

A blue banner is attached to a light pole. The banner features the word 'WELCOME' repeated in a pattern, followed by 'TO THE MOUNT' and the website 'msvu.ca'. The background is a clear blue sky with some tree branches and leaves visible.

Employment Guidelines Managers & Professional Administrators (MPA)

Last Update: July 1, 2017

Introduction

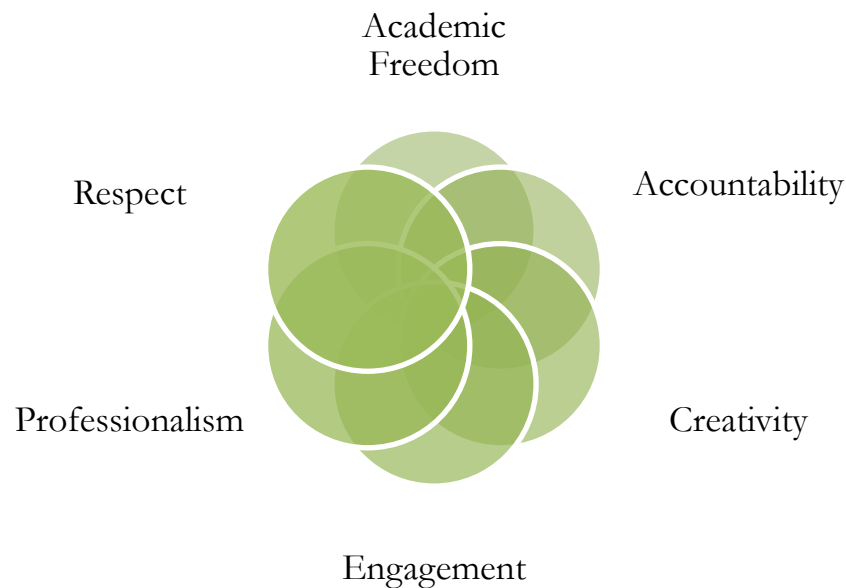
Welcome to the Mount

At Mount Saint Vincent University, we are committed to academic excellence, and our passion is a rich and rewarding university experience. We are dedicated to the pursuit of knowledge: scholarship, teaching, and intellectual endeavour of the highest quality, and we promote accessibility through flexible learning opportunities and services. We are inspired by our strong tradition of social responsibility and our enduring commitment to the advancement of women. Our people are our foundation and our relationships are built on respect and accountability.

Our Vision

The Mount will be a model of creative teaching and research that nurtures socially responsible global citizens.

Our Values



Purpose and Scope

The Mount's Human Resources Department is committed to its Strategic Mission:

To facilitate a welcoming and respectful culture of highly knowledgeable and engaged staff and faculty focused on nurturing socially responsible global citizens and strengthening competencies for all members of the Mount community.

This will be achieved through the collaborative design and implementation of progressive Human Resources policies and programs.

These guidelines set out fair and equitable terms and conditions of employment for the Mount's Management & Professional Administrators (MPA) and is designed to follow an employee's career cycle at the Mount. The MPA consists of all full-time, part-time and contract non-union employees outside of Management Forum. The MPA does not include externally funded positions. This employee group will be referred to as "employees" within this document.

These guidelines are subject to University Policies and government legislation such as the Labour Standards Code, the Human Rights Act and the Occupational Health & Safety Act.

Please note that the employment conditions outlined in this document are based on those provided to full-time, permanent employees, and that individuals employed on a sessional, part-time or contract basis may be subject to pro-rated or alternate conditions. In all cases, employment conditions are as outlined in the individual's employment contract.

Human Resources (HR) may develop new Employee Policies and update existing policies. Please consult the HR intranet at intranet.msvu.ca for the most up to date version of this document.

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University Policies and Procedures

All employees are expected to become familiar with and abide by the University's policies and procedures. Below is a list of Human Resources Policies approved by the Board of Governors and a list of internal Human Resources policies and procedures that apply to all MPA employees. A complete and up-to-date list of all University policies can be accessed at [Policy Central](#).

Board Approved Policies

Access to Campus
Code of Conduct
Conflict of Interest
Employee Tuition Fee Reduction
Employment Equity
Harassment and Discrimination
Occupational Health and Safety
Policy Against Sexual Assault
Retirement
Safe Disclosure of Employee Wrongdoing
Workplace Violence Prevention Statement

Human Resources Policies & Procedures

Appointment of MPA Committee Members
Compensation during University Closures
Employee Recognition and Award Policy
Flexible Work Arrangements
Leave of Absence Without Pay
No Scents is Good Sense
Orientation Program
Performance Management and Career Development for Exempt Employees
MPA Recognition Award Exceptional Salary
Staff Sick Leave and Disability Accommodation Support Procedures
Re-Assignment Opportunities Process
Salary/Wage Upon Hiring
Volunteer Day for MPA Employees

Human Resources Planning

a. Job Analysis and Design

Job analysis at the Mount involves a strategic review of workflow to optimize the organization of duties into specific jobs. Human Resources consults with Managing Supervisors to determine optimal job design and performs a systematic study of a job to clarify specifications and skill requirements for compensation-setting, recruitment and training purposes.

Human Resources will provide expert advice to Managing Supervisors in the event of filling a vacant or new position. They will assist the Managing Supervisor in reviewing the overall workflow of the department for any optimization of duties among existing employees. Human Resources will work with the Managing Supervisor to develop a job outline (Job Fact Sheet) of the responsibilities and accountabilities of the position.

b. Job Fact Sheet

The Job Fact Sheet (JFS) is the tool used by all employees to document the details concerning a particular job. The JFS captures the duties performed in the job in order to inform the job evaluation process. Also, the job description in the JFS is used to develop the job posting when the position is vacant.

The Job Fact Sheet comprises four sections as outlined below:

1. KNOWLEDGE & SKILL
 - 1.1 Complexity & Judgement
 - 1.2 Education
 - 1.3 Experience
2. EFFORT
 - 2.1 Initiative
3. RESPONSIBILITIES
 - 3.1 Results of Errors
 - 3.2 Contacts
 - 3.3 Supervision: Character and Scope
4. CONDITIONS
 - 4.1 Physical/Sensory Demands
 - 4.2 Working Conditions

c. Job Evaluation

Job evaluations are conducted to evaluate a new position or re-evaluate an existing job. A Job Evaluation measures job content, not the performance of the person in the job. Typically a job evaluation is initiated by the Managing Supervisor, but may be initiated by an employee.

Job evaluations establish a common understanding of the requirements of a job among the employee, the Managing Supervisor and Human Resources. With a complete outline of roles and responsibilities, compensation can be equitably assigned and fairly compared to other jobs in the University. The University is responsible for establishing the appropriate level of education and experience for each position. The Vice-Presidents have final approval on these two criteria. All forms and documentation of the process are accessible on the intranet.

At least once every five years or when a position becomes vacant, the Managing Supervisor will be expected to complete or update a JFS. Should no significant change be evident, no review will take place.

When a new position is created, a JFS is prepared by the Managing Supervisor and submitted to Human Resources for review and classification prior to posting the position. Once the incumbent has been in the position for at least twelve months, the JFS should be reviewed by the Managing Supervisor to confirm the contents.

In cases where the duties and responsibilities have changed significantly enough to warrant a review and no more frequently than every two years, an updated JFS should be submitted to Human Resources for review.

The University uses the "Modified Aiken Plan" to provide a range of definitions and weighted scores for each section. The final score of a job determines its placement at an appropriate level on the approved salary scale for the employee group.

The Human Resource Job Evaluation Team (HRJET) members have expertise and training in the human resources field so are able to provide support and guidance to the Director, Human Resources. The HRJET meets at minimum on a quarterly basis, typically in February, May, August and November and endeavours to review submissions within 90 days of receipt.

To initiate a job evaluation, a JFS signed by the incumbent and approved by the Managing Supervisor should be submitted to Human Resources. Human Resources will arrange for a review by the HRJET at its next scheduled meeting. After the evaluation is completed, Human Resources will send a confirmation of the evaluation to the Managing Supervisor and incumbent. In the event of an urgent situation, such as an unanticipated vacancy, the HRJET may hold a special meeting to evaluate the position.

The incumbent may file an appeal with Human Resources within ten days of a review decision. A completed appeal form should accompany the appeal. The HRJET will reconsider the information outlined in the appeal form and may invite the Managing Supervisor and incumbent to a meeting for clarity. The decision of the HRJET reconsideration will be communicated to the Managing Supervisor and incumbent.

Should the job evaluation result in a change in salary, such change shall be effective from the date of receipt of the JFS in Human Resources.

Recruitment & Orientation

a. Recruitment

The University recognizes the importance of attracting top quality candidates and aims to provide a candidate-centred approach to the recruitment process. Communication and full recruitment service will be a key focus for Human Resources.

When a position becomes vacant, the following steps will take place:

1. The Hiring Manager will consult with Human Resources on Job Analysis and Design, through to Job Evaluation of the position.
2. The Hiring Manager completes a Position Requisition Form and sends to Financial Services.
3. Upon receiving the approved Position Requisition Form, Human Resources will assign a Recruitment Coordinator to represent Human Resources during the Recruitment Process and assist the Hiring Manager.
4. A job posting will be developed by Human Resources and the Hiring Manager based on the Job Fact Sheet.
5. The job posting will be posted in accordance with the HR Recruitment guidelines. Normally postings are open for a minimum of five work days and are advertised internally and externally.
6. A search committee will be formed by the Hiring Manager with assistance from the Recruitment Coordinator.
7. The Recruitment Coordinator and Hiring Manager will review applications and establish a short-list for review by the search committee.
8. The Recruitment Coordinator and Hiring Manager will establish a set of interview questions and evaluation tools for review by the search committee.
9. The Hiring Manager will contact the shortlisted candidate and schedule interviews with the search committee
10. The search committee will interview the short-listed candidates and rank the top candidate.
11. The Hiring Manager and/or the Recruitment Coordinator will contact 3 references as approved in writing by the top candidate and confirm the top candidate's credentials.
12. After considering the recommendation of the search committee and the references, the Hiring Manager will recommend a candidate to their Managing Supervisor for approval.
13. The Hiring Manager will consult with Human Resources on salary and benefits for the position as outlined in the Compensation section of these Guidelines.
14. Upon receipt of references and the recruitment file, Human Resources will create an offer letter and employment contract for signature by the Hiring Manager and successful candidate.
15. Human Resources will maintain the original signed employment contract, the application and references in the new employee's personnel file.

Internal Candidates

The University recognizes the importance of succession planning and encourages the career growth and development of its employees.

Interested internal MPA candidates are encouraged to apply for MPA positions for which they feel qualified. All internal candidates will be contacted and those meeting the qualifications outlined in the job posting will be interviewed for the position. Employees looking for guidance on possible internal positions that they may be qualified for, or on the process of applying for internal positions, may contact Human Resources for advice. The HR Policy on Re-Assignment Opportunities outlines an option for hiring managers to fill temporary vacancies within the University with current employees. The section Employee Development provides more detail on such opportunities.

When a term position is converted to a permanent position, the Hiring Manager has the option to hire the incumbent, contingent on consultation with Human Resources and approval from the relevant Vice-President to hire the incumbent. In such cases steps 3 to 10 above will not be required for the recruitment.

b. Orientation

The Mount provides a comprehensive orientation program for all new staff members. [The Orientation Program](#) includes several key components:

- Well-designed and well-timed information packages
- Senior management participation
- Hiring Manager oversees the orientation
- Orientation seminars provided by Information Technology & Services and HR
- Departmental training sessions (as needed)

Further information about the orientation program is available on the HR intranet.

c. Confidentiality Agreement

All new employees will be required to sign a Confidentiality Agreement as part of their employment contract with the University. All employees may be required to re-sign a Confidentiality Agreement.

d. Probation Period

All employees will complete a probationary period of six months. All probationary employees receive an initial evaluation and feedback review of performance within three months of employment, to allow for the opportunity to address any areas of concern prior to the expiry of the probationary period. Before the end of the probationary period, the Managing Supervisor will complete a final probationary performance appraisal and decide whether or not to retain the employee, contingent on the approval by the Department Head. In consultation with Human Resources, a Department Head may extend the probation period for up to a further six months if an employee does not sufficiently meet the standards of the role, and it is felt more time is required to evaluate the employee. A Probation Performance Appraisal Form is available on the HR intranet.

Compensation

The University aims to be a fair and equitable employer based on its external and internal environment. The University's compensation structure for employees is based on internal fairness and equity that aligns with employee responsibilities and accountabilities. External comparisons of similar size post-secondary institutions in the Maritimes will be made from time to time to align compensation structure, subject to University policy.

The Mount's Compensation and Recognition philosophy is to fully value the contributions of our staff by combining a reasonable compensation and benefits package with a rewarding and enriching work experience.

We also strive for a system of recognition and intrinsic rewards that will augment our financial compensation.

a. Salary

The Salary scale comprises six (6) MPA levels. Within each level there is a six-step salary range with an established minimum and a maximum allowable for the position. The salary level for a position is determined through the Job Evaluation Process which determines the relative ranking of the position against all other evaluated positions.

Upon hire, the new employee is placed on the first step of the salary range for the position. In cases where work experience and market warrants higher compensation, the Managing Supervisor may seek the approval of Human Resources and the relevant Vice-President for a higher starting salary. Procedures for doing so are outlined in the Mount's Salary Upon Hiring Policy, which is available on the intranet.

Salary Scale Adjustments

At its discretion, the University will consider annual adjustments to the salary scale consistent with University resources and in recognition of changes in the cost of living. Generally, such adjustments are effective July 1.

Employee Progression Increase

Employees who have successfully completed probation and have received a positive performance evaluation may be recommended by the Managing Supervisor for a step increase. Any pay increase is subject to the approval of Human Resources and the Senior Executive.

Step increases are effective July 1 and shall be confirmed by individual letters from Managing Supervisors to each employee. Employees who have successfully completed the probationary period and at least six (6) months of active compensated service since July 1 of the previous year are eligible to be recommended for the July 1 increase.

b. Employee Recognition

Recognition opportunities are available through The Mount Staff and Faculty Recognition Program.

The Managers and Professional Administrators Exceptional salary is designed to recognize the contributions of long-serving staff who have demonstrated sustained excellence in all areas of their work and who have provided lasting contributions to the University community. This salary is intended to recognize leaders who have demonstrated exceptional performance during their career at the Mount, and is not intended to be part of the normal salary progression for Managers and Professional Administrators. The Recognition Award is a one-time addition to salary and represents an above scale of 102% for a position. This adjusted salary becomes the new base salary for the employee being recognized for exceptional performance. The process for approval is outlined in the Guidelines for the Managers and Professional Administrators Recognition Award.

The annual Long Service Recognition Celebration recognizes long service of Mount employees in increments of five years. The recognition program involves a formal program of awards and events. The employees being recognized are presented awards at a celebration event hosted by the President.

The President's Award is presented annually to an individual who has made an extraordinary contribution to the University community. The President presents this award and recognizes the individual at an appropriate event and venue. Nominations for this award are solicited from all members of the Mount Saint Vincent University community.

Human Resources welcomes ideas for additional awards or recommendations of nominees. A complete list of awards are located on the HR intranet.

Benefits

a. Saving for Life – the Mount Retirement Savings Plan

The University provides a very generous retirement savings plan, the Defined Contribution/Group Registered Retirement savings plan (money purchase plan), for all eligible employees. Membership in the plan is compulsory for eligible employees and vesting is immediate.

The University contributes an amount to the plan equal to the member's contribution to a maximum of 7.5% of the member's gross salary. Member contributions may be selected from a range of 3% to 7.5%. Members may make contributions in excess of the matching 7.5%, to a maximum of 10.5%, subject to pension maximums as set forth by the Canada Revenue Agency. The Plan is administered by the Pension Governance Board which includes MPA representation. All new eligible employees are invited to educational information sessions and receive a Retirement Plan information package from Human Resources. A financial advisor is available through the Retirement Plan service provider. Information on individual investments can be accessed through the HR intranet which provides a link to a confidential and secure investment management web-site.

b. Wellbeing for Life - Benefits

The University provides a Flexible Benefit Program to all eligible employees. The plan is designed to provide options that address our diverse employee needs. The plan consists of a mandatory component (core benefits), plus optional benefits. Employees choose their benefits at the start of their employment and have the option to make certain changes during the re-enrolment period that typically occurs every 2 years.

The Flexible Benefit Program is managed through an employee-based Benefit Users Committee, reporting to the Board of Governors Human Resources Governance Committee.

Benefit coverage includes the following areas:

- Health and Dental Benefits Coverage
- Basic, Dependent and Optional Life Insurance
- Basic and Optional Accidental Death and Dismemberment
- Long Term Disability
- Emergency Medical Travel Insurance
- Optional Critical Illness Insurance
- Employee & Family Assistance Program
- Best Doctors second opinion services

The terms and conditions of the plan, including eligibility requirements, are available on the HR intranet.

c. The Mount Advantages

The Mount offers its employees several distinct benefits, including:

Commitment to Lifelong Learning

As an educational institution, we are strong supporters of continuing learning opportunities for our staff as well as our families. Employees become eligible for tuition fee waivers for undergraduate and graduate credit courses at the Mount following six months of continuous employment and by meeting all the normal admission requirements to one of our programs. Immediate family (spouse or children) are eligible to have the base tuition fee reduced by 50% on a reimbursement basis. A complete description of eligibility and process is available in the Tuition Fee Reduction Policy and Tuition Fee Reduction Application forms on the HR intranet.

All employees may enjoy full borrowing privileges from the library located in the E. Margaret Fulton Communication Centre.

The Art Gallery, located in the Seton Academic Centre, is host to numerous exhibitions throughout the year and is always free of charge.

December Holiday Closure

The University normally closes during the December Holiday Closure period and where operationally feasible, employees will be provided paid time off during the declared December Holiday Closure period.

Affordable Parking

The Mount offers competitive parking rates which are much more affordable than most parking fees downtown. Faculty and staff have the option of purchasing daily or monthly passes or purchasing short to full-term parking permits depending on the flexibility of their schedule. For permanent employees, or employees on a term of greater than one year, parking passes are payable through payroll deduction.

Employee & Family Assistance Program

The [Employee and Family Assistance Program](#) offers a wide range of confidential personal counseling services for employees and dependents. Help is available on a variety of issues, such as personal well-being, relationship issues, family issues, substance abuse, workplace challenges, and many more. The web-site offers e-counseling, along with a variety of online courses and resources related to wellness. A link to the confidential web-site is available through the HR intranet.

Wellness Program

The University supports an employee-led Wellness Committee that comprises members from all employee groups. The Wellness Program focuses on four pillars: Physical, Psychological, Spiritual and Social wellbeing. A full description of the [Wellness Program](#) is available on the Intranet.

Health Centre

Confidential health services are provided to Mount students, staff, faculty and community members. The Mount Health Office is a walk-in, by appointment service, that offers appointments for acute and minor medical problems – which is convenient when employees can't get in to see their family doctor and is an easy alternative to long waits at the emergency room.

Services offered:

- Appointments for acute and minor medical services
- Triage nurse available for same day walk-ins
- Flu Shots and TB tests, STI screening
- Well Women's Clinic
- Coastal Sports and Wellness provide physiotherapy, massage and acupuncture. Appointments can be booked online at info@coastalsportsandwellness.com

Fitness Centre

The on-campus fitness centre is open to the community, and offers an excellent discount to all full-time employees. A full range of programs and services is available on the [Fitness Centre web-site](#).

Staff are encouraged to access a full list of Mount advantages on the [HR intranet](#).

Normal Operating Hours & Holidays

a. Normal Operating Hours

Due to the nature of the roles of Management and Professional Administrators, there is not a predetermined workday. Much of our work within a university setting revolves around the academic calendar and employees can expect fluctuations in workload demands. Management and Professional Administrators hold salaried positions and work such hours as are necessary to fulfill the duties and responsibilities of their positions

Where operationally feasible, summer hours will apply between June 1 and August 30 each year. Typically, employees on summer hours will be permitted to have their work day reduced by one half hour at the end of the work day. During this period employees will still be expected to fulfill their roles and responsibilities.

b. Holidays

The University recognizes the following paid holidays:

New Year's Day	Canada Day	Remembrance Day
Heritage Day	Natal Day	Christmas Day
Good Friday	Labour Day	Boxing Day
Easter Monday	Thanksgiving Day	
Victoria Day		

When a holiday falls on a weekend, the University will determine and grant an alternative day off. When a holiday falls within an employee's vacation period, additional time off equal to the holiday time shall be granted.

Should circumstances require an employee to work during a holiday, the employee shall be granted appropriate time off in lieu, at a mutually agreed upon time.

It is recognized that some employees may observe other special days in the context of individual religious celebrations. Such employees are entitled to take time off as vacation or unpaid leave.

December Holiday Closure

The University normally closes during the December Holiday Closure period and where operationally feasible, employees will be provided paid time off during the declared December Holiday Closure period.

Leaves

Vacation

The University recognizes the need for employees to have time away from work for rest and rejuvenation. As well, from time-to-time leaves are needed for personal reasons. The University grants generous vacation leave to MPA employees as outlined below.

Entitlement

Full-time employees are credited with one and two-thirds (1.66) days vacation per month, which is twenty days per vacation year (April 1 to March 31). Part-time employees are credited on a pro-rated basis. Employees are credited with their full entitlement each April 1.

Upon completion of twenty years of continuous service at the Mount, full-time MPA employees are credited with two and one-twelfth (2.08) days vacation per month, which is twenty-five days per vacation year (April 1 to March 31). The increased accrual rate is effective upon their anniversary date. Part-time employees are credited on a pro-rated basis.

An employee appointed on or before the 15th of a month accumulates vacation credit for that month. An employee appointed after the 15th of a month begins to accumulate credit on the first day of the following month. No vacation credit accrues when an employee misses more than two weeks of work in a month due to an unpaid leave of absence.

Employees may begin taking vacation time after successful completion of their probationary period. At the discretion of the Managing Supervisor, probationary employees may take accrued vacation time.

Leaving Employment at the Mount

In the event of leaving employment at the Mount, vacation entitlement will be pro-rated for the actual time worked during the vacation year, and an adjustment will be made for any monies owing to either the employee or the University on the employee's final pay.

Vacation Requests

Vacation requests are made in advance and approved by the employee's Managing Supervisor. While efforts will be made to grant requests as submitted, a Managing Supervisor may deny requests or suggest alternative dates based upon the staffing needs of the department.

In the event that an employee has outstanding vacation leave and has not arranged for suitable leave dates, the Managing Supervisor may determine the dates of such leave in order to ensure the vacation is taken during the year in which it is earned. It is the Managing Supervisor's responsibility to ensure that accurate vacation records are kept and approvals are recorded for all employees. An online form is available through Human Resources to request vacation leave approval and to document such leaves.

Carry Over

All vacation entitlement should be taken during the year in which it is earned. Under normal circumstances vacation entitlement will not be paid out in lieu of time taken except upon termination.

In the event of extenuating circumstances that make it impossible for an employee to take their full entitlement within the year that it is earned, the employee must submit to HR a Request for Carry Over of Vacation Leave Form prior to the end of the vacation year. The Form should outline the outstanding entitlement amount, the details of the extenuating circumstances, and a plan to use the outstanding entitlement prior to the following June. The maximum number of vacation days that can be carried over is five (5) days. Any carry-over request must be approved by the employee's Managing Supervisor and Human Resources. Forms are available on the HR intranet.

Sick Leave

The Mount recognizes the importance of providing attendance support to its employees and provides a comprehensive Attendance Support Program aimed at ensuring optimal medical care and return to health. The program covers all aspects of sick leave, including a return-to-work plan where appropriate. Further information on the program is available on the HR intranet.

Reporting Sick Leave - If an employee is unable to report to work due to illness or injury, the employee needs to advise their Managing Supervisor as soon as reasonably possible so arrangements can be made to cover key functions. For an illness longer than three (3) consecutive days, and/or for more than eight (8) non-consecutive sick days within a year, the employee will need to provide HR sufficient medical documentation from a physician that is acceptable to the University.

Short-term Sick Leave – An employee with more than one year of service will be entitled to paid short-term sick leave up to 119 calendar days, based on sufficient medical documentation. An employee with less than one year of service will be entitled to up to one (1) day of short-term sick leave for every month of service, based on medical documentation.

Early Assistance – In situations where the Mount has determined that an employee might benefit from the early assistance program, HR will collaborate with its service provider to determine appropriate support for a successful return to health. Support may include working with the physician and any medical specialists to provide a health assessment and treatment plan aimed at earliest return to health.

Long-term Sick Leave - After 119 calendar days of short-term sick leave, an employee may be eligible for long-term disability benefits, subject to approval by the service provider. Alternatively, the employee may have access to Employment Insurance (EI) Sick Leave Benefits.

Further information on the EI program is available at [here](#).

An employee who is ineligible for Long Term Disability may extend sick leave as unpaid leave beyond the 119th day of sick leave, subject to sufficient medical evidence in a suitable form as determined by the University.

An employee who has been on sick leave from her duties for two (2) consecutive years will be deemed to have ceased her employment, subject to any duty to accommodate.

Return to Work – In situations where the Mount has determined that an employee might benefit from a return-to-work plan, HR will collaborate with its service provider to determine appropriate support for a successful return to work. Support may include working with the physician and any medical specialists to provide a return-to-work plan and any need to accommodate that meets the needs of the employee and the operational requirements of their department.

Family Care Leave

An employee may take up to seven (7) days per fiscal year to care for an immediate family member (mother, father, spouse, child) in the event the employee is required to attend to the person's medical needs. Such leave may require appropriate documentation by the University.

Compassionate Care Leave

In accordance with Compassionate Care Leave legislation, an employee is entitled to an unpaid leave of absence of up to 26 weeks to provide care or support to a family member who is gravely ill and who has a significant risk of death. Approval for the leave will be based on proof of acceptance for the Employment Insurance (EI) Compassionate Care Benefits.

Further information on the EI program is available [here](#).

Bereavement Leave

In the event of the death of a member of the immediate family (mother, father, brother, sister, spouse, child), an employee will be granted leave with pay for up to seven (7) working days from the date of death. For extended family (in-laws, grandparents, grandchildren) employees will be granted leave with pay for up to five (5) working days from the date of death. This leave may be extended by the University in extenuating circumstances.

Court Leave

An employee served with a legal document requiring appearance as a witness in a legal proceeding, or called for jury duty, will be granted a paid leave of absence to carry out such duties. Such leave does not include personal legal cases. Notice of such required leave should be provided to the employee's Managing Supervisor as soon as possible.

Any per diem monies received for service in such proceedings will remain with the employee.

Pregnancy & Parental Leave

In accordance with legislation, an employee has the right to continue regular duties during pregnancy. To facilitate the hiring of a temporary replacement, the employee is asked to provide the University (Managing Supervisor and Human Resources) with as much advance notice as possible of the requested dates for the commencement of pregnancy leave and the expected date of return to work. Unless an early start date has been arranged by the employee, an employee's maternity leave will commence on her due date or upon the baby's birth, whichever occurs first.

Should pregnancy result in medical complications before the commencement of the maternity leave, such absence shall be considered as sick leave. In this case, the employee is required to submit medical support.

An employee is entitled to pregnancy and/or parental leave in accordance with provincial & federal legislation. During the first seventeen weeks of maternity leave, an employee who has been actively employed at the Mount for at least one year and is the primary caregiver is eligible to receive a combined University and Government contribution of 95% of their salary in accordance with the University and the Employment Insurance (EI) benefit. The employee must apply and be eligible for EI benefits for the twelve-month program only to be entitled to the sub-plan top-up. Parental leave in accordance with legislation may be taken in addition to maternity leave.

An employee eligible for the Supplemental Employment Benefits Plan is also eligible to accrue annual paid vacation for the period during which they collect the Supplemental Employment Benefits Plan.

An employee who is not eligible for pregnancy leave, but either through birth or adoption is eligible for parental leave, may apply for the sub-plan top-up. The member must have been employed for at least one year and be the primary caregiver. The employee must also apply and be eligible for the Employment Insurance (EI) parental benefit for the twelve-month program only to be entitled to the sub-plan top-up.

In the event of the birth or adoption of a child, the parent who has not applied for parental leave benefits or is not in receipt of Employment Insurance benefits during the parental leave period shall be granted leave with pay up to a maximum of one (1) week. Should the employee later decide to apply and receive parental/adoption leave benefits, the benefits will be reduced by any days already taken.

Emergency Leave

In the event of a personal emergency an employee may be granted up to two days of paid leave at the discretion of the Managing Supervisor and Human Resources.

Educational Leave

Employees who are registered for one or more courses at the Mount, that are relevant to their current position, are eligible for one paid day per term for study to be scheduled in accordance with the operational needs of the department.

Leaves of Absence Without Pay

The University recognizes that certain circumstances might arise where an employee may request time off beyond the normal vacation allowance. In such cases, employees may apply for a leave of absence without pay in accordance with the [Leave of Absence Without Pay Policy](#) available on the intranet.

Leave Approval Process

Where possible, an employee is expected to submit a request for all leaves of absence in advance of the commencement of the leave. The leave request must be submitted to the Managing Supervisor for approval through the online Leave form.

When using the online Leave of Absence Form, the employee's request automatically goes to their Managing Supervisor for approval. Upon approval, confirmations are automatically sent to Human Resources for processing.

Where it is not possible to submit a leave request prior to taking the leave, due to the cause of the absence such as hospitalization, the request should be completed as soon as possible. Human Resources may require documentation to substantiate leaves.

Community Volunteer Day

In support of the Mount's tradition of social responsibility and service to the community, the University provides opportunity for its Management and Professional Administrators (MPA) to apply for a one-day paid leave of absence each year to volunteer in the community. The process for approval is outlined in the HR Policy on Community Volunteer Day.

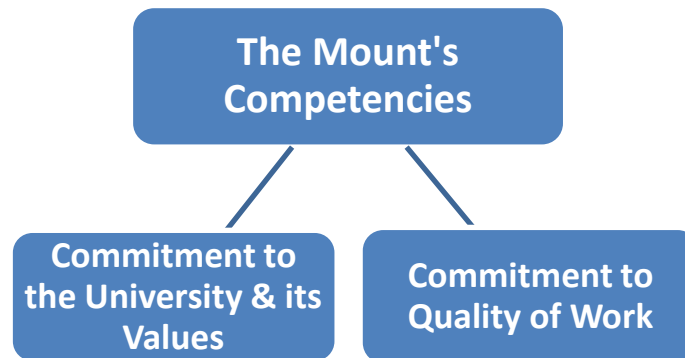
Annual Performance Development and Review Process

The Performance Development and Review Program is designed with professional growth of the employee in mind. It allows employees to take control of their experience at the Mount in a way that is forward-thinking, and creates positive energy in the work place. It is also a program that includes training for managing supervisors to be the employee’s best advocate for meeting their goals. Together, employees and managing supervisors will set goals on an annual basis, engage in on-going dialogue and feedback concerning the goals, and conduct a formal review at the end of the year to assess competencies, contributions and goal outcomes.

Our Competencies

The Mount has a set of competencies to describe the professional knowledge, skills and behaviours that employees require for Mount jobs at all levels, from leadership, managerial and administrative positions to positions held by individual contributors.

Our competencies are designed to link individual goals to organizational values and objectives, to promote a comprehensive performance evaluation system that takes into account objectives and behavioural competencies, and to encourage the development of leadership competencies.



Competency #1: Commitment to the University & its Values	
Overview:	Demonstrating a strong commitment to the University’s values and integrating these values into your work-life is a fundamental part of working at the Mount. You are expected to carry out your work in a positive manner that promotes a respectful and inclusive workplace, while promoting the unique and important mission of the University.
Outcomes:	Service Focus
	Engaged Leadership
	Creativity & Initiative

Competency #2: Commitment to Quality of Work

Overview:	The University’s success is intrinsically tied to our employees’ commitment to high-quality work. You are expected to be a subject matter expert in your area, and to work within deadlines to oversee the development, implementation and review of department initiatives. Through your work, you should contribute to the objectives of your department and the University.
Outcomes:	Expertise
	Implementation
	Communication

Setting and Evaluating Objectives

The Performance Development and Review Program works on a twelve-month cycle. By August 1, employees and their supervising managers should determine goals for the coming year. The goals should be based on performance expectations necessary to carry out the role in an exemplary way, to support the University strategic plan and objectives. These goals may include any individual professional development considerations. Employees and their supervising managers should provide each other with feedback on the progress of the goals throughout the year. At the mid-year point, typically by the end of December, employees and their supervising managers should reassess the goals to ensure they are still appropriate as written. Some changes may be required, but these should be agreed upon mutually and recorded on the form.

During the month of May and June, employees and their supervising managers review the goals, determine if they were achieved and to what level of satisfaction the performance expectations in terms of competencies have been met.

The employee should provide an annual report to the managing supervisor in advance of a performance meeting. The report should include a self-assessment of the past year’s objectives and position competencies. The employee and the managing supervisor will meet to complete and sign the performance review, and send the original to HR for inclusion in the employee’s personnel file. HR will seek approval from senior administration and arrange for a letter from the managing supervisor to the employee notifying them of any increment change to salary, normally by July 1 of each year.

Should an employee require significant performance improvement, the managing supervisor will work with HR to provide the employee with a specifically designed program to achieve satisfactory performance over the next year. Where such improvement does not occur, it could be considered just cause for dismissal.

The detailed process is outlined in the Introduction and Explanatory Notes to the Managers and Professional Administrators Performance Development and Review Program.

Performance Development Process Timeline

Dates	Process Step
May 1 to April 30	Performance Review Period
By August 1	Objectives finalized for coming year
By January 1	Mid-year check up on Objectives
May 1 to 30	Performance Review completed
By June 1	Department Head approves increment decision
By July 1	Salary increases implemented

Employee Development

The University recognizes the value, to both employees and the University, of ongoing professional development and life-long learning.

The University therefore encourages employees to participate in education, training and development programs that will help employees maintain and improve their current job performance and also improve opportunities for advancement to other positions within the University.

a. Responsibility

Employee development is a shared responsibility between the employee and the University. Employees are responsible for identifying growth and development opportunities which will allow them to become more effective in their current roles and also prepare themselves for future responsibilities.

The University is committed to considering these opportunities and providing support and assistance, subject to resource limitations and operational requirements.

b. Development Opportunities

Employees should discuss any professional development opportunities with their Managing Supervisor and determine if the departmental budget can fund the opportunity.

Technical Training

This includes training to meet the technical requirements of the position. This includes certification training, and refresher and update training in areas specified in position description qualifications. Depending on the type of training, the employee may be responsible to keep abreast of their field and the Managing Supervisor may require documentation to certify that the employee has met their responsibility. Where processes and/or systems are changed within the University, the department will work with the employee to arrange for appropriate training internally or externally.

Non-Technical Development – Future Position

In cases where such training is not directly related to current position qualifications, and the purpose is to provide development for future roles within the University, the Managing Supervisor will work with Human Resources to consider any viable support such as flexible hours or short-term leaves of absence, depending on operational requirements.

Emerging Leaders

The University offers an [Emerging Leaders Program](#) through strategic funding. Managers may submit requests for strategic projects through Human Resources for approval by the Senior Executive. When such opportunities become available Human Resources will post for applications.

Re-Assignment opportunities provide career growth and development for staff while offering hiring managers with access to timely replacements and opportunity to develop potential candidates for more permanent opportunities in their area (succession planning). Employees may make an expression of interest to Human Resources for consideration in future reassignment opportunities. The HR Guideline on Re-Assignment Opportunities for Staff provides detail on procedures for application and approval.

Resolution of Employee Concerns & Protection of Personal Information

Conflict Resolution

It is an objective of the University to establish a working environment where employee concerns are dealt with in a real and meaningful way. Employees are encouraged to bring forward concerns for discussion and resolution.

A concern is generally defined as an employee's expressed feeling of dissatisfaction concerning conditions of employment or treatment by management, supervisors or other employees.

The first step in resolving an employee concern is for the employee to discuss it fully with her Managing Supervisor in an effort to find an acceptable solution. If a solution cannot be found at this first step, either because of the complex nature of the problem or because it is a subject that cannot be discussed with her Managing Supervisor, then the employee should direct her concern to the next level of supervision, and then, if necessary, to Human Resources.

Expressions of concern by employees are to be treated as confidential. Individual identification shall only be made with the consent of the employee and as required to resolve the concerns.

Discrimination or Harassment Complaints

The Mount Harassment and Discrimination Policy is committed to providing and maintaining an environment that promotes the dignity of human beings. The Harassment and Discrimination policy prohibits harassment and discrimination and affirms that all members of the Mount community have the right to participate in activities at the University without fear of discrimination or harassment. All employees are responsible for reading and understanding the Policy. Any employee who believes they are being harassed or discriminated against may discuss the incident with either their managing supervisor, Human Resources or the Harassment and Discrimination Advisor. Contact information is available on the HR intranet. The Policy Against Sexual Assault along with the Protocol provide information on how to handle disclosures of sexual assault. Training is available through the Harassment and Discrimination Advisor's Office.

Mediation

Human Resources offers informal mediation services to assist with resolving workplace conflicts. These services are available to any employee who is having a conflict with a co-worker, supervisor, or any other member of the Mount community.

Protection of Personal Information

The University is committed to maintaining employee confidentiality. Access to file information will be subject to provincial privacy laws.

Employees may access their official personnel file maintained in Human Resources during regular office hours in company with an HR staff member. To access their official personnel file, employees should arrange an appointment with HR at least two business days in advance.

Discipline, Suspension and Discharge

An employee who has completed the probationary period may be disciplined or discharged for just cause.

Disciplinary action will be just and reasonable and commensurate with the offense. Depending on the seriousness of the incident, and at the Managing Supervisor's option in consultation with the Department Head, the discipline may include written warnings, suspensions or immediate discharge.

In consultation with Human Resources, normally the Department Head will investigate the incident and meet with the employee to outline the issue and hear an explanation. Any written warnings or letters of discipline or discharge will be placed in the official personnel file. Any final decision to discharge will be managed by Human Resources and requires the authorization of the relevant Vice-President and the President.

Leaving Employment at the Mount

An employee who is leaving employment at the Mount needs to provide as much notice as possible to ensure smooth operations continue and to allow appropriate time for any replacement to be hired and trained.

Retirement

An employee intending to retire should provide as much written notice as possible to their Managing Supervisor and Human Resources or at least two months in advance of retirement. This will allow Human Resources to provide appropriate and timely advice concerning transition of pension and benefits.

Resignation

Employees who wish to resign from their employment should provide as much written notice as possible to their Managing Supervisor and Human Resources or at least three weeks in advance of termination. This will allow the department to work with Human Resources to consider next steps up to and including hiring a replacement for the position.

An employee leaving the Mount will have their vacation entitlement pro-rated in accordance with the process outlined in the Leaves section of these Guidelines.

Exit Interview

Human Resources is interested in hearing from employees about their employment experience at the Mount. An exit interview is available to all employees and may be arranged by contacting Human Resources. The exit interview may be completed in person with an HR representative or in written form. The information will be treated confidentially and used in aggregate form only to assist the University in improving future employee experiences.