Leader Guide

Voluntary Retirement Incentive Program

Confidential | February 18, 2020

Table of Contents

LEADER INTRODUCTION

This guide has been developed to assist leaders evaluate the impact and make discretionary decisions related to the Voluntary Retirement Incentive Programs which may impact your faculty/unit.

In addition to providing background on the programs, this guide provides information on how impacted employees will be informed of eligibility, a checklist of your responsibilities as a leader, key messages to be communicated to employees together with resources and training opportunities for you.

PURPOSE OF THE PROGRAM

The Voluntary Retirement Incentive Programs are intended to achieve cost savings through incentivizing eligible University of Calgary faculty and staff to voluntarily retire. Notwithstanding this principle, it is of the utmost importance that our workforce is still well positioned to support the University's Eyes High strategy, organizational and research goals. It will therefore be important to understand that where discretion exists, the faculty/unit is thoughtful in positioning the University of Calgary to meet its objectives going forward while still ensuring fiscal prudence.

HOW WERE THE TERMS OF EACH AGREEMENT DETERMINED?

The terms of the Voluntary Retirement Incentive Programs were negotiated with the Faculty Association and the Alberta Union of Provincial Employees. The Faculty Association ratified the Voluntary Retirement Incentive Program with their members. The University also engaged with the MaPS Executive Committee on a program for MaPS which is consistent with the AUPE program.

NOTICE TO EMPLOYEES

Based on the employment group, a series of both broad and targeted communications have been sent. They included the following:

- Targeted emails to identified faculty and staff who may be eligible for the Voluntary Retirement Incentive Program
- General communication to all employees to develop awareness of the programs

WHAT ARE THE SPECIFICS OF THE PROGRAMS?

The specifics of each program and associated employee group can be found in **Appendix 1: Program Criteria Based on Employee Groups** as well as via the [Voluntary Retirement Incentive Program website](#) .

Employees are encouraged to seek out specific information relating to their personal circumstances via Total Rewards, HR: volretirementprogram@ucalgary.ca or through the PSPP website: www.pspp.ca or UAPP website: http://www.uapp.ca/ .

LEADER ROLE AND RESPONSIBILITIES

As the leader of one or more employees who has been informed that they could be eligible for the Voluntary Retirement Incentive Program, your key responsibilities are as follows:

- Start planning for the possibility that eligible employees within your faculty/unit apply for participation in the Voluntary Retirement Incentive Program. Some considerations are:

  - Review your workforce plan in conjunction with your HR Partner
  - Consider the requirement for knowledge transfer for applicants, as needed: knowledge transfer is the sharing and exchange of knowledge, expertise, specific job information and collected wisdom between leaders and employees and employee to employee. If you need assistance with how to develop a knowledge transfer plan see ***Appendix 2: Knowledge Transfer Plan Template.***
  - Review vacation, overtime, and flex liabilities (if applicable) for each applicant. Review AUPE and MaPS liabilities by following the reference guide: https://ecs.ucalgary.ca/dept/hr/_layouts/15/WopiFrame.aspx?sourcedoc=/dept/hr/Drupal%208/Training-Development/hr-manager-reports-reference-guide.pdf&action=default

- Engage your leadership team about possible implications of employees' participation in the Voluntary Retirement Incentive Program. Consistency across the faculty or unit for reviewing any applications requiring discretionary decision making is important.

RESOURCES AND TRAINING

Website Resources
The [Voluntary Retirement Incentive Program](#) provides information, timelines, resources and Frequently Asked Questions section. This website will be updated as new information becomes available. Employee Information Sessions are being offered to eligible employees, the details of which are identified on the website. Please allow your eligible employees to attend one of these sessions, where possible.

In-person Leadership Information Sessions
Information Sessions, led by Human Resource Services, will provide leaders with an overview of the programs, a comprehensive timeline and the process to determine eligibility and approval of applicants. These sessions will also provide leaders with an opportunity to ask questions.

Register for leader information sessions on the [Voluntary Retirement Incentive Program website](#)

Homewood Health (Employee and Family Assistance Plan provider)
homeweb.ca or 1.800.663.1142

Integrated Service Centre
403.220.8800 or hr@ucalgary.ca

HR Advisor, HR Services
For your faculty/unit, https://www.ucalgary.ca/hr/contact-us/hr-partners-and-advisors

As a leader, it is also important that you are aware of the Voluntary Retirement Incentive Program resources available to employees to ensure they are making an informed decision on their participation. For the most up to date information, please direct your employee to the [Voluntary Retirement Incentive Program website](#) .

HOW WILL THIS IMPACT MY STAFF BUDGET?

Please note that to the extent possible budget owners will need to plan for the impact of faculty and staff utilizing the Voluntary Retirement Incentive Program. Please note the following:

- Any AUPE staff who are approved as part of the program will be eligible for compensation increases associated with the AUPE Collective Agreement, effective April 1, 2020 and onward. The benefit charge rate will also increase.
- Although the Voluntary Retirement Incentive Program payments to employees are funded centrally, requests to backfill positions will require the Vice-President/Provost's approval is required prior to posting using the Job Opening Request (JOR). Please see Hiring Restraint Guidelines https://www.ucalgary.ca/hr/sites/default/files/teams/241/hiring-restraint-guidelines-november-2019-2.pdf .
- All vacation, overtime, and flex liabilities will be paid by the faculty/unit as these expenses are not centrally funded.

DECISION MAKING PROCESS

TUCFA: Academic applicants who meet the eligibility requirements of the Voluntary Retirement Incentive Program will be approved on the following basis:

- Eligible applicants will be automatically approved in order of decreasing points to a maximum of 5% of academic staff holding continuing appointments within each academic unit

- Where there are applications in excess of 5% of academic staff holding continuing appointments within each academic unit, the senior leader may approve additional applications in order of decreasing points to a maximum of 10%

AUPE: applicants who meet the eligibility requirements of the Voluntary Retirement Incentive Program will be approved, subject to manager discretion on the following basis:

- The ability to minimize operational impact
- The ability to achieve proven cost savings
- Maximum threshold of 5% of eligible staff per department or unit
- If a faculty/ unit is unable to approve all applicants under the threshold due to operational impacts or a lack of cost savings, preference will be given to the applicants with greater service.
- Final approval will be held at the Senior Leaders Team level with Executive Leadership Team oversight.

MaPS: applicants who meet the eligibility requirements of the Voluntary Retirement Incentive Program will be approved, subject to manager discretion, on the following basis:

- The ability to minimize operational impact
- The ability to achieve proven cost savings
- Final approval will be held at the Senior Leaders Team level with Executive Leadership Team oversight.

DISCRETIONARY CONSIDERATIONS

Where discretion on approval of applicants exists, leadership must ensure that the goals of cost-savings are balanced with operational and academic excellence in meeting current and future organizational goals. Where feasible, the University of Calgary's preference is to approve all eligible applications. Once leaders become aware of individual Voluntary Retirement Incentive Program applicants within their faculty or unit, it is important that leaders work in consultation with their HR Partner to determine if an application is approved or declined. In making approval decisions, it is important to review the following considerations to minimize operational impact and achieve cost savings:

- Re-bundling of work/duties
- Replacing role at a lower cost
- Determining if there is a need to backfill/repost "in kind"
- Potential for alternate organizational structures
- Potential for alternate service delivery models
- Any other pertinent factors specific to faculty/unit

As noted, upcoming information sessions will be offered to provide leaders with an overview of the Voluntary Retirement Incentive Program. These sessions will also provide leaders with an opportunity to ask questions and support leaders in any discretionary decision making. If you are not able to attend a session, please feel free to contact your HR Partner or Advisor for assistance at any step of the process.

KEY CONTACTS AND ADDITIONAL INFORMATION

If after reviewing the [Voluntary Retirement Incentive Program website](), you have unanswered questions or need assistance, contact:

Integrated Service Centre
- 403- 220-8800
- hr@ucalgary.ca
- Walk In inquiries: 7th floor Math Science Building, Main Campus and Health Sciences G204, Foothills Campus

HR Partner, HR Services
- For your Faculty/Unit, https://www.ucalgary.ca/hr/contact-us/hr-partners-and-advisors

Total Rewards, Human Resources
- volretirementprogram@ucalgary.ca

APPENDIX 1: PROGRAM CRITERIA BASED ON EMPLOYEE GROUPS

The below table has been developed for internal use by Human Resources and management as a quick reference guide to capture critical points of the *Memorandum of Agreement between the Governors of the University of Calgary and the University of Calgary Faculty Association***)** and the *Letter of Understanding between the Governors of the University of Calgary and Local 052 of the Alberta Union of Provincial Employees*

Criteria	TUCFA	AUPE	MaPS
Eligibility: Pension	Must be eligible to commence UAPP pension as of June 30, 2020.	Must be eligible to commence PSPP immediately.	Must be eligible to commence UAPP immediately.
Eligibility: Retirement notice	Not eligible if the employee has already submitted a notice of retirement or if employee has been approved or is already on reduced duties leading to retirement.	Not eligible if the employee has already submitted a notice of retirement or if employee has been approved or is already on reduced duties leading to retirement.	Not eligible if the employee has already submitted a notice of retirement or if employee has been approved or is already on reduced duties leading to retirement.
Eligibility: Seniority/Service	N/A	Eligible if the employee has at least 5 years of seniority.	N/A
Eligibility: Points required	At least 80 points (i.e.: total based on years of age and years of continuous service at the University of Calgary) as of June 30, 2020.	At least 70 points (i.e.: total based on years of age and years of continuous service at the University of Calgary) as of their termination date.	At least 70 points (i.e.: total based on years of age and years of continuous service at the University of Calgary) as of their termination date.
Eligibility: Current Employment Status	Must be a Continuing appointment – does not include contingent appointments.	Regular operating funded positions only.	Regular operating funded positions only.
Eligibility: Active Status	Not eligible if the employee is on a leave without pay during the application period. Eligible if on a Special Leave for pro-rated Voluntary Retirement Incentive Program based on Special Leave pay.	Eligible if actively working on application date.	Eligible if actively working on application date.
Cap	Automatic approval of 5% of academic staff holding Continuing appointments in each academic unit (i.e.: departments) in order of decreasing points.	Applications approved to a max of 5% of support staff occupying regular operating funded positions within a Dept/Unit. If unable to approve all applicants, preference will be given to	N/A

	Where there are applications over 5%, the Governors may approve up to max 10%.	applicants with greater service. If applications are over 5% for a specific Dept/Unit, approval may be granted at the discretion of Governors.	
Discretion	As noted, where there are applications over 5%, the Governors may approve up to max of 10% in order of decreasing points.	Applications may be refused for reasons such as, but not limited to: lack of cost savings, limited resources, continuity of operations, loss of expertise, ongoing need for the position, excess program uptake, etc.	Applications may be refused for reasons such as, but not limited to: lack of cost savings, limited resources, continuity of operations, loss of expertise, ongoing need for the position, excess program uptake, etc.
Payment	Paid as 85% (of Rank Salary) as salary continuance for 12 months commencing July 1, 2020 to June 30, 2021. Approved staff member may request a lump sum payment versus salary continuance paid in July 2020 and January 2021; however, approval of request is subject to Provost's discretion.	Lump sum payment equal to 2 weeks of pay per each full year of continuous service up to a max of 40 weeks, plus an additional one month of pay. Payment will be made the first pay period following the date the employee's employment terminates.	Lump sum payment equal to 2 weeks of pay per each full year of continuous service up to a max of 40 weeks, plus an additional one month of pay. Payment will be made the first pay period following the date the employee's employment terminates.
Pension/Benefits	If receiving salary continuance, the approved staff member's pension contributions will continue at 100% salary and they will continue to receive benefits in accordance with 3(c) of the MOA. No continuation of pension contributions or benefits for those approved to receive lump sums.	N/A	N/A
Re-employment	Approved staff member will not be eligible for re-employment or contract appointments at the University of Calgary until July 1, 2022 unless approved by the Provost.	Approved staff member will not be eligible for re-employment at the University of Calgary for a period equal to the number of weeks of pay received under the program.	Approved staff member will not be eligible for re-employment at the University of Calgary for a period equal to the number of weeks of pay received under the program.

Application deadline	Applications due March 13, 2020, once submitted it is irrevocable.	Applications due March 13, 2020, once submitted it is irrevocable.	Applications due March 13, 2020, once submitted it is irrevocable.
Intake and Process	Central HR intake - eligibility determined, application then approved based on descending order of points up to 5% within Faculty/Unit. Approval of a further 5% (up to 10% within a Faculty/Unit in order of decreasing points) will be at the discretion of the Governors.	Central HR intake – eligibility determined, then list of eligible staff to be reviewed by Senior Leader in consultation with HR Partner. Approval can be up to 5% of Faculty/Unit (or more than 5% at discretion of the Governors).	Central HR intake – eligibility determined, then list of eligible staff to be reviewed by Senior Leader in consultation with HR Partner. Approval can be up to 5% of Faculty/Unit (or more than 5% at discretion of the Governors).
Termination Date	Employment will end on June 30, 2021 in the case of members who receive salary continuance, and on June 30, 2020 for those who receive lump sum payments**.** On a case-by-base basis, and subject to the express written consent of the Provost and Vice-President (Academic), a Voluntary Retirement Incentive Program Approved Staff's last day of work may be extended past June 30, 2020.	Employees' employment will terminate within 60 days of the date of application approval and shall be no later than May 29, 2020, unless an earlier date is mutually agreed upon by employee and manager. Note: termination dates are at the discretion of University of Calgary and may be greater than 60 days however reviewed on a case-by-case basis.	Employees' employment will terminate within 60 days of the date of application approval and shall be no later than May 31, 202, unless an earlier date is mutually agreed upon by employee and manager.. Note: termination dates are at the discretion of University of Calgary and may be greater than 60 days however reviewed on a case-by-case basis.
Release	Approved Staff must sign and return to the Governors a release of claim and indemnity in favour of the Governors and the Association.	Employees who participate in the program must sign a release of claim and indemnity in favour of the University and return it no less than 2 weeks prior to the final date of employment.	Employees who participate in the program must sign a release of claim and indemnity in favour of the University and return it no less than 2 weeks prior to the final date of employment.

Name of Departing Employee:		Exit Date	
Current Role		Dept/Unit	

Communication

Individual/Group to Be Notified of Departure	Details	Responsible

Role Accountabilities and Expectations

Summarize the key accountabilities and expectations of the incumbent's role. This summary should highlight specific tasks and initiatives that the successor must take on.

Include the job description for a full description of accountabilities and expectations.

Accountability	Details/Reference and Status
[Describe goal]	
[Describe goal]	
[Describe goal]	
[Describe goal]	
[Describe goal]	
[Describe goal]	

Incumbent Knowledge Transfer Requirements

Document the knowledge and skills requirements for the key role, as well as any additional knowledge and skills possessed by the key role incumbent that will aid the successor.

Key Knowledge/Skill	Transfer Method(s)	Incumbent/Successor Responsibilities in Transfer	Time Frame for Transfer Completion
Key Contacts			
Procedures			
Systems and Processes			
Software knowledge/utilization			

Incumbent Alternative Work Arrangements

Delete this section if not applicable.

Describe any amendments to the incumbent's role during the remainder of his or her tenure in that role. This includes changes to job description, hours worked, primary work location, full-time status, increases in time off, etc. Also include any effects on other people, processes, or policies and associated communications or amendments that must be made.

Note: The work arrangement description here does not replace any legally-binding employment or contractual agreement. A separate, official document must be produced and signed by both the employee and employer if a substantial change is made in employment status.

Role Transition Checklist

The Role Transition Checklist offers a guideline for key transition activities that must be completed by certain dates to facilitate the transition.

Transition Administration Activities (Overseen by New Supervisor)	Completion Date	Comments
New position, accountabilities, and expectations discussed between successor and new manager.		
Effective date and probation period established for new position – agreed to by successor, current supervisor, and new supervisor.		
Support role of incumbent during transition period finalized (if applicable).		
HR/Payroll notified of pending position changes.		
Training requirements for new position discussed and executed/in progress.		
Current and new staff notified of position change.		
IT/Facilities notified of pending location and access changes.		
Exit interview of incumbent conducted (if applicable).		
[Insert other activity]		
[Insert other activity]		

Current Role Hand-off Activities (Overseen by Current Supervisor)	Completion Date	Comments
Information provided on relevant business issues		
Information provided on projects, initiatives, and tasks		
Information provided on direct reports (if applicable)		
Location of documents and records disclosed		
Key contact information provided		
Current colleagues notified		
Current clients notified (if applicable)		

Current vendors/service providers notified (if applicable)		
Relevant system IDs and passwords exchanged/reset		
Final employee performance review conducted by current supervisor		
Email auto response or forwarding		
Voicemail greeting change		

Questions for Considerations

1. Create an active work status report, outlining all projects, ongoing tasks, tips and other open items on which you are currently working.
2. Review the current job profile and ensure it is accurate (if required).
3. Assemble high level organizational chart and any other organizational structure information available (if required).
4. Highlight the key people (internal and external contacts) to whom we should be introduced before you leave the organization.
5. If Standard Operating Procedures exist for your position, ensure they are up to date, and please provide the location and last date of revision.
6. For specific files and records (electronic and paper) related to your position, please list and identify the location of each, and include the retention period.
7. Provide a list of important historical and reference documents.
8. Confirm the company property and equipment that is assigned. Where is it located?
9. Is there other information not requested that you feel it would be helpful for us to know? If yes, please provide.
10. Review the HR Website: Termination and Offboarding check list: https://www.ucalgary.ca/hr/hiring-managing/employment-changes/termination-and-offboarding