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Casual Academic Pay Rates

GUIDE

Version 1.1 October 2020

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HOW TO USE THIS GUIDE

This guide has been developed for use by casual academic staff and all UOW staff involved in the process of paying casual academic staff. It is designed in a way that each section can be used individually as a quick reference point, or all sections can be used together to gain a fuller understanding of casual academic staff pay codes and rates.

It combines the information contained in the UOW (Academic Staff) Enterprise Agreement, 2019, Schedule 2 – Rates of Pay for Casual Academic Staff and the UOW Code of Practice – Teaching (particularly the sections relating to qualifications equivalency), as well as referencing some related sources such as UOW's Delegations of Authority policy.

Please note that this guide does not cover other requirements for engaging casual academic staff such as work rights (visas), working with children checks, etc.

The following Glossary of Terms section is numbered and the numbers correspond with words on the three flowcharts in the Flowcharts section. The sources where you can find the definition or explanation of each term are referenced in text and in the Useful Resources section.

Flowcharts 1 and 2 show how to find the pay code when beginning with a doctoral or non-doctoral casual academic staff member, whereas Flowchart 3 is useful for looking up pay codes for a specific duty e.g. for one standard lecture. Once you have determined the correct pay code you can click through to the UOW (Academic Staff) Enterprise Agreement, 2019 where the rates of pay are shown.

The FAQs are grouped into personas e.g. a casual academic, a faculty casual academic administrator, HR staff.

For further advice, staff should log a request with the HR Helpdesk in Unified or if they do not have access to Unified email casual-pay@uow.edu.au or Telephone: (02) 42215902



GLOSSARY OF TERMS

Doctoral qualification and equivalency terms

1.	Without a relevant Doctoral qualification	An academic without a relevant Doctoral qualification is one who does not have an Academic Qualifications Framework (AQF) level 10 qualification in the discipline that they are teaching.
2.	With a relevant Doctoral qualification or equivalent	<p>An academic with a relevant Doctoral qualification is one who has an AQF level 10 qualification in the discipline that they are teaching. For example: a Doctoral qualification in Nursing does not automatically lead to the Doctoral qualification pay rate for teaching in Engineering.</p> <p>Note that a certified copy of this qualification is required to be recorded on appropriate UOW systems (currently via HR).</p> <p>Documentation that will be accepted by HR for payroll purposes as evidence of completion includes:</p> <ul style="list-style-type: none"> • Certificates with the Institution stamp and/or letterhead • Transcripts • An eQual • Testamur • Australian Higher Education Graduation Statement (AHEGS) • Letter from an Australian university that verifies that the individual has completed all requirements for the award of a degree by that institution. In the case of UOW, this letter can be provided by Student Services Division or the Research Students Centre. • Entry on the UOW Graduate Roll <p>Please note that these documents, and certification, are required be in English.</p> <p>Subject Coordinators and Lecturers seeking an equivalent doctoral qualification must have “a qualification in the relevant discipline at the same AQF level and have been assessed as having relevant professional or practice-based experience equivalent to the one qualification level above the subject being taught.” (UOW Teaching and Assessment: Code of Practice- Teaching, 5).</p>



		<p>A tutor seeking an equivalent doctoral qualification pay rate must have “approval of delegated authority, be at the same AQF qualification level, without the relevant experience equivalent to the one qualification level above the subject being taught, BUT must be receiving professional development support and supervision for teaching at that level.” (UOW Teaching and Assessment: Code of Practice- Teaching, 5)</p> <p>Note that equivalency assessments should be recorded on appropriate UOW system’s (currently via HR). (UOW Teaching and Assessment: Code of Practice- Teaching,).</p>
3.	UOW Doctoral and Higher Doctoral Degrees	<p>UOW currently offers the following Doctoral and Higher Doctoral degrees (AQF level 10), however it recognises that academics may come to UOW globally from universities whose Doctoral qualifications may be, or be deemed to be equivalent to, an AQF level 10:</p> <p>Doctoral Degrees:</p> <ul style="list-style-type: none"> • Doctor of Philosophy (Integrated)- PhD(Int) • Doctor of Creative Arts - DCA • Doctor of Education - DEd • Doctor of Philosophy (Clinical Psychology)- PhD(ClinPsyc) • Doctor of Public Health - DPubHlth <p>Higher Doctoral Degrees:</p> <ul style="list-style-type: none"> • Doctor of Laws - LLD • Doctor of Letters - DLitt • Doctor of Science - DSc <p>(UOW Higher Degree Research (HDR) Award Rules, Appendix 1)</p>

Tutorial, demonstration and ancillary duties terms

5.	Tutorial	<p>Payment for a one hour tutorial assumes “one hour of each of preparation, class contact and administration / student consultation / contemporaneous marking.” (UOW (Academic Staff) Enterprise Agreement, 2019, Schedule 2, Sub-Schedule 2.1)</p> <p>For every hour of tutorial, it is assumed there are two additional hours of associated work. Therefore each tutorial is paid for 3 hours of work in total.</p> <p>Note: An online tutorial is also a tutorial.</p>
6.	Repeat tutorial	<p>“A repeat tutorial is defined as a tutorial repeated within 7 days of the first presentation of the same topic and assumes 1 hour of class contact and 1 hour of associated working time for administration / student consultation / contemporaneous marking.” (UOW (Academic Staff) Enterprise Agreement, 2019, Schedule 2, Sub-Schedule 2.1)</p>



		<p>For every hour of repeat tutorial, it is assumed there is one additional hour of associated work. Therefore each repeat tutorial is paid for 2 hours of work in total</p> <p>Example: if the first tutorial taught takes place on a Wednesday, any other tutorials that are taught, with the same content, before the following Wednesday are considered repeats as they occur within 7 days.</p> <p>Note: An online repeat tutorial is also a repeat tutorial.</p>
<p>7.</p>	<p>Demonstration or ancillary duties</p>	<p>Demonstration Demonstration duties typically includes showing how a piece of equipment works or how a skill or craft is performed. It may be undertaken in a variety of environments including but not limited to laboratories, theatres, field-based, and classrooms. Duties associated with demonstration may include setting up before and taking down materials before after or during the delivery of the demonstration.</p> <p>An individual, typically a student working towards a postgraduate degree, employed to guide and support students engaged in practical work within a laboratory-based or field-based subject. Their interaction with students is often on a one-to-one basis. (UOW Teaching and Assessment: Code of Practice - Teaching)</p> <p>The standard rate for a demonstration is for “...a 1 hour demonstration...” (UOW (Academic Staff) Enterprise Agreement, 2019, Schedule 2, Sub-Schedule 2.2)</p> <p>Ancillary duties Means ancillary teaching duties and includes “any duties which the academic casual staff member is required to perform beyond those outlined in sub-clause 20.6 shall be paid for separately. Such duties may include:</p> <ul style="list-style-type: none"> 20.7.1 attendance at lectures; 20.7.2 formal student consultation time; 20.7.3 preparation of subject guides, course outlines and reading lists; 20.7.4 activities associated with the coordination of subjects; and 20.7.5 attendance at meetings.” <p>(UOW Enterprise Agreement (Academic Staff), 2019, 20.7.1)</p> <p>“Additional work should be paid at the ancillary duties rate above. The ancillary rate is to be used for attendance at the casual staff member induction training.” (UOW</p>



	<p>Enterprise Agreement (Academic Staff), 2019, Schedule 2, Sub-Schedule 2.3, Additional Notes)</p> <p>“Payment for attendance at the training session or online completion [University Casual Induction] will be made for 2 hours at the ancillary hourly rate.” (UOW Enterprise Agreement (Academic Staff), 2019, 20.4.1)</p> <p>“Where a casual academic staff member is required to participate in University meetings, gatherings, forums, events, they will be paid at the ancillary duties hourly rate set out in Schedule 2.” (UOW Enterprise Agreement (Academic Staff), 2019, 20.2)</p> <p>The standard rate for ‘other duties’ is for “... 1 hour ...” (UOW (Academic Staff) Enterprise Agreement, 2019, Schedule 2, Sub-Schedule 2.2)</p>
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Marking terms

8.	Marking	<p>For a casual academic with a Doctoral qualification marking is defined as “the standard rate for each hour of non-contemporaneous marking in accordance with the relevant faculty marking formulae.” (UOW (Academic Staff) Enterprise Agreement, 2019, Schedule 2, Sub-Schedule 2.2)</p> <p>For a casual academic without a Doctoral qualification marking is “the standard rate for each hour of marking in accordance with the relevant faculty marking formulae.” (UOW (Academic Staff) Enterprise Agreement, 2019, Schedule 2, Sub-Schedule 2.1)</p>
9.	Contemporaneous marking	<p>Contemporaneous marking is “marking which is performed or could reasonably be performed in the teaching contact hour” (UOW (Academic Staff) Enterprise Agreement, 2019, 20.6.1.4).</p> <p>Payment is included in the tutorial rate i.e. a one hour tutorial assumes “one hour of each of preparation, class contact and administration / student consultation / contemporaneous marking.” (UOW (Academic Staff) Enterprise Agreement, 2019, Schedule 2, Sub-Schedule 2.1).</p> <p>Example: students swap tests and mark each other’s during a tutorial.</p>
10.	Significant marking	<p>The significant marking rate is paid for “marking requiring a significant exercise of academic judgment, usually as a supervising examiner”. (UOW (Academic Staff) Enterprise Agreement, 2019, Schedule 2, Sub-Schedule 2.3).</p> <p>Faculties should use a marking formulae to determine the hours of marking that are not connected with a tutorial, if appropriate then the marking rate should be paid.</p> <p>Example: marking a thesis.</p>



Lecture terms

11.	Standard lecture	“This is the standard rate for a lecture and assumes one hour of delivery and 2 hours of associated working time which includes any preparation, administration, student consultation and contemporaneous marking.” (UOW Enterprise Agreement (Academic Staff), 2019, Schedule 2, Sub-Schedule 2.3)
12.	Repeat lecture	“This rate is paid for a repeat lecture, such as a lecture covering the subject matter of a lecture given not long before to another group of students and assumes 1 hour of delivery and one hour of associated working time which includes any preparation, administration, student consultation and contemporaneous marking.” (UOW Enterprise Agreement, Academic Staff, 2019, Schedule 2, Sub-Schedule 2.3)
13.	Special lecture	The special lecture rate is “Paid where the lecturer assumes significant responsibility for planning and developing a unit or a large part of a unit, as well as lecturing or where a lecture or small group of lectures call for special expertise and assumes 1 hour of delivery and 3 hours of associated working time which includes any preparation, administration, student consultation and contemporaneous marking.” (UOW Enterprise Agreement, Academic Staff, 2019, Schedule 2, Sub-Schedule 2.3)
14.	Distinguished lecture	<p>A distinguished lecture rate is “Paid to a distinguished person who gives a single lecture or a small group of lectures and assumes 1 hour of delivery and 4 hours of associated working time which includes any preparation, administration, student consultation and contemporaneous marking.” (UOW Enterprise Agreement, Academic Staff, 2019, Schedule 2, Sub-Schedule 2.3).</p> <p>Distinguished lecturers may be Guest lecturers who have “no specified qualification requirement; are selected for the distinctive and necessary expertise and experience they bring to a class.” (UOW Teaching and Assessment: Code of Practice, Teaching 5)</p> <p>Example: CEO of a major company.</p>

Other terms

15.	Delegated authority (delegate)	<p>A delegate is: “The substantive, acting or temporary occupant formally appointed to a position or a group of persons (e.g. a committee) with delegated authority under this policy.” (UOW Delegations of Authority Policy, 3)</p> <p>A person given delegated authority under the [UOW] Delegations of Authority Policy. (UOW Teaching and Assessment: Code of Practice, Teaching 2)</p>
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16.	Subject Coordinators or Supervisors (Creative or Other Special Projects)	<p>“Casual teaching employees appointed as Subject Coordinators or Supervisors (Creative or Other Special Projects) are expected to meet the general requirements and responsibilities set out in section 4.7 or 4.8 of this Code as determined by the Head of School, in addition to the teaching responsibilities set out in section 4.10.” (UOW Teaching and Assessment: Code of Practice, Teaching 5)</p> <p>Note” See also UOW Teaching and Assessment: Code of Practice, Teaching 5 for qualifications and professional equivalency as quoted in this table at 2. above)</p>
17	Minimum payment	<p>A casual academic will be paid for at least 2 hours of work at the relevant rate under the Higher Education Industry – Academic Staff – Award 2020 on each occasion they are required to attend work by the University, inclusive of any incorporated time and payment for preparation or associated working time.¹</p>

USEFUL RESOURCES

- [University of Wollongong \(Academic Staff\) Enterprise Agreement, 2019](#)
- [University of Wollongong Teaching and Assessment: Code of Practice- Teaching](#)
- [Australia Government Tertiary Education Quality and Standards Agency, Higher Education Standards Framework, Domain 3](#)
- [University of Wollongong, Higher Degree Research \(HDR\) Award Rules](#)
- [University of Wollongong Delegations of Authority Policy](#)
- [UOW Code of Practice – Casual Academic Teaching](#)

¹ Variation to UOW (Academic Staff) enterprise Agreement, Annexure B, 27/8/2020



FREQUENTLY ASKED QUESTIONS (FAQS)

1. Casual academic staff member

1.1 I am required to attend a workplace induction. Will I get paid?

Yes, you will be paid the 'ancillary duties' rate.

The following excerpts from the UOW Enterprise Agreement (Academic Staff) 2019 apply:

1. "Where a casual academic staff member is required to participate in University meetings, gatherings, forums, events, they will be paid at the ancillary duties hourly rate set out in Schedule 2." (UOW Enterprise Agreement (Academic Staff), 2019, 20.2)
2. "Payment for attendance at the training session or online completion [University Casual Induction] will be made for 2 hours at the ancillary hourly rate." (UOW Enterprise Agreement (Academic Staff), 2019, 20.4.1)

Note: Academic casual staff members will not be employed beyond one teaching session without completing the University's casual induction training, conducted either via workshop session or online.

If academic casual staff members attend a meeting by choice rather than as a requirement of the university, UOW is not obliged to pay you.

1.2 I conducted two lectures within a 7 day period but they contained quite different content. What rate of pay will I get for the second lecture?

You will get the normal 'standard lecture' rate of pay because you were conducting a lecture that was different to the first. This was not a 'repeat lecture'.

1.3 What does a relevant doctoral qualification mean?

It means that your doctoral qualification must be related to the tutorial or demonstration that you undertake. It must be:

- a) an approved equivalent, relevant qualification, or
- b) have "approval of delegated authority, be at the same AQF qualification level, *without* the relevant experience equivalent to the one qualification level above the subject being taught, BUT must be receiving professional development support and supervision for teaching at that level." (UOW Teaching and Assessment: Code of Practice- Teaching, 5)



1.4 How can I prove that I have ‘equivalent’ to a Doctoral qualification to ensure I get paid at the Doctoral qualification rate of pay?

“The basis for judging equivalent experience is the documented professional and practice-based experience of teaching staff, including previous experience teaching at the required AQF level.

Evidence to support decisions about equivalence of experience might relate to (but is not limited to):

- experience in professional, business or creative roles
- teaching and/or student mentoring experience and success
- professional qualifications, experience and standing
- experience in professional development and training
- performance in a role that requires high order judgement and/or provision of expert advice
- leadership in the development of professional standards
- participation on advisory boards and or professional networks
- design, creative and technical achievements
- publications and presentations
- outputs from projects”

(Teaching and Assessment: Code of Practice- Teaching, Schedule 1)

1.5 I hold a relevant Doctoral qualification and my tutorial class marked each other’s tests during the tutorial and under my supervision. Will I get paid for the tutorial and also for an hour of marking?

A tutorial rate of pay assumes one hour each of preparation, class contact and administration/student consultation/contemporaneous marking.

When students swap tests to mark or if you mark their tests in class this is considered ‘contemporaneous marking’ and is included in the tutorial rate you are paid.

1.6 I am a tutor of an online tutorial and have a relevant Doctoral qualification in the subject. Will I get paid the Doctoral qualification tutorial rate?

Yes. An online tutorial is considered to be a ‘tutorial’, not a demonstration or any other category of duty. You will be paid as a Doctoral qualified tutor for the tutorial.

Note that your Doctoral qualification needs to be recorded on a relevant UOW system (currently via HR) in order for the Doctoral qualification rate to be paid.

The next step would be to have the Delegated Authority (Delegate) approve your equivalence. The following table shows who the Delegated Authorities are:



Delegation	Delegate	Relevant Legislation/Policy
Approve teaching staff qualifications and equivalence of experience.	Executive Dean Deputy Dean Dean Associate Dean Head of School or Unit Director of Institute	Teaching and Assessment: Code of Practice - Teaching
Approve additional criteria for particular courses, in relation to the relevance and appropriateness of qualifications and equivalence of experience of teaching staff	Executive Dean Dean of Research (for courses owned by the Graduate Research School) Dean of Graduate Research	Teaching and Assessment: Code of Practice - Teaching
Approve exceptions to the teacher qualifications and equivalency requirements for individual teaching staff.	Executive Dean Dean of Research (for courses owned by the Graduate Research School) Dean of Graduate Research	Teaching and Assessment: Code of Practice - Teaching

(UOW Delegations of Authority Policy, 25.00)

1.7 Students in my tutorial always ask lots of questions so we never finish within our scheduled hour. Then I find myself talking to them for at least an hour afterwards. Do I get paid for the extra time?

A tutorial assumes one hour each of preparation, class contact and administration/student consultation/contemporaneous marking. This is 3 hours in total. Additional time is payable where you are required by the University to undertake it. If you are concerned about the support your students need, please talk to your Subject or Course Coordinator, Head of Discipline or other appropriate academic contact who can assist to find solutions for them.

1.8 I have been asked to undertake a 1 hour demonstration on 2 days each week. Do I get paid a minimum payment?

Yes the EA requires that staff receive a minimum payment of 2 hours at the award rate (not the EA rate) for each time they work. You will be paid the first hour at the rate specified in the UOW Academic EA and the second hour is at the rate specified in the Higher Education Industry – Academic Staff – Award 2020.

You must note a “minimum payment required” on your timesheet. This top up payment will be processed by HR.



1.9 I have been asked to undertake a 1 hour tutorial each week. Do I get paid a minimum payment?

No as tutorials are paid at a rate that is equivalent to one hour of each of preparation, class contact and administration / student consultation / contemporaneous marking, therefore each tutorial is paid for 3 hours of work in total

1.10 I have been asked to attend a 1 hour meeting immediately prior to a 1 hour demonstration this week. Do I get paid a minimum payment?

No both the meeting and demonstration are paid at the rate in the UOW EA, which is higher than the award minimum rate.

If there was a break between the meeting (say 9am) and demonstration (say noon) minimum payments will be made for both activities. You must note a “minimum payment required” on your timesheet. This top up payment will be processed by HR.

2. Faculty casual academic administrator

2.1 A tutor is asked to attend a one hour meeting with the subject coordinator, designed to prepare the tutor for the tutorial, will the tutor be paid an ancillary rate or is this considered part of the preparation for the tutorial?

This meeting is considered preparation and comes under one hour of each of preparation, class contact and administration / student consultation / contemporaneous marking.

2.2 A casual academic staff member who has previously been paid at a non - Doctoral qualification rate has requested to now be paid at the Doctoral qualification rate because they have received their Doctoral qualification. What should I do?

A certified copy of this qualification is required to be recorded on appropriate UOW systems (currently via HR Payroll).

Documentation that will be accepted by HR for payroll purposes as evidence of completion includes:

- Certificates with the Institution stamp and/or letterhead
- Transcripts
- An eQual
- Testamur
- Australian Higher Education Graduation Statement (AHEGS)
- Letter from an Australian university that verifies that the individual has completed all requirements for the award of a degree by that institution. In the case of UOW, this letter can be provided by Student Services Division or the Research Students Centre.



- Entry on the UOW Graduate Roll

These documents, and certification, are required to be in English.

Refer also to above Glossary of Terms, 2, and FAQs 1.3 and 1.6.

2.3 A casual academic who does not have a relevant Doctoral qualification in the subject they are teaching says they have 'equivalent' experience to receive the Doctoral qualification rate of pay. Should I change the rate of pay for them?

Subject Coordinators and Lecturers seeking an **equivalent** doctoral qualification must have “a qualification in the relevant discipline at the same AQF level and have been assessed as having relevant professional or practice-based experience equivalent to the one qualification level above the subject being taught.” (UOW Teaching and Assessment: Code of Practice- Teaching, 5)

A tutor seeking an **equivalent** doctoral qualification pay rate must have “approval of delegated authority, be at the same AQF qualification level, without the relevant experience equivalent to the one qualification level above the subject being taught, BUT must be receiving professional development support and supervision for teaching at that level.” (UOW Teaching and Assessment: Code of Practice- Teaching, 5)

Note that equivalency assessments should be recorded in the School/Faculty (UOW Teaching and Assessment: Code of Practice- Teaching,) and preferably on appropriate UOW systems (currently via HR).

Refer also to above Glossary of Terms, 2, and FAQs 1.3 and 1.6.

2.4 A casual academic has entered 'standard lecture' for two of the same lectures in a two day period. What should I do?

Ask the Subject Coordinator or other appropriate person if the second lecture contained the same content as the first lecture. If so, inform the Faculty Delegated Authority so they can approve changing the rate of pay to 'repeat lecture' for the second tutorial.

Ideally you should ensure you have, and record (for audit purposes), written confirmation that that the content of the second lecture was the same as the first. If the incorrect rate has been claimed, please notify the individual in writing what rate will be paid and the reasons why.

2.5 A casual academic has entered 'standard marking' for marking a thesis. What should I do?



Marking that thesis may be considered 'significant marking'. Please consult the Head of School or other relevant person, then with the Faculty Delegated Authority before changing the rate of pay if necessary.

Ideally you should ensure you have, and record (for audit purposes), written confirmation that the marking of that thesis is considered to be 'significant marking'. If the incorrect rate has been claimed, please notify the individual in writing what rate will be paid and the reasons why.

Refer to above Glossary of Terms, 10.

2.6 I've been asked to enter the appropriate pay rate for a Guest lecturer. What is it?

There is no prescribed rate of pay for guest lecturers. Please use the appropriate category of lecture (e.g. standard lecture, distinguished lecture) and the corresponding pay code.

Refer also to above Glossary of Terms, 15.

HR staff

3.1 A faculty casual academic administrator has sought advice about a casual academic who has not provided their qualification to be kept on file, but would like to be paid the Doctorial qualification rate. What advice should I give?

If the casual academic does not have a relevant doctoral qualification and has not been formally assessed as equivalent, advise the administrator to use the pay codes/rates for those without a Doctorial qualification.

If the academic casual wishes to be paid at the doctoral rate, they are required to produce evidence of the qualification and this evidence is to be held centrally by HR for payroll purposes.

Refer also to above Glossary of Terms, 2, and FAQs 1.3 and 1.6.

3.2 A faculty casual academic administrator is unsure what rate of pay a non-Doctorial qualification casual academic should get for delivering an online tutorial. What is the rate?

Using Flowchart 3, navigate to the 'tutorial' circle and you will find the non-Doctorial qualification pay code for a tutorial and repeat tutorial.

Rates of pay that correspond with pay codes are found in the [UOW \(Academic Staff\) Enterprise Agreement, 2019](#).

Refer also to above Glossary of Terms, 5 and 6.



3.3 A faculty casual academic administrator is unsure of whether they should action a casual academic's timesheet in which 'ancillary' is entered for a Faculty Staff Forum. What should they do?

If the casual academic was required to attend the forum then the administrator can action the timesheet. If the casual academic chose to attend the forum but wasn't required to, then the Faculty is not obliged to pay them. The approver should check with the Subject Coordinator to determine this.

Ideally the administrator should ensure they have, and record (for audit purposes), written confirmation that attendance at the forum was required.

Refer also to above Glossary of Terms, 7. Note if they were required to attend and the forum was for 1 hour they are entitled to a minimum payment. They must note in the comments "minimum payment required" on the timesheet.

3.4 A Faculty Executive Manager has enquired about what rate of pay an Honorary Fellow should be paid if they have been invited on campus to deliver a lecture that is outside of the usual lectures for a subject.

They can receive any lecture rate of pay. It is at the Faculty's discretion to decide the appropriate rate dependent on the status, skills and experience of the Honorary Fellow.

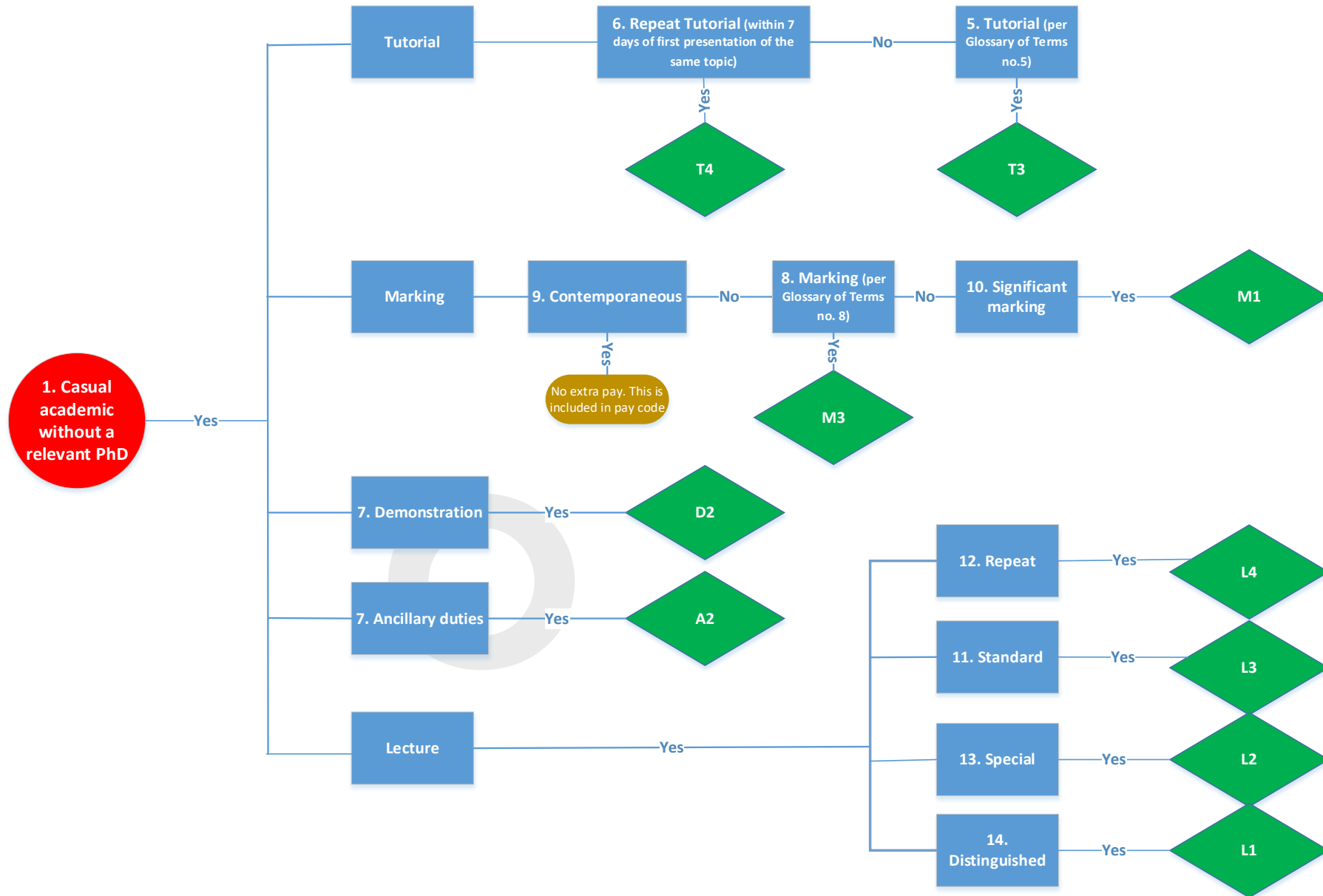
Refer also to above Glossary of Terms, 15. Note to be paid via the HR payroll system they will need to have an assignment as a casual employee not an honorary fellow.

FLOWCHARTS

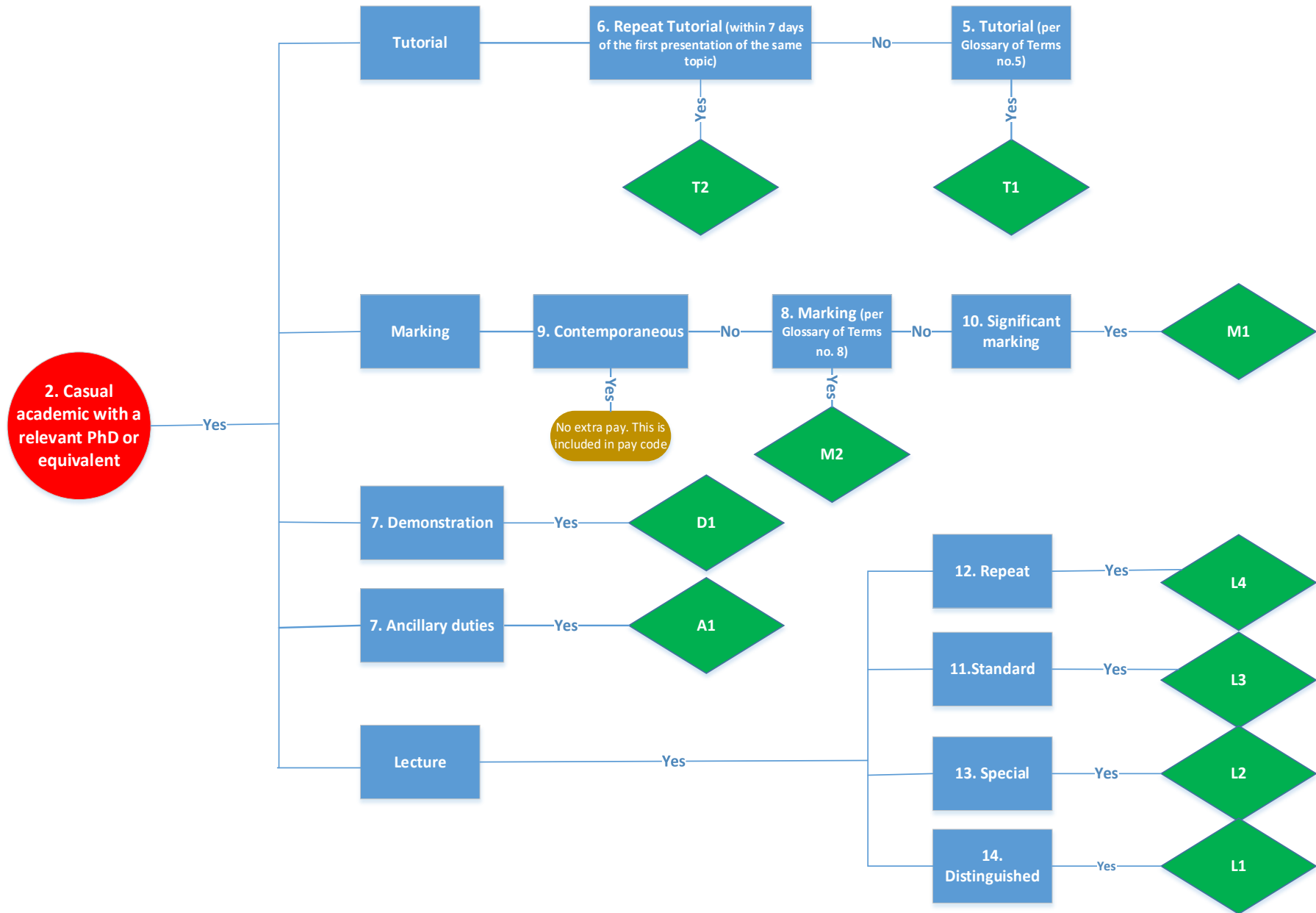
The pay codes shown on the following Flowcharts correspond with rates of pay that can be found in the [University of Wollongong \(Academic Staff\) Enterprise Agreement, 2019](#). The numbers assigned to the terms in the Flowcharts also correspond to the Glossary of Terms above.



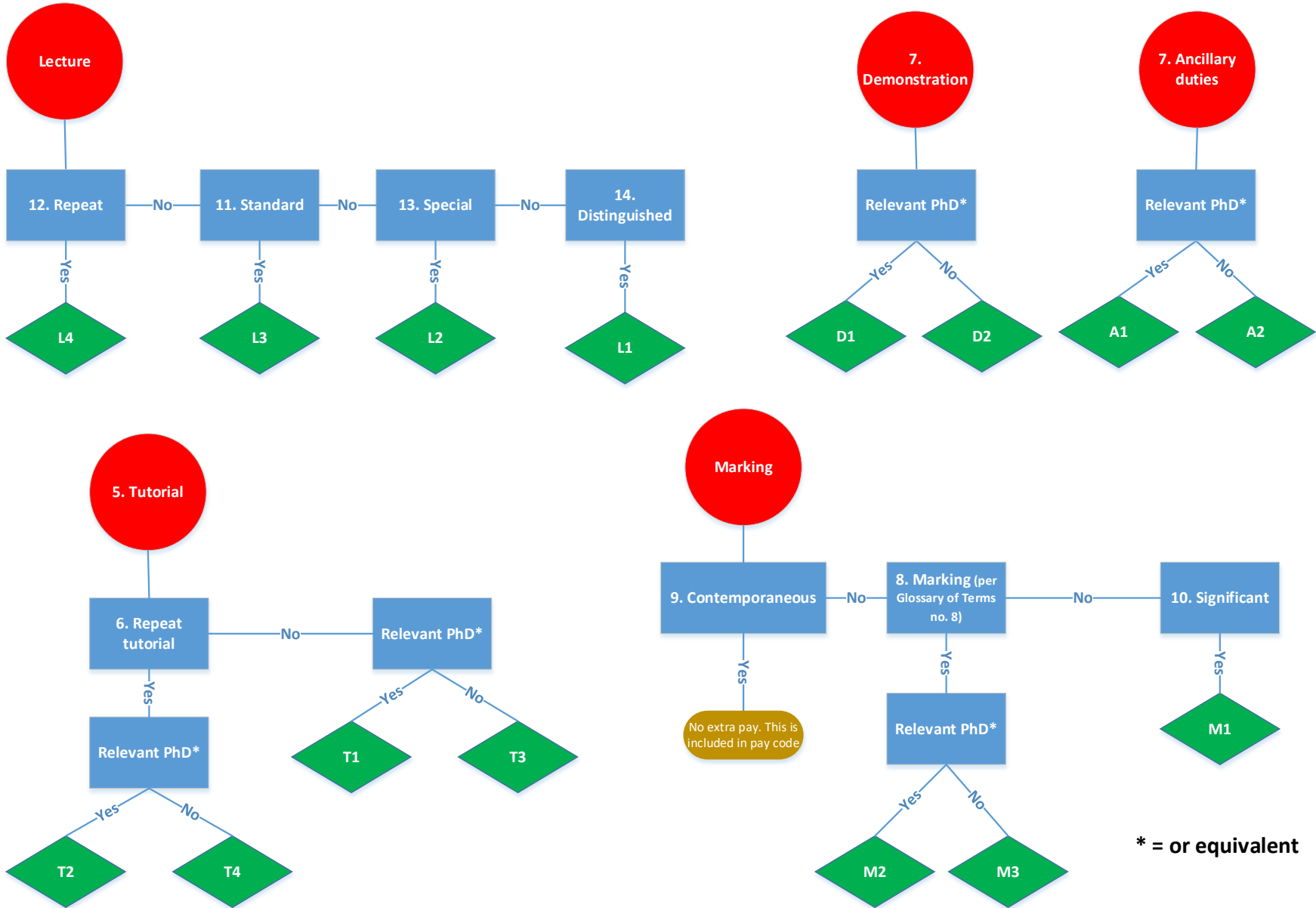
FLOWCHART 1- FROM THE PERSPECTIVE OF STAFF MEMBER



FLOWCHART 2- FROM THE PERSPECTIVE OF STAFF MEMBER



FLOWCHART 3 - FROM THE PERSPECTIVE OF SERVICE DELIVERY





AMENDMENT SUMMARY

Version	Amendments
1.1	Inclusion of requirements for minimum payment under the EA variation, including various examples

