

**Commonwealth of Pennsylvania  
Pennsylvania Labor Relations Board**

In the Matter of the Impasse Between :  
Upper Bucks County Technical School :  
and : Case No. ACT 88-21-15-E  
Upper Bucks County Technical School :  
Education Association :

**Report and Recommendation**

Appearances

For the Technical School:

David F. Conn, Esquire  
Sweet, Stevens, Katz & Williams LLP

For the Association:

Vicki Millard  
Pennsylvania State Education Association

**Background**

On September 21, 2021, the Pennsylvania Labor Relations Board (PLRB) appointed the undersigned as the fact-finder pursuant to Act 88 of 1992 (Act 88) and the Public Employee Relations Act (PERA) in the impasse between the Upper Bucks County Technical School Joint Operating Committee (JOC) and the Upper Bucks County Technical School Education Association (Association) representing the school’s professional employees.

The parties’ last collective bargaining agreement ran from July 1, 2019 through June 30, 2020. The parties began negotiations for a successor agreement on May 7, 2020, and exchanged proposals on separate dates, the Association on May 7, 2020, and the JOC on October 20, 2020. The parties continue to work under the terms of the expired agreement.

Ten bargaining sessions were held between May 7, 2020, and June 10, 2021, with a state mediator being present at several of them. They reached tentative agreement on some issues. Any agreements mutually reached prior to the commencement of fact-finding and not

specifically addressed in this report are recommended to be included, as agreed, in the successor agreement.

On August 30, 2021, the JOC filed a request for fact-finding. The PLRB granted the request and ordered fact-finding. A fact-finding hearing was held at the school on October 19, 2021. At that hearing, the parties were afforded a full opportunity to present testimony, examine witnesses and introduce documentary evidence in support of their positions. Both parties presented extensive documentary evidence as well as testimony.

The Upper Bucks County Technical School (UBCTS) provides vocational and technical education for students in the Quakertown Community School District, the Palisades School District and the Pennridge School District. The School offers 21 program areas and currently has about 800 students.

School administrators and Association members, alike, are understandably proud of their students' achievements, the most notable of which was the naming of student Raymond Silfer as a U.S. Presidential Scholar for 2020-2021 by the U.S. Department of Education. Mr. Silfer was Pennsylvania's first ever career and technical education Presidential Scholar.

The school operates under Articles of Agreement of the Upper Bucks County Technical School, which are approved by the Board Presidents of the three sending districts. School operations are overseen by a Joint Operating Committee (JOC) of the Joint Board. Most of the school's revenue, about 86 percent, comes from the sending districts with the rest coming from federal, state and other local sources.

The JOC are responsible stewards of the school's revenue sources. A healthy fund balance of \$2.6 million, or 26.1 percent of expenditures, in 2020, and a five-year operating position average of \$675,012, or 6.6 percent of budgeted expenditures, indicate that the school is prudently operated. The sending school districts appear to be financially strong, as well, with healthy fund balances ranging from 12.5 to 58.6 percent of operating expenses. Two of the three sending schools have not raised their millage rates in the past two years.

## **Issues**

Pursuant to the PLRB's order, both parties submitted written statements of the issues in dispute.

### **1. Term of Agreement**

Both parties submitted the dates July 1, 2020 through June 30 2025, for the term of the successor agreement.

Recommendation: The term of agreement should be July 1, 2020 through June 30, 2025.

## **2. Article IV - Modification of Agreement**

The current CBA states that the agreement represents the entire understanding between the parties, and that there are no agreements, conditions or understandings other than those set forth in the CBA. To “no agreements, conditions, or understandings” the JOC proposes to add ‘practices’ as an acknowledgement that the written contract constitutes the entire scope of agreement between the parties. Its proposal is intended to preclude the Association citing past practice to challenge changes in administrative policy and directives.

The JOC maintained that it recently underwent substantial turnover in its senior administrative ranks, and that the new administrators want to issue new or revised directives to improve efficiency and educational outcomes. It stated that, on several occasions, the Association has either “threatened to refuse a directive on the basis of past practice” or has filed a challenge to a directive citing a change in past practice. Examples of directives that have been challenged include the maintenance of curriculum files to provide instructional continuity, the weekly posting of lesson plans, and the development and use of learning guides.

To be binding on the parties, a practice, or past practice, must involve terms and conditions of employment not specifically covered by the agreement which prevailed at the time the agreement was executed.

The PERA and Act 88 impose a mutual obligation on the parties to confer in good faith with respect to terms and conditions of employment but confers no obligation on an employer to bargain over matters of inherent management policy, including methods of operation and direction of the workforce. The JOC’s proposal, open-ended and overly broad in scope, would sweep up all unwritten practices, including matters that would otherwise fall within the scope of scope of collective bargaining.

To the extent that the JOC proposal allows school administrators to unilaterally change a past practice, the Association would be left with no opportunity to bargain over the change and no recourse for challenge. It would, in effect, be a forced waiver of the Association’s right to bargain over proposed changes in written and unwritten past practices, no matter the extent of the impact on the Association’s members.

Recommendation: Retain Article IV as written. Do not add this change to the CBA.

## **3. Article VII – Teacher Day**

### **Section 2.**

The Association proposed, and the JOC has tentatively agreed, to amend the second sentence to read: ‘Full time bargaining unit members who are classroom teachers who do not have instructional duties for the full duration of both AM and PM sessions may be used for

lunch duty without qualifying for minute-for-minute release.’ The underlined phrase represents the proposed and agreed upon change.

Recommendation: Add the proposed change to the collective bargaining agreement (CBA).

#### **Section 4.**

The JOC proposed an increase in the number of scheduled faculty meetings from an average of one per month to an average of two per month, citing the need to improve communication between administrators and staff.

Recommendation: Add this change to sections 1 and 4 of the CBA.

The JOC proposed, and the Association tentatively agreed, to add the following statement to this section:

‘In the event the Joint Operating Committee, Bucks County, the Commonwealth of Pennsylvania or the United States government declares a state of emergency for the region including the School, the Executive Director may call such additional meetings as the Executive Director deems necessary.’

Recommendation: Add this provision to the CBA.

#### **Proposed New Section.**

The Association proposed adding the following new language to this article:

‘Work beyond the contractual day hourly rates - 2021-2022: \$30.19; 2022-2023: \$31.19; 2023-2024: \$32.19; 2024-2025: \$33.19.’

The Association stated at hearing that teachers occasionally remain after hours to finish work begun but left unfinished by their students or to clean up their classrooms after students have gone for the day. Cosmetology and baking were cited as examples.

The Association’s is seeking to compensate members who, on occasion, work beyond the workday but the structure of its proposal is open-ended and lacks sufficient specificity with regard to the types of after-hours work that should be compensated and when and how such after-hours work would be authorized, recorded and tracked.

The JOC and the Association should jointly address this matter under the meet-and-discuss provisions of Article XXXVIII.

Recommendation: Do not add this provision to the CBA.

#### **4. Article VIII – Wage and Salary Provisions**

The CBA currently allows one column movement per year. The JOC proposed limiting the number of column movements to two over the life of the agreement. As justification, it relied on a 2006 publication on teacher quality by Hanushek and Rivkin, citing studies data from 1994, appearing to show that there is no systematic relationship between advanced degrees and teacher quality as measured by student outcomes, particularly above the Masters level. The JOC stated that column movement has become more of an employee benefit than a mechanism to promote better teaching, particularly in the technical classroom.

Currently, ten members are in pay columns below Master’s level. While column movement indeed may be seen by some as an employee benefit, it provides an incentive for members to pursue opportunities for continuous learning, and has, at least, the potential for better student outcomes.

Recommendation: Retain this article as written. Do not add this provision to the CBA.

#### **5. Article Xi - Bereavement Leave**

##### **Section 1.**

The Association proposed, and the JOC tentatively agreed, to add step-parent, step-child, and step-grandparent to the definition of immediate family member for bereavement leave purposes.

Recommendation: Add these family members to Section 1.

#### **6. Article XII – Sick Leave**

##### **Proposed New Section (4).**

The Association proposed adding the following new section:

##### Use of Sick Leave for Family Illness

‘Members will be permitted to take up to ten (10) days of the Member’s allotted sick leave (pursuant to Section 1 above) due to illness of a person within Member’s immediate family, including husband, wife, father, mother, brother, sister, son, daughter, stepfather, stepmother, stepbrother, stepsister, grandchild, grandparent, parent-in-law, son-in-law, daughter-in-law or other near relative who resides in the Member’s household. All other provisions of Sections 1 and 3 above apply to use of sick leave for the illness of immediate family members, including requirement of a doctor’s verification of illness after the third (3<sup>rd</sup>) consecutive day of that illness.’

The JOC agreed with the content of this provision except for the ten-day leave allowance. The JOC offered a counterproposal limiting member absences under this provision to six days.

The Association's proposed new section is family-friendly and worthy of inclusion in the CBA. The JOC's counter-offer of up to six days seems to strike a sensible balance between allowing leave for compassionate reasons and prudently managing employee attendance.

Recommendation: Reduce the leave usage allowance in the Association's proposal from up to ten (10) days to up to six (6) days, and add this provision to the CBA as Section 4.

## **7. Article XIII – Personal Leave**

### **Section 3.**

This Section prohibits the use of personal leave on the day before or the day after a school holiday or vacation. The Association proposed to delete this section in its entirety, stating that members should be allowed to use personal leave on the day-before or day-after a school holiday or vacation. The Section 3 restriction is driving employees to use urgent leave in lieu of personal leave to cover absences on these days (the advance notice requirement for urgent leave is, in practice, rarely used for these absences).

The Association argued further that the JOC could better plan for day-before/day-after absences if members could use personal leave, which has to be requested in advance. The JOC admitted at hearing that personal leave requests have been denied based on Section 3 and due to a difficulty in finding substitute teachers to cover teacher absences. The limited availability of qualified substitute teachers, particularly around school holidays, is an on-going and ever-present concern.

Recommendation: Retain Section 3 as currently written.

## **8. Article XIV – Leave for Urgent Reasons**

### **Section 1.c**

Section 1 authorizes three leave days of paid leave for urgent reasons, including the sudden illness of a child at home in Section 1.c. The Association proposed to delete Section 1.c., contingent upon the addition to the CBA of its proposal on the Use of Sick Leave for Family Illness and its ten day leave allowance. Recall that the JOC tentatively agreed to the Association's proposal but counter-proposed that the usage be limited to six days. Since my earlier recommendation was to add the Association's proposal to this section along with the six day limit proposed by the JOC, Section 1.c should be deleted.

Recommendation: Delete Section 1.c in its entirety.

**9. Article XX – Disability Leave of Absence**

The JOC proposed the following changes to this Article, as follows:

**New section 1**

An employee with a Family Medical Leave Act qualifying illness or injury will utilize FMLA beginning with the first day of leave.'

**Section 2.**

Delete current section 2 in its entirety and replace with current section 1.

**New section 3**

The employee will utilize any available paid sick days at the beginning of the Disability Leave of Absence.

**Sections 4-7**

Current sections 3 through 6 are re-numbered as 4 through 7 with no changes in content.

The JOC maintained that, in some instances, FMLA qualifying employees have extended their absences beyond the authorized 12 weeks by using unpaid FMLA leave consecutively with their accrued paid leave. The proposed changes seek to have employees begin FMLA leave as soon as a qualifying illness becomes known and to use their accrued paid leave at the outset of the period of FMLA qualifying leave. Employee paid leave would run concurrently with FMLA leave, and would not be used to extend an employee's absence beyond the authorized 12 weeks.

In support of its proposal, the JOC offered two U.S. Department of Labor (DOL) opinion letters that made reference to a Code of Federal Regulations (CFR) provision requiring employers to provide FMLA protection as soon as an FMLA qualifying reason for a requested absence becomes known. The CFR FMLA provisions also authorize employers to require the use of accrued paid leave during an employee's FMLA qualifying absence. Although the DOL letters constitute opinion and not precedent, the CFR prescribes implementing regulations for the FMLA.

The JOC's proposal will protect both the school and employees with FMLA qualifying conditions, and keep employees in a paid leave status to the extent that their leave balances allow.

Recommendation: Add the two provisions to the CBA.

## **10. Article XXIV – Medical Plan**

### **Section 7.**

Group health insurance is provided to members by the Delaware Valley Health Trust (DVHT) Consortium under a Memorandum of Understanding signed by the School and the Association. Members have four plan options with varying coverages and costs, plus an opt-out option. Most members (21) subscribe to the Choice POS II 10/20 + Rx 10/20/35 option, and, at the current 15.5 percent premium rate, pay monthly premiums ranging from \$148 to \$423, depending on the type of coverage they choose.

Since the 2019-2020 school year, premium increases averaged 4.6 percent in 2020-2021 and 4.86 percent in 2021-2022. The Association is predicting average premium increases of around eight percent for each of the last three years of the agreement.

The JOC proposed increasing the members' share of their health insurance premiums from the current 15.5 percent to 16.0 percent (2021-2022 school year), 16.5 percent (2022-2023 school year), 17.0 percent (2023-2024 school year) and 17.5 percent (2024-2025 school year), and that 'all percentages to apply to the then current medical, prescription, vision and dental premiums for each year.'

The Association proposed more modest increases in members' share of the premium as follows: 15.5 percent (2021-2022), 15.75 percent (2022-2023), 16.0 percent (2023-2024) and 16.25 percent (2024-2025).

The JOC and the Association both expressed concerns about rising healthcare costs, the JOC stating that healthcare costs are among the most significant drivers in the school's budget. The Association's concern is, of course, with the effects of rising costs on members' family budgets. Nevertheless, the Association did propose modest increase in premium percentages.

Recommendation: Add the following employee premium contribution amounts for medical, prescription, vision and dental insurance:

Year 1: 2020-2021	15.5 percent
Year 2: 2021-2022	15.75 percent
Year 3: 2022-2023	16 Percent
Year 4: 2023-2024	16.25 percent
Year 5: 2024-2025	16.5 percent

### **Section 11.**

The JOC proposed to amend this provision to reflect that the 25 percent premium compensation paid to members who opt out of the school's health insurance program will be



disbursed monthly. Currently, it is disbursed to Members on an annual basis which creates administrative issues if the employee has to re-enroll during the course of the school year.

Recommendation: Add this change to the CBA.

## **11. Article XXX – Tuition Reimbursement**

### **Section 1.**

Under the current CBA, the JOC provides reimbursement for actual tuition expenses of up to \$650 per credit, exclusive of any fees that might be incurred.

The Association proposed that the JOC provide reimbursement for actual tuition expenses, including all fees and testing costs for credits earned in an amount up to the Temple University per credit rate. The rationale is based on the premise that new technical instructors are generally at the lower end of the pay scale and can ill-afford the costs associated with the college coursework needed for Career and Technical (C&T) certification. The Association also stated that Temple University currently charges university service fee of \$163 per three-credit course. It also provided a list of additional fees for examinations, clearances, and credential reviews and certifications.

The JOC proposed to increase the per credit reimbursement from \$650 to \$670 but retained the fees exclusion language.

The Association would like the JOC to reimburse members for all tuition and fees associated with college coursework. Its proposal also would cover future increases in the Temple University credit hour rate. The JOC's proposal does not cover all tuition and related expenses but does offset a significant portion of those costs. Its proposal fixes the reimbursement amount for the life of the agreement.

Recommendation: Change Section 1 to read: The J.O.C. shall provide reimbursement for actual tuition expenses, excluding all fees as specified in this article for credits earned in an amount up to the Temple University per credit rate.

### **Section 6.**

The JOC proposed to replace the Executive Director with Human Resources or a designee as the reviewing and approving official for tuition reimbursement requests. It also proposed to add the following to this section: 'In order to qualify for reimbursement, the employee must submit proof of completion and the earned grade within 60 days of the employee's receipt of the grade.'

Recommendation: Add these changes to Section 6.

## **12. Appendix A – Wage and Salary Provisions**

### **Section 7.**

The Association proposed, and the JOC tentatively agreed, to add the Home Builders Association (HBA) Chapter Advisor to this section with compensation of \$1200 per year. The parties disagree on the number of career and technical school advisors that can be authorized each school year. The JOC wishes to retain the current limit of up to six advisors while the Association has proposed to raise the limit to up to seven.

The addition of the HBA chapter advisor to the maximum of two HOSA advisors, the FFA advisor and the minimum of three SkillsUSA advisors required in Appendix D, brings the total number of possible advisors to seven.

Recommendation: Increase the number of career and technical student advisors to a maximum of seven.

### **Appendix B.**

The CBA currently has a 15-step salary schedule that provides column movement across eight columns: Bachelor; 8 including Bachelor; 16 including Bachelor; 24 including Bachelor; 30 including Bachelor; Master; 15 including Master; and 30 including Master.

Eighteen of the school's 27 teachers are in pay columns at Masters level or higher with 16 of those teachers at step 15, the highest step. One other person with less than a Masters is at step 15, bringing the total number of employees at the top steps in their columns to 17. Fifteen teachers are in pay columns above the Master level, and their aggregate salaries comprise about two-thirds of total payroll.

**JOC Proposal.** The JOC proposed the following salary schedules through the term of this agreement:

2020-2021 – status quo

2021-2022 – no step; increase in cells (0%-3%); average increase of 2.6%

2022-2023 – step; increase in cells 10-15 (.5%-1.5%); increase 2.02%

2023-2024 – step; increase in cells 10-15 (.5%-1.5%); increase 2.13%

2024-2025 – step; increase in cells 6-7, 10-15 (.25%-1.65%); increase 1.98%

Reflecting a four year average increase of 2.25% per year inclusive of step movement and exclusive of PSERS and other payroll taxes.

The JOC proposes to freeze salaries in year one of the contract with no step movement and no on-scale raises. Total payroll and average payroll would remain at 2019-2020 levels of \$2,412,481 and \$89,351, respectively.

In year two, there would be a freeze on step movement but on-scale raises of zero to three percent with an average increase across all cells of 2.6 percent. Total payroll would be \$2,475,111 and average payroll would rise to \$91,671.

In year three, step movement resumes. On-scale raises of .5 percent to 1.5 percent are proposed for cells in steps 10 through 15, with an average increase of 2.13 percent. No on-scale raises are proposed for the cells in steps 1 through 9. Total payroll would be \$2,525,157 and average payroll is \$93,524.

In year four, step movement would continue. On-scale raises of .5 percent to 1.5 percent are proposed for steps 10-15, only, with an average raise of 2.13 percent. Total payroll would be \$2,578,913 and average payroll would be \$95,515.

In year five, step movement would continue. On-scale raises of .25 percent to 1.65 percent are proposed for steps 6 and 7 and 10 through 15. Total payroll would be \$2,629,938 and average payroll would be \$97,405.

The JOC's proposal is based on the following considerations:

- 1) The school is dependent on the budget contributions of the three sending districts. It has no independent authority to generate revenue.
- 2) The school's annual budget must be approved by the Directors of the three sending schools.
- 3) The school had forecasted a budget deficit prior to the 2020 pandemic. The economic impact of the pandemic has created a potential for additional costs beyond the school's control. Rising materials costs is cited as an example.
- 4) While some pandemic-related costs have been offset with financial relief from the federal government, that relief is time-limited and, according to the JOC, cannot be used to pay salaries.
- 5) As expenditures have the potential to rise, state and local tax revenues from the three sending districts may be significantly reduced.

The JOC's stated that its proposal is driven by a desire to recognize the value of the school's teachers while enabling responsible stewardship of limited funding resources.

**Association Proposal.** The Association proposed the following salary schedules for the term of this agreement:

Year 1 – 2.25 percent on-scale increase, exclusive of step and column movement. The Association proposed that this increase be made retroactive to the 2020-2021 school year.

Total payroll: \$2,486,386      Average payroll: \$92,088

Year 2 – 2.25 percent on-scale increase, exclusive of step and column movement. The Association proposed that this increase be made retroactive to the 2021-2022 school year.

Total payroll: \$2,564,653      Average payroll: \$94,987

Year 3 - 2.25 percent on-scale increase, exclusive of step and column movement. The Association proposed that this increase be made retroactive to the 2022-2023 school year.

Total payroll: \$2,636,258      Average payroll: \$97,639

Year 4 - 2.25 percent on-scale increase, exclusive of step and column movement. The Association proposed that this increase be made retroactive to the 2023-2024 school year.

Total payroll: \$2,708,068      Average payroll: \$100,299

Year 5 - 2.25 percent on-scale increase, exclusive of step and column movement. The Association proposed that this increase be made retroactive to the 2024-2025 school year.

Total payroll: \$2,776,781      Average payroll: \$102,844

Reflecting a four-year average increase of 2.25 percent per year, inclusive of step movement and exclusive of PSERS and other payroll taxes.

The Association argues that the JOC’s unwillingness to grant its teachers reasonable salary increases is not due to an inability to pay or actual or potential funding shortfalls, noting that the JOC ended each of the last five years with a greater operating position than budgeted. On average over the past five years, the JOC ended each year with an operating position of \$675,012, or 6.6 percent of budgeted expenditures.

The Association also noted that the three sending districts are in sound fiscal condition. According to the Association, all three school boards froze their mills on assessed value in 2019-2020, and two of the three school boards froze their millage rates again in 2021-2022. Palisades was the only district to raise its mills in the past two years. According to its most recent Actuarial Financial Report, Palisades has an ending fund balance of 58 percent of total expenditures.

The Association provided information showing that teachers have not had a significant on-scale pay raise in the past several years. It showed that teacher salaries have remained essentially flat since at least 2014, with increases of \$1200 since 2014 and \$600 since 2017 across the top-of-schedule salaries. The Association stated that the stagnant salaries have members believing that they are undervalued and not respected as professionals by school administrators or the JOC.

According to the Association, teacher retention has been an issue as about one third of the teaching staff (9) has departed in the past two years, their exit interviews reflecting that at least four of them left for better paying positions in other schools. It takes approximately three to six months to recruit and hire new a new technical education teacher.

In the JOC's proposal, the distribution of on-scale increases is irregular and skewed to those in the top third of the salary schedule. Its proposal for on-scale raises of from 0 to 3 percent in year 2 (2021-2022) is the only on-scale increase it offers across all cells (along with the raises, the JOC proposed to freeze all step movement).

Under the JOC proposal, steps 10 through 15 receive increases of up to 1.65 percent in years 3, 4 and 5 of the agreement, while steps one through nine receive no on-scale increases in those years except for steps six and seven in year 5. This strategy will likely lead to an ever-widening gap between those in the entry-level steps and those who have reached the career rate and beyond. The stagnant entry level salaries in the last three years of the agreement are sure to make hiring and retaining well-qualified staff more challenging.

The JOC also proposed that the status quo be maintained through the first year of the agreement, extending the 2019-2020 salary schedule through the now concluded first school year (2020-2021) of the new agreement. It appears that step movements were frozen when the last agreement expired in 2020.

The Association's proposal seeks to make up for the salary stagnation of the past few years. Budgeted and audited financial data for the years 2016 to 2020, reflect that the JOC underestimated revenues by an average of 3.6 percent per year, and, for the last four of those five years, overestimated expenditures by an average of 3.3 percent per year. As mentioned earlier, the JOC has a healthy fund balance of \$2.6 million, or 26.1 percent of expenditures, in 2020, and a five-year operating position average of \$675,012, or 6.6 percent of budgeted expenditures.

The Association provided data showing that employee salaries have declined as a share of total expenditures from 44 percent in 2011 to 31 percent in 2020. During the same period, employee benefits as a share of expenditures have risen slightly by 3.1 percent. Overall, salaries and benefits as a percentage of total expenditures are a full 10 percent lower than they were a decade ago.

Recommended salary increases are included in the salary schedules, below. They are slightly higher and more equitably distributed than the JOC's proposal but slightly lower than the Association's salary increase proposal. The JOC is well-positioned financially to grant the on-scale pay increases I am recommending.

I do not recommend that the Association's proposal for retroactive raises covering year 1 (2020-2021) be included in the new agreement since any backpay from retroactive raises would be paid out of the current (2021-2022) budget along with any raises for the current year. I am, however, recommending signing bonuses in lieu of pay raises for year 1.

I do recommend retroactive raises for year 2 (2021-2022) back to the beginning of the year.

Recommendation:

Year 1 (2020-2021): Status quo with \$1000 signing bonus for each member

Year 2 (2021-2022): 2.25 percent increase across all cells, plus step and column movement, retroactive to the beginning of the school year

Year 3 (2022-2023): 2.25 percent increase across all cells, plus step and column movement

Year 4 (2023-2024): 2.1 percent increase across all cells, plus step and column movement

Year 5 (2024-2025): 2.1 percent increase across all cells, plus step and column movement

### **All Other Matters**

As noted above, any agreements mutually made prior to the commencement of fact-finding that are not addressed in this Report are recommended to be included, as agreed, in the new agreement.

November 1, 2021  
Chambersburg, Pennsylvania

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Robert J. Kirkner  
Fact-Finder

**APPENDIX B**

**SALARY SCHEDULES**

**2020-2021**

**2021-2022**

**2022-2023**

**2023-2024**

**2024-2025**

**UBCTS EA**  
**Year 1: 2019-2020**  
**(Status quo)**

<b>Steps</b>	<b>BA</b>	<b>BA8</b>	<b>BA16</b>	<b>BA24</b>	<b>BA30</b>	<b>MA</b>	<b>MA15</b>	<b>MA30</b>
0	44,082	45,850	47,615	49,382	51,148	52,915	54,681	56,448
1	47,032	48,882	50,835	52,685	54,535	56,386	58,365	60,345
2	49,981	51,915	54,054	55,988	57,922	59,856	62,049	64,243
3	52,930	54,947	57,274	59,291	61,308	63,326	65,732	68,140
4	55,879	57,980	60,493	62,594	64,695	66,796	69,416	72,037
5	58,828	61,013	63,712	65,897	68,081	70,266	73,100	75,934
6	61,777	64,045	66,932	69,200	71,468	73,737	76,784	79,831
7	64,726	67,078	70,151	72,503	74,855	77,207	80,467	83,728
8	67,675	70,111	73,370	75,806	78,241	80,677	84,151	87,625
9	70,624	73,143	76,590	79,109	81,628	84,147	87,835	91,522
10	71,129	73,731	77,364	79,967	82,570	85,172	89,074	92,975
11	72,632	75,319	79,139	81,825	84,511	87,198	91,312	95,427
12	74,136	76,906	80,913	83,683	86,453	89,223	93,551	97,879
13	75,136	77,906	81,913	84,683	87,453	90,223	94,551	98,879
14	75,336	78,106	82,113	84,883	87,653	90,423	94,751	99,079
15	76,692	79,555	83,696	86,559	89,421	92,285	96,757	101,199

**UCBTS EA**  
**Year 2: 2021-2022**  
**(2.25% INCREASE)**

<b>Steps</b>	<b>BA</b>	<b>BA8</b>	<b>BA16</b>	<b>BA24</b>	<b>BA30</b>	<b>MA</b>	<b>MA15</b>	<b>MA30</b>
0	45,074	46,882	48,686	50,493	52,299	54,106	55,911	57,718
1	48,090	49,982	51,979	53,870	55,762	57,655	59,678	61,703
2	51,106	53,083	55,270	57,248	59,225	61,203	63,445	65,688
3	54,121	56,183	58,563	60,625	62,687	64,751	67,211	69,673
4	57,136	59,285	61,854	64,002	66,151	68,299	70,978	73,658
5	60,152	62,386	65,146	67,380	69,613	71,847	74,745	77,643
6	63,167	65,486	68,438	70,757	73,076	75,396	78,512	81,627
7	66,182	68,587	71,729	74,134	76,539	78,944	82,278	85,612
8	69,198	71,688	75,021	77,512	80,001	82,492	86,044	89,597
9	72,213	74,789	78,313	80,889	83,465	86,040	89,811	93,581
10	72,729	75,390	79,105	81,766	84,428	87,088	91,078	95,067
11	74,266	77,014	80,920	83,666	86,412	89,160	93,367	97,574
12	75,804	78,636	82,734	85,566	88,398	91,231	95,656	100,081
13	76,827	79,659	83,756	86,588	89,421	92,253	96,678	101,104
14	77,031	79,863	83,961	86,793	89,625	92,458	96,883	101,308
15	78,418	81,345	85,579	88,507	91,433	94,361	98,934	103,476



**UCBTS EA**  
**Year 3: 2022-2023**  
**(2.25% increase)**

<b>Steps</b>	<b>BA</b>	<b>BA8</b>	<b>BA16</b>	<b>BA24</b>	<b>BA30</b>	<b>MA</b>	<b>MA15</b>	<b>MA30</b>
0	46,088	47,936	49,782	51,629	53,476	55,323	57,169	59,017
1	49,172	51,106	53,148	55,082	57,017	58,952	61,021	63,091
2	52,255	54,277	56,514	58,536	60,558	62,580	64,873	67,166
3	55,339	57,477	59,880	61,989	64,098	66,208	68,723	71,241
4	58,422	60,618	63,246	65,422	67,639	69,836	72,575	75,315
5	61,505	63,789	66,611	68,896	71,179	73,464	76,427	79,389
6	64,588	66,959	69,978	72,349	74,720	77,092	80,278	83,464
7	67,671	70,130	73,343	75,802	78,261	80,720	84,129	87,538
8	70,755	73,301	76,709	79,256	81,801	84,348	87,980	91,612
9	73,838	76,471	80,075	82,709	85,343	87,976	91,832	95,687
10	74,366	77,086	80,885	83,606	86,327	89,048	93,127	97,206
11	75,937	78,746	82,740	85,549	88,357	91,166	95,467	99,770
12	77,510	80,406	84,595	87,491	90,387	93,283	97,808	102,333
13	78,555	81,451	85,641	88,537	91,433	94,329	98,854	103,379
14	78,764	81,660	85,850	88,746	91,642	94,538	99,063	103,588
15	80,182	83,175	87,505	90,498	93,490	96,485	101,160	105,804

**UCBTS EA**  
**YEAR 4: 2023-2024**  
**(2.1% INCREASE)**

<b>Steps</b>	<b>BA</b>	<b>BA8</b>	<b>BA16</b>	<b>BA24</b>	<b>BA30</b>	<b>MA</b>	<b>MA15</b>	<b>MA30</b>
0	47,056	48,943	50,778	52,662	54,545	56,430	58,312	60,197
1	50,205	52,179	54,211	56,184	58,157	60,131	62,241	64,353
2	53,353	55,417	57,644	59,707	61,769	63,832	66,170	68,509
3	56,501	58,654	61,078	63,229	65,380	67,532	70,098	72,665
4	59,648	61,891	64,511	66,751	68,992	71,232	74,027	76,822
5	62,797	65,129	67,943	70,274	72,603	74,933	77,955	80,977
6	65,945	68,366	71,377	73,796	76,215	78,634	81,884	85,133
7	69,092	71,603	74,810	77,318	79,826	82,335	85,812	89,289
8	72,241	74,840	78,243	80,841	83,437	86,035	89,740	93,444
9	75,388	78,077	81,677	84,363	87,050	89,735	93,668	97,600
10	75,927	78,705	82,503	85,278	88,054	90,829	94,990	99,150
11	77,532	80,400	84,395	87,260	90,124	92,989	97,376	101,765
12	79,137	82,095	86,287	89,241	92,195	95,149	99,764	104,379
13	80,205	83,162	87,353	90,308	93,353	96,215	100,831	105,446
14	80,418	83,375	87,567	90,521	93,474	96,429	101,044	105,660
15	81,866	94,922	89,255	92,308	95,360	98,415	103,183	107,920

**UBCTS EA**  
**Year 5: 2024-2025**  
**(2.1% increase)**

<b>Steps</b>	<b>BA</b>	<b>BA8</b>	<b>BA16</b>	<b>BA24</b>	<b>BA30</b>	<b>MA</b>	<b>MA15</b>	<b>MA30</b>
0	48,044	49,970	51,793	53,715	55,636	57,588	59,479	61,401
1	51,259	53,275	55,295	57,307	59,320	61,334	63,486	65,640
2	54,474	56,581	58,797	60,901	63,004	65,108	67,493	69,879
3	57,687	59,885	62,299	64,493	66,688	68,883	71,500	74,119
4	60,901	63,191	65,801	68,086	70,372	72,657	75,507	78,358
5	64,116	66,496	69,302	71,679	74,055	76,431	79,514	82,596
6	67,329	69,801	72,805	75,272	77,739	80,207	83,521	86,836
7	70,543	73,107	76,306	78,864	81,423	83,981	87,528	91,075
8	73,758	76,412	79,808	82,458	85,106	87,756	91,534	95,313
9	76,972	79,717	83,310	86,050	88,791	91,530	95,542	99,552
10	77,522	80,358	84,153	86,983	89,815	92,646	96,890	101,133
11	79,160	82,088	86,083	89,005	91,927	94,849	99,324	103,801
12	80,799	83,819	88,013	91,026	94,039	97,052	101,760	106,467
13	81,890	84,908	89,100	92,114	95,313	98,140	102,848	107,555
14	82,107	85,126	89,318	92,331	95,812	98,358	103,065	107,773
15	83,585	86,705	91,040	94,155	97,745	100,383	105,247	110,079