

COLLECTIVE AGREEMENT

between

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

and

CONCORDIA UNIVERSITY

2015-2017

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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.

3.18 **Job Profile**

Means the document detailing a position within the bargaining unit. The job profile includes the general description of the position as well as a detailed description of the duties and responsibilities associated with the position.

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 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 within six (6) months of the last incidence of harassment.

When the employee is on authorised leave or has lodged a complaint according to the University policy on harassment in effect, this time delay is interrupted and resumes upon the employee's return to work or at the time that the results of the investigation performed by the University are presented to the employee.

- d) In cases where there is a conflict between two members of the Union, the latter 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 mailing address, email and telephone number
- f) years of service and seniority:
 - 1. hire date at the University;
 - 2. rehire date at the University;
 - 3. in the case of a temporary employee, the start and end dates of her/his contract;
 - 4. hire date in the bargaining unit;
- g) job class and step
- h) position (title, position number and department)
- i) salary
- j) status: probation, permanent/temporary, full-time/part-time, active/on leave/laid-off.
- k) home address and telephone number.

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 consists of six (6) members, three (3) of whom will be nominated by the Union and three (3) by the University.

When issues pertaining to Health and Safety are being discussed, both parties may have their respective Health and Safety representatives present at the meeting.

The committee determines its own rules of procedure as well as the meeting agenda. An account of the issues discussed, as well as the decisions reached or necessary follow-ups, is produced by the committee members.

- 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 grievor, 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 Human Resources Department (Employee and Labour Relations unit) as well as to the concerned employee if she/he signed the grievance.
- 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.

Probationary and Trial Period**a) Probationary Period**

- i) The probationary period for an employee newly hired to fill a position in the staff complement is sixty (60) days worked. However, the parties may agree in writing to extend a newly hired 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.

- ii) 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.
- iii) 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.
- iv) Probationary employees have access to the grievance and arbitration procedure, except in the case of lay-off or dismissal.
- v) 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

- i) The trial period for any employee who obtains a promotion or a transfer in accordance with article 15 is of sixty (60) days worked.
- ii) 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
- iii) During the trial period, the employee continues to benefit from all rights and privileges of the collective agreement.
- iv) 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.
- v) 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.

- vi) 1) 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.
- 2) 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 or a management position, seniority ceases to accumulate after six (6) months following such a move and is maintained for another twenty-four (24) months.

11.04

Loss of Seniority Rights

An employee loses her/his seniority rights and her/his employment is terminated when:

- a) she/he voluntarily terminates her/his employment with the University or is considered to have resigned in accordance with paragraphs 9.09 g), 9.10 f) and 28.23;
- 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.

An employee loses her/his seniority rights:

- f) if she/he does not return to a position included in the bargaining unit for a period exceeding thirty (30) months following a transfer to a position outside the bargaining unit or to a management position.

11.05

Seniority List

- a) The University makes available to the employees as well as to the Union the seniority list by way of their access to the University's online portal. The version available to employees is in read-only mode. The version available to the Union is in Excel (or other similar program).

This list includes the surname and name, the date of hire within the bargaining unit, the department, the position, the job class and the status (on probation, permanent/temporary, full-time/part-time) of the employee, as well as her/his seniority calculated in accordance with the present article.

This list is periodically updated following the pay dates. The permanent employees and the temporary employees are classified in two separate sections of the list.

- b) Any dispute concerning the seniority of an employee is submitted in writing to the Human Resources Department (Employee and Labour Relations unit). A representative from this unit and the Union representative will discuss any dispute and the University will, if appropriate, make all the necessary corrections to the seniority list. In the case of a persisting disagreement, a grievance will be submitted in accordance with the provisions of article 10. The University is not held responsible for any action taken on the basis of the seniority lists prior to the date of the contestation.
- 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 **Severance 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 severance 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. A copy of this notice is simultaneously sent to the Union.

A temporary employee subject to a lay-off must receive a two (2) week notice indicating the date of the lay-off. A copy of this notice is simultaneously sent to the Union.

The University must inform the concerned employee as to whether or not she/he must work during the notice period.

- 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 on the Human Resources Department web site for ten (10) working days.

The posting is sent by email to the employees, and simultaneously to the Union. A copy of the posting is sent via internal mail to those employees who do not have an email address or immediate access to a computer.

An amended posting must be reposted as per the aforementioned procedure with the mention "amended posting".

When postings are sent, a reference must be made to the letter of agreement #2, pertaining to the academic requirements.

- 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 who is one of the three most senior candidates 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 sent simultaneously 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 the University decides to fill a temporarily vacant position, the information provided for in paragraph 15.02 b) including the duration of the temporary assignment must be sent electronically to all the employees of the department involved as well as to the Union. The position is posted for a period of five (5) working days.

The position is filled by the most senior permanent employee within the Department who has the qualifications to meet the normal requirements of the position.

This same process may be used to replace the employee chosen for the temporary re-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.
- f) 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/his 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. In such a case, the University will inform the employees of the department as well as the Union as to the requested duties, the expected duration of the assignment and the amount of the stipend. These duties are performed on a voluntary basis and upon reception of the University's offer, which confirms the duties to be performed, the expected duration of the assignment, the method of calculation and the amount of the stipend. The employee must state her/his acceptance in writing, with a copy to the Union, of the terms offered by the University, and of any potential extension.

15.06

Temporary assignments outside the bargaining unit

- a) If an employee accepts a temporary assignment in another bargaining unit, the University informs the Union at the time of the assignment. The following information is also sent to the Union:
 - The name of the employee;
 - The title, number and grade of the position held in the CUSSU bargaining unit;
 - The expected start and end dates of the temporary assignment;
 - The title of the position and number of the position, if it exists, of the temporary assignment;
 - Identification of the bargaining unit, association or any other group in which the employee is temporarily assigned.
- b) When an employee temporarily leaves the bargaining unit, the provisions of article 15.05 apply.
- c) In the event that an employee does not return to her/his position within the delays specified in paragraph 11.04 f), this position then becomes permanently vacant and the provisions of article 15.01 apply.

15.07

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 The University policies pertaining to health and safety in the workplace are available on the University's website.
- The University will inform, within thirty (30) days, all employees as well as the Union, of any revisions to the policies and regulations pertaining to health and safety in the workplace. Each newly hired employee is informed of the existence of these policies and regulations at the time of hiring.
- 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.

When an employee is summoned to a meeting at which a representative from the Employee and Labour Relations office is also present (including, but not limited to, for reasons of an administrative nature, when the employee's position is being abolished, or when putting an end to a probationary period), the employee can be accompanied by a Union representative. The University informs the employee of this right.

19.05 A suspension does not interrupt the continuous service of an employee.

19.06 No disciplinary measure may be imposed later than fifteen (15) 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 her/his 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 an administrative measure, against which an employee has won her/his case, be removed from her/his employment file.

20.03 An employee can request that her/his mid-probation or a mid-trial period evaluation be removed from her/his employment file, once the probationary or the trial period has ended.

The request must be submitted in writing to the Human Resources Department (Employment and Organizational Effectiveness unit).

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

a) The University remits to the Union a copy of all regulations that apply to the employees, as soon as they take effect.

b) The University also sends to the Union any other written communiqué issued to more than one employee concerning working conditions, at the same time that it is sent to the employees.

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. No employee will be assigned personal work which is not a service required for the University.

It is understood that all administrative and/or logistical procedures pertaining to the efficient functioning of a unit or of operations (for example, room reservations, ordering refreshments/food in preparation for meetings and coordinating with the catering service) are excluded from the application of the preceding paragraph. Social activities to which the whole team contributes and participates are also excluded from the application of the preceding paragraph.

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. The employee thus works consecutively for the first four (4) hours of her/his workday, without a meal period.

- 22.07 a) In the event that an employee is absent, credit will not be given for "banking" of time off for any such days.
- b) However, an employee can bank the summer hours if she/he is on vacation for an entire week during the period in which the summer hours are in effect. The banked hours must be expended by May 31st of the following year.

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, except in special cases or when this is not possible due to the department's workload. In such cases, the banked hours may be held over. In every case, these banked hours must be liquidated by May 31st of the following year.

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) is paid to the employee required to work a minimum of two (2) hours of overtime.
- The premium provided for in the present clause is adjusted annually in accordance with the salary percentage increase specified in Appendix D.
- 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.

24.04 The premiums provided for in the present article (evening, night and weekend) are adjusted annually in accordance with the salary percentage increase specified in Appendix D.

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, of the grandchildren, of the father or mother of a spouse, of the brother, of the sister:

- an employee is entitled to five (5) consecutive working days including the day of the funeral;

c) of the grand-parents, of the spouse's grand-parents, of a brother or a sister-in-law, of a son or a daughter-in-law, of an aunt, of an uncle, of a nephew, of a niece:

- an employee is entitled to two (2) consecutive working days including the day of the funeral;

c) In the case of paragraphs a) and b), 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.

d) 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.

e) 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 twenty-one (21) 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 twenty-one (21) hours will be without pay.

Leave for Family Obligations and Emergency Leave

- a) An employee may be absent from work, without pay, during ten (10) days per year to fulfill obligations related to the care, health or education of her/his child or the child of her/his spouse, or due to the state of health of her/his spouse, father, mother, brother, sister or one of her/his grandparents.

These leaves may be divided into days. A day may also be divided into a half-day or into hours with the authorization of the employee's immediate supervisor.

The employee must notify her/his immediate supervisor as soon as possible and take all reasonable steps within his power to limit the leave and the duration of the leave.

The employee may, after agreement with her/his immediate supervisor, work compensatory hours, in which case these leaves are without loss of pay.

- b) An employee may be absent from work, without pay, or go on part-time leave without pay for a maximum period of fifty-two (52) weeks if her/his minor child suffers from social or emotional development problems, is handicapped or suffers from a long-term illness or if the employee must stay with her/his child, spouse, the child of her/his spouse, one of her/his parents, her/his brother, sister or one of her/his grandparents following a serious illness or a serious accident, and who's state of health requires the presence of said employee.
- c) An employee can also avail her/himself of the other leaves for family obligations provided for in the Act respecting labour standards.
- d) During leaves provided for in the present article, the employee accumulates her/his seniority in accordance with paragraph 11.03 a).
- e) In the case of a leave of more than one (1) month, the employee is entitled to the following benefits, provided that she/he would normally be entitled to them if she/he were to have remained at work and that she/he disburses her/his portion of the premium or contribution:
- Life insurance
 - Supplementary life insurance
 - Health insurance
 - Dental Plan
 - Vision Plan
 - Pension Plan

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 Shared Services unit of the Human Resources Department at least three (3) months prior to the date at which the employee wishes to commence participation in the DSLP.
- e) Approval or refusal of a deferred salary leave will be provided by the immediate supervisor with a copy to the Shared Services unit of the Labour Relations Office within five (5) weeks of the date the application was received. If the leave is granted, the employee receives the necessary information related to the procedure to follow (including, but not limited to, the opening of the account with the trustee). 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 DSLP 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 Shared Services unit of the Human Resources Department four (4) weeks prior to the date that the deferral period is to commence.

The Shared Services unit of 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:
- a) 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;
 - b) the employee having one (1) year and less than five (5) years of seniority on June 1 of the current year is entitled to twenty (20) paid working days as vacation;
 - c) the employee having five (5) years or more of seniority on June 1 of the current year is entitled to twenty-two (22) paid working days of vacation;
 - d) 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, paternity and parental leaves:

An employee accumulates vacation credits during maternity and paternity leaves and, in the case of an adoption, during the first seventeen (17) weeks of her/his parental leave, whichever the case.

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 An employee may prolong her/his vacation with a leave without pay, after agreement with her/his immediate supervisor as to the dates, 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.

In the case of an employee participating in the Deferred Salary Leave Plan, she/he will be allowed to carry over three (3) weeks' vacation to the year in which she/he returns from her/his leave.

ARTICLE 28 PARENTAL LEAVE

PREAMBLE

Unless specifically mentioned, all leaves provided in the present Article 28 are without pay.

The present article does not grant an employee any benefit, monetary or non-monetary, which she or he would not have had, is she/he had remained at work.

Section I: Maternity Leave

- 28.01 a) A pregnant employee is entitled to a maternity leave of eighteen (18) weeks duration, which subject to clause 28.04 must be consecutive.
- b) An employee who becomes pregnant while benefiting from a leave provided in the present article is also entitled to maternity leave and the indemnities provided in section V of the present article 28.
- 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.
- 28.02 The distribution of the maternity leave before and after the birth is at the employee's discretion and includes the date of delivery. However, the leave can start as soon as the beginning of the 16th week preceding the date of birth and ends no later than 18 weeks after the week of birth.
- 28.03 If the birth occurs after the due date, the employee is entitled to an extension of her maternity leave for the length of time the birth is overdue, unless she has at least two (2) weeks of maternity leave left after the birth.
- 28.04 A maternity leave can be split, interrupted or extended in accordance with the conditions provided in section V of the present article 28.

28.05 During the maternity leave and the extensions provided in clause 28.03 and in section V of the present article 28, the employee can defer a maximum of four (4) weeks of annual vacation. The employee must notify the University in writing of the date of such deferral no later than two (2) weeks before the expiry of said maternity leave. If vacation is not deferred, the University must pay the vacation indemnity at the end of the collective agreement year during which the vacation is due.

28.06 The maternity leave may be for a period less than eighteen (18) weeks. If the Employee returns to work within the two (2) weeks following birth, she must, at the University's request, submit a medical certificate confirming that she is sufficiently recovered to resume work.

Section II: Special Leaves

28.07 Provisional assignment

a) An employee may request a provisional assignment to another position with the same job class or to a position with a different job class, in the following cases:

1) she is pregnant and her working conditions expose her or her unborn child to infectious diseases or to physical dangers;

2) 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 reassignment 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 of his breast-feeding, at the end of the breast-feeding period.

During the special leave provided by the preceding paragraph, in regard to her indemnity, the employee is subject to the provisions of the Health and Safety Law on preventative measures for the pregnant or breast-feeding employees.

However, upon written request, the University pays the employee an advance on the indemnity to be received, based on the expected payments. If the CSST pays the expected indemnity, the reimbursement of the advance is done from the indemnity received from the CSST.

However, if the CSST rejects the claim by the employee who is unable to work, she is entitled to a leave as provided in the following paragraph b). If the Commission des Lésions Professionnelles renders a decision in favour of the employee, she must reimburse the sums paid as sick leave.

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 reassignment, subject to University's approval. This provision will apply only when both employees meet the normal requirements of the task.

The employee thus reassigned to another position and the employee who agrees to take this employee's position maintains 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:

- 1) when a complication in the pregnancy or a risk of miscarriage, caused by the pregnancy and requiring a work stoppage, the employee is entitled to a special maternity leave upon presentation of a medical certificate prescribing the duration of this leave, and attesting the existing risk and the due date; this leave is then considered as the maternity leave provided in clause 28.01, starting on the beginning of the fourth (4th) week preceding the due date.
- 2) upon presentation of a medical certificate prescribing the duration of the leave, when an interruption of pregnancy occurs before the beginning of the twentieth (20th) week before the due date. The leave duration is at least three (3) consecutive weeks.
- 3) for visits with a health care professional related to the pregnancy , up to a maximum of four (4) working days that can be taken in half-days, without loss of salary.

During the special leaves granted under this section, the employee receives the benefits provided in clause 28.25, insofar as she is normally entitled to them and also in clause 28.27. The employee covered by clause 28.07 b) may also avail herself of the benefits from the sick leave plan or the long term disability plan, whichever the case may be.

Section III: Birth, adoption and paternity leaves

28.08

Birth or adoption leaves

- a) The employee whose spouse gives birth or who adopts a child is entitled to a leave, without loss of salary, of a maximum duration of five (5) working days. The leave can

be split into days upon the employee's request and must be taken between the beginning of the delivery or, in the case of an adoption (for instance, Banque Mixte program, international or regular adoption) between the date that the child is placed in the employee's care, and the fifteenth (15th) day following the child or mother's arrival at the father or mother's residence. However, one (1) out of those five (5) days can be deferred for the purpose of a religious celebration related to the birth or for the civil registration of the child.

When an employee's spouse suffers an interruption of pregnancy as of the twentieth (20th) week of pregnancy, the employee is also entitled to a leave of a maximum duration of five (5) working days, of which two (2) days are paid. This leave can be split into days upon the employee's request and must be taken within fifteen (15) days of the interruption of pregnancy.

- b) The employee may defer one week's vacation if the birth or the interruption of pregnancy occurs during his annual vacation. The employee must inform the University in writing.

28.09 The employee who travels outside Quebec to adopt a child is entitled, upon written request to the University if possible two (2) weeks in advance, to a leave with pay for the time necessary for such travel.

28.10 **Paternity leave**

The employee whose spouse gives birth is entitled to a paternity leave of a maximum period of five (5) consecutive weeks for the birth of his child. This leave must be taken not sooner than the week of the delivery and must end not later than fifty-two (52) weeks after the child's birth.

The employee whose spouse dies receives the balance of her eighteen (18) weeks of maternity leave and benefits from the rights and privileges pertaining to such leave.

Section IV: Parental leave

- 28.11 a) A parental leave of a maximum duration of two (2) years is granted to the employee following the end of the maternity leave or paternity leave, or, in the context of an adoption process, following the day that the child arrives at her/his residence.
- b) An employee whose parental leave's expected duration is less than two (2) years can, only once, ask the University for an extension of her/his parental leave up to the maximum provided in paragraph a), by submitting a written request at least thirty (30) days prior to the expected date of her/his return to work.
- c) During this leave, the employee can, if she/he submits a request to the

University at least thirty (30) days in advance, modify her/his full-time parental leave into a part-time parental leave or vice-versa. The employee can avail her/himself from this provision only once.

- d) In the case of a part-time parental leave, the request must specify the schedule desired by the employee. In case of a disagreement with the University as to the schedule, the employee is entitled to a maximum of two (2) and a half (1/2) days per week or the equivalent. Failing agreement on the distribution of these days, the University determines the schedule.
- e) The employee who wishes to return to work before the scheduled date must give a written notice of at least twenty-one (21) days prior to her/his return to work.
- f) The employee who does not avail her/himself of the leave provided in the preceding paragraphs can benefit, after the birth or the adoption of her/ his child, from a leave of a maximum duration of fifty-two (52) consecutive weeks, which starts at the moment decided by the employee but not later than one (1) year following the birth of the child or, in case of an adoption, one (1) year after the child was placed in her/his care.

Section V: Splitting, interruption or extension of maternity, paternity or parental leave

28.12

A maternity, paternity or parental leave can be divided into weeks or interrupted, upon the employee's request, in the following circumstances:

- a) the employee's child is hospitalized, in which case the employee can, after agreement with the University, return to work for the duration of the hospitalization;
- b) if the employee is sick or has suffered an accident;
- c) if the employee must be present with her/his child, spouse, the child of her/his spouse, father, mother, spouse of her/his father or mother, brother, sister, or one of her/his grandparents because of a serious illness or a serious accident;
- d) The period provided for in c) above can be extended in the following cases:
 - i) up to one hundred and four (104) weeks, when the employee must stay with her/his child who has a potentially fatal illness;
 - ii) up to one hundred and four (104) weeks, when the employee must stay with her/his minor child who has suffered a serious bodily injury during or resulting directly from a criminal offence that renders the child unable to carry on regular activities.
- e) Up to a maximum of fifty-two (52) weeks, if the employee's minor child has disappeared. If the child is found within twelve (12) months of the disappearance, that period shall end on the eleventh (11th) day that follows;

- f) Up to a maximum of fifty-two (52) weeks, if the employee's spouse or child commits suicide;
- g) Up to a maximum of one hundred and four (104) weeks if the death of the employee's spouse or child occurs during or results directly from a criminal offence.

The employee resumes his maternity, paternity or parental leave when the event which gave rise to the splitting or interruption of said leave comes to an end. When the leave starts again, the University resumes the payment of the supplemental indemnity to which the employee would have been entitled to if she/he had not availed her/himself of such a division or interruption.

28.13 The employee who, before the end of her/his maternity, paternity or parental leave, submits a written notice to the University accompanied by a medical certificate attesting that the health of her/his child or, in the case of a maternity leave that her own health so warrants it, is entitled to an extension of the leave for the duration prescribed on the medical certificate.

28.14 The provisions of this section shall not serve to extend the period of parental leave beyond one-hundred and four (104) weeks.

<p>Section VI: Supplementary allowance to the Quebec Parental Insurance Plan (QPIP) or the Employment Insurance Program (EI)</p>

28.15 The benefits provided for in this section are paid only as a supplement to the benefits of the Quebec Parental Insurance Plan or, in the cases that follow, as benefits during a maternity leave or supplementary maternity leave for which the Plan does not provide any benefits.

28.16 **Employees eligible to QPIP**

a) The employee who, following a request for QPIP benefits, receives such benefits, is entitled to receive :

i) **During her maternity leave:**

A supplementary allowance equal to the difference between ninety-three (93%) of her weekly salary and the benefits received from QPIP, for a maximum period of eighteen (18) weeks;

ii) **During his paternity leave:**

A supplementary allowance equal to the difference between ninety-three (93%) of his weekly salary and the benefits received from QPIP, for a maximum period of five (5) consecutive weeks;

iii) **During her or his parental leave:**

A supplementary allowance equal to the difference between ninety-three percent (93%) of her or his regular weekly salary and the benefits received, for a maximum duration of thirty-two (32) weeks or, in the case of an adoption, for a maximum duration of thirty-seven (37) weeks.

- b) The total of the amounts received by the employee during her or his maternity, paternity or parental leave in QPIP benefits and in wages cannot exceed ninety-three percent (93%) of her or his regular weekly base salary paid by the University and, if applicable, by any other employer.
- c) When the QPIP benefits are interrupted for any reason provided in section V, the payment of the supplementary allowance ceases, and resumes once the QPIP benefits are being paid again.
- d) The employee eligible for a maternity leave will also be eligible to an additional period of two (2) weeks of maternity leave to be taken at the end of the period covered by QPIP. During this two (2) week period, the employee will receive an allowance equivalent to 93% of her regular weekly salary. The employees benefiting from this additional maternity leave will be eligible to these two (2) weeks of leave in addition to the leave provided in section IV. These two (2) weeks will not be taken into account for the calculation of the parental leave, which is of a maximum duration of two (2) years.

28.17

Employee not eligible for QPIP but eligible to Employment Insurance

The employee who, because she/he resides outside of Quebec, is not eligible for QPIP benefits but receives maternity leave or parental leave employment-insurance benefits, receives a supplementary allowance as follows:

i) **During a maternity leave :**

For each week of the waiting period: an allowance equal to 93% of her regular weekly salary.

For the fifteen following weeks: an allowance equal to the difference between 93% of her regular weekly salary and the benefits received.

ii) **During a parental or adoption leave:**

an allowance equal to the difference between 93% of her/his regular weekly salary and the benefits received for a maximum of thirty-five (35) weeks.

28.18

Maternity or parental leave - Employee not eligible for QPIP or Employment Insurance benefits

The employee not eligible to QPIP or Employment Insurance benefits is 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 an allowance equal to ninety-three percent (93%) of her/his regular weekly salary;
- b) The part-time employee who has accumulated twenty (20) weeks of service is entitled, for ten (10) weeks, to an allowance equal to ninety-three percent (93%) of her/his regular weekly salary.

28.19

Miscellaneous

- a) No allowance shall be paid during a paid vacation period.
- b) The first installment of the allowance is paid, to the extent possible, in the first pay period following receipt by the University of the decision notice and calculation statement from Emploi et Solidarité sociale Québec. The subsequent payments are made each payroll period.
- c) The regular weekly salary of the permanent part-time employee is the average of her/his regular weekly salary of the twenty (20) weeks preceding his leave. If, during this period, the employee has received benefits based on a percentage of her/his regular salary, it is understood that for the purpose of calculating her/his regular salary, it refers to regular salary from which such benefits were established.
- d) If during this period of twenty (20) weeks, the pay scales are adjusted, the adjusted salary is considered to be the regular weekly salary. If, however, the maternity leave includes the date of the adjustment of the salary scales, the regular weekly salary is calculated from that date according to the salary scale adjustment applicable to it.
- e) Any period during which the employee on special leave provided in clause 28.07 does not receive any CSST allowances is excluded from the calculation of her base weekly salary.

28.20

If the granting of a leave is limited to only one spouse, this restriction is applicable if the other spouse is also an employee of the public, parapublic or university sector.

28.21

The payments relating to differed wages or separation indemnities will not be reduced nor increased by the payment of indemnities provided in the present article 28.

Section VII: Notice

28.22

The Employee who requests a maternity, paternity or parental leave notifies the University in writing at least two (2) weeks before her/his departure. This notice shall specify the intended date of departure and return to work.

For the maternity leave, the notice must be accompanied by a medical certificate attesting the pregnancy and specifying the due date. The time limit regarding the presentation of this 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 if she provides the University with a medical certificate attesting that she had to leave her job without delay.

For the paternity or parental leave, the notice shall be accompanied by a supporting document attesting the birth or adoption, whichever the case.

28.23 At least four (4) weeks before the end of the maternity or parental leave, the University must send the Employee a notice indicating the anticipated end date of said leave.

The Employee to whom the University has sent such a notice must report to work upon conclusion of the leave.

The Employee who does not comply with the preceding paragraph is considered to be on leave without pay for a maximum of four (4) weeks. At the end of this period, the Employee who has not reported back to work is considered to have resigned.

Section VIII: Benefits

28.24 During the maternity, paternity and parental leave, the employee is entitled, provided that she/he is normally entitled to them and that she/he pays her/his share of the premiums or contributions, to the following benefits:

- salary insurance;
- life insurance;
- supplementary life insurance;
- health insurance;
- accumulation of vacation as provided in article 27.05;
- pension plan
- accumulation of seniority;
- accumulation of experience;
- the right to apply for a posted position and to obtain it in accordance with the provisions of the collective agreement as if the employee were at work.

28.25 The University pays its share of the collective insurance premiums or its share of pension plan contributions for a maximum of seventy (70) weeks. Thereafter, an employee who wishes to continue to participate to those benefit plans, insofar as the plans allow it, must pay the totality of the premiums or contributions.

28.26 Upon her/his return, the employee reintegrates her/his position or the position obtained by posting during her/his leave. In the event that the position has been abolished, or if

she/he has been displaced due to the application of article 12 or 13, the employee can avail her/himself, upon her/his return to work, of all the rights and privileges provided in the collective agreement.

The employee covered by clause 28.07 b) can also benefit from the short-term disability leave or from the long term disability plan, as appropriate.

- 28.27
- a) Subject to article 38, the step increase policy will be maintained for the duration of this collective agreement for the duration of the leave provided in article 28.
 - b) During a part-time leave with or without pay of more than twelve (12) weeks, an employee retains her/his eligibility to the benefits provided in articles 36 and 37 if she/he becomes disabled or unable to return to work due to a sickness or an injury other than a work related injury, after submitting a written request to end her/his leave with or without pay as provided in clause 28.11 e).
 - c) In the cases provided in paragraph b), the employee must submit a medical certificate to the University attesting the date of onset of her/his disability, her/his inability to come back to work and the expected date of return to work and of the end of her/his disability. The University reserves the right to have the employee examined by another doctor.

28.28 The employee can take her/his deferred annual vacation immediately before her/his parental leave, as long as there is no discontinuity with her maternity leave or his parental leave, whichever the case.

For purpose of this paragraph, all leaves accumulated pursuant to article 27 before the maternity or paternity leave are added to the deferred annual vacation.

ARTICLE 29 LEAVE WITHOUT PAY

29.01 An employee with the equivalent of two (2) years or more of full time service and 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.

An employee can also avail her/himself of a leave without pay for the reasons set out in article 26.08 b) and c), in accordance with the provisions of article 26.08.

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 submitted to the immediate supervisor no later than three (3) months before the beginning of the said leave. The University must respond in writing, to the employee and to the Union, within two (2) 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 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. The Union is informed of the arrangement as soon as possible.
 - 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. A copy of the application is forwarded to the Union by the Human Resources Department.

- b) Applications for study leave must 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 of 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. A copy of any approval or refusal letter is simultaneously sent to the Union.
- 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 as well as those offered through eConcordia.
- 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) dental care insurance (effective January 1st, 2014);
- d) vision care insurance (effective January 1st, 2014);
- e) long term disability insurance;
- f) basic life insurance;
- g) accidental death and dismemberment insurance;
- h) optional life insurance;
- i) optional dependant life insurance;
- j) 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

In addition to her/his early retirement pension, a permanent employee who has completed fifteen (15) years of service and who is at least fifty-five (55) years old, is eligible to receive a lump sum, calculated as a percentage of her/his annual base salary in effect on the day preceding her/his date of retirement. The amounts are determined as follows:

AGE AT THE TIME OF RETIREMENT	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 article per collective agreement year, which extends from June 1st to May 31st. However, if less than five (5) employees benefit from this provision during a given collective agreement year, the unused early retirement allowances may be deferred to the following collective agreement year, for an absolute maximum of ten (10) employees per collective agreement year.
- b) Requests for early retirement with retirement allowance must be received by the Pension and Benefits unit of the Human Resources Department between June 1st and November 30th, inclusively, for a retirement date intended for the following collective agreement year.
- c) To submit her/his request, a permanent employee must be at least fifty-five (55) years old and have completed a minimum of fifteen (15) years of service. However, a request by a permanent employee who is at least fifty-four (54) years old and who has completed at least fourteen (14) years of service will be considered if she/he meets all of the eligibility criteria at the intended early retirement date.
- d) Requests submitted during a collective agreement year are only valid for a retirement intended for the following collective agreement year. If a request is refused by the University or if the employee withdraws her/his request, she/he will be responsible for submitting a new request for a subsequent year.
- e) Requests for early retirement with retirement allowance are granted to the candidates with the most seniority. If two candidates have the same seniority date, the older employee between the two is given priority.
- f) An employee who has submitted a request will be notified in writing of the acceptance or refusal of her/his request by December 15th at the latest. This notice will also include the standing of her/his request among the applications received. A copy of the notice will be sent simultaneously to the Union.
- g) An employee whose request is accepted must confirm her/his retirement date by the following February 1st, at the latest.
- h) If an employee withdraws her/his request or does not confirm her/his retirement date within the established delays, the early retirement with retirement allowance is offered to the next candidate, in order of seniority. The offer is made in writing within the five (5) working days following February 1st, with a copy to the Union at the same time. The latter employee must in turn confirm her/his retirement date in writing, by April 30th at the latest.

- i) An employee who has confirmed her/his retirement date must retire on that date. However, if unforeseen events arise between the date of confirmation of the retirement date and the actual retirement date (such as, but not limited to: an illness or a disability sustained by the employee, the death of the employee's spouse, a divorce or separation), the employee may decide not to retire. In such a case, the provisions set out in paragraphs a) and d) apply and the provisions set out in paragraph h) do not apply. The Union is informed of the employee's decision.
- j) The University remits to the Union a list of the employees who have confirmed their intention to retire, by June 1st of each year of the collective agreement.
- k) An employee benefiting from the severance indemnity as provided in clause 12.03 cannot also benefit from the lump sum as provided in the present article.

An exceptional process is in effect for employees who shall retire by the 2015-2016 collective agreement year. This procedure is described in the Letter of Agreement #6.

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 procedure**
- a) When the immediate supervisor and/or the employee believes that the duties of the employee's position no longer correspond with the job profile for the position, a revised job profile may be submitted to the Human Resources Department so as to have the position re-evaluated, by following the three (3) steps outlined below:
 - i) Developing the job profile

The immediate supervisor and the employee meet to establish a job profile whilst

encouraging the exchange of information. The result of this step is a job profile that includes a narrative description of the duties, which is submitted to the Compensation unit of the Human Resources Department, with a copy to the Union, within ten (10) days.

In case of a disagreement between the immediate supervisor and the employee, the immediate supervisor determines the final content of the job profile to be submitted to the Compensation unit of the Human Resources Department. The employee may add the comments that she/he deems are appropriate.

ii) Job evaluation questionnaire (JEP)

The employee fills out the questionnaire with the participation of her/his immediate supervisor, as the case may be. If there are more specific questions, the employee may refer to the Compensation unit of the Human Resources Department for answers to her/his questions.

The immediate supervisor reviews the questionnaire and signs it. The employee countersigns the questionnaire. The employee and/or the immediate supervisor note any disagreement or comment on the questionnaire. The completed questionnaire is sent to the Compensation unit of the Human Resources Department.

A representative of the Compensation unit simultaneously communicates with the employee and her/his immediate supervisor in case of a problem or if a clarification on an answer or comment is needed. This communication can be verbal or written. Should a meeting be necessary, a representative of the Compensation unit, a representative of the Union, the immediate supervisor and the employee meet, at the latest, within twenty (20) working days of the initial communication.

In any case, a disagreement relating to a response on the questionnaire between an employee and her/his immediate supervisor is settled by the Compensation unit of the Human Resources Department in compliance with internal equity and well-established principles pertaining to job evaluation. Any change made by the Compensation unit to a response on the questionnaire is noted on the questionnaire.

Any modification to the questionnaire is done before submitting the questionnaire for data processing. A copy of the completed questionnaire, including the comments by the employee, her/his immediate supervisor and/or by the Compensation unit of the Human Resources Department, is sent to the Union within ten (10) days.

iii) Result of the re-evaluation

a) The result obtained by the Compensation unit of the Human Resources Department following the processing of the data is communicated in

writing to the employee, her/his immediate supervisor and to the Union within ten (10) days.

In the case that the modified job profile is put into practice for the employee, a copy of this modified description is sent to the Union.

- b) The entire procedure for evaluation or re-evaluation must normally be completed by the University within the six (6) months following the initial meeting between the employee and her/his immediate supervisor on the subject of the job profile as described in paragraph a) above. In no event shall the delay be longer than twelve (12) months.
- c) 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 revaluation by the Human Resources Department as described in paragraph a) above.
- d) 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 to the position before the re-evaluation and is entitled to all of the 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 which includes a narrative job description. A copy of this document is also sent to the Union.

38.06

Job Profiles, Narrative Job Descriptions and Classification

- 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
- a) The salary step of each employee newly hired to a position will be determined according to the job class of the position to which she/he 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.
- 38.08
- The period of time spent in a step will be one (1) year and each step will correspond to one (1) year of experience.
- 38.09
- The advancement in step will be on June 1st, 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.
- 38.10
- One (1) additional step will be granted on the advancement date as per clause 38.09 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.
- 38.11
- A change in job class, a promotion, a transfer or a demotion will not affect the date of the advancement in step.
- 38.12
- When an employee is transferred from one position to another, with the same job class, she/he will suffer no loss in salary.
- 38.13
- 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 (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 (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.

- 38.14 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.
- 38.15 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.
- 38.16 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) ii) iii), iv) and v); 11.02 b) iv), v); 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**
- a) The temporary employee will receive, upon leaving the University, any vacation pay to which she/he is entitled. Vacation pay is eight per cent (8%).
 - b) 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.
 - c) A temporary employee who obtains a permanent position in accordance with the provisions of article 15 retains any

accumulated vacation that has not yet been taken. The immediate supervisor of the employee informs the Human Resources Department of the number of vacation days not yet taken prior to her/his transfer.

- d) For the purpose of paragraphs b) and c) above, 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 August 31, 2017. It has no retroactive effect except where expressly provided.

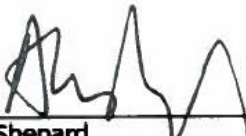
42.02 Notwithstanding clause 42.01, the collective agreement remains in effect until the signing of a new collective agreement.

42.03 Retroactivity

- a) The salary scales provided in Appendix "D" for the period from June 1st, 2015 to August 31, 2017 apply retroactively to June 1st, 2015.
- b) The salary increases are paid retroactively to the employees in the employ of the University on the date of signature of the collective agreement, as well as to the employees having retired between June 1st, 2015 and the date of signature of the collective agreement. The retroactive payments are made within sixty (60) working days of the signing of the collective agreement.
- c) Any employee having left the University between June 1st, 2015 and the date of signature is eligible to the 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.
- d) Pension payments for employees having retired between June 1st, 2015 and the date of signature of the collective agreement are recalculated to include the salary increases described above.

IN WITNESS THEREOF, the parties have signed in Montreal, province of Quebec, on this 3rd day of May, 2018.

For the University



Alan Shepard
President and Vice-Chancellor



Roger Côté
Vice-President, Services



Carolina Willsher
Associate Vice-President, Human Resources



Javier Lee
Director of Administration, JMSB




Gerry Hughes
Retired Negotiation Committee Member



Sonia Coutu
Executive Director, Employee and Labour Relations



Andrée-Anne Bouchard
Manager, Employee and Labour Relations

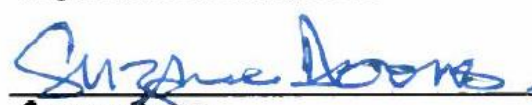


Stephanie Rowe
Advisor, Employee and Labour Relations


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



Danièle Berthiaume
Negotiation Committee, CUSSU



Suzanne Downs
Negotiation Committee, CUSSU



Derek Page
Negotiation Committee, CUSSU



Jennifer Muir
Negotiation Committee, CUSSU

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

List in effect for the 2010-2015 collective agreement years (ongoing review)

GRADE	TITLE	DEPARTMENT
2	ANIMAL CARE ATTENDANT	ANIMAL CARE FACILITIES
4	CLERK, BOOK INFORMATION	BOOKSTORE
4	RECEPTIONIST	CENTRE FOR CONTINUING EDUCATION
4	MAIL CLERK	FACILITIES MANAGEMENT
4	MAIL CLERK	FACILITIES MANAGEMENT
4	MAIL CLERK	FACILITIES MANAGEMENT
4	MAIL CLERK	FACILITIES MANAGEMENT
4	MAIL CLERK	FACILITIES MANAGEMENT
5	FACILITES ASSISTANT	JOHN MOLSON SCHOOL OF BUSINESS
5	BUDGET CLERK	FACILITIES MANAGEMENT
5	SERVICE ASSISTANT	FACILITIES MANAGEMENT
5	SERVICE ASSISTANT	OFFICE OF THE REGISTRAR
5	TRANSCRIPT ASSISTANT	OFFICE OF THE REGISTRAR
5	TRANSCRIPT ASSISTANT	OFFICE OF THE REGISTRAR
5	CLERK, SHIPPING /RECEIVING	BOOKSTORE
5	CLERK, SHIPPING/RECEIVING	BOOKSTORE
5	CLERK,SHIPPING/RECEIVING	BOOKSTORE
5	HEAD CASHIER	BOOKSTORE
5	MERCHANDISING CLERK	BOOKSTORE
5	MERCHANDISING CLERK/ CASHIER	BOOKSTORE
5	SHIPPER/RECEIVER STOCK CLERK	BOOKSTORE
5	SENIOR CASHIER	BOOKSTORE
5	SERVICE ASSISTANT	COUNSELLING & DEVELOPMENT
5	SERVICE ASSISTANT	COUNSELLING & DEVELOPMENT
5	SERVICE ASSISTANT	COUNSELLING & DEVELOPMENT
5	SERVICE ASSISTANT	COUNSELLING & DEVELOPMENT
5	CUSTOMER SERVICE REPRESENTATIVE	DIGITAL STORE
5	CUSTOMER SERVICE REPRESENTATIVE	DIGITAL STORE
5	DPRINT CUSTOMER SERVICE REPRESENTATIVE	DIGITAL STORE
5	SECRETARY/RECEPTIONIST	EXERCISE SCIENCE
5	SENIOR MAIL CLERK	FACILITIES MANAGEMENT
5	SECRETARY/RECEPTIONIST, FFAR 250	OFFICE OF THE DEAN, FINE ARTS
5	OFFICE SUPPORT ASSISTANT	OFFICE OF THE REGISTRAR
5	OFFICE SUPPORT ASSISTANT	OFFICE OF THE REGISTRAR
5	SERVICE ASSISTANT	POLITICAL SCIENCE

5	DATA ENTRY CLERK	PURCHASING SERVICES
5	DATA ENTRY CLERK	PURCHASING SERVICES
5	OFFICE SUPPORT ASSISTANT	ENROLMENT AND STUDENT SERVICES
5	DOCUMENT AND SCANNING ASSISTANT	ENROLMENT AND STUDENT SERVICES
5	DOCUMENT AND SCANNING ASSISTANT	ENROLMENT AND STUDENT SERVICES
5	DOCUMENT AND SCANNING ASSISTANT	ENROLMENT AND STUDENT SERVICES
5	DOCUMENT AND SCANNING ASSISTANT	ENROLMENT AND STUDENT SERVICES
5	DOCUMENT AND SCANNING ASSISTANT	ENROLMENT AND STUDENT SERVICES
5	DOCUMENT AND SCANNING ASSISTANT	ENROLMENT AND STUDENT SERVICES
5	SERVICE ASSISTANT	UNIVERSITY COMMUNICATION SERVICES
6	DATA ENTRY CLERK	FINANCIAL SERVICES
6	SWITCHBOARD OPERATOR/RECEPTIONIST	INSTRUCTIONAL AND INFORMATION TECHNOLOGY SERVICES
6	SERVICE ASSISTANT	ENGINEERING AND COMPUTER SCIENCE
6	OFFICE CLERK	FACILITIES MANAGEMENT
6	DEPARTMENT ASSISTANT	ADVOCACY & SUPPORT SERVICES
6	SERVICE ASSISTANT	ADVOCACY & SUPPORT SERVICES
6	SERVICE ASSISTANT	ADVOCACY & SUPPORT SERVICES
6	SERVICE ASSISTANT	ENROLMENT AND STUDENT SERVICES
6	SERVICE ASSISTANT	ENROLMENT AND STUDENT SERVICES
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6	SERVICE ASSISTANT	ENROLMENT AND STUDENT SERVICES
6	DEPARTMENT ASSISTANT	ENROLMENT AND STUDENT SERVICES
6	VENUES ASSISTANT	FINE ARTS
6	SWITCHBOARD OPERATOR/RECEPTIONIST	INSTRUCTIONAL AND INFORMATION TECHNOLOGY SERVICES
6	DEPARTMENTAL SECRETARY	APPLIED HUMAN SCIENCES
6	SERVICE ASSISTANT	ATHLETICS
6	RECEPTIONIST/SECRETARY	CLASSICS/MODERN LANGUAGES/LINGUISTICS
6	BOOKING ASSISTANT, EQUIPMENT DEPOT	INSTRUCTIONAL AND INFORMATION TECHNOLOGY SERVICES
6	DEPOT CLERK	COMMUNICATIONS STUDIES
6	RECEPTIONIST	COMMUNICATIONS STUDIES
6	SERVICE ASSISTANT	CONFERENCE & SUMMER HOUSING
6	CAREER & PLACEMENT SERVICE ASSISTANT	COUNSELLING & DEVELOPMENT
6	SERVICE ASSISTANT	COUNSELLING & DEVELOPMENT
6	SERVICE CENTRE ASSISTANT	FACILITIES MANAGEMENT
6	SERVICE CENTRE ASSISTANT	FACILITIES MANAGEMENT
6	SERVICE CENTRE ASSISTANT	FACILITIES MANAGEMENT

6	SERVICE ASSISTANT	OFFICE OF THE DEAN OF STUDENTS
6	COURSE PACK PRODUCTION OPERATOR	DIGITAL STORE
6	SECRETARY/RECEPTIONIST	ECONOMICS
6	SECRETARY/RECEPTIONIST	EDUCATION
6	RECEPTIONIST	ETUDES FRANCAISES
6	SERVICE ASSISTANT	FINANCIAL AID & AWARDS
6	SERVICE ASSISTANT	FINANCIAL AID & AWARDS
6	SERVICE ASSISTANT	FINANCIAL AID & AWARDS
6	OFFICE ASSISTANT	GENERAL COUNSEL
6	OFFICE ASSISTANT	GENERAL COUNSEL
6	SERVICE ASSISTANT	HEALTH SERVICES
6	SERVICE ASSISTANT	HEALTH SERVICES
6	SERVICE ASSISTANT	HEALTH SERVICES
6	SERVICE ASSISTANT	HEALTH SERVICES
6	SERVICE ASSISTANT	HEALTH SERVICES
6	SERVICE ASSISTANT	HEALTH SERVICES
6	SERVICE ASSISTANT	HEALTH SERVICES
6	PENSION CLERK	HUMAN RESOURCES
6	DEPARTMENTAL ASSISTANT	MASTERS & DIPLOMA PROGRAM, JMSB
6	DEPOT CLERK	MEL HOPPENHEIM SCHOOL OF CINEMA
6	SERVICE ASSISTANT	MULTI-FAITH CHAPLAINCY
6	SWITCHBOARD OPERATOR/RECEPTIONIST	INSTRUCTIONAL AND INFORMATION TECHNOLOGY SERVICES
6	SERVICE ASSISTANT	OFFICE OF THE DEAN, FACULTY OF ARTS AND SCIENCE
6	DEPARTMENTAL SECRETARY	OFFICE OF THE DIRECTOR OF SECURITY
6	SECRETARY	OFFICE OF THE DIRECTOR OF SECURITY
6	DEPARTMENTAL RECEPTIONIST/ CLERICAL ASSISTANT	OFFICE OF THE DIRECTOR ENVIRONMENTAL HEALTH AND SAFETY
6	SERVICE ASSISTANT	OFFICE OF THE VICE-PRESIDENT RESEARCH & GRADUATE STUDIES
6	MEDICAL SECRETARY	PERFORM
6	SERVICE ASSISTANT	PERFORM
6	SECRETARY	POLITICAL SCIENCE
6	SECRETARY/RECEPTIONIST	PSYCHOLOGY
6	STUDENT RECRUITMENT ASSISTANT	ENROLMENT AND STUDENT SERVICES
6	STUDENT RECRUITMENT ASSISTANT	ENROLMENT AND STUDENT SERVICES
6	SERVICE ASSISTANT	ENROLMENT AND STUDENT SERVICES
6	ENROLMENT SVCS. EVENTS ASSISTANT	ENROLMENT AND STUDENT SERVICES
6	SERVICE ASSISTANT	SCHOOL OF GRADUATE STUDIES
6	SERVICE ASSISTANT	SCHOOL OF GRADUATE STUDIES
6	SERVICE ASSISTANT	STUDENT ACADEMIC SERVICES, FACULTY OF ARTS AND SCIENCE

6	SERVICE ASSISTANT	STUDENT TRANSITION CENTRE
6	SERVICE ASSISTANT	BIRKS STUDENT SERVICE CENTER
6	SERVICE ASSISTANT	BIRKS STUDENT SERVICE CENTER
6	SERVICE ASSISTANT	BIRKS STUDENT SERVICE CENTER
6	SERVICE ASSISTANT	BIRKS STUDENT SERVICE CENTER
6	SERVICE ASSISTANT	BIRKS STUDENT SERVICE CENTER
6	SECRETARY	THEOLOGICAL STUDIES
7	OFFICE ASSISTANT	ACADEMIC TECHNOLOGY
7	ACCOUNTING CLERK, PAYROLL/PAYABLES	FINANCIAL SERVICES
7	A/P CLERK/ RECEPTIONIST	FINANCIAL SERVICES
7	ACCOUNTS PAYABLE CLERK	FINANCIAL SERVICES
7	ACCOUNTS PAYABLE CLERK - SPECIAL ACCOUNTS	FINANCIAL SERVICES
7	ACCOUNTS PAYABLE CLERK	FINANCIAL SERVICES
7	SENIOR SERVICE ASSISTANT	ENROLMENT AND STUDENT SERVICES
7	ADMINISTRATIVE ASSISTANT	FINE ARTS
7	ADMINISTRATIVE CLERK	INSTRUCTIONAL AND INFORMATION TECHNOLOGY SERVICES
7	ADMINISTRATIVE SUPPORT CLERK	INSTRUCTIONAL AND INFORMATION TECHNOLOGY SERVICES
7	SWITCHBOARD SERVICE COORDINATOR	INSTRUCTIONAL AND INFORMATION TECHNOLOGY SERVICES
7	ADMINISTRATIVE ASSISTANT	JOHN MOLSON SCHOOL OF BUSINESS
7	DEPARTMENT ASSISTANT	JOHN MOLSON SCHOOL OF BUSINESS
7	RECEPTIONIST/SECRETARY	JOHN MOLSON SCHOOL OF BUSINESS
7	UNDERGRADUATE PROGRAM ASSISTANT	JOHN MOLSON SCHOOL OF BUSINESS
7	SUPERVISOR	ART SUPPLY STORE - FINE ARTS
7	ACCOUNTS CLERK	BOOKSTORE
7	ACCOUNTS CLERK	BOOKSTORE
7	COORDINATOR, SHIPPING/RECEIVING	BOOKSTORE
7	OFFICE ASSISTANT	BUILDING, CIVIL AND ENVIRONMENTAL ENGINEERING
7	DEPARTMENT ASSISTANT	BUSINESS ADMINISTRATION - SCHOOL OF EXTENDED LEARNING
7	STUDENT SERVICES ASSISTANT	CENTRE FOR CONTINUING EDUCATION
7	DEPARTMENTAL ASSISTANT	CHEMISTRY & BIOCHEMISTRY
7	CHEMICAL STORES ASSISTANT	CHEMISTRY & BIOCHEMISTRY
7	OFFICE ASSISTANT	CIISE
7	DEPARTMENT ASSISTANT	COMMUNICATIONS, HOSPITALITY AND TOURISM
7	SALES REPRESENTATIVE	COMPUTER STORE
7	ADMINISTRATIVE ASSISTANT, CO-OP EDUCATION	COOPERATIVE EDUCATION
7	ADMINISTRATIVE ASSISTANT, CO-OP EDUCATION	COOPERATIVE EDUCATION
7	OFFICE ASSISTANT	COMPUTER SCIENCE AND SOFTWARE ENGINEERING (CSSE)

7	SERVICE ASSISTANT	DEAN OF STUDENTS OFFICE
7	DEPARTMENTAL CLERK	FACILITIES MANAGEMENT
7	UNDERGRADUATE PROGRAM ASSISTANT	EDUCATION
7	UNDERGRADUATE PROGRAM ASSISTANT	EDUCATION
7	OFFICE ASSISTANT	ELECTRICAL & COMPUTER ENGINEERING
7	ASSISTANT, COMP AND WRITING PROGRAM	ENGLISH
7	ADMINISTRATIVE ASSISTANT	EVENTS & SPONSORSHIP
7	ASSISTANT, EVENT REGISTRATION	EVENTS & SPONSORSHIP
7	JR. HR DATA COORDINATOR	HUMAN RESOURCE INFORMATION SYSTEM (HRIS)
7	STUDENT SVCS. ASSISTANT	DEAN OF STUDENTS OFFICE
7	STUDENT SERVICES ASSISTANT	LANGUAGE INSTITUTE - SCHOOL OF EXTENDED LEARNING
7	DEPARTMENT ASSISTANT	MARKETING
7	SECRETARY	MASTERS & DIPLOMA PROGRAMS
7	DEPARTMENTAL ASSISTANT	MATHEMATICS & STATISTICS
7	OFFICE ASSISTANT	MECHANICAL AND INDUSTRIAL ENGINEERING
7	CHAPEL ASSISTANT	MULTI-FAITH CHAPLAINCY
7	ASSISTANT, RESEARCH GRANTS	OFFICE OF RESEARCH
7	OFFICE ASSISTANT	OFFICE OF RESEARCH
7	DEPARTMENT ASSISTANT	OFFICE OF THE ASSOCIATE VICE-PRESIDENT, HUMAN RESOURCES
7	ADMISSIONS ASSISTANT	OFFICE OF THE REGISTRAR
7	DEPT SERVICE TEAM ASSISTANT	OFFICE OF THE REGISTRAR
7	DEPARTMENT ASSISTANT	OFFICE OF THE VICE-PRESIDENT, FINANCE
7	SECRETARY/RECEPTION, ADVANCEMENT/ALUMNI	ADVANCEMENT AND ALUMNI RELATIONS
7	DEPARTMENT ASSISTANT	PHILOSOPHY
7	ASSISTANT, APPLIED PSYCH CENTER	PSYCHOLOGY
7	DEPARTMENT ASSISTANT	PSYCHOLOGY
7	SECRETARY TO THE CHAIR AND TO ADMINISTRATOR	PSYCHOLOGY
7	COORDINATOR OF MATERIALS AND DISTRIBUTION	ENROLMENT AND STUDENT SERVICES
7	SECRETARY	PURCHASING SERVICES
7	DEPARTMENT ASSISTANT	SOCIOLOGY & ANTHROPOLOGY
7	ASSISTANT, STUDENT ACADEMIC SERVICES	STUDENT ACADEMIC SERVICES, FACULTY OF ARTS AND SCIENCE
7	BANK DEPOSITS CLERK	STUDENT ACCOUNTS
7	CLERK, GENERAL ACCOUNTS	STUDENT ACCOUNTS
7	CLERK, GENERAL ACCOUNTS/ COLLECTIONS	STUDENT ACCOUNTS
7	CLERK, CASH FLOATS AND MISCELLANEOUS REVENUE DEPOSITS	STUDENT ACCOUNTS
7	ADMISSIONS ASSISTANT	OFFICE OF THE REGISTRAR
7	ADMISSIONS ASSISTANT	OFFICE OF THE REGISTRAR
7	ADMISSIONS ASSISTANT	OFFICE OF THE REGISTRAR

7	ADMISSIONS ASSISTANT	OFFICE OF THE REGISTRAR
7	ADMISSIONS ASSISTANT	OFFICE OF THE REGISTRAR
7	ADMISSIONS ASSISTANT	OFFICE OF THE REGISTRAR
7	ADMISSIONS ASSISTANT	OFFICE OF THE REGISTRAR
7	ADMISSIONS ASSISTANT	OFFICE OF THE REGISTRAR
7	ADMISSIONS ASSISTANT	OFFICE OF THE REGISTRAR
7	GRADUATE ADMISSIONS ASSISTANT	OFFICE OF THE REGISTRAR
7	OFFICE ASSISTANT	TRANSLATION SERVICES
7	GRADUATE SERVICE TEAM ASSISTANT	OFFICE OF THE REGISTRAR
7	GRADUATE SERVICE TEAM ASSISTANT	OFFICE OF THE REGISTRAR
7	GRADUATE SERVICE TEAM ASSISTANT	OFFICE OF THE REGISTRAR
7	UNDERGRADUATE SERVICE TEAM ASSISTANT	OFFICE OF THE REGISTRAR
7	UNDERGRADUATE SERVICE TEAM ASSISTANT	OFFICE OF THE REGISTRAR
7	UNDERGRADUATE SERVICE TEAM ASSISTANT	OFFICE OF THE REGISTRAR
7	UNDERGRADUATE SERVICE TEAM ASSISTANT	OFFICE OF THE REGISTRAR
7	UNDERGRADUATE SERVICE TEAM ASSISTANT	OFFICE OF THE REGISTRAR
7	UNDERGRADUATE SERVICE TEAM ASSISTANT	OFFICE OF THE REGISTRAR
7	UNDERGRADUATE SERVICE TEAM ASSISTANT	OFFICE OF THE REGISTRAR
7	UNDERGRADUATE SERVICE TEAM ASSISTANT	OFFICE OF THE REGISTRAR
7	UNDERGRADUATE SERVICE TEAM ASSISTANT	OFFICE OF THE REGISTRAR
8	STUDENT AFFAIRS ASSISTANT	ACADEMIC AND STUDENT AFFAIRS, FINE ARTS
8	DEPARTMENT ASSISTANT	DEPARTMENT OF ACCOUNTANCY
8	SAS ASSISTANT	FACILITIES MANAGEMENT
8	COORDINATOR, PROPERTY RENTALS	FACILITIES MANAGEMENT
8	DEPARTMENT ASSISTANT	ADVOCACY & SUPPORT SERVICES
8	RECORDS MANAGEMENT ASSISTANT	INSTRUCTIONAL AND INFORMATION TECHNOLOGY SERVICES
8	RECORDS MANAGEMENT ASSISTANT	INSTRUCTIONAL AND INFORMATION TECHNOLOGY SERVICES
8	RECORDS MANAGEMENT ASSISTANT	INSTRUCTIONAL AND INFORMATION TECHNOLOGY SERVICES
8	RECORDS MANAGEMENT ASSISTANT	INSTRUCTIONAL AND INFORMATION TECHNOLOGY SERVICES
8	ADMINISTRATIVE ASSISTANT	ENROLMENT AND STUDENT SERVICES
8	GOVERNMENT REPORTING ASSISTANT	ENROLMENT AND STUDENT SERVICES
8	GOVERNMENT REPORTING ASSISTANT	ENROLMENT AND STUDENT SERVICES
8	GOVERNMENT REPORTING ASSISTANT - QC RESIDENTS	ENROLMENT AND STUDENT SERVICES
8	DEPARTMENT ASSISTANT	FINE ARTS
8	DEPARTMENT ASSISTANT	FINE ARTS
8	ADMINISTRATIVE ASSISTANT	JOHN MOLSON SCHOOL OF BUSINESS
8	ADMINISTRATIVE ASSISTANT	JOHN MOLSON SCHOOL OF BUSINESS
8	ADMINISTRATIVE ASSISTANT	ADVANCEMENT AND ALUMNI RELATIONS
8	ADMINISTRATIVE ASSISTANT ANNUAL GIVING	ANNUAL GIVING

8	DEPARTMENTAL ASSISTANT	APPLIED HUMAN SCIENCES
8	DEPARTMENT GRADUATE ASSISTANT	APPLIED HUMAN SCIENCES
8	UNDERGRADUATE PROGRAM ASSISTANT	APPLIED HUMAN SCIENCES
8	ASSISTANT, RECORDS MANAGEMENT	ARCHIVES
8	DEPARTMENT ASSISTANT	ART EDUCATION
8	DEPARTMENT ASSISTANT	ART HISTORY
8	DEPARTMENT AND TRAVEL ASSISTANT	ATHLETICS
8	DEPARTMENT AND ELIGIBILITY ASSISTANT	ATHLETICS
8	GRADUATE PROGRAM ASSISTANT	BIOLOGY
8	UNDERGRADUATE PROGRAM ASSISTANT	BIOLOGY
8	COORDINATOR, COURSE PACK	BOOKSTORE
8	RETAIL OPERATIONS ASSISTANT	BOOKSTORE
8	PROGRAM ASSISTANT	BUILDING, CIVIL AND ENVIRONMENTAL ENGINEERING
8	GRADUATE PROGRAM ASSISTANT	BUILDING, CIVIL AND ENVIRONMENTAL ENGINEERING
8	GRADUATE PROGRAM ASSISTANT	CHEMISTRY & BIOCHEMISTRY
8	PROGRAM ASSISTANT	CLASSICS/MODERN LANGUAGES/LINGUISTICS
8	COORDINATOR, ACADEMIC PROGRAMS	CLASSICS/MODERN LANGUAGES/LINGUISTICS
8	GRADUATE PROGRAM ASSISTANT	COMMUNICATIONS STUDIES
8	SENIOR RETAIL SPECIALIST	COMPUTER STORE
8	ADMINISTRATIVE ASSISTANT	CONFERENCE & SUMMER HOUSING
8	COORDINATOR, BOOKING AND CAMPUS SERVICES	CONFERENCE & SUMMER HOUSING
8	COORDINATOR, BOOKING AND CAMPUS SERVICES	CONFERENCE & SUMMER HOUSING
8	DEPARTMENT ASSISTANT	CREATIVE ARTS THERAPIES
8	PROGRAM ASSISTANT	COMPUTER SCIENCE AND SOFTWARE ENGINEERING (CSSE)
8	DEPARTMENT ASSISTANT	DESIGN & COMPUTATION ARTS
8	ADMINISTRATIVE ASSISTANT	FACULTY OF ARTS AND SCIENCE
8	ADMINISTRATIVE ASSISTANT	JOHN MOLSON SCHOOL OF BUSINESS
8	ACCOUNTING COORDINATOR	DIGITAL STORE
8	DPRINT CUSTOMER SERVICE COORDINATOR	DIGITAL STORE
8	CUSTOMER SERVICE COORDINATOR	DIGITAL STORE
8	GRADUATE PROGRAM ASSISTANT	ECONOMICS
8	SECRETARY, UNDERGRADUATE/CO-OP	ECONOMICS
8	GRADUTE PROGRAM ASSISTANT	EDUCATION
8	PROGRAM ASSISTANT	ELECTRICAL & COMPUTER ENGINEERING
8	GRADUATE PROGRAM ASSISTANT	ENGLISH
8	GRADUATE PROGRAM ASSISTANT	ETUDES FRANCAISES
8	DEPARTMENT ASSISTANT	FINANCE (JMSB)
8	DEPARTMENT ASSISTANT	GENERAL COUNSEL
8	GRADUATE PROGRAM ASSISTANT	GEOGRAPHY, PLANNING & ENVIRONMENT

8	PROGRAM ASSISTANT	GEOGRAPHY, PLANNING & ENVIRONMENT
8	UNDERGRADUATE PROGRAM ASSISTANT	HISTORY
8	ASSISTANT, BENEFITS/PENSION	HUMAN RESOURCES
8	PENSION ASSISTANT	HUMAN RESOURCES
8	GRADUATE PROGRAM ASSISTANT	JOURNALISM
8	DEPARTMENT ASSISTANT, MANAGEMENT	MANAGEMENT
8	GRADUATE PROGRAM ASSISTANT	MASTERS & DIPLOMA PROGRAMS
8	ASSISTANT TO THE CHAIR	MATHEMATICS & STATISTICS
8	GRADUATE PROGRAM ASSISTANT	MATHEMATICS & STATISTICS
8	UNDERGRADUATE PROGRAM ASSISTANT	MATHEMATICS & STATISTICS
8	PROGRAM ASSISTANT	MECHANICAL & INDUSTRIAL ENGINEERING
8	DEPARTMENT ASSISTANT	MEL HOPPENHEIM SCHOOL OF CINEMA
8	DEPARTMENT ASSISTANT	OFFICE OF THE ASSOCIATE VICE-PRESIDENT INTERNATIONAL
8	ASSISTANT, DEAN'S OFFICE	OFFICE OF THE DEAN - FINE ARTS
8	OFFICE ASSISTANT	OFFICE OF THE DEAN - FACULTY OF ARTS AND SCIENCE
8	ADMINISTRATIVE ASSISTANT	OFFICE OF THE PRESIDENT
8	ADMINISTRATIVE ASSISTANT	OFFICE OF THE VICE-PRESIDENT RESEARCH & GRADUATE STUDIES
8	SECRETARY, DEAN'S OFFICE	OFFICE OF THE DEAN - JOHN MOLSON SCHOOL OF BUSINESS OPERATIONS - ADVANCEMENT
8	ADMINISTRATIVE ASSISTANT, ADVANCEMENT SERVICES	
8	GRADUATE PROGRAM ASSISTANT	POLITICAL SCIENCE
8	UNDERGRADUATE PROGRAM ASSISTANT	POLITICAL SCIENCE
8	GRADUATE PROGRAM ASSISTANT	PSYCHOLOGY
8	UNDERGRADUATE PROGRAM ASSISTANT	PSYCHOLOGY
8	GRADUATE PROGRAM ASSISTANT	RELIGION
8	DEPARTMENT ASSISTANT	OFFICE OF RIGHTS & RESPONSIBILITIES
8	PROGRAM SECRETARY	SIMONE DE BEAUVOIR INSTITUTE
8	GRADUATE PROGRAM ASSISTANT	SOCIOLOGY & ANTHROPOLOGY
8	UNDERGRADUATE PROGRAM ASSISTANT	SOCIOLOGY & ANTHROPOLOGY
8	DEPARTMENT ASSISTANT	STUDENT ACCOUNTS
8	DEPARTMENT ASSISTANT	STUDIO ARTS
8	DEPARTMENT ASSISTANT	STUDIO ARTS
8	OFFICE ASSISTANT	STUDIO ARTS
8	DEPARTMENT ASSISTANT	SUPPLY CHAIN AND BUSINESS TECHNOLOGY MANAGEMENT
8	SENIOR GRADUATE SERVICE TEAM ASSISTANT	OFFICE OF THE REGISTRAR
8	SENIOR UNDERGRADUATE SERVICE TEAM ASSISTANT	OFFICE OF THE REGISTRAR
8	SENIOR UNDERGRADUATE SERVICE TEAM ASSISTANT	OFFICE OF THE REGISTRAR
8	SENIOR UNDERGRADUATE SERVICE TEAM	OFFICE OF THE REGISTRAR

	ASSISTANT	
9	DEPARTMENT ASSISTANT	ACADEMIC AND STUDENT AFFAIRS, FINE ARTS
9	GIFT STEWARDSHIP COORDINATOR	ADVANCEMENT AND ALUMNI RELATIONS
9	TREASURY OFFICER	ADVANCEMENT AND ALUMNI RELATIONS
9	CORPORATE CARD ADMINISTRATOR	FINANCIAL SERVICES
9	TRAVEL ADMINISTRATOR	FINANCIAL SERVICES
9	ASSISTANT TO THE CHAIR	ENGINEERING AND COMPUTER SCIENCE
9	ACADEMIC PERSONNEL COORDINATOR	ENGINEERING AND COMPUTER SCIENCE
9	ADMINISTRATIVE ASSISTANT	ENGINEERING AND COMPUTER SCIENCE
9	ASSISTANT TO THE ASSOCIATE DEAN, GRADUATE PROGRAMS AND RESEARCH	ENGINEERING AND COMPUTER SCIENCE
9	ASSISTANT TO ASSOCIATE DEAN	ENGINEERING AND COMPUTER SCIENCE
9	ADMINISTRATIVE ASSISTANT	ADVOCACY & SUPPORT SERVICES
9	EXAMS COORDINATOR, ACSD	ADVOCACY & SUPPORT SERVICES
9	ASSISTANT TO THE CHAIR	ENGINEERING AND COMPUTER SCIENCE
9	ACADEMIC SCHEDULING ASSISTANT	ENROLMENT AND STUDENT SERVICES
9	EXAMS COORDINATOR	ENROLMENT AND STUDENT SERVICES
9	EXAMS COORDINATOR	ENROLMENT AND STUDENT SERVICES
9	EXAMS COORDINATOR	ENROLMENT AND STUDENT SERVICES
9	ADMINISTRATIVE ASSISTANT	JOHN MOLSON SCHOOL OF BUSINESS
9	ADMINISTRATIVE ASSISTANT	JOHN MOLSON SCHOOL OF BUSINESS
9	ADMINISTRATIVE ASSISTANT	JOHN MOLSON SCHOOL OF BUSINESS
9	ASSISTANT TO ASSOCIATE DEAN	JOHN MOLSON SCHOOL OF BUSINESS
9	COORDINATOR EXECUTIVE TRAINING PROGRAMS	JOHN MOLSON SCHOOL OF BUSINESS
9	GRADUATE ADMISSIONS COORDINATOR	JOHN MOLSON SCHOOL OF BUSINESS
9	BUDGET ASSISTANT	OFFICE OF THE VICE-PRESIDENT, ADVANCEMENT AND ALUMNI RELATIONS
9	EDITORIAL ASSISTANT	ART HISTORY
9	BUYER, EDUCATIONAL MATERIAL	BOOKSTORE
9	BUYER, EDUCATIONAL MATERIAL	BOOKSTORE
9	BUYER, STATIONARY SUPPLIES	BOOKSTORE
9	BUYER, EDUCATIONAL MATERIAL	BOOKSTORE
9	ASSISTANT TO THE CHAIR	BUILDING, CIVIL, AND ENVIRONMENTAL ENGINEERING
9	COORDINATOR, COMMUNICATIONS/WEB	CENTRE FOR CONTINUING EDUCATION
9	ASSISTANT TO THE CHAIR	CHEMISTRY & BIOCHEMISTRY
9	ASSISTANT TO THE DIRECTOR	CIISE
9	GRADUATE PROG. COORDINATOR	CIISE
9	COORDINATOR COMMERCIAL SUPPORT SERVICES	COMMERCIAL SERVICES
9	MONITOR, COMPUTER LAB	COMPUTER INSTITUTE - SCHOOL OF EXTENDED LEARNING
9	RESIDENCE ADMISSIONS COORDINATOR	CONFERENCE & SUMMER HOUSING

9	ASSISTANT TO THE DIRECTOR	COOPERATIVE EDUCATION
9	ASSISTANT TO THE CHAIR	CSSE
9	PROGRAM ASSISTANT DIPLOMA	CSSE
9	ADMINISTRATIVE ASSISTANT	CENTRE FOR TEACHING AND LEARNING SERVICES
9	COORDINATOR, COURSE EVALUATION	CENTRE FOR TEACHING AND LEARNING SERVICES
9	SECRETARY TO THE CHAIR	EDUCATION
9	ASSISTANT TO THE CHAIR	ELECTRICAL & COMPUTER ENGINEERING
9	GRADUATE PROGRAM COORDINATOR	ELECTRICAL & COMPUTER ENGINEERING
9	GRADUATE PROGRAM COORDINATOR	ELECTRICAL & COMPUTER ENGINEERING
9	EMPLOYMENT ASSISTANT	HUMAN RESOURCES
9	ASSISTANT TO THE CHAIR	ENGLISH
9	ASSISTANT, UNDERGRAD/CO-OP	ETUDES FRANCAISES
9	ASSISTANT TO THE CHAIR	EXERCISE SCIENCE
9	COORDINATOR, SPACE INVENTORY AND SIGNAGE	FACILITIES MANAGEMENT
9	ASSISTANT TO THE CHAIR & GRADUATE PROGRAM ASSISTANT	HISTORY
9	BENEFITS ASSISTANT	HUMAN RESOURCES
9	ADMINISTRATIVE ASSISTANT	INSTITUTIONAL PLANNING OFFICE
9	ASSISTANT TO THE CHAIR	JOURNALISM
9	ASSISTANT TO THE PRINCIPAL	LIBERAL ARTS COLLEGE
9	ASSISTANT TO THE CHAIR	MANAGEMENT
9	ASSISTANT TO THE ASSOCIATE DEAN	MASTERS & DIPLOMA PROGRAMS
9	ADMINISTRATIVE ASSISTANT MBA	MASTERS & DIPLOMA PROGRAMS
9	COORDINATOR, CA PROGRAM	MASTERS & DIPLOMA PROGRAMS
9	EMBA PROJECT COORDINATOR	MASTERS & DIPLOMA PROGRAMS
9	ASSISTANT TO THE DIRECTOR	MECHANICAL & INDUSTRIAL ENGINEERING
9	ASSISTANT TO THE CHAIR	MECHANICAL & INDUSTRIAL ENGINEERING
9	GRADUATE PROGRAM COORDINATOR	MECHANICAL & INDUSTRIAL ENGINEERING
9	GRADUATE PROGRAM COORDINATOR	MECHANICAL & INDUSTRIAL ENGINEERING
9	ADMINISTRATIVE ASSISTANT	OFFICE OF THE DEAN - FINE ARTS
9	BUDGET ASSISTANT	OFFICE OF THE DEAN - FINE ARTS
9	ADMINISTRATIVE ASSISTANT	OFFICE OF THE DIRECTOR SECURITY
9	SHIFT SUPERVISOR	OFFICE OF THE DIRECTOR SECURITY
9	SHIFT SUPERVISOR	OFFICE OF THE DIRECTOR SECURITY
9	SHIFT SUPERVISOR	OFFICE OF THE DIRECTOR SECURITY
9	ASSISTANT TO THE DIRECTOR	OFFICE OF RESEARCH
9	ASSOCIATE PROJECT COORDINATOR	OFFICE OF RESEARCH
9	ASSISTANT TO THE ASSOCIATE VICE-PRESIDENT	OFFICE OF THE VICE-PRESIDENT RESEARCH & GRADRUATE STUDIES
9	OFFICE ASSISTANT	OFFICE OF THE VICE-PRESIDENT RESEARCH & GRADRUATE STUDIES

9	EVENTS & DESKTOP PUBLISHING COORDINATOR	OFFICE OF THE DEAN - JOHN MOLSON SCHOOL OF BUSINESS
9	PAYROLL ASSISTANT	HUMAN RESOURCES
9	PAYROLL ASSISTANT	HUMAN RESOURCES
9	PAYROLL ASSISTANT	HUMAN RESOURCES
9	PAYROLL ASSISTANT	HUMAN RESOURCES
9	ADMINISTRATIVE ASSISTANT	PERFORM
9	ASSISTANT TO THE CHAIR	PHILOSOPHY
9	ASSISTANT TO THE CHAIR	PHYSICS
9	ADMINISTRATIVE ASSISTANT, PLANNED GIVING	PLANNED GIVING
9	ASSISTANT TO THE CHAIR	POLITICAL SCIENCE
9	ASSISTANT BUYER	PURCHASING SERVICES
9	ASSISTANT BUYER	PURCHASING SERVICES
9	ADMINISTRATIVE ASSISTANT/ SECRETARY TO CHAIR	RELIGION
9	ASSISTANT TO THE PRINCIPLE	SCHOOL OF COMMUNITY & PUBLIC AFFAIRS
9	ASSISTANT TO THE PRINCIPLE	SCIENCE COLLEGE
9	ASSISTANT TO THE CHAIR	SOCIOLOGY & ANTHROPOLOGY
9	ADMINISTRATIVE ASSISTANT	STUDENT ACCOUNTS
9	SENIOR ACCOUNTS CLERK	STUDENT ACCOUNTS
9	SENIOR CLERK DELINQUENT ACCOUNTS	STUDENT ACCOUNTS
9	SENIOR CLERK STATISTICS AND COLLECTIONS	STUDENT ACCOUNTS
9	THESIS COORDINATOR	STUDENT AFFAIRS - RESEARCH AND GRADUATE STUDIES
9	COORDINATOR, TRANSLATION SERVICES	TRANSLATION SERVICES
9	ASSISTANT, BUDGET & OFFICE SUPPORT	UNIVERSITY COMMUNICATION SERVICES
9	BUDGET ASSISTANT	UNIVERSITY COMMUNICATION SERVICES
9	ACCOUNTING COORDINATOR	OFFICE OF THE VICE-PRESIDENT, SERVICES
10	ASSISTANT TO THE ASSOCIATE DEAN	ACADEMIC FACILITIES, FACULTY OF ARTS OF SCIENCE
10	ACADEMIC PROGRAMS ASSISTANT	FACULTY OF ARTS AND SCIENCE
10	DEPARTMENT COORDINATOR	ACCOUNTANCY
10	SENIOR ACCOUNTING CLERK	FINANCIAL SERVICES
10	BUDGET ASSISTANT	JOHN MOLSON SCHOOL OF BUSINESS
10	ACADEMIC PERSONNEL COORDINATOR	ENGINEERING AND COMPUTER SCIENCE
10	ACADEMIC PROGRAMS COORDINATOR	ENGINEERING AND COMPUTER SCIENCE
10	ACADEMIC PROGRAMS COORDINATOR	ENGINEERING AND COMPUTER SCIENCE
10	BUDGET ASSISTANT	ENGINEERING AND COMPUTER SCIENCE
10	BUDGET ASSISTANT	ENGINEERING AND COMPUTER SCIENCE
10	BUDGET ASSISTANT	ENGINEERING AND COMPUTER SCIENCE
10	ACADEMIC PROGRAMS COORDINATOR	ENGINEERING AND COMPUTER SCIENCE
10	EXECUTIVE SECRETARY TO THE DEAN	ENGINEERING AND COMPUTER SCIENCE
10	FINANCIAL ASSISTANT	FACULTY OF ARTS AND SCIENCE

10	FINANCIAL ASSISTANT	FACULTY OF ARTS AND SCIENCE
10	ASSISTANT TO THE DIRECTOR	ENROLMENT AND STUDENT SERVICES
10	ADMINISTRATIVE COORDINATOR	INSTRUCTIONAL AND INFORMATION TECHNOLOGY SERVICES
10	ASSISTANT TO THE ASSOCIATE DEAN	JOHN MOLSON SCHOOL OF BUSINESS
10	EVENT COORDINATOR	ATHLETICS
10	FACILITIES ASSISTANT	ATHLETICS
10	BUYER, COMPUTER PRODUCTS	BOOKSTORE
10	BOOKING COORDINATOR, CINEMAS	CINEMAS
10	ASSISTANT TO THE DIRECTOR	CISSC
10	ADMINISTRATIVE ASSISTANT	COMPUTER INSTITUTE - SCHOOL OF EXTENDED LEARNING
10	CONFERENCE COORDINATOR	CONFERENCE & SUMMER HOUSING
10	EVENTS COORDINATOR	CONFERENCE & SUMMER HOUSING
10	EVENTS COORDINATOR	CONFERENCE & SUMMER HOUSING
10	COORDINATOR ADMINISTRATIVE SERVICES	INSTITUTE FOR COOPERATIVE EDUCATION
10	ASSISTANT TO THE DEAN	DEAN OF STUDENTS OFFICE
10	GRADUATE PROGRAM COORDINATOR	EDUCATION
10	EVENT COORDINATOR	EVENTS & SPONSORSHIP
10	EVENT COORDINATOR	EVENTS & SPONSORSHIP
10	ADMINISTRATIVE ASSISTANT, RECRUITMENT	EXTERNAL AFFAIRS, JOHN MOLSON SCHOOL OF BUSINESS
10	DEPARTMENT COORDINATOR	FINANCE (JMSB)
10	ASSISTANT TO THE DIRECTOR	FINANCIAL AID & AWARDS
10	EXTERNAL AWARDS & BURSARY ASSISTANT	FINANCIAL AID & AWARDS
10	GOVERNMENT LOAN AND BURSARY OFFICER	FINANCIAL AID & AWARDS
10	OFFICE TECHNOLOGIST ASSISTANT	FINANCIAL AID & AWARDS
10	LEGAL ASSISTANT	GENERAL COUNSEL
10	EVENTS COORDINATOR	HOSPITALITY CONCORDIA
10	HR DATA COORDINATOR	HUMAN RESOURCE INFORMATION SYSTEMS (HRIS)
10	HR DATA COORDINATOR EMPLOYMENT	HUMAN RESOURCE INFORMATION SYSTEMS (HRIS)
10	PENSION ASSISTANT	HUMAN RESOURCES
10	ADMINISTRATIVE ASSISTANT	LANGUAGE INSTITUTE - SCHOOL OF EXTENDED LEARNING
10	ADMINISTRATIVE ASSISTANT	LEONARD & BINA ELLEN ART
10	ASSISTANT TO THE PRINCIPAL	LIBERAL ARTS COLLEGE
10	DEPARTMENT COORDINATOR	MANAGEMENT
10	DEPARTMENT COORDINATOR	MARKETING
10	COORDINATOR, RESEARCH ADMINISTRATION	OFFICE OF THE DEAN - FINE ARTS
10	EXECUTIVE SECRETARY TO THE DEAN	OFFICE OF THE DEAN - FINE ARTS
10	ASSISTANT TO THE CODE ADMINISTRATOR	OFFICE OF THE DEAN - FACULTY OF ARTS AND SCIENCE

10	EXECUTIVE SECRETARY TO THE DEAN	OFFICE OF THE DEAN - FACULTY OF ARTS AND SCIENCE
10	EXECUTIVE SECRETARY TO THE DEAN	OFFICE OF THE DEAN - SCHOOL OF EXTENDED LEARNING
10	COORDINATOR, QUALITY CONTROL & TRAINING	OFF. OF DIRECTOR SECURITY
10	OFFICER, EVENT ANALYSIS	OFF. OF DIRECTOR SECURITY
10	OFFICER, EVENT ANALYSIS	OFF. OF DIRECTOR SECURITY
10	ASSISTANT TO THE DIRECTOR	OFFICE OF THE DIRECTOR ENVIRONMENTAL HEALTH AND SAFETY
10	ASSISTANT TO THE DIRECTOR	OFFICE OF THE VICE-PRESIDENT, DEVELOPMENT AND EXTERNAL RELATIONS, AND SECRETARY-GENERAL
10	ADMINISTRATIVE ASSISTANT	OFFICE OF THE VICE-PRESIDENT, SERVICES
10	ASSISTANT TO THE DIRECTOR	OFFICE OF THE PRESIDENT
10	ASSISTANT TO THE VICE PROVOST	OFFICE OF THE PROVOST AND VICE-PRESIDENT, ACADEMIC AFFAIRS
10	COORDINATOR, FACULTY RELATIONS	OFFICE OF THE PROVOST AND VICE-PRESIDENT, ACADEMIC AFFAIRS
10	COORDINATOR, FACULTY RELATIONS	OFFICE OF THE PROVOST AND VICE-PRESIDENT, ACADEMIC AFFAIRS
10	ADMINISTRATIVE ASSISTANT	OFFICE OF THE VICE-PRESIDENT, ADVANCEMENT AND ALUMNI RELATIONS
10	ADMINISTRATIVE ASSISTANT	OFFICE OF THE VICE-PRESIDENT, ADVANCEMENT AND ALUMNI RELATIONS
10	SPECIAL PROJECTS AND EVENT PLANNING COORDINATOR	JOHN MOLSON SCHOOL OF BUSINESS
10	FACILITIES COORDINATOR	PERFORM
10	EDITORIAL COORDINATOR	ENROLMENT AND STUDENT SERVICES
10	EXPEDITOR	PURCHASING SERVICES
10	ASSISTANT TO THE AVP ENROLMENT & STUDENT SERVICES	RECRUITMENT
10	ASSISTANT TO THE DIRECTOR	RECRUITMENT
10	ASSISTANT TO THE ASSOCIATE DEAN RESEARCH AND GRANTS	RESEARCH & GRADUATE STUDIES
10	FINANCIAL OFFICER	FINANCIAL SERVICES
10	FINANCIAL OFFICER	FINANCIAL SERVICES
10	FINANCIAL OFFICER	FINANCIAL SERVICES
10	FINANCIAL OFFICER CAPITAL BUDGETING	FINANCIAL SERVICES
10	FINANCIAL OFFICER	FINANCIAL SERVICES
10	ASSISTANT TO THE PRINCIPAL	SCHOOL OF CANADIAN IRISH STUDIES
10	EXECUTIVE SECRETARY TO THE DEAN	SCHOOL OF GRADUATE STUDIES
10	SIP COORDINATOR	SCHOOL OF GRADUATE STUDIES
10	SR. CLERK, SIS A/R & ELEC. PAYMENT ADM. SUPPORT	STUDENT ACCOUNTS
10	COORDINATOR, REGISTRATION & DOCTORAL STUDIES	STUDENT AFFAIRS - RESEARCH AND GRADUATE STUDIES
10	DEPARTMENT COORDINATOR	SUPPLY CHAIN AND BUSINESS TECHNOLOGY

10 FACULTY AFFAIRS ASSISTANT
10 COORDINATOR, IP TELEPHONE SYSTEM
10 VMR MOVING IMAGE COORDINATOR
10 CAMPUS TOUR COORDINATOR
12 FACULTY PERSONNEL COORDINATOR

MANAGEMENT
FACULTY OF ARTS AND SCIENCE
INSTRUCTIONAL AND INFORMATION
TECHNOLOGY SERVICES
FACULTY OF FINE ARTS
WELCOME CENTRE
JOHN MOLSON SCHOOL OF BUSINESS

APPENDIX "D" SALARIES

A) Salary increases

- Effective June 1, 2015: salary rates and scales are increased by 1%
- Effective June 1, 2016: salary rates and scales are increased by 1.4%
- Effective June 1, 2017: salary rates and scales are increased by 1.6%
- Effective August 31, 2017: salary scales are adjusted by an annual amount of \$200.00.

B) Employees beyond the rate or beyond the scale

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

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

C) SALARY SCALES

June 1, 2015

STEPS										
	1	2	3	4	5	6	7	8	9	10
1	\$14.54	\$15.14	\$15.79	\$16.46	\$17.14					
2	\$15.68	\$16.19	\$16.70	\$17.24	\$17.82	\$18.42				
3	\$16.84	\$17.37	\$17.80	\$18.27	\$18.76	\$19.28	\$19.78			
4	\$18.10	\$18.56	\$19.09	\$19.63	\$20.14	\$20.78	\$21.30			
5	\$19.25	\$19.72	\$20.19	\$20.78	\$21.24	\$21.76	\$22.34	\$22.90		
6	\$20.66	\$21.20	\$21.72	\$22.28	\$22.83	\$23.40	\$24.02	\$24.64		
7	\$22.34	\$22.90	\$23.47	\$24.08	\$24.68	\$25.28	\$25.93	\$26.59		
8	\$23.82	\$24.39	\$24.97	\$25.55	\$26.17	\$26.77	\$27.41	\$28.03	\$28.68	
9	\$25.74	\$26.32	\$26.96	\$27.63	\$28.26	\$28.94	\$29.56	\$30.29	\$31.00	
10	\$27.81	\$28.42	\$29.13	\$29.81	\$30.52	\$31.25	\$31.96	\$32.68	\$33.51	
11	\$29.64	\$30.34	\$31.00	\$31.66	\$32.41	\$33.11	\$33.88	\$34.61	\$35.38	\$36.13
12	\$32.02	\$32.71	\$33.44	\$34.18	\$34.96	\$35.74	\$36.50	\$37.37	\$38.21	\$39.07

June 1, 2016

STEPS										
	1	2	3	4	5	6	7	8	9	10
1	\$14.74	\$15.35	\$16.01	\$16.69	\$17.38					
2	\$15.90	\$16.42	\$16.93	\$17.48	\$18.07	\$18.68				
3	\$17.08	\$17.61	\$18.05	\$18.53	\$19.02	\$19.55	\$20.06			
4	\$18.35	\$18.82	\$19.36	\$19.90	\$20.42	\$21.07	\$21.60			
5	\$19.52	\$20.00	\$20.47	\$21.07	\$21.54	\$22.06	\$22.65	\$23.22		
6	\$20.95	\$21.50	\$22.02	\$22.59	\$23.15	\$23.73	\$24.36	\$24.98		
7	\$22.65	\$23.22	\$23.80	\$24.42	\$25.03	\$25.63	\$26.29	\$26.96		
8	\$24.15	\$24.73	\$25.32	\$25.91	\$26.54	\$27.14	\$27.79	\$28.42	\$29.08	
9	\$26.10	\$26.69	\$27.34	\$28.02	\$28.66	\$29.35	\$29.97	\$30.71	\$31.43	
10	\$28.20	\$28.82	\$29.54	\$30.23	\$30.95	\$31.69	\$32.41	\$33.14	\$33.98	
11	\$30.05	\$30.76	\$31.43	\$32.10	\$32.86	\$33.57	\$34.35	\$35.09	\$35.88	\$36.64
12	\$32.47	\$33.17	\$33.91	\$34.66	\$35.45	\$36.24	\$37.01	\$37.89	\$38.74	\$39.62

June 1, 2017

STEPS										
	1	2	3	4	5	6	7	8	9	10
1	\$14.98	\$15.60	\$16.27	\$16.96	\$17.66					
2	\$16.15	\$16.68	\$17.20	\$17.76	\$18.36	\$18.98				
3	\$17.35	\$17.89	\$18.34	\$18.83	\$19.32	\$19.86	\$20.38			
4	\$18.64	\$19.12	\$19.67	\$20.22	\$20.75	\$21.41	\$21.95			
5	\$19.83	\$20.32	\$20.80	\$21.41	\$21.88	\$22.41	\$23.01	\$23.59		
6	\$21.29	\$21.84	\$22.37	\$22.95	\$23.52	\$24.11	\$24.75	\$25.38		
7	\$23.01	\$23.59	\$24.18	\$24.81	\$25.43	\$26.04	\$26.71	\$27.39		
8	\$24.54	\$25.13	\$25.73	\$26.32	\$26.96	\$27.57	\$28.23	\$28.87	\$29.55	
9	\$26.52	\$27.12	\$27.78	\$28.47	\$29.12	\$29.82	\$30.45	\$31.20	\$31.93	
10	\$28.65	\$29.28	\$30.01	\$30.71	\$31.45	\$32.20	\$32.93	\$33.67	\$34.52	
11	\$30.53	\$31.25	\$31.93	\$32.61	\$33.39	\$34.11	\$34.90	\$35.65	\$36.45	\$37.23
12	\$32.99	\$33.70	\$34.45	\$35.21	\$36.02	\$36.82	\$37.60	\$38.50	\$39.36	\$40.25

August 31, 2017

STEPS										
	1	2	3	4	5	6	7	8	9	10
1	\$15.09	\$15.71	\$16.38	\$17.07	\$17.77					
2	\$16.26	\$16.79	\$17.31	\$17.87	\$18.47	\$19.09				
3	\$17.46	\$18.00	\$18.45	\$18.94	\$19.43	\$19.97	\$20.49			
4	\$18.75	\$19.23	\$19.78	\$20.33	\$20.86	\$21.52	\$22.06			
5	\$19.94	\$20.43	\$20.91	\$21.52	\$21.99	\$22.52	\$23.12	\$23.70		
6	\$21.40	\$21.95	\$22.48	\$23.06	\$23.63	\$24.22	\$24.86	\$25.49		
7	\$23.12	\$23.70	\$24.29	\$24.92	\$25.54	\$26.15	\$26.82	\$27.50		
8	\$24.65	\$25.24	\$25.84	\$26.43	\$27.07	\$27.68	\$28.34	\$28.98	\$29.66	
9	\$26.63	\$27.23	\$27.89	\$28.58	\$29.23	\$29.93	\$30.56	\$31.31	\$32.04	
10	\$28.76	\$29.39	\$30.12	\$30.82	\$31.56	\$32.31	\$33.04	\$33.78	\$34.63	
11	\$30.64	\$31.36	\$32.04	\$32.72	\$33.50	\$34.22	\$35.01	\$35.76	\$36.56	\$37.34
12	\$33.10	\$33.81	\$34.56	\$35.32	\$36.13	\$36.93	\$37.71	\$38.61	\$39.47	\$40.36

APPENDIX "E" SENIORITY LIST

As of March 23, 2018

Contract Employees

SENIORITY DATE	LAST NAME	FIRST NAME	GRADE	PE GRADE	TITLE	DEPARTMENT	FULL-TIME/ PART-TIME	SENIORITY STATUS HOURS
20140804	SAURO	SANDRA	1408	14A-PE115	ADMIN. ASSISTANT, ADVANCEMENT SVCS.	OPERATIONS - ADVANCEMENT	PT	1,624.00 AC
20150706	MIGNAULT	ISABELLE	1407	14A-PE247	UNDERGRADUATE AND GRADUATE SERVICE ASSISTANT	UGRAD & GRAD SERVICE TEAMS	PT	2,460.00 AC
20160222	GNINKA	TANJA	1410	14A-PE182	ASSISTANT TO THE DIRECTOR	ADMISSION SERVICES	PT	3,780.00 AC
20160711	POLOSA	MARINA	1410		COORDINATOR, RESEARCH ADMIN.	OFF. OF DEAN - FA	PT	560.00 AC
20160808	GOUDREAU	RITA	1407		CUSTOMER SERVICE REPRESENTATIVE LEAD	BOOKSTORE	PT	2,870.00 AC
20160829	ASSING	KYRAN	1408		DEPARTMENT ASSISTANT	ALL DEP - FA	PT	2,800.00 AC
20161003	MENARD	MELISSA-ANNE	1408		STUDENT OUTREACH ASSISTANT	STUDENT SUCCESS CENTER	PT	1,988.00 AC
20161024	GAUDET	MARILENE	1410		EXECUTIVE SECRETARY TO DEAN	OFF. OF DEAN - FAS	FT	2,520.00 AC
20161031	RUZIC	DIANA	1409		ASSISTANT, BENEFITS SUPPORT	HR SHARED SERVICES (PAYROLL, DATA & BENEFITS SUPPORT)	PT	2,520.00 AC
20170206	WOODBURN- HERON	NATALIE	1409		ADMINISTRATIVE ASSISTANT, COMMUNITY ENGAGEMENT	COMMUNITY ENGAGEMENT	FT	2,030.00 AC
20170320	RUSHTON	AMANDA	1410		EVENTS COORDINATOR	EVENTS & SPONSORSHIP	FT	1,820.00 AC
20170327	NDIZIHIWE	KEVIN	1410		FINANCIAL OFFICER	RESEARCH FUNDS	PT	1,750.00 AC
20170619	DUBOIS	ANDRE	1408		DEPARTMENT ASSISTANT	MEL HOPPENHEIM SCH. OF CI	PT	1,330.00 AC
20170626	REBELOS	ANASTASIA	1409	14A-PE160	ASSISTANT TO THE CHAIR	CSSE	PT	1,330.00 AC
20170808	SCHADE	JENNIFER	1408		COORDINATOR, CUSTOMER SERVICE	DIGITAL STORE	PT	1,113.00 AC

20170920	LAVOIE	MATHIEU	1410		CONFERENCE CENTER COORDINATOR	HOSPITALITY CONCORDIA	PT	896.00	AC
20171002	MENEGAKIS	PANAGIOTA	1409		ADMINISTRATIVE ASSISTANT	ALL DEP - FAS	PT	840.00	AC
20171016	BLOOMFIELD	HEIDI	1410		EVENTS COORDINATOR	RECREATION & ATHLETICS	PT	770.00	AC
20171030	PUPO	SARAH	1406		ADMINISTRATIVE ASSISTANT	OFF. OF DEAN - FA	PT	700.00	AC
20171120	HUNT	ALEXANDRA JOY	1409	14A-PE160	ASSISTANT TO THE CHAIR	PSYCHOLOGY	PT	616.00	AC
20171128	MACDONALD	KASSAYE ANNETTE	1408		COORDINATOR, BOOKING & CAMPUS SERVICES	HOSPITALITY CONCORDIA	PT	560.00	PROB
20171211	SHA	XIAOYANG	1407		CLERK, GENERAL ACCOUNTS	STUDENT ACCOUNTS	PT	420.00	PROB
20180108	MACORETTA	NICOLE MARIE	1409		ASSISTANT TO THE ASSOC. DEAN	MASTERS & DIPLOMA PROG. -	PT	350.00	PROB
20180115	GEORGIEVA	MARIYA	1410		EVENTS COORDINATOR	HOSPITALITY CONCORDIA	PT	315.00	PROB
20180122	DI CICCO	DYLAN	1406	14A-PE261	STUDENT RECRUITMENT ASSISTANT	STUDENT RECRUITMENT SERVICES	FT	280.00	PROB

APPENDIX "E" SENIORITY LIST

As of March 23, 2018

Permanent Employees

SENIORITY DATE	LAST NAME	FIRST NAME	GRADE	PE GRADE	TITLE	DEPARTMENT	FULL-TIME/ PART-TIME	SENIORITY HOURS	STATUS
19770922	SALARI	MURIELLE	1410		ASSISTANT TO ASSOC. DEAN	ALL DEP - JMSB	FT	73,976.00	AC
19771205	PIGGOTT	JAMES				MAIL SERV.	FT	10,122.00	LV
19780911	YATES	DANNY	1406		CLERK, SHIPPER/RECEIVER STOCK	BOOKSTORE	FT	72,205.00	AC
19781023	ALLEYNE	ANGELA	1409	14A-PE160	ASSISTANT TO CHAIR	ENGLISH	FT	69,261.00	AC
19790618	MELNYK	MARY	1409		TRAVEL ADMINISTRATOR	ACCOUNTS PAYABLE	FT	70,798.00	AC
19800128	HILL	ELDON	1404		MAIL CLERK	MAIL SERV.	FT	69,697.40	AC
19800609	MOORE	JENNIFER	1409		BUYER, EDUCATIONAL MATERIAL	BOOKSTORE	FT	69,020.00	AC
19800616	CLAASSEN	JAYNE	1409	14A-PE180	ASSISTANT TO THE DIRECTOR	MECHANICAL & INDUSTRIAL E	FT	6,888.00	AC
19800625	BATHELT	DOROTHY	1408			ALL DEP - FBO	FT	31,983.00	LV
19810302	CAMPBELL	BONNIE-JEAN	1408	14A-PE236	ASSISTANT, GRAD. PROG.	ENGLISH	FT	67,634.70	AC
19810629	ROBINSON	JUDITH	1405	14A-PE194	DATA ENTRY CLERK	PROCUREMENT SERVICES	FT	65,296.00	AC
19810728	CHARBONNEAU	STANLEY	1408		DEPARTMENT ASSISTANT	ART EDUCATION	FT	66,941.00	AC
19840423	FOSTER	CYNTHIA	1410		EDITORIAL COORDINATOR	OFF. PROVOST & VP ACAD. A	FT	57,323.00	AC
19840601	DE BENEDICTIS	ANGELA	1410		ACADEMIC PROGRAMS COORDINATOR	ADMIN. SERV. - ENCS	FT	61,740.00	AC
19840601	WHITTAKER	DONNA	1409	14A-PE160	ASSISTANT TO THE CHAIR & GRADUATE PROGRAM ASSISTANT	HISTORY	FT	61,701.00	AC
19841009	SOWDEN	DARCY	1409		BUYER, GENERAL MERCHANDISE	BOOKSTORE	FT	61,026.00	AC
19850103	COCHRANE	SANDRA	1409	14A-PE160	ASSISTANT TO THE CHAIR AND UNDGRADUATE PROGRAM ASSISTANT	JOURNALISM	FT	60,592.00	AC
19850415	TUCKER	LORRAINE	1409		BUYER EDUCATIONAL MATERIAL	BOOKSTORE	FT	60,151.00	AC
19860206	NORTHROP	LYNN	1410		DEPARTMENT COORDINATOR	MARKETING	FT	58,520.00	AC

19860721	DOHMEN	MANUELA	1410		DEPARTMENT COORDINATOR	MANAGEMENT	FT	56,833.00	AC
19860901	CAREY	KATHLEEN	1405		CLERK, SHIPPER /RECEIVER STOCK	BOOKSTORE	FT	57,582.00	AC
19860929	MARTUCCIO	ANTONIAETTA	1409		PAYROLL ASSISTANT	HR SHARED SERVICES (PAYROLL, DATA & BENEFITS SUPPORT)	FT	51,676.75	AC
19870119	SKALKOGIANNIS	MATINA	1410	14A-PE182	ASSISTANT TO THE PRINCIPAL	SCH. OF CAN. IRISH STUDIE	FT	47,276.00	AC
19870330	MEDEIROS	JOSE	1406		OFFICE SUPPORT ASSISTANT	ADMINISTRATION	FT	56,574.00	AC
19870525	BOWES	BELINDA	1409		ASSISTANT TO THE PRINCIPAL	SIMONE DE BEAUVOIR INSTIT	FT	56,294.00	AC
19870908	FASCIANO	DONATINA		14A-PE182	HR DATA COORDINATOR	HR SHARED SERVICES (PAYROLL, DATA & BENEFITS SUPPORT)	FT	55,594.00	PROB
19871102	KENNEDY	MAUREEN	1408		PROGRAM ASSISTANT	STUDIO ARTS	FT	55,489.00	AC
19871109	ROBIN	DI-ANNE	1410			FACIL. PLAN. & DEVELOP.	FT	55,000.00	LV
19880725	DUPUIS	LORI	1410		ASSISTANT TO ASSOC.DEAN R& GS	RESEARCH & GRAD. STUDIES	FT	54,064.00	AC
19880801	DUBIEL	DARLENE	1410		SIP COORDINATOR	SCHOOL OF GRADUATE STUDIES	FT	54,019.00	AC
19880808	CORRIGAN	JANET	1408		DEPARTMENT & TRAVEL ASSISTANT	RECREATION & ATHLETICS	FT	54,089.00	AC
19880808	FRADETTE	ELIZABETH	1409	14A-PE160	ASSISTANT TO THE CHAIR	EXERCISE SCIENCE	FT	54,090.50	AC
19880815	NOVEMBRE	SILVANA	1410		DISPLACED	OFF. PROVOST & VP ACAD. A	FT	53,928.00	AC
19881003	PAPP	TINA	1407			OFF. OF DIRECTOR SECURITY	FT	26,579.00	LV
19881017	ZIMMERMAN	ARLENE	1407	14A-PE225	OFFICE ASSISTANT	MECHANICAL & INDUSTRIAL E	FT	53,739.00	AC
19881128	MORRIS	LEONIE	1408	14A-PE236	UNDERGRADUATE PRG ASSISTANT	BIOLOGY	FT	53,466.50	AC
19890206	GINGELL	ALLAN	1404		MAIL CLERK	MAIL SERV.	FT	53,189.80	AC
19890220	MELANCON	ELISE	1408	14A-PE236	GRADUATE PROGRAM ASSISTANT	ECONOMICS	FT	52,787.00	AC
19890403	BERGERON	LYNN	1410		COORDINATOR	COOP. EDUCATION	FT	52,845.00	AC
19890828	RAMBARAN	DIANE	1409		ADMINISTRATIVE SERVICES PAYROLL ASSISTANT	HR SHARED SERVICES (PAYROLL, DATA & BENEFITS SUPPORT)	FT	52,150.00	AC
19891009	FRAZZETTO	LUISA	1410		COORDINATOR OPERATIONS FACIL	ADMIN. SERV. - ENCS	FT	51,912.00	AC
19900219	LOO CHIN MOY	EVELYNE	1410	14A-PE182	ASSISTANT, BOARD & SENATE ADMINISTRATION	OFF. OF VP - ERSG	FT	51,282.00	AC
19900219	PRICE	JASON	1402		ANIMAL CARE ATTENDANT	ALL DEP - VPR&GS	FT	48,602.00	AC
19900226	RANKIN	JOANNE	1410		EVENTS AND OFFICE COORDINATOR	CTLS	FT	51,184.00	AC

19900423	BERTHIAUME	DANIELE	1410		DEPARTMENT COORDINATOR	ACCOUNTANCY	FT	50,967.00	AC
19900507	O'NEILL	RORY	1404		MAIL CLERK	MAIL SERV.	FT	50,914.80	AC
19900528	PAZULA	MARIA	1405	14A-PE194	OFFICE SUPPORT ASSISTANT	ADMINISTRATION	FT	50,796.00	AC
19900604	CREVIER	BETH	1407	14A-PE235	ASSISTANT,COMP & WRITING PROG	ENGLISH	FT	50,757.00	AC
19900723	MERID	MUNIT	1409	14A-PE160	ADMIN/SEC TO CHAIR	RELIGION	FT	50,449.00	AC
19901114	KAZAKIAN	ARTHUR	1406	14A-PE261	ASSISTANT, DEPARTMENTAL	MASTERS & DIPLOMA PROG. -	FT	49,949.00	AC
19910702	APPEZZATO	MARY	1409		THESIS COORDINATOR	STUDENT AFF. - RGS	FT	48,688.00	AC
19910702	NACHATY	THERESE	1406	14A-PE261		RESIDENCE LIFE	FT	47,526.00	LV
19920330	SCUFFELL	HILARY	1409	14A-PE160		CHEMISTRY & BIOCHEMISTRY	FT	47,334.00	LV
19920423	MONTANDON	MARTINE	1408	14A-PE236	GRADUATE PROGRAM ASSISTANT	RELIGION	FT	47,236.00	AC
19920504	MEDEIROS	HELENE	1408	14A-PE236	ASSISTANT, GRADUATE PROGRAM	ETUDES FRANCAISES	FT	47,187.00	AC
19920523	NOLAN	KELLY	1408	14A-PE248	SR.UDEGRAD SVS TEAM ASSISTANT	UGRAD & GRAD SERVICE TEAMS	FT	46,649.00	AC
19920727	FERRARA	EVA	1410		DEPARTMENT COORDINATOR	SUPPLY CHAIN AND BUSINESS TECHNOLOGY MANAGEMENT	FT	45,721.00	AC
19920727	GIANNELLI	IDA	1410		EMPLOYMENT ASSISTANT	EMPLOYMENT & ORGAN. EFFEC	FT	46,473.00	AC
19920727	MELZER	MONIKA	1408		ADMINISTRATIVE ASSISTANT	OFFICE OF DEAN - JMSB	FT	46,837.00	AC
19920921	KONSTANTINOV	SVETLANA		14A-PE247		UGRAD & GRAD SERVICE TEAMS	FT	39,508.50	LV
19921012	FREEMAN	NICOLE	1410		ACADEMIC PROGRAMS ASSISTANT	ACAD. PROG. - FAS	FT	45,738.00	AC
19921024	JACKSON	LILLIAN	1409		ASSISTANT TO THE PRINCIPAL	SCIENCE COLLEGE	FT	46,319.00	AC
19921102	DIONNE	BRENDA	1409		EDITORIAL ASSISTANT	ART HISTORY	PT	29,063.00	AC
19921214	PLATHAN	CAROL	1409		ACADEMIC SCHEDULING ASSISTANT	EXAMS & SCHEDULING	FT	46,095.00	AC
19930405	JEURIS	CAROLINE	1410		EXEC. SECRETARY TO DEAN	OFF. OF DEAN - FA	FT	45,318.00	AC
19930621	BARRECA	MARIA	1410		ADMINISTRATIVE COORDINATOR	ADMIN SERVICES	FT	44,912.00	AC
19940328	RAMDOYAL	DHUNRAJ	1409			OFF. OF DIRECTOR SECURITY	FT	29,845.00	LV
19940516	FILLION	LUC	1410		OFFICER, EVENT ANALYSIS	OFF. OF DIRECTOR SECURITY	FT	37,427.00	AC
19940613	CAPUTO	DONATELLA	1410			OFF. OF DEAN - FA	FT	43,368.00	LV
19940711	PAQUETTE	LOUISE	1408			ART SUPPLY STORE - FA	PT	35,351.00	LV
19940926	PEARSON	HEATHER	1407	14A-PE248		UGRAD & GRAD SERVICE TEAMS	FT	37,723.80	LV
19950901	MERINEAU	SOPHIE	1409	14A-PE160	ASSISTANT TO THE CHAIR	MECHANICAL & INDUSTRIAL E	FT	40,926.00	AC

19951101	HOSEIN	LESLIE	1409		GRADUATE PROGRAM COORDINATOR	MECHANICAL & INDUSTRIAL E	FT	35,990.50	AC
19960205	BISSONNETTE	JANICE	1405	14A-PE192		BOOKSTORE	FT	40,397.00	LV
19960205	FIORILLI	JOHN	1405		CLERK, SHIPPER/RECEIVER STOCK	BOOKSTORE	FT	40,334.00	AC
19960205	GAUDREAU	STEPHEN	1405	14A-PE194		BOOKSTORE	FT	40,369.00	AC
19960205	HUGHES	LESLIE ANN	1409	14A-PE180	ASSISTANT TO THE DIRECTOR	COOP. EDUCATION	FT	40,370.50	AC
19960603	FOURNIER	REAL	1409		SHIFT SUPERVISOR	OFF. OF DIRECTOR SECURITY	FT	39,926.00	AC
19970601	DOWNS	SUZANNE	1411		COORDINATOR FACULTY RELATIONS	OFF. PROVOST & VP ACAD. A	FT	37,961.00	AC
19970601	FORD	GERALDINE	1409	14A-PE160	ASSISTANT TO THE CHAIR	MATHEMATICS & STATISTICS	FT	37,821.00	AC
19970601	LEA-JONES	LAURIE	1409			MASTERS & DIPLOMA PROG. -	FT	35,070.00	LV
19970609	BRUNET	LAURA	1407	14A-PE130		STUDENT APPLICATION & PROCESSING	FT	35,518.00	LV
19970609	CIAMPINI	SANDRA	1407	14A-PE130	ADMISSION ASSISTANT	ADMISSION SERVICES	FT	37,293.00	AC
19970609	CLAYBOURN	LISA	1409		SENIOR ACCOUNTS CLERK	STUDENT ACCOUNTS	FT	36,670.00	AC
19970609	RANALDI	MATILDE	1410		BUDGET ASSISTANT	OFF. OF DEAN - FA	FT	35,098.00	AC
19970623	TAVARES	DAVID	1405	14A-PE260	SERVICE ASSISTANT	UNIVERSITY COMMUNIC. SERV	FT	37,313.00	AC
19980302	CUZZOCREA	LEANDRO	1406	14A-PE244	SERVICE ASSISANT	ETUDES FRANCAISES	FT	36,519.00	AC
19980302	KENNEDY	MICHAEL		14A-PE200	COORDINATOR, SHIPPING & RECEIVING	BOOKSTORE	FT	36,449.00	AC
19980302	WARREN	CINDY	1410		CORPORATE CARD ADMINISTRATOR	ACCOUNTS PAYABLE	FT	36,449.00	AC
19980629	WHYTE	MARION		14A-PE255	SERVICE ASSISTANT	CAMPUS WELLNESS AND SUPPORT SERVICES	FT	35,826.00	AC
19980706	SCHMOETZER-DIABO	SYLVIA	1410			ADMIN. & HR - JMSB	FT	35,840.00	LV
19980807	TSAKALIS	MARY	1409		PROGRAM ASSISTANT FINE ARTS INTERDISCIPLINARY STUDIES COURSES	OFF. OF DEAN - FA	FT	35,399.00	PROB
19981005	BELKIN-TSEITLINA	SVETLANA	1406	14A-PE261	SERVICE ASSISTANT	EXERCISE SCIENCE	FT	30,435.00	AC
19981005	LULIC	NANCY	1407	14A-PE207	ASSISTANT, RESEARCH GRANTS	OFF. OF RESEARCH	FT	32,098.00	AC
19990104	SREY	JENNIFER	1408	14A-PE236	GRADUATE PROGRAM ASSISTANT	APPLIED HUMAN SCIENCES	FT	34,287.00	AC
19990118	STANISLAS	STEPHEN		14A-PE255	SERVICE ASSISTANT	CAMPUS WELLNESS AND SUPPORT SERVICES	FT	18,896.00	AC
19990201	FRAZZETTO	JOSIE	1410		BUDGET ASSISTANT	ADMIN. SERV. - ENCS	PT	28,774.00	AC

19990329	RAWLINGS	KATHRYN	1408	14A-PE236	UNDERGRADUATE PROGRAM ASSISTANT	POLITICAL SCIENCE	FT	32,875.40	AC
19990628	DESLAURIERS	LYNE	1407	14A-PE225		ELECTRICAL & COMPUTER ENG	FT	32,338.00	LV
19990705	MCALLEESE	KATHLEEN	1408		DEPARTMENT ASSISTANT	DESIGN & COMPUTATION ARTS	FT	34,069.00	AC
19990726	DE GENNARO	FILOMENA	1408		GOV'T REPORTING ASST-QC RES.	GOVERNMENT REPORTING & STATS	FT	22,589.00	AC
19990816	FADA	KAREN	1409		ADMINISTRATIVE ASSISTANT MBA	MASTERS & DIPLOMA PROG. -	FT	33,915.00	AC
19990816	WALKER	DEBORAH	1408	14A-PE236	PROGRAM ASSISTANT GRADUATE ASSISTANT, DEPARTMENT	BUILDING/CIVIL/ENVIRON. E	FT	31,624.09	AC
19990907	GENEREUX-BEAUDRY	SOPHIE	1408			STUDIO ARTS	FT	33,782.00	AC
19990927	PARRILLO	LISA	1407	14A-PE262		SWITCHBOARD SERVICES	FT	33,684.00	LV
19991006	VEGA DE MITROTTI	OLGA	1408	14A-PE115	ADMINISTRATIVE ASSISTANT	RESIDENCE LIFE	FT	33,558.00	AC
19991013	PROVOST	TERRY	1408		GOVERNMENT REPORTING ASSISTANT	GOVERNMENT REPORTING & STATS	FT	27,569.80	AC
19991108	WALD	CHARLENE	1409		GRADUATE PROGRAM COORDINATOR	MECHANICAL & INDUSTRIAL E	FT	33,446.00	AC
19991129	GLEASON	DAMIAN	1410		SR. CLERK, SIS A/R & ELEC. PAYMENT ADM. SUPPORT	STUDENT ACCOUNTS	FT	33,341.00	AC
20000101	TZANETAKOS	MARY	1410			CONFERENCE & SUMMER HOUSING	FT	26,667.00	LV
20000403	GIRARD	EVE	1408	14A-PE236	GRADUATE PROGRAM ASSISTANT	SOCIOLOGY & ANTHROPOLOGY	FT	32,753.00	AC
20000501	DYER	KIM		14A-PE100	ACCOUNTING CLERK PAYROLL-PAYABLES	ACCOUNTING OPER.	FT	32,508.00	AC
20000601	LEDUC	PATRICIA	1409		ADMINISTRATIVE ASSISTANT	ALL DEP - JMSB	FT	32,389.00	AC
20000731	JAEN	CARLOS	1407	14A-PE262	SERVICE ASSISTANT (CCE)	CENTRE FOR CONT. EDUCATIO	FT	32,109.00	AC
20000901	ZOHARI	PARISSA	1410		COORDINATOR, ACADEMIC PROGRAMS	CLASSICS/MOD. LANG./LING.	FT	31,829.00	AC
20000905	MALOFY	MARILYN	1408	14A-PE236	PROGRAM ASSISTANT	GEOGRAPHY/PLANNING & ENVI	FT	31,969.00	AC
20001015	BRANCH	LEVONNIE	1405	14A-PE260	CUSTOMER SERVICE REPRESENTATIVE	DIGITAL STORE	FT	29,960.00	AC
20001015	PAGE	DEREK	1405		SENIOR MAIL CLERK	MAIL SERV.	FT	29,956.80	AC
20001015	SCRIBNER	SANDRA	1408		ACCOUNTING COORDINATOR	DIGITAL STORE	FT	29,883.00	AC
20001106	MENDICINO	SILVANA	1408		DEPARTMENT ASSISTANT	ACCOUNTANCY	FT	31,689.00	AC
20001120	SZTULMAN	DEBRA	1409		ADMINISTRATIVE ASSISTANT	MASTERS & DIPLOMA PROG. -	FT	31,619.00	AC
20001211	CARTMAN	SUSAN F.	1410			ADMIN. SERV. - ENCS	FT	30,212.00	LV
20010108	FENG	LI	1409		ASSISTANT TO ASSOC. DEAN/GRAD.	ADMIN. SERV. - ENCS	FT	31,094.00	AC
20010212	TABLAN	SHERYL	1409		GRADUATE PROGRAM COORDINATOR	ELECTRICAL & COMPUTER ENG	FT	30,863.00	AC

20010226	CANALE	GUIDO	1407	14A-PE130	ADMISSIONS ASSISTANT	STUDENT APPLICATION & PROCESSING	FT	31,038.50	AC
20010312	JAWORSKI	LOIS-ANN	1407	14A-PE196	ACCOUNTS CLERK	BOOKSTORE	FT	30,653.00	AC
20010312	POIRIER	SABRINA	1408	14A-PE236	ASSISTANT PROGRAM	MECHANICAL & INDUSTRIAL E	FT	30,919.00	AC
20010319	JIRKU	NANCIE	1408	14A-PE236	UNDERGRADUATE PROGRAM ASSISTANT	HISTORY	FT	28,315.00	AC
20010418	CIARAMELLA	MARIA	1408	14A-PE236	GRAD. PROGRAM ASST.	CHEMISTRY & BIOCHEMISTRY	FT	30,870.00	AC
20010423	ALMEIDA	EDITE	1408		DEPARTMENT ASSISTANT	FINANCE (JMSB)	FT	30,597.00	AC
20010716	HENDERSON	JANET	1410		COORDINATOR, IP TELEPHONE SYSTEMS	VOICE SERVICES	FT	30,138.50	AC
20010717	GORDON	SEAN	1408	14A-PE236	GRADUATE PROGRAM ASSISTANT	APPLIED HUMAN SCIENCES	PT	21,493.00	AC
20010813	BATTAGLINO	MARIA C.	1410	14A-PE182	ADM ASSISTANT RECRUITMENT	EXT. AFF. - JMSB	FT	28,434.00	AC
20010904	SPANOS	GEORGE	1410		HR DATA COORDINATOR	HR SHARED SERVICES (PAYROLL, DATA & BENEFITS SUPPORT)	FT	27,907.60	AC
20010910	PATEL	KAUSHIKA	1407	14A-PE247	UNDERGRAD SVC TEAM ASSISTANT	UGRAD & GRAD SERVICE TEAMS	FT	29,925.00	AC
20011105	CHEONG YOUNE	MARIE-ANNE	1409	14A-PE160	ASSISTANT TO THE CHAIR	PHYSICS	FT	28,035.00	AC
20011105	WRIGHT	NADINE	1410		GRADUATE PROGRAM COORDINATOR	EDUCATION	FT	29,876.00	AC
20011203	MONTESANO	ELIZABETH	1407	14A-PE207	ASSISTANT, DEPARTMENTAL	CHEMISTRY & BIOCHEMISTRY	FT	26,544.00	AC
20020109	GIRARD	BRIGITTE	1410			RESEARCH FUNDS	FT	31,276.00	LV
20020128	LEDUC	LAUREL	1410		ADMISSION & REGISTRATION COORDINATOR	ADMIN. SERV. - ENCS	FT	25,463.00	AC
20020207	OZEK	ANASTASIA	1407	14A-PE247	GRAD SERVICE TEAM ASSISTANT	UGRAD & GRAD SERVICE TEAMS	FT	29,246.00	AC
20020211	MOSQUERA	MARIA	1409		ADMINISTRATIVE ASSISTANT, RESEARCH & PHD	MASTERS & DIPLOMA PROG. -	FT	29,309.00	AC
20020225	CARTER	JENNIFER	1407	14A-PE130	ADMISSION ASSISTANT	STUDENT APPLICATION & PROCESSING	FT	29,177.00	AC
20020301	PIGAS	MARIA	1406	14A-PE261	ASSISTANT, SERVICE	ADMINISTRATION	FT	29,239.00	AC
20020312	BROWN	BRIGITTE	1409		SCHEDULING ASSISTANT	STUDENT ACAD. SERV. - FAS	FT	28,000.00	AC
20020325	PARSONS	ALISON	1410		FINANCIAL OFFICER	RESEARCH FUNDS	FT	29,169.00	AC
20020415	BAKER	DAVID	1407	14A-PE262	SERVICE ASSISTANT	STUDENT LIFE RELATIONS	FT	29,036.00	AC
20020603	MELO	ANA-MARIA	1406	14A-PE275	SWITCHBOARD OPERATOR/RECEPTION	SWITCHBOARD SERVICES	FT	28,672.00	AC
20020722	DUMAY	CHARDIN	1409		SHIFT SUPERVISOR	OFF. OF DIRECTOR SECURITY	FT	28,570.00	AC
20020812	JORDAN	MICHAEL	1410		EXEC. SECRETARY TO DEAN	SCHOOL OF GRADUATE STUDIES	FT	28,402.00	AC

20020909	TSE	SUSEY	1408		ENROLMENT SERVICES EVENTS COORDINATOR	ADMINISTRATION	FT	28,259.00	AC
20020930	BURNS	MARY	1406	14A-PE255		STUDENT LIFE RELATIONS	FT	27,182.60	LV
20021007	DAGENAIS	FANNY	1408	14A-PE248	SR.UNDER GRAD SERV TEAM ASSIST	UGRAD & GRAD SERVICE TEAMS	FT	28,066.00	AC
20021007	WOOD	AMANDA	1410A	1410A		ADMISSION SERVICES	FT	28,119.00	LV
20021028	BEAUDOIN	GUYLAINE	1409		ADMINISTRATIVE ASSISTANT	OFF. OF DIRECTOR SECURITY	FT	28,036.00	AC
20021216	NETHERCOAT	PATRICIA	1405	14A-PE194	DOCUMENTATION/SCANN. ASSISTANT	STUDENT APPLICATION & PROCESSING	FT	27,769.00	AC
20030120	ROOT	TAMMY	1406	14A-PE261	SERVICE ASSISTANT	CAMPUS WELLNESS AND SUPPORT SERVICES	FT	26,159.00	AC
20030120	STAMP	KARL	1407	14A-PE247	UNDERGRADUATE SERVICE TEAM ASSISTANT	UGRAD & GRAD SERVICE TEAMS	FT	27,633.00	AC
20030428	VERELLI	MICHELINE	1410		ACADEMIC PERSONNEL COORDINATOR	ADMIN. SERV. - ENCS	FT	26,894.00	AC
20030507	PINGEL	KELLY	1408	14A-PE236		BIOLOGY	FT	26,890.50	LV
20030526	CLAYTON	CAROLINE	1410		ASSISTANT, BUDGET	ADMIN. SERV. - ENCS	FT	27,006.00	AC
20030526	O'DRISCOLL	STUART	1405	14A-PE260	CUSTOMER SERVICE REPRESENTATIVE ,DIGITAL STORE	DIGITAL STORE	FT	27,020.00	AC
20030601	KHAN	VIDYA	1406	14A-PE255	SECRETARY	OFF. OF DIRECTOR SECURITY	FT	27,490.00	AC
20030602	JACOBO GUTIERREZ	VERONICA	1410		COORDINATOR ACADEMIC PROGRAMS	ADMIN. SERV. - ENCS	FT	26,992.00	AC
20030616	BEAUSOLEIL	ROBERT	1410		OPERATIONS COORDINATOR	COMMERCIAL SERV.	FT	26,905.00	AC
20030801	ADUGNA	HIRUT GUTA	1407	14A-PE225	OFFICE ASSISTANT	CSSE	FT	25,914.00	AC
20030818	CHAPDELAIN	KEITH	1404		MAIL CLERK	MAIL SERV.	FT	26,426.40	AC
20030818	TAYLOR	LINDA	1410		EXTERNAL AWARDS & BURSARY ASSISTANT	UNDERGRADUATE AWARDS	FT	26,579.00	AC
20030825	ROMANINI	SANDRA	1410		DEPARTMENT COORDINATOR	FINANCE (JMSB)	FT	26,383.00	AC
20031117	SARAZIN- WADEY	THERESA	1409		COORDINATOR,ADMISSIONS GRAD	ALL DEP - JMSB	FT	26,159.00	AC
20031215	JOHANSEN	RICHARD	1408		GOVERNMENT REPORTING ASSISTANT	GOVERNMENT REPORTING & STATS	FT	22,680.00	AC
20040308	PROULX	TANYA	1409	14A-PE160	ASSISTANT TO THE CHAIR	BUILDING/CIVIL/ENVIRON. E	FT	22,406.20	AC
20040413	GULLO	ROSA	1410	14A-PE182	ASSISTANT TO THE DIRECTOR	OFF. OF THE DIRECTOR - EH	FT	25,389.00	AC
20040419	WAHBA	MIREILLE	1409		GRADUATE PROG. COORDINATOR	CIISE	FT	25,319.00	AC
20040503	CARBONI	ASSUNTA	1405	14A-PE260	SERVICES ASSISTANT	STUDENT SUCCESS CENTER	FT	25,182.00	AC

20040503	PERNATOZZI	LILIA	1409	14A-PE180	ASSISTANT TO THE DIRECTOR	CIISE	FT	25,319.00	AC
20040607	STARKEY	NEIL	1410		EXPEDITOR	PROCUREMENT SERVICES	FT	25,109.00	AC
20040726	DAWSON	JULIE	1407	14A-PE130		STUDENT APPLICATION & PROCESSING	FT	21,114.00	LV
20040726	MCLAUGHLIN	ANN	1409		COORDINATOR CAREER RESOURCE CENTRE	CAREER & PLANNING SERVICES	FT	24,899.00	AC
20040906	NG	KENNY	1408		GRADUATE SERVICE TEAM ASST.	UGRAD & GRAD SERVICE TEAMS	FT	24,640.00	AC
20041108	TOW	VICKI	1409		PROGRAM COORDINATOR	CSSE	FT	24,325.00	AC
20041129	WILLIAMSON	LISA	1407	14A-PE196	ADMINISTRATIVE CLERK	ADMIN SERVICES	FT	24,311.00	AC
20050221	SMITH	COLLEEN	1408	14A-PE248	SR UGRAD SERVICE TEAM ASST	UGRAD & GRAD SERVICE TEAMS	FT	21,714.00	AC
20050530	THYKOOTATHIL	JUDY	1407	14A-PE207	DEPARTMENTAL ASSISTANT	MATHEMATICS & STATISTICS	FT	22,702.40	AC
20050817	ELKESLASSI	ROSETTE	1410			LEONARD & BINA ELLEN ART	FT	18,634.00	LV
20050912	LAVALLEE	CAROLE	1409		SR CLERK DELINQUENT ACCOUNTS	STUDENT ACCOUNTS	FT	22,799.00	AC
20051212	CHOW	WAI YEE	1409		ASSISTANT TO ASSOCIATE DEAN	ADMIN. SERV. - ENCS	FT	21,892.00	AC
20060109	PIVETTA	SONIA	1410			UNIVERSITY COMMUNIC. SERV	FT	22,106.00	LV
20060109	SYSAVANE	KHOBBA	1406	14A-PE261	ASSISTANT, CALL CENTRE	CUSTOMER SERV. - FACIL.	FT	13,563.00	AC
20060220	XIA	BIN (SABINE)	1410		ASSISTANT TO THE ASSOCIATE V.P.	OFF. VP RESEARCH & GRAD.	FT	21,927.00	AC
20060301	ERKIC	MICHEL	1407	14A-PE196	BANK DEPOSITS CLERK	STUDENT ACCOUNTS	FT	21,980.00	AC
20060327	LEE	KARRWRIGHT	1405	14A-PE194	CUSTOMER SERVICES REPRESENTATIVE	BOOKSTORE	FT	21,854.00	AC
20060417	WILLOTT	ADRIENNE	1407	14A-PE130	ADMISSION ASSISTANT	STUDENT APPLICATION & PROCESSING	FT	21,749.00	AC
20060501	SARI	MONIKA	1409		GIFT PROCESSING OFFICER	ACCOUNTING & GIFT STEWARD	FT	21,749.00	AC
20060612	MAHER	BELINDA	1406	14A-PE255	SERVICE ASSISTANT	MULTI-FAITH AND SPIRITUALITY CENTRE	FT	21,399.00	AC
20060807	SAUNDERS	JAMES	1407	14A-PE247	UNDERGRAD SERV TEAM ASSISTANT	UGRAD & GRAD SERVICE TEAMS	FT	21,189.00	AC
20060901	LI	XIAO	1409		BUDGET ASSISTANT	ALL DEP - VPADV	FT	20,759.00	AC
20060918	AHMED	ALIYA	1409		COORDINATOR EXECUTIVE TRAINING PROGRAMS	EXECUTIVE CENTRE	FT	20,963.60	AC
20060918	CHARLES	NATALIE	1407		BUDGET CLERK	ADMIN. SERV. - FACIL.	FT	20,839.00	AC
20061018	JIAO	JIAN	1408		GIFT PROCESSING ASSISTANT	ACCOUNTING & GIFT STEWARD	FT	20,706.00	AC
20061030	COSTELLO	CHERYL	1407	14A-PE262	ASSISTANT, STUDENT ACAD SERV	STUDENT ACAD. SERV. - FAS	FT	26,404.00	AC
20061106	LAMBERT	DELFINE	1406	14A-PE255	SERVICE ASSISTANT	INTERNATIONAL STUDENT OFFICE	FT	20,489.00	AC

20061211	DURRANT	CHRISTINE	1406	14A-PE261	ASSISTANT SERVICE	BIRKS STUDENT SERVICE CENTER	FT	18,462.00	AC
20070103	ABD EL-HAKIM	ALIA		14A-PE225		SERVICE DESK	FT	20,419.00	AC
20070103	BINSLEY	RHONDA	1410		EXECUTIVE SECRETARY TO DEAN	ADMIN. SERV. - ENCS	FT	20,391.00	AC
20070103	GORE	NERISSA	1408		COORDINATOR, SUPPORT	HOSPITALITY CONCORDIA	FT	20,419.00	AC
20070226	HADIDA	REBECCA	1407	14A-PE207	ASSISTANT, DEPARTMENT	SOCIOLOGY & ANTHROPOLOGY	FT	20,153.00	AC
20070331	STEMPKOWSKY	JOYCE	1406	14A-PE255	SERVICE ASSISTANT	PSYCHOLOGY	FT	21,791.00	AC
20070410	CASTILLO	IRINA	1407		ASSISTANT, EXECUTIVE TRAINING PROGRAM	EXECUTIVE CENTRE	FT	16,363.00	AC
20070425	MULLINS	KELLY	1408	14A-PE248	RECORDS MANAGEMENT ASSISTANT	AIS	FT	19,873.00	AC
20070522	BENYAKHLEF	LAYLA	1408	14A-PE248	RECORDS MANAGEMENT ASSISTANT	AIS	FT	19,761.00	AC
20070522	KIM	BO-KYUNG	1408	14A-PE248	DEPARTMENT ASSISTANT	ABORIGINAL STUDENT RESOURCE CENTER	FT	19,761.00	AC
20070601	MOHAMMADI-AGHDAMI	ELNAZ	1408	14A-PE236	PROGRAM ASSISTANT	BUILDING/CIVIL/ENVIRON. E	FT	19,670.00	AC
20070618	SOULIERE	CHRISTINA MARIE	1408			HOSPITALITY CONCORDIA	FT	19,456.00	LV
20070813	MARCINIAK	MARY	1407	14A-PE247	GRAD SERVICE TEAM ASSISTANT	UGRAD & GRAD SERVICE TEAMS	FT	17,111.00	AC
20070820	HARRISON	DIANE	1409		GIFT PROCESSING OFFICER	DEVELOPMENT, FAS	FT	19,316.00	AC
20071015	ST-ONGE	JENNIFER	1406	14A-PE261	ASSISTANT, SERVICE	BIRKS STUDENT SERVICE CENTER	FT	15,748.00	AC
20071103	COTE	ERIC	1409		ASSISTANT RECORDS MANAGEMENT	ARCHIVES	FT	18,931.00	AC
20071105	RANOARIVONY	NORO	1409		COORD., TRANSLATION SVCS.	TRANSLATION SERV.	FT	18,861.00	AC
20071112	GONIOTAKIS	CATHERINE	1406	14A-PE261	ASSISTANT, SERVICE CENTER	CUSTOMER SERV. - FACIL.	FT	18,826.00	AC
20071126	ZARRABIAN	SITA	1410		ASSISTANT TO THE PRINCIPAL	LIBERAL ARTS COLLEGE	FT	18,812.00	AC
20071204	SINANIS	SABRINA	1408	14A-PE115	ADMINISTRATIVE ASSISTANT	ACAD. & STUDENT AFF. - FA	FT	15,818.80	AC
20071207	PASQUINO	NICOLETTA	1408		DEPARTMENT ASSISTANT	ALL DEP - FA	FT	18,756.00	AC
20071210	MOYO	CHRISTABELL	1408		DEPARTMENT ASSISTANT	SUPPLY CHAIN AND BUSINESS TECHNOLOGY MANAGEMENT	FT	18,620.00	AC
20080103	MOORE	SANDRA	1410		ASSISTANT TO THE CODE ADMINISTRATOR	OFF. OF DEAN - FAS	FT	18,595.00	AC
20080121	NITA	STEFANA	1410		ASSISTANT TO THE AVP REGISTRARIAL SERVICES & REGISTRAR	REGISTRAR	FT	18,249.00	AC
20080124	DUMAS	RICHARD	1409		OPERATIONS COORDINATOR	RESIDENCE LIFE	FT	18,529.00	AC
20080204	LOUBIRI	SARAH	1408	14A-PE236	UNDERGRADUATE PROGRAM	EDUCATION	FT	18,350.00	AC

ASSISTANT

20080211	BYER	SASHA	1407	14A-PE225		LANGUAGE INSTIT. - SEL	FT	14,375.00	LV
20080215	LIAROS	PERSEFONI	1407	14A-PE196		ADMIN SERVICES	FT	18,224.00	LV
20080218	CHRISTENSEN	AMANDA	1410			RESEARCH FUNDS	FT	18,312.00	LV
20080218	WOYWOD-PAGE	SANDRA	1408	14A-PE236	ASSISTANT PROGRAM	CLASSICS/MOD. LANG./LING.	FT	18,256.00	AC
20080229	EDWARDS	SONIKA	1406	14A-PE275	SWITCHBOARD OPERATOR/RECEPTIONIST	SWITCHBOARD SERVICES	FT	16,240.00	AC
20080601	BRUSHETT	TOMMY	1406		COURSE PACK PROD.OPERATOR	DIGITAL STORE	FT	17,867.75	AC
20080804	ATTIR	RANIA	1407		OFFICE CLERK	ADMIN. SERV. - FACIL.	FT	17,521.00	AC
20080807	BENDEROFF	BEVERLEY	1408	14A-PE115	DEPARTMENT ASSISTANT	MARKETING	FT	17,549.00	AC
20080902	BROAD	LAUREN	1410	14A-PE175	ASSISTANT TO THE DEAN	DEAN OF STUDENTS	FT	17,311.00	AC
20080929	DAGENAIS	LORRAINE	1410		BUDGET ASSISTANT	UNIVERSITY COMMUNIC. SERV	FT	17,227.00	AC
20081006	PEARSON	VICTORIA	1409		ASSISTANT TO THE PRINCIPAL	SCH. COMMUNITY & PUBLIC A	FT	17,150.00	AC
20081006	SARRAZIN	CATHERINE	1408		DEPARTMENT ASSISTANT, MANAGEMENT	MANAGEMENT	FT	17,220.00	AC
20081030	VOLPE- STANDING	TANYA	1408	14A-PE236	GRADUATE PROGRAM ASSISTANT	POLITICAL SCIENCE	FT	17,129.00	AC
20081110	BERNIER	SHERI	1408	14A-PE236	UNDERGRADUATE PROGRAM ASSISTANT	EDUCATION	FT	16,212.00	AC
20081215	PALMER	VICTORIA	1408	14A-PE236	UNDERGRAD PROGRAM ASSISTANT	SOCIOLOGY & ANTHROPOLOGY	FT	16,905.00	AC
20090105	MUIR	JENNIFER	1409	14A-PE160	ASSISTANT TO CHAIR	SOCIOLOGY & ANTHROPOLOGY	FT	16,674.00	AC
20090128	BALDWIN	JOANNA	1409		BUYER & ESTIMATOR, PRINT MATERIAL	DIGITAL STORE	FT	16,660.00	AC
20090601	HANNAH	GREGORY	1406	14A-PE261	SERVICE ASSISTANT	ADMIN. SERV. - ENCS	FT	9,310.00	AC
20090601	HIRST	STEVE	1406	14A-PE261	SERVICE ASSISTANT	PROG. & AWARDS	FT	14,505.00	AC
20090601	PASQUARELLI	SILVANA	1409		GRADUATE PROG. ASSISTANT	CIISE	FT	16,030.00	AC
20090720	FERRATO	JULIA	1410		FINANCIAL ASSISTANT	ADMIN. SERV. - FAS	FT	15,540.00	AC
20090818	POSNER	LEONARD	1408		CENTRAL CHEMICAL STORES ASSISTANT/ BUYER	ACAD. FACIL. - FAS	FT	15,610.00	AC
20090907	CLIDARAS	MELISSA	1407	14A-PE207		COOP. EDUCATION	FT	15,435.00	LV
20090921	TSANG YAN FONG	LEE CHEW NGAT	1406	14A-PE255	OFFICE ASSISTANT	GENERAL COUNSEL	FT	15,470.00	AC
20090928	BREUX	KIMBERLEY	1408	14A-PE236	GRADUATE PROGRAM ASSISTANT	PSYCHOLOGY	FT	43,421.00	AC
20091012	LE BLANC	OLIVIER	1410		PENSION ASSISTANT	INDIRECT COMPENSATION	FT	15,190.00	AC
20091026	ALOI	MARGIE	1406	14A-PE261	SERVICE ASSISTANT	BIRKS STUDENT SERVICE CENTER	FT	15,120.00	AC
20091026	DI CLAUDIO	MARCELLA	1405	14A-PE194	SERVICE ASSISTANT	STUDENT SUCCESS CENTER	FT	15,260.00	AC

20091109	CRITTENDEN	LISA	1406	14A-PE261	ASSISTANT SERVICE	BIRKS STUDENT SERVICE CENTER	FT	11,480.00	AC
20091109	MACK-TAILLON	DEBORAH	1405	14A-PE194	DOCUMENTATION & SCANNING ASST.	STUDENT APPLICATION & PROCESSING	FT	17,003.00	AC
20100120	KONDRATENKO	YULIYA	1410		FINANCIAL OFFICER	RESEARCH FUNDS	FT	13,188.00	AC
20100125	HOLDER	KAREN RUTH	1408	14A-PE236	UNDERGRAD PROGRAM ASSISTANT	PSYCHOLOGY	FT	17,501.80	AC
20100308	WARD	MARISA	1409		ADMINISTRATIVE ASSISTANT	ADMIN. SERV. - ENCS	FT	14,560.00	AC
20100607	PETROVICH	MARYANNE	1410			GENERAL COUNSEL	FT	14,203.00	LV
20101004	CIAMPANELLI	CLAUDIO	1407	14A-PE256	DEPARTMENT ASSISTANT	ALL DEP - JMSB	FT	13,615.00	AC
20101020	GERALD	VIRGINIA	1407	14A-PE256	SECRETARY/RECEPTIONIST ADV&ALM	OPERATIONS - ADVANCEMENT	FT	13,496.00	AC
20101108	SVENDSEN	JOANNE	1408	14A-PE115	ADMINISTRATIVE ASSISTANT, APPLIED PYSCHOLOGY CENTRE	PSYCHOLOGY	FT	12,229.00	AC
20110214	TOM	SYNTHIA	1407	14A-PE130	ASSISTANT, ADMISSIONS	STUDENT APPLICATION & PROCESSING	FT	12,680.50	AC
20110418	VESCIO	DINA	1408			ART HISTORY	FT	12,600.00	LV
20110516	MEHTA	ANEIL	1406	14A-PE261	ASSISTANT SERVICE	BIRKS STUDENT SERVICE CENTER	FT	12,495.00	AC
20110524	MALAZDREWICZ	KATRINA	1410			OFFICE OF DEAN - JMSB	FT	11,263.00	LV
20110620	GIGLIONE	ANN-MARIE	1408			HR SHARED SERVICES (PAYROLL, DATA & BENEFITS SUPPORT)	FT	12,250.00	LV
20110704	WHITEHILL	CINDY	1410		FINANCIAL ASSISTANT	ADMIN. SERV. - FAS	FT	12,180.00	AC
20110817	BURNETT	NATALIE	1406	14A-PE261	SERVICE ASSISTANT	PERFORM	FT	11,970.00	AC
20110822	CAMPANELLI	LAURA	1409		ADMINISTRATIVE ASSISTANT	PERFORM	FT	11,903.50	AC
20110822	FIORILLI	CLAUDIA	1406	14A-PE261	SERVICE ASSISTANT	CAMPUS WELLNESS AND SUPPORT SERVICES	FT	11,970.00	AC
20110822	TAGLIALAVORE	GIUSEPPINA	1406		DATA ENTRY CLERK	ACCOUNTS PAYABLE	FT	12,005.00	AC
20110831	HAMMILL	KEVIN	1406	14A-PE261	SERVICE ASSISTANT	PERFORM	FT	11,956.00	AC
20110906	O'REILLY	EILEEN	1407	14A-PE247	UNDERGRAD SERV TEAM ASSISTANT	UGRAD & GRAD SERVICE TEAMS	FT	11,676.00	PROB
20111017	PEREZ PALACIOS	PAOLA YANNINE	1410		SPECIAL PROJECTS AND EVENT PLANNING COORDINATOR	OFFICE OF DEAN - JMSB	FT	11,690.00	PROB
20111205	LESSARD-BERGER	CHARLIE	1410		COORDINATOR, VISUAL COLLECTIONS REPOSITORY MOVING IMAGE	CENTRE FOR DIGITAL ARTS	FT	11,480.00	AC
20111212	DONFRANCESCO	NATALIE	1407	14A-PE130	ADMISSIONS ASSISTANT	STUDENT APPLICATION & PROCESSING	FT	11,403.00	AC

20120103	HAMER	SAMANTHA	1408		CO-OP ADMINISTRATIVE ASSISTANT	COOP. EDUCATION	FT	11,284.00	AC
20120103	LEBLANC	JASON	1406	14A-PE261	SERVICE ASSISTANT	BIRKS STUDENT SERVICE CENTER	FT	10,080.00	AC
20120103	LECLERE	MARIE-FRANCE	1410		FINANCIAL OFFICER	RESEARCH FUNDS	FT	10,917.00	AC
20120111	WIELICH	KINGA	1407	14A-PE196	CLERK,CASH FLOATS&MISC.REV.DEP	STUDENT ACCOUNTS	FT	11,270.00	AC
20120116	BALENA	JOANNE	1406	14A-PE255		CAMPUS WELLNESS AND SUPPORT SERVICES	FT	10,871.00	LV
20120116	CURRY	TARA	1408	14A-PE115	ADMINISTRATIVE ASSISTANT	ALUMNI RELATIONS, OPERATI	FT	11,200.00	AC
20120312	LAVIGNE	LINDA	1406	14A-PE261	SERVICE ASSISTANT	CAMPUS WELLNESS AND SUPPORT SERVICES	FT	6,510.00	AC
20120423	GARZONE	IDA	1407	14A-PE100	ACCOUNTS PAYABLE SPECIAL ACC	ACCOUNTS PAYABLE	FT	8,120.00	AC
20120423	SCHUSTER	MARGARET	1407	14A-PE100	A/P CLERK/ RECEPTIONIST	ACCOUNTS PAYABLE	FT	10,675.00	AC
20120430	KARNEZIS	ALEXANDRA	1410		EXECUTIVE SECRETARY TO THE DEAN	OFFICE OF DEAN - JMSB	FT	9,380.00	AC
20120501	ALLOI	GENEVIEVE	1405	14A-PE194		BIRKS STUDENT SERVICE CENTER	FT	10,636.25	LV
20120514	FLYNN	BRIDGET	1407	14A-PE256	ACADEMIC AND STUDENT AFFAIRS ASSISTANT	ACAD. & STUDENT AFF. - JMSB	FT	8,500.50	AC
20120516	FASCIANO	MARIA	1408	14A-PE236	ASSISTANT, PROGRAM	ELECTRICAL & COMPUTER ENG	FT	9,866.50	AC
20120618	CIMON	MARTINE	1405	14A-PE194	DOCUMENT & SCANNING ASSISTANT	STUDENT APPLICATION & PROCESSING	FT	10,122.00	AC
20120702	BOURCIER	DOMINIQUE	1410			CONFERENCE & SUMMER HOUSING	FT	10,381.00	LV
20120917	POMMEREHNKE	CHARLENE	1406		DEPOT CLERK	MEL HOPPENHEIM SCH. OF CI	FT	7,294.00	AC
20121029	MATTHEWS-RIEL	KATHERINE	1407	14A-PE262	SERVICE ASSISTANT	CENTRE FOR CONT. EDUCATIO	FT	8,400.00	AC
20121105	CATALOGNA	SABRINA	1408		STUDENT ENGAGEMENT ASSISTANT	DEAN OF STUDENTS	FT	9,730.00	PROB
20121119	WALKER	CHRISTOPHER	1407	14A-PE207	ASSISTANT EVENT REGISTRATION	EVENTS & SPONSORSHIP	FT	9,730.00	AC
20121203	TARANTO	CARMEN	1410		FINANCIAL OFFICER	RESTRICTED FUNDS	FT	9,660.00	AC
20130107	GUR	IRIT	1410			EVENTS & SPONSORSHIP	FT	9,345.00	LV
20130107	WALDMAN	ALLISON	1410		EVENT COORDINATOR	EVENTS & SPONSORSHIP	FT	9,380.00	AC
20130211	SMITH	ALEXANDRE	1410		FACILITIES COORDINATOR	PERFORM	FT	9,310.00	AC
20130311	MORGAN	MANDI	1410		BOOKING COORD., CINEMAS	CINEMAS	FT	9,135.00	AC
20130325	SIDIRAS	ATHANASIOS	1407	14A-PE196	CLERK, GENERAL ACCOUNTS /COLLECTIONS	STUDENT ACCOUNTS	FT	9,030.00	AC

20130429	MULLIN	COLLEEN	1405	14A-PE194	DOCUMENTATION & SCANNING ASSISTANT	STUDENT APPLICATION & PROCESSING	FT	11,683.00	AC
20130429	SCRIBNER	KATHERINE	1407	14A-PE196	CLERK, ACCOUNTS PAYABLE	ACCOUNTS PAYABLE	FT	8,890.00	AC
20130513	BYNOE	JESINTHIA	1409		EXAMS COORDINATOR	EXAMS & SCHEDULING	FT	8,820.00	AC
20130603	STUART	JOHN WILLIAM	1405	14A-PE194	DOCUMENT & SCANNING ASSISTANT	STUDENT APPLICATION & PROCESSING	FT	10,605.00	AC
20130826	BODNARCHUK	TYSON	1406	14A-PE255	SERVICE ASSISTANT	COUNSELLING & PSYCHOLOGICAL SERVICES	FT	8,330.00	AC
20130901	SAMPSON	CHANTAL	1409		ASSISTANT, BENEFITS SUPPORT	HR SHARED SERVICES (PAYROLL, DATA & BENEFITS SUPPORT)	FT	7,847.00	AC
20130930	JACINTO	LEONIDA	1410			RECREATION & ATHLETICS	FT	8,050.00	LV
20131001	LABRIE	ANNICK	1409		COORDINATOR MARKETING AND COMMUNICATIONS	EXECUTIVE CENTRE	FT	8,120.00	AC
20131007	CAREY	SARAH	1409			ALL DEP - JMSB	FT	490.00	LV
20131101	SUTTER	KARIN	1407	14A-PE247	UNDERGRAD SVC TEAM ASSISTANT	UGRAD & GRAD SERVICE TEAMS	FT	7,945.00	AC
20131104	BAROUDI	RIMA	1408	14A-PE236	UNDERGRAD PROGRAM ASSISTANT	MATHEMATICS & STATISTICS	FT	7,980.00	AC
20131104	BROWNING	ALYSSA	1408		DEPARTMENT ASSISTANT	CREATIVE ARTS THERAPIES	FT	7,980.00	AC
20131107	GLUSTEIN	KATHLEEN	1406		DEPARTMENT ASSISTANT	ACSD	FT	7,959.00	AC
20131216	JAKOB	ANDREA	1408	14A-PE236	UNDERGRADUATE PROGRAM ASSISTANT	APPLIED HUMAN SCIENCES	FT	7,756.00	AC
20140106	BOLDUC	VALERIE	1410		OFFICER, EVENT ANALYSIS	OFF. OF DIRECTOR SECURITY	FT	7,735.00	AC
20140205	MURPHY	ELYSE	1409		ADMINISTRATIVE ASSISTANT	OFF. OF DEAN - FA	FT	7,294.00	AC
20140218	BEDARD	GABRIELLE	1409		ADMINISTRATIVE ASSISTANT	INSTITUTIONAL PLAN. OFF.	FT	7,448.00	AC
20140303	ROSE	JENNA	1406	14A-PE261		STUDENT RECRUITMENT SERVICES	FT	7,201.00	LV
20140310	ANTONOPOULOS	KATHY	1406	14A-PE261	SERVICE ASSISTANT	FINANCIAL AID AND AWARDS	FT	7,350.00	AC
20140324	NGOZI	JOYE	1407	14A-PE207		ARCHIVES	FT	7,280.00	LV
20140407	DONOVAN	MEGHAN	1409	14A-PE160		PSYCHOLOGY	FT	10,948.00	LV
20140505	FAUSTIN	KIYANNA	1406	14A-PE255	SERVICE ASSISTANT	CLASSICS/MOD. LANG./LING.	FT	6,860.00	AC
20140601	WILSON-ELSBY	DONNA	1405	14A-PE194	DOCUMENTATION & SCANNING ASST	STUDENT APPLICATION & PROCESSING	FT	6,930.00	AC
20140602	DOWNS	JOANNE	1409	14A-PE160	ASSISTANT TO THE CHAIR	POLITICAL SCIENCE	FT	6,930.00	AC
20140602	GAUDREAU	PATRICK	1410		FACILITIES ASSISTANT	RECREATION & ATHLETICS	FT	6,895.00	AC
20140623	BEAUVAIS	NADINE	1406	14A-PE261	SERVICE ASSISTANT	FINANCIAL AID AND AWARDS	FT	6,825.00	AC

20140625	CRAVEN	DONNA	1410		ASSISTANT TO THE ASSOC.DEAN	ACAD. FACIL. - FAS	FT	6,846.00	AC
20140825	MARUCA	AMANDA	1407	14A-PE225	OFFICE ASSISTANT	OFF. OF THE DIRECTOR - EH	FT	6,510.00	AC
20140902	BISTA	SRADDHA	1408		DEPARTMENT ASSISTANT	RIGHTS & RESPONSIBILITIES	FT	6,468.00	AC
20140922	MURDACA	BENOIT	1406		DEPOT CLERK	COMMUNIC. STUDIES	FT	4,906.60	AC
20141014	SAUVEUR	NELSON	1410		PENSION ASSISTANT	INDIRECT COMPENSATION	FT	6,258.00	AC
20141015	ATHANASATOS	SPYRIDOULA	1407	14A-PE207	DEPARTMENT ASSISTANT	OFF. OF THE AVP - HR	FT	6,251.00	AC
20141027	CRESSEY	JENNIFER	1408			ALL DEP - FA	FT	6,167.00	LV
20141103	DIAZ HERNANDEZ	SAUL ANDRES	1409		SR. CLERK STATS & COLLECTION	STUDENT ACCOUNTS	FT	6,160.00	AC
20150216	OLLIVIERRE	ROSSLON	1406	14A-PE261	ASSISTANT SERVICE	BIRKS STUDENT SERVICE CENTER	FT	5,600.00	AC
20150323	BABCOCK	DAVID	1408		COORDINATOR, DPRINT CUSTOMER SERVICE	DIGITAL STORE	FT	5,320.00	AC
20150420	TARNOWSKI	CANDICE J.	1408		DEPARTMENT ASSISTANT	ART HISTORY	FT	5,211.50	AC
20150628	HICKS	KIMBERLY	1410		EXECUTIVE SECRETARY TO THE DIRECTOR	CENTRE FOR CONT. EDUCATIO	FT	5,810.00	AC
20150803	BLAIS	NATHALIE	1410		ADMINISTRATIVE COORDINATOR	LEONARD & BINA ELLEN ART	FT	4,753.00	AC
20150817	SINGH	SAMANTHA	1408		ASSISTANT DATA COORDINATOR	HR SHARED SERVICES (PAYROLL, DATA & BENEFITS SUPPORT)	FT	4,725.00	AC
20150819	WONG	JANICE	1409		ADMINISTRATIVE ASSISTANT	OFFICE OF THE TREASURER	FT	4,711.00	AC
20150831	BONNEAU	CHELSEA	1407	14A-PE262	SERVICE ASISTANT (CCE)	CENTRE FOR CONT. EDUCATIO	FT	4,655.00	AC
20151026	COBRAN	KAREEMA	1405	14A-PE194	TRANSCRIPT ASSISTANT	REGISTRAR	FT	4,375.00	AC
20151026	FARGNOLI	EDDA	1409		EXAMS COORDINATOR	EXAMS & SCHEDULING	FT	4,375.00	AC
20151102	TARARUJ	BEATA URSZULA	1407	14A-PE225	OFFICE ASSISTANT	BUILDING/CIVIL/ENVIRON. E	FT	4,312.00	AC
20151109	ALLAN	BROOKE	1408		ADMINISTRATIVE ASSISTANT	OFF. OF RESEARCH	FT	4,305.00	AC
20151207	KARIGIANNIS	STAVROULA	1409		COORDINATOR SAO	STUDENT ACCOUNTS	FT	4,165.00	AC
20151214	TEGGIN	JENNIFER	1409		COORDINATOR, EDUCATIONAL MATERIAL	CAMPUS RETAIL STORES	FT	4,130.00	PROB
20160105	BUSH	ANNE-MARIE	1406	14A-PE255	ASSISTANT, OFFICE	CIISE	FT	3,990.00	AC
20160125	QUINBY	ROHAN	1407	14A-PE207	DEPARTMENT ASSISTANT	PHILOSOPHY	FT	3,920.00	AC
20160125	TEDD	KRISTIN	1409	14A-PE160	ASSISTANT TO THE CHAIR	ADMIN. SERV. - ENCS	FT	3,920.00	AC
20160215	RUSCITO	JULIANA	1407	14A-PE130	ASSISTANT, ADMISSIONS	STUDENT APPLICATION & PROCESSING	FT	3,815.00	AC
20160418	DONOVAN	KAYLA	1408	14A-PE236	ASSISTANT,PROGRAM	CSSE	FT	3,465.00	AC

20160509	MCCRORY	RYAN	1406	14A-PE261	ASSISTANT, CALL CENTRE	TRADE SERV.	FT	3,395.00	AC
20160516	LEDUC	GINETTE	1409		ADMINISTRATIVE COORDINATOR	OFF. VP ADVANC. & ALUMNI	FT	3,360.00	AC
20160516	MANDACHE	MIRCEA	1408	14A-PE236	GRADUATE PROGAM ASSISTANT	JOURNALISM	FT	3,286.00	AC
20160518	SHATTLER	SHEVAWN	1405	14A-PE260	CUSTOMER SERVICE REPRESENTATIVE	DIGITAL STORE	FT	3,346.00	AC
20160610	TONNIES	IAN	1408	14A-PE236	GRADUATE PROGRAM ASSISTANT	EDUCATION	FT	3,185.00	PROB
20160725	DAYAN	DEBORAH	1410		ADMINISTRATIVE ASSISTANT	OFF. VP ADVANC. & ALUMNI	FT	3,010.00	AC
20160725	VIVIANI	ARMANDO	1406	14A-PE261	CAREER & PLANNING SERVICE ASSISTANT	CAREER & PLANNING SERVICES	FT	3,010.00	AC
20160727	CORIOLAN	KESHIA	1406	14A-PE261	SERVICE ASSISTANT	CAMPUS WELLNESS AND SUPPORT SERVICES	FT	2,919.00	AC
20160906	VINCELETTE	AMANDA	1407	14A-PE130	ASSISTANT, GRADUATE ADMISSION	STUDENT APPLICATION & PROCESSING	FT	2,793.00	AC
20161003	BENZAKEIN	ERIN	1408		PROJECT BUDGET ASSISTANT	ADMIN. SERV. - FACIL.	FT	2,590.00	AC
20161011	ANZOVINO	STEPHANIE	1407	14A-PE207		OFF. OF VP FINANCE	FT	2,618.00	LV
20161011	TROTTO	AMANDA	1405	14A-PE194	TRANSCRIPT ASSISTANT	REGISTRAR	FT	2,618.00	AC
20161024	FERRER	DANIELA	1408		DEPARTMENT ASSISTANT	OFF. OF AVP - INTERNAT.	FT	2,555.00	AC
20161205	O'NEILL	MARY	1407	14A-PE207	ADMINISTRATIVE ASSISTANT, CO-OP	COOP. EDUCATION	FT	2,345.00	AC
20161212	SIMON	DEBORAH	1408		CHAPEL COORDINATOR	MULTI-FAITH AND SPIRITUALITY CENTRE	FT	2,240.00	AC
20161219	BOTSFORD	JENNIFER		14A-PE236	UNDERGRADUATE PROGRAM ASSISTANT	COMMUNIC. STUDIES	FT	2,240.00	AC
20161219	LACROIX	DANA	1406	14A-PE275	SWITCHBOARD OPERATOR/RECEPTIONIST	SWITCHBOARD SERVICES	FT	2,275.00	AC
20161219	MCGILVRAY	KRISTOPHER	1407	14A-PE130	ADMISSIONS ASSISTANT	BIRKS STUDENT SERVICE CENTER	FT	2,233.00	AC
20170109	BARBU	CRISTINA	1407		ADMINISTRATIVE ASSISTANT, GRADUATE AND PROFESSIONAL SKILLS	SCHOOL OF GRADUATE STUDIES	FT	2,100.00	AC
20170227	GOUDA	MARWA	1408		OFFICE ASSISTANT	VANIER LIBRARY	FT	1,560.00	AC
20170424	MOSS BRENDER	EMMA	1409	14A-PE160	ASSISTANT TO THE CHAIR & GRADUATE PROGRAM ASSISTANT	PHILOSOPHY	FT	1,610.00	AC
20170501	HORNER	ALICIA	1408		BOOKING & SUPPORT COORDINATOR	HOSPITALITY CONCORDIA	FT	1,610.00	AC
20170515	GHADBAN	REEMA	1407	14A-PE262	SERVICE ASSISTANT	CENTRE FOR CONT. EDUCATIO	FT	1,540.00	AC
20170515	ROUSSEAU	ALEXANDRE	1406	14A-PE261	SERVICE ASSISTANT	CAMPUS WELLNESS AND SUPPORT SERVICES	FT	1,470.00	AC

20170524	SPEED	JENESSA	1409		GRADUATE PROGRAM COORDINATOR	ELECTRICAL & COMPUTER ENG	FT	11,984.00	AC
20170620	SAYIAS	SAMIA	1408	14A-PE115	ADMINISTRATIVE ASSISTANT	OFF. PRESIDENT	FT	1,309.00	AC
20170704	GUERRA	MARIA LUISA	1408		ASSISTANT TO LEASE MANAGER	ADMIN. SERV. - FACIL.	FT	1,288.00	AC
20170710	ARLESS	DEBRA	1408	14A-PE236	GRADUATE PROGRAM ASSISTANT	MATHEMATICS & STATISTICS	FT	1,260.00	AC
20170731	LONGE HOWARD	FAITH	1409		PAYROLL ASSISTANT	HR SHARED SERVICES (PAYROLL, DATA & BENEFITS SUPPORT)	FT	1,155.00	AC
20170807	KHOURY	ANDREW	1408		ADMINISTRATIVE ASSISTANT	OFF. OF RESEARCH	FT	1,120.00	AC
20170814	ZAMPINO	VICTOR	1409		EXAMS COORDINATOR, ACS D	ACS D	FT	1,085.00	AC
20170821	LEGER	CHARLOTTE	1410		LEGAL ASSISTANT	GENERAL COUNSEL	FT	1,050.00	AC
20170828	HAMILTON	TRACY	1406	14A-PE261	STUDENT RECRUITMENT ASSISTANT	STUDENT RECRUITMENT SERVICES	FT	1,015.00	AC
20170828	SKERRITT	MAGELLA	1405	14A-PE254	SERVICE ASSISTANT	GEOGRAPHY/PLANNING & ENVI	FT	1,015.00	AC
20170904	KLAISE	VILIS	1406	14A-PE261	ASSISTANT SERVICE	BIRKS STUDENT SERVICE CENTER	FT	980.00	AC
20170905	SMITH	LEE ANN	1409		EXAMS COORDINATOR	MANAGEMENT	FT	973.00	AC
20170918	BALASINGAM	SELVA	1406		WELCOME CENTER ASSISTANT	WELCOME CENTER	FT	910.00	PROB
20170918	DE STEFANO	ASSUNTA	1407	14A-PE225	OFFICE ASSISTANT	ELECTRICAL & COMPUTER ENG	FT	910.00	AC
20170918	WELBURN	BROOKE	1409		ADMINISTRATIVE ASSISTANT, MASTERS RESEARCH PROGRAMS	MASTERS & DIPLOMA PROG. -	FT	910.00	AC
20170925	PEDICELLI	GABRIELLA	1406	14A-PE261	SERVICE ASSISTANT	BIRKS STUDENT SERVICE CENTER	FT	875.00	AC
20171016	DECKER	JULIA	1408	14A-PE236	UNDERGRADUATE AND CO-OP ASSISTANT	ECONOMICS	FT	770.00	AC
20171030	HATTO	ANGELA	1406	14A-PE261	SERVICE ASSISTANT	CAMPUS WELLNESS AND SUPPORT SERVICES	FT	693.00	AC
20171106	BISAILLON-LEMAY	OLIVIER	1406		CLERK, RECORDS MANAGEMENT	ARCHIVES	FT	665.00	AC
20171120	FAISAL	MELISSA	1406	14A-PE261	SERVICE ASSISTANT	ECONOMICS	FT	595.00	AC
20171201	CLAHANE	ERIN	1409		ASSISTANT BUYER	PROCUREMENT SERVICES	FT	532.00	AC
20171201	SARIMAZI	MARALL	1409		ASSISTANT BUYER	PROCUREMENT SERVICES	FT	532.00	AC
20171204	PETRILLO	VANESSA	1406		SERVICE ASSISTANT	ADMIN. SERV. - FACIL.	FT	490.00	AC
20180129	ELHAYAWI	MAYY	1407	14A-PE262	SERVICE ASSISTANT (CCE)	CENTRE FOR CONT. EDUCATIO	FT	210.00	PROB
20180305	ANDERSON	CHERYL	1408		CONSTRUCTION ADMINISTRATIVE ASSISTANT	FACIL. PROJECT MANAGEMENT	FT	70.00	PROB

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 one hundred (100) bilingual copies of the collective agreement within two (2) months following its signature. This two (2) month period excludes any delays independent of the will of the representatives of the University.

The Union may request additional copies at no charge.

The University informs each new employee of the electronic address hosting the electronic version of the Collective Agreement.

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

1. DEFINITIONS

- 1.01 **Deferred salary leave plan (hereafter referred to as "DSLPL"):** plan meant to allow an employee to finance a leave of absence by deferring part of her/his salary, in accordance with existing tax rules. The employee thus has a portion of her/his salary withheld for a predetermined period so that she/he may later benefit from a paid leave. The DSLPL is not intended to provide retirement income nor to defer income tax. The DSLPL consists of a contribution period by the employee accompanied by a leave period.
- 1.02 **Contribution period:** a period of two (2) to five (5) consecutive years during which the eligible employee contributes a portion of her/his salary to the plan ahead of her/his leave period.
- 1.03 **Deferred salary:** the percentage of the annual salary that the eligible employee, in agreement with the University, has agreed to withhold and save during each year of the contribution period.
- 1.04 **Earnings:** the gross annual salary received from the University by the eligible employee in a plan year.
- 1.05 **Eligible employee:** any employee who is covered by the provisions of the collective agreement between the University and the Concordia University Support Staff Union.
- 1.06 **Fund:** a trust fund established pursuant to a trust agreement with the Trustee, into which the deferred salary is paid by the University and from which payments are made to eligible employees during her/his leave period, in accordance with the terms of the DSLPL.
- 1.07 **Leave period:** the period following the contribution period, during which a participating employee is on a leave of absence authorized by the University.
- 1.08 **Collective agreement:** the existing collective agreement between the University and the Concordia University Support Staff Union.
- 1.09 **Participating employee:** an eligible employee whose request to participate in the DSLPL has been accepted.
- 1.10 **Participating plan year:** a period of six (6) to twelve (12) consecutive months.
- 1.11 **Trustee:** the Royal Trust or another trust company incorporated under the applicable legislation.

2. COLLECTIVE AGREEMENT

- 2.01 All provisions relating to the deferred salary leave contained in the collective agreement reached between Concordia University and the Concordia University Support Staff Union, as per the text in effect at the time of signing of the present agreement, are deemed to be a part of the present agreement.

3. DEFERRED SALARY

- 3.01 During the contribution period, the University withholds on each pay the percentage of the annual salary, as agreed to between the employee and the University, so as to entrust such amount with the trustee responsible for the fund.

4. INCOME TAX

- 4.01 During the contribution period, the University will make the required deductions from the earnings paid to the participating employee.
- 4.02 During the leave, monies paid to a participating employee will be taxable and subject to the required deductions.

5. WITHDRAWAL

- 5.01 A participating employee who, during his/her contribution period:
- 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;
 - d) dies;
- is deemed to no longer belong to the DSLP effective on the cessation of employment, leave, retirement or death.
- 5.02 Participating employees may withdraw from the DSLP at any time during the contribution period upon one (1) month's prior written notice to the Shared Services unit of the Human Resources Department.

- 5.03 Upon withdrawal, according to 5.01 or 5.02, the participating employee, or in the case of the employee's death, her/his estate, will receive within thirty (30) days of the withdrawal or reception of the withdrawal notice, whichever is the case, the total sum in her/his account in the trust fund. Any such sum is subject to the required deductions.

6. POSTPONEMENT OF A LEAVE

- 6.01 Under exceptional circumstances, the University may request 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 expected start date of the leave, stating the reasons for its request. The University cannot request that a participant postpone her/his leave without a valid reason. The University must also reimburse the employee any non-refundable deposit that she/he made towards enrolment in an education institution. For this purpose, the participant will provide the Shared Services unit of the Human Resources Department the official receipts from the institution to support her claim.
- 6.02 A participating employee may request to defer her/his leave. To this end, she/he must submit a written request to the Shared Services unit of the Human Resources Department 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.
- 6.03 In the case of maternity leave during the contribution period, participation in the DSLP is suspended for a maximum of twenty (20) weeks.

7. BENEFITS

- 7.01 During the leave, the participating employee:
- a) is not eligible to benefit from the short-term disability plan or from the long term disability plan during the leave period;
 - b) can continue to participate in the life insurance and health insurance plans, however the participating employee must pay the required premiums and contributions, including those that would normally have been paid by the University, subject to the terms and conditions of these plans.
 - c) can continue to accumulate recognized service for the purposes of the Concordia University Pension Plan, providing that she/he pays all of the required contributions to the University, including the portion that would normally have been paid by the University during this time;
 - d) can apply on a position posted within the three (3) months preceding her/his return to work.

- 7.02 The contributions and premiums payable by the participating employee so that she/he may maintain her/his participation in the different benefits provided in paragraph 7.01 are deducted from the payments made to the participating employee by the University during her/his leave.
- 7.03 In the event that the amounts paid during the leave are insufficient to allow for the withholding at source of the contributions to the Concordia University Pension Plan or to the applicable benefits plans, the participating employee must pay the contributions or premiums in advance to the University, at the start of each trimester of the leave period.
- 7.04 The participating employee must notify the Shared Services unit of the Human Resources Department, at least one (1) month prior to the start of her/his leave, of her/his intention to maintain or not to maintain her/his participation in the different benefits specified in paragraph 7.01, whichever the case.

8. RETURN TO WORK

- 8.01 The employee agrees to return to work following her/his leave, for a period that is at least equivalent the length of the leave.
- 8.02 The participating employee's return to work is done in accordance with the provisions of the collective agreement.

9. SENIORITY

Seniority is accumulated in accordance with the dispositions of article 11.03 a) of the collective agreement.

10. DURATION OF THE CONTRACT

- 10.01 The present contract will come into force on _____ and expires on _____.
- 10.02 The contribution period begins on _____ and comes to an end on _____.
- 10.03 The length of the is _____, namely, from _____ to _____.
- 10.04 The percentage of the salary paid is of _____ %.

11. REMUNERATION DURING THE LEAVE

11.01 During her/his leave, the participating employee will receive all of the amounts credited to the Fund, in equal installments allocated every two (2) weeks, in accordance with the methods normally in use at the University.

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

Concordia University

Participating 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)
11.05 a)
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 **upon request**:
7.03
7.04
7.05
14.02 a)
15.01
15.02 a), b)
5. 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)
38.05 c)
38.06 a)
6. The following articles provide for information to be transmitted to the Union in accordance with the terms specified in the collective agreement:
14.02 a)
15.01
15.02

16.03
21.03 a)
21.04
22.08
22.10 e)
28.07 a)
30.02
30.10
37.05 f), h), i) and j)
38.04 a) i., ii., iii. a), b)
Letter of Agreement #8

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.

LETTER OF AGREEMENT # 2 Application of clause 15.04 – educational requirements

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 three (3) 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.

LETTER OF AGREEMENT #4

Entre

l'Université Concordia
(ci-après désigné «l'Université»)

Et

Le Syndicat des employé-e-s de soutien de l'Université Concordia
(ci-après désigné «de Syndicat»)

Et

Michael Di Grappa
Vice-recteur, services

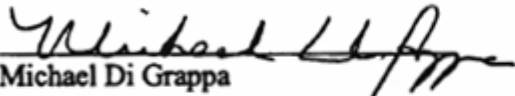
Considérant que l'exclusion du poste de secrétaire, Vice-recteur, services est régie par l'accréditation;

Considérant que les parties souhaitent régler à l'amiable les enjeux entourant le présent litige concernant l'exclusion du poste P4544;

Les parties conviennent que les termes de la présente entente sont intervenus sans admission, sans préjudice et ne peuvent en aucun cas constituer un précédent;

1. Le préambule fait partie intégrante de la présente lettre d'entente;
2. En considération de ce qui précède, le Syndicat convient de renoncer aux requêtes CM-2001-1769 et CM-2001-0578 effectuées en vertu du Code du travail
4559 (TB)
3. En considération de ce qui précède, le Syndicat convient aussi de renoncer au grief # 2004-09
4. Les parties conviennent que le poste P4544, dont le nouveau titre sera « secrétaire au bureau du Vice-recteur, services », est le poste exclu de l'unité l'accréditation du syndicat;
5. L'employeur s'engage à modifier le titre du poste paru le 8 mars 2004 lequel reflétera les termes du point 4 précédent.

En foi de quoi, les parties ont signé en ce 20 jour du mois de janvier 2005.


Michael Di Grappa


Suzanne Downs


Gilles Bourgeois


Danièle Berthiaume

LETTER OF AGREEMENT #5

Les parties s'entendent sur ce qui suit :

1. Les syndicats concernés doivent être avisés de toute reconsidération de l'appartenance d'un poste à une unité de négociation donnée.
2. L'employeur effectue son enquête et en communique par écrit, les résultats préliminaires et le raisonnement qui les sous-tend, aux parties concernées.
3. Dans les trente jours qui suivent, les parties concernées se rencontrent pour discuter des éléments qui justifient le statu quo ou l'appartenance du poste à une autre unité de négociation.
4. Suite à cette rencontre, l'employeur communique aux parties concernées, par écrit, la décision et les motifs qui la sous-tendent et, ce, dans les meilleurs délais.
5. Advenant que l'employeur décide que le poste doit dorénavant être couvert par une autre unité d'accréditation, les cotisations syndicales sont versées au syndicat receveur à partir de la date de la décision de l'employeur.

En foi de quoi, les parties ont signé à Montréal, ce 20^e jour du mois d'octobre 2003

Shuley Masterson - André Gauthier

CUSSU


CUPEU


Université Concordia

LETTER OF AGREEMENT #6

BETWEEN

**THE CONCORDIA UNIVERSITY SUPPORT STAFF UNION
(CUSSU)**

AND

CONCORDIA UNIVERSITY

WHEREAS the pay equity exercise was completed in March 2011;

WHEREAS the employer is required to conduct pay equity maintenance in 2016;

WHEREAS both parties recognize the principles arising from pay equity;

WHEREAS both parties aim to ensure the fair treatment of promotions within the bargaining unit, regardless of the initial position;

WHEREAS the classification system includes the questionnaire, the classification plan, and the weighting.

WHEREAS the existing article 38.14;

THE PARTIES HAVE AGREED TO THE FOLLOWING:

- 1) To form a joint committee for the revision of the classification system, at the latest three (3) months following the signing of the collective agreement;
- 2) The committee will consist of six (6) individuals, which is to say, three (3) individuals from each of the parties;
- 3) It is understood that at least two (2) representatives for the Union will be employees of the University;
- 4) It is also understood that on an exceptional basis, either of the parties may invite an external resource person to be present at a committee meeting, upon reasonable notice sent to the other party;
- 5) Generally speaking, the committee will hold its meetings on a monthly basis. The liberation hours for the Union representatives, so that they may attend said meetings, will not be deducted from the bank provided for in article 9.08;

- 6) The committee's mandate is to reflect on the existing classification system (JEP) as well as the salary structures currently in place;
- 7) The committee can, for instance, recommend a process that would result in a single salary structure which complies with the results of the pay equity exercise;
- 8) The committee can suggest the inclusion of the proposed modifications to the classification system (the job evaluation tool) in the collective agreement;
- 9) The committee will evaluate the costs associated with the implementation of these recommendations;
- 10) Each party will need to obtain the approval of their respective principles with respect to the recommendations to be presented by the committee;
- 11) Once the recommendations are presented by the committee, the University will discuss with the Union as to the schedule;
- 12) In case of a disagreement between the parties as to the recommendations, it is understood that the discussions will be resumed during the next round of collective bargaining between the University and the Union.

The committee will be diligent with regards to the achievement of its work and agree to submit its recommendations within eighteen (18) months following the implementation of said committee.

LETTER OF AGREEMENT #7

BETWEEN

CONCORDIA UNIVERSITY (hereinafter designated "the University")

AND

THE CONCORDIA UNIVERSITY SUPPORT STAFF UNION (hereinafter designated "the Union")

WHEREAS clause 21.05 of the collective agreement

WHEREAS certain positions require that duties pertaining to housekeeping be performed within the scope of these jobs;

WHEREAS these positions existed and were occupied prior to the renewal of the collective agreement expiring on May 31, 2015;

THE PARTIES HAVE AGREED TO THE FOLLOWING:

- 1) The positions P1651 (Facilities Assistant/ Recreation and Athletics), P5653 (Facilities Assistant/ JMSB Administration) and P5487 (Administrative Assistant/ JMSB Executive Centre) are excluded from the application of clause 21.05 of the collective agreement.

In witness whereof, the parties have signed in Montreal on the _____

For the University

For the Union

LETTER OF AGREEMENT #8

BETWEEN

CONCORDIA UNIVERSITY (hereinafter designated "the University")

AND

THE CONCORDIA UNIVERSITY SUPPORT STAFF UNION (CSN) (hereinafter designated "the Union")

WHEREAS the current practice that aims to inform the incumbents of positions of the existence of a grievance on the recruitment process having resulted in their nomination for said positions;

WHEREAS the Union's request to formalize this practice by introducing a clause to this effect in the collective agreement;

WHEREAS the current Human Resources Information System does not allow for the adequate identification of this information;

WHEREAS a new Human Resources Information System will be implemented;

THE PARTIES HAVE AGREED TO THE FOLLOWING:

- 1) When a grievance is filed prior to the nomination of an employee or of a candidate from outside of the bargaining unit in said position, the Human Resources department informs him/her via the letter of appointment or earlier, depending on the date that the grievance was filed;
- 2) When a grievance is filed after an employee has been awarded the position, the Employee and Labour Relations unit informs the incumbent of the fact that the recruitment process having resulted in his/her nomination is being challenged;
- 3) In both of the above cases, the Union receives a copy of the correspondence sent to the employees;
- 4) The discussions with regard to the integration of this practice into the collective agreement are deferred to the following round of negotiations.

IN WITNESS WHEREOF, the parties have signed in Montréal, this __th day of March 2016;

For Concordia University

For the Union

LETTER OF AGREEMENT #9

BETWEEN

CONCORDIA UNIVERSITY (hereinafter designated "the University")

AND

THE CONCORDIA UNIVERSITY SUPPORT STAFF UNION (CSN) (hereinafter designated "the Union")

The parties agree to the following trailer clause concerning the increases of the salary rates:

1. a) If the University grants a total increase of the salary rates exceeding 4.5% for the three (3) year period going from June 1, 2015 to May 31, 2018 to a group of unionized employee not excluded as per paragraph 4 of this agreement; and
 - b) If the Union sends a written notice to the University, within ninety (90) days of the signature of the renewal of a collective agreement with a group targeted in the previous paragraph, of its intention to modify the present collective agreement in regards to the annual increases of the salary scales rates;
 - c) Then, the increase percentage provided for in the present collective agreement for the year starting on June 1, 2017, will be increased by the difference between the total increase of the salary rates granted by the University and the percentage provided for in paragraph 1 a) (4.5%).
2. The new salary rates resulting from the application of the present trailer clause will be in effect on June 1, 2017, with retroactive effect, if applicable.
3. For clarity, the present letter of agreement targets only agreements reached by the University and the unionized employee group(s) after the signature of the present letter of agreement.
4. The present agreement does not target the agreements, current or future, reached by the University and the employee groups represented by the TRAC – Teaching assistants and Research assistants union, by the TRAC – Invigilators union, by the CARE – Research assistants and Research Associates union, and by the CARE – Professionals and Technicians union.
5. If a retroactivity payment must be granted to the employees covered by the present collective agreement, this payment will be made within the sixty (60) working days following transmission, by the Union, of the abovementioned written notice.
6. The modifications resulting from the application of the present agreement will be filed at the Ministère du Travail;
7. The present agreement remains effective until August 31, 2017.

LETTER OF AGREEMENT #10

**SETTLEMENT FOR THE GRIEVANCE
PERTAINING TO THE 2016 PAY EQUITY MAINTENANCE EXERCISE
BETWEEN
CONCORDIA UNIVERSITY, HEREINAFTER REFERRED TO AS THE UNIVERSITY
AND
THE CONCORDIA UNIVERSITY SUPPORT STAFF UNION (CSN), HEREINAFTER REFERRED TO
AS THE UNION**

WHEREAS the University alone performed the 2016 Pay Equity maintenance exercise;

WHEREAS the University proceeded to a first posting on March 31, 2016;

WHEREAS the University proceeded to a second posting on June 16, 2016 that was different from the first and included negative adjustments;

WHEREAS following this posting, the University assigned salary rates that were lower than the rates in effect at the time, to certain employees in certain predominantly female job classes;

WHEREAS the Union filed the grievance 2017-01 on February 22, 2017;

WHEREAS the parties decided to settle these complaints amicably, and without admission nor prejudice.

The parties agree to the following:

- 1) The June 16, 2016 posting is canceled and replaced by a new posting.
- 2) The adjustments owed pursuant to this posting are retroactive to March 31, 2016 and bear interest at the legal rate of 5% as of that date.
- 3) The employees who were informed by the University that they were above-rate, out of scale, following the June 16, 2016 posting, shall be notified in writing, with a copy to the Union, that this letter is canceled and that they will receive all of the salary increases provided for in the 2015-2017 collective agreement.
- 4) The employees to whom the University awarded one or several additional steps further to the June 16th posting of the Pay Equity maintenance exercise, shall be notified in writing, with a copy to the Union, that they will retain these steps.

- 5) The employees to whom the University awarded one or several additional steps above what was provided for in the collective agreement, further to the June 16th posting of the Pay Equity maintenance exercise, shall be notified in writing, with a copy to the Union,
 - a. that for administrative purposes, they shall be repositioned to the step at which they were prior to the University's decision, and shall receive all step increases provided for in the collective agreement as of that date;
 - b. that they will maintain the salary paid to them further to the University's decision until such time as the salary provided for in the collective agreement reaches the salary that they are receiving, following which they will receive the salary of the step at which they are situated in conformity with the collective agreement.
- 6) The grievance 2017-01 is deemed to be resolved by all parties.
- 7) In consideration of the above and of the implementation of the commitments provided for in the present letter of agreement with regard to the 2016 Pay Equity maintenance exercise, the Union grants a complete, final and definitive release to the University and its representatives, including any claims for damages and interest, or of any other kind, pertaining to the grievance 2017-01.
- 8) The present letter of agreement is made without admission and prejudice and shall not in any case constitute a precedent;
- 9) This agreement constitutes a transaction, the whole pursuant to article 2631 and following of the *Civil Code* of the Province of Quebec and shall be deemed to have been made in and shall be construed in accordance with the laws of the Province of Quebec;

In witness whereof, the parties have signed in Montreal, on the 30th day of November 2017.

For the Union

For the University

Donna Fasciano
President, CUSSU

Carolina Willsher
Associate Vice-president, Human Resources

Jennifer Muir
CUSSU

Javier Lee
Director of Administration, JMSB

Andrée-Anne Bouchard
Manager, Employee and Labour Relations