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Human Resources Policy

Purpose

The purpose of this policy is to outline Lethbridge College's Human Resource programs and practices.

Scope / Limits

This policy applies to all employees of Lethbridge College. Where there is a conflict between the provisions of this policy and a Collective Agreement, the Agreement shall govern.

Definitions

Accommodation means a measure taken to allow an Employee to participate fully in their work or learning activities and may include a leave of absence or a modification to work resources, work duties, work hours or work environment.

Benefit eligible employees as per human resources or per collective agreements.

Competencies are comprised of:

Knowledge

- A body of information that a person possesses that may be applied directly to the performance of a function.
- Includes, but is not limited to, facts, events, systems, ideas, theories, methods, procedures, principles, concepts, and cases that result from formal education, training, or personal experience.

Skills

- Demonstrated and observable ability to perform a task with ease and proficiency.
- Often requires the use of equipment, machinery, tools, or automated systems.
- Implies measurable performance.

Attributes

- An individual's demonstrated personality traits.
- Often broader and more abstract than skills or knowledge.
- Includes characteristics like attitude, motivation, ambition, values, and demeanor.

Competency Frameworks are the collection of knowledge, skills, and attributes an employee requires to do a job well.

A Competency Framework:

- Is a formal structure that lists a collection of competencies where each competency defines one aspect of behavior an employee must exhibit to perform well in their job.
- Is used to define the critical behaviors for roles within the organization that aid in a range of HR practices including talent acquisition, performance management, employee development, and succession planning.
Has various 'levels' of critical behaviors that can be assigned to different roles across the organization.

Continuous service continuous period of employment from date of most recent hire, uninterrupted by a break in service through a resignation, redundancy or dismissal. Calculation for continuous service begins anew when rehired to the college.

Employees persons on the payroll of Lethbridge College.

Employment related programs means programs related to employment and may include staff exchange, deferred salary leave plan or early retirement programs for eligible employees.

Fit means being mentally and physically able to perform one's duties and meaningfully participate in work activities without endangering property or the safety of any person, including oneself.

Fitness means the degree to which a person is Fit.

Hiring manager (supervisor or senior administrator) the individual to whom the incumbent will report.

Job abandonment is the failure to report to work after a maximum of three consecutive business days missed without prior notification to their supervisor.

Medical Evaluation of Fitness means an evaluation of a person's Fitness by a licensed, practicing medical professional who is in good standing with the medical professional's regulatory body and who is competent in the relevant area of medicine.

Performance management an on-going process that involves a continuous cycle of setting goals and objectives, observing performance, and exchanging feedback.

Professional Development is a continual, educational process that develops overall growth. It is future focused, long-term and its purpose is to advance an individual's professional career. Professional development grows from a self-reflective practice that identifies learning opportunities for long term growth possibilities. Some examples include Advanced degrees, Leadership courses, Mentorship relationships, Conferences, Certificates.

Protected Ground means a basis on which the College must not:

- a) refuse to employ or continue to employ any person;
- b) discriminate against any person with regard to employment or any term or condition of employment;
- c) deny a good, service, accommodation or facility that is customarily available to the public; or
- d) discriminate against any person with respect to any good, service, accommodation or facility that is customarily available to the public.

except as permitted by the Alberta Human Rights Act. The following are Protected Grounds: the race, religious beliefs, colour, gender, gender identity, gender expression, physical disability, mental disability, age, ancestry, place of origin, marital status, source of income, family status or sexual orientation of any person.

Spouse and dependent shall be consistent with the definition included in the Great West Life Group Benefit Plan booklet. Dependents eligible for benefits are either your spouse or common-law spouse and each unmarried child, step-child or common-law child who is under 21 years of age or under 25 years of age if attending an accredited educational institute, college or university on a full-time basis. Anyone who is in full-time service in any naval, military or air force will not be eligible as dependents.

Training activities that develop or enhance the skills of employees that are required by their job position. Training meets immediate challenges, is short term and is often required of a group of employees. Some examples include: SharePoint training, institutional specific software, learning to take minutes, Crucial Conversations.

Work environment any space, on- or off-campus, with Lethbridge College sponsored/supported educational and work related activities, including any physical or virtual premises necessary to support the activities.

Policy Statements

1. Lethbridge College is committed to promoting a positive work environment and supporting our people in achieving holistic health.
2. Lethbridge College will establish and maintain fair and equitable recruitment practices and will hire the most qualified individuals to ensure the success of the college.
3. Lethbridge College will offer competitive compensation and benefits.
4. The college will ensure the coordination of effective management of its people for the ongoing success of the college through alignment of all people practices with our vision, mission and values.
5. The college, at its discretion, will make available employment related programs for eligible employees.
6. Lethbridge College recognizes its duty to take reasonable steps to accommodate an Employee based on Protected Grounds to the point of undue hardship.

7. All Lethbridge College Employees must be Fit when working and/or representing the College.
8. The college will ensure that the termination of employees is handled with respect and dignity, with minimal disruption to college operations.
9. Lethbridge College complies with all provincial and federal legislation.
10. Lethbridge College holds the highest expectations regarding the honesty, accountability and trustworthiness of its employees, which is essential to the employment relationship.

Policy Supports

[Guidelines and Procedures \(Appendix A\)](#)

Policy Standard Operating Procedures (SOPs)

[Fit to Work](#)

Legislated References

[Employment Pension Plans Act, SA 2012, c E-8.1](#)

[Freedom of Information and Protection of Privacy Act, RSA 2000, c F-25](#)

[Employment Standards Code, RSA 2000, c E-9](#)

[Alberta Human Rights Act, RSA 2000, c A-25.5](#)

[Canada Pension Plan R.S.C., 1985, c. C-8](#)

[Employment Insurance Act S.C. 1996, c. 23](#)

[Workers' Compensation Act, RSA 2000, c W-15](#)

Other References

[Administrative and Excluded Support Terms and Conditions of Employment](#) (employee access only)

[AUPE Collective Agreement](#) (employee access only)

[LCFA Collective Agreement](#) (employee access only)

[HR Competencies Framework](#)

Related Lethbridge College Policies

[Confidentiality](#)

[Death of a Member of the College Community](#)

[Health and Safety](#)

[Lethbridge College Code of Conduct](#)

[Respectful Campus](#)

Related Board of Governors Policies

[EL-2 Treatment of Staff](#)

[EL-7 Compensation and Benefits](#)



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Appendix A	

Guidelines and Procedures for Human Resources

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Part A: Roles and Responsibilities

1. Human Resources

- 1.1. Ensures that due diligence is utilized throughout the hiring process, and that all necessary documentation is provided to the new hire.
- 1.2. Provides advice, guidance and support to senior administrators, managers, and supervisors in all aspects of workforce relations.
- 1.3. Supports senior administrators, managers, supervisors and employees in carrying out their career development responsibilities.
- 1.4. Provides training and guidance to senior administrators, managers, supervisors and employees on the performance management process including tools and forms necessary to facilitate the process.
- 1.5. Partners with senior administrators, managers, and supervisors to develop and implement performance improvement plans with employees when needed.
- 1.6. Reviews, guides, and supports the implementation of management recommendations for employment terminations.

2. Senior Administrators/ Managers / Supervisors (Hiring Manager)

- 2.1. Accountable for staffing initiatives, with the assistance and guidance of Human Resources. It is ultimately the decision of the hiring Manager as to who is selected to fill a vacancy.
- 2.2. Ensure job descriptions are up-to-date and accurate (Refer to [Recruitment and Selection.](#))
- 2.3. Orientation/Onboarding of new employees and existing employees moving to another position within the college.
- 2.4. Create and foster an environment that facilitates and enhances the skills training, resource sharing and career development of employees.
- 2.5. Create performance plans for employees who report to them within specified timeframes; provide frequent and ongoing feedback; submit annual performance summary to Human Resources.
- 2.6. Utilize progressive discipline to ensure employees who report to them have opportunity to correct any performance or behavioral problems that may arise.
- 2.7. Notify Human Resources when in receipt of an employee's resignation, providing the appropriate information to effectively end the employment relationship (e.g. reason for leaving, last day of work, etc.).

3. Individuals

- 3.1. Employees have a responsibility to be fully acquainted with and comply with relevant college policies and procedures.

- 3.2. Take the primary responsibility for managing their careers by applying for, requesting, or suggesting possible training and development opportunities as appropriate, aligned with their interest, expertise, talent, and strengths.
- 3.3. Work with direct supervisors to provide input in the creation of individual employee performance plans and reviews.
- 3.4. Actively contribute to and promote a positive work environment.
- 3.5. Return all college property such as employee identification card, keys, laptop, corporate credit card, parking pass, etc. upon leaving employment with Lethbridge College.

Part B: Hire

Workforce Planning and Position Establishment

1. To ensure the needs of Lethbridge College’s programs and services are being met, workforce planning is essential in the overall program and fiscal planning cycle.
2. Where programs or services are to expand, reduce, or modify, alternative plans for utilization, expansion, or reduction of staff must be developed.
3. Programs/projects funded by outside agencies require a staffing complement that meets the workforce needs of the individual program/project.
4. [Staffing request form](#) must be submitted to Finance for all new proposed positions and is dependent on final budget approval. Appropriate approvals are required prior to submission as outlined in Table 1. See [staffing request process](#) for further information.

Position Type	Position Creation	Recruitment Approval
Permanent position (FT/PT)	ELT	CLC
Temporary position	CLC	CLC
Casual/non-designated position	Budget Officer	Budget Officer

Table 1: Workflow Approval Responsibility (decision matrix) ELT is a member of the Executive Leadership Team. CLC is a member of the College Leadership Council.

5. Academic Staff Positions

- 5.1. Academic Staff position categories will be as identified in the current [Collective Agreement](#) between the Board of Governors and the Lethbridge College Faculty Association.
- 5.2. The Board of Governors designates all full-time, part-time, term-certain and probationary instructional staff members appointed to instructional positions in base-funded programs as academic staff members pursuant to the Post-Secondary Learning Act and may, after consultation with the academic staff association, do one or more of the following:
 - 5.2.1. Designate categories of employees as academic staff members at Lethbridge College

5.2.2. Designate individual employees as academic staff members at Lethbridge College

5.2.3. Change a designation

5.3. All staff designated as Academic Staff shall continue to maintain their designation until such time as the Board of Governors alters their status or upon termination of employment.

5.4. A person or bargaining agent may apply to the Labour Relations Board to decide whether a category of employees or individual employees are academic staff members.

5.5. Subsequent individuals who may be hired to fill the vacated position will not be construed as being designated under this policy.

6. Support Staff Positions

6.1. Support Staff position categories will be as identified in the current [Collective Agreement](#) between the Board of Governors and the Alberta Union of Provincial Employees.

7. Other Staff Positions

7.1. Administrative and Excluded Support Staff positions are excluded from established bargaining units and associations within Lethbridge College. This group of employees has its own [terms and conditions of employment](#). [Click here to learn how a position is excluded from a bargaining unit.](#)

7.2. Contract positions are funded through ad-hoc and user-pay sources for a specific period of time with a pre-determined end date.

Recruitment and Selection

1. Human Resources is both a partner and a resource to the hiring departments and is available to assist in developing the strategy for recruitment and selection.

2. Continuing, Temporary and Term Positions

2.1. All AUPE positions must be posted unless it is a casual position.

2.2. Any other position (faculty, admin/excluded) could be appointed without a posting with **approval** from Human Resources.

2.3. A **Workflow** is initiated by the hiring department and approved as per the Lethbridge College's decision matrix.

2.3.1. [PeopleAdmin](#) workflow is required for all job postings. [Click here for creating job posting procedures](#)

2.3.2. [Colleague](#) workflow is required for non-posted positions. [Click here for a training guide.](#)

2.4. **Posted Positions**

2.4.1. In most cases, a job posting is created based on the job description and the workflow is inputted into the appropriate fields in the PeopleAdmin system.

2.4.2. If a job description needs to be updated, the appropriate form would need to be filled out and submitted for evaluation.

- If it is an AUPE position, a PDQ would be required and if it is Admin/Excluded, a job profile template. Forms can be found on the website and can be submitted to the HR Manager.

2.4.3. The classification committee would then review to ensure it's classified at the appropriate level.

2.5. **Non-Posted Positions**

2.5.1. Colleague is required to initiate internal competitions/non-posted positions.

2.5.2. Internal competitions are used to ensure a balance of internal vs. external candidates and promote the people development strategy of the college.

2.5.3. When a current employee is deemed to be the most suitable for a vacancy by reason of specific training and/or experience, a direct appointment may be recommended by the hiring manager.

2.6. **Selection**

2.6.1. A selection committee is established to screen applicants, interview candidates and recommend on final selection. Responsibilities include:

- Review applications and create candidate shortlist
- Conduct interviews which may include assessments
- Conduct appropriate background and/or reference checks
- Make offer of employment
- Follow-up with all candidates interviewed

3. **Short Term or Casual Positions**

3.1. Candidates for casual and short term appointments of less than six (6) months in duration may be recruited through an open competition, selected from a previous recruitment competition, or supervisors may provide Human Resources with names of individuals who have indicated an interest in employment.

3.2. Employees who have successfully completed a specific short term assignment may be rehired for a similar assignment without going through a second recruitment competition process.

- 3.3. Employment of Lethbridge College students on a part time basis is encouraged provided the position requirements and work schedule can be accommodated.

Employee Orientation & Onboarding

1. Lethbridge College ensures that all employees are provided with orientation designed to familiarize new employees with the services and functions provided by Lethbridge College, and to effectively orient them to their responsibilities. It is the practice of Lethbridge College to integrate new employees in a manner that will generate a positive and lasting employment relationship.
2. Each new employee will be provided a login to the automated onboarding system and will complete the necessary documentation for onboarding.
3. Orientation will cover information concerning:
 - 3.1. history, mission and vision, organizational structure, governing practices and policies including occupational health and safety, as well as information regarding roles, responsibilities and expectations.
4. The manager/supervisor is responsible for initiating all appropriate access forms and completing tasks assigned to them through the automated onboarding system.
5. View the [Human Resources website](#) to learn more.

Part C: Inspire

Training and Professional Development

1. Lethbridge College believes in the development of our workforce, both to enhance employee engagement and commitment to Lethbridge College as an employer, and to ensure the continued excellence of our organization. The development of our staff is an essential investment that enables Lethbridge College to maintain and extend our employees' knowledge and skills as our institutional environment evolves. Training and development plans and budgets shall be built into Lethbridge College's overall Comprehensive Institutional Plan (CIP).
2. In an effort to ensure that our staff members are exposed to as many facets as possible, Lethbridge College will provide a variety of training opportunities to ensure that resources may be shared in times of need, and that our staff gain valuable job skills and knowledge in a variety of roles.
3. Programs and resources for training and development may include educational assistance, cross-training, secondment, professional development, job sharing, job shadowing, mentoring, career counselling, lateral transfers, intern/extern programs, and apprenticeship programs.
4. Procedures are as per the applicable collective agreements and/or approved by the budget manager. Requests must be as per their development plan.
5. All employees who are applying for training and development opportunities will follow the appropriate process identified below (a training and development handbook to be developed):

5.1. Academic Staff

5.1.1. Application process as identified in Professional Development of the Faculty Collective agreement and/or the [Faculty Professional Development Committee Handbook \(FPDC\)](#).

5.2. AUPE and Excluded Support Staff

5.2.1. Application and approval process is determined at the Centre/Department level. Funds will be allocated based on the future needs of the employee and/or the college. The Hiring Manager (Supervisor or Senior Administrator) will determine appropriateness of the applicant for the program/course, etc., based on a review of their job description, performance reviews, career planning/succession planning activities and departmental budgetary concerns.

5.3. Administration (Senior Administrators, Managers)

5.3.1. In consultation with Senior Administrator, training and development opportunities will be approved as per their professional development plan.

6. Leadership development training (applies to all groups above) may be funded through Human Resources or the President's Office.

Succession Planning

1. Succession planning increases the availability of experienced and capable employees that are prepared to assume critical roles within the organization to meet staffing needs for the future.
2. The process to be followed in the development of a succession planning program is based on an acceleration (talent) pool model, where high-potential employees are identified and provided with enhanced developmental opportunities in order to prepare them for future career opportunities. There are essentially six steps that need to be completed:
 - 2.1. Obtain leadership support
 - 2.2. Identify critical positions and gaps
 - 2.3. Assess the readiness of all current staff to potentially assume those critical positions
 - 2.4. Identify high-potential employees
 - 2.5. Diagnose their strengths and developmental needs
 - 2.6. Select and implement strategies for succession training and development of these employees
3. **Succession Training and Development**
 - 3.1. Provide training for employees that have been identified as candidates for Succession Planning. In order to effectively groom these candidates for any potential upward change in career, they may be provided with any or all of the following types of training:

- 3.1.1. Mentoring – Senior employees identified as those that may be leaving their post in the near future will provide mentoring for candidates by sharing their wealth of knowledge and experience pertaining to the roles and duties of the position. This will help the candidates by teaching them the essential skills necessary to perform the required tasks.
- 3.1.2. Job Shadowing – Candidates for Succession Planning will work alongside top performers to learn the road-maps to success. This will provide them with invaluable knowledge pertaining to the qualities and work habits of successful senior employees.
- 3.1.3. Cross-Training – Employees may be trained by other employees on the duties and required skills for other positions at Lethbridge College. This will help increase the knowledge base of potential candidates, and allow them to gain a deeper understanding of the work performed at Lethbridge College to help identify potentially beneficial areas of work that best suit the candidate.
- 3.1.4. Classroom Style Training – In the event that a candidate is selected for a particular position, they will be provided with in-depth training to ensure that they are fully prepared to handle the tasks associated with the new position.

Performance Management

1. Lethbridge College values its workforce and will strive to aid in employee achievement of professional and personal goals and objectives.
2. Performance management will be utilized as a tool to help ensure the alignment of individual performance goals with that of the strategic direction of the organization through the use of collaborative performance planning, coaching and feedback, and yearly performance reviews.
3. Lethbridge College requires that all employees and supervisors take part in the performance management process with records of individual performance plans and reviews to be discussed and kept on file for each staff member.
4. Probationary forms or other performance appraisals tools are available for evaluating staff on the [Human Resources website](#).
5. **The Performance Management Process**
 - 5.1. The Performance Management Record (PMR) considers both organizational and personal performance and provides opportunity for continuous dialogue regarding performance between employee and supervisor.
 - 5.2. To learn more about the performance management record, [click here to view the expectations for review document](#).
6. **Competencies**
 - 6.1. Lethbridge College has adopted competencies and a 360 feedback tool to evaluate CLC members (ELT, Deans, and Directors), managers, and supervisors. CLC members are held to a higher competency.

6.2. To learn more, you may view the [Competency Framework here](#).

7. Coaching and Feedback

7.1. Coaching will be continually utilized by supervisors throughout the performance review period. The coaching period will consist of informal and formal feedback being provided to the employee directly pertaining to the progress of the individual towards their established goals and objectives.

7.2. Formal feedback sessions will be scheduled for each employee at the mid-point range (interim) of the performance review period, or as required based upon the individual's performance and length of time with the organization and within the department. The formal feedback session is conducted to allow for discussion of the employee's progression towards the established goals and objectives. At this point, performance concerns may be formally addressed and documented and the performance plan may be formally altered.

8. Performance improvement plan or expectations letter

8.1. A performance improvement plan is a document provided to an employee with performance issues in order to address deficiencies so they can meet specific job goals or to improve behavior-related concerns.

8.2. Outcomes may vary, including improvement in overall performance, the recognition of a skills or training gap, or possible employment actions such as a transfer, demotion or termination.

8.3. A letter of expectation clearly outlines the issues the employer has identified that need to be rectified, the changes they would like to see, the timeline for this change and the support and resources for assisting with process. This letter is not intended to be disciplinary but could lead to progressive discipline.

9. Progressive discipline

9.1. Lethbridge College has adopted a process of progressive discipline to ensure that employees have the opportunity to correct any performance or behavioral problems that may arise. Lethbridge College has established a set of reasonable rules and guidelines found below for employees to follow.

9.2. In the event that an employee of Lethbridge College violates college policy or exhibits problematic behavior, a system of progressive discipline shall be utilized.

9.3. Progressive discipline can be issued on either: attendance, conduct, health & safety or performance concerns.

9.4. Employees will be given opportunity to correct the problematic behavior unless the behaviour or concern is one of a severe nature, in which case progressive discipline can be accelerated to match the violation. Typically, progressive discipline will progress through the following steps:

- Coaching – informal
- Verbal Warning – formal

- Written Warning – formal
- Final Written Warning with Possible Suspension – formal
- Termination

9.5. With each violation or apparent problem, the employee will be provided with a written document to:

- alert them to the problem, provide a reiteration of the correct college policy regarding the violation;
- advise them of the consequences associated with further infractions; and
- provide a suggestion towards a method of improvement.

9.6. All formal warnings will be kept on file for a period of twenty-four (24) months or as per the appropriate collective agreement provided the employee's file does not contain any further record of disciplinary action within that time period. If further offences relating to the issue have taken place, the warning will be attached to the next set of progressive disciplinary actions.

9.7. Degrees of discipline shall be used in relation to the problem at hand. As the situation dictates, based on the past performances of the employee and the seriousness of the violation, Lethbridge College reserves the right to move straight to termination where necessary.

10. Formal Process

10.1. **Investigation and Documentation** All potential disciplinary actions will be properly investigated and documented by a manager, and/or Human Resources. All formal measures that have been taken within the progressive discipline process will be documented and kept in the employee's file in Human Resources.

10.2. **Suspension Period** During the final written warning, an employee may be suspended. Employees put on suspension will be excluded without pay from the workplace for an appropriate period dependent on the violation. Typically suspension will be for one to five (1 to 5) days.

10.2.1. **Suspension with Pay – Pending Investigation** In the event that a Lethbridge College employee is placed on suspension pending the results of an investigation, the employee will be notified of the decision and given a stated timeline for the investigation and the actions that predicated the decision.

- This form of suspension is not disciplinary but is intended to allow Lethbridge College to examine the issues thoroughly and to determine appropriate action. Should the investigation not be completed during the stated timeline, Lethbridge College will reserve the right to extend the suspension, as necessary.
- During the course of the investigation, the suspended employee will be provided with the details of the allegations and given an opportunity to respond to them. The suspended employee must ensure that he/she is available for interviews

during this period. If the suspended employee fails to make him/ herself available, Lethbridge College will proceed with the investigation and make a determination based on the information available. Should the suspended employee need to leave town or be otherwise unavailable for interviews, he/she must submit a request and be granted approved leave.

- Any Lethbridge College employee who is placed on suspension with pay will be required to temporarily turn over his/her office keys, access passes and Lethbridge College identification and credit cards. Any and all Lethbridge College property, business information, and confidential information are to remain at the worksite. In the event that any Lethbridge College employee placed on suspension with pay maintains any files or equipment at his/her residence which are the property of Lethbridge College, he/she will be required to turn these items over to a Lethbridge College representative, until such time as the investigation is completed.
- Lethbridge College employees placed on suspension with pay should not have contact with anyone from the office other than their designated point of contact.

10.2.2. **Termination of Employment** The final stage of progressive discipline is termination of employment. Termination of employment with Lethbridge College may occur following an employee committing multiple violations of college policy and/or problematic behavior, after the logical steps for progressive disciplinary action have been taken, or immediately following a severe violation.

- Termination Lethbridge College employs this procedure to ensure that the termination of employees is handled with due diligence, and with a minimum of disruption to college operations.
- This procedure is designed to define the types of employee termination, the responsibilities of terminated employees, the subsequent Human Resources actions required, and information regarding employee benefits.
- Lethbridge College classifies termination of employment in two categories, voluntary and involuntary. In both categories of termination, the employee will be paid all accrued, unused vacation pay through the last date of employment. The employee will receive his/her final paycheck in accordance with applicable federal and provincial laws.
 - **Voluntary** terminations are due to retirement, voluntary resignation by the employee or job abandonment.
 - **Involuntary** terminations are generally due to unsatisfactory performance, misconduct, layoff due to reduction or reorganization of the work force, or failure to meet the expectations of the college. The college reserves the right to terminate an employee with or without cause and with or without prior written notice in accordance with applicable laws.

- **Notice Requirements**

- All terminations will follow the provisions of the appropriate collective agreement and/or applicable federal and provincial legislation.
- Lethbridge College may choose to give pay for the required notice period instead of providing notice at our discretion. A combination of written notice and pay in lieu of notice (termination pay) is also acceptable.
- Termination of benefits will be effective on last day of employment or as otherwise agreed upon in separation agreement.

Part D: Admire

Employee Programs

1. Gym Membership

- 1.1. Employees are eligible for a membership fee waiver for the Lethbridge College fitness centre. This membership is a taxable benefit and will be reported on the employee's T4 annually. A [PE Building Membership form](#) must be filled out to opt-in to the program.
- 1.2. Membership ends June 30th of each year and cannot be cancelled before this time.
- 1.3. All memberships will be automatically renewed unless PE and Payroll are advised of cancellation.

2. Employee and Spouse/Dependent Tuition Benefit for Permanent Full-Time and Part-Time Continuing and Recurring Term Employees

- 2.1. Each employee in the above positions is eligible for one hundred per cent (100%) tuition benefit and all tuition related fees for credit courses at Lethbridge College.
- 2.2. Each spouse/dependent of an employee in one of the above categories is eligible for fifty per cent (50%) tuition benefit and all tuition related fees for credit courses at Lethbridge College.
- 2.3. Lethbridge College academic and financial policies still apply. This refers to course and/or application requirements. Supplementary charges such as books, mobile learning devices, supplies etc. are not part of the tuition waiver and are the responsibility of the employee.
- 2.4. The [Tuition Benefit Application Form](#) must be completed and submitted to Human Resources for approval at least one week before the start of the term.

3. Deferred Salary Leave Plan

- 3.1. A Deferred Salary Leave Plan will allow employees to defer a portion of their salary for a specified period in order to finance a leave of absence.

- 3.2. To be eligible for this program an employee must occupy a full-time continuing position with a minimum of two (2) years of service. The deferral period cannot be less than six (6) months and cannot exceed six (6) years.
- 3.3. Requests for a deferred salary leave plan can be requested through Human Resources and an assessment will be made in consultation with the appropriate supervisor.

4. Staff Exchange Program

- 4.1. To enhance individual development through job exchanges, Lethbridge College supports one and two-way employee exchanges with outside business, governmental or other post-secondary institutions.
- 4.2. To be eligible for this program an employee must occupy a full-time continuing position with a minimum of two (2) years of service.
- 4.3. Requests for a staff exchange can be requested through Human Resources and an assessment will be made in consultation with the appropriate supervisor.

Employee Protected Leave

1. Reservist Leave

- 1.1. A group of 12 Alberta post-secondary institutions have signed a memorandum of understanding supporting Canadian Armed Forces (CAF) Reservists who are college employees or students. If a Reservist is called to duty or has training opportunities, their education or employment will not be affected.
- 1.2. Employees who are reservists are eligible for leave after 26 weeks of employment. Maximum leave is 20 days per year for annual training. They can also take as long as needed to accommodate the period of service required for international or domestic deployment. For more information, please contact Human Resources.

Employee Engagement

1. Lethbridge College annually measures employee engagement through a survey. The information gathered from the surveys will assist the Employee Engagement Committee in making recommendations to improve engagement on campus.
2. For further information on employee engagement, visit the [employee engagement page](#).

Employee Recognition Programs

1. Lethbridge College's recognition programs provide the opportunity to acknowledge the contributions of college employees.
2. **Long Service Awards**
 - 2.1. Long service will be recognized for all employees for continuous service (as long as there is no break in service), beginning at five years of service, in five year increments.

- 2.2. Service is calculated as of December 31 each year.
- 2.3. Consideration will be given to time employed in a casual position prior to the year 2000, where an employee worked part-time or full-time hours for greater than six (6) months in a year.
- 2.4. Upon request, a review of service can be submitted to Human Resources. This will not impact any payroll considerations, and will be considered for the long service award purposes only.

3. Employee Excellence Awards

- 3.1. The Lethbridge College Employee Excellence awards provide an opportunity to recognize our employees for their exceptional contributions to the college and for their commitment to serving as outstanding ambassadors for the institution in all of their community and professional endeavours.
- 3.2. Lethbridge College wishes to recognize and celebrate the dedication and exceptional service by all of our faculty and staff who work hard to promote the core values of people, excellence and success. All areas of excellence and achievement are appreciated.
- 3.3. Nominated by fellow colleagues, recipients are acknowledged for consistently demonstrating excellence. Visit the [Human Resources website](#) for details.

4. Other Recognition Programs

- 4.1. [Above and beyond](#) - Recognizes a fellow colleague who has gone above and beyond their regular duties
- 4.2. [CiCan Awards](#) (Colleges and Institutes Canada)
- 4.3. Faculty awards
 - 4.3.1. [LCFA/SA Teaching Excellence Awards](#) –focused on innovation in teaching
 - 4.3.2. [Rookie of the Year](#) – awarded to a rookie faculty member for outstanding teaching
 - 4.3.3. [NISOD](#) – National Institute for Staff and Organizational Development

Compensation and Benefits

1. Compensation

- 1.1. The fundamental principles that guide employee compensation at Lethbridge College are based on the desire to provide world class education and training through a commitment to excellence and innovation. The college's pay decisions emphasize continued development and expansion of skills, knowledge, performance, and the ability to be flexible.
- 1.2. The college recognizes that attracting, motivating and retaining exceptional people is critical to our success. Consequently we must offer our employees the opportunity to participate in

important and rewarding careers. We recognize that the post-secondary industry is competitive and that skilled employees are highly valued.

1.3. In light of the above, the college's compensation program is designed to:

- Provide competitive and rewarding compensation and employment opportunities;
- Establish strong links between compensation and both organizational and individual performance;
- Align compensation practices with the college's business strategy;
- Strike a balance between internal job classification fairness/equity and external market competitiveness; and
- Be fiscally responsible.

1.4. The college believes it is important to consider both internal and external factors as compensation decisions are made. Internally, importance should be placed on equity in relation to others in like positions, as well as an individual's skills, knowledge, performance, and position related experience. Externally, the relevant labor market will be monitored to determine market movement, keeping in mind its effect on employees and their respective pay levels. The external market consists of other academic institutions and general industry employers with whom we compete for employees with relative skills and experience.

1.5. The college will offer base salary on its jobs that are at or slightly above the median when comparing similar roles, along with benefits and incentives that are highly competitive. Target for base pay is generally at the 50th percentile (plus or minus 10 percentage points) with total cash compensation to approach the 75th percentile of an appropriate peer group.

1.6. Human Resources will monitor the job market closely to ensure the college's pay practices, pay levels and pay opportunities align appropriately to competitive market changes. Human Resources will also monitor the market by participating in annual salary surveys, and wherever possible, will obtain salary information on industry standard positions, which are those positions easily matched and compared to positions at Lethbridge College. Where necessary, Human Resources will seek guidance from an independent compensation consultant to stay informed about competitive compensation practices with appropriate markets and to assess the ongoing effectiveness of the college's compensation programs.

2. Employment Related Benefits

2.1. The college offers a benefit package designed to support the well-being of Lethbridge College employees which includes both statutory and discretionary benefits.

2.2. Federally and Provincially legislated statutory benefits

- Canada Pension Plan
- Employment Insurance Plan
- Workers' Compensation

2.3. Local Authorities Pension Plan (LAPP)

2.3.1. Lethbridge College shall administer retirement benefits subject to the terms and conditions of the LAPP. Participation in the Local Authorities Pension Plan is compulsory for the following employees groups:

- Part-Time Continuing Academic
- Full-Time Continuing Academic
- Full-Time Continuing Support Staff (Excluded and AUPE)
- Full-Time Term Support (Excluded and AUPE)
- Part-Time Continuing Support (Excluded and AUPE working a minimum 30 hrs/week)
- Part-Time Term Support (Excluded and AUPE working a minimum 30 hrs/week)
- Full-Time Continuing Admin
- Full-Time Term Admin
- Part-Time Continuing Admin (working a minimum 30 hrs/week)

2.3.2. Participation in LAPP is available to, but not mandatory, for the following employee groups:

- Term Certain Academic (with a minimum 2 year contract)
- Part-Time Continuing Support (Excluded and AUPE working a minimum 15 hrs/week)
- Part-Time Term Support (Excluded and AUPE working a minimum 15 hrs/week)
- Full-Time and Part-Time Temporary Support (Excluded and AUPE working a minimum 15 hrs/week and a minimum 2 year contract)
- Part-Time Term Admin (working a minimum 15 hrs/week)

2.3.3. The following employee groups are not eligible to participate in LAPP:

- casual positions
- temporary positions less than 2 years

2.3.4. Pensionable salary includes the following:

- Basic pay for regular duties
- All paid leaves (eg: annual leave, sick leave, AUPE special leave, AUPE discretionary day, banked overtime taken in lieu, Admin personal leave)
- Shift Differential

- Acting pay
- Chair payments where provided
- Retroactive pay

2.4. Extended Health, Dental, Life Insurance, Accidental Death and Dismemberment

- 2.4.1. These benefits are mandatory for all benefit eligible employees (restrictions may apply).
- 2.4.2. Health and/or dental coverage can only be refused if you and/or your dependents are covered by duplicate group benefits through your spouse's employer.
- 2.4.3. If you lose spousal coverage you must apply for coverage within the time period specified by the provider. If an application for coverage is not submitted within the specified time period, you and your dependents may be required to provide proof of insurability acceptable to the insurer to become covered. If you are approved, coverage for dental benefits may be limited.

2.5. Short Term Disability.

- 2.5.1. These are employer paid benefits and are as per the process document. You can learn more about the process for [short-term disability here](#).

2.6. Long Term Disability

- 2.6.1. These are mandatory benefits for eligible employees and 100% employee paid. Employee will work with human resources to complete the appropriate paperwork.

2.7. Health and Wellness

2.7.1. Health Care Spending Account:

- All benefit eligible, full time and part-time employees will be eligible for an annual health spending account.
- No carryover of unused amounts from year to year (July to June)

2.7.2. Health Spending and Wellness Account :

- Funds must be allocated annually by completing the [Flexible Spending Account form](#) and submitting it to the identified department by May 31. This form will identify how funds will be distributed among the accounts.

- 2.7.3. If a form is not received by the deadline, all funds will default to the previous year's allocation.

2.8. Employee Assistance Program

- 2.8.1. College staff members and their eligible dependents enrolled in the benefit package can directly access a full range of immediate confidential services at no cost, 24 hours a day, seven days a week.

- 2.8.2. The program is intended to assist staff members and their families resolve a broad range of work, professional, family and individual stresses and traumas that affect their health, well-being and job performance. For further information on building a happier, healthier lifestyle, visit [Shepell Counselling Services](#).

Part E: Retire

Retirement Programs

1. Typical Retirement

- 1.1. The time at which an employee resigns from their position due to age. Normal retirement is age 65, however employees covered under LAPP can retire any time after age 55, provided they have two years of LAPP membership and are considered vested.
- 1.2. An employee's pension may be reduced for early retirement.

2. Phased Retirement

- 2.1. Provides for a managed transition to retirement while facilitating the transfer of experience and expertise to remaining employees. This program has been developed to facilitate planning and to accommodate requests for reduced workload leading to retirement.
- 2.2. To access the [Phased Retirement Application click here](#).