL OFFICER	FINANCIAL SERVICES
G10	BUDGET ASSISTANT	OFFICE OF THE DEAN, ARTS AND SCIENCE
G10	ASSISTANT TO THE DIRECTOR	OFFICE OF THE DEAN, ARTS AND SCIENCE
G10	DEPARTMENT COORDINATOR	FINANCE
G10	DEPARTMENT COORDINATOR	MARKETING
G10	DEPARTMENT COORDINATOR	MANAGEMENT
G10	DEPARTMENT COORDINATOR	ACCOUNTANCY, JMSB
G10	ASSOCIATE DEAN, GRADUATE PROGRAMS, RESEARCH AND PROGRAM EVALUATION ASSISTANT	OFFICE OF THE DEAN, JMSB
G10	ASSOCIATE DEAN ASSISTANT	OFFICE OF THE DEAN, JMSB
G10	PUBLICATIONS TECHNOLOGY SPECIALIST	CENTRE FOR INSTRUCTIONAL TECHNOLOGY, JMSB
G10	OFFICE TECHNOLOGIST ASSISTANT	CENTRE FOR INSTRUCTIONAL TECHNOLOGY, JMSB
G10	DEPARTMENT COORDINATOR	DECISION SCIENCES AND M.I.S.
G10	EXECUTIVE SECRETARY TO THE DEAN	OFFICE OF THE DEAN, FINE ARTS
G10	ADMINISTRATIVE ASSISTANT	CENTRE FOR CONTINUING EDUCATION
G10	ASSOCIATE DEAN ASSISTANT	SCHOOL OF GRADUATE STUDIES
G10	ASSOCIATE DEAN ASSISTANT	OFFICE OF THE DEAN, ARTS AND SCIENCE
G10	ASSOCIATE DEAN, ACADEMIC PROGRAMS ASSISTANT	OFFICE OF THE DEAN, ARTS AND SCIENCE
G10	ASSISTANT TO THE VICE-DEAN, RESEARCH AND INTERNATIONAL RELATIONS	OFFICE OF THE DEAN, ARTS AND SCIENCE
G10	ADMINISTRATIVE ASSISTANT	OFFICE OF THE DEAN, ARTS AND SCIENCE
G10	GRADUATE PROGRAM COORDINATOR	EDUCATION
G10	EXECUTIVE SECRETARY TO DEAN	OFFICE OF THE DEAN, ARTS AND SCIENCE
G10	ASSOCIATE DEAN ASSISTANT	OFFICE OF THE DEAN, JMSB
G10	BUDGET ASSISTANT	OFFICE OF THE DEAN, ENCS
G10	ASSISTANT TO THE DIRECTOR	GRADUATE CERTIFICATE IN E-BUSINESS PROGRAM
G10	HUMAN RESOURCE ASSISTANT	OFFICE OF THE DEAN, ARTS AND SCIENCE
G10	ASSISTANT TO THE VICE-PROVOST, ACADEMIC PROGRAMS	OFFICE OF THE PROVOST AND VICE-PRESIDENT, ACADEMIC AFFAIRS
G10	ASSISTANT TO THE VICE-PROVOST, INTERNATIONAL RELATIONS	OFFICE OF THE PROVOST AND VICE-PRESIDENT, ACADEMIC AFFAIRS
G10	CONFERENCE COORDINATOR	HOSPITALITY SERVICES
G10	EXPEDITOR	PURCHASING SERVICES
G10	ASSISTANT TO THE DEAN	OFFICE OF THE DEAN OF STUDENTS
G10	ADMINISTRATIVE ASSISTANT	CENTRE FOR CONTINUING EDUCATION
G10	ADMINISTRATIVE ASSISTANT	LEONARD AND BINA ART GALLERY
G10	ADMINISTRATIVE COORDINATOR	INSTRUCTIONAL AND INFORMATION TECHNOLOGY SERVICES
G10	PUBLICATION PROJECT COORDINATOR	OFFICE OF THE REGISTRAR
G10	ADMINISTRATIVE ASSISTANT, STUDENT SERVICES	ENROLMENT AND STUDENT SERVICES

G10	BUDGET ASSISTANT	OFFICE OF THE DEAN, JMSB
G10	ACADEMIC PERSONNEL OFFICER	OFFICE OF THE DEAN, ENCS
G10	WELCOME CENTRE COORDINATOR	OFFICE OF THE REGISTRAR
G10	COMPUTER PRODUCTS BUYER	BOOKSTORES-COMPUTER STORE
G10	EXAM COORDINATOR AND SUPERVISOR, SPECIAL NEEDS PROGRAM	ADVOCACY AND SUPPORT SERVICES
G10	SENIOR ACCOUNTING CLERK	FINANCIAL SERVICES
G10	OFFICE TECHNOLOGIST ASSISTANT	FINANCIAL AID AND AWARDS OFFICE
G10	ADMINISTRATIVE ASSISTANT	BOOKSTORES
G10	EVENTS COORDINATOR	CONFERENCE SERVICES
G10	ADMINISTRATIVE SERVICES COORDINATOR	OFFICE OF THE REGISTRAR
G10	IP TELEPHONE SERVICE COORDINATOR	I.I.T.S
G10	STUDENT ADV. PROGRAM COORDINATOR	ADVOCACY AND SUPPORT SERVICES
G10	FINANCE OFFICER	FINANCIAL SERVICES
G10	FINANCE OFFICER	FINANCIAL SERVICES
G10	FINANCIAL OFFICER	FINANCIAL SERVICES
G10	PENSION ASSISTANT	HUMAN RESOURCES
G10	HR DATA COORDINATOR, EMPLOYMENT	HUMAN RESOURCES
G10	HR DATA COORDINATOR, BENEFITS	HUMAN RESOURCES
G10	FINANCIAL OFFICER	FINANCIAL SERVICES
G10	SENIOR ACCOUNTS CLERK, WEB DEVELOPMENT AND TECHNICAL SUPPORT	STUDENTS ACCOUNTS OFFICE OF THE PROVOST AND VICE- PRESIDENT, ACADEMIC AFFAIRS
G10	ACADEMIC ADMINISTRATION COORDINATOR	HUMAN RESOURCES
G10	HR DATA COORDINATOR	OFFICE OF THE DEAN, ENCS
G10	EXECUTIVE SECRETARY TO DEAN	OFFICE OF THE DEAN, ENCS
G10	BUDGET ASSISTANT	OFFICE OF THE DEAN, ENCS
G10	ASSOCIATE DIRECTOR, RECRUITMENT ASSISTANT	CAREER PLACEMENT CENTRE
G10	ACADEMIC PROGRAMS COORDINATOR	OFFICE OF THE DEAN, ENCS
G10	ACADEMIC PROGRAMS COORDINATOR SPECIAL INDIVIDUALIZED PROGRAMS COORDINATOR	OFFICE OF THE DEAN, ENCS
G10	ACADEMIC ADMINISTRATION COORDINATOR ASSISTANT TO THE DIRECTOR, CENTRE FOR INTERDISCIPLINARY STUDIES	SCHOOL OF GRADUATE STUDIES OFFICE OF THE PROVOST AND VICE- PRESIDENT, ACADEMIC AFFAIRS
G10	BUYER	OFFICE OF THE DEAN, ARTS AND SCIENCE
G11	BUYER	PURCHASING SERVICES
G11	BUYER	PURCHASING SERVICES
G12	FACULTY PERSONNEL COORDINATOR	COMMERCE AND ADMINISTRATION

APPENDIX "D" SALARIES

A) Salary increases

Effective June 2, 2002:	the June 1, 2002 salary rates and scales are increased by two and a half percent (2.5%)
Effective June 1, 2003:	salary rates and scales are increased by two and a half percent (2.5%)
Effective June 1, 2004:	salary rates and scales are increased by two and a half percent (2.5%)
Effective June 1, 2005:	salary rates and scales are increased by two and a half percent (2.5%)
Effective June 1, 2006:	salary rates and scales are increased by two and a half percent (2.5%)
Effective June 1, 2007:	salary rates and scales are increased by two and a half percent (2.5%)
Effective June 1, 2008:	salary rates and scales are increased by two and a half percent (2.5%)
Effective June 1, 2009:	salary rates and scales are increased by two and a half percent (2.0%)

B) Salary adjustment

Moreover, in consideration of including Letters of Agreement number 3,7 and 8 in the collective agreement, the University agrees to a salary adjustment of 1% on all rates and scales on June 2, 2002, as well as 1% on June 1, 2003, 2004, 2005; of 1.5% on June 1, 2006, 2007, and 2008.

As the percentage of salary adjustment is not compounded over the salary increase described in paragraph A), the total increase in salary rates and scales, including both salary increase and salary adjustment, is of 3.5% on June 2, 2002; 3.5% on June 1, 2003, 2004, and 2005; of 4.0% on June 1, 2006, 2007, and 2008.

Complete salary scales, including advances on pay equity provided in Letter of agreement # 9 attached hereto, are found in paragraph D) of this appendix.

C) Employees beyond the rate or beyond the scale

If the hourly salary rate of an employee exceeds the maximum rate of her job class, the employee receives an increase paid as follows:

- i) entirely as a lump sum payment if her hourly rate exceeds the maximum of her job class;

or

- ii) in part as an increase to her rate of pay and in part as a lump sum payment, if or the increased maximum of the scale for her job class is greater than her rate of pay; in such

cases, the employee's rate of pay is increased by the percentage required to bring it to the maximum of the scale for her job class; the difference between, on the one hand, the percentage increase applied to the maximum of the job class and, on the other hand, the percentage increase applied to her rate of pay is paid to the employee as a lump sum.

The lump sums provided herein are calculated on the employee's rate of pay prior to the salary increase and they are distributed on each pay, prorated for the regular paid hours for the period in question.

Notwithstanding paragraphs A) and B), should the Quebec government salary policy treat differently the compensation for employees whose salary rates exceed the maximum for their job class, the government salary policy shall apply.

D) SALARY SCALES

Effective November 21, 2001

Job class	Step									
	1	2	3	4	5	6	7	8	9	10
01	9,86 \$	10,26 \$	10,70 \$	11,14 \$	11,59 \$					
02	10,61 \$	10,95 \$	11,31 \$	11,68 \$	12,07 \$	12,47 \$				
03	11,40 \$	11,75 \$	12,05 \$	12,37 \$	12,69 \$	13,05 \$	13,40 \$			
04	12,25 \$	12,57 \$	12,93 \$	13,28 \$	13,64 \$	14,05 \$	14,42 \$			
05	13,02 \$	13,35 \$	13,68 \$	14,05 \$	14,39 \$	14,74 \$	15,12 \$	15,50 \$		
06	14,00 \$	14,35 \$	14,70 \$	15,08 \$	15,45 \$	15,83 \$	16,25 \$	16,66 \$		
07	15,12 \$	15,50 \$	15,88 \$	16,29 \$	16,70 \$	17,12 \$	17,55 \$	17,98 \$		
08	16,12 \$	16,51 \$	16,89 \$	17,29 \$	17,71 \$	18,11 \$	18,55 \$	18,98 \$	19,43 \$	
09	17,42 \$	17,83 \$	18,25 \$	18,69 \$	19,12 \$	19,58 \$	20,03 \$	20,50 \$	20,98 \$	
10	18,81 \$	19,25 \$	19,72 \$	20,18 \$	20,66 \$	21,13 \$	21,63 \$	22,14 \$	22,67 \$	
11	20,07 \$	20,52 \$	20,98 \$	21,44 \$	21,93 \$	22,41 \$	22,93 \$	23,43 \$	23,96 \$	24,47 \$
12	21,67 \$	22,15 \$	22,63 \$	23,14 \$	23,65 \$	24,19 \$	24,72 \$	25,29 \$	25,85 \$	26,45 \$

Effective June 1, 2002

Job class	Step									
	1	2	3	4	5	6	7	8	9	10
01	9,96 \$	10,36 \$	10,81 \$	11,25 \$	11,71 \$					
02	10,72 \$	11,06 \$	11,42 \$	11,80 \$	12,19 \$	12,59 \$				
03	11,51 \$	11,87 \$	12,17 \$	12,49 \$	12,82 \$	13,18 \$	13,53 \$			
04	12,37 \$	12,70 \$	13,06 \$	13,41 \$	13,78 \$	14,19 \$	14,56 \$			
05	13,15 \$	13,48 \$	13,82 \$	14,19 \$	14,53 \$	14,89 \$	15,27 \$	15,66 \$		
06	14,14 \$	14,49 \$	14,85 \$	15,23 \$	15,60 \$	15,99 \$	16,41 \$	16,83 \$		
07	15,27 \$	15,66 \$	16,04 \$	16,45 \$	16,87 \$	17,29 \$	17,73 \$	18,16 \$		
08	16,28 \$	16,68 \$	17,06 \$	17,46 \$	17,89 \$	18,29 \$	18,74 \$	19,17 \$	19,62 \$	
09	17,59 \$	18,01 \$	18,43 \$	18,88 \$	19,31 \$	19,78 \$	20,23 \$	20,71 \$	21,19 \$	
10	19,00 \$	19,44 \$	19,92 \$	20,38 \$	20,87 \$	21,34 \$	21,85 \$	22,36 \$	22,90 \$	
11	20,27 \$	20,73 \$	21,19 \$	21,65 \$	22,15 \$	22,63 \$	23,16 \$	23,66 \$	24,20 \$	24,71 \$
12	21,89 \$	22,37 \$	22,86 \$	23,37 \$	23,89 \$	24,43 \$	24,97 \$	25,54 \$	26,11 \$	26,71 \$

Effective June 2, 2002

Job class	Step									
	1	2	3	4	5	6	7	8	9	10
01	10,31 \$	10,72 \$	11,19 \$	11,64 \$	12,12 \$					
02	11,10 \$	11,45 \$	11,82 \$	12,21 \$	12,62 \$	13,03 \$				
03	11,91 \$	12,29 \$	12,60 \$	12,93 \$	13,27 \$	13,64 \$	14,00 \$			
04	12,80 \$	13,14 \$	13,52 \$	13,88 \$	14,26 \$	14,69 \$	15,07 \$			
05	13,61 \$	13,95 \$	14,30 \$	14,69 \$	15,04 \$	15,41 \$	15,80 \$	16,21 \$		
06	14,63 \$	15,00 \$	15,37 \$	15,76 \$	16,15 \$	16,55 \$	16,98 \$	17,42 \$		
07	15,80 \$	16,21 \$	16,60 \$	17,03 \$	17,46 \$	17,90 \$	18,35 \$	18,80 \$		
08	16,85 \$	17,26 \$	17,66 \$	18,07 \$	18,52 \$	18,93 \$	19,40 \$	19,84 \$	20,31 \$	
09	18,21 \$	18,64 \$	19,08 \$	19,54 \$	19,99 \$	20,47 \$	20,94 \$	21,43 \$	21,93 \$	
10	19,67 \$	20,12 \$	20,62 \$	21,09 \$	21,60 \$	22,09 \$	22,61 \$	23,14 \$	23,70 \$	
11	20,98 \$	21,46 \$	21,93 \$	22,41 \$	22,93 \$	23,42 \$	23,97 \$	24,49 \$	25,05 \$	25,57 \$
12	22,66 \$	23,15 \$	23,66 \$	24,19 \$	24,73 \$	25,29 \$	25,84 \$	26,43 \$	27,02 \$	27,64 \$

Effective November 21, 2002

Job class	Step									
	1	2	3	4	5	6	7	8	9	10
01	10,35 \$	10,76 \$	11,23 \$	11,69 \$	12,17 \$					
02	11,14 \$	11,50 \$	11,87 \$	12,26 \$	12,67 \$	13,08 \$				
03	11,96 \$	12,34 \$	12,65 \$	12,98 \$	13,32 \$	13,69 \$	14,06 \$			
04	12,85 \$	13,19 \$	13,57 \$	13,94 \$	14,32 \$	14,75 \$	15,13 \$			
05	13,66 \$	14,01 \$	14,36 \$	14,75 \$	15,10 \$	15,47 \$	15,86 \$	16,27 \$		
06	14,69 \$	15,06 \$	15,43 \$	15,82 \$	16,21 \$	16,62 \$	17,05 \$	17,49 \$		
07	15,86 \$	16,27 \$	16,67 \$	17,10 \$	17,53 \$	17,97 \$	18,42 \$	18,88 \$		
08	16,92 \$	17,33 \$	17,73 \$	18,14 \$	18,59 \$	19,01 \$	19,48 \$	19,92 \$	20,39 \$	
09	18,28 \$	18,71 \$	19,16 \$	19,62 \$	20,07 \$	20,55 \$	21,02 \$	21,52 \$	22,02 \$	
10	19,75 \$	20,20 \$	20,70 \$	21,17 \$	21,69 \$	22,18 \$	22,70 \$	23,23 \$	23,79 \$	
11	21,06 \$	21,55 \$	22,02 \$	22,50 \$	23,02 \$	23,51 \$	24,07 \$	24,59 \$	25,15 \$	25,67 \$
12	22,75 \$	23,24 \$	23,75 \$	24,29 \$	24,83 \$	25,39 \$	25,94 \$	26,54 \$	27,13 \$	27,75 \$

Effective June 1, 2003

Job class	Step									
	1	2	3	4	5	6	7	8	9	10
01	10,71 \$	11,14 \$	11,62 \$	12,10 \$	12,60 \$					
02	11,53 \$	11,90 \$	12,29 \$	12,69 \$	13,11 \$	13,54 \$				
03	12,38 \$	12,77 \$	13,09 \$	13,43 \$	13,79 \$	14,17 \$	14,55 \$			
04	13,30 \$	13,65 \$	14,04 \$	14,43 \$	14,82 \$	15,27 \$	15,66 \$			
05	14,14 \$	14,50 \$	14,86 \$	15,27 \$	15,63 \$	16,01 \$	16,42 \$	16,84 \$		
06	15,20 \$	15,59 \$	15,97 \$	16,37 \$	16,78 \$	17,20 \$	17,65 \$	18,10 \$		
07	16,42 \$	16,84 \$	17,25 \$	17,70 \$	18,14 \$	18,60 \$	19,06 \$	19,54 \$		
08	17,51 \$	17,94 \$	18,35 \$	18,77 \$	19,24 \$	19,68 \$	20,16 \$	20,62 \$	21,10 \$	
09	18,92 \$	19,36 \$	19,83 \$	20,31 \$	20,77 \$	21,27 \$	21,76 \$	22,27 \$	22,79 \$	
10	20,44 \$	20,91 \$	21,42 \$	21,91 \$	22,45 \$	22,96 \$	23,49 \$	24,04 \$	24,62 \$	
11	21,80 \$	22,30 \$	22,79 \$	23,29 \$	23,83 \$	24,33 \$	24,91 \$	25,45 \$	26,03 \$	26,57 \$
12	23,55 \$	24,05 \$	24,58 \$	25,14 \$	25,70 \$	26,28 \$	26,85 \$	27,47 \$	28,08 \$	28,72 \$

Effective November 21, 2003

Job class	Step									
	1	2	3	4	5	6	7	8	9	10
01	10,75 \$	11,18 \$	11,67 \$	12,15 \$	12,65 \$					
02	11,58 \$	11,95 \$	12,34 \$	12,74 \$	13,16 \$	13,59 \$				
03	12,43 \$	12,82 \$	13,14 \$	13,48 \$	13,85 \$	14,23 \$	14,61 \$			
04	13,35 \$	13,70 \$	14,10 \$	14,49 \$	14,88 \$	15,33 \$	15,72 \$			
05	14,20 \$	14,56 \$	14,92 \$	15,33 \$	15,69 \$	16,07 \$	16,49 \$	16,91 \$		
06	15,26 \$	15,65 \$	16,03 \$	16,44 \$	16,85 \$	17,27 \$	17,72 \$	18,17 \$		
07	16,49 \$	16,91 \$	17,32 \$	17,77 \$	18,21 \$	18,67 \$	19,14 \$	19,62 \$		
08	17,58 \$	18,01 \$	18,42 \$	18,85 \$	19,32 \$	19,76 \$	20,24 \$	20,70 \$	21,18 \$	
09	19,00 \$	19,44 \$	19,91 \$	20,39 \$	20,85 \$	21,36 \$	21,85 \$	22,36 \$	22,88 \$	
10	20,52 \$	20,99 \$	21,51 \$	22,00 \$	22,54 \$	23,05 \$	23,58 \$	24,14 \$	24,72 \$	
11	21,89 \$	22,39 \$	22,88 \$	23,38 \$	23,93 \$	24,43 \$	25,01 \$	25,55 \$	26,13 \$	26,68 \$
12	23,64 \$	24,15 \$	24,68 \$	25,24 \$	25,80 \$	26,39 \$	26,96 \$	27,58 \$	28,19 \$	28,83 \$

Effective June 1, 2004

Job class	Step									
	1	2	3	4	5	6	7	8	9	10
01	11,13 \$	11,57 \$	12,08 \$	12,58 \$	13,09 \$					
02	11,99 \$	12,37 \$	12,77 \$	13,19 \$	13,62 \$	14,07 \$				
03	12,87 \$	13,27 \$	13,60 \$	13,95 \$	14,33 \$	14,73 \$	15,12 \$			
04	13,82 \$	14,18 \$	14,59 \$	15,00 \$	15,40 \$	15,87 \$	16,27 \$			
05	14,70 \$	15,07 \$	15,44 \$	15,87 \$	16,24 \$	16,63 \$	17,07 \$	17,50 \$		
06	15,79 \$	16,20 \$	16,59 \$	17,02 \$	17,44 \$	17,87 \$	18,34 \$	18,81 \$		
07	17,07 \$	17,50 \$	17,93 \$	18,39 \$	18,85 \$	19,32 \$	19,81 \$	20,31 \$		
08	18,20 \$	18,64 \$	19,06 \$	19,51 \$	20,00 \$	20,45 \$	20,95 \$	21,42 \$	21,92 \$	
09	19,67 \$	20,12 \$	20,61 \$	21,10 \$	21,58 \$	22,11 \$	22,61 \$	23,14 \$	23,68 \$	
10	21,24 \$	21,72 \$	22,26 \$	22,77 \$	23,33 \$	23,86 \$	24,41 \$	24,98 \$	25,59 \$	
11	22,66 \$	23,17 \$	23,68 \$	24,20 \$	24,77 \$	25,29 \$	25,89 \$	26,44 \$	27,04 \$	27,61 \$
12	24,47 \$	25,00 \$	25,54 \$	26,12 \$	26,70 \$	27,31 \$	27,90 \$	28,55 \$	29,18 \$	29,84 \$

Effective November 21, 2004

Job class	Step									
	1	2	3	4	5	6	7	8	9	10
01	11,17 \$	11,62 \$	12,13 \$	12,63 \$	13,14 \$					
02	12,04 \$	12,42 \$	12,82 \$	13,24 \$	13,67 \$	14,13 \$				
03	12,92 \$	13,32 \$	13,65 \$	14,01 \$	14,39 \$	14,79 \$	15,18 \$			
04	13,88 \$	14,24 \$	14,65 \$	15,06 \$	15,46 \$	15,93 \$	16,34 \$			
05	14,76 \$	15,13 \$	15,50 \$	15,93 \$	16,30 \$	16,70 \$	17,14 \$	17,57 \$		
06	15,85 \$	16,26 \$	16,66 \$	17,09 \$	17,51 \$	17,94 \$	18,41 \$	18,89 \$		
07	17,14 \$	17,57 \$	18,00 \$	18,46 \$	18,93 \$	19,40 \$	19,89 \$	20,39 \$		
08	18,27 \$	18,71 \$	19,14 \$	19,59 \$	20,08 \$	20,53 \$	21,03 \$	21,51 \$	22,01 \$	
09	19,75 \$	20,20 \$	20,69 \$	21,18 \$	21,67 \$	22,20 \$	22,70 \$	23,23 \$	23,77 \$	
10	21,32 \$	21,81 \$	22,35 \$	22,86 \$	23,42 \$	23,96 \$	24,51 \$	25,08 \$	25,69 \$	
11	22,75 \$	23,26 \$	23,77 \$	24,30 \$	24,87 \$	25,39 \$	25,99 \$	26,55 \$	27,15 \$	27,72 \$
12	24,57 \$	25,10 \$	25,64 \$	26,22 \$	26,81 \$	27,42 \$	28,01 \$	28,66 \$	29,30 \$	29,96 \$

Effective June 1, 2005

Job class	Step									
	1	2	3	4	5	6	7	8	9	10
01	11,56 \$	12,03 \$	12,55 \$	13,07 \$	13,60 \$					
02	12,46 \$	12,85 \$	13,27 \$	13,70 \$	14,15 \$	14,62 \$				
03	13,37 \$	13,79 \$	14,13 \$	14,50 \$	14,89 \$	15,31 \$	15,71 \$			
04	14,37 \$	14,74 \$	15,16 \$	15,59 \$	16,00 \$	16,49 \$	16,91 \$			
05	15,28 \$	15,66 \$	16,04 \$	16,49 \$	16,87 \$	17,28 \$	17,74 \$	18,18 \$		
06	16,40 \$	16,83 \$	17,24 \$	17,69 \$	18,12 \$	18,57 \$	19,05 \$	19,55 \$		
07	17,74 \$	18,18 \$	18,63 \$	19,11 \$	19,59 \$	20,08 \$	20,59 \$	21,10 \$		
08	18,91 \$	19,36 \$	19,81 \$	20,28 \$	20,78 \$	21,25 \$	21,77 \$	22,26 \$	22,78 \$	
09	20,44 \$	20,91 \$	21,41 \$	21,92 \$	22,43 \$	22,98 \$	23,49 \$	24,04 \$	24,60 \$	
10	22,07 \$	22,57 \$	23,13 \$	23,66 \$	24,24 \$	24,80 \$	25,37 \$	25,96 \$	26,59 \$	
11	23,55 \$	24,07 \$	24,60 \$	25,15 \$	25,74 \$	26,28 \$	26,90 \$	27,48 \$	28,10 \$	28,69 \$
12	25,43 \$	25,98 \$	26,54 \$	27,14 \$	27,75 \$	28,38 \$	28,99 \$	29,66 \$	30,33 \$	31,01 \$

Effective November 21, 2005

Job class	Step									
	1	2	3	4	5	6	7	8	9	10
01	11,61 \$	12,08 \$	12,60 \$	13,12 \$	13,65 \$					
02	12,51 \$	12,90 \$	13,32 \$	13,75 \$	14,21 \$	14,68 \$				
03	13,42 \$	13,85 \$	14,19 \$	14,56 \$	14,95 \$	15,37 \$	15,77 \$			
04	14,43 \$	14,80 \$	15,22 \$	15,65 \$	16,06 \$	16,56 \$	16,98 \$			
05	15,34 \$	15,72 \$	16,10 \$	16,56 \$	16,94 \$	17,35 \$	17,81 \$	18,25 \$		
06	16,47 \$	16,90 \$	17,31 \$	17,76 \$	18,19 \$	18,64 \$	19,13 \$	19,63 \$		
07	17,81 \$	18,25 \$	18,70 \$	19,19 \$	19,67 \$	20,16 \$	20,67 \$	21,18 \$		
08	18,99 \$	19,44 \$	19,89 \$	20,36 \$	20,86 \$	21,34 \$	21,86 \$	22,35 \$	22,87 \$	
09	20,52 \$	20,99 \$	21,50 \$	22,01 \$	22,52 \$	23,07 \$	23,58 \$	24,14 \$	24,70 \$	
10	22,16 \$	22,66 \$	23,22 \$	23,75 \$	24,34 \$	24,90 \$	25,47 \$	26,06 \$	26,70 \$	
11	23,64 \$	24,17 \$	24,70 \$	25,25 \$	25,84 \$	26,39 \$	27,01 \$	27,59 \$	28,21 \$	28,80 \$
12	25,53 \$	26,08 \$	26,65 \$	27,25 \$	27,86 \$	28,49 \$	29,11 \$	29,78 \$	30,45 \$	31,13 \$

Effective June 1, 2006

Job class	Step									
	1	2	3	4	5	6	7	8	9	10
01	12,07 \$	12,56 \$	13,10 \$	13,64 \$	14,20 \$					
02	13,01 \$	13,42 \$	13,85 \$	14,30 \$	14,78 \$	15,27 \$				
03	13,96 \$	14,40 \$	14,76 \$	15,14 \$	15,55 \$	15,98 \$	16,40 \$			
04	15,01 \$	15,39 \$	15,83 \$	16,28 \$	16,70 \$	17,22 \$	17,66 \$			
05	15,95 \$	16,35 \$	16,74 \$	17,22 \$	17,62 \$	18,04 \$	18,52 \$	18,98 \$		
06	17,13 \$	17,58 \$	18,00 \$	18,47 \$	18,92 \$	19,39 \$	19,90 \$	20,42 \$		
07	18,52 \$	18,98 \$	19,45 \$	19,96 \$	20,46 \$	20,97 \$	21,50 \$	22,03 \$		
08	19,75 \$	20,22 \$	20,69 \$	21,17 \$	21,69 \$	22,19 \$	22,73 \$	23,24 \$	23,78 \$	
09	21,34 \$	21,83 \$	22,36 \$	22,89 \$	23,42 \$	23,99 \$	24,52 \$	25,11 \$	25,69 \$	
10	23,05 \$	23,57 \$	24,15 \$	24,70 \$	25,31 \$	25,90 \$	26,49 \$	27,10 \$	27,77 \$	
11	24,59 \$	25,14 \$	25,69 \$	26,26 \$	26,87 \$	27,45 \$	28,09 \$	28,69 \$	29,34 \$	29,95 \$
12	26,55 \$	27,12 \$	27,72 \$	28,34 \$	28,97 \$	29,63 \$	30,27 \$	30,97 \$	31,67 \$	32,38 \$

Effective June 1, 2007

Job class	Step									
	1	2	3	4	5	6	7	8	9	10
01	12,55 \$	13,06 \$	13,62 \$	14,19 \$	14,77 \$					
02	13,53 \$	13,96 \$	14,40 \$	14,87 \$	15,37 \$	15,88 \$				
03	14,52 \$	14,98 \$	15,35 \$	15,75 \$	16,17 \$	16,62 \$	17,06 \$			
04	15,61 \$	16,01 \$	16,46 \$	16,93 \$	17,37 \$	17,91 \$	18,37 \$			
05	16,59 \$	17,00 \$	17,41 \$	17,91 \$	18,32 \$	18,76 \$	19,26 \$	19,74 \$		
06	17,82 \$	18,28 \$	18,72 \$	19,21 \$	19,68 \$	20,17 \$	20,70 \$	21,24 \$		
07	19,26 \$	19,74 \$	20,23 \$	20,76 \$	21,28 \$	21,81 \$	22,36 \$	22,91 \$		
08	20,54 \$	21,03 \$	21,52 \$	22,02 \$	22,56 \$	23,08 \$	23,64 \$	24,17 \$	24,73 \$	
09	22,19 \$	22,70 \$	23,25 \$	23,81 \$	24,36 \$	24,95 \$	25,50 \$	26,11 \$	26,72 \$	
10	23,97 \$	24,51 \$	25,12 \$	25,69 \$	26,32 \$	26,94 \$	27,55 \$	28,18 \$	28,88 \$	
11	25,57 \$	26,15 \$	26,72 \$	27,31 \$	27,94 \$	28,55 \$	29,21 \$	29,84 \$	30,51 \$	31,15 \$
12	27,61 \$	28,20 \$	28,83 \$	29,47 \$	30,13 \$	30,82 \$	31,48 \$	32,21 \$	32,94 \$	33,68 \$

Effective June 1, 2008

Job class	Step									
	1	2	3	4	5	6	7	8	9	10
01	13,05 \$	13,58 \$	14,16 \$	14,76 \$	15,36 \$					
02	14,07 \$	14,52 \$	14,98 \$	15,46 \$	15,98 \$	16,52 \$				
03	15,10 \$	15,58 \$	15,96 \$	16,38 \$	16,82 \$	17,28 \$	17,74 \$			
04	16,23 \$	16,65 \$	17,12 \$	17,61 \$	18,06 \$	18,63 \$	19,10 \$			
05	17,25 \$	17,68 \$	18,11 \$	18,63 \$	19,05 \$	19,51 \$	20,03 \$	20,53 \$		
06	18,53 \$	19,01 \$	19,47 \$	19,98 \$	20,47 \$	20,98 \$	21,53 \$	22,09 \$		
07	20,03 \$	20,53 \$	21,04 \$	21,59 \$	22,13 \$	22,68 \$	23,25 \$	23,83 \$		
08	21,36 \$	21,87 \$	22,38 \$	22,90 \$	23,46 \$	24,00 \$	24,59 \$	25,14 \$	25,72 \$	
09	23,08 \$	23,61 \$	24,18 \$	24,76 \$	25,33 \$	25,95 \$	26,52 \$	27,15 \$	27,79 \$	
10	24,93 \$	25,49 \$	26,12 \$	26,72 \$	27,37 \$	28,02 \$	28,65 \$	29,31 \$	30,04 \$	
11	26,59 \$	27,20 \$	27,79 \$	28,40 \$	29,06 \$	29,69 \$	30,38 \$	31,03 \$	31,73 \$	32,40 \$
12	28,71 \$	29,33 \$	29,98 \$	30,65 \$	31,34 \$	32,05 \$	32,74 \$	33,50 \$	34,26 \$	35,03 \$

Effective June 1, 2009

Job class	Step									
	1	2	3	4	5	6	7	8	9	10
01	13,31 \$	13,85 \$	14,44 \$	15,06 \$	15,67 \$					
02	14,35 \$	14,81 \$	15,28 \$	15,77 \$	16,30 \$	16,85 \$				
03	15,40 \$	15,89 \$	16,28 \$	16,71 \$	17,16 \$	17,63 \$	18,09 \$			
04	16,55 \$	16,98 \$	17,46 \$	17,96 \$	18,42 \$	19,00 \$	19,48 \$			
05	17,60 \$	18,03 \$	18,47 \$	19,00 \$	19,43 \$	19,90 \$	20,43 \$	20,94 \$		
06	18,90 \$	19,39 \$	19,86 \$	20,38 \$	20,88 \$	21,40 \$	21,96 \$	22,53 \$		
07	20,43 \$	20,94 \$	21,46 \$	22,02 \$	22,57 \$	23,13 \$	23,72 \$	24,31 \$		
08	21,79 \$	22,31 \$	22,83 \$	23,36 \$	23,93 \$	24,48 \$	25,08 \$	25,64 \$	26,23 \$	
09	23,54 \$	24,08 \$	24,66 \$	25,26 \$	25,84 \$	26,47 \$	27,05 \$	27,69 \$	28,35 \$	
10	25,43 \$	26,00 \$	26,64 \$	27,25 \$	27,92 \$	28,58 \$	29,22 \$	29,90 \$	30,64 \$	
11	27,12 \$	27,74 \$	28,35 \$	28,97 \$	29,64 \$	30,28 \$	30,99 \$	31,65 \$	32,36 \$	33,05 \$
12	29,28 \$	29,92 \$	30,58 \$	31,26 \$	31,97 \$	32,69 \$	33,39 \$	34,17 \$	34,95 \$	35,73 \$

APPENDIX "E" SENIORITY LIST

As of January 30, 2008

Contract Employees

SENIORITY DATE	FAMILY NAME	FIRST NAME	PAY GRADE	TITLE	DEPARTMENT	FT/PT	SENIORITY HOURS	STATUS
20021216	ALLADIN	SOOMATIE	G05	LIBRARY TECH/RECEPTIONIST	COUNSELLING & DEVELOPMENT	PT	6,356	
20040601	BISHOP	MARIE	G06	OPERATOR, SWITCHBOARD	I.I.T.S.	PT	6,142	
20040804	WARD	OLIVIA	G08	ASST. TO CHAIR, JEWISH STUDIES	INST CDN. JEWISH STUDIES	PT	4,705	
20040907	DULNUAN	CHERRY MARIE	G07	ASSISTANT, ADMINISTRATIVE	AUXILIARY SERVICES	FT	5,579	
20050307	WRIGHT	KIMBERLY	G07	OFFICE ASSISTANT	RECTOR'S OFFICE	FT	5,789	
20060918	AHMED	ALIYA	G09	ASSISTANT, SPECIAL PROJECT	JOHN MOLSON SCH. OF BUS.	FT	3,043	
20070103	ABD EL-HAKIM	ALIA	G07	OFFICE ASSISTANT	ACADEMIC TECHNOLOGY	FT	2,499	
20070103	GORE	NERISSA	G07	BOOKING ASSISTANT	AUXILIARY SERVICES	FT	2,429	
20070312	AAEN-STOCKDALE	ANNA	G08	DEPARTMENT ASSISTANT	CTR INTL ACAD COOP	FT	2,156	
20070326	DIENG	ADJA MATY	G06	ASSISTANT SERVICE	REGISTRAR	PT	1,274	
20070331	STEMPKOWSKY	JOYCE	G06	RECEPTIONIST	COMMUNICATION STUDIES	FT	3,808	PROB
20070501	DONOVAN	MEGHAN	G10	BUGET REASEARCH ASSISTANT	UNIVERSITY SECRETARIAT	FT	1,813	
20070618	SOULIERE	CHRISTINA MARIE	G07	CUSTOMER SERVICE & SYS ASSIST	AUXILIARY SERVICES	FT	1,571	
20070709	GOULET	ISABELLE	G09	ADMINISTRATIVE ASSISTANT	JOHN MOLSON SCH. OF BUS.	PT	426	
20070710	YU	MEIJUN	G07	OFFICE ASSISTANT	COMPUTER SCIENCE	FT	1,529	
20070827	MCINTOSH	EMILY	G06	SERVICE ASSISTANT	RESIDENCE ADMINISTRATION	FT	1,326	
20070929	FASCIANO	MARIA	G06	FILING CLERK/RECEPTIONIST	HUMAN RESOURCES	FT	1,186	
20071009	PARE	ANNIE	G10	EVENTS COORDINATOR	AUXILIARY SERVICES	FT	1,046	
20071029	WATTIE	BRENT	G05	CUSTOMER SERVICE REP	DIGITAL STORE	FT	976	
20071126	FELLI	LORETA	G06	RECEPTIONIST	HUMAN RESOURCES	PT	386	
20071201	SAGARIA	SANDRA	G08	RENTAL COORDINATOR	FACILITIES MANAGEMENT	FT	836	
20071204	SINANIS	SABRINA	G06	ASSISTANT SERVICE	ENROLMENT SERVICES	PT	516	
20071210	PASQUINO	NICOLETTA	G06	SERVICE ASSISTANT	ENROLMENT SERVICES	FT	836	
20080103	MARTEL	EMILIE	G09	ASSISTANT, UNDERGRAD & CO OP	ETUDES FRANCAISES	FT	710	
20080124	DUMAS	RICHARD	G06	SERVICE CENTRE ASSISTANT	FACILITIES MANAGEMENT	FT	609	

20080204	LOUBIRI	SARAH	G06	SECRETARY/RECEPTIONIST	UNIVERSITY COMMUNICATIONS	FT	430	
20080215	LIAROS	PERSEFONI	G06	SWITCHBOARD OPERATOR/RECEPTION	IITS	FT	479	
20080218	SHAHEEN	AMEEN	G07	CLERK, ACCOUNTS PAYABLE	FINANCIAL SERVICES	FT	490	
20080227	TSUI	JUSTINA K.	G06	SERVICE ASSISTANT	FINANCIAL AID & AWARDS	FT	364	
20080229	EDWARDS	SONIKA	G06	SWITCHBOARD OPERATOR	IITS	FT	420	PROB
20080317	WINN	JAMIE	G08	ASSISTANT GIFT PROCESSING	ADVANCEMENT	PT	280	PROB
20080601	PARADIS	NORMA	G10	DEPARTMENT COORDINATOR	DECISION SCIENCES AND MIS	PT	0	PROB

APPENDIX "E" SENIORITY LIST

As of January 30, 2008

Permanent Employees

SENIORITY DATE	FAMILY NAME	FIRST NAME	PAY GRADE	TITLE	DEPARTMENT (ENGLISH TITLES)	FT/PT	SENIORITY HOURS	STATUT
19670213	BELL	CAROL	G07	SECRETARY	PURCHASING SERVICES	FT	75,026	
19700803	TROTMAN	MARCELLE	G10	ACAMEMIC COORDINATOR PROGRAMS	ENGINEERING & COMPUTER SC	FT	69,104	
19700810	THIBAudeau	HEATHER	G10	ADMINISTRATIVE ASSISTANT	BOOKSTORE	FT	69,073	TRANSFER OUT
19701009	LAFONTAINE	SANDRA	G08	ASSISTANT REGISTRATION/EXAMS	REGISTRAR	FT	68,841	
19710215	MOREL	MARIE-CHISTINE	G09	SECRETARY	ART THERAPY	FT	68,124	
19720501	MOFFAT	DIANE	G08	ASSISTANT, GRADUATE PROGRAM	ELECTRICAL & COMPUTER ENG	FT	62,878	
19720901	LAURIN	GINETTE	G08	ASSISTANT, RESEARCH	INSTITUTIONAL PLANNING	FT	65,215	
19730219	BROWN	ANNE	G10	GRADUATE PROGRAM COORDINATOR	EDUCATION	FT	60,593	
19741202	HACKETT	JANE	G10	ASSISTANT,ADMIN. STUDENT SERV.	ENROLMENT SERVICES	FT	51,548	
19750103	PAGNUELO	DIANE	G10	DEPARTMENT COORDINATOR	FINANCE	FT	61,026	
19751020	DOHENY	MAUREEN	G10	ASSISTANT, BUDGET	ARTS & SCIENCE	FT	59,640	
19760831	CHAU	ELIZABETH	G07	SECRETARY TO THE DIRECTOR	PSYCHOLOGY	FT	57,988	
19761001	DANIEL	BENJAMIN	G05	DISPLACED	PRINTING SERVICES	FT	57,834	
19770516	BLUMER	JULIE	G08	SECRETARY GRADUATE PROGRAM	POLITICAL SCIENCE	FT	56,700	
19770829	PROVENCHER	MICHELLE	G09	SENIOR PAYROLL ASSISTANT	HUMAN RESOURCES	FT	56,183	
19770905	MAY	ALAN	G05	ASST. SUPERVISOR, SHIPPING RECEIVING	BOOKSTORE	FT	56,140	
19770922	SALARI	MURIELLE	G10	ASSISTANT TO ASSOCIATE DEAN	UNDERGRADUATE PROGRAM	FT	56,056	
19770926	HUM	JAMES	G08	COORDINATOR, COURSE PACK	BOOKSTORE	FT	55,615	
19780213	ROBERTSON	DARLEEN	G08	ASST TO GRAD/JG PROG. DIRECT.	HISTORY	FT	55,335	
19780410	COLACE	GIUSEPPINA	G09	SENIOR PAYROLL ASSISTANT	HUMAN RESOURCES	FT	55,056	
19780410	FOX	PAMELA	G08	PROGRAM ASSISTANT	ELECTRICAL & COMPUTER ENGR.	FT	54,950	
19780724	LIVINGSTON	SALLY	G07	SECRETARY TO THE DIRECTOR	ATHLETICS	FT	52,791	
19780911	YATES	DANNY	G04	SHIPPER/RECEIVER	BOOKSTORE	FT	54,285	
19781023	ALLEYNE	ANGELA	G09	ASSISTANT TO CHAIR	ENGLISH	FT	51,341	
19790205	LORD	ELLEN	G08	ADMINISTRATIVE ASSISTANT	MANAGEMENT	FT	53,543	

19790226	QUINN	ROSE	G08	ASSISTANT SENIOR RECORDS	REGISTRAR	FT	53,440
19790611	STEWART	NANCY	G12A	COORD., FACULTY PERSONNEL	COMMERCE & ADMINISTRATION	FT	52,916
19790618	MELNYK	MARY	G09	TRAVEL COORDINATOR	FINANCIAL SERVICES	FT	52,878
19790806	FRADETTE	JANET	G06	ASSISTANT GRAD STUDIES	REGISTRAR	FT	52,543
19790827	ALTIMAS	SUSAN	G08	ASSISTANT PROGRAM	MECHANICAL ENGINEERING	FT	28,770
19800128	HILL	ELDON	G04	MAIL CLERK	MAIL SERVICES	FT	51,777
19800128	MACDOUGALL	VINCENT	G04	MAIL CLERK	MAIL SERVICES	FT	51,775
19800609	MOORE	JENNIFER	G08	BUYER, TEXT BOOK	BOOKSTORE	FT	51,100
19800625	BATHELT	DOROTHY	G08	COORDINATOR, ACCOUNTING	ACCOUNTING	FT	31,983
19801001	SOWDEN	CATHY	G05	CASHIER, HEAD	BOOKSTORE	FT	50,519
19810112	DAIGLE	CATHERINE	G10	FINANCIAL OFFICER	FINANCIAL SERVICES	FT	50,008
19810302	CAMPBELL	BONNIE-JEAN	G08	ASSISTANT, GRAD. PROG.	ENGLISH	FT	49,714
19810629	ROBINSON	JUDITH	G05	DATA ENTRY CLERK	PURCHASING SERVICES	FT	47,376
19810720	D'IORIO	LINA	G09	ASSISTANT TO THE PRINCIPAL	LIBERAL ARTS COLLEGE	FT	49,063
19810728	CHARBONNEAU	STANLEY	G08	COORDINATOR CUSTOMER SERVICE	DIGITAL STORE	FT	49,021
19820104	HIGGINS	SHARON	G10	FINANCE OFFICER	FINANCIAL SERVICES	FT	27,944
19820315	BRENNAN	NANCY	G08	DEPARTMENT ASSISTANT	APPLIED HUMAN SCIENCES	FT	47,572
19820405	NOSEWORTHY	DONALDA	G09	SECRETARY TO THE DIRECTOR	FACILITIES MANAGEMENT	FT	47,762
19820525	PLAMONDON	JOHANNE	G10	ASSISTANT TO THE ASSOCIATE DIRECTOR	JOHN MOLSON SCH. OF BUS.	FT	45,549
19820608	GORDON	DONNA	G09	ASSISTANT TO THE CHAIR	CHEMISTRY & BIOCHEMISTRY	FT	47,446
19820614	MCILWAINE	LOUISE	G06	ASSISTANT SERVICE	REGISTRAR	FT	47,425
19820823	ANSEMI	JOANNE	G09	ASSISTANT TO THE CHAIR & GPD	ART HISTORY	FT	47,061
19821213	WATT	CATHERINE	G06	SECRETARY, DEPARTMENTAL	MUSIC	FT	46,508
19830209	SCALES	STEVEN	G03	DISPLACED	COPY CENTRES	FT	43,792
19830815	CARTER	EMILY	G10	FINANCIAL OFFICER	FINANCIAL SERVICES	FT	45,258
19840319	RASO	BERNIE	G09	COORDINATOR, EXTENDED SERVICE	REGISTRAR	FT	43,428
19840423	FOSTER	CYNTHIA	G10	COORDINATOR PUBLICATIONS PROJ	REGISTRAR	FT	39,403
19840601	DE BENEDICTIS	ANGELA	G10	ACADEMIC PROGRAMS COORDINATOR	ENGINEERING & COMPUTER SC	FT	43,820
19840601	STAVELEY	JODY	G08	GRADUATE PROGRAM ASSISTANT	SOCIOLOGY & ANTHROPOLOGY	FT	43,820
19840601	WHITTAKER	DONNA	G09	SECRETARY TO CHAIR	HISTORY	FT	43,823
19840801	ACTON	CAROL	G10	PUBLICATION TECH SPECIALIST	COMMERCE, CIT	FT	43,414
19841009	SOWDEN	DARCY	G09	BUYER STATIONARY SUPPLIES	BOOKSTORE	FT	43,106
19841203	ZACCAGNINI	ANNA	G06	SERVICE ASSISTANT	ENROLMENT SERVICES	FT	42,896

19841214	PLANTE	JOANNE	G08	PAYROLL ASSISTANT	HUMAN RESOURCES	FT	42,847
19850103	COCHRANE	SANDRA	G09	ASSISTANT TO THE CHAIR	JOURNALISM	FT	42,672
19850215	TEDD	MARY	G10	ASSISTANT BUDGET	COMMERCE & ADMINISTRATION	FT	42,525
19850318	EIFERT	PAUL	G09	CONSULTANT, COMPUTER	PSYCHOLOGY	FT	41,727
19850415	TUCKER	LORRAINE	G08	BUYER, TEXT BOOK	BOOKSTORE	FT	42,231
19850916	KORNAS	BARBARA	G10	ADMINISTRATIVE ASSISTANT	CONTINUING EDUCATION	FT	41,454
19860206	NORTHRUP	LYNN	G10	DEPARTMENT COORDINATOR	MARKETING	FT	40,600
19860303	MASTERSON	SHIRLEY ANN	G09	ASSISTANT TO THE CHAIRPERSON	MANAGEMENT	FT	40,614
19860520	DONAHUE	PATRICIA	G07	ASSISTANT, ADMISSIONS	ENROLMENT SERVICES	FT	40,209
19860721	DOHMEN	MANUELA	G10	DEPARTMENT COORDINATOR	MANAGEMENT	FT	38,913
19860721	O'CONNELL	SUSAN	G10	ASSISTANT TO THE ASSOCIATE DEAN	ARTS & SCIENCE	FT	39,781
19860728	BLACK	SHIRLEY	G08	GRADUATE PROGRAM ASSISTANT	PSYCHOLOGY	FT	39,879
19860901	CAREY	KATHLEEN	G05	SHIPPER RECEIVER/STOCK CLERK	BOOKSTORE	FT	39,662
19860924	RUSZKOWSKI	ELIZABETH	G09	ASSISTANT TO CHAIR	PHILOSOPHY	FT	39,592
19860929	MARTUCCIO	ANTONIETTA	G09	PENSION ASSISTANT	HUMAN RESOURCES	PT	34,433
19861006	RENNIE	PATRICIA	G07	UNDERGRAD PROGRAM ASSISTANT	EDUCATION	FT	33,644
19870105	DAVIES	MARLENE	G07	SECRETARY	DIPLOMA IN ACCOUNTANCY	FT	38,745
19870119	SKALKOGIANNIS	MATINA	G10	HUMAN RESOURCE ASSISTANT	ARTS & SCIENCE	FT	29,412
19870330	MEDEIROS	JOSE	G06	ASSISTANT OFFICE SUPPORT	REGISTRAR	FT	38,654
19870525	BOWES	BELINDA	G08	SECRETARY, PROGRAMME	SIMONE DE BEAUVOIR INSTITUTE	FT	38,374
19870901	TROTTIER	GAIL	G09	SECRETARY TO THE CHAIR	EDUCATION	FT	37,877
19870908	FASCIANO	DONATINA	G10	COORDINATOR, ADM SERVICES	REGISTRAR	FT	37,688
19871102	KENNEDY	MAUREEN	G08	OFFICE ASSISTANT	FINE ARTS, MFA	FT	37,569
19871109	ROBIN	DI-ANNE	G09	ASSISTANT, SPACE INFORMATION	FACILITIES MANAGEMENT	FT	37,311
19871207	MULLINS	BEVERLEY	G10	DEPARTMENT COORDINATOR	ACCOUNTANCY	FT	37,359
19880601	CAREY	SHARON	G08	COORDINATOR, DOCTORAL THESIS	SCHOOL OF GRADUATE STUDIES	PT	26,638
19880601	DUJARDIN	LAURIE	G04	RECEPTIONIST	CONTINUING EDUCATION	FT	36,505
19880725	DUPUIS	LORI	G10	ASSISTANT TO VICE-DEAN	ARTS & SCIENCE	FT	36,144
19880801	DE SOUZA	SHEILA	G10	ACADEMIC PERSONNEL COORDINATOR	ENGINEERING & COMPUTER SC	FT	36,204
19880801	DUBIEL	DARLENE	G09	SPECIALISED INDIVIDUAL PROGRAMS COORDINATOR	SCHOOL OF GRAD. STUDIES	FT	36,099
19880808	CORRIGAN	JANET	G07	SECRETARY/COORDINATOR, TRAVEL	ATHLETICS	FT	36,169
19880808	FRADETTE	ELIZABETH	G08	SECRETARY TO CHAIR	EXERCISE SCIENCE	FT	36,170

19880815	BOULE	DIANE	G10	ASSISTANT TO THE VICE-DEAN	ARTS & SCIENCE	FT	36,134
19880815	NOVEMBRE	SILVANA	G08	DEPARTMENT ASSISTANT	CENTRE FOR NATIVE EDUC	FT	36,071
19880906	SPINELLI	JOANNE	G10	COORDINATOR WELCOME CENTRE	STUDENT RECRUITMENT	FT	36,022
19881003	PAPP	TINA	G06	DEPARTMENTAL SECRETARY	SECURITY	FT	26,579
19881017	ZIMMERMAN	ARLENE	G06	SECRETARY	MECHANICAL ENGINEERING	FT	35,819
19881128	MORRIS	LEONIE	G08	UNDERGRADUATE PRG ASSISTANT	BIOLOGY	FT	35,546
19890112	JANICKI	BONNIE	G08	SECRETARY UGRAD. & CO-OP	ECONOMICS	FT	35,378
19890116	RICHARD	JOHANNE	G05	DATA ENTRY CLERK	PURCHASING SERVICES	FT	32,200
19890123	BRUNT	MURRAY	G06	ASSISANT, SERVICE CENTER	FACILITIES MANAGEMENT	FT	35,329
19890130	CHAPMAN	JACQUELINE	G06	DEPARTMENTAL SECRETARY	PHYSICS	FT	35,245
19890206	GINGELL	ALLAN	G04	MAIL CLERK	MAIL SERVICES	FT	35,269
19890220	MELANCON	ELISE	G08	GRADUATE PROGRAM ASSISTANT	ECONOMICS	FT	34,867
19890403	BERGERON	LYNN	G09	ASSISTANT CO-OP. EDUCATION	INSTITUTE FOR CO-OP EDUCATION	FT	34,974
19890427	ROOT	ANNE	G08	ASSISTANT SENIOR RECORDS	REGISTRAR	FT	34,857
19890823	ENDRE	HEATHER	G07	FINANCE ASSISTANT	FINANCIAL SERVICES	FT	34,237
19890828	RAMBARAN	DIANE	G08	PAYROLL ASSISTANT	HUMAN RESOURCES	FT	34,237
19890901	HAMELIN	REJEANNE	G10	ADMINISTRATIVE ASSISTANT	CONTINUING EDUCATION	FT	34,223
19891009	FRAZZETTO-BUFFONE	LUISA	G09	OFFICE ASSISTANT/EVENTS COOR	ENGINEERING & COMPUTER SC	FT	33,992
19900219	LOO CHIN MOY	EVELYNE	G10	ASSISTANT TO THE DIRECTOR	UNIVERSITY SECRETARIAT	FT	33,362
19900219	PRICE	JASON	G02	CARETAKER, ANIMAL	PSYCHOLOGY	FT	30,682
19900226	RANKIN	JOANNE	G09	ASSISTANT TO THE CHAIR	THEATRE	FT	33,264
19900305	RODNEY	ALICE	G07	ASSISTANT RECORDS	REGISTRAR	FT	33,292
19900423	BERTHIAUME	DANIELE	G10	ASSISTANT TO THE CHAIR	MUSIC	FT	33,047
19900430	TAVARES	DINA	G09	ASSISTANT, BUDGET & IT SUPPORT	RECTOR'S OFFICE	FT	32,977
19900507	O'NEILL	RORY	G04	MAIL CLERK	MAIL SERVICES	FT	32,994
19900528	PAZULA	MARIA	G05	CLERK, OFFICE	REGISTRAR	FT	32,876
19900604	CREVIER	BETH	G07	ASSISTANT,COMP & WRITING PROG	ENGLISH	FT	32,837
19900723	MERID	MUNIT	G09	ADMINISTRATIVE/SECRETARY TO CHAIR	RELIGION	FT	32,529
19901009	LEGAULT	ANDRE	G08	ASSISTANT STATISTICS	REGISTRAR	FT	32,214
19901114	KAZAKIAN	ARTHUR	G06	ASSISTANT, DEPARTMENTAL	COMMERCE & ADMINISTRATION	FT	32,029
19901126	BARNES	NORMA	G08	ASSISTANT, DEPARTMENT/GRAD.	APPLIED HUMAN SCIENCES	FT	31,962
19910507	CHURCH	LINDA	G10	COORDINATOR, COURSE EVALUATION	CTR, TEACH. & LEARN. SERV	PT	23,970
19910509	DUBOIS	CAROLE	G07	ASSISTANT APPLIED PSYCHOLOGY CENTRE	PSYCHOLOGY	FT	31,052
19910702	APPEZZATO	MARY	G08	COORDINATOR, MASTER THESIS	SCHOOL OF GRAD. STUDIES	FT	30,768
19910702	NACHATY	THERESE	G06	SERVICE ASSISTANT	RESIDENCE ADMINISTRATION	FT	29,609

19910715	MURPHY	COLLEEN	G07	ASSISTANT,RECORDS	REGISTRAR	FT	30,807
19910729	SWINDEN	LINDA	G07	OFFICE ASSISTANT	BLDG., CIVIL & ENV. ENG.	FT	30,520
19911015	DE BELLEFEUILLE	JOCELYNE	G08	ASSISTANT, DEAN'S OFFICE	FINE ARTS	FT	30,275
19911023	SCRIBNER	JANE	G08	ADMINISTRATIVE ASSISTANT	RECTOR'S OFFICE	FT	29,183
19911111	PAQUETTE-LEGARE	WENDY	G07	SECRETARY, GRAUDATE PROGRAM	BIOLOGY	FT	14,826
19920113	RITCHIE	MARGARET	G08	PAYROLL ASSISTANT	HUMAN RESOURCES	FT	28,504
19920113	SHIBLEY	CONNIE	G07	DISPLACED	JOHN MOLSON SCH. OF BUS.	FT	29,229
19920330	SCUFFELL	HILARY	G08	ASST. TO THE CHAIR	CONTEMPORARY DANCE	FT	29,477
19920423	MONTANDON	MARTINE	G08	SECRETARY, GRADUATE PROGRAM	RELIGION	FT	29,379
19920504	MEDEIROS	HELENE	G08	ASSISTANT, GRADUATE PROGRAM	ETUDES FRANCAISES	FT	29,267
19920523	NOLAN	KELLY	G08	ASSISTANT SENIOR RECORDS	REGISTRAR	FT	28,918
19920720	CALISE	AUSILIA	G07	SECRETARY	CONTINUING EDUCATION	FT	28,959
19920727	MELZER	MONIKA	G08	SECRETARY,DEAN'S OFFICE	COMMERCE & ADMINISTRATION	FT	28,917
19920727	GIANNELLI	IDA	G09	EMPLOYMENT ASSISTANT	HUMAN RESOURCES	FT	28,553
19920819	KIRK	LYNN	G09	DEPARTMENT ASSISTANT	FINE ARTS	FT	28,840
19920831	DRAGFFY	SUSANNE	G07	BUYER, BOOK	BOOKSTORE	FT	28,700
19920908	MANOWSKA	JOLANTA	G07	COORDINATOR MATERIAL & DISTRU	STUDENT RECRUITMENT	FT	28,700
19920921	KONSTANTINOV	SVETLANA	G07	ASSISTANT,RECORDS	REGISTRAR	FT	28,483
19920923	FITCH	SHARON	G10	ASSISTANT TO THE DIRECTOR	ARTS & SCIENCE	FT	28,623
19921001	ROMANINI	DONNA	G09	COORDINATOR, ADMISSIONS GRAD	JOHN MOLSON SCH. OF BUS.	FT	28,560
19921012	FREEMAN	NICOLE	G10	HR DATA COORDINATOR BENEFITS	HUMAN RESOURCES	FT	27,818
19921024	JACKSON	LILLIAN	G09	ASSISTANT TO THE PRINCIPAL	SCIENCE COLLEGE	FT	28,399
19921102	DIONNE	BRENDA	G09	EDITORIAL ASSISTANT	ART HISTORY	PT	18,311
19921103	WILLIAMS	CAROL	G10	DISPLACED	ENGINEERING & COMPUTER SC	FT	28,350
19921214	PLATHAN	CAROL	G07	SECRETARY, DEPARTMENTAL	THEATRE	FT	28,210
19930111	DAVIES	KAREN	G10	HR DATA COORDINATOR EMPLOYMENT	HUMAN RESOURCES	FT	27,875
19930111	DELANY	MICHELINE	G05	RECEPTIONIST/SECRETARY	ATHLETICS	FT	28,035
19930405	JEURIS	CAROLINE	G10	EXEC. SECRETARY TO DEAN	FINE ARTS, DEAN'S OFFICE	FT	27,531
19930514	LAI-TZOTZIS	BETTY	G07	DEPARTMENTAL SECRETARY	MARKETING	FT	27,454
19930601	THOMPSON	JANET	G10	SENIOR ACCOUNTING CLERK	FINANCIAL SERVICES	FT	26,117
19930621	BARRECA	MARIA	G10	ADMINISTRATIVE COORDINATOR	I.I.T.S.	FT	26,992
19930910	GLOVER	BERNARD	G07	MULTI FAITH CHAPLAINCY	MULTI-FAITH CHAPLAINCY	FT	26,866
19931206	DUFRESNE	LISE	G06	SECRETARY/RECEPTIONIST	ECONOMICS	FT	26,428

19940228	AGNEW	ANNMARIE	G08	GRADUATE PROGRAM ASSISTANT	MATHEMATICS & STATISTICS	FT	25,970	
19940328	RAMDOYAL	DHUNRAJ	G08	SHIFT SUPERVISOR	SECURITY	FT	25,050	
19940411	BOWEN	EDWINA	G09	PROGRAM ASSISTANT DIPLOMA	COMPUTER SCIENCE	FT	23,737	
19940516	BLANCHET	JOSEE	G08	SHIFT SUPERVISOR	SECURITY	FT	25,737	
19940516	FILLION	LUC	G08	SHIFT SUPERVISOR	SECURITY	FT	20,697	
19940613	CAPUTO	DONATELLA	G09	ASSISTANT TO THE ASSOC DEANS	FINE ARTS	FT	25,483	
19940704	HEALY HART	MARILYN	G09	OFFICE ASSISTANT	FINE ARTS, DEAN'S OFFICE	PT	17,790	
19940711	PAQUETTE	LOUISE	G07	SUPERVISOR	ART SUPPLY STORE	PT	22,223	
19940801	MIRABILIA	LEA	G10	ASSISTANT TO ASSOCIATE DEAN	COMMERCE & ADMINISTRATION	FT	25,235	
19940905	MARZITELLI	LORENA	G10	ASSISTANT TO ASSOCIATE DEAN	SCHOOL OF GRAD. STUDIES	FT	24,159	
19940926	PEARSON	HEATHER	G08	JOURNEYPERSON	REGISTRAR	FT	19,803	
19950901	MERINEAU	SOPHIE	G09	ASSISTANT TO THE CHAIR	ENGINEERING & COMPUTER SC	FT	23,006	
19951101	HOSEIN	LESLIE	G08	PROGRAM ASST,AEROSPACE & COOP	MECHANICAL ENGINEERING	FT	18,070	
19960205	BISSONNETTE	JANICE	G05	SENIOR CASHIER	BOOKSTORE	FT	22,449	
19960205	DUPLANTIS	GISELE	G08	RETAIL OPERATIONS ASSISTANT	BOOKSTORE	FT	22,449	
19960205	FIORILLI	JOHN	G04	SHIPPER/RECEIVER-STOCK CLERK	BOOKSTORE	FT	22,414	
19960205	GAUDREAU	STEPHEN	G05	CLERK, MERCHANDISING/CASHIER	BOOKSTORE	FT	22,449	
19960205	HUGHES	LESLIE ANN	G09	ASSISTANT TO THE DIRECTOR	INST FOR CO-OP EDUCATION	FT	22,450	
19960205	THOMAS	ANDREA	G08	ASSISTANT REGISTRATION/EXAMS	REGISTRAR	FT	21,245	
19960205	WILLIAMS	HEATHER	G08	BUYER, TEXTBOOK	BOOKSTORE	FT	22,449	
19960205	WISE	ELIZABETH	G04	CLERK BOOK INFORMATION	BOOKSTORE	FT	22,456	
19960603	FOURNIER	REAL	G08	SHIFT SUPERVISOR	SECURITY	FT	22,006	
19970203	CIANCIARELLI	CONNIE	G08	ASSISTANT, PROGRAM	ELECTRICAL & COMPUTER ENG	FT	20,503	
19970601	DOWNS	SUZANNE	G10	COORDINATOR ACADEMIC ADMIN.	PROVOST & VP ACA. AFFAIRS	FT	20,041	
19970601	LEA-JONES	LAURIE	G08	SECRETARY	ACCOUNTANCY	FT	19,005	
19970601	MCLEAN	SHARON	G07	DEPARTMENTAL CLERK	FACILITIES MANAGEMENT	FT	9,643	
19970601	FORD	GERALDINE	G08	ASSISTANT TO THE CHAIR	MATHEMATICS & STATISTICS	FT	19,999	
19970609	BOWEN	ANNETTE	G09	SR. CLERK STATS & COLLECTION	STUDENT ACCOUNTS	FT	19,933	PROB
19970609	BRUNET	LAURA	G07	ASSISTANT, ADMISSIONS	ENROLMENT SERVICES	FT	19,859	
19970609	CIAMPINI	SANDRA	G07	ADMISSION ASSISTANT	REGISTRAR	FT	19,373	
19970609	CLAYBOURN	LISA	G09	SENIOR ACCOUNTS CLERK	STUDENT ACCOUNTS	FT	18,750	
19970609	LENNERT	MICHELINE	G09	SENIOR ACCOUNTS CLERK	STUDENT ACCOUNTS	FT	19,922	
19970609	RANALDI	MATILDE	G09	BUDGET ASSISTANT	FINE ARTS	FT	17,178	
19970623	TAVARES	DAVID	G05	RECEPTIONIST	INFORMATION SERVICES	FT	19,617	
19980302	CUZZOCREA	LEANDRO	G06	AWARDS ASSISTANT	FINANCIAL AID & AWARDS	FT	18,599	

19980302	KENNEDY	MICHAEL	G07	COORDINATOR INVENTORY CONTROL	BOOKSTORE	FT	18,599
19980302	WARREN	CINDY	G10	BUYER, COMPUTER PRODUCTS	BOOKSTORE	FT	18,529
19980531	GHADBAN	IBRAHIM	G10	EXAM COORD.- SUPV.SPEC.NEEDS	SVCS. FOR DIS. STUDENTS	FT	18,182
19980629	WHYTE	MARION	G06	RECEPTIONIST/SECRETARY	COUNSELLING & DEVELOPMENT	FT	17,906
19980701	MEEHAN	NATHALIE	G07	ADMINISTRATIVE SUPPORT CLERK	I.I.T.S.	FT	18,060
19980706	SCHMOETZER-DIABO	SYLVIA	G09	CORPORATE CARD ADMINISTRATOR	FINANCIAL SERVICES	FT	17,969
19980807	TSAKALIS	MARY	G08	ASSISTANT, DEPARTMENT	STUDIO ARTS	FT	17,479
19980914	MC CALLA	SONIA	G08	SAS ASSISTANT	ENGINEERING & COMPUTER SC	FT	17,619
19981005	BELKIN-TSEITLINA	SVETLANA	G05	SECRETARY/RECEPTIONIST	EXERCISE SCIENCE	PT	14,302
19981005	LULIC	NANCY	G07	GRANTS ASSISTANT/RECEPTIONIST	RESEARCH SERVICES	FT	14,178
19981119	SIGNORINO	NADIA	G10	EXEC SECRETARY TO THE DEAN	SCHOOL OF GENERAL STUDIES	FT	1,116
19990104	SREY	JENNIFER	G07	RECORDS ASSISTANT	ENROLMENT SERVICES	FT	17,144
19990108	JONES	MONICA	G04	OFFICE CLERK	HEALTH SERVICES	FT	14,161
19990118	STANISLAS	STEPHEN	G06	SECRETARY	SVCS. FOR DIS. STUDENTS	FT	1,116
19990201	FRAZZETTO	JOSIE	G10	BUDGET ASSISTANT	ENGINEERING & COMPUTER SC	FT	15,099
19990215	STEWART	HEATHER	G08	ASSISTANT , GOVERNMENT REPORTING	FINANCIAL AID & AWARDS	FT	13,860
19990215	SZYROKA	HELEN	G06	SECRETARY	POLITICAL SCIENCE	FT	16,852
19990301	POIRIER	ANDRE	G09	SENIOR PAYROLL ASSISTANT	HUMAN RESOURCES	FT	16,849
19990329	RAWLINGS	KATHRYN	G06	SECRETARY	POLITICAL SCIENCE	FT	14,955
19990520	DAIGNEAULT	SUZANNE	G07	SECRETARY	STUDENT ACCOUNTS	FT	14,259
19990601	LEE	ALEXANDER	G10	OFFICE TECHNOLOGIST ASSISTANT	FINANCIAL AID & AWARDS	FT	16,387
19990614	MORRIS	BEVERLEY-ANN	G10	ASSISTANT TO THE DEAN	DEAN OF STUDENTS	FT	15,166
19990628	DESLAURIERS	LYNE	G07	OFFICE ASSISTANT	ELECTRICAL & COMPUTER ENG	FT	16,223
19990705	MCALKEESE	KATHLEEN	G08	DEPARTMENT ASSISTANT	FINE ARTS	FT	16,149
19990719	LAURIN	JULIE	G09	ASSISTANT TO THE DIRECTOR	ENVIR. HEALTH & SAFETY	FT	13,323
19990726	DE GENNARO	FILOMENA	G08	ASSISTANT, GOVERN.&REPORTING	ENROLMENT SERVICES	FT	4,669
19990816	COSTELLO	CHERYL	G06	SERVICE ASSISTANT	ARTS & SCIENCE	FT	8,484
19990816	FADA	KAREN	G08	ASSISTANT, PROGRAM	PHD & MSC IN ADMIN.	FT	15,995
19990816	WALKER	DEBORAH	G08	PROGRAM ASSISTANT GRADUATE	BLDG., CIVIL & ENV. ENG.	FT	13,774
19990907	GENEREUX-BEAUDRY	SOPHIE	G08	ASSISTANT, DEPARTMENT	STUDIO ARTS	FT	15,897
19990927	KUIT	SHERI	G08	UNDERGRAD PROGRAM ASSISTANT	SOCIOLOGY & ANTHROPOLOGY	FT	15,666
19990927	PARRILLO	LISA	G07	SWITCHBOARD SERVICE COORDIN	I.I.T.S.	FT	15,799
19991006	VEGA DE MITROTTI	OLGA	G06	SERVICE ASSISTANT	HEALTH SERVICES	FT	15,638

19991013	PROVOST	TERRY	G06	ASSISTANT SERVICE	PSYCHOLOGY	FT	9,719	PROB
19991025	CAROSIELLI	DINA	G09	ASSISTANT SENIOR GRADUATE STUDIES	REGISTRAR	FT	15,660	
19991101	BAHULA	VIRGINIA	G08	ASSISTANT SENIOR RECORDS	REGISTRAR	FT	12,996	
19991108	WALD	CHARLENE	G08	PROGRAM ASSISTANT, GRADUATE	MECHANICAL ENGINEERING	FT	15,526	
19991129	GLEASON	DAMIAN	G10	SR WEB DEVEL. TECHN SUPPORT	STUDENT ACCOUNTS	FT	15,449	
20000101	TZANETAKOS	MARY	G09	ASSISTANT TO THE CHAIR	ENGINEERING & COMPUTER SC	FT	8,817	
20000214	SZEKELY	ELIZABETH	G09	ASSISTANT TO CHAIR	SOCIOLOGY & ANTHROPOLOGY	FT	15,032	
20000307	WIDGINGTON	CYNTHIA	G07	ASSISTANT, ADMISSIONS	ENROLMENT SERVICES	FT	14,470	
20000320	BESSE	JENNIFER	G06	GRAD STUDIES ASSISTANT	REGISTRAR	FT	14,924	
20000403	GIRARD	EVE	G08	GRADUATE PROGRAM ASSISTANT	COMMUNICATION STUDIES	FT	14,833	
20000403	SHILLINGFORD	SANDRA	G06	PROGRAM ASSISTANT	JOHN MOLSON SCH. OF BUS.	FT	14,854	
20000501	DYER	KIM	G07	ACCOUNTING CLERK PAYROLL/PAYABLES	FINANCIAL SERVICES	FT	14,588	
20000601	LEDUC	PATRICIA	G07	SECRETARY BUSINESS ADMIN.	CONTINUING EDUCATION	FT	14,504	
20000614	BLASI	ANGELA	G09	ADMINISTRATIVE ASSISTANT	COMMERCE & ADMINISTRATION	FT	14,469	
20000731	JAEN	CARLOS	G07	SECRETARY	CONTINUING EDUCATION	FT	14,189	
20000828	FEDERICI	MARIA	G09	ASSISTANT TO THE DIRECTOR	RESEARCH SERVICES	FT	14,035	
20000901	ZOHARI	PARISSA	G08	UNDERGRADUATE SECRETARY	MODERN LANGUAGES & LINGUISTICS	FT	13,909	
20000905	MALOFY	MARILYN	G06	RECEPTIONIST/SECRETARY	MODERN LANGUAGES & LINGUISTICS	FT	14,049	
20000906	HOROWITZ	NANCY	G08	UNDERGRAD PROGRAM ASSISTANT	PSYCHOLOGY	FT	13,892	
20001015	BRANCH	LEVONNIE	G05	SENIOR COPIER OPERATOR	DIGITAL STORE	FT	12,040	
20001015	CURRAN	NANCY	G10	EVENTS COORDINATOR	AUXILIARY SERVICES	FT	12,023	
20001015	PAGE	DEREK	G04	MAIL CLERK	MAIL SERVICES	FT	12,036	
20001015	SCRIBNER	SANDRA	G08	ACCOUNTING COORDINATOR	PRINTING SERVICES	FT	12,026	
20001106	MENDICINO	SILVANA	G07	DEPARTMENT SECRETARY	ACCOUNTANCY	FT	13,769	
20001120	SZTULMAN	DEBRA	G09	EMBA/AMBA PROJECT COORDINATOR	AVIATION MBA PROGRAM	FT	13,699	
20001204	ENCISO	NURIA	G09	ASSISTANT, UNDERGRAD & CO OP	ETUDES FRANCAISES	FT	13,577	
20001211	CARTMAN	SUSAN F.	G07	CLERK SR TRANSSCRIPT	ENROLMENT SERVICES	FT	13,601	
20010108	FENG	LI	G08	ASSISTANT, OFFICE OF THE DEAN	ENGINEERING & COMPUTER SC	FT	13,174	
20010201	GROSSMAN	SANDRA	G06	SERVICE ASSISTANT	HEALTH SERVICES	FT	13,279	
20010212	TABLAN	SHERYL	G08	ASSISTANT, GRADUATE PROGRAM	CIISE	FT	12,943	
20010226	CANALE	GUIDO	G07	ADMISSIONS ASSISTANT	ENROLMENT SERVICES	FT	13,118	
20010312	JAWORSKI	LOIS-ANN	G06	CLERK, A/P	BOOKSTORE	FT	12,733	
20010312	POIRIER	SABRINA	G08	ASSISTANT PROGRAM	MECHANICAL ENGINEERING	FT	13,069	

20010312	SIMARD	MARISA	G06	ASSISTANT SERVICE	REGISTRAR	PT	7,634
20010319	JIRKU	NANCIE	G08	STUDENT AFFAIRS ASSISTANT	FINE ARTS	FT	11,585
20010418	CIARAMELLA	MARIA	G08	SECRETARY, GRADUATE PROGRAM	CHEMISTRY & BIOCHEMISTRY	FT	12,950
20010423	ALMEIDA	EDITE	G07	DEPARTMENTAL SECRETARY	FINANCE	FT	12,859
20010502	FIORENTINO	ANGELO	G07	ADMISSIONS ASSISTANT	ENROLMENT SERVICES	FT	12,859
20010716	HENDERSON	JANET	G10	COORDINATOR,IP TELEPHONE SYST	I.I.T.S.	FT	12,218
20010717	GORDON	SEAN	G06	ASSISTANT SERVICE	ENROLMENT SERVICES	FT	4,833
20010730	RODNEY	MONICA	G07	ASSISTANT RECORDS	REGISTRAR	FT	12,439
20010813	BATTAGLINO	MARIA C.	G10	EXECUTIVE SECRETARY TO DEAN	ARTS & SCIENCE	FT	12,369
20010827	RIDDERS	WENDY	G07	ACCOUNTS PAYABLE CLERK	FINANCIAL SERVICES	FT	12,299
20010910	PATEL	KAUSHIKA	G07	ASSISTANT RECORDS	REGISTRAR	FT	12,089
20011105	CHEONG YOUNE	MARIE-ANNE	G09	ASSISTANT, DEPARTMENTAL	RESEARCH SERVICES	FT	10,199
20011105	WRIGHT	NADINE	G08	GRADUATE PROGRAM ASSISTANT	EDUCATION	FT	11,956
20011203	MONTESANO	ELIZABETH	G07	ASSISTANT, DEPARTMENTAL	CHEMISTRY & BIOCHEMISTRY	FT	8,729
20020109	GIRARD	BRIGITTE	G10	FINANCE OFFICER	FINANCIAL SERVICES	FT	13,363
20020114	BORELLO	MARIELA	G07	UNDERGRAD PROGRAM ASSISTANT	EDUCATION	FT	11,385
20020114	MASI	NADIA	G10	EXECUTIVE SECRETARY TO DEAN	ENGINEERING & COMPUTER SC	FT	11,599
20020121	FRANZO-WHITNELL	MANUELA	G08	UNDERGRAD PROGRAM ASSISTANT	MATHEMATICS & STATISTICS	FT	11,396
20020207	OZEK	ANASTASIA	G06	ASSISTANT,RECORDS GRAD STUDIES	ENROLMENT SERVICES	FT	11,326
20020207	THOM	BLOSSOM	G06	SECRETARY/RECEPTIONIST	OMBUDS OFFICE	FT	9,744
20020211	MOSQUERA	MARIA	G07	ASSISTANT, DEPARTMENT	FINANCIAL SERVICES	FT	11,389
20020225	CARTER	JENNIFER	G07	ADMISSION ASSISTANT	REGISTRAR	FT	11,320
20020301	DEXTRASE	COLLEEN	G05	OFFICE CLERK	REGISTRAR	FT	11,321
20020301	PIGAS	MARY	G06	ASSISTANT, SERVICE	REGISTRAR	FT	11,319
20020312	BROWN	BRIGITTE	G06	RECEPTIONIST/SECRETARY	ARTS & SCIENCE	FT	11,179
20020325	PARSONS	ALISON	G10	FINANCIAL OFFICER CAPITAL BUDG	FINANCIAL SERVICES	FT	11,249
20020325	POULIN ROY	YVONNE	G07	ACCOUNTS PAYABLE SPECIAL ACCOUNT	FINANCIAL SERVICES	FT	11,249
20020402	PIELA	ALISON	G07	ASSISTANT, GRADUATE ADMISSION	ENROLMENT SERVICES	FT	11,207
20020415	BAKER	DAVID	G06	SERVICE ASSISTANT	DEAN OF STUDENTS	FT	11,116
20020601	JONES	LORRAINE	G06	SERVICE ASSISTANT	HEALTH SERVICES	FT	3,841
20020603	FORTIN	LISA	G07	ADMISSIONS ASSISTANT	REGISTRAR	FT	10,969
20020603	MELO	ANA-MARIA	G06	SWITCHBOARD OPERATOR/RECEPTION	I.I.T.S.	FT	10,822
20020702	BRUYERE	SEBASTIEN	G08	SHIFT SUPERVISOR	SECURITY	FT	10,620

20020722	DUMAY	CHARDIN	G08	SHIFT SUPERVISOR	SECURITY	FT	10,680
20020731	DI RIENZO	ANTOINETTE	G08	ASSISTANT TO THE CHAIR	GENERAL STUDIES UNIT	FT	10,234
20020801	WILSON	PATRICIA	G06	DEPARTMENTAL SECRETARY	PSYCHOLOGY	FT	13,307
20020812	JORDAN	MICHAEL	G10	ASSISTANT TO ASSOC DEAN PROGRAMS	ARTS & SCIENCE	FT	10,482
20020819	DURANT	AYANNA	G09	ADMINISTRATIVE ASSISTANT MBA	MBA PROGRAMME	FT	10,391
20020909	TSE	SUSEY	G05	DOCUMENTION & SCANNING CLERK	ENROLMENT SERVICES	FT	10,339
20020930	BURNS	MARY	G06	SECRETARY-RECEPTIONIST	DEAN OF STUDENTS	FT	10,083
20021003	TAMBAKIS	NEKTARIA	G07	SECRETARY/RECEPTIONIST	JOHN MOLSON SCH. OF BUS.	FT	10,206
20021007	DAGENAIS	FANNY	G04	CLERK TRANSCRIPT	REGISTRAR	FT	10,244
20021007	WOOD	AMANDA	G06	SERVICE ASSISTANT	ENROLMENT SERVICES	FT	10,199
20021015	DRAKE	KRISTINA	G06	ASSISTANT DEPARTMENTAL	REGISTRAR	FT	10,199
20021021	WHITE	JOHN	G03	SACRISTAN, CHAPEL	MULTI-FAITH CHAPLAINCY	PT	6,087
20021028	BEAUDOIN	GUYLAINE	G09	ADMINISTRATIVE ASSISTANT	SECURITY	FT	10,116
20021202	D'ARIENZO	NADIA	G10	COORDINATOR ACADEMIC ADMIN	PROVOST & VP RESEARCH	FT	9,919
20021216	MARCHAND	CATHERINE	G04	RECEPTIONIST/SECRETARY	FACILITIES MANAGEMENT	FT	9,713
20021216	THAM	PATRICIA	G05	DOCUMENTATION & SCANNING CLERK	ENROLMENT SERVICES	FT	9,849
20030120	ROOT	TAMMY	G06	SERVICE ASSISTANT	HEALTH SERVICES	FT	8,239
20030120	STAMP	KARL	G06	ASSISTANT SERVICE	ENROLMENT SERVICES	FT	9,713
20030303	PATTON	JO-ANNE	G10	PENSION ASSISTANT	HUMAN RESOURCES	FT	9,541
20030324	SENECAL	RAMONA	G05	RECEPTIONIST/SECRETARY	UNDERGRADUATE PROGRAM	FT	9,289
20030428	VERELLI	MICHELINE	G07	SECRETARY TO CHAIR & TO ADMIN	PSYCHOLOGY	FT	9,044
20030505	FRIGAULT	MIREILLE	G06	SERVICE ASSISTANT	RESIDENCE ADMINISTRATION	FT	9,219
20030507	PINGEL	KELLY	G07	SECRETARY, GRAUDATE PROGRAM	BIOLOGY	FT	9,026
20030526	CLAYTON	CAROLINE	G10	ASSISTANT, BUDGET	ENGINEERING & COMPUTER SC	FT	9,086
20030526	O'DRISCOLL	STUART	G05	COPIER OPERATOR, SUPERCENTRE	DIGITAL STORE	FT	9,100
20030601	KHAN	VIDYA	G06	SECRETARY	SECURITY	FT	9,570
20030602	ARNOLD	ELIZABETH ANNE	G06	BOOKINGS ASSISTANT EQUIP DEPOT	I.I.T.S.	FT	8,656
20030602	JACOBO GUTIERREZ	VERONICA	G10	COORDINATOR ACADEMIC PROGRAMS	ENGINEERING & COMPUTER SC	FT	9,079
20030602	KENNY	ANNELIES	G08	ASSISTANT , GOVERNMENT REPORTING	ENROLMENT SERVICES	FT	9,086
20030616	BEAUSOLEIL	ROBERT	G07	DEPARTMENTAL ASSISTANT	AUXILIARY SERVICES	FT	8,950
20030616	BURRIDGE	MAE ANNE	G07	CLERK, GENRAL ACCOUNTS	STUDENT ACCOUNTS	FT	8,099
20030818	CHAPDELAINE	KEITH	G04	MAIL CLERK	MAIL SERVICES	FT	8,576
20030818	TAYLOR	LINDA	G06	SERVICE ASSISTANT	FINANCIAL AID & AWARDS	FT	8,659
20030818	TOURNAS	MELISSA	G06	DEP.RECEPTIONIST/SECRETARY	UNIVERSITY SECRETARIAT	FT	8,617

20030820	SANJUR	MARIE	G06	SECRETARY/RECEPTIONIST	EDUCATION	FT	8,589	
20030825	ROMANINI	SANDRA	G08	ASSISTANT ADMINISTRATIVE	ADVANCEMENT	FT	8,603	
20031117	SARAZIN-WADEY	THERESA	G09	COORDINATOR,ADMISSIONS GRAD	JOHN MOLSON SCH. OF BUS.	FT	21,392	
20031215	JOHANSEN	RICHARD	G06	DEPARTMENTAL ASSISTANT	ENROLMENT SERVICES	FT	8,309	
20040127	HOWE	FRANCES	G06	ASSISTANT SERVICE	ENROLMENT SERVICES	FT	7,494	
20040209	KAPADIA	YAZDI	G04	CLERK,BOOK INFO/SHIPPER-RECEIV	BOOKSTORE	FT	7,749	
20040308	PROULX	TANYA	G06	SECRETARY/RECEPTIONIST	PHILOSOPHY	PT	4,866	
20040413	GULLO	ROSA	G08	DEPARTMENT ASSISTANT	ENVIR. HEALTH & SAFETY	FT	7,469	
20040419	WAHBA	MIREILLE	G07	ASSISTANT, OFFICE	CIISE	FT	7,399	
20040503	CARBONI	ASSUNTA	G04	RECEPTIONIST	COUNSELLING & DEVELOPMENT	FT	7,262	
20040503	PERNATOZZI	LILIA	G07	ASSISTANT OFFICE	ENGINEERING & COMPUTER SC	FT	7,399	
20040607	STARKEY	NEIL	G10	EXPEDITOR	PURCHASING SERVICES	FT	7,189	
20040726	DAWSON	JULIE	G06	ASSISTANT SERVICE	ENROLMENT SERVICES	PT	4,097	
20040726	MCLAUGHLIN	ANN	G05	LIBRARY TECH/RECEPTIONIST	COUNSELLING & DEVELOPMENT	FT	6,979	
20040726	PARK	JIEHYUN NICKY	G08	DEPARTMENT ASSISTANT	CINEMA	FT	6,850	
20040816	KHAN	DILSHAD	G09	DATA/WEB MAINTENANCE ASSISTANT	COUNSELLING & DEVELOPMENT	FT	6,874	
20040902	ANDERSON	MICHELE	G06	BENEFITS CLERK	HUMAN RESOURCES	FT	5,773	
20040906	NG	KENNY	G08	SENIOR RETAIL SPECIALIST	BOOKSTORE	FT	6,720	
20041025	SEEMANGAL	KHAMEIL	G08	ASSISTANT, GIFT PROCESSING	ENGINEERING & COMPUTER SC	FT	6,524	
20041108	TOW	VICKI	G05	DOCUMENTATION & SCANNING CLERK	ENROLMENT SERVICES	FT	6,405	
20041129	WILLIAMSON	LISA	G06	CLERK, BOOK RECORDS & ACCOUNTS	BOOKSTORE	FT	6,356	
20050221	SMITH	COLLEEN	G07	ASSISTANT, RECORDS	REGISTRAR	FT	5,929	
20050301	DI FRUSCIA	CONCETTA	G06	SECRETARY	THEOLOGICAL STUDIES	FT	5,887	
20050530	THYKOOTATHIL	JUDY	G07	DEPARTMENTAL ASSISTANT	APPLIED HUMAN SCIENCES	FT	4,782	
20050602	AN	LINDA	G08	DEPARTMENT ASSISTANT	STUDENT ACCOUNTS	FT	5,348	
20050623	MELO	DAVID	G10	OFFICER FINANCIAL	FINANCIAL SERVICES	FT	5,299	TRANSFER OUT
20050808	LANGLOIS	DJIMY	G07	SECRETARY/RECEPTIONIST	HUMAN RESOURCES	FT	5,054	
20050817	ELKESLASSI	ROSETTE	G10	ADMINISTRATIVE ASSISTANT	ART GALLERY	FT	5,019	
20050912	LAVALLEE	CAROLE	G07	CLERK,DELINQUENT ACC.COLL	STUDENT ACCOUNTS	FT	4,879	
20051024	MENNELLA	VALENTINA	G09	ASSISTANT, ADMIN. PROJECT	FACILITIES MANAGEMENT	FT	4,704	
20051031	GREENBERG	SANDY	G06	SERVICE ASSISTANT	HEALTH SERVICES	FT	4,585	
20051031	ST. JOHN	JOY	G08	PROGRAM ASSISTANT	GEOGRAPHY	FT	4,673	
20051107	FONTAINE	BENOIT	G06	SERVICE ASSISTANT	INT'L STUDENTS OFFICE	FT	4,603	

20051212	CHOW	WAI YEE	G08	ASSISTANT,PROGRAM	COMPUTER SCIENCE	FT	3,972	
20051223	FEATHERMAN	LEE	G04	CLERK TELEPHONE& EMAIL SERV	REGISTRAR	FT	4,389	
20051223	PAYAN	JOYCE	G04	CLERK TELEPHONE & EMAIL SERV	REGISTRAR	FT	4,390	
20060109	PIVETTA	SONIA	G09	ASSISTANT BUDGET	UNIVERSITY COMMUNICATIONS	FT	4,326	
20060116	PETROZZA	ANTONIO	G07	SECRETARY	CONTINUING EDUCATION	FT	4,249	
20060130	MARCOUX	DIANE	G06	SECRETARY, DEPARTMENTAL	APPLIED HUMAN SCIENCES	PT	2,628	
20060220	XIA	BIN (SABINE)	G10	ASS'T TO VICE-PROVOST,INT.REL.	PROVOST & VR RESEARCH	FT	4,042	
20060301	DYER	KESTER	G10	ASSISTANT TO THE DIRECTOR	IRISH STUDIES	FT	3,934	
20060301	ERKIC	MICHEL	G07	BANK DEPOSITS CLERK	STUDENT ACCOUNTS	FT	4,060	
20060320	JANNATPOUR	MOHAMMAD	G05	CLERK, DOCUMENTATION&SCANNING	ENROLMENT SERVICES	FT	3,913	
20060327	LEE	KARRWRIGHT	G05	CLERK, MERCHANDISING	BOOKSTORE	FT	3,934	
20060327	SAUVE	TRACEY	G04	CLERK TRANSCRIPT	ENROLMENT SERVICES	FT	3,938	
20060403	DI PAOLA	DANIELA	G11	BUYER	PURCHASING SERVICES	FT	3,899	
20060403	MORRISSEY	GAIL	G08	ASSISTANT OFFICE OF THE DEAN	ENGINEERING & COMPUTER SC	FT	3,829	
20060417	WILLOTT	ADRIENNE	G07	ADMISSIONS ASSISTANT	ENROLMENT SERVICES	FT	3,829	
20060501	SARI	MONIKA	G09	TREASURY OFFICER	ADVANCEMENT	FT	3,759	
20060522	DRAPEAU	JENNY	G06	SERVICE ASSISTANT	ENROLMENT SERVICES	FT	3,588	TRANSFER OUT
20060601	BAART	SHELLEY	G06	BOOKING COORDINATOR IITS	I.I.T.S.	FT	3,129	
20060612	MAHER	BELINDA	G07	CLERK,CASH FLOATS&MISC.REV.DEP	CONTINUING EDUCATION	FT	3,479	
20060801	DICKERMAN	MELISSA	G06	RECEPTIONIST	ETUDES FRANCAISES	FT	3,297	
20060807	SAUNDERS	JAMES	G06	ASSISTANT SERVICE	ENROLMENT SERVICES	FT	3,269	
20060828	MCFARLANE	PATRICIA	G05	RECEPTIONIST/SECRETARY	POLITICAL SCIENCE	FT	3,062	
20060901	LI	XIAO	G09	BUDGET ASSISTANT	UNIVERSITY ADVANCEMENT	FT	2,993	
20060905	ZIANI	EL MAHDI	G08	SHIFT SUPERVISOR	SECURITY	FT	3,150	
20060918	CHARLES	NATALIE	G05	BUDGET CLERK	FACILITIES MANAGEMENT	FT	3,059	
20061006	ALVES	PETRA	G10	CONFERENCE COORDINATOR	AUXILIARY SERVICES	FT	2,639	
20061018	JIAO	JIAN	G08	ASSISTANT, GIFT PROCESSING	ADVANCEMENT	FT	2,856	
20061030	ALTMAN	CHARLES	G09	OFFICE TECHNOLOGY ASSISTANT	ADVOCACY & SUPPORT SVCS	FT	2,849	
20061106	LAMBERT	DELFINE	G06	SECRETARY	INT'L STUDENTS OFFICE	FT	2,709	
20061106	MULLINS	ERIN	G08	ADMINISTRATIVE ASSISTANT	ADVANCEMENT	FT	2,713	TRANSFER OUT
20061211	DURRANT	CHRISTINE	G06	ASSISTANT SERVICE	REGISTRAR	PT	1,578	
20070103	BINSLEY	RHONDA	G08	OFFICE ASSISTANT	ARTS & SCIENCE	FT	2,520	
20070103	PIPER	STEPHANIE	G06	DEPARTMENT RECEPTIONIST/CLERICAL ASST.	ENVR. HEALTH & SAFETY	FT	2,499	

20070115	AMBROZIAK	VICTORIA	G07	ASSISTANT ADMINISTRATIVE	ADVANCEMENT	FT	2,464	
20070201	FISHER	TRACEY	G06	RECEPTIONIST/SECRETARY	MULTI-FAITH CHAPLAINCY	FT	2,359	
20070226	HADIDA	REBECCA	G07	ASSISTANT ADMINISTRATIVE	ADVANCEMENT	FT	2,254	
20070410	CASTIGLIONE	ELENA	G06	SERVICE ASSISTANT	COUNSELLING & DEVELOPMENT	FT	2,023	
20070410	CASTILLO	IRINA	G07	ADMINISTRATIVE ASSISTANT	JOHN MOLSON SCH. OF BUS.	FT	1,957	
20070411	BLASE	AMANDA	G06	SERVICE ASSISTANT	ENROLMENT SERVICES	PT	1,189	
20070416	ZREIK	RAJI	G08	RECORDS MANAGEMENT ASSISTANT	ADVANCEMENT	FT	1,992	TRANSFER OUT
20070423	FILYON	JOSY	G11A	BUYER	PURCHASING SERVICES	FT	1,988	
20070425	MULLINS	KELLY	G08	RECORDS MANAGEMENT ASSISTANT	ADVANCEMENT	FT	1,953	
20070522	BENYAKHLEF	LAYLA	G08	RECORDS MANAGEMENT ASSISTANT	ADVANCEMENT	FT	1,841	
20070522	KIM	BO-KYUNG	G08	RECORDS MANAGEMENT ASSISTANT	ADVANCEMENT	FT	1,841	
20070601	BOYER	LUDMILLA	G08	ADMINISTRATIVE ASSISTANT	INSTITUTIONAL PLANNING	FT	1,789	
20070601	MOHAMMADI-AGHDAMI	ELNAZ	G08	PROGRAM ASSISTANT	ENGINEERING & COMPUTER SC	FT	1,750	
20070703	CHIRIAC	MONICA	G09	ASSISTANT TO THE DIRECTOR	JOHN MOLSON SCH. OF BUS.	FT	1,564	
20070716	RANKIN	SAMANTHA	G06	SERVICE ASSISTANT	FINANCIAL AID & AWARDS	FT	1,571	
20070813	MARCINIAK	MARY	G06	SECRETARY/RECEPTIONIST	PSYCHOLOGY	FT	1,431	
20070820	HARRISON	DIANE	G09	GIFT STEWARDSHIP COORDINATOR	ADVANCEMENT	FT	1,396	
20070821	GROSTERN	MICHELLE	G08	ADMINISTRATIVE ASSISTANT	ADVANCEMENT	FT	829	
20071015	ST-ONGE	JENNIFER	G06	ASSISTANT SERVICE	REGISTRAR	PT	656	
20071022	PILON	ISABELLE	G07	ASSISTANT EVENT REGISTRATION	ADVANCEMENT	FT	1,050	
20071103	COTE	ERIC	G08	ASSISTANT TO INFO AND DOCUMENT	RECTOR'S OFFICE	FT	1,011	
20071105	RANOARIVONY	NORO	G09	ASSISTANT, ADMINISTRATIVE	TRANSLATION SERVICES	FT	1,011	
20071112	GONIOTAKIS	CATHERINE	G06	ASSISTANT, SERVICE CENTER	FACILITIES MANAGEMENT	FT	906	
20071126	BUTLER	BERYL	G06	FINANCIAL AID CLERK	FINANCIAL AID & AWARDS	FT	836	
20071126	ZARRABIAN	SITA	G10	ASSISTANT, BUDGET	ARTS & SCIENCE	FT	906	
20071210	MALABA	CHRISTABELL	G07	SECRETARY	DECISION SCIENCES AND MIS	FT	700	
20080103	MOORE	SANDRA	G06	SERVICE ASSISTANT	ARTS & SCIENCE	FT	710	
20080107	BOWERS	MICHAEL	G05	DOCUMENTION & SCANNING CLERK	ENROLMENT SERVICES	FT	630	
20080108	HERNANDEZ	AMY	G07	SECRETARY/RECEPTIONIST ADV&ALM	ADVANCEMENT	FT	630	
20080121	DONALDSON	GEOFF	G08	RECORDS MANAGEMENT ASSISTANT	ADVANCEMENT	PT	630	
20080121	NITA	STEFANA	G05	RECEPTIONIST/OFFICE CLERK	COUNSELLING & DEVELOPMENT	FT	630	
20080218	BYER	SASHA	G06	EVENING RECEPTIONIST	CONTINUING EDUCATION	PT	430	
20080218	CHRISTENSEN	AMANDA	G05	DATA ENTRY CLERK	FINANCIAL SERVICES	FT	420	

20080218	WOYWOD-PAGE	SANDRA	G08	ASSISTANT PROGRAM	CLASSICS/MOD. LANG & LING	FT	420
20080409	RACK	BARBARA	G05	CUSTOMER SERV. REPRESENTATIVE	DIGITAL STORE	FT	0
20080519	STEFANOV	ANGUL NEYKOV	G07	REPRESENTATIVE, SALES	BOOKSTORE	FT	39

APPENDIX "F"

CERTIFICATE OF ACCREDITATION

BUREAU DU COMMISSAIRE
GÉNÉRAL DU TRAVAIL

DOSSIER: AM9011S078
AM9007S070
AM8712S333
AM8711S746
AM8711S747
CAS: CM9011S239

Montréal, le 11 juin 1991.

PRÉSIDENT:

LE COMMISSAIRE GÉNÉRAL DU TRAVAIL

J. Marcel LORRAIN

SYNDICAT DES EMPLOYE-E-S DE SOUTIEN DE L'UNIVERSITE
CONCORDIA (CSN)
CONCORDIA UNIVERSITY SUPPORT STAFF UNION (CSN)
1601, rue Delorimier, Montréal, Québec

-et-

SYNDICAT DES EMPLOYE-E-S PROFESSIONNELS-LE-S DE
L'UNIVERSITE CONCORDIA (CSN) CONCORDIA UNIVERSITY
PROFESSIONAL EMPLOYEES' UNION (CSN)
1601, rue Delorimier, Montréal, Québec

INTERVENANT DE PREMIÈRE PART

-et-

SYNDICAT CANADIEN DES OFFICIERS DE MARINE MARCHANDE
S.M.A.N.
AFL-CIO CLC-FTQ
9670, rue Notre-Dame est, Montréal, Québec

INTERVENANT DE DEUXIÈME PART

-et-

VANIER LIBRARY ASSOCIATION OF NON-PROFESSIONAL
EMPLOYEES
5275, West Broadway, Montréal, Québec

INTERVENANT DE TROISIÈME PART

-et-

NATIONAL UNION OF SIR GEORGE WILLIAMS UNIVERSITY'S
EMPLOYEES (CNTU)
1601, rue Delorimier, Montréal, Québec

INTERVENANT DE QUATRIÈME PART

-et-

CONCORDIA UNIVERSITY UNION OF SUPPORT STAFF TECHNICAL
SECTOR (CSN)
1601, rue Delorimier, Montréal, Québec

INTERVENANT DE CINQUIÈME PART

-et-

CONCORDIA UNIVERSITY
1455, boul. de Maisonneuve ouest
Montréal, Québec

INTIMÉE

PROCUREURE DU REQUERANT:

Mme Monique Lauzière

PROCUREUR DE L'INTERVENANT DE PREMIERE PART:

Me Giovanni Mancini

PROCUREUR DE L'INTERVENANT DE DEUXIEME PART:

Me Paul Dion

PROCUREUR DE L'INTERVENANT DE QUATRIEME PART:

Me Hélène Del Vecchio

PROCUREUR DE L'INTERVENANT DE CINQUIEME PART:

Me Hélène Del Vecchio

PROCUREUR DE L'INTIMEE:

Me Richard A. Beaulieu

DÉCISION

En date du 22 novembre 1990, le syndicat requérant déposait au Bureau du commissaire général du travail une requête en accréditation visant un groupe de salariés de l'intimée.

Assigné à ce dossier le 21 mars 1991, le soussigné convoquait les parties à une audition qui devait être tenue à Montréal le 6 mai 1991 et remise, de consentement, au 29 mai 1991.

Or, lors de l'audition du 29 mai 1991, les intervenants qui avaient formulé des objections à la présente requête ont retiré cette opposition. De plus, le syndicat requérant et l'Université intimée se sont entendus sur la description de l'unité appropriée se réservant toutefois des droits sur un groupe imposant de salariés de façon à ce qu'un commissaire du travail détermine le statut de ces salariés.

Tout en réservant les droits des parties sur l'administration d'une preuve relative au statut des salariés dont les noms apparaissent au dossier, le soussigné réalise que, quelle que soit l'issue des décisions sur le statut de ces salariés, le syndicat requérant était majoritaire à la date du dépôt de sa requête.

Il y a donc lieu dans les circonstances d'accréditer le syndicat requérant tout en réservant le droit des parties à administrer la preuve pertinente quant au statut des salariés dont les postes sont litigieux, liste qui apparaît au dossier.

VU la requête du 22 novembre 1990;

VU l'accord du requérant et de l'intimée sur la description de l'unité appropriée;

VU que les intervenants ont retiré toute opposition dans les présentes instances sauf pour ce qui a trait au statut de certains salariés dont les noms apparaissent au dossier;

VU les dispositions du Code du travail;

après étude du dossier, de la preuve et d'avoir sur le tout délibéré;

POUR CES MOTIFS, LE SOUSSIGNÉ

1- RÉSERVE le droit des parties quant à l'administration d'une preuve relative au statut des personnes dont les noms apparaissent au dossier, liste sur laquelle les parties se sont entendues.

2- ACCRÉDITE LE SYNDICAT DES EMPLOYÉ-E-S DE SOUTIEN DE L'UNIVERSITÉ CONCORDIA (CSN)
CONCORDIA UNIVERSITY SUPPORT STAFF UNION (CSN)
pour représenter:

"Toutes les employées et tous les employés de soutien, salarié-es au sens du Code du travail dont le salaire émerge au budget de fonctionnement de l'Université à l'exclusion de:

- celles et ceux déjà assujettis à une autre unité d'accréditation;

- celles et ceux exerçant des fonctions de professionnel-les;
- celles et ceux des auxiliaires d'enseignement comprenant les démonstrateurs, les surveillants d'examens, les moniteurs, les correcteurs;
- celles et ceux sous octroi de subvention;
- celles et ceux rémunérés selon des feuilles de temps;
- les professeur-e-s, les étudiant-e-s et les stagiaires;
- celles et ceux des assistants des résidences;
- celles et ceux occupant un emploi à caractère temporaire, surnuméraire ou occasionnel, emploi n'excédant pas six (6) mois consécutifs;
- celles et ceux sous contrat pour une période n'excédant pas six (6) mois consécutifs;
- la secrétaire du recteur, du vice-recteur académique, du vice-recteur relations institutionnelles et finance, du vice-recteur services, du secrétaire-général, du directeur des ressources humaines, du vice-recteur associé relations institutionnelles et finance, du vice-recteur associé services, du conseiller juridique, du gérant des services d'emploi, du gérant des relations de travail et l'assistant des relations de travail."

DE

CONCORDIA UNIVERSITY
 1455, boul. de Maisonneuve ouest
 Montréal, Québec
 H3G 1M8

Établissements visés:

Tous les établissements de l'employeur.

ML/sg

Signature

J. Marcel LORRAIN
 Commissaire du travail

APPENDIX G PUBLICATION AND TRANSLATION OF THE COLLECTIVE AGREEMENT

The University will remit 650 bilingual copies of the collective agreement within 1 month following its signature. This 1-month period excludes any delays independent of the will of the representatives of the University.

The Union may request additional copies.

APPENDIX "H" EMPLOYMENT EQUITY

The University is committed to employment equity and to act upon the problem of under-representation of women, aboriginal peoples, visible minorities and persons with disabilities.

The University is also committed to a working environment which is free of systemic discrimination and in which the values of equity, non-discrimination and diversity are fostered and promoted.

It is the goal of the University to achieve a workforce which represents and reflects the many groups in our society. To achieve this, the Human Resources department and the Union will take a proactive approach to the formulation of policies, programmes and goals that support the recruitment, selection, promotion and retention of the under-represented groups and employees.

APPENDIX "I" DEFERRED SALARY LEAVE

(Sample of the contract)

CONTRACT UNDER THE DEFERRED SALARY LEAVE PLAN

1. DEFINITIONS

- 1.01 **Deferral period:** a maximum period of four (4) consecutive years during which an eligible employee participates in the plan without being on leave.
- 1.02 **Deferred salary:** the percentage of the annual earnings that a participating employee, in agreement with the University, has agreed to save during each year of the deferral period.
- 1.03 **DSLPL:** deferred salary leave plan, including any changes, amendments and modifications hereof in accordance thereto.
- 1.04 **Earnings:** the gross annual salary received from the University by a participating employee in a plan year before any deduction (income tax, unemployment insurance, pension plan and fringe benefits).
- 1.05 **Eligible employee:** any employee who is covered by the provisions of the present collective agreement.
- 1.06 **Fund:** a trust fund established pursuant to a trust agreement with the Trustee, into which the deferred portion of the salary is paid by the University and from which payments are made to participating employees in accordance with the terms of the DSLPL.
- 1.07 **Leave:** the plan year following the deferral period, during which a participating employee is on a leave of absence authorized by the University.
- 1.08 **Participating Employee:** eligible employee whose request for participation in the DSLPL has been accepted.
- 1.09 **Participating year or plan year:** a twelve-month period

- 1.10 **Trustee:** the Royal Trust or another trust company incorporated under the laws of Canada or a province.

In the present contract, the singular can include the plural and vice-versa.

2. DEFERRED SALARY

- 2.01 During each plan year prior to the leave, the University will deduct the deferred salary from the participating employee's earnings and entrust such amount with the trustee responsible for the fund. These deductions are spread over the entire deferral period, and are prorated on the earnings periodically paid to the participant. The deferred salary cannot exceed 33 1/3 % of earnings. The product of the deferral period multiplied by the percentage of deduction cannot exceed 100%.
- 2.02 The trustee will establish and maintain on its books for the fund a separate account for each participant. He will hold and invest the deferred salary received in accordance with the provisions of the trust agreement. Investments will be made in the trustee's (type of investment) and will bear interest at the applicable rate for such an account.
- 2.03 Prior to the end of each calendar year, the trustee will pay to each participating employee, the interest earned on the aggregate amount of deferred salary which it holds in the fund in her/his name.
- 2.04 The Trustee will provide to each participating employee an annual statement showing the aggregate of deferred salary held in trust in the employee's account, interest earned, and payments made from the account.

3. INCOME TAX

- 3.01 The Employer will make the required deductions from a participating employee's earnings during the deferral period, calculated on the earnings for the applicable calendar year less the deferred salary for that year.
- 3.02 During the leave, monies paid to a participating employee will be taxable and subject to the required deductions as if such amounts formed part of her/his revenue for that calendar year.

4. WITHDRAWAL

- 4.01 A participating employee who, during her participation in the DSLP:
- a) ceases to be employed by the University;
 - b) is not working because of an extended maternity leave, a work accident, a long-term

disability leave or other authorized leave;

c) retires or dies,

is deemed to no longer belong to the DSLP effective on the cessation of employment, leave, retirement or death.

4.02 Participating employees may withdraw from the DSLP at any time during the deferral period upon one (1) month's prior written notice to the University.

4.03 Upon withdrawal, according to 4.01 or 4.02, the participating employee, or her estate, will receive the aggregate deferred salary, plus accumulated interest, if any, in her account in the trust fund within thirty (30) days of the withdrawal or reception of the notice of withdrawal, whichever is the case. Any such sum is subject to the required deductions.

5. POSTPONEMENT OF A LEAVE

5.01 Due to necessity, the University may require that a participating employee entitled to leave defer the leave from the agreed date. The University will so notify the employee in writing at least six (6) months prior to the leave, stating the reasons for its request. The University cannot request that a participant postpone her leave without a valid reason. It must also reimburse the employee any non-refundable deposit that she made towards enrolment in an education institution. For this purpose, the participant will provide the University with the official receipts from the institution to support her claim.

5.02 A participating employee may request that the University defer her deferred salary leave. The request must reach the University at least six (6) months prior to the date of the start of the leave. The University may accept requests with shorter notice at its discretion.

5.03 In the case of maternity leave during the deferred salary leave, participation in the plan is suspended for a maximum of twenty (20) weeks.

DEFERRED SALARY LEAVE PLAN

CONTRACT BETWEEN

CONCORDIA UNIVERSITY
(herein referred to as "the University")

and

Family name _____

Surname _____
(herein referred to as "the employee")

DURATION OF THE CONTRACT

A. The present contract will come into force on _____ and
expires on _____

B. The length the leave is _____,
namely, from _____ to _____

SALARY

C. During each of the years of the contract, the employee will
receive _____% of her/his salary.

IN WITNESS THEREOF, the Parties signed, in Montreal, province of Quebec,
on the _____ of the month of _____, 20____.

Concordia University

Employee

APPENDIX "J" TIME SHARING COMMITTEE

The parties agree to form a committee whose mandate will be to examine job-sharing programs and produce recommendations for a program which would be applicable to the employees covered by the present collective agreement.

The Union and the University will each name two (2) representatives to sit on this committee

The parties agree that all meetings of this committee will be held during normal working hours and without loss of pay for the Union representatives.

APPENDIX K INFORMATION TO BE SENT TO THE UNION

The parties agree that the following does not amend the provisions of the collective agreement and is included solely for reference purposes.

1. The following articles provide for information to be transmitted to the Union at each **pay period**:
7.01 (Notice of termination)

2. The following articles provide for information to be transmitted to the Union **each month**:
8.08 a)

3. The following articles provide for information to be transmitted to the Union **every three months** (November, February, May and August) :

7.06
13.04 a), b), c)

4. The following articles provide for information to be transmitted to the Union **every six months** (November and May):

11.05 a)

5. The following articles provide for information to be transmitted to the Union **upon request**
7.03
7.04
7.05
14.02 a)
15.01
15.02 a), b)

6. The following articles provide for information to be transmitted simultaneously to **an employee and the Union**
13.08
15.04 f)
15.05 i)
19.01
21.03 b)
26.09 e) et g)
38.04 a)
38.05 c)
38.06 a)

7. The following articles provide for information to be transmitted to the Union in accordance with

the terms specified in the collective agreement:

14.02
15.01
15.02
16.03
21.03 a)
21.04
22.08
22.10 e)
28.18
28.27
30.10
38.04 b)
39.01

LETTER OF AGREEMENT # 1 Use of computing facilities

The parties agree to the following concerning the use of Concordia Computing Facilities by the Concordia University Support Staff Union (CSN)

1. The University agrees to provide the Union, at the Union's cost, with a connection to the Concordia Computing Facilities as well as with one electronic mail account for the exclusive use of the Union.
2. The connection shall be made in accordance with the University's specifications.
3. The University makes no warranty, expressed or implied regarding the resources and facilities provided or their fitness for any particular purpose.
4. The Union shall be responsible for the conduct of its members in using the electronic mail account.
5. In order to protect the integrity of the facilities against accidents, failures or improper use, the University reserves the right to limit, restrict or terminate the access of any user to these facilities, or the access of any host or equipment to the network and to inspect, copy, remove or otherwise alter any data, file, or system resources.
6. Use of the Concordia Computing Facilities by the Union shall be in accordance with the policy on Computing Facilities.

The parties agree to the following:

- 1) This Agreement modifies the application of clause 15.04. It refers to situations where a candidate for a position may not meet the educational requirements described in the job posting;
- 2) Permanent employees may apply and be considered for positions requiring academic credentials superior to the ones they hold provided they are within two (2) years (full-time) of fulfilling the educational requirements for the specific diploma or attestation. The University will continue to recognize nine (9) completed university credits as equivalent to an attestation of collegial studies (ACS), eighteen (18) completed university credits as a two-year diploma of collegial studies (General-DEC) and twenty-seven (27) completed university credits as a three-year diploma of collegial studies (Professional-DEC);
- 3) If the employee obtains the position, the appointment will be conditional on the employee successfully completing the following courses within a five (5)-year period:

Three (3) courses, of up to one-hundred thirty-five (135) hours related to the responsibilities of the position as determined by the employee, the supervisor and Human Resources.

If the employee has the equivalent of any of these courses, as determined by Human Resources, then she will not need to take these particular courses.
- 4) Upon appointment, the employee and the Union will sign an agreement that confirms the conditional nature of the appointment and provides, should the conditions not be fulfilled, for a reduction in one (1) salary step for each course not successfully completed. As well, an employee who benefits from this agreement must complete the three (3) courses before being able to apply for another position in accordance with article 15 whereby she would need to benefit once again from this agreement;
- 5) Notwithstanding paragraph 2 of this agreement, an employee with employment security whose position is abolished will be deemed to hold the normal educational level of any vacant position in the same job class;
- 6) An employee applying for a position at the same job class as their current position will be deemed to have the normal educational requirements for that job class;
- 7) Requirements for language and computer proficiency levels, as well as specialized training or the educational requirements specifically for legal and medical secretaries and security agents are not governed by this agreement;
- 8) The University will provide liberation time without loss of pay to the employee to attend these courses and will assume the full cost of the courses;

- 9) Employees eligible under this agreement can, in anticipation of applying for a position within bargaining unit, obtain liberation time without loss of pay to attend courses as required by said position. The employee will not be denied time off to participate in the courses selected under paragraph 3 of the present Agreement;
- 10) Any diploma, certificate, or degree such as those obtained prior to the establishments of CEGEPS in Québec (1967), non-credit courses in professional schools, professional diplomas, or degrees obtained outside Québec or Canada will continue to be examined by Human Resources and be evaluated for educational equivalencies;
- 11) This agreement will also apply to permanent employees who, as a result of a job re-evaluation, have the job class of their position modified but do not meet the educational requirements associated with the new job class;
- 12) In such cases of job re-evaluation, the employee and the Union will receive notification of the new job class in writing;
- 13) The notification will state that, as the result of the job re-evaluation, the employee will have to comply with paragraph 3) above.

LETTER OF AGREEMENT # 3 Application of clause 9.08

The Parties agree to the following procedure in application of clause 9.08:

Following receipt of the notice stipulated in clause 9.08 b), should the immediate supervisor consider that the absence of the union representative may cause a serious prejudice to the normal operations of the department, she or he shall so advise the Union in writing, with copy to the Human Resources Department, and the Parties shall meet within seven (7) working days following receipt of the notice in view of finding a solution to the problem. Such solution shall take into account the Union representative's obligations towards their members and the operational needs of the University:

The solution may include, amongst others:

- A reduction or modification of the hours of leave
- A postponement to date agreed upon by the Parties
- A postponement of the work required by the Department, in order to accommodate the union leave
- Replacement of the union representative as agreed upon between the Parties
- Any other solution the Parties may find appropriate in these circumstances to meet the needs and obligations of both Parties
-
- Failing agreement on a common solution, the University will decide whether or not to grant union leave. Leave shall not be denied without valid and serious motive. The University's decision is sent to the Union, in writing, within seven (7) days of the meeting.
-
- Should a problem arise in the search of a solution, the Parties shall consider the following factors:
 1. , Any union leave represents a constraint for the department concerned. Such a constraint must be accommodated, unless it creates undue hardship for the University by, for example, causing the cancelation of an event or an examination.
 2. The University may not systematically deny requests for union leave for the sole reason that an employee is always indispensable to the operation of the department
 3. Health and safety considerations must be taken into account by the Parties
 4. The practice established in the department in regards to union leave prior to February 27, 2006

Are exempt from the procedure described above:

1. The following requests for union leave may not be denied by the University :
 - Request from a union representative to prepare a hearing, to testify or to represent the Union at any hearing before an administrative tribunal (except for an arbitration hearing as provided in article 10).
 - Request for an event external to the University for which the Union does not control the agenda, such as convention, conference or union training sessions. In such cases, the Union shall notify the University fifteen (15) working days in advance (for a maximum of 4 employees for a convention or a conference and a maximum of 6 employees for a union training session, including the president where applicable)

- Request for union leave for the president of the Union or, as the case may be, her or his replacement.
 - Request for leave for a union representative called when the right to refuse work under the terms of the Loi sur la santé et la sécurité au travail (LSST) is exercised.
 - Request for leave of the negotiation committee during the negotiation period on the basis of 1 day preparation for 1 day's meeting with the University.
2. The following requests for union leave may not be denied by the University, but the date is subject to agreement.
- Leave for members of the executive committee, on a monthly basis (1 day or 2 half-days per month).
 - Leave for members of the Union Council or their substitutes on a monthly basis (1 day or 2 half days per month)
 - Leave to accompany an employee at a meeting with a representative of the Employer in the situations stipulated in the collective agreement;
 - Leave for members of the negotiation committee in order to prepare texts as provided in clause 9.02 .

Analysis of the Parties' experience in applying this letter of agreement:

Should a problem occur in applying this Agreement, either party may refer the application of this Letter of Agreement for discussion at the Labour Relations Committee.

The Parties agree to the following:

1. The Parties will meet to update article 28 relative to parental leave by adapting it, where necessary, to the provisions of the Quebec Parental Insurance Plan, while integrating the pertinent provisions of Letter of Agreement #6.
2. The Parties will meet to establish a procedure to handle psychological harassment complaints.
3. Considering the will of the Parties to develop a common approach to parental leaves as well as the treatment of psychological harassment complaints, the work of this ad-hoc committee will be carried out jointly with representatives of the three CSN support staff unions.

In regards to the CUSSU delegation (maximum of 2 representatives), the committee will conform to the provisions set out for the union bargaining committee (clause 9.02). It is therefore agreed that meeting and preparation time is without loss of pay and is not deducted from the bank of hours provided in clause 9.08.

Any party may request the presence of an external advisor at their meetings.

4. The modifications agreed upon by the Parties will be integrated into the respective collective agreements in effect on the date of signature of the letters of agreement. Failing agreement, articles 6 and 28 will remain unchanged.
5. The parties agree to work diligently in view of finalizing this exercise within three (3) months of the signing of the collective agreement

LETTER OF AGREEMENT # 5 Working committee on seniority and service

Following the signature of the collective agreement, the Parties shall form a joint working committee whose mandate will be to search for solutions to problems described below;

This committee shall be formed of at most three (3) representatives of each party, given that each party may, if it so wishes, invite an external advisor.

The parties agree to work diligently in view of finalizing this exercise within three (3) months of the signing of the collective agreement.

The committee will conform to the provisions set out for the union bargaining committee (clause 9.02). It is therefore agreed that meeting and preparation time is without loss of pay and is not deducted from the bank of hours provided in clause 9.08.

Topics to be discussed by the committee

The calculation of seniority and the clarification of the term "service". Uniform application of these terms throughout the collective agreement.

The reference documents on which the work of the committee will be based are documents S-12, P-15, P-25, P37, and P-39, as well as any document deemed pertinent by the parties.

The eventual modifications agreed upon by the parties will be integrated, as agreed between the parties, into the collective agreement.

Failing agreement, the articles under review will remain unchanged.

The parties agree to the following:

- 1- The present Letter of Agreement constitutes a modification to the collective agreement within the meaning of Article 72 of the Labour Code of Québec.
- 2- Article 28 (Parental Leave) remains as written in the collective agreement save for the following modifications
- 3- In addition to the paternity leave provided in article 28.20, the employee whose spouse has given birth to a child is entitled to a parental leave of a maximum of thirty-five (35) weeks during which, if such employee receives employment insurance benefits, he is entitled to the supplemental benefit calculated as provided in article 28.09 b). Once the period during which the employee received the supplemental benefit is over, the employee may benefit from article 28.25 of the collective agreement. However, the total duration of the parental leave during which the employee receives the supplemental benefit and the unpaid parental leave or partial unpaid leave shall not exceed two years.
- 4- In addition to the maternity leave provided in article 28.05, the employee is entitled to a parental leave of a maximum of thirty two (32) weeks during which, if such employee receives employment insurance benefits, she is entitled to the supplemental benefit calculated as provided in article 28.09 b). Once the period during which the employee received the supplemental benefit is over, the employee may benefit from article 28.25 of the collective agreement. However, the total duration of the parental leave during which the employee receives the supplemental benefit and the unpaid parental leave or partial unpaid leave shall not exceed two years.
- 5- ,For the purpose of applying the provisions regarding the supplemental benefit provided above, the parties agree to a transition period and a gradual application of these provisions as follows:
- 6- Effective August 1st 2003: the employee covered by this collective agreement will benefit from a period of twenty (20) weeks during which the supplemental benefit provided above is paid.
- 7- Effective January 1st 2004: the employee covered by this collective agreement will benefit from a maximum period of thirty five (35) weeks during which the supplemental benefit provided for the paternity parental leave is payable and for a maximum period of thirty two (32) weeks during the supplemental benefit provided for the maternity parental leave is payable.
- 8- Effective August 1st 2003: the fifteen weeks stipulated in article 28.21 b) are increased to 17 weeks. To these 17 weeks are added 18 weeks during which, if the employee received employment insurance benefits, she is entitled to a supplemental benefit calculated as provided in article 28.09 b). Once the period during which the employee received the supplemental benefit is over, such employee may benefit from article 28.25 of the collective agreement. However, the total duration of the parental leave during which the employee received the supplemental benefit for adoption and the unpaid parental leave or unpaid partial leave shall not exceed two years.
- 9- Article 28.13 is applied in the following manner:

- Maternity Leave: only during the first twenty (20) weeks
- Paternity leave: only during the first five (5) working days
- Adoption Leave: only during the first seventeen (17) weeks

Outside of these periods and if the employee decides to prolong these parental leaves, she/he will only benefit from the following:

- a) Accumulation of seniority
- b) Maintenance of experience
- c) Participation to the benefits programs to which she/he is entitled subject to paying the employee portion of premiums.

10. The employee covered by this collective agreement who received employment insurance benefits for a parental leave which began prior to August 1st 2003 will not receive the supplemental benefit for the period preceding August 1st 2003. However, effective August 1st 2003, the employee covered by this collective agreement who received employment insurance benefits for a parental leave will receive the supplemental benefit provided in article 28.09 up to the maximum number of weeks provided in the present agreement.

11. The present Letter of Agreement is governed, interpreted and applied according to the laws of Québec.

LETTER OF AGREEMENT # 7 Print and Copy Centres

- WHEREAS the University closed the Copy and Printing Services on May 26, 2006 and abolished twelve positions at that time;
- WHEREAS the Union filed grievances # 2006-07 and #2006-08 demanding that the Copy and Printing Services be put back in operation;
- WHEREAS an arbitration hearing before Me Serge Brault is scheduled to take place on May 16th, June 6th and June 9th 2008;
- WHEREAS the University is operating several units under the Bookstore management that provide copy services on both campuses (such as the «Digital Store» or «Copier Operations» units), where four (4) permanent CUSSU positions were created and are currently held by permanent employees;
- WHEREAS the parties wish to settle out-of-court all outstanding issues and any claim or recourse arising out of the 2006 closure of the Copy and Printing Services;

THE PARTIES THUS AGREE TO THE FOLLOWING:

1. Support staff positions as defined in the certificate of accreditation, in any unit providing copy services at the University, are recognized as belonging to the CUSSU bargaining unit.
2. Notwithstanding clause 12.04 of the collective agreement, the University will, within one (1) week of the signing of the collective agreement, offer James Hum and Benjamin Daniel a separation indemnity equivalent to nine (9) months of salary, plus one (1) month's salary per completed year of service, to a maximum of thirty six (36) months. Any other sums due to them by virtue of the collective agreement will be added to this sum.

If the employees elect to accept said indemnity, they will resign or retire from their employment with the University and will sign a release to that effect as required by the University.

Employees must inform the University in writing of their wish to benefit from such indemnity no later than one (1) month following the reception of the University's offer referred to in the preceding paragraphs.

3. Should Mr. Hum decide to take the separation indemnity described in point 2 above, his vacated permanent position will be posted according to the provisions of the collective agreement.

Should Mr. Hum decide not to take the separation indemnity described in point 2 above, he will remain in his current position.

4. Should Mr. Daniel decide to take the separation indemnity described in point 2 above, a permanent position will be created by the University under the Bookstore management for fulfilling duties in the copy services units and said position will be awarded to Mr. Tom

Brushett, notwithstanding the provisions of article 15.

Should Mr. Daniel decide not to take the separation indemnity described in point 2 above, a permanent position will be created by the University under the Bookstore management for fulfilling duties in the copy services units and Mr. Daniel will be assigned to it, according to the provisions of article 12.

5. The University will, within one (1) month of the signing of the collective agreement, create two (2) other permanent positions under the Bookstore management for fulfilling duties in the copy services units. Notwithstanding the provisions of article 15 of the collective agreement, these positions will be assigned without posting to Ms. Barbara Rack and Mr. Brent Wattie.
6. The University will provide the employees and the Union with a copy of all job profiles and other relevant information concerning job classes and step, in accordance with the provisions of the collective agreement.

7. The following adjustments will be made to the payment already received by the following persons:

Thomas Simms & Raphael McKenzie	An amount equivalent to 24 months' salary, at the rate in effect on the date of their termination.
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Giovanni Spadaccino	An amount equivalent to 16 months' salary, at the rate in effect on the date of his termination.
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Andy Tyroler & Martin Pope	An amount equivalent to 12 months' salary, at the rate in effect on the date of their termination.
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8. All employees who leave the employ of the University under the terms of this letter of agreement will receive letters of reference if they so wish, as well as any retroactive salary increases or pension adjustments that may be negotiated between the parties for the renewal of the present collective agreement.
9. The Union will withdraw grievances # 2006-07 and # 2006-08 within one (1) week of the signing of the collective agreement and will inform the arbitrator, Me Serge Brault, that the two (2) aforementioned grievances have been withdrawn.

LETTER OF AGREEMENT # 8 Process for conferring permanent positions

Whereas the Union has filed numerous grievances contesting the status of certain employees, referring in particular, to article 3.04 of the collective agreement (2000-2002);

Whereas the parties wish to settle amicably the greatest possible number of litigations in abeyance;

The parties agree to the following:

1. The Union recognizes that the following work assignments have ceased to exist and withdraws the grievances associated thereto:

Grievance	Department	Job Title	Position Number
2006-15	IITS	Bookings Officer	C4077
2007-39	IITS	Officer, Bookings	C4077
2006-16	Office of the President	Assistant to Associate Director Protocol and Special Events	C1442
2006-24	Office of the President	Assistant to Associate Director	C1442
2006-25	Engineering and Computer Science	Budget Assistant	C1446
2006-26	Purchasing Services	Buyer	C1513
2006-29	School of Graduate Studies	Graduate Admissions Coordinator	C2775
2006-31	Education	Secretary-Receptionist	C2828
2007-04	Chemistry and Biochemistry	Department Assistant	C2950
2007-07	Continuing Education	Secretary	C2686
2007-09	Counselling and Development	Assistant Data and Web Maintenance	C5000
2007-10	Engineering and Computer Science	Office Assistant	C2946A
2007-44	Enrolment Services	Document Clerk	C4210
2007-47	Provost and VP Research	Coordinator and Academic Administrator	C2954
2007-49	Facilities Management	Clerk Budget	C4281
2007-53	Enrolment Services	Assistant Government and Reporting	C4293

2. The University undertakes to create the following permanent positions and the Union undertakes, as a counterpart, to withdraw the following grievances.

Grievance	Department	Job Title	Position number	Incumbent
2007-06	CIISE	Graduate Program Assistant	TBD	Sheryl Tablan
2006-32	Computer Science	Office Assistant	TBD	Hirut Adugna 1
2007-05	Electrical and Computer Engineering	Assistant to the Chair GSU	TBD	Antoinette Di Rienzo
2007-31	Facilities Management	Assistant, Administrative Project	TBD	Valentina Mennella
2006-14	IITS	Coordinator Booking and Events	TBD	Shelley Baart
2007-46	Security	Secretary	TBD	Vidya Khan
2007-42	IITS	Coordinator/IP Telephone System	TBD	Janet Henderson
2007-45	Theological Studies	Secretary	TBD	Concetta Di Fruscia
2006-30	Dean's Office, Fine Arts	Office Assistant	TBD	Marilyn Healy Hart
2007-26	Enrolment Services	Documentation and Scanning Clerk	TBD	Michael Bowers
2007-28	Enrolment Services	Assistant, Government and Reporting	TBD	Filomena de Gennaro
2007-24	Enrolment Services	Admissions Assistant	TBD	Adrienne Willott
2007-27	Enrolment Services	Documentation and Scanning Clerk	TBD	Mohammad Jannatpour
2006-17	Office of the Registrar	Departmental Assistant	TBD	Richard Johansen
2007-38	Office of the Registrar	Clerk Telephone and E-mail Services	TBD	Lee Featherman
2007-37	Office of the Registrar	Clerk Telephone and E-mail Services	TBD	Joyce Payan
2007-43 2007-51	Office of the Registrar	Office Clerk	TBD	Colleen Dextrase

1 Ms. Hirut Adugna is the incumbent of the permanent position. However, considering that she is on parental leave, she is temporarily replaced by Ms. Meijun Yu, in accordance with clause 3.04, and this, until she returns from her leave.

3. The parties agree that these permanent positions are created under the following conditions :
- a. The positions are assigned without posting to the individuals whose names appear in table 2, and this, notwithstanding the terms of article 15.
 - b. These individuals will not be subject to the terms stipulated in the Letter of Agreement signed on July 27, 2006 with regard to educational requirements.
 - c. These individuals will not be subject to the probationary period as provided under clause 11.02 a) of the collective agreement.
 - d. Seniority will be calculated in accordance with clause 11.01 of the collective agreement. However, for the purpose of acquiring employment security, seniority will be computed as of the ratification date of the present collective agreement by the general assembly.
4. The following positions have been granted to the following individuals :

Position number	Department	Job title	Incumbent	Date
P4646	IITS	Bookings Officer	Elizabeth Anne Arnold	August 10, 2007
P5449	Engineering and Computer Science	Budget Assistant	Caroline Clayton	October 29, 2006
P3461	Purchasing Services	Buyer	Daniela Di Paola	September 4, 2006
P2506A	Enrolment services	Graduate admissions Assistant	Cynthia Widginton	June 1 st 2005
P2199A	Chemistry and Biochemistry	Department Assistant	Elizabeth Montesano	June 1 st 2007
P4631	Counselling and Development	Assistant Data and Web Maintenance	Dilshad Khan	June 18, 2007
P5527	Engineering and Computer Science	Office Assistant	Gail Morrissey	September 24, 2007
P5508	Provost and VP Research	Coordinator and Academic Administrator	Nadia D'Arienzo	July 9, 2007
P4652	Facilities Management	Clerk Budget	Natalie Charles	July 2, 2007
P5519	Mathematics and Statistics	Assistant to the Chair	Geraldine Ford	August 27, 2007

5. The present agreement is made without admission from either party and will not constitute a precedent.

6. The Union will send the University a letter requesting a meeting as per clause 10.10 in relation to the following grievances. The parties agree to suspend the delays for assigning arbitrators until such time they have met.

Grievance	Department	Job Title	Number	Reference
2006-18	IITS	Switchboard Operator	C4277	vacant
2006-19	Office of the Provost	Document Archivist	C2956	vacant (Céline Fortier, P1483 ?)
2006-20	Mathematics and Statistics	Assistant to the Chair	C2836	Kimberly Hicks (Geraldine Ford P 5519?)
2006-23	Office of the President	Office Assistant	C1436	vacant
2006-27	Institute for Canadian Jewish Studies	Assistant to the Chair	C2758	Olivia Ward
2006-28	School of Graduate Studies	Admissions Secretary	C2763A	(Victoria Leprohon C2763A?)
2007-01	Office of the Provost	Assistant to the Vice-Provost, Academic Facilities	C2972	vacant (Diane Boulé ?)
2007-02	Auxiliary Services	Administrative Assistant	C4241	Cherry Marie Dulnuan
2007-03	Conference Services	Events Coordinator	C4283A	Annie Paré
2007-08	Counselling and Development	Library Tech/Receptionist	C4224	Soomatie Alladin
2007-29	Enrolment Services	Administrative Assistant	C4292	vacant (Amanda Wood ?)
2007-30	Executive MBA program	Assistant, Special Project	C2979	Aliya Ahmed
2007-40	Psychology	Secretary/Receptionist	C4084	vacant (Dale Meikle?)
2007-41	IITS	Operator, Switchboard	C4225	Marie Bishop
2007-48	Institute for Canadian Jewish Studies	Assistant to the Chair	C2758	(duplication 2006-27?)
2007-50	Financial Aid and Awards	Administrative Assistant	C4280	Lynda Taylor – assignment from base CUSSU position
2007-52	Auxiliary Services	Events Coordinator	C4283	Petra Alves & Annie Paré ? (duplication 2007-03?)
2007-54	Marketing and Communications	Coordinator Client Services/Desktop	C3014	Marion Elissade
2007-56	Auxiliary Services	Booking Assistant	C4299	Nerissa Gore
2007-57	Communications Office	Office Assistant	C3035	Kimberly Wright
2007-58	Concordia International	Department Assistant	C3041	Anna Aaen-Stockdale

LETTER OF AGREEMENT # 9 Advance on pay equity

The parties agree on the following:

1. On November 21, 2001, each salary rate and salary scale, in effect on November 20th 2001, are increased by 0.4 %;
2. On November 21, 2002, each salary rate and salary scale, in effect on November 20th 2002, are increased by 0.4 %;
3. On November 21, 2003, each salary rate and salary scale, in effect on November 20th 2003, are increased by 0.4 %;
4. On November 21, 2004, each salary rate and salary scale, in effect on November 20th 2004, are increased by 0.4 %;
5. On November 21, 2005, each salary rate and salary scale, in effect on November 20th 2005, are increased by 0.4 %;
6. These amounts constitute an advance on salary adjustments that will be determined in the course of the Pay Equity program;
7. The advances disbursed under articles 1,2,3,4 and 5 of the present agreement will be deducted from any sums due under the Pay Equity program;
8. Notwithstanding the results of the Pay Equity program, the University renounces to recover all sums disbursed in accordance with the present agreement;
9. The present agreement does not meet the obligations set out under the Pay Equity Act.

Other letters of agreement still in effect and renewed by the signing of the present collective agreement;

#	Subject or Title	Employee, service or department concerned	Date of signature
10	Poste exclu de l'unité d'accréditation	Secrétaire, Vice Rectorat Services	20 janvier 2005
11	Assignations temporaires au sein de l'unité CUSSU	Voir lettre d'entente	8 octobre 2004
12	Transfert hors-unité, CUSSU et CUPEU	Ressources Humaines	20 octobre 2003
13	Règlement des griefs #1999-09 et #2000-01	Voir lettre d'entente	11 septembre 2002