

COLLECTIVE BARGAINING AGREEMENT

by and between

MDRC

and

AFSCME California District Council 57

Effective August 15, 2024, through November 14, 2027

TABLE OF CONTENTS

ARTICLE I PREAMBLE	1
ARTICLE II RECOGNITION	1
ARTICLE III DISTRIBUTION	2
ARTICLE IV MANAGEMENT RIGHTS AND MISCELLANEOUS PROVISIONS	2
ARTICLE V UNION RIGHTS	5
ARTICLE VI UNION SECURITY	7
ARTICLE VII LABOR MANAGEMENT COMMITTEE	9
ARTICLE VIII ANNUAL LEADERSHIP MEETING	10
ARTICLE IX NO STRIKE/NO LOCKOUT	10
ARTICLE X GRIEVANCES AND ARBITRATION	10
ARTICLE XI NON-DISCRIMINATION AND HARASSMENT	14
ARTICLE XII RESTORATIVE PRACTICE/CONFLICT RESOLUTION	14
ARTICLE XIII EMPLOYEE CORRECTIVE ACTION AND DISCIPLINE	15
ARTICLE XIV SENIORITY	16
ARTICLE XV ACCESSIBILITY AND ACCOMMODATIONS	17
ARTICLE XVI IN PERSON/HYBRID/REMOTE WORK ARRANGEMENTS	17
ARTICLE XVII TECHNOLOGY	19
ARTICLE XVIII PERSONNEL FILES	21
ARTICLE XIX HOURS OF WORK	21
ARTICLE XX LEAVES OF ABSENCE	25
ARTICLE XXI ADMINISTRATIVE LEAVE	27
ARTICLE XXII PROBATIONARY PERIOD	27
ARTICLE XXIII EXIT PROCESSING	27
ARTICLE XXIV LAYOFF, SEVERANCE AND RECALL, REASSIGNMENTS AND TRANSFERS	27
ARTICLE XXV TRAVEL AND EXPENSE REIMBURSEMENT	30
ARTICLE XXVI OUTSIDE MDRC ACTIVITIES PAY	32
ARTICLE XXVII EDUCATIONAL EXPENSE REIMBURSEMENT	33
ARTICLE XXVIII COMPENSATION	34
ARTICLE XXIX BENEFITS	37
ARTICLE XXX EMPLOYEE SERVICE RECOGNITION	38

ARTICLE XXXI VACATION	39
ARTICLE XXXII HOLIDAYS	40
ARTICLE XXXIII SABBATICAL	42
ARTICLE XXXIV EMPLOYEE ASSISTANCE BENEFIT PROGRAM	42
ARTICLE XXXV DOMESTIC PARTNERS	42
ARTICLE XXXVI ADOPTION BENEFIT	43
ARTICLE XXXVII LACTATION	43
ARTICLE XXXVIII PROFESSIONAL DEVELOPMENT PLANS/LEARNING AND DEVELOPMENT	46
ARTICLE XXXIX EMPLOYER GROUPS	48
ARTICLE XL MENTORING PROGRAM	49
ARTICLE XLI JOURNAL ARTICLES	51
ARTICLE XLII PAY CHECKS	51
ARTICLE XLIII JOB POSTINGS FOR NEW OR EXISTING POSITIONS	52
ARTICLE XLIV FINANCIAL STATEMENTS	53
ARTICLE XLV SCOPE OF AGREEMENT	53
ARTICLE XLVI DURATION	54
APPENDIX A-1 – JOB TITLES	55
APPENDIX A-2 – WAGE TABLE	58
SIDELETTER NO. 1	82
SIDELETTER NO. 2	83
SIDELETTER NO. 3	85

ARTICLE I PREAMBLE

This Collective Bargaining Agreement (the “Agreement”) is made on August 15, 2024 by and between MDRC, hereinafter referred to as “MDRC” or the “Employer,” and American Federation of State, County, and Municipal Employees District Council 57-Social Policy Workers United, hereinafter referred to as the “Union” or “AFSCME.” The purpose of this Agreement is to promote an efficient and orderly method of establishing and maintaining harmonious labor relations and to establish an equitable procedure for the resolution of matters relating to rates of pay, hours of work, and other terms and conditions of employment.

Through this Agreement, the Employer and the Union jointly pledge to establish a foundation of mutual respect, trust, and collaboration, with the shared goal of advancing the well-being and professional development of employees and fulfilling the organization’s mission to create and widely disseminate rigorous, nonpartisan, credible evidence on the effectiveness of policies and programs aimed at improving the lives of people with low incomes.

ARTICLE II RECOGNITION

A. The Employer recognizes the Union as the exclusive bargaining agent under 9(a) of the National Labor Relations Act for all full-time and regular part-time employees of MDRC performing research and support services, including those job titles/job classifications and job families listed in Appendix A – 1, but excluding Officers, Directors, Unit Heads, Deputies, Department Heads, Fellows, Interns, employees in the Office of the President, Human Resources, Finance, and Legal Departments, managers, guards, confidential employees, and supervisors as defined by the National Labor Relations Act, and all other employees the Parties agreed to exclude.

B. The parties agree that the following rule shall apply with respect to Resource Managers: Resource Managers at the Assistant, Analyst 1, Analyst 2, Associate 1, and Associate 2 levels shall be included in the bargaining unit.

ARTICLE III DISTRIBUTION

A. Distribution. The Employer will give, within a reasonably timely manner, every bargaining unit member one (1) electronic copy of this Agreement upon its execution and/or upon a new employee's onboarding. This Agreement will be available to all employees through the internal intranet site.

B. Printing. No less than three (3) bound printed copies (*i.e.*, spiral bound or in a three-ring binder) of this Agreement will be made available in the New York office and one (1) bound printed copy in all other office locations in a location accessible to all employees, such as a library or a breakroom. The default printed contract paper size will be eight and one half (8½) by eleven (11) inches, although the parties may mutually agree to modify this printing size.

ARTICLE IV MANAGEMENT RIGHTS AND MISCELLANEOUS PROVISIONS

A. Management Rights Not Modified By Collective Bargaining Agreement. Except as modified and/or limited by this Agreement, MDRC retains all rights, powers, and authority granted to it or which it has pursuant to any law, including but not limited to:

- a) the right to manage its business and its facilities;
- b) the right to plan, direct, and control operations;
- c) the right to direct the work force, including the right to assign bargaining unit employees and determine job content;
- d) the right to determine the size of the workforce and to hire, layoff, recall, and promote bargaining unit employees;
- e) the right to demote, discharge, or discipline non-probationary employees for just cause;
- f) the right to develop and implement performance management/evaluation programs;

- g) the right to enforce compliance with all Employer policies, including but not limited to rules, regulations, and the employee handbook or other written work performance or conduct standards;
- h) the right to determine the necessity, merits, mission and organization of any service or activity of the Employer;
- i) the right to plan, direct, control, subcontract, continue, discontinue, sell, close or relocate all or any part of any operation;
- j) the right to determine and change the method and manner of operations and the number of bargaining unit employees necessary to perform such operations;
- k) the right to expand, reduce, alter, combine, transfer, assign, or cease any job, job classification, department, or operation, provided that the Employer will make reasonable efforts to place a displaced employee elsewhere in the Organization in any position the employee is qualified for;
- l) the right to introduce or change technology, methods of operation, processes, products, and equipment;
- m) the right to determine the number and type of equipment, materials, and supplies to be used; and
- n) the right to determine hours of work and the authority to establish, change or modify working shifts and schedules.

The Employer has the right to make reasonable rules and regulations pertaining to employees consistent with this Agreement, including the authority to determine and direct the policies and methods of operating the business, the right to establish, modify, and eliminate policies such as rules, regulations and the employee handbook, provided that any such rule shall be uniformly applied to all affected employees and those similarly situated and further provided that these rights are subject to the provisions of this Agreement.

The Employer shall, in the exercise of its Management Rights, attempt to foster a spirit of mutual respect, trust, and collaboration as stated in this Agreement's Preamble.

B. Subcontracting. The Employer shall not subcontract bargaining unit work for the purpose of eroding the integrity of the bargaining unit.

C. Reorganizations and Integrity of Bargaining Unit. None of the job titles listed in Appendix A – 1 that are currently outside of the Office of the President, Human Resources, Finance, or Legal Departments, nor any new titles added to the bargaining unit that are outside the Office of the President, Human Resources, Finance, or Legal Departments when added to the bargaining unit, shall be moved to the Office of the President, Human Resources, Finance, or Legal Departments. Furthermore, the Employer shall not move job titles that are currently within the bargaining unit outside of the bargaining unit, nor shall the Employer utilize departmental/office re-organizations that have the effect of eroding the integrity of the Union's bargaining unit.

D. Employee Handbook and Policies. The Employer's policies, including those in the Employee Handbook shall apply to bargaining unit employees on the same terms and conditions as such policies apply to non-represented employees of the Employer, unless modifications are noted in this Agreement. A copy of the Employee Handbook can be found on the Employer's SharePoint.

Except as otherwise provided by this Agreement, the Employer may amend its Handbook to (i) comply with applicable law; (ii) comply with the requirement of a funder; or (iii) make other changes that do not reduce the level of benefits for bargaining unit members, provided such change or modification has been made for non-represented employees on the same basis. The Employer shall provide at least thirty (30) calendar days' notice, or as much notice as practicable, of any such change or modification. Upon the request of the Union, the Employer and Union shall meet to discuss the effects of any such change or modification to employees. A copy of any new/amended policy or handbook shall be provided to the Union in advance of providing it to the bargaining unit.

In the event the Employer has a business need to change a policy or Handbook provision that is not a topic covered by the parties during bargaining, and which change would reduce the

level of benefits for bargaining unit members, then the Employer shall provide reasonable advance notice to, and shall negotiate with, the Union on any and all matters within the scope of representation.

ARTICLE V UNION RIGHTS

A. Shop Stewards. Social Workers Policy United (“SPWU”) and the Union shall select a reasonable number of shop stewards. There shall be no discrimination against authorized shop stewards because of Union activity. Shop stewards shall not be recognized by the Employer until the Union has notified the Employer in writing of the individuals serving as authorized shop stewards. The Union will notify the Employer in writing when individuals leave the position of shop steward.

There shall be one (1) shop steward per every ten (10) employees in the bargaining unit. The Employer shall provide release time for Union activities conducted during working hours as follows:

- a) Each contract year, a number of days equal to the three (3) times the number of shop stewards and four (4) SPWU Elected Officials, to be shared by Union representatives (*i.e.*, shop stewards and SPWU Elected Officials) to attend to Union activities (e.g., new employee orientation meetings, Labor Management Committee meetings) (a day equals 8 hours);
- b) Such time as is reasonably required for one (1) Union representative and the grievant to attend a grievance meeting; and
- c) Such time as is reasonably required for one (1) Union representative and an employee to attend any investigatory interview(s) that the employee reasonably believes may lead to discipline.

B. Access of Union Representatives. A duly authorized representative of AFSCME shall be permitted access to the Employer’s offices to meet with employees during the day to conduct legitimate Union business, provided that such representative provides reasonable advance notice of the visit to the Director of Human Resources or their designee and complies

with all visitation rules, and does not interfere with work to be performed by the employees (e.g. formal meetings will take place during non-working or break time).

C. Union Bulletin Boards. Bulletin boards shall be made available at each office. The space provided for such bulletin boards will be maintained by the shop stewards, SPWU Elected Officials, and Union representatives, with the posting or removal of bulletins and publications to be handled only by duly authorized representatives of the Union.

D. Employee Mailboxes and Work Emails. SPWU Elected Officials and shop stewards shall be permitted to use the Employer's e-mail system to communicate with individuals and groups of affected bargaining unit employees for the purpose of responding to member questions and coordinating preparation for and attendance at meetings set forth in paragraph A above.

E. New Employee Orientation. The SPWU Elected Officials and shop stewards shall be invited to meet with and address newly-hired bargaining unit employees at new employee orientation to discuss this Agreement and the role of the Union as the exclusive bargaining representative of bargaining unit employees. SPWU Elected Officials and shop stewards shall be notified in advance (typically two (2) weeks) of the date of a new employee orientation at which new bargaining unit employees are being onboarded and be provided forty-five (45) minutes to address employees.

F. Union Leave. The SPWU President shall be entitled to at least three (3) pay periods of unpaid leave for Union business at any given time, provided the Union provides the employer at least thirty (30) days advance notice. This section does not prohibit the parties from agreeing to unpaid release time that is either greater or less than three (3) pay periods.

G. Union Activity. The Employer will not discriminate in any way against any employees engaging in official Union activity.

H. Union Recognition and Support. The Employer shall include the SPWU logo and a pre-approved short description on the “About” page of its website. SPWU shall provide a digital copy of its logo and a short description upon execution of this Agreement.

ARTICLE VI UNION SECURITY

A. Union Membership. All bargaining unit employees covered by this Agreement shall become members of the Union or make a fair share payment to the Union, as a condition of employment, within thirty-one (31) days after beginning their employment or within thirty-one (31) days after the signing of this Agreement, whichever is later. All bargaining unit members shall maintain membership in good standing or make fair share payments for the duration of the collective bargaining agreement.

B. Monthly List. The Employer agrees to furnish the Union a list of all bargaining unit employees on the fifteenth (15th) day of each month.

The list in Excel shall include the following (if provided by the employee):

- a) Name
- b) Date of Hire
- c) Department
- d) Work location
- e) Job Classification
- f) Home Address
- g) Phone Number- Home, Cell, and Work
- h) Email Address- personal and work
- i) Employment Status, indicating whether a change has been made
- j) Exempt or nonexempt status
- k) Bargaining unit membership, dues/fee status, and amount of dues deducted.

The Employer will notify AFSCME with name, phone number(s), and email address(s) of all newly hired bargaining unit employees or newly eligible employees as a result of change of status within ten (10) business days.

C. Union Dues Deduction. Upon receipt of an individual, voluntary, signed, and unrevoked check-off authorization card from the employee, the Employer shall deduct from the pay of such employee during each pay period an amount equal to that employee's Union semi-monthly membership dues or fair share payment which fell due during the immediately preceding pay period.

The Employer shall electronically remit the dues or fair share payments to the Union on the fifteenth (15th) day of the month following the month in which they were collected.

The Employer shall be relieved of making such deductions upon: (a) termination of employment, or (b) transfer to a job other than one covered by this Agreement, (c) layoff from work, (d) a leave of absence, or (e) revocation of the dues deduction authorization per the terms of the authorization. Upon return of the employee to work from a leave of absence, transfer, or layoff, the Employer shall immediately resume making said deductions.

When an employee with a signed, unrevoked check-off authorization card is not receiving payroll during the payroll period during which the deduction is to be made, or has no earnings or insufficient earnings during that payroll period, the Employer is not required to make any deductions and the employee must make arrangements with the Union to pay such dues.

D. Indemnification. The Union shall indemnify and hold the Employer harmless against all claims, demands, actions, or other liabilities that may be made against or incurred by it arising from or by reason of any action or inaction by the Employer in carrying out the provisions of this Article, including liability for any refund of all or any part of the dues and/or initiation and/or fair share payments paid by or deducted from the wages of any employee and transmitted to the Union pursuant thereto. The Employer shall notify the Union within five (5)

days of any claim and the Union shall thereupon bear all responsibility therefore and shall pay all costs and expenses in connection therewith.

E. Applicable Law. The foregoing provisions shall be subject to applicable provisions of federal and state laws.

ARTICLE VII LABOR MANAGEMENT COMMITTEE

The intent of this Article is to foster better communication between the Union and the Employer and to provide a forum where both parties can discuss issues within the scope of representation.

The Labor Management Committee will meet at least four (4) times per year, and additional meetings may be scheduled by mutual agreement of the parties. The Director of Human Resources (HR) (or their designee) shall be the standing MDRC representative on the Labor Management Committee. The Director of HR may invite up to three (3) supervisors, managers or HR personnel to attend as needed. The SPWU President will be the standing representative for the Union. The Union may invite up to three (3) bargaining unit employees to the Committee meetings. The Union representative may also attend as a member of the Committee. Additional people may be invited by mutual agreement of the parties. Meetings shall be scheduled for one hour (or longer by mutual agreement.) At least one (1) week in advance of a meeting, the parties shall exchange written agendas of the matters to be discussed. The Labor Management Committee shall not discuss grievances pending under Article X, Grievances and Arbitration, or subjects that are being actively negotiated between the Employer and the Union. The committee shall have no authority to implement changes in policies or practices, to modify this Agreement, or to bind either party to an agreement.

ARTICLE VIII ANNUAL LEADERSHIP MEETING

Once per year, two (2) SPWU representatives shall have the opportunity to meet with COG to share ongoing priorities and interests of the bargaining unit.

ARTICLE IX NO STRIKE/NO LOCKOUT

During the term of this Agreement, neither bargaining unit employees nor the Union shall cause, authorize, participate in, condone, threaten, sanction, or ratify any strike (whether sit-down, stay-in, sympathy, general, unfair labor practice, or any other kind), slow-down, walk-out, picket, work stoppage, sick out, boycott, concerted refusal to work overtime, or any other concerted interference with the Employer's business or the operation or conduct thereof.

During the term of this Agreement, the Employer shall not lock out bargaining unit employees.

No employee shall be required to cross a lawfully established AFSCME picket line. In addition, no employee shall be disciplined for refusing to cross a lawfully established AFL-CIO picket line if the employee has a reasonable, good faith belief that doing so would jeopardize their physical safety.

ARTICLE X GRIEVANCES AND ARBITRATION

A grievance is defined as any dispute or controversy arising over the interpretation, application, or enforcement of the terms of this Agreement, including any of the Employer's policies and/or rules within the scope of representation. The purpose of this procedure is a timely adjustment of grievances by the Employer and the Union following a prompt investigation and thorough discussion. If any grievance arises concerning the interpretation or application of any of the terms of this Agreement, such matters shall be adjusted according to the procedures and conditions set forth below.

Employees should attempt to resolve problems informally with their immediate supervisor before resorting to the grievance procedure, but such informal discussions shall not extend any of the deadlines set forth in this Article, except upon written mutual agreement. Any agreement between the employee and the supervisor will be a non-precedent-setting settlement.

A. Step One (Policy Area Leader (PRED) or Department/Unit Head (IT, Administration, Development, Communications)). All grievances must be in writing and must specify the contract provision that is alleged to have been violated, the issue being grieved and the relief sought, and must be delivered by the Union to the Director of Human Resources or their designee no later than forty-five (45) calendar days from the date of the event giving rise to the grievance or when the Union knew or should have known of the event giving rise to the grievance. The Union and the Policy Area Leader (PRED) or the Department/Unit Head (IT, Administration, Development, Communications) or their designee shall meet to discuss the grievance within ten (10) business days of receipt of the grievance. The Employer shall respond in writing to the Union's grievance within ten (10) business days after such discussion. In the event the grievance is not satisfactorily settled, or the Employer does not submit a written response within ten (10) business days after such discussion, the grievance shall move to Step Two.

B. Step Two (Human Resources). If the procedure in Step One fails to resolve the grievance, the Union and the Employer's Director of Human Resources or their designee shall meet to discuss the grievance within ten (10) business days of the written response described in Step One or the deadline for sending a written response, whichever is earlier. The Employer shall respond to the grievance within ten (10) business days of such meeting. In the event the grievance is not satisfactorily settled or the Employer does not submit a written response within ten (10) business days after such discussion, the grievance shall move to Step Three.

Where the grievance concerns the discharge of an employee, the parties shall skip the Step One meeting and proceed directly to the Step Two meeting.

C. Step Three (General Counsel or their designee). If the procedure in Step Two fails to resolve the grievance, the grievance shall be electronically submitted from the Union to the General Counsel or their designee within ten (10) business days after the receipt of the Step Two answer. General Counsel or their designee and the HR Manager shall meet with the grievant(s) and the Union representative(s) within ten (10) business days after such submission. The General Counsel or their designee shall give their answer in writing to the Union within ten (10) business days.

The Union may initiate their grievances at this Step Three of the grievance procedure by mutual agreement with the Employer.

D. Step Four (Arbitration). If the grievance is still unsettled, the Union may request arbitration by filing a written demand with the Federal Mediation Conciliation Services (FMCS) and sending a copy to the Employer within thirty (30) calendar days following the Step Three meeting.

The parties shall mutually attempt to agree on an arbitrator to hear the dispute. Absent agreement on an arbitrator, the parties shall request the FMCS to issue a panel of seven (7) arbitrators from which the parties shall select the arbitrator to hear the case. The arbitrator shall be selected by each party alternately striking a single name from the list. The first party to cross off a name shall be determined by a flip of a coin. The final name left on such list shall be the Arbitrator.

The Arbitrator's authority shall be limited to resolution of the particular issue(s) submitted to the Arbitrator by the Union and the Employer and the authority conferred by this Agreement. The Arbitrator will be empowered to hear evidence, review exhibits, hear arguments and make findings of fact and conclusions. Based on those findings and conclusions, the Arbitrator shall make a final decision in writing within thirty (30) days of the close of the hearing, which will be binding on the parties.

The Arbitrator shall not have the power to add to, subtract from, or modify any of the terms of this Agreement. The Arbitrator is not empowered to make any order or directive that would require any party to commit an illegal act. The fees and expenses of the Arbitrator shall be split equally between the parties. In the event that either party wishes to obtain the services of a court reporter, that party will be solely responsible for the reporter's fees, including the cost of providing the original transcription to the Arbitrator. If the Arbitrator, as opposed to either party, requires that the proceedings be taken down by a court reporter, the parties will equally split the cost of the reporter's fee and the cost of the original transcription. Each party will pay for the cost of an additional copy for the use of that party if a copy is desired. The parties shall bear their own expenses for legal representation.

E. Time Limits. Grievances will be processed within the stated time limits of this Article. By mutual agreement between the Union and the Employer, the time limits of any step of the grievance procedure may be extended. Such extension must be confirmed in writing within the specified time limits. In the event of a dispute about timeliness, the Arbitrator shall issue a ruling on the procedural issue, prior to the merits of the case being heard.

F. Expedited Procedure for Discharge Grievances. By mutual agreement, any grievance regarding discharge of an employee may be expedited directly to arbitration.

G. Participants. The Employer agrees that the grievant shall be allowed to participate in any and all steps of the grievance procedure. The parties agree to exercise their best efforts to arrange grievance meetings that accommodate the schedules of all participants.

H. Alternative Mediation Procedure. After the Employer issues its Step Three decision, the parties may mutually agree to pursue mediation of the Union's grievance, provided that such mediation process will result in no costs to the Employer. If the parties mutually agree to mediation, the grievance's time limits will be suspended/tolled while mediation occurs. Either party may withdraw from a mediation with ten (10) days advance notice in writing to the other party, in which case the grievance will proceed to arbitration at Step Four. Should the grievance not be resolved through mediation, the Union may invoke Step Four arbitration within ten (10)

days of the conclusion of the mediation. For purposes of clarity, Article IX, No Strike/No Lockout, shall remain in full force and effect during a mediation procedure pursuant to this Section.

ARTICLE XI NON-DISCRIMINATION AND HARASSMENT

Neither the Employer nor the Union shall discriminate against any employee or applicant for MDRC employment on the basis of race, color, ancestry, immigration or citizenship status, national origin, creed, religion, age, disability, veteran status, sex, gender, gender identity, gender expression, sexual orientation, marital status, partnership status, parental status, caregiver status, pregnancy, lactation accommodations, sexual and reproductive health decisions, political activity, union activity, arrest or conviction history, credit history, unemployment status, salary history, or status as a victim of domestic violence, sexual harassment, or stalking, or any other status or characteristic protected by federal, state, or local law. Greater protection given by any other status or characteristic protected state or local laws where the Employer has offices shall be applicable to all employees regardless of location.

The Employer's then-prevailing Policy Against Harassment, Discrimination and Retaliation shall apply to all employees.

ARTICLE XII RESTORATIVE PRACTICE/CONFLICT RESOLUTION

When conflict occurs between two or more employees, the employees involved may elect to pursue a restorative process to mend relationships. In order for the restorative process to be used, all parties must agree. Each party may designate a support person of their choice. If all parties agree, a trained facilitator will conduct the restorative process meeting to allow for the following:

- bringing together all those affected by the conflict;
- providing a safe environment for the expression of emotion;

- allowing participants to come to a shared understanding;
- identifying creative ways to deal with conflict; and
- providing opportunities to rebuild damaged relationships and strengthen teams.

At the conclusion of the restorative process meeting, the trained facilitator, with the parties, will develop a plan to implement a resolution.

Nothing in this Article precludes the Employer from pursuing disciplinary actions under Article XIII, Employee Corrective Action and Discipline, for incidents related to conflicts that are violations of MDRC policies.

ARTICLE XIII EMPLOYEE CORRECTIVE ACTION AND DISCIPLINE

A. Just Cause and Progressive Discipline. The Employer shall only discipline non-probationary employees for just cause. The Employer shall follow progressive discipline, except where circumstances would justify more serious discipline, up to and including discharge. Disciplinary actions shall only include the following actions: verbal warning, written warning, suspension (paid or unpaid), demotion, final written warning, performance improvement plan, or discharge.

B. Investigatory Interviews and Administrative Leave. The purpose of an investigatory meeting is to gather information about the alleged infraction.

- a) **Investigatory Interview Notice:** The Employer shall notify the Union and the employee being interviewed in advance of any investigatory interview that could result in their discipline. The Employer shall provide the Union and that employee with the name of the person conducting the meeting, the date, time, location, and topic of discussion of the investigatory interview in advance of the interview.
- b) **Timing of Notice and Union Right to Caucus in Advance:** The Employer shall use reasonable efforts to notify the Union and the employee being interviewed at least twenty-four (24) hours in advance, or with as much notice as is practicable

under the circumstances, of any investigatory interview that could result in their discipline. The Union and that employee may request to caucus before the start of any investigatory interview.

- c) **Follow Up After Investigatory Interview(s):** Following the conclusion of all investigatory interviews, the Employer shall notify the Union in writing that the investigatory interviews are complete. If an investigation does not lead to discipline, the investigation shall not be part of the employee's personnel file.
- d) **Administrative Leave:** The Employer may, pending an investigation of an alleged infraction(s), place an employee on an administrative leave of absence, which shall be paid. The Employer will notify both the employee and the Union when it is placing an employee on such a paid administrative leave of absence.
- e) **Time Spent in Disciplinary Meeting:** Employees shall attend all disciplinary meetings and investigatory interviews during their regular working hours, and shall be compensated for the time spent during any such disciplinary meeting or investigatory interview.

C. Video or Audio Recordings. Neither the Employer, the Union, nor the employee shall make any video or audio recording of any disciplinary meeting, investigatory interview, or grievance meeting, except by mutual agreement.

ARTICLE XIV SENIORITY

A. Definitions. Seniority means an employee's length of continuous service in classifications included in the bargaining unit.

B. Seniority Tiebreakers.

MDRC Seniority. In the event two or more employees have the same continuous length of MDRC service in classifications included in the bargaining unit, the tie shall be broken as follows:

- a) The first level of determining MDRC seniority is the employee's hire date with MDRC. The earlier the employee's hire date, the higher the employee's seniority.
- b) If tied on the same hire date, seniority is determined by the date of the Employer's offer letter. The earlier the employee's offer letter date, the higher the employee's seniority.
- c) If tied on all of the above tiebreakers, the Union and Employer shall meet and confer to determine seniority.

C. Breaks in Service. An employee's continuous service record shall be broken only by voluntary resignation, discharge for just cause, retirement, disability retirement, layoff in excess of (12) months, failure to accept recall from layoff, or permanent transfer to a non-bargaining unit position. Employees shall not accrue seniority while on layoff. Leaves of Absence and Sabbaticals (if such policy is implemented during the term of this Agreement) shall not constitute a break in continuous service for seniority purposes.

ARTICLE XV ACCESSIBILITY AND ACCOMMODATIONS

A. Workplace Accessibility. All MDRC office locations and workplace functions, including all-staff meetings and Employer-sponsored events, shall be accessible and meet ADA standards.

B. Accommodations. Employees with disabilities may request reasonable accommodations at any time by contacting Human Resources. Employees are permitted to have a Union representative present throughout the interactive process or cooperative dialogue process.

ARTICLE XVI IN PERSON/HYBRID/REMOTE WORK ARRANGEMENTS

A. Hybrid Employees. As of the Ratification Date of this Agreement (August 15, 2024), all existing bargaining unit job classifications other than in-person and remote workers (as defined below) have responsibilities that may be performed on a hybrid work schedule, as

determined by the Employer. Hybrid employees are strongly encouraged to work from an MDRC office 2-3 days per week. When not working from the office, hybrid employees may work from any U.S.-based location, as long as such location does not interfere with the employee's ability to perform their job duties in a satisfactory and secure manner. MDRC shall not monitor the frequency with which staff in hybrid roles visit an MDRC office for the purpose of verifying compliance with this section.

B. In-Person Roles. Employees in the following bargaining unit job classifications have in-person responsibilities and are expected to work in-person from the office: Administrative Aide, Senior Administrative Aide, Communications Coordinator, Service Desk Analyst, and Service Desk Senior Analyst.

C. Remote Workers. Employees who live outside of reasonable commuting distance (defined as the average rush hour one-way commute of more than two (2) hours) from one of MDRC's offices and are unable to work regularly at one of MDRC's offices may apply to be a remote worker. Only very rarely will an employee living within a reasonable commuting distance of an office be eligible for remote work.

Applications to become a remote worker are available on the Employer's HR Sharepoint site. The Employer will make decisions based on business need, specific circumstances, individual employee responsibilities, and job performance. Employees may only apply to be a remote worker after one year of employment, unless the Employer grants an exception.

D. Policies Related to Employees in Hybrid Roles and Remote Workers. Notwithstanding anything in this Article, on occasion, hybrid or remote employees may be required to be in the office when their role or work assignments require it or when it would benefit their professional development (e.g., in-person Policy Area or Department meetings/gatherings, mentoring, on-boarding/training new staff, funder meetings). Consistent with current practice, if a remote worker is required to attend a meeting in-person in an MDRC office, the Employer will reimburse the remote worker for their travel costs.

An employee's job designation (hybrid, remote, or in-person) shall be included in their job description. MDRC may change an employee's position (from hybrid or remote to in-person) for operational reasons. Employees must be given at least ninety (90) days' notice of a change in status. If the employee chooses to resign their employment as a result of such change, they are eligible to receive the severance benefits set forth in Article XXIV, Layoff, Severance and Recall, Reassignments and Transfers. If an employee is required to relocate as a result of such change because the employee does not live within a reasonable commuting distance of the office in which their presence is required, MDRC shall cover the employee's moving expenses.

E. New Bargaining Unit Positions. MDRC may create new bargaining unit positions and determine whether such positions have in person responsibilities or responsibilities that may be performed remotely or on a hybrid work schedule. The job designation (in-person, hybrid, or in remote) shall be included in the job posting for the position.

ARTICLE XVII TECHNOLOGY

This Article outlines the provision of technology by the Employer for employee use. The intent of this Article is to ensure efficient and equitable access to technology for all employees. The Employer shall provide all employees with the technology necessary to successfully and efficiently fulfill their job duties.

A. Computer Hardware. The Employer shall provide all employees with a laptop. Employees shall be given a monitor, keyboard, and mouse for their home office set up, unless the employee chooses to opt out of any such hardware.

B. Cellular Phones and MiFi Devices. Upon request, the Employer shall provide an Employee with a cellular phone and data/call plan and/or MiFi device for temporary use when the Employee is assigned to travel on behalf of MDRC (e.g., field work, site visits).

Employees shall not be liable for any normal wear-and-tear to their Employer-provided phone or MiFi device. The employee shall not be liable for any accidental damage to their Employer-provided device, so long as such an accident was not the result of recklessness.

Employees are not required to use their personal device for job duties. If an employee wishes not to use their personal device for multi-factor authentication, the Employer will provide the employee an alternative method for multi-factor authentication (e.g., Okta key).

When using an Employer-provided cellular phones or when using a personal cellular phone for MDRC business, the Employee will comply with all federal, state, and local regulations at all times. Liabilities for traffic violations for the use of cellular telephones are the sole responsibility of the employee driver.

C. Training. The Employer shall determine the training that is necessary for an employee to perform their assigned job duties and provide such training, unless the employee is already proficient with such technology and does not require additional training. If the Employer cannot administer the training internally, the Employer will cover the costs of the training provided by an external party. This paragraph shall not apply to Employer-required trainings, such as cybersecurity training.

D. Monitoring. The Employer shall not monitor activities conducted on personal devices, except for activities conducted for the employee's job role. This provision is not intended to supersede any of the Employer's policies, including but not limited to, the Policy Against Harassment, Discrimination and Retaliation, the Corporate Information Security Policy, and any other policy protecting the Employer's confidential information and property.

E. Replacing Technology. The Employer is responsible for maintaining, repairing, and replacing Employer-owned equipment issued to employees. In the event that the Employer-issued equipment malfunctions, employees must notify their supervisor and IT immediately. If repairs cannot be addressed promptly, the Employer shall provide the employee with a replacement device.

F. Labor-Management Committee. The subject of technology and the hardware and training that Employees receive on the Employer's technology shall be a topic of discussion for the Labor-Management Committee.

ARTICLE XVIII PERSONNEL FILES

The Employer shall maintain an official personnel file for all employees. Upon request, an employee, or a Union representative acting on their behalf, shall be allowed copies of materials in the employee's personnel file.

Disciplinary actions shall not be placed in an employee's personnel file without the employee receiving prior notice. The employee shall have twenty (20) calendar days from the date received to respond to any disciplinary action placed in their personnel file.

ARTICLE XIX HOURS OF WORK

A. Work-Day Operational Hours. The regular office hours for employees in the New York, Oakland, Los Angeles and District of Columbia offices are from 9:00 a.m. to 6:00 p.m., Monday through Friday, in each office's respective time zones.

B. Work Schedules

- a) **Full Time.** Full time employees shall be regularly scheduled to work forty (40) hours per week, with two (2) consecutive days off, each work week.
- b) **Part Time.** Part time employees are regularly scheduled at least twenty (20) hours per week, but less than forty (40) hours per week. Part time employees shall not be regularly scheduled to work a full-time work week.

C. Work Schedules by Exempt/Non-Exempt Statuses

- a) **Exempt.** Exempt employees are those who are salaried and who, based on their duties, are exempt from being paid overtime under applicable law. Exempt employees may be scheduled for full time or part time work, as defined in Section 2 above, but shall not be eligible for overtime pay. The Employer recognizes the need for exempt employees to occasionally alter their work schedules to fulfill professional obligations or for personal reasons. In keeping with the FSLA regulations for exempt salaried professionals, any work performed in a day shall be considered a full day worked for leave accounting purposes.
- b) **Non-Exempt.** Non-exempt employees are paid on an hourly basis and are subject to the overtime provisions of this Agreement. Non-exempt employees may be scheduled for full time or part time work, as defined in Section B above.

D. Meal and Rest Periods

- a) **Off Duty Definition.** Off duty means that employees are not required to conduct work for the Employer, including carrying, monitoring, or responding to pages, text messages, data messages, voice calls, radio calls, or any other form of communications from MDRC. Off-duty employees shall be permitted to leave the premises during meal and rest periods.
- b) **Meal Periods for Exempt Employees and Non-Exempt Employees (working outside of California).** Employees shall receive a forty-five (45) minute meal period each workday (unpaid for non-exempt employees) to be taken between 11:00 a.m. and 2:00 p.m.
- c) **Meal Periods for California Non-Exempt Employees.** In accordance with California law, California non-exempt employees shall be provided with an uninterrupted, unpaid, forty-five (45) minute, off-duty meal period whenever an employee's scheduled shift exceeds five (5) hours. The first meal period must begin no later than the end of the fifth (5th) hour of work. A non-exempt employee may waive the forty-five (45) minute meal period, in writing, if the employee does not work longer than six (6) total hours in the work day.

In accordance with California law, California non-exempt employees shall be provided with a second, uninterrupted, unpaid, forty-five (45) minute, off-duty meal period whenever an employee's shift exceeds ten (10) hours. The second meal period must begin by the end of the tenth (10th) hour of work. A non-exempt employee may waive the second forty-five (45) minute, off-duty meal period if they do not work longer than twelve (12) hours for the shift, and if the employee has taken the first forty-five (45) minute off-duty meal period as required.

- d) **Rest Periods for California Non-Exempt Employees.** The Employer shall authorize and permit all non-exempt employees whose total daily work time is at least three and one-half (3½) hours to take one ten (10) minute, paid, off-duty rest period for every four (4) hours or major fraction thereof worked. Rest periods, insofar as practicable, shall be in the middle of each work period of four (4) hours or major fraction thereof.

E. Overtime

- a) **Definition.** Overtime is defined as all hours worked in excess of forty (40) hours in any given work week.
- b) **Rates.** Employees who work overtime hours shall be compensated at one and one-half times (1.5x) their regular rate of pay. In accordance with California law, California employees will be paid two times (2x) their regular rate of pay after twelve (12) hours worked in one (1) day, or in excess of eight (8) hours on the seventh (7th) consecutive day of work within a work week. Generally, all overtime must be approved in advance, in writing, by the employee's supervisor. In circumstances where an employee is not able to contact their supervisor in advance (e.g., they are performing field work), they shall notify their supervisor as soon as practicable.

F. Other Authorization for Time Off for Exempt Employees. There may be special circumstances where the extra demands of work have been so heavy or concentrated, as to warrant taking part or all of a normal working day off without having it charged to vacation or

excused time allowances. Under such circumstances, the exempt employee may take part or all of the normal working day off, without this time being deducted from the exempt employee's vacation or excused time allowances, provided that either 1) the exempt employee's supervisor or task lead authorizes this time off, or 2) the employee requests such authorization from their supervisor or task lead and such request is approved. Such employee requests to their supervisor or task lead for this time off under this subsection shall not be unreasonably denied.

G. Reduced Hours. Employees may put in a request to work on a reduced hours schedule to Human Resources. The Employer shall provide written approval or denial of the request within one (1) week of receiving the request. If approved, the Employee shall receive a pro rata salary based on the approved reduced hours schedule. Requests for working reduced hours shall not be unreasonably denied (e.g., they may be denied if there is a business need for the employee to continue working a full-time schedule).

H. Flex-Time Work. With approval from their Policy Area Leader or Department Head (or their designee), an employee may work hours for the week on a schedule that generally overlaps with the regular operational hours and flex up to as many as eight (8) hours in the work week. Employees who flex their time may work on-site, remotely, or in a combination of these two modes of work. Flex time can also be used across days of the work week, although employees are encouraged to select times that will not negatively impact business operations and help with the predictability of employees' schedules.

I. Regular Work Schedules. With approval from their Policy Area Leader or Department Head (or their designee), employees may choose to work according to one of the following regular schedules:

- a) A five-eights (5/8s) schedule consisting of a work pattern spread across eighty (80) hours and which includes ten (10) eight (8) hour days over a two (2) week period; or
- b) A four-tens (4/10s) schedule consisting of a work pattern spread across eighty (80) hours and which includes eight (8) ten (10) hours days over a two (2) week period (this schedule option not available to employees classified as in-person); or

- c) A nine-eighties (9/80s) schedule consisting of a work pattern spread across eighty (80) hours and which includes eight (8) nine (9) hour days, one (1) eight (8) hour day, and one (1) day off over a two (2) week period; or
- d) A nine-forties (9/40s) schedule consisting of a work pattern spread across eighty (80) hours and which includes eight (8) nine (9) hours days and two (2) four (4) hours days over a two (2) week period.

The above schedule options shall be pro-rated for employees who work less than forty (40) hours in a regular work week. The Employer may require that an Employee temporarily work according to an alternative schedule if there are legitimate operational needs.

Requests to work any of the above schedules shall not be unreasonably denied. If such a request is denied by a Policy Area Leader or Department Head (or their designee), the requesting employee shall have the right to appeal the decision to Human Resources.

ARTICLE XX LEAVES OF ABSENCE

The “Leaves of Absence” policy in the Employee Handbook shall apply to employees on the same terms and conditions as such policies apply to non-represented employees of the Employer, with the following modifications applying to bargaining unit employees:

A. Parental Leave. Employees who have successfully completed their probationary period shall be eligible for twelve (12) weeks of paid parental leave. Such leave shall run concurrently with paid family leave as permitted by applicable law.

B. Bereavement Leave. In the case of death in the immediate family, an employee, upon request to their supervisor and Human Resources, shall be granted a leave of absence for up to five (5) days with pay per calendar year.

Additional days will be unpaid, or an employee can use vacation or sick time. Immediate family shall be defined as spouse, spousal equivalent, parents, parent in-laws, siblings, children,

legally adopted or foster children, foster parents, grandparents and grandchildren, nieces, nephews, aunts and uncles or any other person with whom the employee has a parent or family-like relationship.

Bereavement leave is in addition to excused time and employees will receive a separate charge code.

C. Leave for Crime Victims to Attend Judicial Proceedings and Victim's Rights Proceedings. This leave shall be made available to all bargaining unit employees as required by applicable local, state or federal law. If an employee resides in a jurisdiction that does not offer this type of leave, the Employer shall make such benefits available to the employee based upon documentation of the need for such leave.

D. Leave for Victims of Domestic Violence, Sexual Assault, Stalking and Crimes Causing Injury or Death to a Family Member. This leave shall be made available to all bargaining unit employees, as required by applicable local, state, or federal law. If an employee resides in a jurisdiction that does not offer this type of leave, the Employer shall make such benefits available to the employee based upon documentation of the need for such leave.

E. School Activities Leave. This leave shall be made available to all bargaining unit employees, as required by applicable local, state, or federal law. If an employee resides in a jurisdiction that does not offer this type of leave, the Employer shall make such benefits available to the employee based upon documentation of the need for such leave.

All other terms related to Parental Leave, Bereavement Leave, Leave for Crime Victims to Attend Judicial Proceedings and Victim's Rights Proceedings, Leave for Victims of Domestic Violence, Sexual Assault, Stalking and Crimes Causing Injury or Death of a Family Member, and School Activities Leave that are not covered in this Article, shall be governed by the Employer's then-prevailing policy.

**ARTICLE XXI
ADMINISTRATIVE LEAVE**

The Employer may, in its discretion, place a bargaining unit member on administrative leave with pay. The employee(s) will not lose any pay, fringe benefits, or seniority as the result of administrative leave.

**ARTICLE XXII
PROBATIONARY PERIOD**

The probationary period for new employees shall be three (3) months with the ability to extend up to six (6) months upon written notice to the Union. Such notice shall include the reason for the extension and the revised end date of the probationary period. A work performance evaluation will be made prior to the end of the ninety (90) days from date of hire. Such evaluation shall be reviewed with the employee by the person making the evaluation and placed in the employee's personnel file with a copy given to the employee. Probationary employees may be disciplined or discharged without just cause, and any discipline or discharge during the probationary period shall not be subject to the grievance and arbitration procedure of this Agreement.

An employee who successfully completes their probationary period shall be converted to regular employee status.

**ARTICLE XXIII
EXIT PROCESSING**

The Employer shall offer to schedule an exit interview with each employee who voluntarily ends their employment.

**ARTICLE XXIV
LAYOFF, SEVERANCE AND RECALL, REASSIGNMENTS AND TRANSFERS**

A. Layoff and Recall

- a) **Notice.** The Employer shall give the Union a minimum of twenty-one (21) days' notice in advance of laying off bargaining unit employees and the Union shall keep such information confidential until it is disclosed to the affected employee(s). The notice will provide the Union with information on the number of reductions proposed, the job titles and number of positions who are intended to be laid off, the location where the layoffs would occur, and the date the layoffs would be implemented. Seven (7) days after such notice has been provided to the Union, the Employer shall give the Union the names of employees that the Employer intends to layoff. Upon notification to the Union of the names of employees that the Employer intends to layoff, the impacted employees will be notified and may be placed on paid administrative leave and their access to the Employer's facilities and IT systems may be restricted.
- b) **Alternatives to Layoff.** Both the Employer and the Union affirm that layoffs will be considered as the last resort after all reasonable alternatives have been duly considered. During the twenty-one (21) day notice period, the parties shall meet and confer on alternatives to the layoff, including but not limited to a reduction in the workforce through attrition, voluntary or early retirements/resignations packages, transfer to open comparable bargaining unit positions (if any), reduced work time, or reduction in pay. If there is not an agreement reached twenty-one (21) days following notice to the Union in subsection (a) above, the Employer has the right to implement its decision and final bargaining position. Nothing herein shall preclude the parties extending the timeframes in this section by mutual agreement.
- c) **Selection for Layoff.** Temporary employees who are in the same job classification, department, and policy area/policy center as employees who would be selected for layoff, shall be separated before laying off bargaining unit employees, unless it is not feasible due to the impact on a project.
- d) **Severance Package and COBRA Continuation Coverage:** In exchange for executing and not revoking a separation agreement containing a general release in the form provided by the Employer, a laid off employee shall receive the following:

- i. **Severance Pay.** A minimum of one (1) week of pay for every year of employment with MDRC, prorated to their date of termination, with a minimum of four (4) total weeks of severance pay and a cap of twenty-six (26) weeks. This section does not prohibit the parties from negotiating a greater amount of severance for laid off employees by mutual agreement.
- ii. **Continuance of Healthcare COBRA Coverage.** For employees with fewer than ten (10) years of employment at MDRC, the Employer will provide all laid off employees healthcare coverage in the form of paying one hundred percent (100%) of laid off employees' COBRA costs for a period of three (3) months, or until the date the employee is eligible to be covered by another employer's health plan, whichever is shorter. For employees with greater than ten (10) years of employment at MDRC, the Employer will provide laid off employees healthcare coverage in the form of paying one hundred percent (100%) of laid off employees' COBRA costs for a period of six (6) months, or until the date the employee is eligible to be covered by another employer's health plan, whichever is shorter.
- iii. **Recall List.** Laid off employees shall be placed on a recall list for twelve (12) months from their layoff date.

Whenever job openings occur in the bargaining unit, laid off employees will be recalled to their former or any substantially equivalent position on the basis of length of MDRC seniority. A laid off employee who declines a recall offer shall be removed from the recall list. Laid off employees who are on the recall list are responsible for keeping Human Resources informed of their current home address and personal e-mail address. The Employer shall send recall offers by certified mail to the most recent address on file. The Employer shall also notify the laid off employee through e-mail. The employee will have five (5) business days to accept the recall offer in writing. If no response is received by the Employer within five (5) business days, the offer will be deemed to be rejected.

If, during the twelve (12)-month recall period, another role is available that an employee on recall applies and is qualified for, in the Employer's judgment, such employee shall have preference over outside candidates, provided the employee is equally qualified to the outside candidates.

B. Exclusions and Single Employee Layoffs. Employees who are terminated for cause, who resign their employment, or who are in their probationary period are not covered by this Article. In the event of a single employee layoff, the Employer shall provide notice to the Union and impacted employee fourteen (14) days in advance of the employee's last day of employment. Once the impacted employee is notified, they may be placed on paid administrative leave and their access to the Employer's facilities and IT systems may be restricted. The Employer shall not utilize the process for single employee layoffs under this section for the purpose of avoiding its notice and bargaining obligations for layoffs of more than one (1) employee, outlined in Sections A.1-3 above.

ARTICLE XXV TRAVEL AND EXPENSE REIMBURSEMENT

The Employer's then-prevailing "MDRC Travel and Business Expense Reimbursement Guide" policy, "Safety in the Field" guidance, the travel policy in the Employee Handbook shall apply to employees on the same terms and conditions as such policies apply to non-represented employees of the Employer, with the following modifications applying to bargaining unit employees:

A. Safety. Employees should exercise their professional judgment as to matters of safety and security while traveling. If an Employee has a concern about an assigned field work location(s) in advance of their travel or while traveling, they shall immediately contact their supervisor on the project regarding their safety concerns and discuss a plan to address their concerns. If they are unable to contact their supervisor or project director, they may elect to change their travel plans without the need to consult or obtain Employer pre-approval and will be reimbursed for any reasonable costs incurred by making these changes, including travel change penalties and the costs of foregone travel

arrangements that cannot be refunded or modified.

B. Business Travel Payment. Employees whose duties require them to travel will be granted access to an Employer-issued card or cash advance, as determined by the Employer. Employer-issued credit cards and/or cash advances may only be used for reasonable and authorized business travel expenses, consistent with MDRC's Travel and Business Expense Reimbursement Guide.

C. Pre-authorization and reimbursement approval. Employees are required to obtain preauthorization of travel for work and submit for travel-related reimbursement by completing a Travel Authorization form in accordance with MDRC's Travel and Business Expense Reimbursement Guide. In extenuating circumstances (e.g. an Employee is asked to travel on short notice), the Employer will grant an exception to the policy requiring an approved pre-authorization form prior to the travel commencing. The Employee must complete the pre-authorization form upon returning from their travel before submitting for reimbursement.

D. Airfares. Employees will not be expected to travel on deep discount carriers (e.g., Spirit, Frontier) or use basic economy fares on mainstream carriers. Travel and accommodation upgrades (e.g. a seating upgrade) where a payment beyond the base fare or rate is required will not be reimbursed but are permissible.

E. Lodging locations and costs. The requirement to book hotels with rates in line with the published GSA Per Diem rates does not apply in the following circumstances:

- a) The hotel is on a list pre-approved by the Employer and there is an agreement with the hotel. The Employer shall publish a list of said hotels on the company website;
- b) The hotel is the designated hotel for a conference, tradeshow, or other event the employee is attending; or
- c) The Employee has safety concerns about the available hotel options that are below the per diem rate.

F. Working and pay while traveling. Employees traveling for business purposes to a job site that is not their assigned primary job site will make reasonable efforts to conduct their normal job duties while traveling.

G. Travel and meals for overtime work. Reimbursement for late meals shall be increased to fifteen dollars (\$15.00).

H. Timely reimbursement. The Employer will make reasonable efforts to remit reimbursement (or request additional information, if needed) to employees within ten (10) business days of an expense report's approval by Finance.

I. Flexibility to extend trips for personal reasons. Employees may opt to travel to work locations before or after the required work dates, with the Employer reimbursing the cost of comparable airfare and ground travel costs to or from airports and train stations that would have otherwise been expensed.

ARTICLE XXVI OUTSIDE MDRC ACTIVITIES PAY

The "Policy Regarding Compensation for Employee Activities Outside Of MDRC" in the Employee Handbook shall apply to employees on the same terms and conditions as such policies apply to non-represented employees of the Employer, with the following modifications applying to bargaining unit employees:

A. Upon submitting a completed Conflict of Interest Disclosure form to the Conflicts Committee, Human Resources or a member of the Conflicts Committee shall reply with a written determination within twenty (20) business days. If the Committee determines that there is a conflict or an appearance of a conflict, it will determine the appropriate action to take to mitigate the conflict. Employees have the right to have Union representation at any meeting to discuss mitigation action. No Employee shall be retaliated against for submitting a Conflict of Interest Disclosure form.

ARTICLE XXVII EDUCATIONAL EXPENSE REIMBURSEMENT

The “Educational Expense Reimbursement” policy in the Employee Handbook shall apply to employees on the same terms and conditions as such policies apply to non-represented employees of the Employer, with the following modifications applying to bargaining unit employees:

A. Funding. The maximum allowable reimbursement (including tuition and related class expenses such as books) shall be up to five thousand dollars (\$5,000) per year for employees working towards a bachelor’s or associate degree.

B. Eligibility. Employees who temporarily reduce to part-time, while enrolled in a degree program, will remain eligible as long as they remain working a minimum of twenty-four (24) hours per week.

C. Application and Approval.

- a) If an employee’s Application for Tuition Reimbursement is denied, Human Resources will provide a written account on what aspect(s) of the application were inconsistent with MDRC policy with the initial notice of denial.
- b) Human Resources will respond to an employee’s submitted evidence of completion within five (5) business days of submission. Funds shall be disbursed to the employee no more than two (2) pay periods after the evidence has been submitted and approved.

All other terms related to Educational Expense Reimbursement that are not covered in this Article, shall be governed by the Employer’s then-prevailing policy.

ARTICLE XXVIII COMPENSATION

A. Pay Tables, 2023 End-of-Year Increases, and Step Schedule Placement for Newly-Created Bargaining Unit Positions.

- a) **Pay Tables.** Employees are paid according to the wage table attached as Appendix A-2. The wage table includes a step schedule for each job family and job title (steps are two percent (2%) apart from each other). The Pay Tables are increased annually based on the Cost-of-Living Allowances (COLAs) provided in this Agreement. The first Pay Table of this Agreement shall be known as the “Year 1 Pay Table.” A list of this Agreement’s Pay Tables (i.e. Years 1 through 4) are included in Appendix A-2.
- b) **2023 End-of-Year Increases.** Effective as of January 1, 2024, each employee who is not already paid at or above the top step for their job title shall be placed on the step schedule for their job family and job title that is at least six percent (6%) higher than their salary the day prior to December 31, 2023, and each employee who is paid at or above the highest step for their job title will receive a lump sum payment equal to six percent (6%) of their base salary as of December 31, 2023.
- c) **Step Schedule Placement for Newly-Created Bargaining Unit Positions.** The Employer shall have the right to create and define any new bargaining unit job title and to establish duties for such job title. In the event the Employer hires or promotes a bargaining unit employee into a new bargaining unit job title, the Employer shall give the Union notice of the new job title and job family, a copy of the job description, and the step placement. The Union shall have seven (7) days from the date of the notice to request to bargain over the step placement. If the Union does not make a request to bargain within seven (7) days’ notice from the Employer, the step placement will be deemed final.

B. End-of Year Increases and Inflation Adjustments

- a) Effective on January 1, 2025, January 1, 2026, and January 1, 2027, all employees with at least three (3) months of employment preceding January 1 and who are not already paid at or above the highest step for their job title, will receive a pay increase to the next step for their job title. Effective on January 1, 2025, January 1, 2026, and January 1, 2027, all employees with at least three (3) months of employment preceding January 1 and who are paid at or above the highest step for their job title will receive a lump sum payment equal to two percent (2%) of their base salary. Once an employee reaches the highest step increment of their job classification's salary range, they shall remain at that top step until either a new step is created for their assigned salary range, or they are promoted or transfer into a different job classification.

In addition to the annual increase, the Employer may (a) provide a lump sum payment to an employee(s) for any performance-based reason; and (b) adjust an employee's place on the step scale for recruitment or retention purposes.

b) Cost of Living Adjustments and Inflation Adjustments

- i. Effective January 1, 2025, January 1, 2026, and January 1, 2027, the wage table shall be increased by two (2%) percent, prior to any increase described in C below.
- ii. Effective January 1, 2025, January 1, 2026, and January 1, 2027, if the 12-month unadjusted percent change for the National Consumer Price Index is four percent (4%) or higher than it was the prior January 1, Appendix A-2 shall be increased by the difference between four percent (4%) and the inflation rate, up to a total increase of two percent (2%).
- iii. Effective January 1, 2025, January 1, 2026, and January 1, 2027, if the 12-month unadjusted percent change for the National Consumer Price Index is four percent (4%) or higher than it was the prior January 1, an employee who is at or above the highest step for their job title shall receive (i) a lump sum payment in the amount of the difference between four percent (4%) and the inflation rate, up to a total payment of two percent (2%), or

- (ii) be moved to the next highest step after Appendix A-2 is adjusted as set forth in b.ii above, whichever is greater.
- iv. The inflation adjustments set forth in B(b)i and ii shall take place before employee step progression described in Section B.
- v. This Section B(b) (Cost of Living Adjustments and Inflation Adjustments) shall expire on the last day of the Agreement and shall be of no further force or effect and shall not be continued as part of the post-expiration status quo.

C. Market Adjustments. Nothing in this Agreement precludes the Union and Employer from mutually agreeing to make additional market adjustments for job classifications for the purpose of recruitment and/or retention.

D. Promotions. The Employer will consider all employees for a promotion after continuously working in a job classification for two (2) years. Policy Area Leaders or Department Heads may also recommend an employee for promotion before two (2) years in a job classification. Employees may be promoted by a determination of the Employer or by applying for an open position at the next level. When considering an employee for a promotion, the Employer shall take into consideration, at a minimum, whether the employee has demonstrated ability to move to the next level, the employee's time in current position, the employee's performance, and whether there is a budgeted position available.

Promoted employees will be placed on a step in the new range that is equal to or greater than a five percent (5%) increase to their previous salary (after COLA and inflation adjustments), or will be placed on the step that is the minimum for their new job title, whichever is greater, provided that no such increase may result in a salary greater than the top step of the salary range.

E. Part Time Employees. Compensation for part-time employees (*i.e.*, employees working less than 100% (40 hours per week)) will be paid on a pro-rata basis at no less than the rate of pay for their job title and step.

F. Overpayments. The Employer may correct any system-wide payroll issue immediately upon learning of the issue, including but not limited to, recouping any improperly paid amounts. If the Employer determines that an employee has been overpaid wages, the Employer may require that the employee be paid correctly on a go-forward basis. Recoupment of overpayments for back wages shall conform to applicable state law.

ARTICLE XXIX BENEFITS

A. MDRC Benefits. Except where greater benefits are provided in this Agreement, the Employer shall maintain, at the same level and on the same conditions, all benefits currently offered to bargaining unit employees, including without limitation the following benefits and those described in the MDRC Benefits Guide. Eligibility for such benefits shall be determined by the requirements set forth in the applicable plan document.

- a) Medical and Prescription;
- b) Dental;
- c) Vision;
- d) Basic Life Insurance and Accidental Death and Dismemberment (AD&D) Insurance;
- e) Paid Family Leave (e.g. New York, California, etc.);
- f) Short Term Disability;
- g) Long Term Disability;
- h) Supplemental / Voluntary Life Insurance;
- i) Flexible Spending Accounts (FSA) – Health Care/Limited Purpose;
- j) Flexible Spending Accounts (FSA) – Dependent Care;
- k) Commuter Benefits;
- l) Employee Assistance Program (EAP);
- m) Employer Paid Retirement Contributions (what MDRC refers to as a “Pension Plan”);
- n) Retirement Savings Plan;
- o) Adoption Assistance;
- p) Health Advocate;
- q) Identity Theft Prevention; and
- r) Legal Plan.

B. Modifications to Plans and Duty to Bargain. The Employer may change or modify the benefit plans set forth above, provided (i) such change or modification does not

reduce the level of benefits for bargaining unit members and (ii) such change or modification has been made for non-represented employees on the same basis. The Employer shall provide at least thirty (30) calendar days' notice, or as much notice as practicable, of any such change or modification. Upon the request of the Union, the Employer and Union shall meet to discuss the effects of any such change or modification to Employees.

Notwithstanding the foregoing, if during the term of this Agreement there is a plan design change (e.g. changes to co-pays or deductibles) that would adversely affect bargaining unit members, such as by reducing benefits or increasing out-of-pocket costs, for the medical, dental and vision plans, then the Employer shall provide notice to the Union as soon as reasonably feasible after learning of the change, and bargain with the Union regarding such change. The Union shall make itself available for negotiations during the time period in which a decision is needed for such change.

ARTICLE XXX EMPLOYEE SERVICE RECOGNITION

The success of MDRC is possible through the hard work and loyalty of its staff members. Employees who have demonstrated their commitment and loyalty shall be recognized for achieving a five-year, ten-year, fifteen-year, twenty-year, and twenty-five years or greater service milestone with MDRC.

The Employee Service Recognition (ESR) Program is open to all full-time and part-time regular employees. Where employees have split service, or breaks in service, the following rules apply: if the break in service is less than the cumulative years of prior service and is not greater than five (5) years, then the earlier date of hire will apply for service award determination purposes.

Effective upon the Ratification Date, when an employee reaches their next milestone they shall receive a gift certificate in amount set forth in the table below (which shall be considered taxable income) based on their years of service.

Milestone	Gift card amount
5 years	\$150
10 years	\$250
15 years	\$350
20 years	\$500
25 years	\$600

ARTICLE XXXI VACATION

A. Vacation Accrual. Full-time employees shall accrue vacation in the following manner:

- 1st and 2nd Year: 15 Days (120 hours)
- 3rd Year and above: 20 Days (160 hours)

For the purposes of this Article, a year begins on the employee's date of hire.

Regular full-time employees accrue vacation each pay period.

The accrual rate shall be pro-rated for part-time employees working at least fifty percent (50%) of a full-time employee's schedule. Part-time employees working less than fifty percent (50%) of a full-time employee's schedule and temporary employees are not eligible for vacation days.

B. Vacation Accrual – All Employees Except California. Employees may roll over vacation days from one (1) year to the next, except that no more than 160 hours for forty (40) hour per week employees and 140 for thirty-five (35) hour per week employees (20 days) may be carried over from the preceding year unless there is specific written authorization from the President to exceed such limits. Days that are in excess of these amounts and that are not approved to be carried over will be forfeited without compensation.

C. Vacation Accrual - California Employees. Employees may earn vacation time to a maximum of 320 hours (40 days). Unused vacation carries over from year to year, however, when an employee has reached the 320-hour maximum, vacation time will cease accruing until such time as the accrued vacation hours drop below the 320-hour maximum.

D. Vacation Pay at Termination. Employees shall accrue vacation hours through the pay period in which their final date of employment occurs. All employees shall receive payment for accrued, unused vacation up to twenty (20) days upon termination of employment. Accrued, unused vacation of more than twenty (20) days shall be forfeited, except as otherwise permitted by applicable state law.

E. Vacation Scheduling. Employees shall give sufficient notice to their supervisor of any planned vacation. Vacation days will be approved according to MDRC's existing practices in place upon the approval of this Agreement, and will not be unreasonably denied.

F. Reporting Vacation Time. Employee shall record vacation days under the appropriate code on their timesheet in the Electronic Timesheet (ET) system.

ARTICLE XXXII HOLIDAYS

All employees shall receive the following holidays eleven (11) paid holidays, during which MDRC's physical offices will be closed:

- New Year's Day
- Martin Luther King Day
- President's Day
- Memorial Day
- Juneteenth
- Independence Day
- Labor Day

- Veterans Day
- Thanksgiving + Day After
- Christmas Day

Up to three (3) times per year, each employee may request to work on an MDRC holiday and instead select an alternate day off (that is not designated as an MDRC holiday) to receive as a paid holiday. Requests for flex holidays shall be submitted in writing to the employee's Policy Area Leader or Department Head (or their designee) and Human Resources at least fourteen (14) calendar days in advance for approval. Requests will be responded to within seven (7) calendar days and shall not be unreasonably denied. Employees shall be responsible for notifying Payroll one payroll period before that they are working on the MDRC holiday and notating their time sheet as regular hours to ensure accurate payroll processing. The alternate day off must be taken within the same calendar year.

A. Discretionary Holiday. All employees shall be eligible for one (1) discretionary holiday in addition to the holidays observed above.

B. Pay for Work on a Holiday. If a full-time exempt employee is assigned to work on an MDRC holiday by their Policy Area Leader or Department Head, they shall receive an additional paid day off at a later date. If a nonexempt full-time or part-time employee is assigned to work on an MDRC holiday by their Policy Area Leader or Department Head, they shall be paid time and a half (1½x) for all hours worked. This provision does not apply to flex holidays.

C. Celebration of Holidays Not Falling on Workday; Work on Holidays. If an MDRC holiday falls on Saturday, the holiday will be observed on the preceding Friday. If an MDRC holiday falls on Sunday, the holiday will be observed on the following Monday.

ARTICLE XXXIII SABBATICAL

In the event the Employer establishes a sabbatical leave program for non-represented employees, it will negotiate with the Union regarding establishing a sabbatical leave program for bargaining unit staff.

ARTICLE XXXIV EMPLOYEE ASSISTANCE BENEFIT PROGRAM

A. Employee Assistance Program. In the event the Employer needs to change EAP providers, it will maintain substantially the same level of coverage as the current provider, Corporate Counseling Associates. The EAP will be provided at no cost to all employees.

B. Eligibility. All employees and their covered dependents are eligible. The term “covered dependents” for the purposes of this program includes the immediate family of an employee, as well as any other individuals who live with the employee or otherwise play a role in an employee’s life akin to that of an immediate family member.

ARTICLE XXXV DOMESTIC PARTNERS

The “Benefits for Domestic Partners” policy in the Employee Handbook shall apply to employees on the same terms and conditions as such policies apply to non-represented employees of the Employer, with the following modifications applying to bargaining unit employees:

A. Any existing or new benefit that is applicable to a spouse shall also be applicable to a Domestic Partner.

B. The Affidavit of Domestic Partnership form shall be provided to employees during their orientation and made available on the Employer’s internal site (e.g. Sharepoint).

C. Within five (5) business days of an Employee submitting a timely and complete Affidavit of Domestic Partnership form or a request for information regarding coverage for their Domestic Partner, Human Resources will respond in writing to the Employee with a determination of coverage or to request additional information, at its discretion, to assist in its determination of coverage. If additional information is provided, Human Resources will have an additional five (5) days to respond in writing with the determination of coverage.

ARTICLE XXXVI ADOPTION BENEFIT

The “Adoption Benefit” policy in the Employee Handbook shall apply to employees on the same terms and conditions as such policies apply to non-represented employees of the Employer, with the following modifications applying to bargaining unit employees:

A. The maximum allowable reimbursement shall be five thousand (\$5,000) per adopted child.

ARTICLE XXXVII LACTATION

The Employer commits to providing reasonable accommodations for employees’ pregnancy, childbirth, or related medical conditions, including accommodations for lactation. Employees have the express and protected right to request a lactation accommodation. The Employer will provide accommodations to employees who choose to express breast milk during work hours, both at its office locations and to those who telework.

Before an employee returns from parental leave or upon notice of an employee’s potential need to express breast milk at work, a member of the Human Resources Department will seek to discuss with the employee whether the employee needs a reasonable accommodation to express breast milk at work.

The Employer will not tolerate discrimination, harassment, or retaliation against any employee based on the request for or usage of lactation accommodations. Any discrimination, harassment, or other violations of this policy should be reported to the Human Resources Department.

A. Use of Dedicated Lactation Room. The Employer will provide lactation rooms in each office location (New York, DC, Oakland, Los Angeles, and any other offices that the Employer maintains) and will ensure that the lactation rooms are: clean; have proper signage; free from intrusion and shielded from view of others; contain at least one electrical outlet, a surface to place a pump and other personal items, and a chair; near running water (e.g., for washing hands and/or cleaning breast pump parts); and can be locked from the inside. A refrigerator shall be available in each office location for employees to store breast milk.

Employees who need to use the lactation rooms shall have priority over other employees who would like to use the room for non-lactation purposes. The Human Resources Department is responsible for enforcing appropriate use of lactation rooms. When more than one employee needs to use the designated lactation room, employees can reserve the room through the Outlook calendar, or a member of the Human Resources Department will discuss various options with all employees who use the lactation room to determine what arrangement addresses each employee's needs such that each employee has access to the lactation room amenities. Options may include: having a previously identified, alternative clean space free from intrusion; sharing the space among multiple users; or creating a schedule for use. Any accommodation will ensure each employee is afforded a reasonable amount of time to pump.

Even if the lactation room is available, an employee who chooses to express at their usual workspace will be permitted to do so.

B. Reasonable Time to Express Breast Milk. A reasonable amount of paid time (at least thirty (30) minutes) shall be provided for an employee to express breast milk and the Employer shall not unreasonably limit the amount of time or the frequency that an employee

expresses breast milk. A member of the Human Resources Department will speak with the employee to determine a schedule of breaks that reasonably accommodates the pumping needs of the employee. Employees will be given the flexibility to choose when they take their breaks.

The Employer does not require the employee to work while pumping. However, if the employee works while pumping, the employee will be paid at their regular rate for that time.

C. Lactation Accommodation Request Process. Before an employee returns from parental leave or upon notice of an employee's potential need to express breast milk at work, Human Resources will resend this policy to the employee in writing (electronically or by mail) and request information from the employee regarding the need for a reasonable accommodation to express breast milk at work.

Employees may also independently request a lactation accommodation by contacting Human Resources. A request may be made orally or in writing to Human Resources and should indicate that the employee will need accommodations for expressing breast milk at work.

Human Resources will respond to a request for a lactation accommodation as quickly as possible. Under no circumstances will this amount of time exceed five (5) business days. During the time it takes to respond to a request and/or engage in a dialogue to determine the accommodation, a temporary accommodation will be provided to the employee so that the employee can pump in a manner that meets the employee's immediate needs. If the specific accommodation requested by the employee poses operational challenges, reasonable alternatives will be discussed with the employee. At the employee's request, a Union representative may be present for this discussion(s). The conversation between Human Resources, the employee, and the Union representative (if attending) will be in good faith, may occur orally or in writing, and will conclude with a final written determination of the accommodation.

The Employer recognizes that employees' lactation accommodation needs may change over time. Employees may request changes to their existing lactation accommodation at any point.

D. Prevailing Policy. In the event that any federal, state or local law provides benefits that are greater than those provided herein, such benefits shall apply to bargaining unit members.

All other terms related to lactation that are not covered in this Article, will be governed by the Employer's then-prevailing lactation policy.

ARTICLE XXXVIII PROFESSIONAL DEVELOPMENT PLANS/LEARNING AND DEVELOPMENT

A. Professional Development Plans. Annually, Employees will work with their supervisors to draft a Professional Development Plan, which will outline their learning and development goals and activities relevant to MDRC's work. The Plan will become final once approved by the Employee's Policy Area Leader/Department Head or their designee and Human Resources.

B. Learning and Development Hours. Learning and development hours shall be made available to all Employees and used in alignment with their Professional Development Plans. Learning and development hours can be used to attend activities such as: Lunch and Learns, methods group meetings, external webinars, trainings, or conferences. Learning and development hours do not include on-the-job training, participation in the MDRC Mentoring Program, or mandatory compliance trainings, as described below.

All full-time, regular employees shall be entitled to four (4) days (32 hours) of learning and development time each calendar year. Individuals who are not full-time, regular employees will also be entitled to learning and development hours, on a pro-rata basis.

Employees will notify their supervisor of attendance at learning and development activities with sufficient notice so as to minimize disruptions to planned work.

MDRC will provide all staff with the appropriate charge code for learning and development hours and provide accounting for hours used.

Unused learning and development hours will not roll forward from year to year except in the case of extenuating circumstances and with written approval provided by the appropriate Policy Area Leader/Department Head or their designee. The amount rolled over may not exceed sixteen (16) hours.

C. Procedure for Approval of Training or Conference Fees or Travel Costs. All Employees shall be eligible to attend conferences or trainings, provided it is approved in their Professional Development Plan, according to the procedure below and shall not be unreasonably restricted from proposing a conference or training as part of their Professional Development Plan.

An employee interested in applying for training or a conference that requires a fee or travel costs of more than two hundred fifty dollars (\$250) (consistent with their Professional Development Plan) must complete a Training/Conference Request form before being registered for any program.

The Training/Conference Request form should be forwarded to the Policy Area Leader/Department Head or their designee for approval, and then to Human Resources for approval. This request shall not be unreasonably denied (*e.g.*, it may be denied if the requested training/conference is not part of the employee's Professional Development Plan, if the requested training/conference is unreasonably expensive compared to comparable trainings/conferences, if the requested training/conference could be attended on Zoom rather than in person without substantially decreasing the professional development value of the conference/training). Once the training/conference is approved, the employee may proceed to register/enroll and file an expense report for reimbursement.

D. Procedure for Approval of Membership in Professional/Technical Associations. The Employer's Membership in Professional/Technical Associations policy shall

apply to bargaining unit members on the same terms and conditions such policy applies to non-represented employees of the Employer. An employee who is interested in becoming a member in a professional/technical association that requires a fee (and is consistent with their Professional Development Plan) should submit a request to their Policy Area Leader/Department Head or their designee for approval. Once the membership is approved, the employee may proceed to register/enroll and file an expense report for reimbursement.

E. Orientation, Role-based and Mandatory Compliance Training Hours.

Orientation and onboarding, role-based trainings, and mandatory compliance trainings are a condition of employment and must be taken either during regularly scheduled live sessions or online. Examples of mandatory compliance training include:

- Anti-Harassment
- Human Subjects Research Ethics (must be taken by selected staff members)
- Cybersecurity Awareness
- NIST 800-53
- Anti-Phishing
- Mitigating Bias and Recruitment Best Practices
- Qualitative Data Security

Orientation and onboarding, role-based trainings, and mandatory compliance training will not count as part of the employee's learning and development hours. Employer will provide the appropriate charge code for attendance of such trainings.

ARTICLE XXXIX EMPLOYER GROUPS

Employees who participate in Employer-sponsored workgroups (e.g. Equity Collaborative, Operations Work Group) during regular business hours may charge this participation time to a project. If not approved to do so, they may be approved to bill that time to their department's Training charge code, or another charge code to be provided by the Employer.

Employees who participate in Employer-approved affinity groups that have a learning component and are approved by MDRC's Office of Outreach, Diversity, and Inclusion, such as those listed on the Employer's Sharepoint site, during regular business hours may choose to bill their participation time to their allotted Learning and Development Hours, as provided by Article XXXVIII, Professional Development Plans/Learning And Development.

Participation in affinity group events funded by MDRC's Office of Outreach, Diversity, and Inclusion may be billed to a charge code provided by the Employer. MDRC's Office of Outreach, Diversity, and Inclusion will consult with the Labor Management Committee to determine whether newly approved affinity groups are eligible for this allotment.

ARTICLE XL MENTORING PROGRAM

A. Introduction. MDRC's Mentoring Program is open to all employees and is designed to promote mentoring partnerships within and across all departments and policy areas and within and across the New York, Oakland, LA, D.C and remote locations.

MDRC's Mentoring Program is intended to enhance staff's professional development by pairing them with an employee who will coach, counsel, support, sponsor and encourage the mentee in order to:

- improve understanding of MDRC's mission;
- increase access to advice about career growth, professional development, and higher education pathways;
- increase understanding about MDRC's culture;
- build community within MDRC.

Participation in the Mentoring Program is optional but strongly encouraged, whether employees participate as a mentor or mentee. Human Resources shall continue to administer this program on an ongoing basis.

B. Program Applications in 2023. For calendar year 2023, Human Resources shall open applications to join the Mentoring Program to all employees once a quarter, with each cycle lasting ten (10) months. Employees may apply for the Mentoring Program when Human Resources announces the beginning of a new cycle by completing a program application form, to be made available to all staff (e.g. through the Human Resources Sharepoint site and through periodic reminder emails). Staff should email the completed application form to Human Resources by the due date for that quarter and HR will try to match employees with a mentor or mentee, provided there are sufficient mentors/mentees. In the event that there are an insufficient number of mentors/mentees, the Employer may take steps to ensure maximum participation in the program, such as but not limited to, prioritizing applications of first-time applicants or delaying the entry of applicants to the following quarter.

At any point during the cycle, a mentor or mentee may contact Human Resources to request assistance or end their mentorship relationship and/or request to receive a new match. If HR needs to re-assign a mentor and/or mentee for any reason, they will provide as much notice as practicable to the mentor and/or mentee, and allow for discussion.

An employee may not have more than one mentor at a time.

C. Charging Time. Employees participating in the Mentoring Program may charge up to three (3) hours per month to their department's IDM-Mentoring code for mentoring-related activities, including preparation for meetings, attending meetings, workshops and homework.

D. Quarterly Lunches. Mentorship pairs are encouraged to schedule quarterly lunches, which will be reimbursed by MDRC up to \$20 per person per lunch.

E. The Mentoring Program Past 2023. In the event that the Employer would like to make changes to the Mentoring Program based on the report of the Mentoring Recommendations group, it shall provide the Union with thirty (30) days' advance notice of such changes. Upon request from the Union, the parties will meet to bargain such changes.

ARTICLE XLI JOURNAL ARTICLES

The "Journal Articles" policy in the Employee Handbook shall apply to employees on the same terms and conditions as such policies apply to non-represented employees of the Employer, with the following modifications applying to bargaining unit employees:

A. The number of journal articles that may be sponsored and supported by the Employer shall be fifteen (15) articles during any one calendar year, unless MDRC's President approves a higher number of journal articles.

ARTICLE XLII PAY CHECKS

A. Disbursement of Payroll. Employees shall have the option to receive their live checks from the Payroll Manager or their designee or enroll in direct deposit to their bank of choice.

Paychecks are issued on the 15th and the end of the month. If a pay date falls on a holiday or a weekend, checks will be issued on the last day of business prior to the pay date.

Newly hired staff will receive their first paycheck on the second pay period after their date of hire, unless advanced pay is requested as set forth below.

B. Advanced Pay. Upon hiring and before the employee is required to choose their start date, the Employer shall communicate the pay schedule to the employee via the employee's preferred communication method. Once the employee chooses their start date, the Employer

shall inform the employee of their first pay date and the number of days the first paycheck will include.

Employees may request pay prior to the regular pay date if the employee will be on vacation on the regular pay date or requires early pay for other circumstances. Additionally, a new employee may request advanced pay at any time during their first four (4) weeks of employment. Any requests for advanced or early pay shall be submitted to the designated members of the Finance Department in conjunction with designated members of the Human Resources (HR) Department. A member of the Finance or HR Departments shall provide a response to the request within two (2) business days and will detail the options available to the employee under the Finance Department's pay procedures. Requests shall be fulfilled to the extent possible under the Finance Department's pay procedures and shall not be unreasonably denied.

ARTICLE XLIII JOB POSTINGS FOR NEW OR EXISTING POSITIONS

A. Job Postings for New or Existing Positions. When the Employer posts for a vacant bargaining unit position (new or existing), the Employer will simultaneously post the role internally and externally and provide notice in writing of such vacant position to all bargaining unit members. The job posting will include a brief description of the duties of the position, the salary range (as it is required by applicable law), and minimum requirements or qualifications for the position.

When filling bargaining unit vacancies, the Employer shall consider internal and external candidates based on qualifications, experience, and the particular requirements of the position. If the qualifications of an internal candidate and an external candidate are substantially equal, in the judgment of the Employer, the Employer shall consider the value of promoting the growth of internal applicants, but the Employer may also take into account other relevant considerations. In the event that multiple internal candidates are the only finalists for a position and their qualifications are substantially equal, in the judgment of the Employer, the internal candidate with the greatest seniority shall have preference.

B. Employee Rights if Not Selected for a Vacancy. In the event that an internal candidate is not selected for a vacancy, the Employer shall provide a written notice of the denial within one (1) week after a determination has been made. Upon request, the Employer shall meet with the internal candidate to discuss the factors that contributed to the denial and provide feedback on how to improve for future opportunities.

ARTICLE XLIV FINANCIAL STATEMENTS

MDRC will make the most recent version of Audited Annual Financial Statements (i.e. Statement of Activities, Statement of Financial Position, and Statement of Cash Flows), budget and funding sources publicly available on mdrc.org. In addition, the Employer shall provide the Union a copy of its IRS Form 990 within thirty (30) calendar days after it is filed.

ARTICLE XLV SCOPE OF AGREEMENT

A. Entire Agreement. The parties agree that all negotiable items have been discussed with respect to any subject or matter appropriate for collective bargaining, during negotiations leading to this Agreement. Therefore, except as otherwise provided in this Agreement, the parties further agree that negotiations will not be reopened on any item during the life of this Agreement, except by mutual agreement. In the event that the parties voluntarily meet and confer on a topic during the term of this Agreement, the Employer shall provide reasonable notice to, and shall negotiate with the Union, on any and all matters within the scope of representation.

B. Amendment. Any voluntarily and mutually agreed to amendment to this Agreement must be reduced to writing and executed by both the Employer and the Union to be effective.

C. Waiver. The waiver of any violation, term, or condition of the Agreement by either party shall not constitute a precedent in the future enforcement of any such term or condition. No waiver shall be effective unless it is reduced to writing and signed by both parties.

D. Savings/Severance Clause. Should any provision of this Agreement be determined by a court of law to be invalid or unenforceable as written, all remaining provisions of this Agreement shall remain in full force and effect, and any such invalidated provision shall be interpreted or amended to effectuate its purpose to the fullest extent permitted by law. Any dispute related to the application of this provision shall be subject to the parties' grievance procedure.

ARTICLE XLVI DURATION

This Agreement shall be in full force and effect from August 15, 2024, until November 14, 2027.

AFSCME

MDRC

Rod Palmquist
Union Representative

Virginia Knox
President

Date: _____

Date: _____

APPENDIX A-1 – JOB TITLES

	Job Family	Job Title
1.	Core Operations	Administrative Aide
2.	Core Operations	Senior Administrative Aide
3.	Cybersecurity Staff	Cybersecurity Analyst
4.	Cybersecurity Staff	Cybersecurity Senior Analyst
5.	Data Collection Unit	Web-Based Survey Assistant
6.	Data Collection Unit	Web-Based Survey Senior Assistant
7.	Data Collection Unit	Digital Data Collection Specialist 1
8.	Data Collection Unit	Digital Data Collection Specialist 2
9.	Data Collection Unit	Digital Data Collection Lead 1
10.	Data Collection Unit	Digital Data Collection Lead 2
11.	Editorial Operations	Editorial Coordinator 1
12.	Editorial Operations	Editorial Coordinator 2
13.	Editorial Operations	Editorial Manager
14.	Editorial Services	Editor 1
15.	Editorial Services	Editor 2
16.	Editorial Services	Senior Editor 1
17.	Editorial Services	Senior Editor 2
18.	Evidence to Practice	Research Analyst 1 - Evidence to Practice
19.	Evidence to Practice	Research Analyst 2 - Evidence to Practice
20.	Evidence to Practice	Research Associate 1 - Evidence to Practice
21.	Evidence to Practice	Research Associate 2 - Evidence to Practice
22.	External Affairs	External Affairs Assistant
23.	External Affairs	External Affairs Analyst 1
24.	External Affairs	External Affairs Analyst 2
25.	External Affairs	External Affairs Associate 1
26.	External Affairs	External Affairs Associate 2
27.	Governance, Risk, & Compliance	GRC Analyst
28.	Governance, Risk, & Compliance	GRC Associate 1
29.	Governance, Risk, & Compliance	GRC Associate 2
30.	Grants and Development	Grants and Development Assistant
31.	Grants and Development	Grants and Development/Special Initiatives Assistant
32.	Grants and Development	Grants and Development Analyst 1
33.	Grants and Development	Grants and Development/Special Initiatives Analyst 1
34.	Grants and Development	Grants and Development Analyst 2
35.	Grants and Development	Grants and Development/Special Initiatives Analyst 2
36.	Grants and Development	Grants and Development Associate 1
37.	Grants and Development	Grants and Development Associate 2
38.	IT Engineering	Application Manager 1

39.	IT Engineering	Application Manager 2
40.	IT Operations	IT Operations Analyst
41.	IT Operations	IT Operations Senior Analyst
42.	IT Services	Service Desk Analyst
43.	IT Services	Service Desk Senior Analyst
44.	Library Operations	Library Assistant
45.	Library Operations	Research and Technical Librarian 1
46.	Library Operations	Research and Technical Librarian 2
47.	Library Operations	Librarian Associate 1
48.	Library Operations	Librarian Associate 2
49.	Office Management	Administrative Assistant
50.	Office Management	Senior Administrative Assistant
51.	Office Management	Communications Coordinator
52.	PRED Special Ops	Internal Visual Design Analyst 1
53.	PRED Special Ops	Process Improvement Analyst 1
54.	PRED Special Ops	Internal Visual Design Analyst 2
55.	PRED Special Ops	Process Improvement Analyst 2
56.	PRED Special Ops	Internal Visual Design Lead 1
57.	PRED Special Ops	Process Improvement Specialist 1
58.	PRED Special Ops	Internal Visual Design Lead 2
59.	PRED Special Ops	Process Improvement Specialist 2
60.	Publications Production	Production and Design Specialist 1
61.	Publications Production	Production and Design Specialist 2
62.	Publications Production	Senior Production and Design Specialist 1
63.	Publications Production	Senior Production and Design Specialist 2
64.	Report and Proposal Production	Report and Proposal Production Assistant
65.	Report and Proposal Production	Report and Proposal Production Analyst 1
66.	Report and Proposal Production	Report and Proposal Production Analyst 2
67.	Report and Proposal Production	Report and Proposal Production Associate 1
68.	Report and Proposal Production	Report and Proposal Production Associate 2
69.	Research	Research Assistant
70.	Research	Research Analyst 1
71.	Research	Research Analyst 2
72.	Research	Research Associate 1
73.	Research	Research Associate 2
74.	Research - Data Science	Research Analyst 1 - Data Science
75.	Research - Data Science	Research Analyst 2 - Data Science
76.	Research - Data Science	Research Associate 1 - Data Science
77.	Research - Data Science	Research Associate 2 - Data Science
78.	Research - Quantitative	Research Assistant - Quantitative
79.	Research - Quantitative	Research Analyst 1 - Quantitative

80.	Research - Quantitative	Research Analyst 2 - Quantitative
81.	Research - Quantitative	Research Associate 1 - Quantitative
82.	Research - Quantitative	Research Associate 2 - Quantitative
83.	Data Strategy and Advisory Hub	Data Strategy and Advisory Hub Analyst 1
84.	Data Strategy and Advisory Hub	Data Strategy and Advisory Hub Analyst 2
85.	Data Strategy and Advisory Hub	Data Strategy and Advisory Hub Associate 1
86.	Data Strategy and Advisory Hub	Data Strategy and Advisory Hub Associate 2
87.	Resource Management	Resource Management Assistant
88.	Resource Management	Resource Management Analyst 1
89.	Resource Management	Resource Management Analyst 2
90.	Resource Management	Resource Management Associate 1
91.	Resource Management	Resource Management Associate 2
92.	Video and Podcast Production	Video and Podcast Production Specialist 1
93.	Video and Podcast Production	Video and Podcast Production Specialist 2
94.	Video and Podcast Production	Senior Video and Podcast Production Specialist 1
95.	Video and Podcast Production	Lead Producer

APPENDIX A-2 – WAGE TABLE
Year 1 (2024)

Research										
	Step 1	Step 2	Step 3	Step 4	Step 5	Step 6	Step 7	Step 8	Step 9	Step 10
Research Assistant	\$58,000.00	\$59,160.00	\$60,343.20	\$61,550.06	\$62,781.07	\$64,036.69	\$65,317.42	\$66,623.77	\$67,956.24	\$69,315.37
Research Analyst 1	\$72,428.89	\$73,877.47	\$75,355.02	\$76,862.12	\$78,399.36	\$79,967.35	\$81,566.70	\$83,198.03	\$84,861.99	\$86,559.23
Research Analyst 2	\$78,039.58	\$79,600.37	\$81,192.38	\$82,816.23	\$84,472.55	\$86,162.00	\$87,885.24	\$89,642.95	\$91,435.81	\$93,264.52
Research Associate 1	\$88,240.83	\$90,005.65	\$91,805.76	\$93,641.88	\$95,514.72	\$97,425.01	\$99,373.51	\$101,360.98	\$103,388.20	\$105,455.97
Research Associate 2	\$95,891.77	\$97,809.61	\$99,765.80	\$101,761.12	\$103,796.34	\$105,872.27	\$107,989.71	\$110,149.51	\$112,352.50	\$114,599.55
Evidence to Practice										
	Step 1	Step 2	Step 3	Step 4	Step 5	Step 6	Step 7	Step 8	Step 9	Step 10
Research Analyst 1 - Evidence to Practice	\$72,428.89	\$73,877.47	\$75,355.02	\$76,862.12	\$78,399.36	\$79,967.35	\$81,566.70	\$83,198.03	\$84,861.99	\$86,559.23
Research Analyst 2 - Evidence to Practice	\$78,039.58	\$79,600.37	\$81,192.38	\$82,816.23	\$84,472.55	\$86,162.00	\$87,885.24	\$89,642.95	\$91,435.81	\$93,264.52
Research Associate 1 - Evidence to Practice	\$88,240.83	\$90,005.65	\$91,805.76	\$93,641.88	\$95,514.72	\$97,425.01	\$99,373.51	\$101,360.98	\$103,388.20	\$105,455.97
Research Associate 2 - Evidence to Practice	\$95,891.77	\$97,809.61	\$99,765.80	\$101,761.12	\$103,796.34	\$105,872.27	\$107,989.71	\$110,149.51	\$112,352.50	\$114,599.55
Research - Quantitative										
	Step 1	Step 2	Step 3	Step 4	Step 5	Step 6	Step 7	Step 8	Step 9	Step 10
Research Assistant - Quantitative	\$59,000.00	\$60,180.00	\$61,383.60	\$62,611.27	\$63,863.50	\$65,140.77	\$66,443.58	\$67,772.45	\$69,127.90	\$70,510.46
Research Analyst 1 - Quantitative	\$73,959.08	\$75,438.26	\$76,947.03	\$78,485.97	\$80,055.69	\$81,656.80	\$83,289.94	\$84,955.74	\$86,654.85	\$88,387.95
Research Analyst 2 - Quantitative	\$79,569.77	\$81,161.16	\$82,784.39	\$84,440.08	\$86,128.88	\$87,851.46	\$89,608.48	\$91,400.65	\$93,228.67	\$95,093.24
Research Associate 1 - Quantitative	\$89,771.02	\$91,566.44	\$93,397.77	\$95,265.73	\$97,171.04	\$99,114.46	\$101,096.75	\$103,118.69	\$105,181.06	\$107,284.68
Research Associate 2 - Quantitative	\$102,012.53	\$104,052.78	\$106,133.83	\$108,256.51	\$110,421.64	\$112,630.07	\$114,882.67	\$117,180.33	\$119,523.93	\$121,914.41
Research - Data Science										
	Step 1	Step 2	Step 3	Step 4	Step 5	Step 6	Step 7	Step 8	Step 9	Step 10
Research Analyst 1 - Data Science	\$74,469.14	\$75,958.53	\$77,477.70	\$79,027.25	\$80,607.80	\$82,219.95	\$83,864.35	\$85,541.64	\$87,252.47	\$88,997.52

	Step 1	Step 2	Step 3	Step 4	Step 5	Step 6	Step 7	Step 8	Step 9	Step 10
Research Analyst 2 - Data Science	\$80,079.83	\$81,681.43	\$83,315.06	\$84,981.36	\$86,680.99	\$88,414.61	\$90,182.90	\$91,986.56	\$93,826.29	\$95,702.81
Research Associate 1 - Data Science	\$90,281.08	\$92,086.71	\$93,928.44	\$95,807.01	\$97,723.15	\$99,677.61	\$101,671.16	\$103,704.59	\$105,778.68	\$107,894.25
Research Associate 2 - Data Science	\$102,522.59	\$104,573.04	\$106,664.50	\$108,797.79	\$110,973.75	\$113,193.22	\$115,457.09	\$117,766.23	\$120,121.55	\$122,523.98
Data Strategy and Advisory Hub										
	Step 1	Step 2	Step 3	Step 4	Step 5	Step 6	Step 7	Step 8	Step 9	Step 10
Data Strategy and Advisory Hub Analyst 1	\$74,469.14	\$75,958.53	\$77,477.70	\$79,027.25	\$80,607.80	\$82,219.95	\$83,864.35	\$85,541.64	\$87,252.47	\$88,997.52
Data Strategy and Advisory Hub Analyst 2	\$80,079.83	\$81,681.43	\$83,315.06	\$84,981.36	\$86,680.99	\$88,414.61	\$90,182.90	\$91,986.56	\$93,826.29	\$95,702.81
Data Strategy and Advisory Hub Associate 1	\$90,281.08	\$92,086.71	\$93,928.44	\$95,807.01	\$97,723.15	\$99,677.61	\$101,671.16	\$103,704.59	\$105,778.68	\$107,894.25
Data Strategy and Advisory Hub Associate 2	\$102,522.59	\$104,573.04	\$106,664.50	\$108,797.79	\$110,973.75	\$113,193.22	\$115,457.09	\$117,766.23	\$120,121.55	\$122,523.98
Report and Proposal Production										
	Step 1	Step 2	Step 3	Step 4	Step 5	Step 6	Step 7	Step 8	Step 9	Step 10
Report and Proposal Production Assistant	\$58,000.00	\$59,160.00	\$60,343.20	\$61,550.06	\$62,781.07	\$64,036.69	\$65,317.42	\$66,623.77	\$67,956.24	\$69,315.37
Report and Proposal Production Analyst 1	\$72,428.89	\$73,877.47	\$75,355.02	\$76,862.12	\$78,399.36	\$79,967.35	\$81,566.70	\$83,198.03	\$84,861.99	\$86,559.23
Report and Proposal Production Analyst 2	\$78,039.58	\$79,600.37	\$81,192.38	\$82,816.23	\$84,472.55	\$86,162.00	\$87,885.24	\$89,642.95	\$91,435.81	\$93,264.52
Report and Proposal Production Associate 1	\$88,240.83	\$90,005.65	\$91,805.76	\$93,641.88	\$95,514.72	\$97,425.01	\$99,373.51	\$101,360.98	\$103,388.20	\$105,455.97
Report and Proposal Production Associate 2	\$95,891.77	\$97,809.61	\$99,765.80	\$101,761.12	\$103,796.34	\$105,872.27	\$107,989.71	\$110,149.51	\$112,352.50	\$114,599.55
Resource Management										
	Step 1	Step 2	Step 3	Step 4	Step 5	Step 6	Step 7	Step 8	Step 9	Step 10
Resource Management Assistant	\$59,000.00	\$60,180.00	\$61,383.60	\$62,611.27	\$63,863.50	\$65,140.77	\$66,443.58	\$67,772.45	\$69,127.90	\$70,510.46
Resource Management Analyst 1	\$77,019.46	\$78,559.85	\$80,131.04	\$81,733.66	\$83,368.34	\$85,035.70	\$86,736.42	\$88,471.15	\$90,240.57	\$92,045.38
Resource Management Analyst 2	\$83,140.21	\$84,803.01	\$86,499.07	\$88,229.05	\$89,993.63	\$91,793.51	\$93,629.38	\$95,501.97	\$97,412.00	\$99,360.24
Resource Management Associate 1	\$93,000.00	\$94,860.00	\$96,757.20	\$98,692.34	\$100,666.19	\$102,679.51	\$104,733.10	\$106,827.77	\$108,964.32	\$111,143.61
Resource Management Associate 2	\$105,500.00	\$107,610.00	\$109,762.20	\$111,957.44	\$114,196.59	\$116,480.52	\$118,810.14	\$121,186.34	\$123,610.06	\$126,082.27

PRED Special Ops										
	Step 1	Step 2	Step 3	Step 4	Step 5	Step 6	Step 7	Step 8	Step 9	Step 10
Internal Visual Design Analyst 1	\$72,428.90	\$73,877.48	\$75,355.03	\$76,862.13	\$78,399.37	\$79,967.36	\$81,566.70	\$83,198.04	\$84,862.00	\$86,559.24
Process Improvement Analyst 1	\$72,428.90	\$73,877.48	\$75,355.03	\$76,862.13	\$78,399.37	\$79,967.36	\$81,566.70	\$83,198.04	\$84,862.00	\$86,559.24
Internal Visual Design Analyst 2	\$78,039.58	\$79,600.37	\$81,192.38	\$82,816.23	\$84,472.55	\$86,162.00	\$87,885.24	\$89,642.95	\$91,435.80	\$93,264.52
Process Improvement Analyst 2	\$78,039.58	\$79,600.37	\$81,192.38	\$82,816.23	\$84,472.55	\$86,162.00	\$87,885.24	\$89,642.95	\$91,435.80	\$93,264.52
Internal Visual Design Lead 1	\$88,240.83	\$90,005.65	\$91,805.76	\$93,641.88	\$95,514.71	\$97,425.01	\$99,373.51	\$101,360.98	\$103,388.20	\$105,455.96
Process Improvement Specialist 1	\$88,240.83	\$90,005.65	\$91,805.76	\$93,641.88	\$95,514.71	\$97,425.01	\$99,373.51	\$101,360.98	\$103,388.20	\$105,455.96
Internal Visual Design Lead 2	\$95,891.77	\$97,809.61	\$99,765.80	\$101,761.12	\$103,796.34	\$105,872.27	\$107,989.71	\$110,149.51	\$112,352.50	\$114,599.55
Process Improvement Specialist 2	\$95,891.77	\$97,809.61	\$99,765.80	\$101,761.12	\$103,796.34	\$105,872.27	\$107,989.71	\$110,149.51	\$112,352.50	\$114,599.55
Data Collection Unit										
	Step 1	Step 2	Step 3	Step 4	Step 5	Step 6	Step 7	Step 8	Step 9	Step 10
Web-Based Survey Assistant	\$72,428.89	\$73,877.47	\$75,355.02	\$76,862.12	\$78,399.36	\$79,967.35	\$81,566.70	\$83,198.03	\$84,861.99	\$86,559.23
Web-Based Survey Senior Assistant	\$76,050.34	\$77,571.34	\$79,122.77	\$80,705.23	\$82,319.33	\$83,965.72	\$85,645.03	\$87,357.93	\$89,105.09	\$90,887.19
Digital Data Collection Specialist 1	\$73,959.08	\$75,438.26	\$76,947.03	\$78,485.97	\$80,055.69	\$81,656.80	\$83,289.94	\$84,955.74	\$86,654.85	\$88,387.95
Digital Data Collection Specialist 2	\$79,569.77	\$81,161.16	\$82,784.39	\$84,440.08	\$86,128.88	\$87,851.46	\$89,608.48	\$91,400.65	\$93,228.67	\$95,093.24
Digital Data Collection Lead 1	\$89,771.02	\$91,566.44	\$93,397.77	\$95,265.73	\$97,171.04	\$99,114.46	\$101,096.75	\$103,118.69	\$105,181.06	\$107,284.68
Digital Data Collection Lead 2	\$102,012.53	\$104,052.78	\$106,133.83	\$108,256.51	\$110,421.64	\$112,630.07	\$114,882.67	\$117,180.33	\$119,523.93	\$121,914.41
Grants and Development										
	Step 1	Step 2	Step 3	Step 4	Step 5	Step 6	Step 7	Step 8	Step 9	Step 10
Grants and Development Assistant	\$58,000.00	\$59,160.00	\$60,343.20	\$61,550.06	\$62,781.07	\$64,036.69	\$65,317.42	\$66,623.77	\$67,956.24	\$69,315.37
Grants and Development/Special Initiatives Assistant	\$58,000.00	\$59,160.00	\$60,343.20	\$61,550.06	\$62,781.07	\$64,036.69	\$65,317.42	\$66,623.77	\$67,956.24	\$69,315.37
Grants and Development Analyst 1	\$72,428.89	\$73,877.47	\$75,355.02	\$76,862.12	\$78,399.36	\$79,967.35	\$81,566.70	\$83,198.03	\$84,861.99	\$86,559.23
Grants and Development/Special Initiatives Analyst 1	\$72,428.89	\$73,877.47	\$75,355.02	\$76,862.12	\$78,399.36	\$79,967.35	\$81,566.70	\$83,198.03	\$84,861.99	\$86,559.23
Grants and Development Analyst 2	\$78,039.58	\$79,600.37	\$81,192.38	\$82,816.23	\$84,472.55	\$86,162.00	\$87,885.24	\$89,642.95	\$91,435.81	\$93,264.52
Grants and Development/Special Initiatives Analyst 2	\$78,039.58	\$79,600.37	\$81,192.38	\$82,816.23	\$84,472.55	\$86,162.00	\$87,885.24	\$89,642.95	\$91,435.81	\$93,264.52
Grants and Development Associate 1	\$88,240.83	\$90,005.65	\$91,805.76	\$93,641.88	\$95,514.72	\$97,425.01	\$99,373.51	\$101,360.98	\$103,388.20	\$105,455.97
Grants and Development Associate 2	\$95,891.77	\$97,809.61	\$99,765.80	\$101,761.12	\$103,796.34	\$105,872.27	\$107,989.71	\$110,149.51	\$112,352.50	\$114,599.55

Library Operations										
	Step 1	Step 2	Step 3	Step 4	Step 5	Step 6	Step 7	Step 8	Step 9	Step 10
Library Assistant	\$58,000.00	\$59,160.00	\$60,343.20	\$61,550.06	\$62,781.07	\$64,036.69	\$65,317.42	\$66,623.77	\$67,956.24	\$69,315.37
Research and Technical Librarian 1	\$72,428.89	\$73,877.47	\$75,355.02	\$76,862.12	\$78,399.36	\$79,967.35	\$81,566.70	\$83,198.03	\$84,861.99	\$86,559.23
Research and Technical Librarian 2	\$78,039.58	\$79,600.37	\$81,192.38	\$82,816.23	\$84,472.55	\$86,162.00	\$87,885.24	\$89,642.95	\$91,435.81	\$93,264.52
Librarian Associate 1	\$88,240.83	\$90,005.65	\$91,805.76	\$93,641.88	\$95,514.72	\$97,425.01	\$99,373.51	\$101,360.98	\$103,388.20	\$105,455.97
Librarian Associate 2	\$95,891.77	\$97,809.61	\$99,765.80	\$101,761.12	\$103,796.34	\$105,872.27	\$107,989.71	\$110,149.51	\$112,352.50	\$114,599.55
External Affairs										
	Step 1	Step 2	Step 3	Step 4	Step 5	Step 6	Step 7	Step 8	Step 9	Step 10
External Affairs Assistant	\$58,000.00	\$59,160.00	\$60,343.20	\$61,550.06	\$62,781.07	\$64,036.69	\$65,317.42	\$66,623.77	\$67,956.24	\$69,315.37
External Affairs Analyst 1	\$72,428.89	\$73,877.47	\$75,355.02	\$76,862.12	\$78,399.36	\$79,967.35	\$81,566.70	\$83,198.03	\$84,861.99	\$86,559.23
External Affairs Analyst 2	\$78,039.58	\$79,600.37	\$81,192.38	\$82,816.23	\$84,472.55	\$86,162.00	\$87,885.24	\$89,642.95	\$91,435.81	\$93,264.52
External Affairs Associate 1	\$88,240.83	\$90,005.65	\$91,805.76	\$93,641.88	\$95,514.72	\$97,425.01	\$99,373.51	\$101,360.98	\$103,388.20	\$105,455.97
External Affairs Associate 2	\$95,891.77	\$97,809.61	\$99,765.80	\$101,761.12	\$103,796.34	\$105,872.27	\$107,989.71	\$110,149.51	\$112,352.50	\$114,599.55
Publications Production										
	Step 1	Step 2	Step 3	Step 4	Step 5	Step 6	Step 7	Step 8	Step 9	Step 10
Production and Design Specialist 1	\$72,428.89	\$73,877.47	\$75,355.02	\$76,862.12	\$78,399.36	\$79,967.35	\$81,566.70	\$83,198.03	\$84,861.99	\$86,559.23
Production and Design Specialist 2	\$78,039.58	\$79,600.37	\$81,192.38	\$82,816.23	\$84,472.55	\$86,162.00	\$87,885.24	\$89,642.95	\$91,435.81	\$93,264.52
Senior Production and Design Specialist 1	\$88,240.83	\$90,005.65	\$91,805.76	\$93,641.88	\$95,514.72	\$97,425.01	\$99,373.51	\$101,360.98	\$103,388.20	\$105,455.97
Senior Production and Design Specialist 2	\$95,891.77	\$97,809.61	\$99,765.80	\$101,761.12	\$103,796.34	\$105,872.27	\$107,989.71	\$110,149.51	\$112,352.50	\$114,599.55
Editorial Services										
	Step 1	Step 2	Step 3	Step 4	Step 5	Step 6	Step 7	Step 8	Step 9	Step 10
Editor 1	\$77,019.46	\$78,559.85	\$80,131.04	\$81,733.66	\$83,368.34	\$85,035.70	\$86,736.42	\$88,471.15	\$90,240.57	\$92,045.38
Editor 2	\$83,140.21	\$84,803.01	\$86,499.07	\$88,229.05	\$89,993.63	\$91,793.51	\$93,629.38	\$95,501.97	\$97,412.00	\$99,360.24
Senior Editor 1	\$93,000.00	\$94,860.00	\$96,757.20	\$98,692.34	\$100,666.19	\$102,679.51	\$104,733.10	\$106,827.77	\$108,964.32	\$111,143.61
Senior Editor 2	\$105,500.00	\$107,610.00	\$109,762.20	\$111,957.44	\$114,196.59	\$116,480.52	\$118,810.14	\$121,186.34	\$123,610.06	\$126,082.27

Editorial Operations										
	Step 1	Step 2	Step 3	Step 4	Step 5	Step 6	Step 7	Step 8	Step 9	Step 10
Editorial Coordinator 1	\$59,000.00	\$60,180.00	\$61,383.60	\$62,611.27	\$63,863.50	\$65,140.77	\$66,443.58	\$67,772.45	\$69,127.90	\$70,510.46
Editorial Coordinator 2	\$65,978.25	\$67,297.82	\$68,643.77	\$70,016.65	\$71,416.98	\$72,845.32	\$74,302.23	\$75,788.27	\$77,304.04	\$78,850.12
Editorial Manager	\$96,960.00	\$98,899.20	\$100,877.18	\$102,894.73	\$104,952.62	\$107,051.67	\$109,192.71	\$111,376.56	\$113,604.09	\$115,876.18
Video and Podcast Production										
	Step 1	Step 2	Step 3	Step 4	Step 5	Step 6	Step 7	Step 8	Step 9	Step 10
Video and Podcast Production Specialist 1	\$72,428.89	\$73,877.47	\$75,355.02	\$76,862.12	\$78,399.36	\$79,967.35	\$81,566.70	\$83,198.03	\$84,861.99	\$86,559.23
Video and Podcast Production Specialist 2	\$78,039.58	\$79,600.37	\$81,192.38	\$82,816.23	\$84,472.55	\$86,162.00	\$87,885.24	\$89,642.95	\$91,435.81	\$93,264.52
Senior Video and Podcast Production Specialist 1	\$88,240.83	\$90,005.65	\$91,805.76	\$93,641.88	\$95,514.72	\$97,425.01	\$99,373.51	\$101,360.98	\$103,388.20	\$105,455.97
Lead Producer	\$95,891.77	\$97,809.61	\$99,765.80	\$101,761.12	\$103,796.34	\$105,872.27	\$107,989.71	\$110,149.51	\$112,352.50	\$114,599.55
Core Operations										
	Step 1	Step 2	Step 3	Step 4	Step 5	Step 6	Step 7	Step 8	Step 9	Step 10
Administrative Aide	\$58,000.00	\$59,160.00	\$60,343.20	\$61,550.06	\$62,781.07	\$64,036.69	\$65,317.42	\$66,623.77	\$67,956.24	\$69,315.37
Senior Administrative Aide	\$60,900.00	\$62,118.00	\$63,360.36	\$64,627.57	\$65,920.12	\$67,238.52	\$68,583.29	\$69,954.96	\$71,354.06	\$72,781.14
Office Management										
	Step 1	Step 2	Step 3	Step 4	Step 5	Step 6	Step 7	Step 8	Step 9	Step 10
Administrative Assistant	\$58,000.00	\$59,160.00	\$60,343.20	\$61,550.06	\$62,781.07	\$64,036.69	\$65,317.42	\$66,623.77	\$67,956.24	\$69,315.37
Senior Administrative Assistant	\$60,900.00	\$62,118.00	\$63,360.36	\$64,627.57	\$65,920.12	\$67,238.52	\$68,583.29	\$69,954.96	\$71,354.06	\$72,781.14
Communications Coordinator	\$58,000.00	\$59,160.00	\$60,343.20	\$61,550.06	\$62,781.07	\$64,036.69	\$65,317.42	\$66,623.77	\$67,956.24	\$69,315.37
IT Services										
	Step 1	Step 2	Step 3	Step 4	Step 5	Step 6	Step 7	Step 8	Step 9	Step 10
Service Desk Analyst	\$61,499.00	\$62,728.98	\$63,983.56	\$65,263.23	\$66,568.50	\$67,899.87	\$69,257.86	\$70,643.02	\$72,055.88	\$73,497.00
Service Desk Senior Analyst	\$68,189.00	\$69,552.78	\$70,943.84	\$72,362.71	\$73,809.97	\$75,286.17	\$76,791.89	\$78,327.73	\$79,894.28	\$81,492.17

Cybersecurity Staff										
	Step 1	Step 2	Step 3	Step 4	Step 5	Step 6	Step 7	Step 8	Step 9	Step 10
Cybersecurity Analyst	\$90,000.00	\$91,800.00	\$93,636.00	\$95,508.72	\$97,418.89	\$99,367.27	\$101,354.62	\$103,381.71	\$105,449.34	\$107,558.33
Cybersecurity Senior Analyst	\$94,500.00	\$96,390.00	\$98,317.80	\$100,284.16	\$102,289.84	\$104,335.64	\$106,422.35	\$108,550.80	\$110,721.81	\$112,936.25
IT Engineering										
	Step 1	Step 2	Step 3	Step 4	Step 5	Step 6	Step 7	Step 8	Step 9	Step 10
Application Manager 1	\$92,831.40	\$94,688.03	\$96,581.79	\$98,513.42	\$100,483.69	\$102,493.37	\$104,543.23	\$106,634.10	\$108,766.78	\$110,942.12
Application Manager 2	\$102,012.53	\$104,052.78	\$106,133.84	\$108,256.51	\$110,421.64	\$112,630.08	\$114,882.68	\$117,180.33	\$119,523.94	\$121,914.42
Governance, Risk & Compliance										
	Step 1	Step 2	Step 3	Step 4	Step 5	Step 6	Step 7	Step 8	Step 9	Step 10
GRC Analyst	\$87,783.00	\$89,538.66	\$91,329.43	\$93,156.02	\$95,019.14	\$96,919.53	\$98,857.92	\$100,835.07	\$102,851.78	\$104,908.81
GRC Associate 1	\$99,769.00	\$101,764.38	\$103,799.67	\$105,875.66	\$107,993.17	\$110,153.04	\$112,356.10	\$114,603.22	\$116,895.28	\$119,233.19
GRC Associate 2	\$108,355.00	\$110,522.10	\$112,732.54	\$114,987.19	\$117,286.94	\$119,632.68	\$122,025.33	\$124,465.84	\$126,955.15	\$129,494.26
IT Operations										
	Step 1	Step 2	Step 3	Step 4	Step 5	Step 6	Step 7	Step 8	Step 9	Step 10
IT Operations Analyst	\$112,213.78	\$114,458.05	\$116,747.21	\$119,082.16	\$121,463.80	\$123,893.08	\$126,370.94	\$128,898.36	\$131,476.33	\$134,105.85
IT Operations Senior Analyst	\$127,515.66	\$130,065.97	\$132,667.29	\$135,320.63	\$138,027.05	\$140,787.59	\$143,603.34	\$146,475.41	\$149,404.91	\$152,393.01

APPENDIX A-2 – WAGE TABLE
Year 2 (2025)

Research										
	Step 1	Step 2	Step 3	Step 4	Step 5	Step 6	Step 7	Step 8	Step 9	Step 10
Research Assistant	\$59,160.00	\$60,343.20	\$61,550.06	\$62,781.07	\$64,036.69	\$65,317.42	\$66,623.77	\$67,956.24	\$69,315.37	\$70,701.68
Research Analyst 1	\$73,877.47	\$75,355.02	\$76,862.12	\$78,399.36	\$79,967.35	\$81,566.70	\$83,198.03	\$84,861.99	\$86,559.23	\$88,290.42
Research Analyst 2	\$79,600.37	\$81,192.38	\$82,816.23	\$84,472.55	\$86,162.00	\$87,885.24	\$89,642.95	\$91,435.81	\$93,264.52	\$95,129.81
Research Associate 1	\$90,005.65	\$91,805.76	\$93,641.88	\$95,514.72	\$97,425.01	\$99,373.51	\$101,360.98	\$103,388.20	\$105,455.97	\$107,565.08
Research Associate 2	\$97,809.61	\$99,765.80	\$101,761.12	\$103,796.34	\$105,872.27	\$107,989.71	\$110,149.51	\$112,352.50	\$114,599.55	\$116,891.54
Evidence to Practice										
	Step 1	Step 2	Step 3	Step 4	Step 5	Step 6	Step 7	Step 8	Step 9	Step 10
Research Analyst 1 - Evidence to Practice	\$73,877.47	\$75,355.02	\$76,862.12	\$78,399.36	\$79,967.35	\$81,566.70	\$83,198.03	\$84,861.99	\$86,559.23	\$88,290.42
Research Analyst 2 - Evidence to Practice	\$79,600.37	\$81,192.38	\$82,816.23	\$84,472.55	\$86,162.00	\$87,885.24	\$89,642.95	\$91,435.81	\$93,264.52	\$95,129.81
Research Associate 1 - Evidence to Practice	\$90,005.65	\$91,805.76	\$93,641.88	\$95,514.72	\$97,425.01	\$99,373.51	\$101,360.98	\$103,388.20	\$105,455.97	\$107,565.08
Research Associate 2 - Evidence to Practice	\$97,809.61	\$99,765.80	\$101,761.12	\$103,796.34	\$105,872.27	\$107,989.71	\$110,149.51	\$112,352.50	\$114,599.55	\$116,891.54
Research - Quantitative										
	Step 1	Step 2	Step 3	Step 4	Step 5	Step 6	Step 7	Step 8	Step 9	Step 10
Research Assistant - Quantitative	\$60,180.00	\$61,383.60	\$62,611.27	\$63,863.50	\$65,140.77	\$66,443.58	\$67,772.45	\$69,127.90	\$70,510.46	\$71,920.67
Research Analyst 1 - Quantitative	\$75,438.26	\$76,947.03	\$78,485.97	\$80,055.69	\$81,656.80	\$83,289.94	\$84,955.74	\$86,654.85	\$88,387.95	\$90,155.71
Research Analyst 2 - Quantitative	\$81,161.16	\$82,784.39	\$84,440.08	\$86,128.88	\$87,851.46	\$89,608.48	\$91,400.65	\$93,228.67	\$95,093.24	\$96,995.11
Research Associate 1 - Quantitative	\$91,566.44	\$93,397.77	\$95,265.73	\$97,171.04	\$99,114.46	\$101,096.75	\$103,118.69	\$105,181.06	\$107,284.68	\$109,430.37
Research Associate 2 - Quantitative	\$104,052.78	\$106,133.83	\$108,256.51	\$110,421.64	\$112,630.07	\$114,882.67	\$117,180.33	\$119,523.93	\$121,914.41	\$124,352.70
Research - Data Science										
	Step 1	Step 2	Step 3	Step 4	Step 5	Step 6	Step 7	Step 8	Step 9	Step 10
Research Analyst 1 - Data Science	\$75,958.53	\$77,477.70	\$79,027.25	\$80,607.80	\$82,219.95	\$83,864.35	\$85,541.64	\$87,252.47	\$88,997.52	\$90,777.47

	Step 1	Step 2	Step 3	Step 4	Step 5	Step 6	Step 7	Step 8	Step 9	Step 10
Research Analyst 2 - Data Science	\$81,681.43	\$83,315.06	\$84,981.36	\$86,680.99	\$88,414.61	\$90,182.90	\$91,986.56	\$93,826.29	\$95,702.81	\$97,616.87
Research Associate 1 - Data Science	\$92,086.71	\$93,928.44	\$95,807.01	\$97,723.15	\$99,677.61	\$101,671.16	\$103,704.59	\$105,778.68	\$107,894.25	\$110,052.14
Research Associate 2 - Data Science	\$104,573.04	\$106,664.50	\$108,797.79	\$110,973.75	\$113,193.22	\$115,457.09	\$117,766.23	\$120,121.55	\$122,523.98	\$124,974.46
Data Strategy and Advisory Hub										
	Step 1	Step 2	Step 3	Step 4	Step 5	Step 6	Step 7	Step 8	Step 9	Step 10
Data Strategy and Advisory Hub Analyst 1	\$75,958.53	\$77,477.70	\$79,027.25	\$80,607.80	\$82,219.95	\$83,864.35	\$85,541.64	\$87,252.47	\$88,997.52	\$90,777.47
Data Strategy and Advisory Hub Analyst 2	\$81,681.43	\$83,315.06	\$84,981.36	\$86,680.99	\$88,414.61	\$90,182.90	\$91,986.56	\$93,826.29	\$95,702.81	\$97,616.87
Data Strategy and Advisory Hub Associate 1	\$92,086.71	\$93,928.44	\$95,807.01	\$97,723.15	\$99,677.61	\$101,671.16	\$103,704.59	\$105,778.68	\$107,894.25	\$110,052.14
Data Strategy and Advisory Hub Associate 2	\$104,573.04	\$106,664.50	\$108,797.79	\$110,973.75	\$113,193.22	\$115,457.09	\$117,766.23	\$120,121.55	\$122,523.98	\$124,974.46
Report and Proposal Production										
	Step 1	Step 2	Step 3	Step 4	Step 5	Step 6	Step 7	Step 8	Step 9	Step 10
Report and Proposal Production Assistant	\$59,160.00	\$60,343.20	\$61,550.06	\$62,781.07	\$64,036.69	\$65,317.42	\$66,623.77	\$67,956.24	\$69,315.37	\$70,701.68
Report and Proposal Production Analyst 1	\$73,877.47	\$75,355.02	\$76,862.12	\$78,399.36	\$79,967.35	\$81,566.70	\$83,198.03	\$84,861.99	\$86,559.23	\$88,290.42
Report and Proposal Production Analyst 2	\$79,600.37	\$81,192.38	\$82,816.23	\$84,472.55	\$86,162.00	\$87,885.24	\$89,642.95	\$91,435.81	\$93,264.52	\$95,129.81
Report and Proposal Production Associate 1	\$90,005.65	\$91,805.76	\$93,641.88	\$95,514.72	\$97,425.01	\$99,373.51	\$101,360.98	\$103,388.20	\$105,455.97	\$107,565.08
Report and Proposal Production Associate 2	\$97,809.61	\$99,765.80	\$101,761.12	\$103,796.34	\$105,872.27	\$107,989.71	\$110,149.51	\$112,352.50	\$114,599.55	\$116,891.54
Resource Management										
	Step 1	Step 2	Step 3	Step 4	Step 5	Step 6	Step 7	Step 8	Step 9	Step 10
Resource Management Assistant	\$60,180.00	\$61,383.60	\$62,611.27	\$63,863.50	\$65,140.77	\$66,443.58	\$67,772.45	\$69,127.90	\$70,510.46	\$71,920.67
Resource Management Analyst 1	\$78,559.85	\$80,131.04	\$81,733.66	\$83,368.34	\$85,035.70	\$86,736.42	\$88,471.15	\$90,240.57	\$92,045.38	\$93,886.29
Resource Management Analyst 2	\$84,803.01	\$86,499.07	\$88,229.05	\$89,993.63	\$91,793.51	\$93,629.38	\$95,501.97	\$97,412.00	\$99,360.24	\$101,347.45
Resource Management Associate 1	\$94,860.00	\$96,757.20	\$98,692.34	\$100,666.19	\$102,679.51	\$104,733.10	\$106,827.77	\$108,964.32	\$111,143.61	\$113,366.48
Resource Management Associate 2	\$107,610.00	\$109,762.20	\$111,957.44	\$114,196.59	\$116,480.52	\$118,810.14	\$121,186.34	\$123,610.06	\$126,082.27	\$128,603.91

PRED Special Ops										
	Step 1	Step 2	Step 3	Step 4	Step 5	Step 6	Step 7	Step 8	Step 9	Step 10
Internal Visual Design Analyst 1	\$73,877.48	\$75,355.03	\$76,862.13	\$78,399.37	\$79,967.36	\$81,566.70	\$83,198.04	\$84,862.00	\$86,559.24	\$88,290.42
Process Improvement Analyst 1	\$73,877.48	\$75,355.03	\$76,862.13	\$78,399.37	\$79,967.36	\$81,566.70	\$83,198.04	\$84,862.00	\$86,559.24	\$88,290.42
Internal Visual Design Analyst 2	\$79,600.37	\$81,192.38	\$82,816.23	\$84,472.55	\$86,162.00	\$87,885.24	\$89,642.95	\$91,435.80	\$93,264.52	\$95,129.81
Process Improvement Analyst 2	\$79,600.37	\$81,192.38	\$82,816.23	\$84,472.55	\$86,162.00	\$87,885.24	\$89,642.95	\$91,435.80	\$93,264.52	\$95,129.81
Internal Visual Design Lead 1	\$90,005.65	\$91,805.76	\$93,641.88	\$95,514.71	\$97,425.01	\$99,373.51	\$101,360.98	\$103,388.20	\$105,455.96	\$107,565.08
Process Improvement Specialist 1	\$90,005.65	\$91,805.76	\$93,641.88	\$95,514.71	\$97,425.01	\$99,373.51	\$101,360.98	\$103,388.20	\$105,455.96	\$107,565.08
Internal Visual Design Lead 2	\$97,809.61	\$99,765.80	\$101,761.12	\$103,796.34	\$105,872.27	\$107,989.71	\$110,149.51	\$112,352.50	\$114,599.55	\$116,891.54
Process Improvement Specialist 2	\$97,809.61	\$99,765.80	\$101,761.12	\$103,796.34	\$105,872.27	\$107,989.71	\$110,149.51	\$112,352.50	\$114,599.55	\$116,891.54
Data Collection Unit										
	Step 1	Step 2	Step 3	Step 4	Step 5	Step 6	Step 7	Step 8	Step 9	Step 10
Web-Based Survey Assistant	\$73,877.47	\$75,355.02	\$76,862.12	\$78,399.36	\$79,967.35	\$81,566.70	\$83,198.03	\$84,861.99	\$86,559.23	\$88,290.42
Web-Based Survey Senior Assistant	\$77,571.34	\$79,122.77	\$80,705.23	\$82,319.33	\$83,965.72	\$85,645.03	\$87,357.93	\$89,105.09	\$90,887.19	\$92,704.94
Digital Data Collection Specialist 1	\$75,438.26	\$76,947.03	\$78,485.97	\$80,055.69	\$81,656.80	\$83,289.94	\$84,955.74	\$86,654.85	\$88,387.95	\$90,155.71
Digital Data Collection Specialist 2	\$81,161.16	\$82,784.39	\$84,440.08	\$86,128.88	\$87,851.46	\$89,608.48	\$91,400.65	\$93,228.67	\$95,093.24	\$96,995.11
Digital Data Collection Lead 1	\$91,566.44	\$93,397.77	\$95,265.73	\$97,171.04	\$99,114.46	\$101,096.75	\$103,118.69	\$105,181.06	\$107,284.68	\$109,430.37
Digital Data Collection Lead 2	\$104,052.78	\$106,133.83	\$108,256.51	\$110,421.64	\$112,630.07	\$114,882.67	\$117,180.33	\$119,523.93	\$121,914.41	\$124,352.70
Grants and Development										
	Step 1	Step 2	Step 3	Step 4	Step 5	Step 6	Step 7	Step 8	Step 9	Step 10
Grants and Development Assistant	\$59,160.00	\$60,343.20	\$61,550.06	\$62,781.07	\$64,036.69	\$65,317.42	\$66,623.77	\$67,956.24	\$69,315.37	\$70,701.68
Grants and Development/Special Initiatives Assistant	\$59,160.00	\$60,343.20	\$61,550.06	\$62,781.07	\$64,036.69	\$65,317.42	\$66,623.77	\$67,956.24	\$69,315.37	\$70,701.68
Grants and Development Analyst 1	\$73,877.47	\$75,355.02	\$76,862.12	\$78,399.36	\$79,967.35	\$81,566.70	\$83,198.03	\$84,861.99	\$86,559.23	\$88,290.42
Grants and Development/Special Initiatives Analyst 1	\$73,877.47	\$75,355.02	\$76,862.12	\$78,399.36	\$79,967.35	\$81,566.70	\$83,198.03	\$84,861.99	\$86,559.23	\$88,290.42
Grants and Development Analyst 2	\$79,600.37	\$81,192.38	\$82,816.23	\$84,472.55	\$86,162.00	\$87,885.24	\$89,642.95	\$91,435.81	\$93,264.52	\$95,129.81
Grants and Development/Special Initiatives Analyst 2	\$79,600.37	\$81,192.38	\$82,816.23	\$84,472.55	\$86,162.00	\$87,885.24	\$89,642.95	\$91,435.81	\$93,264.52	\$95,129.81
Grants and Development Associate 1	\$90,005.65	\$91,805.76	\$93,641.88	\$95,514.72	\$97,425.01	\$99,373.51	\$101,360.98	\$103,388.20	\$105,455.97	\$107,565.08
Grants and Development Associate 2	\$97,809.61	\$99,765.80	\$101,761.12	\$103,796.34	\$105,872.27	\$107,989.71	\$110,149.51	\$112,352.50	\$114,599.55	\$116,891.54

Library Operations										
	Step 1	Step 2	Step 3	Step 4	Step 5	Step 6	Step 7	Step 8	Step 9	Step 10
Library Assistant	\$59,160.00	\$60,343.20	\$61,550.06	\$62,781.07	\$64,036.69	\$65,317.42	\$66,623.77	\$67,956.24	\$69,315.37	\$70,701.68
Research and Technical Librarian 1	\$73,877.47	\$75,355.02	\$76,862.12	\$78,399.36	\$79,967.35	\$81,566.70	\$83,198.03	\$84,861.99	\$86,559.23	\$88,290.42
Research and Technical Librarian 2	\$79,600.37	\$81,192.38	\$82,816.23	\$84,472.55	\$86,162.00	\$87,885.24	\$89,642.95	\$91,435.81	\$93,264.52	\$95,129.81
Librarian Associate 1	\$90,005.65	\$91,805.76	\$93,641.88	\$95,514.72	\$97,425.01	\$99,373.51	\$101,360.98	\$103,388.20	\$105,455.97	\$107,565.08
Librarian Associate 2	\$97,809.61	\$99,765.80	\$101,761.12	\$103,796.34	\$105,872.27	\$107,989.71	\$110,149.51	\$112,352.50	\$114,599.55	\$116,891.54
External Affairs										
	Step 1	Step 2	Step 3	Step 4	Step 5	Step 6	Step 7	Step 8	Step 9	Step 10
External Affairs Assistant	\$59,160.00	\$60,343.20	\$61,550.06	\$62,781.07	\$64,036.69	\$65,317.42	\$66,623.77	\$67,956.24	\$69,315.37	\$70,701.68
External Affairs Analyst 1	\$73,877.47	\$75,355.02	\$76,862.12	\$78,399.36	\$79,967.35	\$81,566.70	\$83,198.03	\$84,861.99	\$86,559.23	\$88,290.42
External Affairs Analyst 2	\$79,600.37	\$81,192.38	\$82,816.23	\$84,472.55	\$86,162.00	\$87,885.24	\$89,642.95	\$91,435.81	\$93,264.52	\$95,129.81
External Affairs Associate 1	\$90,005.65	\$91,805.76	\$93,641.88	\$95,514.72	\$97,425.01	\$99,373.51	\$101,360.98	\$103,388.20	\$105,455.97	\$107,565.08
External Affairs Associate 2	\$97,809.61	\$99,765.80	\$101,761.12	\$103,796.34	\$105,872.27	\$107,989.71	\$110,149.51	\$112,352.50	\$114,599.55	\$116,891.54
Publications Production										
	Step 1	Step 2	Step 3	Step 4	Step 5	Step 6	Step 7	Step 8	Step 9	Step 10
Production and Design Specialist 1	\$73,877.47	\$75,355.02	\$76,862.12	\$78,399.36	\$79,967.35	\$81,566.70	\$83,198.03	\$84,861.99	\$86,559.23	\$88,290.42
Production and Design Specialist 2	\$79,600.37	\$81,192.38	\$82,816.23	\$84,472.55	\$86,162.00	\$87,885.24	\$89,642.95	\$91,435.81	\$93,264.52	\$95,129.81
Senior Production and Design Specialist 1	\$90,005.65	\$91,805.76	\$93,641.88	\$95,514.72	\$97,425.01	\$99,373.51	\$101,360.98	\$103,388.20	\$105,455.97	\$107,565.08
Senior Production and Design Specialist 2	\$97,809.61	\$99,765.80	\$101,761.12	\$103,796.34	\$105,872.27	\$107,989.71	\$110,149.51	\$112,352.50	\$114,599.55	\$116,891.54
Editorial Services										
	Step 1	Step 2	Step 3	Step 4	Step 5	Step 6	Step 7	Step 8	Step 9	Step 10
Editor 1	\$78,559.85	\$80,131.04	\$81,733.66	\$83,368.34	\$85,035.70	\$86,736.42	\$88,471.15	\$90,240.57	\$92,045.38	\$93,886.29
Editor 2	\$84,803.01	\$86,499.07	\$88,229.05	\$89,993.63	\$91,793.51	\$93,629.38	\$95,501.97	\$97,412.00	\$99,360.24	\$101,347.45
Senior Editor 1	\$94,860.00	\$96,757.20	\$98,692.34	\$100,666.19	\$102,679.51	\$104,733.10	\$106,827.77	\$108,964.32	\$111,143.61	\$113,366.48
Senior Editor 2	\$107,610.00	\$109,762.20	\$111,957.44	\$114,196.59	\$116,480.52	\$118,810.14	\$121,186.34	\$123,610.06	\$126,082.27	\$128,603.91

Editorial Operations										
	Step 1	Step 2	Step 3	Step 4	Step 5	Step 6	Step 7	Step 8	Step 9	Step 10
Editorial Coordinator 1	\$60,180.00	\$61,383.60	\$62,611.27	\$63,863.50	\$65,140.77	\$66,443.58	\$67,772.45	\$69,127.90	\$70,510.46	\$71,920.67
Editorial Coordinator 2	\$67,297.82	\$68,643.77	\$70,016.65	\$71,416.98	\$72,845.32	\$74,302.23	\$75,788.27	\$77,304.04	\$78,850.12	\$80,427.12
Editorial Manager	\$98,899.20	\$100,877.18	\$102,894.73	\$104,952.62	\$107,051.67	\$109,192.71	\$111,376.56	\$113,604.09	\$115,876.18	\$118,193.70
Video and Podcast Production										
	Step 1	Step 2	Step 3	Step 4	Step 5	Step 6	Step 7	Step 8	Step 9	Step 10
Video and Podcast Production Specialist 1	\$73,877.47	\$75,355.02	\$76,862.12	\$78,399.36	\$79,967.35	\$81,566.70	\$83,198.03	\$84,861.99	\$86,559.23	\$88,290.42
Video and Podcast Production Specialist 2	\$79,600.37	\$81,192.38	\$82,816.23	\$84,472.55	\$86,162.00	\$87,885.24	\$89,642.95	\$91,435.81	\$93,264.52	\$95,129.81
Senior Video and Podcast Production Specialist 1	\$90,005.65	\$91,805.76	\$93,641.88	\$95,514.72	\$97,425.01	\$99,373.51	\$101,360.98	\$103,388.20	\$105,455.97	\$107,565.08
Lead Producer	\$97,809.61	\$99,765.80	\$101,761.12	\$103,796.34	\$105,872.27	\$107,989.71	\$110,149.51	\$112,352.50	\$114,599.55	\$116,891.54
Core Operations										
	Step 1	Step 2	Step 3	Step 4	Step 5	Step 6	Step 7	Step 8	Step 9	Step 10
Administrative Aide	\$59,160.00	\$60,343.20	\$61,550.06	\$62,781.07	\$64,036.69	\$65,317.42	\$66,623.77	\$67,956.24	\$69,315.37	\$70,701.68
Senior Administrative Aide	\$62,118.00	\$63,360.36	\$64,627.57	\$65,920.12	\$67,238.52	\$68,583.29	\$69,954.96	\$71,354.06	\$72,781.14	\$74,236.76
Office Management										
	Step 1	Step 2	Step 3	Step 4	Step 5	Step 6	Step 7	Step 8	Step 9	Step 10
Administrative Assistant	\$59,160.00	\$60,343.20	\$61,550.06	\$62,781.07	\$64,036.69	\$65,317.42	\$66,623.77	\$67,956.24	\$69,315.37	\$70,701.68
Senior Administrative Assistant	\$62,118.00	\$63,360.36	\$64,627.57	\$65,920.12	\$67,238.52	\$68,583.29	\$69,954.96	\$71,354.06	\$72,781.14	\$74,236.76
Communications Coordinator	\$59,160.00	\$60,343.20	\$61,550.06	\$62,781.07	\$64,036.69	\$65,317.42	\$66,623.77	\$67,956.24	\$69,315.37	\$70,701.68
IT Services										
	Step 1	Step 2	Step 3	Step 4	Step 5	Step 6	Step 7	Step 8	Step 9	Step 10
Service Desk Analyst	\$62,728.98	\$63,983.56	\$65,263.23	\$66,568.50	\$67,899.87	\$69,257.86	\$70,643.02	\$72,055.88	\$73,497.00	\$74,966.94
Service Desk Senior Analyst	\$69,552.78	\$70,943.84	\$72,362.71	\$73,809.97	\$75,286.17	\$76,791.89	\$78,327.73	\$79,894.28	\$81,492.17	\$83,122.01

Cybersecurity Staff										
	Step 1	Step 2	Step 3	Step 4	Step 5	Step 6	Step 7	Step 8	Step 9	Step 10
Cybersecurity Analyst	\$91,800.00	\$93,636.00	\$95,508.72	\$97,418.89	\$99,367.27	\$101,354.62	\$103,381.71	\$105,449.34	\$107,558.33	\$109,709.50
Cybersecurity Senior Analyst	\$96,390.00	\$98,317.80	\$100,284.16	\$102,289.84	\$104,335.64	\$106,422.35	\$108,550.80	\$110,721.81	\$112,936.25	\$115,194.97
IT Engineering										
	Step 1	Step 2	Step 3	Step 4	Step 5	Step 6	Step 7	Step 8	Step 9	Step 10
Application Manager 1	\$94,688.03	\$96,581.79	\$98,513.42	\$100,483.69	\$102,493.37	\$104,543.23	\$106,634.10	\$108,766.78	\$110,942.12	\$113,160.96
Application Manager 2	\$104,052.78	\$106,133.84	\$108,256.51	\$110,421.64	\$112,630.08	\$114,882.68	\$117,180.33	\$119,523.94	\$121,914.42	\$124,352.70
Governance, Risk & Compliance										
	Step 1	Step 2	Step 3	Step 4	Step 5	Step 6	Step 7	Step 8	Step 9	Step 10
GRC Analyst	\$89,538.66	\$91,329.43	\$93,156.02	\$95,019.14	\$96,919.53	\$98,857.92	\$100,835.07	\$102,851.78	\$104,908.81	\$107,006.99
GRC Associate 1	\$101,764.38	\$103,799.67	\$105,875.66	\$107,993.17	\$110,153.04	\$112,356.10	\$114,603.22	\$116,895.28	\$119,233.19	\$121,617.85
GRC Associate 2	\$110,522.10	\$112,732.54	\$114,987.19	\$117,286.94	\$119,632.68	\$122,025.33	\$124,465.84	\$126,955.15	\$129,494.26	\$132,084.14
IT Operations										
	Step 1	Step 2	Step 3	Step 4	Step 5	Step 6	Step 7	Step 8	Step 9	Step 10
IT Operations Analyst	\$114,458.05	\$116,747.21	\$119,082.16	\$121,463.80	\$123,893.08	\$126,370.94	\$128,898.36	\$131,476.33	\$134,105.85	\$136,787.97
IT Operations Senior Analyst	\$130,065.97	\$132,667.29	\$135,320.63	\$138,027.05	\$140,787.59	\$143,603.34	\$146,475.41	\$149,404.91	\$152,393.01	\$155,440.87

APPENDIX A-2 – WAGE TABLE
Year 3 (2026)

Research										
	Step 1	Step 2	Step 3	Step 4	Step 5	Step 6	Step 7	Step 8	Step 9	Step 10
Research Assistant	\$60,343.20	\$61,550.06	\$62,781.07	\$64,036.69	\$65,317.42	\$66,623.77	\$67,956.24	\$69,315.37	\$70,701.68	\$72,115.71
Research Analyst 1	\$75,355.02	\$76,862.12	\$78,399.36	\$79,967.35	\$81,566.70	\$83,198.03	\$84,861.99	\$86,559.23	\$88,290.42	\$90,056.22
Research Analyst 2	\$81,192.38	\$82,816.23	\$84,472.55	\$86,162.00	\$87,885.24	\$89,642.95	\$91,435.81	\$93,264.52	\$95,129.81	\$97,032.41
Research Associate 1	\$91,805.76	\$93,641.88	\$95,514.72	\$97,425.01	\$99,373.51	\$101,360.98	\$103,388.20	\$105,455.97	\$107,565.08	\$109,716.39
Research Associate 2	\$99,765.80	\$101,761.12	\$103,796.34	\$105,872.27	\$107,989.71	\$110,149.51	\$112,352.50	\$114,599.55	\$116,891.54	\$119,229.37
Evidence to Practice										
	Step 1	Step 2	Step 3	Step 4	Step 5	Step 6	Step 7	Step 8	Step 9	Step 10
Research Analyst 1 - Evidence to Practice	\$75,355.02	\$76,862.12	\$78,399.36	\$79,967.35	\$81,566.70	\$83,198.03	\$84,861.99	\$86,559.23	\$88,290.42	\$90,056.22
Research Analyst 2 - Evidence to Practice	\$81,192.38	\$82,816.23	\$84,472.55	\$86,162.00	\$87,885.24	\$89,642.95	\$91,435.81	\$93,264.52	\$95,129.81	\$97,032.41
Research Associate 1 - Evidence to Practice	\$91,805.76	\$93,641.88	\$95,514.72	\$97,425.01	\$99,373.51	\$101,360.98	\$103,388.20	\$105,455.97	\$107,565.08	\$109,716.39
Research Associate 2 - Evidence to Practice	\$99,765.80	\$101,761.12	\$103,796.34	\$105,872.27	\$107,989.71	\$110,149.51	\$112,352.50	\$114,599.55	\$116,891.54	\$119,229.37
Research - Quantitative										
	Step 1	Step 2	Step 3	Step 4	Step 5	Step 6	Step 7	Step 8	Step 9	Step 10
Research Assistant - Quantitative	\$61,383.60	\$62,611.27	\$63,863.50	\$65,140.77	\$66,443.58	\$67,772.45	\$69,127.90	\$70,510.46	\$71,920.67	\$73,359.08
Research Analyst 1 - Quantitative	\$76,947.03	\$78,485.97	\$80,055.69	\$81,656.80	\$83,289.94	\$84,955.74	\$86,654.85	\$88,387.95	\$90,155.71	\$91,958.82
Research Analyst 2 - Quantitative	\$82,784.39	\$84,440.08	\$86,128.88	\$87,851.46	\$89,608.48	\$91,400.65	\$93,228.67	\$95,093.24	\$96,995.11	\$98,935.01
Research Associate 1 - Quantitative	\$93,397.77	\$95,265.73	\$97,171.04	\$99,114.46	\$101,096.75	\$103,118.69	\$105,181.06	\$107,284.68	\$109,430.37	\$111,618.98
Research Associate 2 - Quantitative	\$106,133.83	\$108,256.51	\$110,421.64	\$112,630.07	\$114,882.67	\$117,180.33	\$119,523.93	\$121,914.41	\$124,352.70	\$126,839.75
Research - Data Science										
	Step 1	Step 2	Step 3	Step 4	Step 5	Step 6	Step 7	Step 8	Step 9	Step 10
Research Analyst 1 - Data Science	\$77,477.70	\$79,027.25	\$80,607.80	\$82,219.95	\$83,864.35	\$85,541.64	\$87,252.47	\$88,997.52	\$90,777.47	\$92,593.02

	Step 1	Step 2	Step 3	Step 4	Step 5	Step 6	Step 7	Step 8	Step 9	Step 10
Research Analyst 2 - Data Science	\$83,315.06	\$84,981.36	\$86,680.99	\$88,414.61	\$90,182.90	\$91,986.56	\$93,826.29	\$95,702.81	\$97,616.87	\$99,569.21
Research Associate 1 - Data Science	\$93,928.44	\$95,807.01	\$97,723.15	\$99,677.61	\$101,671.16	\$103,704.59	\$105,778.68	\$107,894.25	\$110,052.14	\$112,253.18
Research Associate 2 - Data Science	\$106,664.50	\$108,797.79	\$110,973.75	\$113,193.22	\$115,457.09	\$117,766.23	\$120,121.55	\$122,523.98	\$124,974.46	\$127,473.95
Data Strategy and Advisory Hub										
	Step 1	Step 2	Step 3	Step 4	Step 5	Step 6	Step 7	Step 8	Step 9	Step 10
Data Strategy and Advisory Hub Analyst 1	\$77,477.70	\$79,027.25	\$80,607.80	\$82,219.95	\$83,864.35	\$85,541.64	\$87,252.47	\$88,997.52	\$90,777.47	\$92,593.02
Data Strategy and Advisory Hub Analyst 2	\$83,315.06	\$84,981.36	\$86,680.99	\$88,414.61	\$90,182.90	\$91,986.56	\$93,826.29	\$95,702.81	\$97,616.87	\$99,569.21
Data Strategy and Advisory Hub Associate 1	\$93,928.44	\$95,807.01	\$97,723.15	\$99,677.61	\$101,671.16	\$103,704.59	\$105,778.68	\$107,894.25	\$110,052.14	\$112,253.18
Data Strategy and Advisory Hub Associate 2	\$106,664.50	\$108,797.79	\$110,973.75	\$113,193.22	\$115,457.09	\$117,766.23	\$120,121.55	\$122,523.98	\$124,974.46	\$127,473.95
Report and Proposal Production										
	Step 1	Step 2	Step 3	Step 4	Step 5	Step 6	Step 7	Step 8	Step 9	Step 10
Report and Proposal Production Assistant	\$60,343.20	\$61,550.06	\$62,781.07	\$64,036.69	\$65,317.42	\$66,623.77	\$67,956.24	\$69,315.37	\$70,701.68	\$72,115.71
Report and Proposal Production Analyst 1	\$75,355.02	\$76,862.12	\$78,399.36	\$79,967.35	\$81,566.70	\$83,198.03	\$84,861.99	\$86,559.23	\$88,290.42	\$90,056.22
Report and Proposal Production Analyst 2	\$81,192.38	\$82,816.23	\$84,472.55	\$86,162.00	\$87,885.24	\$89,642.95	\$91,435.81	\$93,264.52	\$95,129.81	\$97,032.41
Report and Proposal Production Associate 1	\$91,805.76	\$93,641.88	\$95,514.72	\$97,425.01	\$99,373.51	\$101,360.98	\$103,388.20	\$105,455.97	\$107,565.08	\$109,716.39
Report and Proposal Production Associate 2	\$99,765.80	\$101,761.12	\$103,796.34	\$105,872.27	\$107,989.71	\$110,149.51	\$112,352.50	\$114,599.55	\$116,891.54	\$119,229.37
Resource Management										
	Step 1	Step 2	Step 3	Step 4	Step 5	Step 6	Step 7	Step 8	Step 9	Step 10
Resource Management Assistant	\$61,383.60	\$62,611.27	\$63,863.50	\$65,140.77	\$66,443.58	\$67,772.45	\$69,127.90	\$70,510.46	\$71,920.67	\$73,359.08
Resource Management Analyst 1	\$80,131.04	\$81,733.66	\$83,368.34	\$85,035.70	\$86,736.42	\$88,471.15	\$90,240.57	\$92,045.38	\$93,886.29	\$95,764.01
Resource Management Analyst 2	\$86,499.07	\$88,229.05	\$89,993.63	\$91,793.51	\$93,629.38	\$95,501.97	\$97,412.00	\$99,360.24	\$101,347.45	\$103,374.40
Resource Management Associate 1	\$96,757.20	\$98,692.34	\$100,666.19	\$102,679.51	\$104,733.10	\$106,827.77	\$108,964.32	\$111,143.61	\$113,366.48	\$115,633.81
Resource Management Associate 2	\$109,762.20	\$111,957.44	\$114,196.59	\$116,480.52	\$118,810.14	\$121,186.34	\$123,610.06	\$126,082.27	\$128,603.91	\$131,175.99

PRED Special Ops										
	Step 1	Step 2	Step 3	Step 4	Step 5	Step 6	Step 7	Step 8	Step 9	Step 10
Internal Visual Design Analyst 1	\$75,355.03	\$76,862.13	\$78,399.37	\$79,967.36	\$81,566.70	\$83,198.04	\$84,862.00	\$86,559.24	\$88,290.42	\$90,056.23
Process Improvement Analyst 1	\$75,355.03	\$76,862.13	\$78,399.37	\$79,967.36	\$81,566.70	\$83,198.04	\$84,862.00	\$86,559.24	\$88,290.42	\$90,056.23
Internal Visual Design Analyst 2	\$81,192.38	\$82,816.23	\$84,472.55	\$86,162.00	\$87,885.24	\$89,642.95	\$91,435.80	\$93,264.52	\$95,129.81	\$97,032.41
Process Improvement Analyst 2	\$81,192.38	\$82,816.23	\$84,472.55	\$86,162.00	\$87,885.24	\$89,642.95	\$91,435.80	\$93,264.52	\$95,129.81	\$97,032.41
Internal Visual Design Lead 1	\$91,805.76	\$93,641.88	\$95,514.71	\$97,425.01	\$99,373.51	\$101,360.98	\$103,388.20	\$105,455.96	\$107,565.08	\$109,716.38
Process Improvement Specialist 1	\$91,805.76	\$93,641.88	\$95,514.71	\$97,425.01	\$99,373.51	\$101,360.98	\$103,388.20	\$105,455.96	\$107,565.08	\$109,716.38
Internal Visual Design Lead 2	\$99,765.80	\$101,761.12	\$103,796.34	\$105,872.27	\$107,989.71	\$110,149.51	\$112,352.50	\$114,599.55	\$116,891.54	\$119,229.37
Process Improvement Specialist 2	\$99,765.80	\$101,761.12	\$103,796.34	\$105,872.27	\$107,989.71	\$110,149.51	\$112,352.50	\$114,599.55	\$116,891.54	\$119,229.37
Data Collection Unit										
	Step 1	Step 2	Step 3	Step 4	Step 5	Step 6	Step 7	Step 8	Step 9	Step 10
Web-Based Survey Assistant	\$75,355.02	\$76,862.12	\$78,399.36	\$79,967.35	\$81,566.70	\$83,198.03	\$84,861.99	\$86,559.23	\$88,290.42	\$90,056.22
Web-Based Survey Senior Assistant	\$79,122.77	\$80,705.23	\$82,319.33	\$83,965.72	\$85,645.03	\$87,357.93	\$89,105.09	\$90,887.19	\$92,704.94	\$94,559.04
Digital Data Collection Specialist 1	\$76,947.03	\$78,485.97	\$80,055.69	\$81,656.80	\$83,289.94	\$84,955.74	\$86,654.85	\$88,387.95	\$90,155.71	\$91,958.82
Digital Data Collection Specialist 2	\$82,784.39	\$84,440.08	\$86,128.88	\$87,851.46	\$89,608.48	\$91,400.65	\$93,228.67	\$95,093.24	\$96,995.11	\$98,935.01
Digital Data Collection Lead 1	\$93,397.77	\$95,265.73	\$97,171.04	\$99,114.46	\$101,096.75	\$103,118.69	\$105,181.06	\$107,284.68	\$109,430.37	\$111,618.98
Digital Data Collection Lead 2	\$106,133.83	\$108,256.51	\$110,421.64	\$112,630.07	\$114,882.67	\$117,180.33	\$119,523.93	\$121,914.41	\$124,352.70	\$126,839.75
Grants and Development										
	Step 1	Step 2	Step 3	Step 4	Step 5	Step 6	Step 7	Step 8	Step 9	Step 10
Grants and Development Assistant	\$60,343.20	\$61,550.06	\$62,781.07	\$64,036.69	\$65,317.42	\$66,623.77	\$67,956.24	\$69,315.37	\$70,701.68	\$72,115.71
Grants and Development/Special Initiatives Assistant	\$60,343.20	\$61,550.06	\$62,781.07	\$64,036.69	\$65,317.42	\$66,623.77	\$67,956.24	\$69,315.37	\$70,701.68	\$72,115.71
Grants and Development Analyst 1	\$75,355.02	\$76,862.12	\$78,399.36	\$79,967.35	\$81,566.70	\$83,198.03	\$84,861.99	\$86,559.23	\$88,290.42	\$90,056.22
Grants and Development/Special Initiatives Analyst 1	\$75,355.02	\$76,862.12	\$78,399.36	\$79,967.35	\$81,566.70	\$83,198.03	\$84,861.99	\$86,559.23	\$88,290.42	\$90,056.22
Grants and Development Analyst 2	\$81,192.38	\$82,816.23	\$84,472.55	\$86,162.00	\$87,885.24	\$89,642.95	\$91,435.81	\$93,264.52	\$95,129.81	\$97,032.41
Grants and Development/Special Initiatives Analyst 2	\$81,192.38	\$82,816.23	\$84,472.55	\$86,162.00	\$87,885.24	\$89,642.95	\$91,435.81	\$93,264.52	\$95,129.81	\$97,032.41
Grants and Development Associate 1	\$91,805.76	\$93,641.88	\$95,514.72	\$97,425.01	\$99,373.51	\$101,360.98	\$103,388.20	\$105,455.97	\$107,565.08	\$109,716.39
Grants and Development Associate 2	\$99,765.80	\$101,761.12	\$103,796.34	\$105,872.27	\$107,989.71	\$110,149.51	\$112,352.50	\$114,599.55	\$116,891.54	\$119,229.37

Library Operations										
	Step 1	Step 2	Step 3	Step 4	Step 5	Step 6	Step 7	Step 8	Step 9	Step 10
Library Assistant	\$60,343.20	\$61,550.06	\$62,781.07	\$64,036.69	\$65,317.42	\$66,623.77	\$67,956.24	\$69,315.37	\$70,701.68	\$72,115.71
Research and Technical Librarian 1	\$75,355.02	\$76,862.12	\$78,399.36	\$79,967.35	\$81,566.70	\$83,198.03	\$84,861.99	\$86,559.23	\$88,290.42	\$90,056.22
Research and Technical Librarian 2	\$81,192.38	\$82,816.23	\$84,472.55	\$86,162.00	\$87,885.24	\$89,642.95	\$91,435.81	\$93,264.52	\$95,129.81	\$97,032.41
Librarian Associate 1	\$91,805.76	\$93,641.88	\$95,514.72	\$97,425.01	\$99,373.51	\$101,360.98	\$103,388.20	\$105,455.97	\$107,565.08	\$109,716.39
Librarian Associate 2	\$99,765.80	\$101,761.12	\$103,796.34	\$105,872.27	\$107,989.71	\$110,149.51	\$112,352.50	\$114,599.55	\$116,891.54	\$119,229.37
External Affairs										
	Step 1	Step 2	Step 3	Step 4	Step 5	Step 6	Step 7	Step 8	Step 9	Step 10
External Affairs Assistant	\$60,343.20	\$61,550.06	\$62,781.07	\$64,036.69	\$65,317.42	\$66,623.77	\$67,956.24	\$69,315.37	\$70,701.68	\$72,115.71
External Affairs Analyst 1	\$75,355.02	\$76,862.12	\$78,399.36	\$79,967.35	\$81,566.70	\$83,198.03	\$84,861.99	\$86,559.23	\$88,290.42	\$90,056.22
External Affairs Analyst 2	\$81,192.38	\$82,816.23	\$84,472.55	\$86,162.00	\$87,885.24	\$89,642.95	\$91,435.81	\$93,264.52	\$95,129.81	\$97,032.41
External Affairs Associate 1	\$91,805.76	\$93,641.88	\$95,514.72	\$97,425.01	\$99,373.51	\$101,360.98	\$103,388.20	\$105,455.97	\$107,565.08	\$109,716.39
External Affairs Associate 2	\$99,765.80	\$101,761.12	\$103,796.34	\$105,872.27	\$107,989.71	\$110,149.51	\$112,352.50	\$114,599.55	\$116,891.54	\$119,229.37
Publications Production										
	Step 1	Step 2	Step 3	Step 4	Step 5	Step 6	Step 7	Step 8	Step 9	Step 10
Production and Design Specialist 1	\$75,355.02	\$76,862.12	\$78,399.36	\$79,967.35	\$81,566.70	\$83,198.03	\$84,861.99	\$86,559.23	\$88,290.42	\$90,056.22
Production and Design Specialist 2	\$81,192.38	\$82,816.23	\$84,472.55	\$86,162.00	\$87,885.24	\$89,642.95	\$91,435.81	\$93,264.52	\$95,129.81	\$97,032.41
Senior Production and Design Specialist 1	\$91,805.76	\$93,641.88	\$95,514.72	\$97,425.01	\$99,373.51	\$101,360.98	\$103,388.20	\$105,455.97	\$107,565.08	\$109,716.39
Senior Production and Design Specialist 2	\$99,765.80	\$101,761.12	\$103,796.34	\$105,872.27	\$107,989.71	\$110,149.51	\$112,352.50	\$114,599.55	\$116,891.54	\$119,229.37
Editorial Services										
	Step 1	Step 2	Step 3	Step 4	Step 5	Step 6	Step 7	Step 8	Step 9	Step 10
Editor 1	\$80,131.04	\$81,733.66	\$83,368.34	\$85,035.70	\$86,736.42	\$88,471.15	\$90,240.57	\$92,045.38	\$93,886.29	\$95,764.01
Editor 2	\$86,499.07	\$88,229.05	\$89,993.63	\$91,793.51	\$93,629.38	\$95,501.97	\$97,412.00	\$99,360.24	\$101,347.45	\$103,374.40
Senior Editor 1	\$96,757.20	\$98,692.34	\$100,666.19	\$102,679.51	\$104,733.10	\$106,827.77	\$108,964.32	\$111,143.61	\$113,366.48	\$115,633.81
Senior Editor 2	\$109,762.20	\$111,957.44	\$114,196.59	\$116,480.52	\$118,810.14	\$121,186.34	\$123,610.06	\$126,082.27	\$128,603.91	\$131,175.99

Editorial Operations										
	Step 1	Step 2	Step 3	Step 4	Step 5	Step 6	Step 7	Step 8	Step 9	Step 10
Editorial Coordinator 1	\$61,383.60	\$62,611.27	\$63,863.50	\$65,140.77	\$66,443.58	\$67,772.45	\$69,127.90	\$70,510.46	\$71,920.67	\$73,359.08
Editorial Coordinator 2	\$68,643.77	\$70,016.65	\$71,416.98	\$72,845.32	\$74,302.23	\$75,788.27	\$77,304.04	\$78,850.12	\$80,427.12	\$82,035.66
Editorial Manager	\$100,877.18	\$102,894.73	\$104,952.62	\$107,051.67	\$109,192.71	\$111,376.56	\$113,604.09	\$115,876.18	\$118,193.70	\$120,557.57
Video and Podcast Production										
	Step 1	Step 2	Step 3	Step 4	Step 5	Step 6	Step 7	Step 8	Step 9	Step 10
Video and Podcast Production Specialist 1	\$75,355.02	\$76,862.12	\$78,399.36	\$79,967.35	\$81,566.70	\$83,198.03	\$84,861.99	\$86,559.23	\$88,290.42	\$90,056.22
Video and Podcast Production Specialist 2	\$81,192.38	\$82,816.23	\$84,472.55	\$86,162.00	\$87,885.24	\$89,642.95	\$91,435.81	\$93,264.52	\$95,129.81	\$97,032.41
Senior Video and Podcast Production Specialist 1	\$91,805.76	\$93,641.88	\$95,514.72	\$97,425.01	\$99,373.51	\$101,360.98	\$103,388.20	\$105,455.97	\$107,565.08	\$109,716.39
Lead Producer	\$99,765.80	\$101,761.12	\$103,796.34	\$105,872.27	\$107,989.71	\$110,149.51	\$112,352.50	\$114,599.55	\$116,891.54	\$119,229.37
Core Operations										
	Step 1	Step 2	Step 3	Step 4	Step 5	Step 6	Step 7	Step 8	Step 9	Step 10
Administrative Aide	\$60,343.20	\$61,550.06	\$62,781.07	\$64,036.69	\$65,317.42	\$66,623.77	\$67,956.24	\$69,315.37	\$70,701.68	\$72,115.71
Senior Administrative Aide	\$63,360.36	\$64,627.57	\$65,920.12	\$67,238.52	\$68,583.29	\$69,954.96	\$71,354.06	\$72,781.14	\$74,236.76	\$75,721.50
Office Management										
	Step 1	Step 2	Step 3	Step 4	Step 5	Step 6	Step 7	Step 8	Step 9	Step 10
Administrative Assistant	\$60,343.20	\$61,550.06	\$62,781.07	\$64,036.69	\$65,317.42	\$66,623.77	\$67,956.24	\$69,315.37	\$70,701.68	\$72,115.71
Senior Administrative Assistant	\$63,360.36	\$64,627.57	\$65,920.12	\$67,238.52	\$68,583.29	\$69,954.96	\$71,354.06	\$72,781.14	\$74,236.76	\$75,721.50
Communications Coordinator	\$60,343.20	\$61,550.06	\$62,781.07	\$64,036.69	\$65,317.42	\$66,623.77	\$67,956.24	\$69,315.37	\$70,701.68	\$72,115.71
IT Services										
	Step 1	Step 2	Step 3	Step 4	Step 5	Step 6	Step 7	Step 8	Step 9	Step 10
Service Desk Analyst	\$63,983.56	\$65,263.23	\$66,568.50	\$67,899.87	\$69,257.86	\$70,643.02	\$72,055.88	\$73,497.00	\$74,966.94	\$76,466.28
Service Desk Senior Analyst	\$70,943.84	\$72,362.71	\$73,809.97	\$75,286.17	\$76,791.89	\$78,327.73	\$79,894.28	\$81,492.17	\$83,122.01	\$84,784.45

Cybersecurity Staff										
	Step 1	Step 2	Step 3	Step 4	Step 5	Step 6	Step 7	Step 8	Step 9	Step 10
Cybersecurity Analyst	\$93,636.00	\$95,508.72	\$97,418.89	\$99,367.27	\$101,354.62	\$103,381.71	\$105,449.34	\$107,558.33	\$109,709.50	\$111,903.69
Cybersecurity Senior Analyst	\$98,317.80	\$100,284.16	\$102,289.84	\$104,335.64	\$106,422.35	\$108,550.80	\$110,721.81	\$112,936.25	\$115,194.97	\$117,498.87
IT Engineering										
	Step 1	Step 2	Step 3	Step 4	Step 5	Step 6	Step 7	Step 8	Step 9	Step 10
Application Manager 1	\$96,581.79	\$98,513.42	\$100,483.69	\$102,493.37	\$104,543.23	\$106,634.10	\$108,766.78	\$110,942.12	\$113,160.96	\$115,424.18
Application Manager 2	\$106,133.84	\$108,256.51	\$110,421.64	\$112,630.08	\$114,882.68	\$117,180.33	\$119,523.94	\$121,914.42	\$124,352.70	\$126,839.76
Governance, Risk & Compliance										
	Step 1	Step 2	Step 3	Step 4	Step 5	Step 6	Step 7	Step 8	Step 9	Step 10
GRC Analyst	\$91,329.43	\$93,156.02	\$95,019.14	\$96,919.53	\$98,857.92	\$100,835.07	\$102,851.78	\$104,908.81	\$107,006.99	\$109,147.13
GRC Associate 1	\$103,799.67	\$105,875.66	\$107,993.17	\$110,153.04	\$112,356.10	\$114,603.22	\$116,895.28	\$119,233.19	\$121,617.85	\$124,050.21
GRC Associate 2	\$112,732.54	\$114,987.19	\$117,286.94	\$119,632.68	\$122,025.33	\$124,465.84	\$126,955.15	\$129,494.26	\$132,084.14	\$134,725.82
IT Operations										
	Step 1	Step 2	Step 3	Step 4	Step 5	Step 6	Step 7	Step 8	Step 9	Step 10
IT Operations Analyst	\$116,747.21	\$119,082.16	\$121,463.80	\$123,893.08	\$126,370.94	\$128,898.36	\$131,476.33	\$134,105.85	\$136,787.97	\$139,523.73
IT Operations Senior Analyst	\$132,667.29	\$135,320.63	\$138,027.05	\$140,787.59	\$143,603.34	\$146,475.41	\$149,404.91	\$152,393.01	\$155,440.87	\$158,549.69

APPENDIX A-2 – WAGE TABLE
Year 4 (2027)

Research										
	Step 1	Step 2	Step 3	Step 4	Step 5	Step 6	Step 7	Step 8	Step 9	Step 10
Research Assistant	\$61,550.06	\$62,781.07	\$64,036.69	\$65,317.42	\$66,623.77	\$67,956.24	\$69,315.37	\$70,701.68	\$72,115.71	\$73,558.02
Research Analyst 1	\$76,862.12	\$78,399.36	\$79,967.35	\$81,566.70	\$83,198.03	\$84,861.99	\$86,559.23	\$88,290.42	\$90,056.22	\$91,857.35
Research Analyst 2	\$82,816.23	\$84,472.55	\$86,162.00	\$87,885.24	\$89,642.95	\$91,435.81	\$93,264.52	\$95,129.81	\$97,032.41	\$98,973.06
Research Associate 1	\$93,641.88	\$95,514.72	\$97,425.01	\$99,373.51	\$101,360.98	\$103,388.20	\$105,455.97	\$107,565.08	\$109,716.39	\$111,910.71
Research Associate 2	\$101,761.12	\$103,796.34	\$105,872.27	\$107,989.71	\$110,149.51	\$112,352.50	\$114,599.55	\$116,891.54	\$119,229.37	\$121,613.95
Evidence to Practice										
	Step 1	Step 2	Step 3	Step 4	Step 5	Step 6	Step 7	Step 8	Step 9	Step 10
Research Analyst 1 - Evidence to Practice	\$76,862.12	\$78,399.36	\$79,967.35	\$81,566.70	\$83,198.03	\$84,861.99	\$86,559.23	\$88,290.42	\$90,056.22	\$91,857.35
Research Analyst 2 - Evidence to Practice	\$82,816.23	\$84,472.55	\$86,162.00	\$87,885.24	\$89,642.95	\$91,435.81	\$93,264.52	\$95,129.81	\$97,032.41	\$98,973.06
Research Associate 1 - Evidence to Practice	\$93,641.88	\$95,514.72	\$97,425.01	\$99,373.51	\$101,360.98	\$103,388.20	\$105,455.97	\$107,565.08	\$109,716.39	\$111,910.71
Research Associate 2 - Evidence to Practice	\$101,761.12	\$103,796.34	\$105,872.27	\$107,989.71	\$110,149.51	\$112,352.50	\$114,599.55	\$116,891.54	\$119,229.37	\$121,613.95
Research - Quantitative										
	Step 1	Step 2	Step 3	Step 4	Step 5	Step 6	Step 7	Step 8	Step 9	Step 10
Research Assistant - Quantitative	\$62,611.27	\$63,863.50	\$65,140.77	\$66,443.58	\$67,772.45	\$69,127.90	\$70,510.46	\$71,920.67	\$73,359.08	\$74,826.27
Research Analyst 1 - Quantitative	\$78,485.97	\$80,055.69	\$81,656.80	\$83,289.94	\$84,955.74	\$86,654.85	\$88,387.95	\$90,155.71	\$91,958.82	\$93,798.00
Research Analyst 2 - Quantitative	\$84,440.08	\$86,128.88	\$87,851.46	\$89,608.48	\$91,400.65	\$93,228.67	\$95,093.24	\$96,995.11	\$98,935.01	\$100,913.71
Research Associate 1 - Quantitative	\$95,265.73	\$97,171.04	\$99,114.46	\$101,096.75	\$103,118.69	\$105,181.06	\$107,284.68	\$109,430.37	\$111,618.98	\$113,851.36
Research Associate 2 - Quantitative	\$108,256.51	\$110,421.64	\$112,630.07	\$114,882.67	\$117,180.33	\$119,523.93	\$121,914.41	\$124,352.70	\$126,839.75	\$129,376.55
Research - Data Science										
	Step 1	Step 2	Step 3	Step 4	Step 5	Step 6	Step 7	Step 8	Step 9	Step 10
Research Analyst 1 - Data Science	\$79,027.25	\$80,607.80	\$82,219.95	\$83,864.35	\$85,541.64	\$87,252.47	\$88,997.52	\$90,777.47	\$92,593.02	\$94,444.88
Research Analyst 2 - Data Science	\$84,981.36	\$86,680.99	\$88,414.61	\$90,182.90	\$91,986.56	\$93,826.29	\$95,702.81	\$97,616.87	\$99,569.21	\$101,560.59

	Step 1	Step 2	Step 3	Step 4	Step 5	Step 6	Step 7	Step 8	Step 9	Step 10
Research Associate 1 - Data Science	\$95,807.01	\$97,723.15	\$99,677.61	\$101,671.16	\$103,704.59	\$105,778.68	\$107,894.25	\$110,052.14	\$112,253.18	\$114,498.24
Research Associate 2 - Data Science	\$108,797.79	\$110,973.75	\$113,193.22	\$115,457.09	\$117,766.23	\$120,121.55	\$122,523.98	\$124,974.46	\$127,473.95	\$130,023.43
Data Strategy and Advisory Hub										
	Step 1	Step 2	Step 3	Step 4	Step 5	Step 6	Step 7	Step 8	Step 9	Step 10
Data Strategy and Advisory Hub Analyst 1	\$79,027.25	\$80,607.80	\$82,219.95	\$83,864.35	\$85,541.64	\$87,252.47	\$88,997.52	\$90,777.47	\$92,593.02	\$94,444.88
Data Strategy and Advisory Hub Analyst 2	\$84,981.36	\$86,680.99	\$88,414.61	\$90,182.90	\$91,986.56	\$93,826.29	\$95,702.81	\$97,616.87	\$99,569.21	\$101,560.59
Data Strategy and Advisory Hub Associate 1	\$95,807.01	\$97,723.15	\$99,677.61	\$101,671.16	\$103,704.59	\$105,778.68	\$107,894.25	\$110,052.14	\$112,253.18	\$114,498.24
Data Strategy and Advisory Hub Associate 2	\$108,797.79	\$110,973.75	\$113,193.22	\$115,457.09	\$117,766.23	\$120,121.55	\$122,523.98	\$124,974.46	\$127,473.95	\$130,023.43
Report and Proposal Production										
	Step 1	Step 2	Step 3	Step 4	Step 5	Step 6	Step 7	Step 8	Step 9	Step 10
Report and Proposal Production Assistant	\$61,550.06	\$62,781.07	\$64,036.69	\$65,317.42	\$66,623.77	\$67,956.24	\$69,315.37	\$70,701.68	\$72,115.71	\$73,558.02
Report and Proposal Production Analyst 1	\$76,862.12	\$78,399.36	\$79,967.35	\$81,566.70	\$83,198.03	\$84,861.99	\$86,559.23	\$88,290.42	\$90,056.22	\$91,857.35
Report and Proposal Production Analyst 2	\$82,816.23	\$84,472.55	\$86,162.00	\$87,885.24	\$89,642.95	\$91,435.81	\$93,264.52	\$95,129.81	\$97,032.41	\$98,973.06
Report and Proposal Production Associate 1	\$93,641.88	\$95,514.72	\$97,425.01	\$99,373.51	\$101,360.98	\$103,388.20	\$105,455.97	\$107,565.08	\$109,716.39	\$111,910.71
Report and Proposal Production Associate 2	\$101,761.12	\$103,796.34	\$105,872.27	\$107,989.71	\$110,149.51	\$112,352.50	\$114,599.55	\$116,891.54	\$119,229.37	\$121,613.95
Resource Management										
	Step 1	Step 2	Step 3	Step 4	Step 5	Step 6	Step 7	Step 8	Step 9	Step 10
Resource Management Assistant	\$62,611.27	\$63,863.50	\$65,140.77	\$66,443.58	\$67,772.45	\$69,127.90	\$70,510.46	\$71,920.67	\$73,359.08	\$74,826.27
Resource Management Analyst 1	\$81,733.66	\$83,368.34	\$85,035.70	\$86,736.42	\$88,471.15	\$90,240.57	\$92,045.38	\$93,886.29	\$95,764.01	\$97,679.29
Resource Management Analyst 2	\$88,229.05	\$89,993.63	\$91,793.51	\$93,629.38	\$95,501.97	\$97,412.00	\$99,360.24	\$101,347.45	\$103,374.40	\$105,441.89
Resource Management Associate 1	\$98,692.34	\$100,666.19	\$102,679.51	\$104,733.10	\$106,827.77	\$108,964.32	\$111,143.61	\$113,366.48	\$115,633.81	\$117,946.49
Resource Management Associate 2	\$111,957.44	\$114,196.59	\$116,480.52	\$118,810.14	\$121,186.34	\$123,610.06	\$126,082.27	\$128,603.91	\$131,175.99	\$133,799.51

PRED Special Ops										
	Step 1	Step 2	Step 3	Step 4	Step 5	Step 6	Step 7	Step 8	Step 9	Step 10
Internal Visual Design Analyst 1	\$76,862.13	\$78,399.37	\$79,967.36	\$81,566.70	\$83,198.04	\$84,862.00	\$86,559.24	\$88,290.42	\$90,056.23	\$91,857.36
Process Improvement Analyst 1	\$76,862.13	\$78,399.37	\$79,967.36	\$81,566.70	\$83,198.04	\$84,862.00	\$86,559.24	\$88,290.42	\$90,056.23	\$91,857.36
Internal Visual Design Analyst 2	\$82,816.23	\$84,472.55	\$86,162.00	\$87,885.24	\$89,642.95	\$91,435.80	\$93,264.52	\$95,129.81	\$97,032.41	\$98,973.06
Process Improvement Analyst 2	\$82,816.23	\$84,472.55	\$86,162.00	\$87,885.24	\$89,642.95	\$91,435.80	\$93,264.52	\$95,129.81	\$97,032.41	\$98,973.06
Internal Visual Design Lead 1	\$93,641.88	\$95,514.71	\$97,425.01	\$99,373.51	\$101,360.98	\$103,388.20	\$105,455.96	\$107,565.08	\$109,716.38	\$111,910.71
Process Improvement Specialist 1	\$93,641.88	\$95,514.71	\$97,425.01	\$99,373.51	\$101,360.98	\$103,388.20	\$105,455.96	\$107,565.08	\$109,716.38	\$111,910.71
Internal Visual Design Lead 2	\$101,761.12	\$103,796.34	\$105,872.27	\$107,989.71	\$110,149.51	\$112,352.50	\$114,599.55	\$116,891.54	\$119,229.37	\$121,613.95
Process Improvement Specialist 2	\$101,761.12	\$103,796.34	\$105,872.27	\$107,989.71	\$110,149.51	\$112,352.50	\$114,599.55	\$116,891.54	\$119,229.37	\$121,613.95
Data Collection Unit										
	Step 1	Step 2	Step 3	Step 4	Step 5	Step 6	Step 7	Step 8	Step 9	Step 10
Web-Based Survey Assistant	\$76,862.12	\$78,399.36	\$79,967.35	\$81,566.70	\$83,198.03	\$84,861.99	\$86,559.23	\$88,290.42	\$90,056.22	\$91,857.35
Web-Based Survey Senior Assistant	\$80,705.23	\$82,319.33	\$83,965.72	\$85,645.03	\$87,357.93	\$89,105.09	\$90,887.19	\$92,704.94	\$94,559.04	\$96,450.22
Digital Data Collection Specialist 1	\$78,485.97	\$80,055.69	\$81,656.80	\$83,289.94	\$84,955.74	\$86,654.85	\$88,387.95	\$90,155.71	\$91,958.82	\$93,798.00
Digital Data Collection Specialist 2	\$84,440.08	\$86,128.88	\$87,851.46	\$89,608.48	\$91,400.65	\$93,228.67	\$95,093.24	\$96,995.11	\$98,935.01	\$100,913.71
Digital Data Collection Lead 1	\$95,265.73	\$97,171.04	\$99,114.46	\$101,096.75	\$103,118.69	\$105,181.06	\$107,284.68	\$109,430.37	\$111,618.98	\$113,851.36
Digital Data Collection Lead 2	\$108,256.51	\$110,421.64	\$112,630.07	\$114,882.67	\$117,180.33	\$119,523.93	\$121,914.41	\$124,352.70	\$126,839.75	\$129,376.55
Grants and Development										
	Step 1	Step 2	Step 3	Step 4	Step 5	Step 6	Step 7	Step 8	Step 9	Step 10
Grants and Development Assistant	\$61,550.06	\$62,781.07	\$64,036.69	\$65,317.42	\$66,623.77	\$67,956.24	\$69,315.37	\$70,701.68	\$72,115.71	\$73,558.02
Grants and Development/Special Initiatives Assistant	\$61,550.06	\$62,781.07	\$64,036.69	\$65,317.42	\$66,623.77	\$67,956.24	\$69,315.37	\$70,701.68	\$72,115.71	\$73,558.02
Grants and Development Analyst 1	\$76,862.12	\$78,399.36	\$79,967.35	\$81,566.70	\$83,198.03	\$84,861.99	\$86,559.23	\$88,290.42	\$90,056.22	\$91,857.35
Grants and Development/Special Initiatives Analyst 1	\$76,862.12	\$78,399.36	\$79,967.35	\$81,566.70	\$83,198.03	\$84,861.99	\$86,559.23	\$88,290.42	\$90,056.22	\$91,857.35
Grants and Development Analyst 2	\$82,816.23	\$84,472.55	\$86,162.00	\$87,885.24	\$89,642.95	\$91,435.81	\$93,264.52	\$95,129.81	\$97,032.41	\$98,973.06
Grants and Development/Special Initiatives Analyst 2	\$82,816.23	\$84,472.55	\$86,162.00	\$87,885.24	\$89,642.95	\$91,435.81	\$93,264.52	\$95,129.81	\$97,032.41	\$98,973.06
Grants and Development Associate 1	\$93,641.88	\$95,514.72	\$97,425.01	\$99,373.51	\$101,360.98	\$103,388.20	\$105,455.97	\$107,565.08	\$109,716.39	\$111,910.71
Grants and Development Associate 2	\$101,761.12	\$103,796.34	\$105,872.27	\$107,989.71	\$110,149.51	\$112,352.50	\$114,599.55	\$116,891.54	\$119,229.37	\$121,613.95

Library Operations										
	Step 1	Step 2	Step 3	Step 4	Step 5	Step 6	Step 7	Step 8	Step 9	Step 10
Library Assistant	\$61,550.06	\$62,781.07	\$64,036.69	\$65,317.42	\$66,623.77	\$67,956.24	\$69,315.37	\$70,701.68	\$72,115.71	\$73,558.02
Research and Technical Librarian 1	\$76,862.12	\$78,399.36	\$79,967.35	\$81,566.70	\$83,198.03	\$84,861.99	\$86,559.23	\$88,290.42	\$90,056.22	\$91,857.35
Research and Technical Librarian 2	\$82,816.23	\$84,472.55	\$86,162.00	\$87,885.24	\$89,642.95	\$91,435.81	\$93,264.52	\$95,129.81	\$97,032.41	\$98,973.06
Librarian Associate 1	\$93,641.88	\$95,514.72	\$97,425.01	\$99,373.51	\$101,360.98	\$103,388.20	\$105,455.97	\$107,565.08	\$109,716.39	\$111,910.71
Librarian Associate 2	\$101,761.12	\$103,796.34	\$105,872.27	\$107,989.71	\$110,149.51	\$112,352.50	\$114,599.55	\$116,891.54	\$119,229.37	\$121,613.95
External Affairs										
	Step 1	Step 2	Step 3	Step 4	Step 5	Step 6	Step 7	Step 8	Step 9	Step 10
External Affairs Assistant	\$61,550.06	\$62,781.07	\$64,036.69	\$65,317.42	\$66,623.77	\$67,956.24	\$69,315.37	\$70,701.68	\$72,115.71	\$73,558.02
External Affairs Analyst 1	\$76,862.12	\$78,399.36	\$79,967.35	\$81,566.70	\$83,198.03	\$84,861.99	\$86,559.23	\$88,290.42	\$90,056.22	\$91,857.35
External Affairs Analyst 2	\$82,816.23	\$84,472.55	\$86,162.00	\$87,885.24	\$89,642.95	\$91,435.81	\$93,264.52	\$95,129.81	\$97,032.41	\$98,973.06
External Affairs Associate 1	\$93,641.88	\$95,514.72	\$97,425.01	\$99,373.51	\$101,360.98	\$103,388.20	\$105,455.97	\$107,565.08	\$109,716.39	\$111,910.71
External Affairs Associate 2	\$101,761.12	\$103,796.34	\$105,872.27	\$107,989.71	\$110,149.51	\$112,352.50	\$114,599.55	\$116,891.54	\$119,229.37	\$121,613.95
Publications Production										
	Step 1	Step 2	Step 3	Step 4	Step 5	Step 6	Step 7	Step 8	Step 9	Step 10
Production and Design Specialist 1	\$76,862.12	\$78,399.36	\$79,967.35	\$81,566.70	\$83,198.03	\$84,861.99	\$86,559.23	\$88,290.42	\$90,056.22	\$91,857.35
Production and Design Specialist 2	\$82,816.23	\$84,472.55	\$86,162.00	\$87,885.24	\$89,642.95	\$91,435.81	\$93,264.52	\$95,129.81	\$97,032.41	\$98,973.06
Senior Production and Design Specialist 1	\$93,641.88	\$95,514.72	\$97,425.01	\$99,373.51	\$101,360.98	\$103,388.20	\$105,455.97	\$107,565.08	\$109,716.39	\$111,910.71
Senior Production and Design Specialist 2	\$101,761.12	\$103,796.34	\$105,872.27	\$107,989.71	\$110,149.51	\$112,352.50	\$114,599.55	\$116,891.54	\$119,229.37	\$121,613.95
Editorial Services										
	Step 1	Step 2	Step 3	Step 4	Step 5	Step 6	Step 7	Step 8	Step 9	Step 10
Editor 1	\$81,733.66	\$83,368.34	\$85,035.70	\$86,736.42	\$88,471.15	\$90,240.57	\$92,045.38	\$93,886.29	\$95,764.01	\$97,679.29
Editor 2	\$88,229.05	\$89,993.63	\$91,793.51	\$93,629.38	\$95,501.97	\$97,412.00	\$99,360.24	\$101,347.45	\$103,374.40	\$105,441.89
Senior Editor 1	\$98,692.34	\$100,666.19	\$102,679.51	\$104,733.10	\$106,827.77	\$108,964.32	\$111,143.61	\$113,366.48	\$115,633.81	\$117,946.49
Senior Editor 2	\$111,957.44	\$114,196.59	\$116,480.52	\$118,810.14	\$121,186.34	\$123,610.06	\$126,082.27	\$128,603.91	\$131,175.99	\$133,799.51

Editorial Operations										
	Step 1	Step 2	Step 3	Step 4	Step 5	Step 6	Step 7	Step 8	Step 9	Step 10
Editorial Coordinator 1	\$62,611.27	\$63,863.50	\$65,140.77	\$66,443.58	\$67,772.45	\$69,127.90	\$70,510.46	\$71,920.67	\$73,359.08	\$74,826.27
Editorial Coordinator 2	\$70,016.65	\$71,416.98	\$72,845.32	\$74,302.23	\$75,788.27	\$77,304.04	\$78,850.12	\$80,427.12	\$82,035.66	\$83,676.37
Editorial Manager	\$102,894.73	\$104,952.62	\$107,051.67	\$109,192.71	\$111,376.56	\$113,604.09	\$115,876.18	\$118,193.70	\$120,557.57	\$122,968.72
Video and Podcast Production										
	Step 1	Step 2	Step 3	Step 4	Step 5	Step 6	Step 7	Step 8	Step 9	Step 10
Video and Podcast Production Specialist 1	\$76,862.12	\$78,399.36	\$79,967.35	\$81,566.70	\$83,198.03	\$84,861.99	\$86,559.23	\$88,290.42	\$90,056.22	\$91,857.35
Video and Podcast Production Specialist 2	\$82,816.23	\$84,472.55	\$86,162.00	\$87,885.24	\$89,642.95	\$91,435.81	\$93,264.52	\$95,129.81	\$97,032.41	\$98,973.06
Senior Video and Podcast Production Specialist 1	\$93,641.88	\$95,514.72	\$97,425.01	\$99,373.51	\$101,360.98	\$103,388.20	\$105,455.97	\$107,565.08	\$109,716.39	\$111,910.71
Lead Producer	\$101,761.12	\$103,796.34	\$105,872.27	\$107,989.71	\$110,149.51	\$112,352.50	\$114,599.55	\$116,891.54	\$119,229.37	\$121,613.95
Core Operations										
	Step 1	Step 2	Step 3	Step 4	Step 5	Step 6	Step 7	Step 8	Step 9	Step 10
Administrative Aide	\$61,550.06	\$62,781.07	\$64,036.69	\$65,317.42	\$66,623.77	\$67,956.24	\$69,315.37	\$70,701.68	\$72,115.71	\$73,558.02
Senior Administrative Aide	\$64,627.57	\$65,920.12	\$67,238.52	\$68,583.29	\$69,954.96	\$71,354.06	\$72,781.14	\$74,236.76	\$75,721.50	\$77,235.93
Office Management										
	Step 1	Step 2	Step 3	Step 4	Step 5	Step 6	Step 7	Step 8	Step 9	Step 10
Administrative Assistant	\$61,550.06	\$62,781.07	\$64,036.69	\$65,317.42	\$66,623.77	\$67,956.24	\$69,315.37	\$70,701.68	\$72,115.71	\$73,558.02
Senior Administrative Assistant	\$64,627.57	\$65,920.12	\$67,238.52	\$68,583.29	\$69,954.96	\$71,354.06	\$72,781.14	\$74,236.76	\$75,721.50	\$77,235.93
Communications Coordinator	\$61,550.06	\$62,781.07	\$64,036.69	\$65,317.42	\$66,623.77	\$67,956.24	\$69,315.37	\$70,701.68	\$72,115.71	\$73,558.02
IT Services										
	Step 1	Step 2	Step 3	Step 4	Step 5	Step 6	Step 7	Step 8	Step 9	Step 10
Service Desk Analyst	\$65,263.23	\$66,568.50	\$67,899.87	\$69,257.86	\$70,643.02	\$72,055.88	\$73,497.00	\$74,966.94	\$76,466.28	\$77,995.60
Service Desk Senior Analyst	\$72,362.71	\$73,809.97	\$75,286.17	\$76,791.89	\$78,327.73	\$79,894.28	\$81,492.17	\$83,122.01	\$84,784.45	\$86,480.14

Cybersecurity Staff										
	Step 1	Step 2	Step 3	Step 4	Step 5	Step 6	Step 7	Step 8	Step 9	Step 10
Cybersecurity Analyst	\$95,508.72	\$97,418.89	\$99,367.27	\$101,354.62	\$103,381.71	\$105,449.34	\$107,558.33	\$109,709.50	\$111,903.69	\$114,141.76
Cybersecurity Senior Analyst	\$100,284.16	\$102,289.84	\$104,335.64	\$106,422.35	\$108,550.80	\$110,721.81	\$112,936.25	\$115,194.97	\$117,498.87	\$119,848.85
IT Engineering										
	Step 1	Step 2	Step 3	Step 4	Step 5	Step 6	Step 7	Step 8	Step 9	Step 10
Application Manager 1	\$98,513.42	\$100,483.69	\$102,493.37	\$104,543.23	\$106,634.10	\$108,766.78	\$110,942.12	\$113,160.96	\$115,424.18	\$117,732.66
Application Manager 2	\$108,256.51	\$110,421.64	\$112,630.08	\$114,882.68	\$117,180.33	\$119,523.94	\$121,914.42	\$124,352.70	\$126,839.76	\$129,376.55
Governance, Risk & Compliance										
	Step 1	Step 2	Step 3	Step 4	Step 5	Step 6	Step 7	Step 8	Step 9	Step 10
GRC Analyst	\$93,156.02	\$95,019.14	\$96,919.53	\$98,857.92	\$100,835.07	\$102,851.78	\$104,908.81	\$107,006.99	\$109,147.13	\$111,330.07
GRC Associate 1	\$105,875.66	\$107,993.17	\$110,153.04	\$112,356.10	\$114,603.22	\$116,895.28	\$119,233.19	\$121,617.85	\$124,050.21	\$126,531.22
GRC Associate 2	\$114,987.19	\$117,286.94	\$119,632.68	\$122,025.33	\$124,465.84	\$126,955.15	\$129,494.26	\$132,084.14	\$134,725.82	\$137,420.34
IT Operations										
	Step 1	Step 2	Step 3	Step 4	Step 5	Step 6	Step 7	Step 8	Step 9	Step 10
IT Operations Analyst	\$119,082.16	\$121,463.80	\$123,893.08	\$126,370.94	\$128,898.36	\$131,476.33	\$134,105.85	\$136,787.97	\$139,523.73	\$142,314.20
IT Operations Senior Analyst	\$135,320.63	\$138,027.05	\$140,787.59	\$143,603.34	\$146,475.41	\$149,404.91	\$152,393.01	\$155,440.87	\$158,549.69	\$161,720.68

SIDELETTER NO. 1

As of August 15, 2024

Jane McDonald
AFSCME, DC57
Union Representative
80 Swan Way, Suite 110
Oakland, CA 94621

Re: Article II, Recognition

Dear Ms McDonald:

This letter shall supplement the Collective Bargaining Agreement by and between MDRC (the “Employer”) and the American Federation of State, County and Municipal Employees (AFSCME), District Council 57 (the “Union”), effective the 15th day of August 2024 (hereinafter the “CBA”). The Employer and the Union are collectively referred to as “the parties.”

During the negotiations for the CBA, the parties agreed to exclude Hannah Power (Resource Manager Associate 1) from the bargaining unit. This exclusion does not apply to other employees who will be hired or promoted into this position, unless they fall within one of the enumerated exclusions in Article II, paragraph A, Recognition.

If the forgoing constitutes our understanding, kindly execute a copy of this letter in the space provided and it shall become a binding agreement by and between the parties.

Sincerely,

MDRC

Virginia Knox
President
Date: _____

ACCEPTED AND AGREED TO:

AFSCME DISTRICT COUNCIL 57

Jane McDonald
Union Representative
Date: _____

SIDELETTER NO. 2

As of August 15, 2024

Jane McDonald
AFSCME, DC57
Union Representative
80 Swan Way, Suite 110
Oakland, CA 94621

Re: Article XVI, Individual Employee Exceptions

Dear Ms. McDonald:

This letter shall supplement the Collective Bargaining Agreement by and between MDRC (the “Employer”) and the American Federation of State, County and Municipal Employees (AFSCME), District Council 57 (the “Union”), effective the 15th day of August 2024 (hereinafter the “CBA”). The Employer and the Union are collectively referred to as “the parties.”

In connection with Article XVI, In-Person/Hybrid/Remote Work Arrangements, the Employer shall grant exceptions to the following employees who have job classifications that do not align with the definition of “in-person” work arrangements or “hybrid” work arrangements:

- Kirill Moskvichev (Communications Coordinator) – Position classified as hybrid and working a remote schedule
- Gaylord Ballesil (Service Desk Analyst) – Position classified as in-person and working a hybrid schedule (2-3 days in-person in office)
- Brian Wickham (Service Desk Senior Analyst) – Position classified as in-person and working 5 days per week in office, but will be permitted to resume working a hybrid schedule (2-3 days in-person in office) once the Service Desk team is fully staffed (anticipated to be five (5) full-time staff).

The intent of this agreement is to maintain the number of days these employees are working in the office as of the Ratification Date, except as noted otherwise. In addition, if any of these positions become vacant, MDRC may fill the vacant position with an employee who works a schedule consistent with the position classification.

If the forgoing constitutes our understanding, kindly execute a copy of this letter in the space provided and it shall become a binding agreement by and between the parties.

Sincerely,

MDRC

Virginia Knox

President

Date: _____

ACCEPTED AND AGREED TO:

AFSCME DISTRICT COUNCIL 57

Jane McDonald
Union Representative

Date: _____

SIDELETTER NO. 3

As of August 15, 2024

Jane McDonald
AFSCME, DC57
Union Representative
80 Swan Way, Suite 110
Oakland, CA 94621

Re: NY Core Administrative Staff End-of Year

Dear Ms. McDonald:

This letter shall supplement the Collective Bargaining Agreement by and between MDRC (the “Employer”) and the American Federation of State, County and Municipal Employees (AFSCME), District Council 57 (the “Union”), effective the 15th day of August 2024 (hereinafter the “CBA”). The Employer and the Union are collectively referred to as “the parties.”

For the duration of this Agreement, the following New York Core administrative staff shall be permitted to take paid time off on the business days between Christmas Day and New Year’s Day without having to use their PTO balances or Excused Time: Felicia Armour, Steven Lopez, Douglas Bruce, and Jose Galarza.

If the forgoing constitutes our understanding, kindly execute a copy of this letter in the space provided and it shall become a binding agreement by and between the parties.

Sincerely,

MDRC

Virginia Knox

President

Date: _____

ACCEPTED AND AGREED TO:

AFSCME DISTRICT COUNCIL 57

Jane McDonald

Union Representative

Date: _____