

2023 Basic Agreement

Between

Simon Fraser University

And

Administrative and Professional Staff Association

The Basic Agreement for Collective Bargaining and Consultation between SIMON FRASER UNIVERSITY and THE SIMON FRASER UNIVERSITY ADMINISTRATIVE AND PROFESSIONAL STAFF ASSOCIATION

1. DEFINITIONS For the purposes of the Basic Agreement:

- "Agreement" means the Basic Agreement;
- "A.P.S.A." means the Simon Fraser University Administrative and Professional Staff Association;
- "Association Group" means all administrative and professional staff employed by the University except those excluded by Article 3.
- "Association Group Member" means those persons in positions, which, by agreement between the Association and Simon Fraser University are represented by the Association with respect to all matters relating to conditions of employment including salaries and benefits;
- "J.U.A.C." means Joint University Association Committee;
- "Parties" means Simon Fraser University and the Simon Fraser University Administrative and Professional Staff Association; and
- "University" means Simon Fraser University Board of Governors and its authorized officers.

Wherever the singular or masculine is used throughout this Agreement, it shall be deemed to include the plural or feminine or body politic or corporate wherever the context and the parties so require.

2. RECOGNITION OF THE SIMON FRASER UNIVERSITY ADMINISTRATIVE AND PROFESSIONAL STAFF ASSOCIATION

2.1 Purpose

The purpose of the Basic Agreement is to establish, for the administrative and professional staff employed by Simon Fraser University, formal procedures for the determination of compensation matters and administrative/professional personnel policies.

2.2 Intent

Both parties recognize that this relationship is intended to improve and maintain the efficiency and effectiveness of the University. In recognition of the need for the effective operation of the University, both parties to the Basic Agreement shall cooperate within the spirit and scope of the Agreement to promote harmonious relations and settled conditions of employment.

2.3 A.P.S.A. as a Society

The University hereby recognizes the Simon Fraser University Administrative and Professional Staff Association as a Society incorporated under the Societies Act of British Columbia.

2.4 Sole Representative

The University hereby enters into agreement with and recognizes the Association as the sole representative for all members of the Association Group.

2.5 No Other Agreement

The University shall not, after the date of accepting the Basic Agreement, enter into agreement with any individual Association Group Member or group of members of the Association Group which supersedes, amends, or contravenes the terms of the Basic Agreement.

2.6 Recognition Cease

Recognition of the Association and maintenance of this Basic Agreement shall cease if the Association obtains certification under the provisions of the Labour Code of British Columbia.

3. ASSOCIATION GROUP

3.1 Definition

The Association Group shall consist of all administrative/professional employees except those employees represented by other employee groups formally recognized by the University, those employees who have contracts of employment with the University, and those employees who hold the positions listed in Appendix A and who shall be available to represent the University in consultations and negotiations with A.P.S.A.

3.2 Excluded Positions

The University may add to or delete from the excluded positions listed in Appendix A, after consultation with A.P.S.A., but in no case will the number of positions listed in Appendix A exceed 14.8% of the total number of employees in the Association Group.

3.3 Association Membership and Payment of Dues or Equivalent

All employees who are now, or hereafter become members of the Association Group have the option of becoming members of the Association. Membership in the Association is not a condition of employment.

No member of the Association Group as of December 9, 1982, shall be required to pay dues or the equivalent as a condition of employment. However, it shall be a condition of employment that each member of the Association Group appointed subsequently shall pay dues or the equivalent sum to the Association. An exception shall be made to this latter provision for a person who affirms a conscientious objection to representation by the Association in which case that employee shall pay to a charitable recipient mutually agreed upon by the University, the Association and the employee involved, an amount equivalent to membership dues.

The University shall honour an Association Group Member's written assignment of salary to this effect:

"To Simon Fraser University: Until this assignment is revoked by me in writing, I hereby authorize you to deduct from my salary a sum equal to the membership dues in the Administrative and Professional Staff Association and pay that sum to the Association or to a charitable recipient as provided."

3.4 Income Tax Slips

The University shall include on the T4 Income Tax slips the amount of dues paid by each member of the Association Group in the previous calendar year.

3.5 Association Group List

The University will provide the Association with a list when requested, showing positions in the Association Group. These lists shall indicate the name of the incumbent, the incumbent's position title and the department in which the incumbent is employed.

3.6 List of Association Group Members

The Association will provide the University with a list of Association Group Members, when requested.

4. NO DISCRIMINATION

The University and the Association agree that decisions concerning the terms and conditions of employment of a bargaining unit member shall be made on the basis of performance and/or performance-related criteria. The University shall not discriminate against any member of the Association because of the Indigenous identity, race, colour, ancestry, place of origin, political belief, religion, marital status, family status [except to avoid supervision of one family member by another], physical or mental disability, sex, sexual orientation, gender identity or expression, or age of that person or because that person has been convicted of a criminal or summary conviction offence that is unrelated to the employment or to the intended employment of that person or membership or non-membership in, or activities on behalf of, the Association or other factors unrelated to the performance of duties.

5. LIMITATION OF THE AGREEMENT

5.1 Governance

The parties believe that University policies and this Agreement are essentially compatible. However, should conflicts arise between University policies, and the express provisions of the Agreement, the latter shall prevail. Nevertheless, nothing in this Agreement shall be taken to limit the powers of Senate, the Board of Governors, the President or other administrative officers as those powers are established in statute, except to the extent required to implement the impasse resolution provision.

6. CORRESPONDENCE

All correspondence passing between the University and the Association out of the Basic Agreement, or incidental thereto, shall be addressed to the Director, Labour and Employee Relations and the Executive Director of the Association, except for matters for which the Director, Labour and Employee Relations or the Executive Director of the Association have made written delegation.

7. ASSOCIATION RELATIONS

7.a Office Space

The University in recognizing A.P.S.A. will provide A.P.S.A. with office space and other generally available services at cost.

7.b APSA Advocacy and Committee Duties

Association Group Members who have roles in advocacy for APSA, or on SFU/APSA committees or APSA negotiations support may request time off from their regular duties and shall not incur loss of pay while engaged in meetings in those roles. The request shall not be unreasonably denied.

8. NEGOTIATION ON COMPENSATION MATTERS

8.1 Items for Negotiation and Statement of Intent

Annual general salary increases, pensions and other generally available economic benefits for administrative and professional employees in the Association Group shall be determined in accordance with the procedures outlined in this Article. The provisions of this Agreement reflect the mutual commitment of the parties to:

- (a) maintain a harmonious working relationship and to achieve a mutually acceptable negotiated settlement of total compensation, including annual salaries, pensions and economic benefits; and
- (b) seek a negotiated settlement consistent with the need to maintain the quality of the administrative and professional staff, the need to provide fair compensation for members of the bargaining unit, and the need to maintain and to develop the quality of education.

8.2 Negotiators

Not later than October 15 of the salary year (July 1 - June 30) in which an agreement on salaries and economic benefits for the bargaining unit is to expire, each of the parties shall select not less than three (3) and not more than five (5) negotiators to bargain a new agreement on salaries and economic benefits and shall forward to the other party the names of its negotiators. Negotiators for each party may utilize the services of such consultants and resource persons as they see fit. Negotiators shall not suffer loss of salary while in attendance at negotiation sessions.

8.3 Mediators/Arbitrators

The parties agree to the following process for the selection of a mediator or arbitrator, as may be required in accordance with Article 8.7, as follows:

1. The person on the list at Appendix B having the earliest availability of at least 2 consecutive business days, provided those 2 days are no later than 60 calendar days from the commencement of negotiations;
2. If none of the listed persons at Appendix B is available under #1 above, then the parties will select by mutual agreement a mediator or arbitrator not on the list and who is available for 2 business days no later than 60 calendar days from the commencement of negotiations; and
3. Failing agreement under #2 above, the parties shall make a joint request of the Chair of the Mediation Division of the Labour Relations Board who shall make the appointment.

The parties agree to use the same person for both mediation and arbitration.

8.4 Exchange of Agendas and Proposals

If either party wishes to negotiate major items such as discontinuation or major revision of a salary scale or substantial restructuring of one or more economic benefits it will provide the other party with their negotiating agenda containing the details of those major items by October 1 so that the implications can be more fully studied before negotiations commence.

Within twenty-one working days of the receipt of the provincial government allocation letter, the parties shall commence negotiations. Comprehensive proposals shall be exchanged on the first day of negotiations. Additional items may be introduced subsequently by mutual agreement. All existing compensation provisions, including but not limited to existing salary scales, pension plans, leave provisions and other economic benefits, shall remain in force until such time as they are amended in accordance with a negotiated renewal agreement or the award of an arbitrator.

8.5 Period of Negotiation

During the thirty calendar days following the exchange of proposals, the parties shall bargain in good faith and make every reasonable effort to reach an agreement. Negotiations on salaries and economic benefits may not commence until agreement on the previous year's salaries and economic benefits has been concluded.

8.6 Ratification and Approval

When a tentative agreement has been reached between the parties' Negotiators, the tentative agreement shall be referred to the Association Group for ratification and to the Board of Governors for approval. The approval procedures for both parties shall be concluded within thirty (30) days of the day of completion of negotiations. In the event that the Association Group fails to ratify the tentative agreement, or the Board fails to approve it, the negotiations may, by agreement of the parties, be resumed for a further period up to two-weeks before proceeding to impasse resolution in accordance with Article 8.7.

8.7 Impasse Resolution

The parties desire to reach a negotiated settlement and will make every effort to do so.

- (a) During the period of negotiation, should the parties determine that they cannot reach agreement without assistance, they may agree to call on a mediator in accordance with Article 8.3
- (b) In the event that the negotiators do not reach a settlement on all of the items for negotiation during thirty calendar days, or if the negotiators fail to reach a revised settlement after reconvening under 8.6, the following procedure shall apply:

- i) within seven calendar days the parties shall meet and each shall deliver to the other a written statement of its Position of Record with respect to all unresolved items in negotiations. The statement shall also list any of the items for negotiation which the negotiators had resolved prior to the cessation of negotiations and these items shall form part of the Position of Record of each party. Thereafter, neither party may alter its Position of Record except by mutual agreement;
 - ii) the negotiators shall move immediately to appoint an arbitrator in accordance with Article 8.3;
 - iii) within seven calendar days of the date on which an arbitrator has been determined, each party shall deliver to the arbitrator the written statement of its Position of Record referred to in 8.7(b) i);
 - iv) within twenty-one calendar days of the submission of the Positions of Record to the arbitrator, the arbitrator shall hold one or more hearings with the negotiators, giving each party opportunity to make presentations using a format determined by the arbitrator in consultation with the parties;
 - v) within twenty-eight calendar days of the submission of the Positions of Record to the arbitrator, the arbitrator shall select either the position of APSA or the University;
 - vi) the award of the arbitrator shall be binding on the Board of Governors and the Association;
 - vii) the arbitrator is not required to state reasons for the award.
- c) Each party shall pay one half of the fees and expenses of any mediator or arbitrator called upon to act under this agreement.
- d) In the event that any of the dates and timelines specified above cannot be met due to circumstances beyond the control of the parties the dates and timelines may be adjusted by mutual consent.

9. NEGOTIATION ON OTHER MATTERS

9.1 Joint University/Association Committee

A Joint University/Association Committee (J.U.A.C.) composed of persons authorized to represent the University and persons authorized to represent the Association shall meet at the request of either party to discuss and attempt to resolve such matters of mutual concern as may arise. These matters will include any changes to the policies listed in 9.2 and 9.3 below.

9.2 No Unilateral Change on Existing Administrative and Professional Policies

The University agrees that, during the term of this Agreement, it will not change the benefits contained in existing AD10 policies except by mutual consent of the parties. The University reserves the right to change the language and/or the administrative procedures relative to those policies so long as the monetary and non-monetary benefits conferred remain unaltered.

9.3 Consultation on New Policy Development

The development of new personnel policies affecting members of the Association Group and the development of other University policies on matters materially affecting members of the Association Group which do not fall under 9.2 above, shall be subject to consultation between the parties. If agreement is not reached, it shall remain the right of the University to determine policy.

10. GRIEVANCES

10.1 Definition

A grievance is a dispute concerning the interpretation, application, or alleged violation of this Agreement.

10.2 Scope

- (a) Grievances under this Agreement may be presented only by the Association or the University, subject to 10.2(b), and only where:
 - i) provisions of this Agreement directly affecting the Association or the University are at issue; or
 - ii) the issue directly affects the rights of the Association Group or the University.

- (b) The grievance procedure described herein shall not be used to resolve any dispute between individual Association Group members and the University, whether raised by the members of the Association or by the Association on their behalf. Such matters will be resolved pursuant to the procedure contained in Administration Policy AD 10-17 (Problem Solving). Where any dispute or issue may be dealt with in accordance with that Policy (AD 10-17) the dispute or issue must be resolved pursuant thereto and the grievance procedure described herein shall not apply.

10.3 Grievance Processing

- (a) A grievance must be submitted in writing within twenty (20) working days after grounds for a grievance are known or ought reasonably to have been known by the Association. The grievance shall be submitted to the Executive Director, Human Resources and Labour Relations or designate.
- (b) If not resolved within five (5) working days following submission to the Executive Director, Human Resources and Labour Relations or designate, the grievance shall be submitted, in writing, to the Vice President, People, Equity and Inclusion, with a copy to the Executive Director, Human Resources and Labour Relations or designate. The Vice President, People, Equity and Inclusion, shall respond to the Association, in writing, within fifteen (15) working days.
- (c) Grievances may be presented by the University, in writing, to the Association. The Association shall respond to the University, in writing, within fifteen (15) working days.

10.4 Grievance Arbitration

- (a) Failing a satisfactory resolution of the grievance in the grievance procedure, either party may, within fifteen (15) working days of receipt of the other party's written decision, submit the grievance to binding arbitration. The notice to proceed must contain a description of the grievance and the remedy sought. The other party shall within five (5) working days of the receipt of such notice similarly provide a summary of its position in the grievance.
- (b) The arbitrator shall be selected in accordance with Article 8.3. The arbitrator shall be governed by the Arbitration Act of B.C.
- (c) The arbitrator shall not be empowered to add to, subtract from, alter or amend the Agreement in any way.

(d) The arbitrator may hear a grievance with a minor technical deficiency (technical deficiency does not include whether or not an issue is arbitrable) if in their opinion the objection has been made solely to avoid dealing with a substantive issue. Technical deficiencies which relate to time may be waived by the arbitrator if such deficiencies occur as a result of actions or omissions arising in good faith and no prejudice has been suffered by the other side.

(e) The parties shall be responsible for their respective fees and expenses in the arbitration process and shall share equally the fees and expenses of the arbitrator.

11. STATEMENT OF INTERPRETATION AND AMENDMENTS

11.1 Statement of Interpretation

During the life of this Agreement, statements signed jointly by the President of the University or by their designate and the President of the Association or by their designate may be issued for the purpose of clarifying or implementing the terms of this Agreement. Such statements shall have the same force as the Agreement.

Such statements may not amend, add to, or subtract from the terms of the original Agreement.

11.2 Amendments to the Agreement

Amendments to this Agreement may be made at any time by agreement of the parties. They shall be subject to the same ratification procedure as the Agreement.

12. RATIFICATION AND ENTRY INTO FORCE OF BASIC AGREEMENT

Upon ratification by the Association Group and approval by the Board of Governors, the Agreement shall be signed by the President of the University and by the President of the Association and shall thereupon enter into force.

13. DURATION OF AGREEMENT

This Agreement shall commence on the date of signing and shall expire on December 31, 2025. It shall be automatically renewed annually unless six months in advance of the expiry date either party has given the other written notice of its intention to renegotiate.

Should the parties determine that they cannot reach agreement without assistance, at the written request of either party, the parties together shall select a mediation officer in accordance with Article 8.3. At such time as the mediation officer is named:

- (a) all unresolved items save those deleted by mutual agreement shall be submitted to the mediation officer;
- (b) the mediation officer shall
 - (i) where further direct negotiation would be meaningful, direct the parties to resume negotiation, without third-party assistance, for such period of time as the officer deems appropriate;
 - (ii) where third-party assistance is necessary to resolve a bargaining impasse, attempt to mediate a resolution; and
 - (iii) only after (i) and (ii) above have been exhausted without resolution, make recommendations for settlement which recommendations shall not be binding upon the parties and shall be submitted to the Association Group for ratification and the Board of Governors for approval.
- (c) each party shall pay one-half (1/2) of the fees and expenses of any mediation officer called upon to act under this Agreement.

By the signatures given below the parties agree to enter into force the foregoing.

Dated this _____

President, Simon Fraser University	President, Simon Fraser University Administrative and Professional Staff Association

APPENDIX A: LIST OF EXCLUDED POSITIONS AS AT JULY 19, 2024

Dept Descr	Position	Pos Descr
AVPSI Administration	00134402	Sr Director, Stdnt Well-Being
University Development	00132352	Exec. Dir. Advancement
Faculty Relations	00118740	Human Resources Prfsnl II
Centre for Dialogue	00133923	ED & Sr Advsr, Comm Eng & Dlg
People&Organization Developmnt	00130752	Specialist,Wellness & Recovery
VPFA Office	00131094	Exec Director, Office of VPFA
Labour Relations&Compensation	00031199	HR Business Partner
FASS Office of the Dean	00097451	Sr Dir, Fclty Fin & Strat Plan
Financial Services	00123865	Director Financial Services
AVPSI Administration	00133786	ED, Student Services Operation
Labour Relations&Compensation	00130444	Pension & Benefits Consultant
Equity, Diversity & Inclusion	00122227	Director, EDI
SFU Sustainability	00114915	Exec Director, Sustainability
Indigenous Council Office	00133893	Indigenous Executive Lead
Labour Relations&Compensation	00102562	HR Business Analyst
People&Organization Developmnt	00131690	Specialist, Learning & Develop
SFU Partnerships Hub	00128824	Executive Director, SPH
General Counsel	00123646	Legal Assistant
Presidents Office	00001727	Executive Assistant
Labour Relations&Compensation	00102112	Total Comp Business Analyst
Labour Relations&Compensation	00122488	Pension & Benefits Specialist
VP Academic Office	00077047	Dir Acdmc Plnng Qlty Assurance
General Counsel	00131491	University Policies Director
Campus Public Safety	00001034	Sr Dir, Campus Public Safety
People&Organization Developmnt	00133439	Assoc Dir, Wellness & Recovery
Environmental Health & Safety	00030355	Senior Dir Env Hlth&RschSfty
Treasury Office	00030941	Treasurer & Dir of Investment
Surrey Campus Administration	00096645	Executive Director SFU Surrey
General Counsel	00130703	Legal Counsel

Instl Research and Planning	00001277	Exec Dir Institut Rsch & Plang
Faculty Relations	00131867	Dir, Faculty Labour Relations
VPRI Administration	00133492	Exec Dir, Cmnty-Centrd Climate
People&Organization Developmnt	00126029	Specialist, Human Resources
Equity, Diversity & Inclusion	00128257	Dir, EDI Strategic Initiatives
People&Organization Developmnt	00128991	Specialist, Wellness & Recovery
People&Organization Developmnt	00134100	HR Business Partner
Labour Relations&Compensation	00132532	ED, HR & LR
Labour Relations&Compensation	00129353	Human Resources Prfsnl III
People&Organization Developmnt	00125507	HR Strategic Business Partner
Internal Audit	00001610	Internal Auditor
Presidents Office	00132242	Chief of Staff, President's
People&Organization Developmnt	00133387	HR Business Partner
People&Organization Developmnt	00126392	Specialist, Human Resources
Faculty Relations	00130347	HR Professional III (LR & ER)
Faculty Relations	00131299	Human Resources Prfsnl II
Ancillary Administration	00135687	Exec Director, Campus Services
Planning & Analysis	00102896	Director Planning & Analysis
Faculty Relations	00131299	Human Resources Prfsnl II
General Counsel	00134027	Mgr, Legal & Admin Services
VPPEI Office	00133022	Manager, Administration
VPFA Office	00116933	Dir Strategy Plng & Projects
Faculty Relations	00131101	Human Resources Prfsnl II
University Secretariat Office	00123134	Board Assistant
People&Organization Developmnt	00129970	Manager, HR Admin Services
VP Academic Office	00133213	Mgr, Office of the Prvst VPA
Faculty Relations	00134587	Lab and EE Relations Advisor
Internal Audit	00120182	Internal Auditor
Procurement Services	00126027	Director Financial Operations
Ext Rel Comm and Marketing	00128644	Assistant Dir, Communications
People&Organization Developmnt	00133716	Specialist, Talent Acquisition
Maintenance and Ops Admin	00031270	Dir Maintenance Operations
Ext Rel Comm and Marketing	00129230	Communications Officer
VPPEI Office	00133563	Dir, Indigenous Initiatives
Labour Relations&Compensation	00130445	Specialist, Labour & EE Relat
BC Ctr for Agritech Innovation	00131684	Dir, BCCAI

Faculty Relations	00118741	Human Resources Prfsnl II
Labour Relations&Compensation	00128954	Labour & Empl Relations Assist
Labour Relations&Compensation	00120980	Human Resources Prfsnl III
Labour Relations&Compensation	00121002	Manager, Immigration Services
VP Academic Office	00123280	Dir Strtgc Prjcts & Anlysis
Alumni Relations	00133238	Exec Dir, Alumn Relations
VP Academic Office	00134839	Exec Dir, Office of Provost
People&Organization Developmnt	00126393	Specialist, Human Resources
Labour Relations&Compensation	00135356	Job Design Specialist
FASS Office of the Dean	00135423	Sr Dir, Faculty Staffing & Ops
People&Organization Developmnt	00123912	HR Strategic Business Partner
VentureLabs	00118656	Exec Dir SFU VentureLabs
People&Organization Developmnt	00135438	Dir, Tlnt & Strteg Initiatives
TLO-Tech Licensing Office,	00128109	Dir, Technology Licensing & IP
Labour Relations&Compensation	00001062	Director Labour Relations
People&Organization Developmnt	00128898	HR Strategic Business Partner
People&Organization Developmnt	00113385	Specialist, Human Resources
AVPSI Administration	00101512	Rgstr & Exec Dir Stdnt Enrlmnt
Labour Relations&Compensation	00001062	Director Labour Relations
People&Organization Developmnt	00031895	HR Strategic Business Partner
People&Organization Developmnt	00131522	Exec Dir, POD
Capital Campaigns	00130457	Executive Director, Campaigns
CISO Office	00130796	Chief Info Security Officer
CIO Office	00104355	Chief Information Officer
General Counsel	00130182	Legal Counsel
VPPEI Office	00130842	Executive Assistant
General Counsel	00134027	Mgr, Legal & Admin Services
General Counsel	00132325	Paralegal
People&Organization Developmnt	00128897	HR Strategic Business Partner
AVPSI Student Services – EDI	00132048	Director, EDI
People&Organization Developmnt	00116395	Specialist, Human Resources
VPAAE SFU Medical School	00134200	Exec Dir, Advancement
People&Organization Developmnt	00111025	Specialist,Wellness & Recovery
Human Rights Office	00000493	Director Human Rights Office
Labour Relations&Compensation	00134102	Spclst, Cnflct Reso Investig
Presidents Office	00122791	Mgr, Prsdnt's Portfolio Admin

Labour Relations&Compensation	00129507	HR Coordinator
Presidents Office	00031151	Administrative Assistant
People&Organization Developmnt	00133714	Assoc Dir, Tlnt Acqu and Rec
Presidents Office	00001727	Executive Assistant
General Counsel	00125977	Legal Counsel
Labour Relations&Compensation	00007508	Director, Total Rewards
SFU International	00104916	Exec Director SFU Internationl
Van Campus Executive Director	00030417	Executive Dir SFU Vancouver
Lifelong Office of the Dean	00125847	Exec Dir Acdm Plng&Strgic Prjc
Faculty Relations	00134372	Dir, Faculty Relations Systems
Labour Relations&Compensation	00006810	Dir, HR Research Pers & HRIS
People&Organization Developmnt	00105757	Human Resources Prfsnl II
Chief Safety Office	00108148	Chief Safety and Risk Officer
Core Facilities	00131534	Dir, Public Knowledge Project
Budget Office	00106133	Director Budgets
Faculty Relations	00001176	Exec Dir Faculty Relations
Constituent Fundraising	00123680	Exec Dir, University Campaigns
Labour Relations&Compensation	00000842	Human Resources Prfsnl III
People&Organization Developmnt	00031895	HR Strategic Business Partner
VPRI Administration	00131332	Exec Dir, VPRI Office
Equity, Diversity & Inclusion	00122299	Director, EDI
FAS Office of the Dean	00127974	Snr Dir, Fclty Ops & Planning
MED Office of the Dean	00134720	Executive Director, Operations
Science Office of the Dean	00127181	Snr Dir, Fclty Ops & Planning
Research Ethics	00134491	Director, Research Security
Research Operations	00118585	Exec Director Rsrch Operations
VPA Strategic Initiatives	00130334	Dir Strtgc Prjcts & Anlysis
People&Organization Developmnt	00001130	HR Strategic Business Partner
AVPSI Administration	00134402	Sr Director, Stdnt Well-Being
Ext Rel Comm and Marketing	00116785	Exec Director, Strategic Comms
Internal Audit	00001162	Director Internal Audit

APPENDIX B: LIST OF MEDIATORS / ARBITRATORS

Ken Saunders

Chris Sullivan

Allison Matecheskie