



UNIVERSITY OF
CALGARY

Management and Professional Staff: Terms and Conditions of Employment

Employee Handbook

This document is intended to provide a general framework to guide the employment relationship between the University of Calgary and Management and Professional Staff.

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GUIDING PRINCIPLES

The University of Calgary (the “university”) depends on the contributions of Management and Professional Staff (“MaPS”) to create a high-quality learning environment and support the [Eyes High](#) strategic direction.

This document provides a general framework to guide the employment relationship between the university and MaPS. Exceptions to these terms may be made as a condition of employment to support the recruitment and retention of critical positions. Exceptions can only be made following consultation with the Associate Vice-President of Human Resources, and in some cases may require the approval of an appropriate Vice-President.

The university retains the right to modify or amend this document in whole or in part from time to time on notice to employees of changes, as the university, in its sole discretion, considers appropriate.

This document will be formally reviewed every three (3) years and on an ad hoc basis when changes occur to practice, legislation, law, industry, or professional standards. This review process will provide MaPS the opportunity for greater consultation and feedback in matters related to their employment. In the event that any of the part of this document is invalid, unenforceable or void by law or legislation that part will be severed and the remainder will remain in full force and effect.

APPLICABILITY

This document guides the employment relationship between the university and each individual MaPS. MaPS may be classified into one of the following categories: Full-Time, Part-Time, Casual, Temporary Relief, Fixed Term, or Limited Term.

The [Public Service Employee Relations Act](#) (“PSERA”) governs the labour environment for non-academic staff at the university. Specifically, PSERA sets out the type of employees included and excluded from a bargaining unit. By the nature of their employment with the university, MaPS are excluded from a bargaining unit.

This document does not apply to MaPS working in Qatar. University of Calgary in Qatar employees receive competitive salaries, excellent benefits, and enjoy a positive, family centred work environment in a country with one of the world's most dynamic economies. For more information please visit the [University of Calgary in Qatar Careers website](#).

MAPS EXECUTIVE COMMITTEE

The MaPS employment group is represented by the MaPS Executive Committee. This committee is comprised of eight (8) to ten (10) members and is elected by MaPS. Members of the committee represent the MaPS employment group on many university committees and volunteer for activities related to MaPS.

The university recognizes the MaPS Executive Committee as elected representatives of MaPS. This recognition is intended to be of mutual convenience and is not intended to preclude individual representation by excluded employees in regard to their own employment.

EMPLOYMENT

Recruitment

The university is committed to advertising vacant positions in order to attract the best qualified candidates. The best candidate for the position will be selected based on qualifications, experience and the needs of the position.

The university is an equal opportunity employer committed to diversity and equity in employment practices.

Probation

The probationary period allows the university to evaluate new MaPS while providing time for the employee to demonstrate their ability to learn and perform their job. All new MaPS shall serve a probationary period of six (6) months. The terms of the probationary period will be clearly specified in the offer letter.

The probationary period may be extended up to a maximum of twelve (12) months, at the manager's discretion. Extensions to the probationary period should be communicated, in writing to the employee, one (1) month prior to the scheduled end of the probationary period.

Internal Transfers

The university supports job-related development opportunities for MaPS based on performance, talent, and potential. MaPS are encouraged to seek opportunities that support their career development.

After the first year of continuous employment at the university, MaPS may apply for an internal transfer. If successful at the first interview, MaPS shall advise their immediate Manager they are exploring a new opportunity and may be attending further interviews. If the MaPS candidate is selected as the preferred candidate, the hiring Manager will be required to conduct an internal reference check with the existing direct Manager or Senior Manager, before extending a verbal or written offer.

MaPS are not eligible to transfer to another position during the first year of employment at the university.

Hours of Work

The standard work week is thirty-five (35) hours; however, actual work schedules may vary according to business needs, service requirements and individual priorities. The university recognizes the contributions of MaPS may take the form of hours worked outside the standard work week. This contribution is recognized in the greater flexibility in working conditions which is generally left to the best judgment of MaPS (subject to consultation with their manager).

Service Date

A MaPS service date is calculated from the most recent date of hire with the university. For example, if a MaPS resigns, is terminated, or dismissed and is later re-hired, their service date will be the date of re-hire.

An employee working in a bargaining unit, who accepts a MaPS position, will have their service date calculated from their initial hire date.

MaPS who accept a position in a bargaining unit will have their service date calculated from their initial hire date; however, will have their seniority date governed by the applicable collective agreement.

Under no circumstances will any business unit require an employee to resign when moving between business units or when moving to a MaPS position from a bargaining unit position.

Relocation Expenses

The university may be required to recruit applicants and transfer existing MaPS in order to meet organizational needs. The [Relocation Expenses Operating Standards and Practices](#) document guides decisions regarding MaPS relocation expenses. All cost incurred to move MaPS is at the sole discretion and expense of the applicable department.

Flexible Work Arrangements

The MaPS Flexible Work Arrangement Program considers the university's commitment to excellence and a changing workplace that requires more flexibility and collaboration. This program provides managers and staff with the tools to implement Flexible Work Arrangements that ensure operational feasibility while promoting a balance between work and personal commitments. There are a variety of formal and informal arrangements available for eligible MaPS.

Click [HERE](#) for an overview of the formal flexible work arrangements, including detailed Frequently Asked Questions (FAQs) on the MaPS Flexible Work Arrangement Program.

Compliance with Policies and Procedures

Compliance with university policies and procedures is a shared responsibility between management and the individuals to whom those documents apply. The development, approval and implementation of these documents follow a standardized process outlined by the Department of University Legal Services.

It is the responsibility of all individuals working for or on behalf of the university to review and comply with applicable policies, procedures or other related governance documents. Failure to comply with applicable documents may result in discipline up to, and including, termination.

The [Policies and Procedures](#) website is the university's official source of governance documents.

Code of Conduct

The university is committed to promoting the standard of conduct outlined in the [Code of Conduct](#) policy. This standard of conduct preserves and enhances public confidence in the integrity, objectivity, and impartiality of our business and research activities. The university relies on all employees to uphold these standards by ensuring outside activities or financial interests do not interfere or influence their decision-making processes.

In accordance with the [Code of Conduct](#) policy, MaPS are responsible to avoid potential, perceived or real conflict of interest situations. MaPS are required to promptly disclose and address any conflicts should they arise.

Harassment Policy and Procedure

The university promotes an atmosphere of trust and respect that upholds the dignity of all, fair treatment of individuals while ensuring a harassment-free environment. As part of this commitment, the university provides access to supports, response processes, and other resources to ensure safety, well-being and respect.

For further information please visit:

- [Harassment Policy](#)
- [Workplace Investigation Procedure](#)

Respect in the Workplace

The university is committed to providing a workplace that respects and promotes human rights, personal dignity, and health and safety.

A respectful workplace is one that is healthy, safe, supportive and values diversity. It is a place where students and employees are valued; communication is polite and courteous; people are treated with respect; conflict is addressed in a positive and respectful manner, and disrespectful behavior, harassment, bullying, and discrimination are not tolerated.

For further information please visit:

- [Respect in the Workplace Program](#)

PERFORMANCE

Performance Assessment

[Connect to Perform](#), the university's refined approach to performance management, is an ongoing dialogue between employees and their managers. The intent is to empower employees to perform to the best of their abilities, enable continuous development, and integrate their individual contributions with the success of the Faculty/Unit.

This process includes clarifying expectations, setting goals, holding regular one-on-one meetings, identifying employee development needs and career aspirations, and assessing employee performance annually.

In accordance with the university's performance management process, MaPS are responsible for setting their own work goals. Managers are responsible for annually reviewing and evaluating their direct reports' performance. Salary increases are determined solely by performance, are reviewed annually and are effective April 1.

Performance Standards and Conduct

MaPS are expected to demonstrate a high standard of performance that includes demonstrating conduct consistent with university policies and achieving the outcomes for which they are accountable.

Where performance is less than satisfactory, the university is committed to providing staff members with an opportunity to improve performance and is committed to supporting a staff member's success. Most performance difficulties can be resolved at an early stage. When performance standards are not met, the university will provide support through focused performance feedback and coaching. If performance problems persist, further corrective measures will be taken.

These measures are intended to help staff members succeed by correcting any performance problems before they become more serious. Notwithstanding the foregoing, and for just cause, the university may proceed immediately with termination. Termination for just cause does not require notice or pay in lieu of notice.

Professional Credentials and Memberships

MaPS that possess professional credentials or membership in a specific professional association, must maintain good standing, where the credential is a requirement of their position. In the event of registration, license or membership changes, MaPS must notify their manager as soon as possible.

Relevant professional credentials or membership fees related to a MaPS position, as determined by the manager, may receive reimbursement of one (1) fee per calendar year. In cases where an additional license is essential in order to remain accredited, this fee may also be reimbursed. This will be at the discretion of individual managers.

Temporary Relief MaPS are not eligible for reimbursement and funds are pro-rated based on full time equivalent (FTE) for part-time employees. Fixed Term or Limited Term MaPS must have an employment term that is greater than twelve (12) months to qualify.

MaPS on maternity or parental leave are eligible for reimbursement while on leave.

**** Proof of expenditure (original receipts) must be provided and approved by your manager before reimbursement can be made.*

Learning and Development

As an integral part of achieving excellence in an organization, the university is committed to the ongoing professional development of MaPS. To support this commitment, MaPS are encouraged to access the many programs and services in place to assist with their ongoing development. The university offers a variety of programs, workshops, ELearning, guidebooks, articles, and more on a variety of topics aimed at developing MaPS for their current role as well as for future opportunities and career growth.

Learning and professional development is a shared responsibility between the university and all employees. Professional development planning shall be incorporated into annual performance appraisals and goal setting. University directed employee participation in internal/external learning and professional development is regarded as business authorized by the university.

The university values MaPS learning and development opportunities and offers a variety of programs and services which support career development such as:

- [U Begin](#)
- [U Advance](#)
- [U Fundamentals](#)
- [U Manage](#)
- [U Lead](#)
- [LinkedIn Learning](#)

The [Learning and Development Guidelines for MaPS](#) outlines the career development benefits supported by the university.

In addition, MaPS are eligible for [tuition support](#) after six (6) months of service with the university. Tuition support is pro-rated for part-time employees. MaPS are eligible for the value of four (4) academic credit courses (based on the course cost list in the *Fee Chart*) and four (4) Continuing Education courses (per Academic Year- July 1 – June 30), some exceptions and limitations apply.

COMPENSATION

Compensation Philosophy

The university recognizes the importance of attracting, retaining, and developing key talent. The university's compensation program rewards individual performance and contribution, while maintaining overall market competitiveness.

The [Career Framework - MaPS](#) provides information on the foundational philosophy, guiding principles, and guidelines of the university's compensation structure. In addition, the Career Framework outlines the job evaluation system used by the university to identify a position's career band and level and the corresponding salary range.

All salary decisions for MaPS will be governed by the [Salary Management Guidelines](#). These guidelines also detail the following:

- New Hire Starting Salary Decisions

- Promotional Salary Decisions
- Lateral Move Salary Decisions
- Movement to a Lower Career Band or Career Level
- Secondments
- Temporary Assignments
- Market Adjustments
- Red Circle Rates

Pay Periods

On designated pay days (typically the 10th and 25th of the month), Payroll deposits pay directly into a MaPS bank account. The [Payday and Holiday Calendars website](#) outlines the university's payment and payroll responsibilities.

BENEFITS

Coverage

The university provides a comprehensive benefits and pension program that is designed to promote a productive level of health and well-being to MaPS through coverage for, health, dental, life insurance, income protection for disability and retirement income planning.

Time associated with personal leave days, vacation and statutory holidays is calculated based on a FTE which is defined as a five (5) day work week at seven (7) hours per day. Entitlement to pension and benefits and paid time off varies by appointment type.

Plans

The Flexible Group Benefit plans are designed to accommodate the needs of a diverse workforce providing choice and flexibility. As part of the Total Rewards strategy, the university offers MaPS benefit plans which include:

- Group Life Insurance
 - **Basic:** Life insurance for self
 - **Optional:** Additional Life insurance for self, spouse, dependent children
- Long Term Disability
- Health Options
- Dental Options
- Critical Illness for self and spouse
- Accidental Death & Dismemberment
 - **Voluntary:** Additional Accidental Death & Dismemberment for self or spouse
- Health Spending Account
- Wellness Spending Account
- Employee and Family Assistance Plan (EFAP)

The university provides a complete and customizable range of benefits for MaPS, recognizing their unique and diverse needs. Detailed information on enrolment, changes in coverage and carriers is available on the [MaPS Flexible Group Benefits Plan](#) website. Flex Credits are allocated to the Health & Dental Options; excess credits can be allocated to either the Health Spending Account and/or the Wellness Spending

Account. The university allocates credits based on dependent / family status rather than full-time or part-time status.

Temporary relief appointments must work a minimum of fourteen (14) hours per week; however, are not eligible for Long Term Disability benefits.

Waiting Period

MaPS are eligible for benefits from the date of hire and receive Flex Credits based on dependent status. MaPS are covered from their first day actively at work in a benefit eligible position; however, there is a six (6) month waiting period for Long Term Disability coverage.

Pension

Participation in the Universities Academic Pension Plan (UAPP) is mandatory and a condition of employment. The UAPP is a defined benefit plan that, at retirement, provides a monthly retirement benefit based on the highest average salary (to pensionable salary caps) and pensionable service. MaPS and the university contribute equally to the UAPP.

It is important that all MaPS familiarize themselves with the details of this plan to understand participation rules and associated contributions that will be deducted from pay. Detailed information on UAPP rules, including contribution rates, is available at www.uapp.ca.

Sick Leave

Sick leave coverage provides MaPS with income when absent from work due to non-occupational illness or injury. Depending on the situation, medical documentation maybe required.

Upon hire, MaPS are entitled to 130 days of sick leave. If sick leave is used in the first three months of employment, it is paid at 70% of the MaPS' salary. After three months of continuous employment, MaPS become entitled to 20 days at 100% pay and 110 days at 70% pay (less any sick leave days that were used in the first three months of employment).

Each January 1, 100% sick leave coverage is refreshed based on the following schedule:

- After 3 months of service – 175 hours / year (25 days)
- After 12 months of service – 245 hours / year (35 days)
- After 24 months of service – 315 hours / year (45 days)
- After 36 months of service – 385 hours / year (55 days)
- After 48 months of service – 490 hours / year (70 days)

Each January 1, 70% sick leave coverage is refreshed based on the following schedule:

- After 12 months of service – 665 hours / year (95 days)
- After 24 months of service – 595 hours / year (85 days)
- After 36 months of service – 525 hours / year (75 days)
- After 48 months of service – 420 hours / year (60 days)

Sick leave coverage is pro-rated and based on FTE.

Paid Time Off

The university provides various paid time off provisions, as well as additional paid time away from work to conduct personal business and meet family responsibilities.

Named Holidays

Full-time MaPS are provided with time off for each of the following named holidays:

Named Holiday	Date
New Year's Day	January 1 st
Alberta Family Day	3 rd Monday in February
Good Friday	As designated
Easter Monday	As designated
Victoria Day	Monday before May 25 th
Canada Day	July 1 st
August Civic Holiday	1 st Monday in August
Labour Day	1 st Monday in September
Thanksgiving Day	2 nd Monday in October
Remembrance Day	November 11 th
December closure	December 25 th - 31 st or as designated

Part-time, Casual, or Temporary Relief Part-Time employees not scheduled to work on a statutory holiday shall receive 5% of their average daily wage in the pay period that the statutory holiday(s) occurs.

Vacation

Vacation is an important benefit that contributes to a healthy and balanced lifestyle. By fully using vacation time, not only do MaPS contribute to their own physical and mental well-being, they also assist the university in maintaining a sustainable organization.

The management of vacation, including scheduling, accrual, carry-over and payout is outlined in the [Staff Vacation Policy](#) and [Staff Vacation Procedure](#). Vacation accrual is pro-rated and based on FTE.

Years of Service	Vacation Days
1-7	20
8	21
9	22
10	23

11	24
12-21	25
22 +	30

Managers and employees should work together to ensure vacation time is scheduled and taken at a mutually agreeable time.

If you are admitted to hospital during the course of vacation, the time away can be considered as sick time if medical documentation is provided for the period of hospitalization and recovery.

Additional Time Off

During Stampede, MaPS shall receive one-half (½) of a normal working day off with pay. There is no entitlement to one half (½) day off if you are absent from work (for any reason) for the whole duration of Stampede.

MaPS are entitled to one half (½) of a normal working day off with pay for the Employee to attend their citizenship ceremony.

When December 24 is a working day, offices will open at 8:30am and close at 12:00pm. MaPS scheduled to work will be released at that time without loss of pay or reduction of vacation entitlement.

Personal Leave Days

Supervisory, managerial, or professional employees are not eligible for overtime. The university recognizes MaPS may work outside of the standard number of hours in the work week. Personal leave days are offered in recognition of any additional hours worked over the course of a year, and in addition to the greater flexibility in working conditions afforded to MaPS relative to other staff groups.

Some MaPS are eligible for three (3) personal leave days per calendar year (January 1 to December 31). New MaPS have a three month waiting period, after which time the personal leave days will be loaded on to the system and available for use. Each personal leave day shows as seven (7) hours in the payroll system and can be taken as hours.

Personal leave days are made available for the purposes of conducting personal business and meeting family responsibilities including attending appointments with family members. While the use of personal leave days is not restricted from being combined with vacation or long weekends, where applicable and appropriate, personal leave days are not intended for the purposes of extending other types of approved leave from work.

Personal leave days should not be used for your medical appointments. If a medical appointment is less than two hours, arrange to “flex” your time with your manager. If a medical appointment is greater than two (2) hours, the actual hours of the time away is to be coded as sick leave.

Personal leave days cannot be carried forward, will not be paid out, and will be forfeited if not used before the end of the calendar year.

Family Illness Leave

MaPS receive four (4) family illness leave days each calendar year. These days are made available to care for immediate family member (defined as spouse including common-law and/or same sex, child, step child, parent, parent-in-law, brother, sister, step brother, step sister, son-in-law, sister-in-law, daughter-in-law, brother-in-law, grandchild, and grandparent) in case of occasion illness.

Family illness days cannot be carried forward, will not be paid out, and will be forfeited if not used.

Bereavement Leave

Bereavement leave is provided in the event of a death in the immediate family (or other relative or close friend) for the purpose of attending the funeral or related matters.

Immediate family is defined as spouse (including common-law and/or same sex), child, step child, parent, step parent, parent-in-law, brother, sister, step brother, step sister, son-in-law, sister-in-law, daughter-in-law, brother-in-law, grandchild, and grandparent.

Up to three (3) working days plus up to another two (2) working days for travel without loss of pay or benefits will be granted in the event of a death of an immediate family member. In the event of a death of another relative or close friend, your manager may grant up to one (1) working day off with pay to attend the funeral services.

With managerial approval, bereavement leave can be extended by up to two (2) additional days without loss of pay and benefits for extenuating circumstances.

Managers may grant additional days without pay. Temporary Relief MaPS will be allowed the time away as unpaid time.

Jury Duty

MaPS are granted leave with pay and benefits for regularly scheduled hours of work for the purpose of jury selection or jury duty.

Managers may grant time away without pay if you are required to appear before a court of law for other legal matters.

Leaves of Absence

The university supports MaPS who require a leave of absence without pay for maternity, parental / adoption, or paternity purposes by granting them appropriate leave and access to benefits in accordance with applicable legislation.

The university recognizes that on occasion there may be a requirement to take unpaid time off or leaves of absence. All leaves will be administered in accordance with applicable legislation, the [Vacation, Maternity / Parental, and Leave without Pay](#) website, and unpaid leaves shall not otherwise be unreasonably denied where a valid reason is provided. If you have at least ninety (90) days of continuous service, you may qualify for a number of categories of unpaid leaves as described in Part Two of the [Employment Standards Code](#), including unpaid maternity and parental leaves.

Maternity Leave

Female MaPS that have completed six (6) months of continuous employment are eligible for top up payments for eighteen (18) weeks of maternity leave. During the first week (Employment Insurance waiting period), you receive 95% of your normal salary. During the remaining seventeen (17) weeks you will receive an additional top up benefit based on your sick leave provisions, your Employment Insurance benefit plus a percentage of income from the university.

Pension contributions are mandatory during the eighteen (18) week maternity leave if you receive top up payments during your maternity leave.

Female MaPS are eligible for unpaid maternity leave in accordance with applicable legislation, and regardless of length of employment female MaPS are eligible for unpaid maternity leave for any health-related leave required as a result of pregnancy and childbirth that may include access to sick leave benefits in accordance with the applicable benefit plans.

You are entitled to access Supplemental Unemployment Benefit (SUB) Plan benefits for the period of valid health related absence due to pregnancy during which you are in receipt of Employment Insurance maternity benefits.

Maternity leave may begin at any time during the twelve (12) weeks immediately preceding the expected date of delivery. Written requests for maternity leave should be submitted to your manager a minimum of six (6) weeks prior to the expected date of commencement of the leave, understanding that exceptional circumstances may prevent the determination of a foreseeable commencement date. The written request should include the planned last day worked and planned return to work date.

You shall reconfirm, or advise of any changes to, your planned return to work date by giving four (4) weeks written notice prior to the planned return to work date. Upon returning from maternity leave, you will either be re-instated into your former position or will be provided with alternative work of comparable nature and salary.

Adoption Leave

After completing six (6) months of continuous employment, MaPS are eligible for top up payments for eighteen (18) weeks of adoption leave. During the first week (Employment Insurance waiting period), you receive 95% of your normal salary. During the remaining seventeen (17) weeks you will receive an additional top up benefit based on your sick leave provisions, your Employment Insurance benefit plus a percentage of income from the university.

Adoption leave requests shall be granted, in accordance with applicable legislation.

Written requests for leave should be submitted to your manager a minimum of six (6) weeks prior to the expected date of commencement of the leave, understanding that exceptional circumstances may prevent the determination of a foreseeable commencement date. The written request should include the planned last day worked and planned return to work date.

You shall reconfirm, or advise of any changes to, your planned return to work date by giving a minimum of four (4) weeks written notice prior to the planned return to work date. Upon returning from parental

leave, you will either be re-instated into your former position or will be provided with alternative work of comparable nature and salary.

If two (2) MaPS are parents of the same child, adoption leave may either be taken wholly by one of the employees or may be shared by both employees, but the combined period of leave cannot exceed the maximum leave period prescribed by applicable legislation and only one employee can be on leave at one time.

Parental Leave

Parental leave requests can be granted up to the maximum period prescribed by and in accordance with applicable legislation. The requesting parent is eligible for employee insurance benefits; however, the university does not provide top up benefits for this portion of the leave. In addition, MaPS may retain or cancel benefits and/or pension by signing the *Benefit Directive*.

Employees who elect to continue pension contributions during their parental leave are responsible for the employee and employer cost of the pension.

Where both partners are university employees, the combined total parental leave is restricted to the maximum leave period prescribed by applicable legislation.

General Leaves of Absence

MaPS may be granted time off from employment to participate or attend to personal and/or educational obligations. Approval of general leave requests will be at the manager's discretion and will be contingent upon operational requirements.

MaPS are required to fulfill one (1) year of continuous employment prior to being considered for a leave of absence greater than five (5) days and less than six (6) months.

Written requests for leave shall include the reason for the leave, the last working day, and the date of return to work. You shall reconfirm your intent to return prior to the date of the expiry of the leave by giving four (4) weeks written notice. Upon returning from leave, you will either be re-instated into your former position or will be provided with alternative work of comparable nature and salary.

You will not be granted a leave to work elsewhere for gain without the express written consent of the university.

ENDING THE EMPLOYMENT RELATIONSHIP

Resignation

The university requires a minimum of two (2) weeks' notice of resignation in writing to the immediate manager. Resignation is not required for an internal employment transfer; however, MaPS are required to provide a minimum of two (2) weeks' notice when transferring positions.

Resignation notice periods are expected to exclude any unused vacation entitlement. Vacation shall not be used to extend the termination date.

All keys and other university property must be returned prior to the last day.

Retirement

MaPS are eligible to retire with an immediate pension from the Universities Academic Pension Plan if they are over 55 and have accumulated two (2) or more years of pensionable service. Written notification to the direct manager must be provided four (4) months prior to the chosen retirement date.

For further information please visit:

- [MaPS: Preparing for Retirement](#)

Abandonment of Employment

A MaPS who is absent without authorization or good and proper reason from their employment for three (3) consecutive workdays is considered to have abandoned their position.

The manager shall reasonably attempt to contact the employee during a period of unauthorized absence to determine the reason for the absence. If the manager is unable to contact the employee or the rationale for the absence is not acceptable, the employee shall be deemed to have resigned effective the final day of the unauthorized absence. In these situations, no severance will be paid.

Termination of Employment

The employment relationship may be terminated:

- in accordance with the progressive discipline principles;
- in accordance with the [Termination and Resignation - MaPS](#) website;
- by the university at any time, upon providing reasonable notice or pay in lieu of notice in accordance with the *Employment Standards Code* (Alberta) and applicable jurisprudence. Eligibility and decisions regarding severance will be outlined in the initial offer letter.