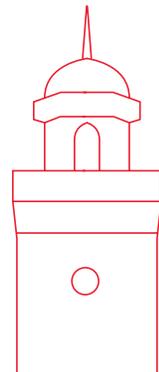


The Manager's HR Toolkit

A guide to support Senior Administrators, Deans,
Department Heads, Directors, and Managers in their
staff management responsibilities.

DEPARTMENT OF
HUMAN RESOURCES

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ACADIA
UNIVERSITY

Welcome

This Toolkit is for Acadia’s Senior Administrators, Deans, Department Heads, Directors, and Managers to assist you in your staff management responsibilities. As a manager at Acadia, one of your main responsibilities is to provide your employees with the guidance, support, direction, and assistance they need to maximum their potential and to contribute to the success of your department/sector and Acadia as a whole.

Whether you supervise one staff member or a large department, we believe you should have access to the management tools and resources to do your job successfully. The information provided in this toolkit is intended to be used as a support tool to assist you with your management responsibilities. This toolkit centralizes much of the human resources information you need to support your staff through the lifecycle of their employment at Acadia and provides resources to help you in your everyday work as a manager. You will find information pertaining to the hiring process, job classification, probationary periods, annual performance evaluations, absence management, health and wellness, employee transition and exit, and more.

We encourage you to take your time when reviewing all the information provided. If you have any questions, or need additional information please contact the Department of Human Resources.

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Employee Groups

Staff at Acadia are comprised of unionized and non-unionized employees. Unionized staff are included within the Service Employees International Union Local 2 Acadia Campus (SEIU). Non-unionized staff are comprised of Acadia University Professional, Administrative and Technical (AUPAT) employees, while other staff employees are employed through a Limited Term Contract (LTC) or an On-going Contract (OGC).

Faculty at Acadia are included within the Acadia University Faculty Association (AUFA) trade union. AUFA represents full and part time faculty, librarians, archivists, instructors, lecturers/lectrices, and PAD lecturers.

Collective Agreements and Terms of Employment

When becoming a manager it is important to familiarize yourself with the collective agreements and terms of employment that represent your employees.

For your staff employees, please refer to the [SEIU Collective Agreement](#) and/or [the AUPAT Terms of Employment](#). If you have staff who are employed through a limited term contract (LTC) or an on-going contract (OGC), you will need to refer to their offer letter for specifics surrounding their employment. If you don't have a copy of their most recent contract, you can request one through Human Resources.

For your faculty employees, please refer to the [AUFA 15th Collective Agreement](#). All questions pertaining to managing your AUFA employees should be referred to your Dean and/or the Vice-President Academic's Office.

University Policies

There are numerous university policies that apply to staff members at Acadia. When becoming a manager, you should be aware of the [University Policies](#) webpage and review all applicable. Listed below are a few policies to get you started in your review.

Useful Policies:

[Cancellation of Classes - Closure of the University](#)

[Harassment & Discrimination](#)

[Sexual Violence](#)

[Share the Air](#)

[Sick Leave](#)

[Tuition Discount on Acadia Credit Courses](#)

[Working Alone or in Isolation](#)

Resources for Managers

In addition to this guide, there are other resources available to provide you support in your management role:

1) **Manager's Meetings**

Human Resources holds regular meetings for Acadia managers to discuss various topics and issues. All Acadia managers are invited and encouraged to attend. Managers are encouraged to bring forward topics and ideas for these meetings at any time. You can bring forward an idea or topic by submitting

this simple [online form](#), which is submitted directly to the Director of Human Resources who organizes the Manager's Meetings. For more details and to view upcoming meetings please view the [Managers Meeting Webpage](#).

2) **Employee Family Assistance Program**

At Acadia all managers and staff are eligible for coverage under the [Employee Family Assistance Program \(EFAP\)](#), provided by Shepell-fgi. Services are confidential and delivered by the professional counsellors and work/life consultants employed by Shepell-fgi. EFAP offers a range of services to assist people on a wide variety of personal and work-related issues. Confidential counselling and work/life services are available, at no cost, to each eligible employee. Should specialized assistance be required, your Shepell-fgi counsellor or consultant will make an expert referral to appropriate professionals and agencies in the community.

There are numerous articles on the EFAP [Work Life Health](#) website related to leadership and managing employees. Listed below are a suggested articles to read:

- [Ten tips to new managers](#)
- [Multitasking managers: setting the right example](#)
- [Managing a team with different work styles](#)
- [Handling awkward employee conversations](#)
- [How to support your team through mental health challenges](#)

To learn more about the services available and to access any of the counselling or work/life consultation services, call: **1-800-387-4765** toll-free number for a 7/24/365.

3) **Working with your Human Resource Professionals**

The Human Resources Department is comprised of 6 full-time staff who act as a primary point of contact for all Acadia employees. The HR staff focus on building relationships with managers and are here to assist you with performance management, absence management, staff recruits and on-boarding, payroll and benefits administration, job classifications, labour relations and more. Feel free to reach out anytime to one of our HR team members listed below for advice and assistance.

HR CONTACT INFORMATION

Name	Title	Email	Phone
Kerry Deveau	Director of Human Resources	kerry.deveau@acadiu.ca	585-1148
Jennifer Veinot	Manager, Human Resources	jennifer.veinot@acadiu.ca	585-1253
Kathy Klein	Group Benefits & Office Administrator	kathy.klein@acadiu.ca	585-1197
Kelli Mahoney	Payroll Supervisor	kelli.mahoney@acadiu.ca	585-1633
Matthew Bustin	Bi-weekly Payroll Administrator	matthew.bustin@acadiu.ca	585-1550
Janice Place	Payroll & Benefits Administrator	janice.place@acadiu.ca	585-1185

Job Descriptions and Structure (defining or changing a role)

When preparing to fill a vacant or new role you need to submit an up-to-date job description for the position. All staff positions should have a current job description and HR can provide you with the most recent copy on file. If there are significant changes, or if it has been a number of years since the position was last reviewed, or if it is a new role, it will be sent to the applicable Job Evaluation Committee to assign an accurate classification level.

➤ **Your Responsibilities:**

- 1) Write or edit the job description using the form listed below.
- 2) Update your departmental organizational chart.
- 3) Have a discussion with your departmental budget holder to ensure support in filling the role.
- 4) Once approval has been granted, send the up-to-date job description to HR, who will review the description and setup the appropriate job evaluation process, if required.
- 5) Approval to staff the position is completed by filling out section 1 of the Hiring Authorization for Salary Paid Staff form listed below. This form is submitted to HR, Financial Services, and the applicable Vice-President for approval. Once approval is attained the recruitment process will begin.

Useful References:

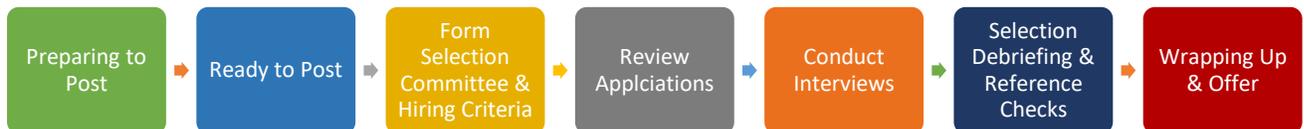
[SEIU Article 33: Classifications & Review](#)
[AUPAT Section J-1: Job Evaluation](#)

Related Forms:

[AUPAT Job Fact Sheet](#)
[SEIU Job Description](#)
[Hiring Authorization for Salary Paid Staff](#)

Recruitment and Selection

The Process:



Once HR has received the job description, the job has gone through evaluation (if required), and all the required signatures are attained on the Hiring Authorization for Salary Paid Staff form, the recruitment process will begin. The Manager, Human Resources will create a job ad for your approval. Once the job ad is approved, HR will arrange advertising and collect the applications received. When the posting closes, the applications will be forwarded to you for your review. Human Resources will guide you through shortlisting of candidates, arranging the interview panel and preparing the interview outline. HR will check the references of the top candidates, will make the verbal offer and issue the offer/contract. When the signed contract is returned, HR will arrange for a New Staff Orientation Session.

➤ **Your Responsibilities:**

- 1) Approve the draft job advertisement when HR sends it to you.
- 2) Review applications and create shortlist of candidates.
- 3) Send names of top candidates for interview to Manager, Human Resources. HR will contact candidates and arrange interview time slots.
- 3) Decide who will join you and a HR representative on the interview panel (if necessary).

- 4) Prepare the interview questions/outline and send to Human Resources for approval.
- 5) Once verbal offer has been made by HR, sign the offer and other employment forms. HR will arrange a time for you to do this.

New Staff Orientation

Once the employee has accepted their offer HR will arrange for an on-site New Staff Orientation session. During this session they will meet with HR staff to review their employment, benefits (if applicable), and payroll. They will be escorted by an HR staff member to the appropriate departments to receive their photo ID, office keys, building access, parking pass, network account, and if applicable a laptop. After the HR orientation is completed, the new employee will arrive to the department mid-morning to start their first day in their new role.

There are several items you must complete and submit in advance of your new employee's start date to ensure they have everything needed to be successful in their new role.

➤ **Your Responsibilities:**

To complete before employee's first day (only what is required for your new employee):

- [Network Account Request](#)
- [Eden-Online Account Request Form](#) (Student Information System)
- [Eden Security Waiver](#) (Student Information System)
- [Application for Online Financial Access](#) (Colleague)
- Office Key Authorization via email to accesscontrol@acadiau.ca authorizing keys and building access
- [Telecommunications Work Order](#)
- Computer – place the request with Technology Services (if the new employee will be using a previous employee's system you will need Technology Services to wipe the system and setup as a new user)
- Obtaining a Visa Procurement Card - contact [Financial Services](#) for training and card issuance
- If training is required in Eden or Colleague you will need to arrange training for your new employee
 - For training in Eden contact the [Registrar's Office](#)
 - For training in Colleague contact the [Financial Analyst](#) in Financial Services
- Prepare their office space: clean the work area and set up office space with supplies
- Arrange for access to common network drives such as the share drive, etc.
- Update website staff listing
- Order business cards, door name plate, etc.

Departmental On-boarding

As a manager it is your responsibility to ensure your new employee feels welcomed to Acadia and to your department. Effective onboarding allows your new employee to be more successful, productive, and confident in their new role. Managers should arrange for a departmental orientation with their new staff member in the first few days of their employment.

➤ **Your Responsibilities:**

Preparing a departmental orientation on new employee's first day:

- Introduce employee to their co-workers and others in the workplace.
- Introduce employee to his/her work-mentor, if applicable.

- Give a departmental tour, where you introduce office space, lunch room, supply room, etc.
- Introduction to where printers, photocopier, etc. are located and on use of equipment.
- Clarify the first week's schedule, and confirm required and recommended training.
- Provide an overview of department's purpose, organizational structure, and goals.
- Review job description, outline of duties, and expectations.
- Describe how employee's job fits in the department, and how the job and department contribute.
- Review hours of work.
- Discuss department's dress code.

Probationary Periods

Probationary periods give managers time to properly assess their new employee's performance and suitability to the position and to allow time for the new employee to get comfortable and adjust to their new role. The length of the probationary period depends on the type of employment. Please refer to the [SEIU Collective Agreement](#), [AUPAT Terms of Employment](#), or refer to your employee's offer letter in regards to the length of the probationary period. Shortly after your new staff member is hired, HR will provide you with a probationary review form and send you a reminder of the important time frames you need to be aware of. It is important to consistently monitor your new employee's performance throughout the probationary period and have regular check-ins with the employee.

➤ **Your Responsibilities:**

- 1) Set-up adequate training: this may be one-on-one training, a work-mentor to team-up with, systems and database training, etc.
- 2) At one month of employment, schedule a meeting to see how new employee is doing and receive feedback.
- 3) At the half-way mark, you should discuss work performance and receive feedback. Continue to monitor work performance as time progresses throughout the probation period.
- 4) Near end of probationary period, complete the probationary review form which will assess performance and it will be determined if appointment is confirmed, the probationary period is to be extended, or if employment is to be terminated. *HR will provide hiring managers with the review form and important timelines.*

Managing Staff Time & Attendance

Your staff may be away from work for a variety of reasons. The University supports its employee's efforts towards work/life balance and encourages staff to use their well-deserved allotted vacation time and other applicable leaves. Each department is responsible for recording their staff's absences on a monthly basis. This report is submitted to the Department of Human Resources where all staff entitlements are tracked. Twice a year the Human Resources Department will send out balance statements to staff and their managers which highlights accrual rates, usages, carry-forward amounts and balances. It is important to be aware of each of your staff's balances to ensure your employees take their well-deserved time off. Proper planning of time off will avoid vacation and overtime payouts which are expensed through your departmental budget.

The [SEIU Collective Agreement](#) and [AUPAT Terms of Employment](#) clearly lists the entitlements your staff are eligible for. Items such as paid holidays, annual vacation, floater holidays, sick leave, maternity/paternity leave, bereavement leave, emergency leave, just to name a few. When a staff member approaches you about a possible leave you should always refer to the respective collective agreement or terms of employment for specific information regarding the leave. If your employee is employed through a limited term or on-going contract, then you need to refer to their contract/offer letter. You may also contact the [HR Office Administrator](#) who tracks employee leave entitlements for guidance.

➤ **Your Responsibilities:**

- 1) Submit a monthly absence report to HR
- 2) Submit Overtime Authorization forms when overtime is worked.
- 3) Notify HR if one of your employees has overused their allotted vacation or sick time.
- 4) Submit an unpaid Leave of Absence form to HR if your employee requests an unpaid leave or if they have overused on their allotted time.

Useful References:

[Acadia's Holiday Schedule](#)
[SEIU Article 22: Overtime](#)
[SEIU Article 24: Paid Holidays](#)
[SEIU Article 25: Annual Vacation](#)
[SEIU Article 26: Sick Leave](#)
[SEIU Article 27: Leaves of Absence](#)
[AUPAT Section H-1: Holidays with Pay](#)
[AUPAT Section H-2\(2\): Overtime](#)
[AUPAT Section L-1 Leaves](#)

Related Forms:

[Monthly Absence Report](#)
[Overtime Authorization](#)
[Application for Leave of Absence without Pay](#)

Absence Management

Acadia provides disability and leave benefits for times when staff need to be away from work due to a medical leave or to care for a family member.

➤ **Your Responsibilities:**

- 1) Notify Human Resources of the extended absence (5 days or more). HR will confirm what leave benefits the employee is entitled to.
- 2) For absences of 5 days or more the Attending Physician's Statement of Illness or Disability is to be submitted by your employee to Human Resources.
- 3) Keep a record of the employee absence by reporting to Human Resources through the monthly absence report.
- 4) Report any extensions or early returns to Human Resources (early sick leave returns must be accompanied by a physician's statement indicating the employee has been approved for early return to normal duties/hours).
- 5) Maintain regular contact with your staff member while away from work.
- 6) Maintain confidentiality of any medical information.
- 7) Work with the employee, physician and Human Resources to make arrangements for the return to work.

Useful References:

[Acadia's Sick Leave Policy](#)
[SEIU Article 26: Sick Leave](#)
[SEIU Article 27: Leaves of Absence](#)
[AUPAT Section L-1 Leaves](#)

Related Forms:

[Monthly Absence Report](#)
[Application for Leave of Absence without Pay](#)
[Attending Physician's Statement of Illness or Disability](#)

Staff Wellbeing, Health and Wellness

At Acadia, we have a commitment to promoting a healthy sustainable working environment that provides support and assistance to staff and their families. We recognize the benefits of a healthy and engaged workforce and the important part that well-being plays in our daily lives. By managers encouraging a greater work-life balance, we aim to reduce the occurrence of stress and illness in the workplace and in turn work towards a more productive and rewarding environment. Below are some ways that you can build leadership accountability for supporting health and well-being initiatives with your staff:

- Take time to get to know your staff. People with a strong social network and support system are better able to manage stress.
- Promote and encourage participation in well-being events already taking place on campus, such as:
 - Wellness Wednesday Sessions (one-hour sessions held monthly throughout the academic year on a variety of wellness related topics).
 - Firefly Sessions (lunch time and evening sessions held throughout the summer. Sessions may include a wellness walk, talk, or other physical activity.
 - Nutrition and Dietetics Seminars (attend student research presentations on different nutrition and dietetics topics).
- Plan staff vacations and time off in advance so allotted time is used rather than paid out or lost.
- Encourage staff to take two proper 15-minute breaks and their allotted lunch hour.
- Many employees are given a free Acadia gym membership when their employment commences. Encourage use of the free membership by allowing time for exercise over an employee's lunch hour.
- Staff can create their own personal profile for customized advice, information and tips on how to be and stay healthy with **Medavie Blue Cross My Good Health?** This is an interactive web portal offered through the [Acadia group benefits plan](#) that includes a health risk assessment tool designed to give an overall snapshot of your current health and identify risk factors.
- Staff are covered under Acadia's [Employee Family Assistance Program \(EFAP\)](#), provided by Shepell-fgi. Services are confidential and delivered by the professional counsellors and work/life consultants employed by Shepell-fgi. EFAP offers a range of services to assist on a wide variety of personal and work-related issues. Confidential counselling and work/life services are available, at no cost, to each eligible employee. Should specialized assistance be required, your Shepell-fgi counsellor or consultant will make an expert referral to appropriate professionals and agencies in the community. There are also numerous articles on the EFAP [Work Life Health](#) website related to employee health and wellbeing.
- Acadia has a [Tobacco Free Initiative](#) website that provides many resources to employees who want to reduce their use of tobacco products.

Professional Development

As a manager, you are an important resource to your employees by providing support, feedback, coaching and mentoring. Work with your staff to identify and prioritize their learning and development needs. Considering their work objectives, identify those areas where they need to develop or improve their knowledge, skills, and competencies.

Professional Development can be formal such as workshops, training, and attending conferences or informal such as coaching/mentoring, job sharing, self-study, being trained as back-up support in an area, project work, and being assigned challenging assignments.

AUPAT and SEIU staff are eligible for an Acadia staff tuition discount on credit courses at a discount of 50% or 100%. Please refer to Article 31 of the SEIU Collective Agreement and Section E-1 of the AUPAT Terms of Employment for details on educational assistance.

The HR Department hosts free Professional Development workshops throughout the calendar year and these are promoted through the [HR Training Calendar](#) and communicated through Acadia FYI email. When you see an applicable training opportunity for your staff, encourage participation and allow time for your staff to attend.

Annual Planning and Performance Review

Annual Planning and Performance Reviews provide a structured process for regular feedback on work performance, as well as coaching towards work-related learning and career development goals. Performance evaluations should be viewed as an important management communication tool. The primary aims of this process are to:

- Ensure that your employees are given the direction and support they need to excel in their jobs.
- Align individual performance with broader University goals and objectives.
- Provide opportunities to develop learning and development strategies to meet professional and personal needs.
- Recognize employee accomplishments and achievements.
- Identify performance gaps and provide support and guidance to improve performance.
- Provide managers with the information they need to make informed human resources management decisions.

➤ **Your Responsibilities:**

- 1) Set a good example: If you expect good attendance, performance and conduct from your employees, make sure that your attendance, performance and conduct sets the example.
- 2) Establish and communicate clear expectations.
- 3) Provide honest and timely feedback.
- 4) Support employees' learning and development goals.
- 5) Recognize desired performance.
- 6) Identify and address performance gaps quickly.
- 7) Be fair, reasonable, accountable, consistent, and timely.
- 8) Complete the Annual Performance Planning and Review form for each of your staff. Completed review forms should be submitted to Human Resources by **January 15th for SEIU employees** and by **March 31st for AUPAT employees** each year.

Useful References:

- [Planning and Performance Review Managers'/ Supervisors' Guide](#)
- [Guide to Prepare for the Performance Review Process](#)

Related Forms:

- [Annual Planning and Performance Review Form](#)
- [Notable Incident Record](#)

Staff Exits

When an employee leaves your department, for any reason, with or without notice, it is important that you notify the Human Resources Department as soon as possible. When an employee leaves your department, ensure that you are familiar with the exit process for employees.

➤ **Your Responsibilities:**

- 1) Acknowledge and accept employee's resignation/retirement in writing – a copy of this letter, along with the employee's original letter of resignation/intent to retire, should be forwarded to Human Resources for inclusion in the employee's personnel file.
- 2) Provide Human Resources with any unrecorded vacation and/or overtime.
- 3) Contact Access Controls in Safety & Security to obtain a list of keys issued to the employee.
- 4) Review with the staff member, the completed End of Employment Checklist; sign to verify all Acadia property has been returned and forward to Human Resources.

Useful References:

[End of Employment Policy](#)

Related Forms:

[End of Employment Checklist](#)

Your Responsibilities & Important Dates for Managing AUPAT Staff

Manager's Responsibilities for AUPAT Staff			
Date/Time Frame	Section in AUPAT Terms of Employment	Your Responsibilities	Useful Links
January 1 to March 31 each year	P-2: Performance Appraisal	Completing performance appraisals over the previous calendar year.	<ul style="list-style-type: none"> - Planning and Performance Review Managers'/ Supervisors' Guide - Guide to Prepare for the Performance Review Process - Annual Planning and Performance Review Form - Notable Incident Record
Prior to end of Employee's Probationary Period (probationary periods are typically 6 months in duration)	P-2: Performance Appraisal	Throughout the probationary period assess the employees' work performance and receive feedback from them. Before expiration of your employee's probationary appointment, complete the probationary review form and discuss results with employee. HR will send you to probationary review form to complete.	<ul style="list-style-type: none"> - Planning and Performance Review Managers'/ Supervisors' Guide - Guide to Prepare for the Performance Review Process - Probationary Review Form (will be sent to you by HR with timelines shortly after your new employee starts employment) - Notable Incident Record
Monthly	H-1: Holidays L-1: Leaves V-1: Vacations with Pay	Reporting staff absences (usages of vacation, sick leave, etc.) to HR on a monthly basis via the monthly absence report.	- Monthly Absence Report
As requested	H-2 (2): Overtime	Approving and scheduling overtime in advance. Once overtime is worked, fill out the Overtime Authorization Form and submit to HR.	- Overtime Authorization
March 31 each year	V-1: Vacation	Ensure your staff have scheduled their vacation usage accordingly. Any accrued vacation in excess of the maximum carry forward will be forfeited.	

Your Responsibilities & Important Dates for Managing SEIU Staff

Manager's Responsibilities for SEIU Staff			
Date/Time Frame	Article in SEIU Collective Agreement	Your Responsibilities	Useful Links
Last working day in March each year	33.02 & 33.03: Classifications and Review	Requesting a job classification review where job duties have changed significantly	<ul style="list-style-type: none"> - SEIU Local 2 Job Evaluation - SEIU Job Description Form
April 30 each year	25.03: Annual Vacation	Ensuring your SEIU staff have their summer vacation schedule submitted	
March 31 each year	Article 25: Vacation	Ensure your staff have scheduled their vacation usage accordingly. Any accrued vacation in excess of the maximum carry forward amount will be paid out by May 31 of the year.	
November 15 to January 15 each year	39: Performance Review and Professional Development	Completing annual performance reviews over the previous calendar year.	<ul style="list-style-type: none"> - Planning and Performance Review Managers'/ Supervisors' Guide - Guide to Prepare for the Performance Review Process - Annual Planning and Performance Review Form - Notable Incident Record
3 months after Employee's hire date	19: Appointments, Probation, Trial Period, and Staff	After a probationary employee has served three (3) months in a position, discussing her/his performance with them	<ul style="list-style-type: none"> - Planning and Performance Review Managers'/ Supervisors' Guide - Guide to Prepare for the Performance Review Process - Probationary Review Form (will be sent to you by HR with timelines shortly after your new employee starts employment) - Notable Incident Record
2 weeks before the expiry date of the Employee's probationary appointment	19: Appointments, Probation, Trial Period, and Staff	Contacting HR 2 weeks prior to the end of employee's probationary period as to whether they recommend employee's appointment is extended, terminated or confirmed.	<ul style="list-style-type: none"> - Planning and Performance Review Managers'/ Supervisors' Guide - Guide to Prepare for the Performance Review Process - Probationary Review Form (will be sent to you by HR with timelines shortly after your new employee starts employment) - Notable Incident Record
Monthly	24: Paid Holidays 25: Annual Vacation 26: Sick Leave 27: Leaves of Absence	Reporting staff absences (usages of vacation, sick leave, etc.) to HR on a	<ul style="list-style-type: none"> - Monthly Absence Report

		monthly basis via the monthly absence report.	
As required	22: Overtime	Approving and scheduling overtime in advance. Once overtime is worked, fill out the Overtime Authorization Form and submit to HR.	- Overtime Authorization
As required	21.08: Hours of Work	Approving additional work hours which an Employee can accumulate up to a maximum of 14 hours.	
February 28	22: Overtime	Ensure that overtime earned between Mar 1 – Aug 31 is used by the following Feb 28 to prevent a payout of compensatory time.	
August 31	22: Overtime	Ensure that overtime earned between Sept 1 – Feb 28 is used by the following Aug 31 to prevent a payout of compensatory time.	