



**NON-ACADEMIC SENIOR ADMINISTRATION  
POLICY AND PROCEDURE MANUAL**

**Effective January 1, 2015**

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## POLICY & PROCEDURE MANUAL

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### Contents

I.	Policy Development Guidelines.....	4
A.	Principle.....	4
B.	Procedure.....	4
1.	Changes to this Manual.....	4
2.	Non-Academic Senior Administrator Designation.....	5
II.	Recruitment and Selection .....	5
A.	Principle.....	5
B.	Procedure.....	5
1.	Recruitment .....	5
2.	Offers of Employment .....	6
3.	Orientation .....	6
III.	Relocation Assistance.....	6
A.	Principle.....	6
B.	Procedure.....	7
IV.	Training and Professional Development.....	7
A.	Principle.....	7
B.	Procedure.....	7
1.	Professional Allowance .....	7
2.	Educational Development Fund.....	8
V.	Liability Coverage.....	10
A.	Principle.....	10
B.	Procedure.....	10

VI.	Compensation and Salary Administration .....	10
A.	Principle.....	10
B.	Procedure.....	10
1.	External Equity .....	10
2.	Salary Administration .....	11
3.	Position Descriptions.....	11
VII.	Pension, Benefits and Leaves .....	12
A.	Principle.....	12
B.	Procedure.....	12
1.	Introduction.....	12
2.	Pension and Benefits .....	12
3.	Leaves.....	14
4.	Tuition Benefit.....	17
VIII.	Performance Review.....	19
A.	Principle.....	19
B.	Procedure.....	19
1.	Performance Review .....	19
2.	Feedback during the First 12 Months.....	19
IX.	Termination of Employment.....	19
A.	Principle.....	19
B.	Procedure.....	19
1.	Resignation.....	19
2.	Retirement.....	20
3.	Termination .....	20
4.	Termination for Cause.....	20
X.	Indebtedness to the University.....	20
XI.	Appendices.....	22

# NON-ACADEMIC SENIOR ADMINISTRATION

## POLICY & PROCEDURE MANUAL

### I. Policy Development Guidelines

Terms and conditions of employment applying to term and continuing Non-Academic Senior Administration employees, are set out in this Policy and Procedure Manual.

It is the responsibility of each Non-Academic Senior Administrator to conduct him or herself according to this policy and all other policies approved by the Board of Governors, including Conflict of Interest and/or Commitment Policy and Employee Ethical Conduct Policy, in a consistent and objective manner. Assistance with interpretation of policies and procedures can be provided by the relevant department.

#### A. Principle

The President makes recommendations to the Board of Governors Compensation Committee (the "Board") on all matters of policy related to the terms and conditions of employment for Non-Academic Senior Administrators (as defined in [Section B2 below](#)). This Manual outlines the policy and related procedures approved by the Board of Governors Compensation Committee. Terms and conditions of employment for Non-Academic Senior Administrators are in accordance with this Policy and Procedure Manual, unless specifically altered or outlined in individual Non-Academic Senior Administrator's written contracts of employment. Non-Academic Senior Administrators are also governed by other policies or directives of the University of Lethbridge as they may exist from time to time.

#### B. Procedure

##### 1. Changes to this Manual

- i. This manual is subject to change from time to time.
- ii. Non Academic Senior Administrators may submit written recommendations to amend or create a policy or procedure to the Associate Vice-President (Human Resources & Administration) for discussion and review.
- iii. The Associate Vice-President (Human Resources & Administration) will be a resource to Non-Academic Senior Administrators, guiding them in researching and developing their policy/procedure recommendations.
- iv. Policy recommendations are supported preferably by general consensus, or if necessary by a majority of the Non-Academic Senior Administrators, will be submitted by the Vice-President (Finance & Administration) for support and recommendation to the President, who will then make a recommendation to the Board Compensation Committee.
- v. Substantial changes to this manual will not be made without consultation.
- vi. Any approved policy or procedure amendments will be distributed by Human Resources to all applicable employees. Where proposed amendments are not approved by the President or the Board, written notification will be provided and the original policy/procedure shall prevail.

## 2. Non-Academic Senior Administrator Designation

The Board recognizes the Non-Academic Senior Administrator designation as identifying an employee with a distinct role in the University. Members carrying the designation of Non-Academic Senior Administrator perform duties in a senior management, university-wide capacity.

Non-Academic Senior Administrators consist of three groups: Non-Academic Vice-Presidents, Non-Academic Associate Vice-Presidents, and Executive Directors.

- i. Vice-Presidents report to the President. Non-Academic Vice Presidents includes the Vice President (Finance & Administration) and Vice President (Advancement).
- ii. Associate Vice-Presidents report to Vice-Presidents. Non-Academic Associate Vice-Presidents includes the Associate Vice President (Finance) and the Associate Vice President (Human Resources & Administration).
- iii. Executive Directors generally report to a Vice-President or an Associate Vice President.

Specific positions covered by this manual, including a listing of the Executive Directors, are provided in Appendix A.

## II. Recruitment and Selection

### A. Principle

The University will establish recruitment and selection procedures designed to attract and select high caliber candidates whose qualifications and credentials will directly contribute to the achievement of University strategic initiatives, goals and objectives.

General Faculties Council (GFC) By-Laws apply in relation to appointment of non-academic senior administrators for the following positions: Vice-President (Finance & Administration), Vice-President (Advancement), non-academic Associate Vice Presidents, and the Registrar.

### B. Procedure

#### 1. Recruitment

##### i. Approval to Hire

Non-Academic Vice-President positions are approved and appointed by the Board of Governors. The President or designate (normally the Vice-President, Finance & Administration) will approve all other Non-Academic Senior Administrator positions. The position may then be posted or advertised, as appropriate.

##### ii. Appointment Committees

The use of appointment committees provides access to a broad range of perspectives and experiences to assist with the hiring decision. This is a mechanism that is seen to contribute to the integrity of the hiring process and to ensure that organizational and departmental needs are brought to bear on hiring decisions.

Where GFC Bylaws apply, the provisions of the bylaws determine the composition of the Appointment Committee. Where GFC Bylaws do not apply, the role of the President/Vice-President is to appoint the members of the appointment committee, to coordinate the interview

process to ensure that interviews are professionally conducted, and to solicit the advice of committee members on the selection of the candidate. While the committee members play an advisory role, the accountability rests with the supervisor to decide on the candidate who will be recommended for appointment. The Associate Vice-President (Human Resources & Administration) will be an additional resource to support the President/Vice-President on their appointment recommendation.

All applications for the position shall be made available for consideration by the appointment committee, which shall advise the President/Vice-President which candidate(s) it considers most suitable for interviews. To ensure the continued integrity of the committee, any committee member having a personal relationship or conflict of interest with any of the candidates selected for interviews must advise the committee of the nature of the relationship. Depending on the circumstances, the member may opt out or, by decision of the Chair, be replaced. No member of the appointment committee may be a direct subordinate to the position being filled.

Subsequent to interviewing the selected candidates, the President/Vice-President will seek advice from the committee members on their assessment of the candidate who best meets the selection criteria. All notes from selection process and references are to be maintained on file.

The President/Vice-President shall conduct a minimum of two telephone or face-to-face employment references on the selected candidate, request official transcripts to verify educational and professional credentials, and require that background checks be performed before an offer is made.

## 2. Offers of Employment

The President/Vice-President may wish to make a verbal offer of employment prior to making a written offer. In every case a written offer shall be presented and shall prevail.

## 3. Orientation

Employee orientation programs are designed to provide the new employee with a positive start in the position and to present important information about the University and the position responsibilities. All new employees appointed to Non-Academic Senior Administrators position are required to attend the orientation program conducted through Human Resources. The orientation will include:

- **Payroll and Benefits:** Generally conducted on the first day of employment, this includes pay procedures and deadlines, and benefits orientation and sign-up.
- **Human Resources:** Generally conducted within the first week of employment, this includes reference to the Non-Academic Senior Administrator Policy and Procedure Manual, overview of the terms and conditions of employment, and general University information.
- **Department:** Conducted by the department and supervisor, this includes information on specific position duties and expectations, the setting of objectives for the first year, introduction to co-workers, a tour of specific workplace facilities, and on-the-job training.

## III. Relocation Assistance

### A. Principle

The University may offer a relocation assistance program to assist in attracting qualified employees. The program will provide financial assistance to offset relocation costs.

## B. Procedure

Relocation assistance in the form of a Relocation Allowance may be provided to Non-Academic Senior Administrators who are appointed to full-time continuing or term positions and who are required to move their residence more than 50 km to a University campus to assume their appointment. The maximum Relocation Allowance will be specified in the employment contract.

Restrictions and expectations for accessing the [Relocation Allowance](#) are found in the University regulations. Unless employment is terminated by the University for other than just cause, the *Indebtedness to the University* section (Section X of this manual) shall apply if employment concludes prior to the expiration of the term or within 24 months.

## IV. Training and Professional Development

### A. Principle

The University supports Non-Academic Senior Administrators in the acquisition of knowledge or skills necessary to achieve institutional objectives through training and professional development programs. Educational requirements for each Non-Academic Senior Administrator position are established in the position description. Additional training and development requirements and implementation plans will be established by the Supervisor, in discussion with the Non-Academic Senior Administrator. Non-Academic Senior Administrators are responsible for pursuing self-development alternatives that address current and future organizational needs.

Time away from work for the purposes of training and professional development must be confirmed with the Supervisor.

### B. Procedure

#### 1. Professional Allowance

The University recognizes that both the University and the individual benefit from activities that support and encourage the professional development of employees. This allowance is intended to motivate interest and provide opportunities for continuous learning in a changing university environment.

The employee portion of the Employment Insurance (EI) Rebate is included within the professional allowance entitlement.

##### i. Eligibility

All full-time Non-Academic Senior Administrators are eligible for the Professional Allowance. It is pro-rated for part-time and term appointments where applicable.

Eligibility for the entitlement each year (July 1 – June 30) is based on the employee's professional allowance balance as of the immediate preceding June 30.

Non-Academic Senior Administrators may carry forward a maximum of 4 years of accumulation of the annual professional allowance entitlement. If the given year's entitlement would put the accumulated balance over the maximum entitlement, only the amount required to bring the balance to the maximum accumulated balance will be added July 1. Balances which exceed 4 years of accumulation are not reduced to meet

this limitation; however, no funds will be added to the accumulated balance as of June 30.

## ii. Annual Allowance

The Professional Allowance entitlement as approved by the Board is provided annually and is subject to change at the pleasure of the Board. Non-Academic Senior Administrators may be reimbursed for expenditures relating to the performance of their professional duties as well as general university duties, including public relations and entertainment.

The [Professional Supplement Funds Policy](#) is available on line and the claims process is available online through the University's website on [the Bridge](#).

## 2. Educational Development Fund

The University of Lethbridge will establish a Non-Academic Senior Administrator Educational Development Fund to encourage employees to pursue advanced education that will enhance their abilities to perform their duties at the University of Lethbridge. This funding is normally restricted to programs not available at the University of Lethbridge.

- i. A Non-Academic Senior Administrator who has been with the University for at least 12 months is eligible to apply for Masters, Professional Certification, or Doctoral funding.
- ii. Application is to be made to the Vice-President (Finance & Administration) for approval. Upon approval, the application will be forwarded to the President for final approval. Administration of the plan will be the responsibility of the Associate Vice-President (Human Resources & Administration).

The application must include the following:

- Description of the program
  - Length of the program
  - Costs
  - Benefits to be derived from degree/certification
- iii. Unless professional development leave has been approved, Non-Academic Senior Administrators who are registered in credit/accreditation/designation courses are expected to attend classes and study on their own time. Should class times conflict with regular working hours, the Non-Academic Senior Administrator is expected to make up that time or book it as vacation. Arrangements must have the approval of the Supervisor.
  - iv. Non-Academic Senior Administrators who apply and are approved to participate in the program may apply again after the expiration of five (5) years from the completion date of their previous educational development activity.
  - v. Reimbursement will be two thirds (2/3) of the amount of tuition and related registration expenditures (e.g. travel, books) up to a maximum of \$12,000.00 over a period of five (5) years. Submission of proof of successful completion of each course/program is necessary for reimbursement.



- vi. The Board's annual contribution to the Non-Academic Senior Administrator Educational Development Fund shall be \$12,000 (July 1st - June 30th). Amounts not used in a particular year will be allowed to accumulate until the value of the fund reaches 2.5 times the annual contribution level for that year.
- vii. Reimbursement of expenses not reimbursed through this fund may also be claimed under the normal professional supplement funds available.
- viii. Non-Academic Senior Administrators who leave the service of the University of Lethbridge voluntarily within twenty-four (24) months of receiving funding under this program will be required to refund a portion of the funding on the following basis:

The full amount of the tuition and related registration expenses paid by the University less an amount equal to 1/24 for each full month employed less than the two (2) years from the funding date.

Section X (Indebtedness to the University) language shall apply.

- ix. A loan may be requested from the University to assist in the payment of tuition and related registration expenses prior to successful completion of the course(s)/program.

If the Non-Academic Senior Administrator leaves the service of the University of Lethbridge prior to completion of the course/program for which a loan has been granted, the Non-Academic Senior Administrator will repay to the University of Lethbridge the amount of the loan. If the Non-Academic Senior Administrator has not repaid the University prior to the last day of employment, the University will deduct the amount of the loan from any salary, wages, overtime pay or any other entitlements owed to the Non-Academic Senior Administrator.

- x. The designation of Non-Academic Senior Administrator is in accordance with the Designation as described in the Non-Academic Senior Administrators Policy and Procedure Manual.
- xi. Applications must be submitted by May 1 for the following year (July 1 June 30) to be eligible for reimbursement. If the allocation of funds is insufficient to cover the eligible expenses, the available funds will be allocated proportionately to the eligible applicants.
- xii. In accordance with Canada Revenue Agency regulations, employment-related training and education will generally be considered non-taxable. Employees who have their eligible tuition fees paid for or reimbursed by their employer and have not received a taxable benefit are not entitled to claim the tuition tax credit or the education amount on their personal income tax return.

If it is determined that the tuition fees paid or reimbursed on behalf of a Non-Academic Senior Administrator is considered a taxable benefit, the amount will be included on the employee's T4, in accordance with Canada Revenue Agency regulations.

## V. Liability Coverage

### A. Principle

The University exercises due diligence in obtaining and maintaining comprehensive insurance coverage, inclusive of liability insurance, protecting Non-Academic Senior Administrators for insurable activities performed under the auspices of their duties to the University.

### B. Procedure

The University provides Comprehensive General Liability Insurance, Director's and Officer's Liability Insurance, Employment Practices Liability Insurance, and Non-Owned Automobile Liability Insurance, Details are available from Campus Safety.

## VI. Compensation and Salary Administration

### A. Principle

The Board directs the University to establish a set of procedures for administering salaries paid to Non-Academic Senior Administrators to:

- attract and retain competent and well qualified employees;
- recognize and stimulate a high level of performance; and
- pay salaries that compare appropriately with those being paid by the Western Canadian post-secondary market for comparable positions;

### B. Procedure

#### 1. External Equity

Policies applying to compensation include the [Employee Compensation Philosophy](#) and the [Philosophy to Select, Evaluate & Compensate Senior Admin](#). The effectiveness of an organization's pay system can be measured in part by the extent to which pay rates are competitive with others in the labour market. Because salaries are only one aspect of how employees are compensated, consideration must also be given to factors contributing to other job characteristics such as employee pension and benefits, job security, physical work environment, opportunity for advancement, and local living costs.

Total compensation data from comparable post-secondary institutions in the Western Canadian market is collected periodically for Non-Academic Senior Administrator positions. Where appropriate comparators are not available in the post-secondary market, compensation data will be collected from other sources as appropriate. The information is used to calculate current market rates for each position and to establish appropriate ranges for Executive Director positions, weighing all of the factors contributing to total compensation.

## **2. Salary Administration**

### **i. Salary Ranges**

Salary ranges shall be assessed periodically for possible adjustment by considering market values for comparable positions and inflationary indices.

All rates of pay, salary ranges and subsequent adjustments are subject to the approval of the Board Compensation Committee. The University's economic ability to pay is a factor when considering annual salary adjustments. Salary adjustments may be denied in periods of financial constraint.

Where a range has been approved for an upward adjustment, the salary of each Executive Director, subject to the approval of the Board Compensation Committee, will be adjusted by the amount of the range adjustment. The effective date of any range adjustment is generally July 1.

### **ii. Merit Increases**

Salary increases may be awarded to Non-Academic Senior Administrators who, based on their annual performance results, meet or exceed the goals and expectations of their positions. In the process of meeting the expectations necessary to warrant progress through the salary range, Non-Academic Senior Administrators are expected to grow in the capacity to perform their duties, and to demonstrate initiative and institution-wide leadership in their functional areas of responsibility. Individual increases are assigned at the Board's discretion based on performance results and recommendations of the President/Vice-President. The effective date for annual career progress increases is generally July 1.

A career progress increase may not increase a Non-Academic Senior Administrator's salary beyond the range maximum applying to his/her position; however, in recognition of performance for those who are at top of scale, a one-time, non-pensionable payment may be awarded annually at the pleasure of the Board.

### **iii. Payroll**

All Non-Academic Senior Administrators are paid on a monthly basis, in arrears, via direct deposit to the financial institution of their choice. Payday is the last working day of each month. Payroll will issue a pay statement outlining earnings, deductions, and benefits for each pay period.

## **3. Position Descriptions**

A position description is a summary of the most important functions of a position (duties and responsibilities), including the general nature and level of work performed. It includes job specifications that are skills and abilities required for competent performance of the job. The position description should describe and focus on the job itself and not on any specific individual who might fill the position.

## **VII. Pension, Benefits and Leaves**

### **A. Principle**

The University will provide Non-Academic Senior Administrators and their dependents with competitive Benefit and Leave plans to contribute to their well-being.

### **B. Procedure**

#### **1. Introduction**

Non-Academic Senior Administrators holding a continuing or term appointments on a full time basis shall be eligible for group benefits and leave plans from the date of hire. Benefits and leaves for Non-Academic Senior Administrators with part-time or sessional appointments will be determined at the time the employment contract is developed.

The Non-Academic Senior Administrators shall meet annually prior to March to discuss matters related to benefit and leave plans. Any recommendations are subject to the same approval process outlined in Section I B 1.

#### **2. Pension and Benefits**

The following sections outline the University Group Benefits plans for Non-Academic Senior Administrators. Specifics are available from Pension and Benefits. The plans are subject to change from time to time.

##### **i. Universities Academic Pension Plan**

The Universities Academic Pension Plan (UAPP) is a contributory Defined Benefit plan. Pension benefits are based on salary and years of pensionable service. The provisions of the Universities Academic Pension Plan shall apply to all Non-Academic Senior Administrators. Eligibility for participation is determined by statute, UAPP and Board policy.

For more complete information on the UAPP, refer to the [Universities' Academic Pension Plan website](#).

##### **ii. Supplementary Pension Benefit**

Non-Academic Senior Administrators are eligible for the University of Lethbridge Supplementary Pension Benefit while employed in a Non-Academic Senior Administrator role. These monies are provided to the employee as a separation allowance upon termination or retirement. The provisions of the Supplementary Pension Benefit are subject to the approval of the Board Compensation Committee.

##### **iii. Alberta Health & Wellness**

Alberta Health & Wellness coverage is mandatory unless employees are covered under another plan. Employees must be enrolled in Alberta Health & Wellness in order to be eligible for Extended Health Coverage.

#### **iv. Health and Wellness Spending Accounts**

The University of Lethbridge offers Non-Academic Senior Administrators two account options; a non-taxable Health Spending Account (HSA) and a taxable Wellness Spending Account (WSA), allowing Non-Academic Senior Administrators to select benefits most appropriate to their individual needs and lifestyles. Eligible members receive an annual allocation for their use within the [Health and Wellness Spending account program](#) guidelines.

#### **v. Extended Health Coverage**

[Extended Health](#) provides financial reimbursement for eligible medical services and prescription drugs. Coverage is mandatory except for employees who are covered under another health plan.

#### **vi. Dental Coverage**

[Dental coverage](#) provides expense reimbursement within prescribed limits for eligible dental procedures. Coverage is mandatory except for employees who are covered under another dental plan.

#### **vii. Life Insurance**

[Basic life insurance](#) is mandatory.

Optional life insurance is available at the employee's expense for eligible employees. Spousal coverage is available under the optional plan.

#### **viii. Long Term Disability Insurance**

[Coverage](#) is mandatory and the provisions outlined in the carrier contract apply to all Non-Academic Senior Administrators.

While on approved long-term disability,

- Basic life insurance premiums are covered by the LTDI carrier for the duration of the period of coverage.
- LTDI premiums are waived for the duration of the period of coverage.
- For the first two years, premium payments for the remaining benefits continue as if the employee is working, and the Health and Wellness Spending Account contributions continue.
- After two years, full premiums for remaining benefits are paid by the University; however, contributions to the Health and Wellness Spending Accounts cease.

In the event of total disability and after a qualifying period of one hundred and twenty eight (128) working days of sick leave, the Long Term Disability benefit will be equivalent to 65% of first \$4,500 per month with 45% of the balance to a maximum of \$6,000 per month of pre disability earnings. For the one hundred and twenty eight (128) working day qualifying period, disabled employees are eligible for Sick Leave coverage.

### **ix. Accidental Death and Dismemberment Insurance (AD&D) – Voluntary Coverage**

[AD&D coverage](#) is a voluntary program where employees may purchase coverage for themselves and their dependents.

### **x. Workers' Compensation Supplement (WCB)**

In the event of an injury attracting WCB, the employee will continue to receive University salary (exclusive of acting pay and market supplements) and benefits for the duration of sick leave remaining, under the following conditions:

- 1) The employee was injured in the course of employment for the University of Lethbridge.
- 2) The employee is eligible for WCB.
- 3) The employee is absent from work for more than one day as a result of these injuries.
- 4) Payment from WCB for the time loss is remitted directly to the University.

## **3. Leaves**

### **i. Sick Leave**

Sick leave is an income replacement program to assist Non-Academic Senior Administrators financially in the event that an illness prevents them from reporting to work. While on sick leave, Non-Academic Senior Administrators will be paid their regular salary for a period not to exceed one hundred twenty eight (128) working days or the end of a term appointment, whichever occurs first.

Any Non-Academic Senior Administrator who resumes duties following an illness and who within twenty-one (21) days is absent due to the same or a related illness shall have the two absences counted as one absence for the purpose of the long term disability waiting period.

Any Non-Academic Senior Administrator requiring sick leave must immediately report their requirement for leave to their supervisor. Sick time taken must also be reported on the Monthly Exception Report.

If the duration of the leave extends beyond five (5) working days, the Non-Academic Senior Administrator may be required to provide a medical certificate to the Manager, Wellness and Recognition.

When the sick leave extends beyond two (2) weeks, the Manager, Wellness and Recognition will consult with the Non-Academic Senior Administrator and the appropriate Vice-President or Associate Vice President to review expectations and, if appropriate, develop a return-to-work plan based on the written recommendations of a qualified attending physician. Discussions and information regarding the sick leave will be considered confidential and any communication with the Vice-President or Associate Vice President or other employees will be as identified in the Release of Medical Information Consent Form signed by the Non-Academic Senior Administrator.

If the leave is expected to extend beyond 128 working days, the Wellness and Recognition office notifies Pensions and Benefits, and an application for long-term disability coverage is initiated.

University management may require an employee, at any time during a sick leave, to be examined by a University appointed physician, to assess eligibility for paid sick leave.

## **ii. Birth Leave**

A Non-Academic Senior Administrator shall be granted up to three (3) days for the birth or adoption proceedings of his/her own child. Eligibility for birth leave does not extend to the birth mother.

## **iii. Maternity/Adoption/Parental Leave**

After completing 12 months of continuous service, the Non-Academic Senior Administrator employee is eligible for the following leaves. The leave shall be the same for a single child or multiple childbirths, or an adoption of one or more children at the same time. Proof of pregnancy/birth or adoption may be required to establish eligibility.

Those granted Maternity/Adoption/Parental leave shall, upon return to work, be returned to their former position or be placed in another comparable position at not less than the same salary that had accrued to them and at the same level of benefits that is applicable to employees in their classification.

- **Supplemental Unemployment Benefit (SUB)**
  - Non-Academic Senior Administrator employees eligible for Maternity, Parental or Adoption Leave and who qualify for Employment Insurance (EI) Maternity or Parental benefits receive the Supplemental Unemployment Benefit (SUB) Plan in effect at the time the leave commences.
  - The plan provides up to 95% of the base salary less the amount received from EI for up to 17 weeks (2 week waiting period and 15 weeks EI paid) and is subject to the EI regulations for SUB plans.
  - If both parents are employees of the University, the birth mother must take at least the first six weeks. Thereafter, either parent can apply for SUB. The total SUB received may not exceed the maximum plan available to one *or* the other parent, i.e. the total number of weeks on SUB for two University employees combined cannot exceed the maximum allowed for either one or the other.
  
- **Parental Leave**
  - Maximum Parental Leave is 35 weeks.
  - This leave is unpaid with no accrual of vacation during this period and benefits may be purchased by the Non-Academic Senior Administrator employee by paying the full premiums. The Health Spending Account remains active, but it is prorated for the period of the unpaid leave upon return.
  - If both parents are employees of the University, the Parental Leave may be taken entirely by one of the parents or may be shared between the two. Shared time may be required to be consecutive, rather than concurrent, and shall not exceed 35 weeks in total between the two parents.
  
- **Maternity Leave**
  - Maximum Maternity Leave is 17 weeks, typically followed by Parental Leave.
  - The birth mother is eligible for Maternity Leave, or if the birth mother returns to work between 6 weeks and 17 weeks, the other parent becomes eligible for the benefits that would have accrued to the birth mother for the remaining weeks.
  - The leave must commence by the date of the birth of the child.
  - Vacation continues to accrue during this period and benefits premiums are covered as if the Non-Academic Senior Administrator employee is working.

- Non-Academic Senior Administrator employees who have received the SUB plan under Maternity Leave are not eligible for the SUB plan under subsequent Parental leave of the same leave.
- **Adoption Leave**
  - Maximum adoption leave is 17 weeks, typically followed by Parental Leave.
  - Only the primary caregiver for the child is eligible for Adoption Leave.
  - The leave must commence immediately following the adoption of a child and the child must be under 18 years of age at the time the leave concludes.
  - Vacation continues to accrue during this period and benefits premiums are covered as if the Non-Academic Senior Administrator employee is working.
  - Non-Academic Senior Administrator employees who have received the SUB plan under adoption leave are not eligible for the SUB plan under subsequent Parental Leave of the same leave.
- **Advance Notice for Maternity/Adoption, and Parental Leave**
  - At least 6 weeks written notice must be given to the Supervisor and Human Resources prior to the start of the Maternity/Adoption/Parental Leave. (Notice prior to Parental Leave is not required after Maternity Leave, unless it was originally agreed to take only 17 weeks of Maternity Leave.) In circumstances that would prevent the Non-Academic Senior Administrator employee from giving the required notice, such as early labour, written notice must be given to the supervisor as soon as possible.
  - Non-Academic Senior Administrator employees intending to return to work will be required to give 6 weeks of notice in writing of their intention to return to work and the date of return.

#### iv. **Personal Leave**

A Non-Academic Senior Administrator may be granted leave with pay for:

- 1) Bereavement due to a death in the immediate family: Immediate family shall mean a Non-Academic Senior Administrator's spouse/domestic partner, son, daughter, sister, brother, guardian, ward, parent, parent-in-law, grandparent, grandchild, aunt, uncle, niece, nephew, the domestic partner of an employee's brother or sister .( generally up to five (5) days of leave with pay per academic year),
- 2) Change of domicile (generally a maximum of two (2) days per academic year),
- 3) Funeral of a close friend (generally a maximum of one (1) day).
- 4) Family Emergency Leave: Recognizing that from time to time a Non-Academic Senior Administrator may need to miss periods of work during times of family emergency, the University will generally support a maximum of five (5) days of paid leave per calendar year. The authorization for leave will be at the discretion of the Supervisor and will not be considered an automatic annual entitlement.

The Supervisor must be informed in advance of the personal leave.

Additional days may be approved at the discretion of the President/Vice-President/Associate Vice President.

#### v. **Unpaid Leave**

A Non-Academic Senior Administrator may make written application for Leave without Pay (LWOP) at least one (1) month prior to the commencement of the leave. Arrangements affecting salary and benefits will be established before the leave is approved. All applications



for LWOP will be considered by the Supervisor relative to the business or operational requirements of the University.

A Non-Academic Senior Administrator is responsible for the payment of all premiums and contributions required during an unpaid leave of more than one calendar month for the maintenance of all economic benefits for which he/she is eligible.

Long-term disability coverage may be purchased during unpaid leaves of three (3) months or less in duration. Eligibility for the Universities' Academic Pension Plan during periods of unpaid leave shall be subject to the regulations of the UAPP.

#### **vi. Vacation and Statutory Holidays**

New Non-Academic Senior Administrators generally receive up to twenty-two (22) days of paid vacation for each year of full-time continuous service. Beginning on the month of the Non-Academic Senior Administrator's fifth anniversary with the University, the annual entitlement increases to twenty-seven (27) days per year. Beginning on the month of the Non-Academic Senior Administrator's 24th anniversary with the University, the annual entitlement increases to thirty (30) days per year.

Refer to the [Vacation Policy](#) for the terms and conditions for the accrual and use of vacation.

Non-Academic Senior Administrators must schedule time off for vacation by notifying their Supervisors in advance. The Supervisor may require a Non-Academic Senior Administrator to reschedule vacation if work priorities are sufficient to warrant it, in the judgment of the Supervisor.

Vacation entitlement is not earned during periods of leave without pay that exceed one calendar month in duration.

#### **vii. Accrual of Service During Leave**

Accrual of service shall not be affected by paid leaves granted by the University. Unless prior approval is granted, service accrual is affected by periods of unpaid leave greater than one calendar month in duration.

### **4. Tuition Benefit**

#### **i. Employee Tuition Benefit**

- All Non-Academic Senior Administrators are eligible for the Tuition Benefit. Term Non-Academic Senior Administrators must complete 6 months of service for eligibility.
- The Board shall allow each Non-Academic Senior Administrator a waiver of one hundred per cent (100%) tuition and materials and services fees for undergraduate credit courses at the University of Lethbridge, up to a maximum of 15 credit hours per semester. Co-operative courses qualify for the Tuition Benefit. If enrolled in graduate courses, the University of Lethbridge will waive the tuition up to the undergraduate credit course fee.
- An administration fee of \$15.00 per semester course shall be charged to the Non-Academic Senior Administrator to a maximum of \$45.00 per employee per semester.
- Normal regulations on tuition and other course fee payments and deadlines will apply.

- The taxation of the tuition benefit shall be in accordance with Canada Revenue Agency regulations.
- Employees will be eligible for the Tuition Benefit during any approved\_unpaid leave. If, after returning from an unpaid leave, an employee voluntarily leaves the service of the University prior to the expiration of the term of the appointment or within 12 months from the initial date of return, whichever period is less, will be required to refund a pro-rated portion of the Tuition Benefit.

## **ii. Spouse and Dependent Tuition Benefit**

- The spouse and eligible dependents of a Non-Academic Senior Administrator shall be entitled to a fifty per cent (50%) reduction in University of Lethbridge tuition fees, including the materials and services fee, charged for undergraduate credit courses at the University of Lethbridge, up to a maximum of 15 credit hours per student per semester. The definition of spouse and dependent shall be consistent with the definition used for entitlement to the Extended Health and Dental Plans, and reimbursement of the Tuition Benefit is prorated for part-time employees. Undergraduate courses, graduate courses, and Co-operative terms qualify for the Tuition Benefit.
- If both parents are employees,
  - Effective from July 1, 2011 until registration for Fall, 2015
    - The tuition benefit for a dependent shall be 50%. The Tuition Benefit will remain an additive to a maximum of 100% where both parents are eligible U of L employees.
  - Effective as of Fall, 2015 courses:
    - The maximum tuition benefit for any eligible student is a 50% reduction in a University of Lethbridge undergraduate credit course.
  - An administration fee of \$15.00 per semester course shall be charged to the student, to a maximum of \$45.00 per student per semester.
  - Normal regulations on tuition and other course fee payments and deadlines will apply.
  - The taxation of the Tuition Benefit shall be in accordance with Canada Revenue Agency regulations.

## **iii. Death in Service**

The eligible spouse and dependents of a Non-Academic Senior Administrator with no less than one year of service who dies while employed by the University shall be entitled to a waiver of one hundred per cent (100%) of the tuition, including the materials and services fee, for undergraduate credit courses taken at the University of Lethbridge for a period of four (4) years following the death of the employee, up to a maximum of 15 credit hours per student per semester.

The definition of eligible spouse and dependents shall be consistent with the definition used for entitlement to the Extended Health and Dental Plans.

## **VIII. Performance Review**

### **A. Principle**

The University will ensure a Performance Review program is in place to facilitate regular communication between supervisors and employees about work expectations, job performance and employee development so that employee performance contributes to University strategic initiatives, goals and objectives.

### **B. Procedure**

#### **1. Performance Review**

Performance review is an ongoing process to help employees understand the nature and quality of their performance, identify what they must do to improve, and motivate them to improve.

Performance Planning is the process of identifying the desired performance and gaining employees' commitment to perform to those expectations. Performance planning must clearly identify the results expected, the behaviors and skills the employee is expected to demonstrate, and a specific action plan aimed at clear targets.

Performance Appraisal discussions are a year-end performance review of past performance and an opportunity to document the results of the year's performance management activities. The analysis of past performance provides a basis for planning next year's expectations and discussing development needs and career plans.

#### **2. Feedback during the First 12 Months**

During the first 12 months of employment in the position, frequent meetings (at least every three (3) months) should be held between the Supervisor and the Non-Academic Senior Administrator. The purpose of these meetings is to exchange feedback, discuss challenges, and clarify expectations.

## **IX. Termination of Employment**

### **A. Principle**

The University has outlined procedures to be followed in the event that employment with the University is terminated. The procedures will establish appropriate employee relations practices and fair and reasonable financial treatment.

### **B. Procedure**

#### **1. Resignation**

A Non-Academic Senior Administrator who intends to resign shall submit a letter of resignation to their Supervisor a minimum of six (6) weeks before the effective date of resignation.

## 2. Retirement

Retirement benefits apply to retiring employees who are fifty-five (55) years of age or older. These rules are subject to change. For current information, refer to the [Universities Academic Pension Plan Participant Handbook](#).

## 3. Termination

A Non-Academic Senior Administrator shall be entitled to working notice or, at the employer's option, pay in lieu of notice or a combination thereof. For the purposes of this section, pay in lieu of notice consists of monthly salary and employer contributions to pension and benefits. It does not include acting pay, non-pensionable salary supplements, or professional allowance.

The provisions for notice and pay-in-lieu of notice are:

- i. The combination of notice worked and pay in lieu of notice shall be in the amount of one (1) month for each full year of continuous service with the University and a proportion of a months' notice for any partial year of service. The combination of notice and pay in lieu of notice shall not be less than four (4) months and shall not exceed sixteen (16) months, inclusive of the statutory requirement for notice.
- ii. All employer-paid benefits and the employer portion of pension contributions will be continued by the Board for the period of notice worked. If, however, the employer elects to pay the employee a lump sum in lieu of all or part of the notice, then an amount equal to the insured benefit premiums and pension contributions, or contributions which would have otherwise been payable during the period of notice, will be paid to the employee, with the exception of any professional supplement entitlement. The lump sum payments for notice and benefits will represent the maximum compensation, benefits or damages that the employee can recover from the employer, unless otherwise agreed.
- iii. In recognition of the importance of providing assistance to terminated employees to re-establish themselves, the Board will provide professional outplacement counseling services, as mutually agreed by the employee, the President, and the Board, valued at a maximum amount equivalent to the employee's gross salary for one (1) month for a period of two months post termination. Cash payments equivalent to these services will not be available.
- iv. These termination provisions supersede all other agreements, whether written or verbal, on terms of notice and severance on termination.

## 4. Termination for Cause

Where a Non-Academic Senior Administrator is terminated for cause, there is no entitlement to notice or other payments except those required by law.

## X. Indebtedness to the University

A Non-Academic Senior Administrator may, from time to time, be under a financial obligation to the Board. Without restricting the generality of the foregoing, examples of such obligations may include travel advances unauthorized expenditures on University credit cards, or monies owing

from Relocation Allowance (Section III) and Masters/Professional Certification Funding (Section IV).

The Board shall notify the Non-Academic Senior Administrator of such obligation by formal notice sent to the Non-Academic Senior Administrator's address of record in Human Resources.

If the Non-Academic Senior Administrator does not respond within thirty (30) days to make arrangements to discharge the obligation, the Board may deduct the amount owing from the salary due and payable to the Non-Academic Senior Administrator. If these funds are not sufficient, or if the University has not received the repayment through other means by the last day of employment with the University, interest will accrue on the amount owed at 5% above prime per annum.

## **XI. Appendices**

### **APPENDIX A**

This manual provides the policy and procedures for the terms and conditions of employment for the following positions:

#### Vice Presidents

1. Vice President (Advancement)
2. Vice President (Finance & Administration)

#### Associate Vice Presidents

3. Associate Vice President (Finance)
4. Associate Vice President (Human Resources & Administration)

#### Executive Directors

5. Chief Information Officer, Information Technology
6. Executive Director, Ancillary Services
7. Executive Director, Campus Safety
8. Executive Director, Facilities
9. Executive Director, Human Resources
10. Executive Director, Sport & Recreation Services
11. Registrar