

**AN AGREEMENT BETWEEN THE  
LITTLE EGG HARBOR TWP. EDUCATION ASSOCIATION  
AND THE  
BOARD OF EDUCATION OF  
LITTLE EGG HARBOR TOWNSHIP  
COUNTY OF OCEAN, NEW JERSEY**

**2015 to 2018**

## PREAMBLE

This Agreement entered into this \_\_\_\_ day of \_\_\_\_\_, by and between the Board of Education of Little Egg Harbor Township, County of Ocean, State of New Jersey, hereinafter called the "Board," and the Little Egg Harbor Township Education Association, hereinafter called the "Association."

## WITNESS

WHEREAS, the Board and the Association recognize and declare that providing a quality education for the students of the Little Egg Harbor Township District is their primary aim and that the character of such education depends predominately upon the quality of teaching, the availability of materials, the functional utility of facilities, the release of imagination in planning, the application of democratic processes in administration, and the maintenance of high morale among the teaching faculty, and

WHEREAS, the members of the teaching profession are particularly qualified to advise on programs designed to improve educational standards, and

WHEREAS, the Board has an obligation, in accordance with Public Employer-Employee Relations Act, to negotiate with the Association as the representative of employees hereinafter designated with respect to the terms and conditions of employment, and

WHEREAS, the parties have reached certain understandings which they desire to confirm in this agreement, be it

RESOLVED, in consideration of the following mutual covenants, it is hereby agreed as follows:

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## ARTICLE I RECOGNITION

### 1.01 Unit

The Board hereby recognizes the Association as the exclusive and sole representative for collective negotiations concerning grievances and terms and conditions of employment for all teachers, whether under contract, or on leave.

Excluded are the following:

- Superintendent
- Assistant Superintendent
- Principal
- Elementary Supervisors
- All Supervisory Personnel
- Director of Special Services
- Director of Curriculum and Instruction
- Business Administrator/Board Secretary
- Community School Personnel
- Substitute Teachers
- Non Aligned Staff
- Confidential Staff
- Doctor
- Dentist
- Occupational Therapist

### 1.02 Definition of Teacher

Unless otherwise indicated, the term "teacher" when used hereinafter in this Agreement, shall refer to all full-time and part-time professional employees under contract represented by the Association in the negotiating unit as above defined. References to male teachers shall include female teachers, and references to female teachers shall include male teachers.

ARTICLE II  
NEGOTIATION OF SUCCESSOR AGREEMENT

2.01 Deadline Date

The parties agree to enter into collective negotiation over a successor Agreement in accordance with Public Employer-Employee Relations Act in a good-faith effort to reach agreement on all matters concerning the terms and conditions of teachers' employment. Any Agreement so negotiated shall apply to all teachers, be reduced to writing, be signed by the Board and the Association, and be adopted by the Board.

2.02 Modification

This Agreement shall not be modified in whole or in part by the parties except by an instrument in writing duly executed by both parties.

2.03 Negotiations of Successor Agreement

In the event of the Public Employment Relations Commission or other public body having appropriate jurisdiction establishing a mandatory timetable for such negotiations, the parties agree to be bound by said timetable, anything contained herein to the contrary notwithstanding.

2.04 It is understood by all parties that negotiations will be conducted in good faith.

ARTICLE III  
GRIEVANCE PROCEDURE

- 3.01 The term grievance means a complaint by any teacher that there has been an inequitable, improper or unjust application, interpretation or violation of a policy, agreement or administrative decision affecting said teacher, or that said policy, agreement or administrative decision itself is inequitable, improper or unjust. The term grievance shall not apply to any matter for which a method of review is prescribed either by Law or by any rules or regulations of the State Board of Education.
- 3.02 An aggrieved teacher shall institute action under the provisions herewith within 20 working days of the occurrence complained of or within 20 working days after he should reasonably be expected to know of its occurrence. Failure to act within said 20 working days shall be determined to constitute abandonment of the grievance provided that where an occurrence is part of a recurring series of events, those events occurring more than 20 working days prior to the institution of the procedures provided herewith may be considered for the purpose of determining the validity of the complaint.
- 3.03 A teacher processing a grievance shall be assured freedom from restraint, interference, coercion, discrimination, or reprisal.
- 3.04 In the presentation of a grievance, the teacher shall have the right to present his appeal pro se, by attorney or to be represented by the Association, but may not be represented by any other organization. When a teacher is not represented by the Association, the Association shall have the right to be present and to state its views before the Administrator and all levels above.
- 3.05 Teachers are requested first to discuss their grievance orally with their immediate superiors. Such oral discussion should be with the School Administrator. Such discussion should occur during the 20 working day period and shall not extend it except by written consent of the School Administrator.
- 3.06 If the grievance is not resolved to the teacher's satisfaction, the teacher shall submit his grievance in writing to the Administrator of the school within ten (10) working days of the date of the oral discussion with the immediate supervisor. The written grievance shall specify:
- (a) The specific provision(s) of this agreement, Board policy (ies) or administrative decision(s) which give rise to the grievance.
  - (b) The date the alleged grievance occurred.
  - (c) The nature and extent of the injury or loss.
  - (d) The results of the prior discussions.
  - (e) The relief or remedy sought.

- 3.07 Within 5 school days from the receipt of the written grievance, the Administrator shall set a day for a hearing which shall be within 10 school days from the receipt of the written grievance unless a different period is mutually agreed upon.
- 3.08 Within 10 days after said hearing unless a different period is mutually agreed upon, the Administrator shall, in writing, advise the teacher and his representative, if there be one.
- 3.09 In the event of the failure of the Administrator to act in accordance with the provisions of Paragraphs 3.07 and 3.08, or in the event a determination by him or her in accordance with the provisions thereof is deemed unsatisfactory by any party, the dissatisfied party within 10 days of the act or failure to act may appeal to the Board of Education.
- 3.10 Where an appeal is taken to the Board, there shall be submitted by the grievant a statement of the dissatisfaction of the party appealing to which shall be attached copies of all previous writings. A copy thereof (which may be without attachments) shall be delivered to the Administrator and all other parties. The grievant shall request a hearing if desired.
- 3.11 The Board shall review the grievance and hold a hearing with the teacher, and excepting for good cause shown, render a decision in writing within 30 calendar days of receipt of the grievance by the Board.
- 3.12 In the event that the grievant, or the Association, as the case may be, shall be dissatisfied with the disposition by the Board, a further appeal shall be allowed within 15 days thereof, as follows:
  - a) A matter arising under school law may be appealed to the Commissioner of Education pursuant to the rules and regulations of the State Board of Education.
  - b) A matter relating to terms and conditions of employment, and not cognizable before the Commissioner of Education, may be taken to binding arbitration by the Public Employment Relations Commission.
- 3.13 If, in the judgment of the Association, a grievance affects a group or class of teachers, the Association may submit such grievance in writing to the Administrator directly and the processing of such grievances shall be commenced at that level.
- 3.14 Once initiated, the Association may process a grievance through all levels of the grievance procedure even though the aggrieved person does not wish to do so.
- 3.15 All hearings under this procedure shall be conducted in private and shall include only persons directly concerned and their designated or selected representative.



3.16 A mutually acceptable form will be utilized to facilitate the above grievance procedure after the first five (5) steps have been completed.

## ARTICLE IV RIGHTS

### 4.1 TEACHER RIGHTS

- 4.01 **Statutory Savings Clause**  
Nothing contained herein shall be construed to deny or restrict to any teacher such rights as he/she may have under New Jersey School Laws, or other applicable laws and regulations.
- 4.02 **Just Cause Provision**  
No teacher shall be disciplined or reprimanded without just cause. Any such action asserted by the Board, or any agent or representative thereof, shall be subject to the grievance procedure herein set forth.
- 4.03 **Suspensions**  
No teacher shall be deprived of pay without the Board's formal suspension, except that the withholding of an increment shall be pursuant to statute.
- 4.04 **Criticism of Teachers**  
Any question or criticism by the Administrator or Board Member of a teacher and his/her instructional methodology shall be made in confidence and not in the presence of students, parents, or other public gatherings unless the teacher chooses to make such questions or criticisms public.
- 4.05 **Association Identification**  
No teacher shall be prevented from wearing standard, or conventional pins, or other identification of membership in the Associations or its affiliates.
- 4.06 **Involuntary Transfers**
- a) In the event that involuntary transfer becomes necessary, every effort will be made by the Administrator to meet with the individuals involved.
  - b) In the event that a teacher objects to the transfer or reassignment, the teacher can file a letter stating his or her feelings concerning the transfer.

#### 4.07 BOARD RIGHTS

- 4.07 The Board reserves to itself sole jurisdiction and authority over matters of policy and retains the right, subject only to the limitations imposed by the language of this Agreement, in accordance with applicable laws and regulations:
- (a) To direct employees of the school district.
  - (b) To hire, promote, transfer, assign and retain employees in positions in the school district, and for just cause to suspend, to demote, discharge or take other disciplinary action against employees.
  - (c) To relieve employees from duty because of lack of work or other legitimate reasons.
  - (d) To maintain the efficiency of the school district operations entrusted to them.
  - (e) To determine the methods, means and personnel by which such operations are to be conducted.
  - (f) To take whatever actions may be necessary to carry out the mission of the school district in situations of emergency.
- 4.08 It is understood by all parties that under the rulings of the Courts of New Jersey and the State Commissioner of Education, the Board of Education is forbidden to waive any rights or powers granted it by law.
- 4.09 The parties agree that the procedures outlined in the Agreement are binding to both parties.
- 4.10 The Little Egg Harbor Township Board of Education is an Affirmative Action/Equal Opportunity Employer.

ARTICLE V  
ASSOCIATION RIGHTS AND PRIVILEGES

- 5.01 Information  
The Board agrees to furnish to the Association, in response to reasonable request, available and non-confidential information concerning the financial, educational and personnel resources of the school district as reasonably needed to negotiate, investigate, or process grievances on behalf of its members or other materials that affect terms and conditions of employment. Such requests shall be submitted to the Superintendent in writing on the appropriate form.
- 5.02 Released Time for Meetings  
Whenever any representative of the Association or any teacher participates during working hours in negotiations, grievance proceedings or conferences, or meetings, they shall suffer no loss in pay provided they are called by the Administrator or the Board of Education. The President will receive 1 period per week up to 60 minutes to attend to business related to the running of the Association.
- 5.03 Use of School Buildings  
The Association and its representatives shall have the privilege to use school buildings at all reasonable hours for meetings when not in conflict with previous commitments. Prior approval from the Administrator is required for use of building/facilities which shall not be unreasonably withheld.
- 5.04 Use of School Equipment  
The Association shall have the privilege to use school facilities and equipment, including copy machines, computers and assorted technology, and all types of audiovisual equipment at reasonable times when such equipment is not otherwise in use. The Association shall furnish all materials and supplies incidental to such use, and any repairs necessitated as a result thereof.
- 5.05 Bulletin Boards  
The Association shall have the exclusive use of a bulletin board in the faculty lounge.
- 5.06 Orientation Programs  
All orientation programs for new teachers shall be planned by the Board and the Association.
- 5.07 Mail Facilities and Mailboxes  
The Association is granted the privilege of using the inter-school district mail facilities, e-mail and school mailboxes as it deems necessary with the approval of the Administrator, and consistent with Board policy.

5.08 All District and unit vacancies shall be adequately publicized by the Superintendent in accordance with the following procedure:

1. A notice shall be sent by e-mail to all staff and posted on the employer's website as far in advance as practicable, but no less than ten (10) workdays before the final date when applications must be submitted.
2. Employees who desire to apply for such vacancies shall submit their applications in writing to the Superintendent or designee within the time limit specified in the notice, and the Superintendent or designee shall acknowledge promptly in writing the receipt of all such applications.
3. The qualifications for any vacancy position, its duties, and the rate of compensation shall be included in the posting.

ARTICLE VI  
TEACHER WORK YEAR

6.01 The first two (2) days of school shall be Teacher Orientation/Administrative Meeting Days. On one (1) day, teachers will be required to report for mandated training in the morning, and then shall report to their respective building for administrative meetings. The Association will have one (1) day to conduct Association meetings; teachers shall have the remainder of that day to prepare their rooms for the opening of school. Students will not be present on either of these two (2) days. Members of the Administrative Team will meet with the Association representatives prior to the end of August to plan the schedule for each of the two (2) Teacher Orientation/Administrative Meeting Days.

Prior to the first week of school, teachers shall have access to their rooms for extended hours for the purpose of room setup and preparation. The Administration shall notify teachers of accessible hours and days.

6.02 The Association may communicate, in writing or in person, with the Board to present views on the school calendar prior to its adoption. Final approval shall rest in the hands of the Board.

6.03 The teacher work year shall be 183 days.

ARTICLE VII  
TEACHING HOURS AND TEACHING LOAD

7.01 Teacher Day

(a) Sign-in Procedure

Teachers shall indicate their presence for duty by swiping their ID card in the appropriate area to indicate arrival and departure of the building during the work day.

(b) Teacher Work Day

Teachers are required to be at their work station at the beginning of the workday, which shall not exceed seven (7) hours, in which shall be included all pupil contact time as provided in Paragraph 7.02 of this Article and the duty-free lunch period provided in Paragraph 7.03. Allocation of this time shall be at the discretion of the Administrator, subject to Board approval.

In the case of a delayed opening, the following sign-in times and delayed opening times are applicable:

Sign-in Time on Delayed Openings:

FPE 9:40 a.m.  
GJM 10:35 a.m.  
ECC 10:35 a.m.

Delayed Opening Start Time:

FPE 9:50 a.m.  
GJM 10:45 a.m.  
ECC 10:45 a.m.

(c) Early Departure

Teachers shall on Fridays and on days immediately preceding a school holiday or vacation, leave as soon as the last student bus departs. The last teacher day in the school calendar is not interpreted as a day immediately preceding a holiday or vacation. As has been the practice in the District, teachers shall remain in school for the purpose of closing out their records, turning in their keys, etc.

7.02 Elementary Teaching Load

(a) The daily teaching load in the elementary school shall not exceed:

- Six (6) hours and fifteen (15) minutes of pupil contact.
- Stated time could be changed by agreement between the Board and the Association.

(b) All teachers shall, in addition to their lunch period, have five preparation periods per week during which they shall not be assigned to any other duties.

The total weekly preparation time shall be equal for all teachers. No teacher shall leave the building during the preparation period without prior approval of the building principal.

- 1) Preparation periods shall be for 40 consecutive minutes for a full day; 30 consecutive minutes for an early dismissal/delayed opening days.
- 2) The above time frames are predicated upon:
  - a) Normal school days (excluding "early closing" or "delayed opening" days).
  - b) Preschool Teachers having the same aggregate amount of time, but not necessarily the consecutive minute aspects thereof; the times necessary for the teacher to pick up and/or deliver his/her class to the Special is included.
- 3) Part-time teachers - A twenty (20) minute prep period only will be provided within the assigned schedule on any workday less than a full workday.
- 4) Should the Board of Education propose changing the aforesaid preparation time language, such proposed change shall be first negotiated with the Association.
- 5) Maximum number of preparation periods in any one day shall be two (2).
- 6) The District may utilize up to twenty (20) of each teacher's preparation periods each year for the purpose of promulgating State Department of Education objectives, for curriculum work, for administrative meetings related to teaching assignment(s) and/or for the purpose of conducting post observation conferences.

### 7.03 Lunch Periods

- (a) Teachers shall have a daily duty-free lunch period of forty-five (45) minutes for a full day and thirty (30) minutes on early dismissal days. On early dismissal days, the thirty (30) minute lunch shall occur while the students are in the building.
- (b) On days when students are dismissed early (except for school closings due to inclement weather or another emergency), staff in-service shall begin thirty (30) minutes after the last bus departs for FPE, GJM and ECC. On days when students are dismissed early (except for school closings due to inclement weather or another emergency), parent conferences shall begin at 1:05 p.m. for FPE and 2:00 p.m. for GJM and ECC.
- (c) If the teacher returns from a field trip after the regularly scheduled lunch period, the teacher may not be able to receive either all or part of their duty free lunch.



#### 7.04 Double/Wave Sessions

In the event that all or part of the school is on double or wave sessions, the work day for all teachers shall not exceed six (6) hours, and the daily teaching load shall not exceed five (5) hours of pupil contact.

#### 7.05 Field Trips

Field trips shall be scheduled and implemented in a manner which shall be mutually agreed upon by the teachers participating in them. Written permission for field trips shall be obtained from the Administrator to guarantee insurance coverage as a school sponsored activity.

#### 7.06 Evening Meetings

The expressed purposes of district sponsored evening meetings are:

- 1) The enhancement of communication about progress of children in district programs.
- 2) The opportunities to extend school related activities to students and their parents.

Teachers shall be required to attend 4 evening meetings each school year without additional compensation. Such required evening meetings include one Back to School experience along with a combination of three Parent/Teacher conference evenings. All teachers who are required to run/plan an evening/extended school day event will be compensated for a maximum of two hours per event at the Professional Teaching Assignment Rate.

These shall be designated as follows:

1. Back to School Experience - All professional staff in the district shall be required to participate in one (1) one and one half hour Back to School experience annually. This may be the district sponsored evening or any approved alternative program proposed by the teacher(s) and approved by the building administrator. (In the event of disagreement over the appropriateness of any proposed alternative experience, final approval will be the decision of the Superintendent in consultation with the President of the LEHTEA).
2. Parent/Teacher Conferences – All regular education classroom teachers will be required to attend three (3) evening parent/teacher programs annually. Two (2) Fall conferences and one (1) Spring conference are mandatory. An administrator shall be present in buildings until all parents have left the buildings.

Members of the following groups may opt for conference participation or may substitute one or more approved district sponsored events for their annual conference obligation: Teachers of Basic Skills and/or Special Education, Child Study Team Members, and Special Area Teachers (including Nurses.) Proposals for alternative programs must be submitted to the building administrator for approval.

#### 7.07 Faculty Meetings

- (a) Teachers shall be available for up to one (1) Superintendent/Principal called faculty meetings per month of up to one (1) hour duration, computed from the time the last student bus leaves.
- (b) No faculty meeting shall be held on a Friday or before a school holiday or vacation.

#### 7.08 Planning Time/Schedules

- (a) The LEHTEA and the Superintendent or designee will meet prior to the upcoming school year to discuss proposals regarding the reorganization of daily schedules in each building. These discussions will include the exploration of current proposals as well as additional proposals aimed at providing adequate articulation time for staff within the current school day. A determination will be made at this time regarding one or more proposals to be implemented for the upcoming school year.
- (b) Prior to February 1 of each school year, the representatives of the LEHTEA, the Superintendent or designee will meet to discuss the effectiveness of the implemented schedule modifications. At this time consideration will be given to the potential impact of altering contractual language governing mandated prep periods as well as to the implementation of periodic early dismissal schedules.
- (c) The Board shall be given a full and detailed report regarding any proposed modification of the School scheduling or altering of contractual language.

## ARTICLE VIII SPECIALISTS

- 8.01 The Board and the Association recognize the fact that competent specialists are desirable in the operations of an effective educational program.
- 8.02 The Association may communicate in writing or in person with the Board to present views on needs for specialists. Final approval shall rest in the hands of the Board.
- 8.03 Specialists
- a. 12 month employees – media specialists, CST (up to 3) members (optional clause for working added so all members do not have to work during the summer).
  - b. Definition: Same as a 10 month teacher.
  - c. July 1 to August 31 – any holiday considered work days.
  - d. Salary divided by # of pay periods for 12 months – all appropriate withholdings for 12 months, shall be paid on the 15<sup>th</sup> and 30<sup>th</sup> of each month or last working day prior to the 15<sup>th</sup> and 30<sup>th</sup> of each month.
  - e. Number of work days and work hours (start and end time) mutually agreed upon.
  - f. Other days are considered unpaid vacation days.
  - g. Add 1 sick day and 1 personal day for July/August.
  - h. Formula for salaries:
    1. 20 days = 10 month salary x 1.1 = total 12 month salary
    2. 25 days = 10 month salary x 1.125
    3. 30 days = 10 month salary x 1.15
  - i. CST members will work a 7 hour day in summer months and be on the “20” day schedule as noted above in h (1). There will be a one (1) hour lunch during the summer.

ARTICLE IX  
NON-TEACHING DUTIES

9.01 Intent

The Board and the Association acknowledge that a teacher's primary responsibility and function is to teach.

9.02 Application

(a) List of non-teaching duties

- 1) The Board agrees that wherever possible standardized tests be machine scored.
- 2) Teachers will do moving of furniture and teaching equipment normally associated with classroom teaching, and custodial duties will be performed by the custodial staff.

ARTICLE X  
TEACHER EMPLOYMENT

10.01 Placement on Salary Schedule

(a) Adjustment to Salary Schedule

Each teacher shall be placed on his proper step of the salary schedule as of the beginning of each school year in accordance with Paragraph 10.01(b)(2) below. Any teacher employed prior to February 1 of any school year shall be given full credit for one (1) year of service toward the next increment step for the following year.

(b) Initial Placement on Salary Guide

- 1) The Board of Education shall be permitted to hire teachers giving them up to full credit for a prior teaching experience where New Jersey or other state certification is required.
- 2) No teacher hereafter shall be hired and placed on the salary guide at a higher salary than is earned by a present staff member having a like amount of teaching experience. However, should the District require an additional or other Speech Therapist, LDTC, School Psychologist and/or Certified Social Worker, the Board may hire an individual to fill such position at a salary above the limitation placed thereon by sentence 1 herein above.
- 3) Permanent Certified Speech Therapists hired before July 1, 2015 shall receive an additional non-pensionable stipend of \$500 per year.

ARTICLE XI  
SALARIES AND BENEFITS

11.01 Salary Schedule

The 2015-2016, 2016-2017, 2017-2018 salary guides are attached in APPENDIX I.

Salaries shall be increased by 2%:	2015 – 2016
Salaries shall be increased by 2.7%:	2016 – 2017
Salaries shall be increased by 2.7%:	2017 – 2018

11.02 Method of Payment

(a) Ten (10) Month

Each teacher employed on a ten (10) month basis shall be paid on the 15<sup>th</sup> and 30<sup>th</sup> or last working day prior to the 15<sup>th</sup> and 30<sup>th</sup> of each month.

(b) Final Pay

Each Teacher shall receive his/her final pay and the pay schedule for the following year on the last working day in June when, and if, final check-out list has been approved.

(c) Twelve (12) Month Option

Teachers may have the option of being paid over a period of twelve (12) months and shall be paid on the 15<sup>th</sup> and 30<sup>th</sup> or last working day prior to the 15<sup>th</sup> and 30<sup>th</sup> of each month.

11.03 Non-teaching Assignments

These are assignments which do not involve teacher/learner interactions.

Only teachers who volunteer/apply for such after school or summer curriculum work shall be so assigned.

Teachers shall be compensated according to the following schedule:

2015 – 2016 - \$35.00
2016 – 2017 - \$35.00
2017 – 2018 - \$35.00

#### 11.04 Professional Teaching Assignments

These are assignments which involve the teaching of children and include the activities of planning, teaching and evaluation.

Included are the following activities but not limited to the following: Summer Academy, Special Education Extended School Year Program, Homebound Instruction, Tutoring, Summer Orientation, and Before or After School Tutoring/Extra Help Program.

Establishment and supervision of an after school club or activity shall be at the discretion of the Superintendent with Board approval. Any teacher desirous of applying to establish a regularly scheduled weekly club or activity shall do so by November 1st of the previous school year on the appropriate form.

Teachers shall be compensated according to the following schedule:

2015 – 2016 - \$35.00  
2016 – 2017 - \$35.00  
2017 – 2018 - \$35.00

Exception: Turnkey presentations on topics related to a workshop which the teacher attended which had been paid for by the Board. Such turnkey presentations without compensation shall not be longer than two (2) hours in duration, whether a single presentation or a series of presentations.

#### 11.05 Stipends

Teachers shall be compensated according to the following schedule:

2015 – 2016 - \$2,000  
2016 – 2017 - \$2,100  
2017 – 2018 - \$2,100

1. Job descriptions are subject to Board approval.
2. Any new jobs are subject to Board approval.
3. The guide will be mutually developed between the parties or parties' designees.
4. Final guides are subject to Board approval.
5. Jobs include but not limited to: Yearbook (1 per building), Lead Teacher (1 per grade level per building), Safety Patrol (1 per building), Student Government (1 per building). Number of positions to be mutually agreed upon.

## 11.06 Fringe Benefits

- (a) The Board of Education shall provide to all eligible Association Members and their dependents full family health-care insurance coverage as negotiated through the 2014-15 School Employees Health Benefits Plan. Eligible Association members shall contribute the Tier 4 amount set forth by P.L.2011, Chapter 78 from September 1, 2015 until June 30, 2016.

Beginning September 1, 2016 until June 30, 2018, eligible Association members' contribution rate shall remain frozen at the fixed dollar amount being paid by the employee on June 30, 2016. New employees shall contribute at the amount listed on Year 4 of the phase-in for employees from P.L. 2011, Chapter 78.

In the event a new law concerning the health benefits contributions is passed before June 30, 2018, the association agrees to meet with the Board to discuss the impact of the new law on employee contributions.

The Board of Education shall provide each employee, upon completion of appropriate forms, insurance coverage equal to or greater than New Jersey School Employees' Health Benefits Plan (SEHBP) with full family and dependency coverage for each teacher when eligible. The current coverage is provided through the SEHBP; however, the choice of the carrier is reserved to the Board. The Direct 15 will be the benchmark plan.

- (b) Mandatory Generic - The prescription drug co-pays will be \$3.00 generic/\$10.00 name-brand. Generic drugs must be utilized if available, unless a physician orders otherwise and documents in writing the reason(s) the name-brand drug is medically necessary.
- (c) Waiver of Benefits - The Board will pay employees to waive their medical insurance in accordance with the State of New Jersey guidelines.
- (d) During the term of this Agreement, the Board of Education shall continue to provide teachers with dental insurance under Delta Dental, or equivalent.
- (e) Disability - the Board of Education will assume 100% of the cost of the Prudential Base Plan, or equivalent.
- (f) Tuition Reimbursement - The Board will reimburse a portion of the tuition for graduate courses according to the following schedule up to an annual limit of \$65,000. All reimbursable graduate courses shall be subject to the approval of the Superintendent and require that at least a B average is maintained. Courses will be limited to those which are directly applicable to employment in the district. Approval of the Board is required prior to registration for said



graduate courses. Courses which are a part of an approved Master's program will be automatically approved once the degree program has received approval from the Superintendent. Teachers who are reimbursed shall be required to be employed by the Board for 5 years after receiving such tuition reimbursement or shall pay back the reimbursement on a prorated basis of 20% per year each year short of 5 years. The Board shall retain the right to waive such requirement on a case by case basis should a hardship situation exist.

Distribution Schedule:

- A total of Twelve (12) credits per employee yearly will be reimbursed at 65% for each period as money is available.
- Money for a graduate course is divided into 3 sections....1/3 for Summer, 1/3 for Fall, 1/3 for Spring. Should there be insufficient money to reimburse courses at 65%, the money will be divided equally using a formula which divides the money available by the number of courses taken during that period (summer, fall, spring).
- If there is not enough money to reimburse each person at the 65% rate, the funds will be divided equally by the number of courses.
- Teachers shall be eligible for tuition reimbursement after their first year of employment.

Graduate Reimbursement Guidelines

Procedure:

- 1) Obtain Board approval for course.
- 2) Use correct form – Please submit at least one week prior to Board Meeting.
- 3) Supply verification of tuition costs only...Do not include any fees.
- 4) Written acknowledgement will be received after the course is approved at the Meeting.
- 5) Submit copy of grade/transcript, tuition cost verification, and proof of payment upon completion of the course.
- 6) If eligible, fill out a request form for guide advancement and turn into the Superintendent's office.

Timeline:

Summer Courses

- 1) Submit for approval no later than the August Board meeting.
- 2) Submit for reimbursement no later than October 31<sup>st</sup>.

\*\*\*If grades aren't available by this date, please notify the Superintendent's office\*\*\*

Fall Courses

- 1) Submit for approval no later than the October Board meeting.
- 2) Submit for reimbursement no later than the last day of February.

\*\*\*If grades aren't available by this date, please notify the Superintendent's office\*\*\*

Spring Courses

- 1) Submit for approval no later than the February Board meeting.
- 2) Submit for reimbursement no later than June 30<sup>th</sup>.

\*\*\*If grades aren't available by this date, please notify the Superintendent's office\*\*\*

Movement on the Guide

- For Courses Completed by December 31<sup>st</sup>-Guide movement will take place February 1<sup>st</sup>
- For Courses Completed by June 30<sup>th</sup>- Guide movement will take place September 1<sup>st</sup>
- For Courses Completed by August 31<sup>st</sup>- Guide movement will take place October 1<sup>st</sup>

11.07 Travel Expenses

If an Administrator sends a teacher or teachers on official school business out of the district during or after regular school hours, said teachers shall be reimbursed, if required, for travel expenses as per the state travel reimbursement guidelines contained in the New Jersey Office of Management and Budget (NJOMB).

11.08 Retirement

A teacher who notifies the Board in writing on or before January 2 of any year of their intention to retire at the end of that school year, and who actually files a retirement notice with the New Jersey State Retirement System, shall be entitled to receive a Terminal Leave Compensation. Said Terminal Leave Compensation shall be computed as follows: For every two (2) days of accumulated unused sick leave, the teacher shall be paid for one (1) day at the per diem rate in existence in the year of retirement. The maximum accumulation for such purpose shall be two hundred fifty (250) days which will result in a payout equal to one hundred twenty-five (125) days. In order to qualify for Terminal Leave Compensation, the teacher retiring must have at least fifty (50) accumulated unused sick days at the time of his retirement.

A teacher, after notifying the Board of Education Business Office of intention to retire, will indicate a desired distribution schedule for the Terminal Leave Compensation, not to exceed three (3) annual payments. The chosen distribution schedule shall be mutually agreeable by both the superintendent and the prospective retiree. Said payments shall be made on the first pay period following the effective retirement date and then on the annual anniversary date of that pay period for the duration of the agreed upon distribution schedule.

Should the retiree predecease the complete distribution of the Terminal Leave Compensation, the remaining unpaid distribution shall be paid to the deceased's beneficiary on the earlier of the July 1 immediately following the retiree's death or the next scheduled annual distribution date.

For any teacher hired after May 21, 2010, sick leave will be capped for unused sick leave at \$15,000 as per P.L. 2010, Chapter 3.

#### 11.09 Teacher Academy

- a. The Board will sponsor the development and implementation of a local Teacher Academy for the purposes of providing locally sponsored professional growth courses and/or opportunities.
- b. Teachers who teach for the academy may choose CEU's or pay for their first time teaching a class. Teachers who teach the same class more than once shall receive payment at the current Professional Teaching Assignment hourly rate.

#### 11.10

#### BENEFIT ENTITLEMENT

#### FULL AND PART-TIME TEACHER

#### CHART A

<b>Days Worked</b>	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>
Personal Days	1	1	2	2	3
Sick Days	2	4	6	8	10 + 2 non-cumulative
Evening Meetings	3	3	4	4	4

ARTICLE XII  
TEACHER ASSIGNMENT

12.01 Notification

(a) Date for Presently Employed Teachers

As far as possible, all teachers shall be given written notice of their salary schedules and class assignments for the forthcoming year not later than May 15<sup>th</sup>.

ARTICLE XIII  
VOLUNTARY TRANSFERS AND REASSIGNMENTS

13.01 Notification of Vacancies

- (a) As vacancies become known the Administrator shall notify the Association.
- (b) Requests to fill vacancies shall be submitted within 7 days of notification. No position shall be filled until all properly submitted applications have been considered. The Board agrees to give due weight to professional background and attainments of all applicants and other relevant factors.
- (c) When all factors are substantially equal, preference shall be given to qualified teachers already employed by the Board. However, the final decision shall be made by the Administration with the approval of the Board.

13.02 Filing Requests for Transfer or Reassignment

Teachers who desire a change in grade assignment may file a written statement of such desire with the Administrator. Such statement shall include the grade to which the teacher desires to be assigned, in order of preference and reasons for request. Such requests for reassignments shall be submitted not later than May 15<sup>th</sup>.

ARTICLE XIV  
SUMMER SCHOOL PROGRAM

14.01 When all factors are substantially equal, preference shall be given to qualified teachers already employed by the Board. However, the final decision shall be made by the Administration with the Approval of the Board.

14.02 Criteria

In filling such positions, consideration shall be given to a teacher's area of competence, major and/or minor field of study, quality of teaching performance, attendance record, and length of service in the Little Egg Harbor Township School District. When all other factors are substantially equal, preference shall be given first to teachers who have taught the subject and/or grade level in question during the regular school year and then to teachers who have taught the grade and /or subject in question on a regular basis at any time during the preceding four (4) years.

14.03 Salary

Teachers shall be compensated according to the following schedule:

2015 – 2016 - \$35.00

2016 – 2017 - \$35.00

2017 – 2018 - \$35.00

ARTICLE XV  
TEACHER OBSERVATION/EVALUATION

15.01 Teachers shall be evaluated consistent with applicable state statute and regulation. (current references are P.L. 2012, c. 26 and N.J.A.C. 6A:10)

15.02 Pre-conferences

1. An evaluation preconference shall be conducted between the in-district certified supervisor conducting the observation and the employee being evaluated.
  - a. For any teaching staff member, this pre-conference shall include but is not limited to the following issues:
    1. Domains to be observed
    2. Lesson Plan
    3. Characteristics of the students/class profile
  - b. For other certificated staff, the preconference shall include but is not limited to the following:
    1. Domains/services to be observed
    2. Characteristics of students served
2. A pre-conference, when required, shall occur within 7 work days prior to the observation, not including the day of the observation. Since lesson sequencing and components may vary based on the needs of the students, teaching staff members will not be penalized for adjusting the lessons to meet student needs.

15.03 Observations

1. Each required observation will result in a performance rating which shall be shared with the employee within 15 work days and which shall be discussed at the post-observation conference.
2. Each required observation shall be scheduled at least once during a semester. In addition, there shall be at least 10 work days between the time one evaluation is completed, including the post observation conference and submission of any responses, and the subsequent observation or evaluation.

15.04 Evaluation Reports

1. An employee shall be given a copy of any visit, observation, or evaluation report prepared by his/her evaluator(s) 2 work days before any conference. The teacher may waive their right to wait 2 days for a post-observation conference. No such report shall be finalized or submitted to the Board Office, placed in the employee's file, electronically finalized, or otherwise acted upon until after the post-observation conference with the employee has occurred.

2. Evaluation reports shall be presented to each employee in accordance with the following procedures:
  - a. Such reports shall be addressed to the employee.
  - b. Such reports shall include:
    1. Strengths of the employee.
    2. Specific suggestions as to measures which the employee might take to improve his/her performance in each of the areas wherein weakness have been indicated.
  - c. No employee shall be required to sign a blank or incomplete evaluation form. An employee's signature on a completed evaluation indicates only that an employee has reviewed a copy of the evaluation, not that the employee is in agreement with any or all of the finding of the evaluation.
  - d. Each employee shall have the right to attach a written statement of response/objection to all evaluations within 10 work days after the post-observation conference. Such responses shall be attached to and remain with the evaluation, whether stored physically or electronically.
3. All evaluation reports, documents, records, and other evaluative materials-whether in a non-electronic or electronic form – are considered confidential personnel records and are subject to the confidentiality requirements of P.L. 2012, c. 26, and other statutes establishing confidentiality of public employee records. The individual records may not be made available or released to the public. The school district shall be fully responsible for the security of employee evaluation records and data.

#### 15.05 Post-Observation Conferences

1. Every post-observation conference must occur face-to-face between the certified supervisor conducting the evaluation and the employee who was evaluated. Tenure teachers not on a corrective action plan have the option to complete via written communication including electronically.
2. The post-observation conference shall include data from the observation and all the evidence that shall be included in the evaluation report.



## 15.06 Non-tenure Teachers

- (a) Each non-tenure teacher shall be observed and evaluated in the performance of his or her duties at least three (3) times during each school year, but not less than once during each semester, provided that the number of required observations and evaluations may be reduced proportionately when an individual teaching staff member's term of service is less than one academic year. Each evaluation shall be followed by a conference between that teaching staff member and his or her superior or superiors. The purpose of this procedure is to recommend as to reemployment, identify any deficiencies, extend assistance for their correction and improve professional competence.
- (b) Any teaching staff member receiving notice that a teaching contract for the succeeding school year will not be offered may, within 15 days thereafter, request in writing a statement of the reasons for such non-employment which shall be given to the teaching staff member in writing within 30 days after receipt of said request.
- (c) A non-tenure teacher is subject to at least three (3) observations annually, during which the post observation conference shall be held. Each such conference may cut into twenty-five (25) minutes of preparation time.

## 15.07 General Criteria

- (a) All monitoring or observation of the work performance of a teacher shall be conducted openly and with full knowledge of the teacher. The use of eavesdropping, public address, cameras, audio system, and similar surveillance devices shall be strictly prohibited.
- (b) A teacher shall be given a copy of any class visit or evaluation report prepared by the Administrator. No such report shall be placed in the teacher's file, or otherwise acted upon without prior conference with the teacher. No teacher shall be required to sign a blank or incomplete evaluation form.
- (c) Any teacher, tenured or non-tenured, may request additional observations, and/or additional or longer post observation conferences without the District being in violation of the contract.

- (d) Each teacher is subject to a year end evaluation and the development of a professional improvement plan.
  - (1) The District shall advise each teacher when, during the course of the school day, such conference can be had.
  - (2) Each individual teacher may opt to have the professional growth plan conference held during their preparation period instead of any of the times offered by Administration.

#### 15.08 Personnel (File) Records

##### (a) File

A teacher shall have the right to indicate those documents and/or other materials in his/her file which he/she believes to be obsolete or otherwise inappropriate to retain. Said documents shall be reviewed by the Superintendent and if, in fact, they are otherwise inappropriate or obsolete, they shall be destroyed. Disputes over retention of said documents may be processed in accordance with Title 18A:6-9.

##### (b) Derogatory Material

No material derogatory to a teacher's conduct, service, character or personality shall be placed in his or her personnel file unless the teacher has had an opportunity to review the material. The teacher shall acknowledge that he or she has had the opportunity to review such material by affixing his or her signature to the copy to be filed with the express understanding that such signature in no way indicates agreement with the contents thereof. The teacher shall also have the right to submit a written answer to such material, and his or her answer shall be reviewed by the Superintendent and attached to the file copy.

##### (c) No Separate File

Although the Board agrees to protect the confidentiality of personal references, academic credentials and other similar documents, it shall not establish any separate personnel file.

ARTICLE XVI  
MISCELLANEOUS PROVISIONS

The Agreement shall be presented to all teachers now employed, or considered for employment by the Board.

16.01 Continuance of Benefits Clause

In the event this Agreement is not renewed, an Agreement to continue benefits will be drawn up between the Board and those employees who return to work. This continuance of benefits Agreement would remain in force until such time as a new contract is signed upon.

16.02 Notice

Whenever any notice is required to be given by either of the parties to this Agreement to the other, pursuant to the provisions of this Agreement, either party shall do so by delivery in writing at the following address:

a) If by Association, to Board at:

307 Frog Pond Road, Little Egg Harbor, NJ 08087

b) If by Board, to Association at:

950 Route 539, Little Egg Harbor, NJ 08087  
307 Frog Pond Road, Little Egg Harbor, NJ 08087

ARTICLE XVII  
TEACHER FACILITIES

- 17.01 All teachers shall be provided with a key to their classroom door. Keys to storage compartments shall be provided if available.
- 17.02 An appropriately furnished and air-conditioned room shall be reserved for the exclusive use of the teachers, administrators, instructional assistants and secretarial staff and Board of Education.

ARTICLE XVIII  
PROMOTIONS

18.01 Positions Included

Promotional positions defined as follows:

- (a) Positions paying a salary differential and/or positions on the administrator-supervisory levels of responsibility. All vacancies in promotional positions, including specialists, and/or pupil personnel workers and positions in programs funded by the Federal government shall be adequately publicized by the Administration in accordance with the following procedure: Vacancies shall be forwarded to an Association officer and posted in the faculty rooms of each district building.
  
- (b) When all factors are substantially equal, preference shall be given to qualified teachers already employed by the Board. However, the final decision shall be made by the Administration with the approval of the Board.

ARTICLE XIX  
RULES AND REGULATIONS GOVERNING  
LEAVES OF ABSENCE, ILLNESS, OTHER REASONS

19.01 Sick Leave

(a) Sick Leave, Minimum Allowances, Cumulating Unused Leave

All persons holding any office, position or employment in all school districts, regional school districts or county vocational schools of the State who are steadily employed by the Board of Education, or who are protected in their office, position of employment under the provision of Chapter 28 of Title 18A of the Revised Statutes or under any other law shall be allowed sick leave with full pay for a minimum of ten (10) days and two (2) non-accumulated days in any school year. If any such person requires in any school year less than this specified number of days of sick leave with pay allowed, all days of such minimum sick leave not utilized that year shall be accumulative to be used for additional sick leave as needed in subsequent years excluding the two (2) non-accumulative days.

(b) Physician's Certificate

In case of sick leave claimed, a Board of Education may require a physician's certificate to be filed with the Secretary of the Board of Education. In the case of sick leave claimed in relation to a pregnancy, there shall be a presumption of disability for the period of four (4) weeks prior to the anticipated date of birth and for the period of four (4) weeks following the birth, during which no physician's certificate as to disability shall be required, but only as to the dates of anticipated and actual birth. An employee on disability related to pregnancy may specify the number of sick days to be used during this period based on the employee's accrued sick time. Sick leave claims beyond the presumed periods of pregnancy disability shall be treated like any other claim for sick leave use.

(c) Sick Leave Defined

Sick Leave is hereby defined to mean the absence from his or her post of duty, of any such person because of personal disability due to illness or injury, or because he or she has been excluded from school by the school district's medical authorities on account of contagious disease or of being quarantined for such a disease in his or her immediate household.

(d) Prolonged Absence Beyond Sick Leave Period N.J.S.A. 18A:30-6

"When absence, under the circumstances described in section 18A:30-1 of this article, exceeds the annual sick leave and the accumulated sick leave, the Board of Education may pay any such person each day's salary less the pay of a substitute, if a substitute is employed, or the estimated cost of the employment of a substitute if none is employed, for such length of time as may be determined by the Board of Education in each individual case. A

day's salary is defined as 1/200 of the annual salary.

- (e) Salary in cases of absence not constituting sick leave additional sick leave or accumulation sick leave:

Nothing in this act shall affect the right of the Board of Education to fix either by rule or by individual consideration, the payment of salary in cases of absence not constituting sick leave, or granting sick leave over and above the minimum sick leave as defined in this act, or allowing days to accumulate over and above those provided for in section 18A:30-2 except that no person shall be allowed to increase total accumulation by more than ten (10) days in any one year.

- (f) Any teacher who does not utilize any of his/her annual sick leave entitlement shall receive three hundred dollars (\$300) at the conclusion of the school year.

- (g) Unused personal leave days shall be carried over into the following year to be available to be used as sick days.

#### 19.02 Leaves of Absence

The Board will grant a leave of absence to any teacher, who, for reasons of disability, including but not limited to maternity, is unable adequately to perform his or her duties, in accordance with the conditions and limitations of the New Jersey Medical/Disability Leave Benefits and the federal Family & Medical Leave Act (FMLA) and the following:

- (a) Said leave shall commence when the teacher becomes unable to adequately perform, provided that, in the case of maternity, impending operation or similarly predictable disability, commencement may be scheduled by agreement with the Superintendent.
- (b) Said leave is not to exceed more than two school years from date of request.
- (c) No teacher shall be prevented from returning to work after childbirth solely on the ground that there has not been a time lapse between childbirth and the desired date of return.
- (d) The Board shall not remove any teacher from her duties during pregnancy unless the teacher cannot produce a certificate from her physician that she is medically able to continue teaching, or in the opinion of the Superintendent the performance of the teacher is materially and adversely affected thereby.
- (e) Teacher receiving said leave shall notify the Board by March 1<sup>st</sup> of the school year prior to her return subject to the teacher's ability to perform prescribed duties.

- (f) A teacher returning from a leave of absence will be given a teaching assignment and shall file a written statement of desire for a grade assignment with the Superintendent. Such statement shall include the grade to which the teacher desires to be assigned, in order of preference, and reason for request. Such requests for reassignment shall be submitted not later than April 15th of the school year prior to the termination of said leave.
- (g) All requests for leave of absence without pay not related to an illness must be approved by the Board. In the event an emergency situation occurs, the Superintendent shall grant a temporary Leave of Absence pending Board approval.

### 19.03 Other Reasons

- (a) Death  
In case of death in any teacher's family or spouse's family, the employee shall be excused for four (4) days when necessary without loss of salary.
- (b) Court Order  
In case of absence from school by reason of subpoena by a court, no deduction in salary shall be made, providing that the subpoena is filed with the Superintendent.
- (c) Emergencies and Personal Days  
Employees may be granted up to three days (3) of absence for an emergency or a personal day without deduction of salary, during any one school year. Application shall be made at least two days before taking such leave except in cases of emergency. The Superintendent or his/her designee will be notified as soon as possible when a day is being used for an emergency. In the event that a teacher who has already signed in has to leave the building for emergency or sickness, he or she is required to notify the building principal and superintendent's office prior to leaving the building.
- (d) Additional leaves of absence may be granted by the Board.
- (e) It is at the discretion of the Superintendent to approve personal day/days requests before or after a holiday as he/she deems necessary to prevent staffing issues.



## ARTICLE XX REPRESENTATION FEE

### 20.01 Purpose of Fee

If a teacher does not become a member of the Association during any membership year (i.e., from September 1 to the following August 31) which is covered in whole or in part by this Agreement said teacher will be required to pay a representation fee to the Association in lieu of dues for service rendered by the Association.

### 20.02 Amount of Fee

Prior to the beginning of each membership year, the Association will notify the Board, in writing, of the amount of the regular membership dues, initiation fees and assessments charged by the Association to its own members for that membership year. Said fee shall conform to the rules and regulations promulgated by the Public Employment Relations Commission.

### 20.03 Notification

Once during each membership year covered in whole or in part by this Agreement, the Association will submit to the Board a list of those teachers who have not become members of the Association for the then current membership year. The Board will deduct from the salaries of such teachers, in accordance with Section 20.04 below, the full amount of the representation fee and promptly will transmit the amount as deducted to the Association.

### 20.04 Payroll Deduction Schedule

Upon written notification from the Association that it has adopted and implemented a "demand and return system," the Board will deduct the representation fee in equal installments, as nearly as possible, from the paychecks paid to each teacher on the aforesaid list during the remainder of the membership year in question. The deductions will begin with the first paycheck paid thirty (30) days after receipt of the aforesaid list by the Board previously served as a teacher and continued in the employ of the Board in a non-bargaining unit position or was on layoff, in which event the deduction will begin with the first paycheck paid ten (10) days after the resumption of the individual's employment as a teacher.

### 20.05 Termination of Employment

If the employment of a teacher who is required to pay a representation fee is terminated before the Association has received the amount of representation fee (prorated for the membership year in question) to which it is entitled under this Article, the Board will deduct the unpaid portion of same from the last paycheck paid to said teacher.

### 20.06 Mechanics

Except as otherwise provided in this Article, the mechanics for the deduction of

representation fees and the transmission of such fees to the Association will, as nearly as possible, be the same as those used for the deduction and transmission of regular membership dues to the Association.

20.07 Changes

The Association will notify the Board, in writing, of any changes in the list provided for in paragraph 20.03 above and/or the amount of the representation fee, and such changes will be reflected in any deductions made more than thirty (30) days after the Board received said notice.

20.08 Definition of Teacher

The definition of the word "teacher" as used in this Article shall be as defined in Article I section I.02 hereof.

20.09 Save Harmless Clause

The Association shall indemnify and hold the Board harmless against any and all claims, demands, suits and other forms of liability including liability for reasonable counsel fees and other legal costs and expenses that may arise out of, or by reason of any action taken or not taken by the Board in conformance with this Article.

ARTICLE XXI  
UNDERSTANDING OF THE PARTIES

21.1 The negotiating teams of the Little Egg Harbor Board of Education and Association agree that this is the final package to be presented for ratification by the Board and the Association. Both parties have bargained in good faith.

21.2 Sick Bank  
Representatives of the teachers will meet as a committee with a Board committee to discuss the establishment of a sick leave bank. In the event an agreement is reached, the sidebar will not open up any other Articles of the agreement for negotiations.

ARTICLE XXII  
DURATION OF AGREEMENT

22.01 Duration Period


This Agreement shall be effective as of July 1, 2015 and shall continue in effect until June 30, 2018, subject to the Association's right to negotiate over a successor Agreement as provided in Article II. This Agreement shall not be extended orally, and it is expressly understood that it shall expire on the date indicated, unless it is extended in writing.

In witness whereof, the Association has caused this Agreement to be signed by its President and Secretary, and the Board has caused this Agreement to be signed by its President, attested by its Secretary and its corporate seal to be placed thereon, all on the day and year first above written.

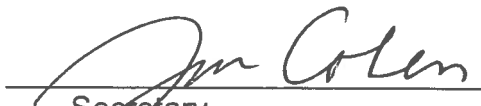
LITTLE EGG HARBOR TWP.  
EDUCATION ASSOCIATION

LITTLE EGG HARBOR TWP.  
BOARD OF EDUCATION

  
\_\_\_\_\_  
President

  
\_\_\_\_\_  
President

  
\_\_\_\_\_  
Secretary

  
\_\_\_\_\_  
Secretary

## APPENDIX I – Salary Guides