



# NORTHWEST COMMUNITY COLLEGE

# OPERATING PLAN 1997 - 2000

Submitted to the Board of  
Governors for Review  
February 1, 1997



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## Northwest Community College Operating Plan 1997 - 2000

### 1. Introduction

The Board of Governors at Northwest Community College has directed the College through the development of a four year operational plan that will dramatically change who we are and what we do. Even without the fiscal pressures to do so, it is a course of action that was due, some might even say overdue, in light of the dramatic social and economic changes that Canada and the rest of the world are experiencing as we enter a new millennium. The first steps in the development of this plan were taken last year when the College revisited its mission and operating principles and developed a five year strategic plan. The strategic plan has served as a foundation for the changes outlined in this four year operating plan.

Our communities continue to need and deserve access to an evolving and innovative set of college programs and services. At the same time, the attrition/retention and student success data demonstrate that there is an urgent need for more intensive and individualized assistance for a number of 'at risk' student populations studying at the College. Concurrently, the development of new technologies has placed significant demands on college resources to address escalating needs for technical support, equipment, software and the communication infrastructure required to improve the quality and the level of access our students and communities deserve. In addition, many of our facilities have aged and need attention if they are to continue to serve the College well. Finally, our staff require professional development opportunities if they are to stay current and, importantly, adapt to the rapid inexorable changes in the workplace that will occur during the next few years and beyond.

Why a four year plan? What the College is proposing should not and cannot effectively be done in one year. It would be unfair to impose changes of this magnitude in one year and would likely result in a disheartened rather than renewed organization. Neither our communities, our students nor College staff would have time to adapt over such a short time-frame. Our communities need *access, quality, and stability* in our programs of study if they are to be properly served. More pragmatically, there are always significant costs associated with change and, very often, true savings are not realized until a year or more has passed. Simply put, we cannot literally or figuratively *afford* to change all at once.

## 2. The Context

NWCC is serving more students, is offering a more diverse set of programs and services, has developed more meaningful partnerships, and is working in more communities in the Northwest than ever before in its history. The College has almost doubled in size by measure of students and staff in less than 10 years. NWCC has also been one of the most successful BC colleges at working with a new customer base over the last few years. The base revenue granted to NWCC by the Ministry of Education, Skills and Training exceeded 90% of our total revenues in 1989/90. By comparison, in 1995/96, the College received less than 70% of its total base revenues from this source. Using dollars as a measure, in 1989/90 the College provided less than \$1,000,000 in sponsored/contracted education and training for our communities. In 1995/96 the College received revenues amounting to \$3,800,000 for this type of work. The College is to be congratulated for the innovative work which responds directly to regional and community needs that is reflected in these figures. However, much of the sponsored program and contract activity has been with Human Resources Development Canada and other federal and provincial government sources. Last year, there were dramatic cuts in the federal government's involvement in education and training and this is one of the principle reasons the College is facing a deficit in funding today. A large portion of the College's other business has simply disappeared and we need to reconfigure to match the new context. Add to that, chronic low enrollment issues in a few program areas where we continue to spend a great deal and serve only a few and we have an explanation for the College's current fiscal context.

In this plan, we have simultaneously addressed these and other problems and will achieve other innovations in order to continue to be a relevant and healthy organization. We have focused on making *changes* and building on our strengths and not simply on making *cuts* to balance our budget.

## 3. Planning Assumptions

Within the limits of our resources, we have striven to ensure that:

- all aspects of the planning process and the recommendations arising out of the plan are consistent with the College's Mission Statement and Operating Principles.
- as a primary priority, our commitment to enrolled students is met.
- the plan equitably preserves quality, presence and access for each College community.
- the College maintains a comprehensive set of educational offerings in developmental, vocational, career-technical and academic studies.

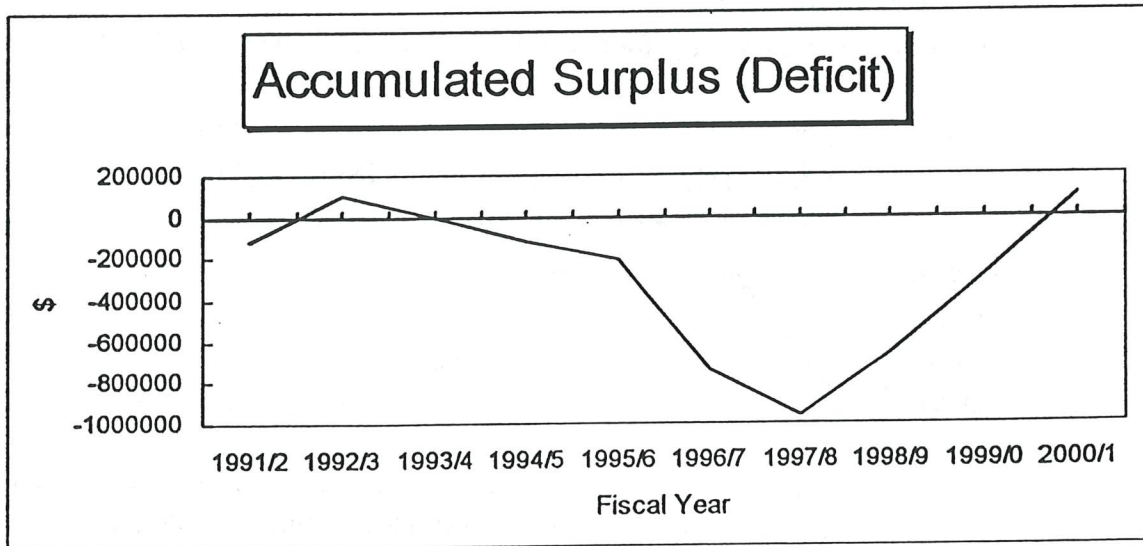
In addition, it is assumed that:

- we will serve a greater number of students overall (we are expected to maintain a 90-95% utilization rate for the next four years).
- tuition fees will not be increased in 1997/98.
- tuition fees will rise 2% per annum to match inflation beginning in 1998 (if the average fee increase across the province exceeds inflation during this time-frame NWCC will increase fees accordingly).
- capital funding will be severely restricted throughout the time-frame covered by this plan.
- funding provided for inflation for base operations will be 0% over the course of this plan.
- faculty salaries will be increased 1.8% in 1997/98 per the multi-institutional framework agreement and will be 0% for the remainder of the plan.
- non-salary inflation will average 2% during 1997 - 2000.

#### 4. Strategic Objectives

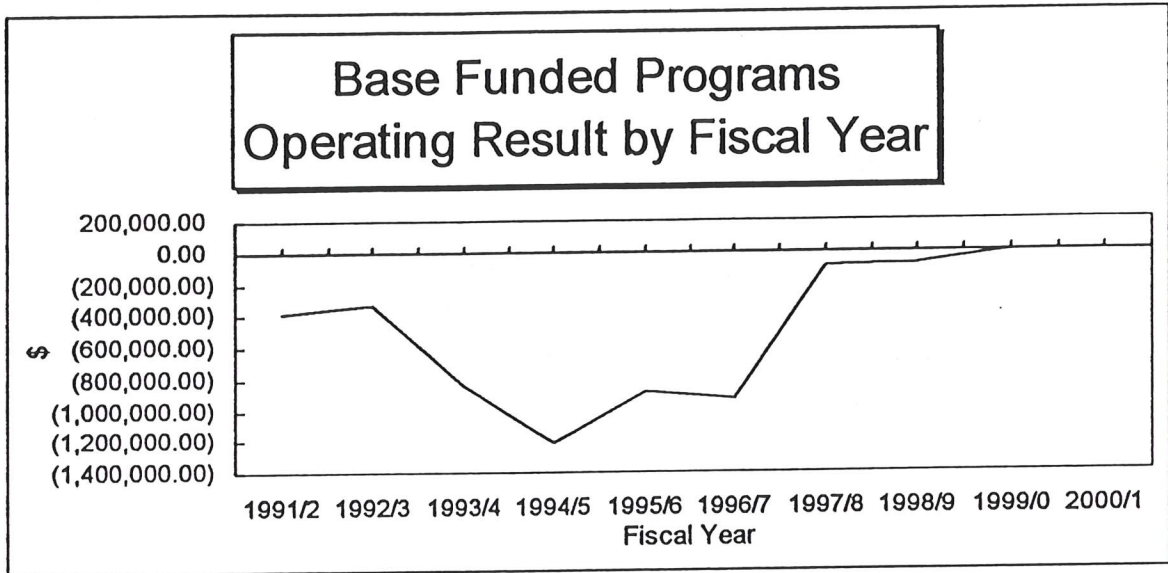
Specific strategic objectives of the plan are to:

- realize an operating surplus during 1997 - 2000 that will reduce the accumulated operating deficit of NWCC to \$0.
- - realize a modest operating surplus in the year 2001 and beyond.



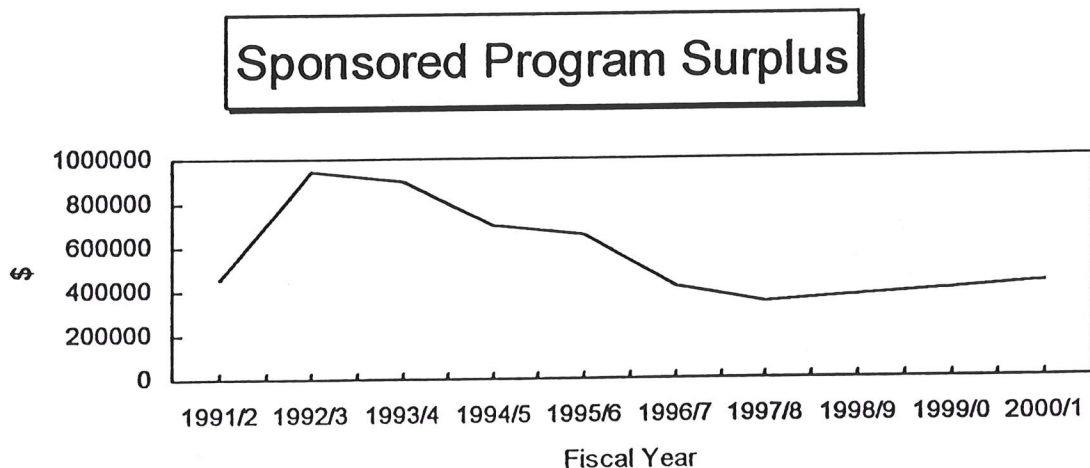
In order to reach these objectives we have:

- reduced the base funded programs and services annualized operating deficit of \$1.2 million (1994/95) over 3 fiscal years to \$93 thousand (1997/98).
- improved our 1996/97 projections for sponsored program and service revenue each year over the four year period addressed by the plan.



The surplus generated by achieving these objectives will be utilized to:

- 'pay down' the accumulated operating deficit.
- fund the ongoing development of our existing programs and services.
- maintain and add to our infrastructure (e.g., new communications equipment - Internet access, etc.).
- provide 'seed money' for new program and new service development projects.



## 5. The Process

Recognizing that NWCC has a history, existing infrastructure, and organizational strengths and weaknesses developed over years the planning process has:

- examined *all* existing programs and services using Board and Education Council Policy (see Appendix A; NWCC policy on program deletions and relocation). Looked at the value, effectiveness, and viability of each operational area as prescribed.
- identified new programs, services, activities that *should* be carried out during 1997-2000 using our strategic plan as a platform for the development of ideas.

Identified a variety of measures which:

- *improve* staff productivity
- *add* resources to the College
- *reduce* costs of existing programs and services
- *share* activities with other organizations and agencies (partners)

Data has been generated to provide information on:

- the cost of the program/service
- the revenue generated/lost by offering the program/service
- the staffing profile of the program/service
- program/service review recommendations where available

Programs have been specifically examined to determine:

- student demand for the program
- retention rates
- labour market relevance
- external endorsement
- the potential for non-traditional delivery or brokering

A number of College task forces and planning committees have been formed to achieve these ends. Each group has been guided by 'Terms of Reference' and supplied with a variety of information in order to do their work. In general, each task force and committee has been required to develop a vision of their area for the year 2000 and the incremental changes that are necessary to achieve that vision. A number of assumptions and specific objectives were made by each task force in advance of their work including but not limited to:

- dealing with status quo program funding (operating without subsidy)
- maximizing revenue

- setting program priorities
- achieving program integration
- developing alternative formats -- open learning components to maintain access for northwest communities
- utilizing prior learning assessment

In order to determine if basic structural change is required in our campus operations, Regional Directors were responsible for developing a campus/regionally based process to examine each NWCC campus operation to measure viability and value and to make broad recommendations to the Board of Governors for possible alternative means of structuring the College in order to meet the strategic objectives of the plan.

The College has implemented a human resources adjustment plan that has been endorsed by the Joint Labour Management Committee. The plan is voluntary, offered to all employee groups, and contains a broad array of options (see Appendix C; memorandum re: Human Resources Adjustment Plan).

## 6. Plan 97-2000 Synopsis

The senior management group has been responsible for the coordination and the adjudication of all recommendations coming forward from the task forces and planning committees. Although all participants were asked to consider the interrelationships between their areas of expertise and other parts of the College, it fell on the shoulders of senior management to take site specific and program/service specific analyses and recommendations and generalize them to the entire College context. Where there were major impacts upon a particular segment of the College's operation, it was important to ensure that the action was impartial, supported by the data, and that all possible alternatives were considered on a college-wide basis. Not all recommendations of the task forces and advisory committees have been incorporated into the plan -- the whole has proven greater and more complex than the sum of its parts.

A summary and detailed cost analyses of the following recommendations outlined by program or service area are contained in Appendix B; 1997 - 2000 Operating Plan (Detailed Spreadsheets). Discretionary spending on supplies and travel has been dramatically reduced in 1996/97 in all areas and will be further reduced over each of the years covered by the plan.

### Educational Programs

#### 1. *Natural Resources*

The economy of northwestern BC is built on the extraction of natural resources and much of the labour force in our region is dominated by those working in the natural resource industry or a related sector. Although we have, to-date, been unsuccessful in our attempts to add to our base funding to offer this type of education and training, in light of the importance of this area, we have chosen to offer more student spaces than we are



funded to deliver. A proposal has been made to both Forest Renewal BC and to the Ministry of Education, Skills, and Training to double the number of student spaces that NWCC is presently funded to deliver. If we are not successful in our bid to obtain additional resources to offer this program it will be scaled back to 84 student spaces over two years. The site for delivery of both the certificate and the diploma years will be determined through a process of community consultations. In order to maximize access to this program across the entire region, resources will be added to 'modularize' the curriculum. Interest has been expressed by other institutions in acquiring the expertise to develop and deliver a program of this kind. To address this opportunity, money has been allotted in 1997/98 to allow for the secondment of a staff member to assist in marketing our expertise and to continue to improve both the curriculum and instructional design of this and other program areas (see Program Support and Development).

## *2. University Credit/Transfer*

Since its inception, NWCC has struggled to offer a comprehensive set of accredited university courses in both the Arts and Sciences. The 1<sup>st</sup> year accredited program, with only a few exceptions, has been well-subscribed and highly successful for many years in both Terrace and Prince Rupert and continues to thrive at both of these centres. Last year, we successfully expanded our 1<sup>st</sup> year offerings to the Eastern Region. In contrast, many of the 2<sup>nd</sup> year accredited courses have been poorly subscribed for many years, particularly in the Sciences, with class sizes often numbering less than 10 students. In light of this, we will reduce the current offering of 206 sections to 150 sections in 1997/98.

## *3. Health and Social Services (Social Services Worker, Community Resource Worker, Early Childhood Education, Special Teacher Assistants Program)*

The College has worked for the past two years at the integration of curriculum in this area and in 1997/98 will offer a core certificate in a restructured program which sees the amalgamation of the Community Resource Worker and Social Service Training program. The College will have three specialty diplomas in Social Services, Child & Youth Care and Addictions in the revamped program. Early Childhood Education will work toward a restructured curriculum for 1998/99 in order to take advantage of the core curriculum. ECE will be offered in at least one other region in 1998/99. An integrated community health care worker program will be developed in 1998/99 and introduced in 1999-2000.

## *4. Business & Technology (Business Administration, Office Administration, Applied Technology, Applied Computer Technology)*

The College will build on the current demand and 'wait lists' for business and office education and training by adding to student capacity. Offerings in Business Administration will be rationalized across the regions with the intent of re-establishing the diploma year into at least three of the College's four regions. In addition to the current offerings, the Office Administration program will be made accessible throughout the region using an open learning format. The College will re-establish a diploma in Applied

Technology by 1999, integrated with the Applied Computer Technology program, and offer it to industry on a cost-recovery basis.

#### *5. Career & College Preparation*

The College will partner with other providers in several sites where we have had low enrollments in order to achieve greater efficiencies and to ensure that community resources for adult basic education are maximized. Stronger relationships between CCP curriculum and the career programs will be developed. We will focus our resources on offering 'transition' programs to students pursuing studies in Natural Resources, Health & Human Services, Business & Technology and other career programs.

#### *6. Trades*

The College will engage in a planning exercise to parallel the one being conducted by the province in the trades training area. It is anticipated that a new policy framework under development by the Province will see significant change in the Apprenticeship and Entry Level Trades Training areas. An assessment of industry needs in the northwest region will be conducted and NWCC will decentralize its current offerings to all regions over the course of a 4 year time frame. Partnerships with school districts throughout the region will be pursued to maximize the use of existing trades training facilities and resources.

#### *7. Other (Wilderness Guiding, Cook Training, Nautical Marine, Tourism)*

In partnership with UNBC, the College will develop a 2 year College diploma program in resource tourism which carries credit toward a third year of study in UNBC's Bachelors Degree in Resource-based Tourism. The Wilderness Guiding program will be expanded on a cost-recovery basis and the coastal eco-tourism program will be offered in partnership with a consortium of coastal community colleges (North Island, Malaspina, & Camosun).

### **Educational Support Services**

#### *1. Educational Services*

Several support services that are currently centralized in College Services - Terrace (e.g., the student Coop program, Services for Students with Disabilities) will be decentralized and like services established in each College region. One of two, Terrace based, librarian positions will be relocated to Smithers with the intent of enhancing learning resource services in the eastern region.

#### *2. Entrance Scholarships*

The current entrance scholarship program will be discontinued and will be replaced by a new scholarship and bursary program which will be linked to and supported by the newly created NWCC College Foundation.

### *3. Education Technology*

The need for technical support to our communications and computer infrastructure has increased dramatically during the last few years. In addition, many opportunities exist for improving student access to learning opportunities through the use of new technologies and the College will add new resources to this area to address these needs. Approval and support has been given by the Ministry for the development of a plan for the use of educational technology at NWCC. The College will add information systems technical support in 1997/98 and will dedicate additional monies over 4 years to increase data links to centres, increase data links to the Internet and to expand the current bandwidth for communications within and between campus operations.

### *4. Student Success*

NWCC has expanded its student support program during the last two years offering more services at more sites than ever before. The expansion has resulted in measurable success including lowered attrition rates in a variety of programs and improved completion rates by disadvantaged populations in a broad set of program areas. Several centres require additional resources/services and provision has been made in the plan to consolidate and in some centres add to student support services.

### *5. Literacy*

The College supports basic literacy and numeracy skills training in all four of its regions by providing modest grants to community-based, non-profit societies dedicated to providing this type of service by training and matching voluntary tutors with those in need. We will maintain our current levels of support throughout the life of this plan.

### *6. Program Support and Development*

Additional funds will be allocated in 1997/98 to allow for the secondment of a NWCC faculty member to assist with instructional design, program marketing, and the development of new methods of delivery in a variety of program areas (see comments; Natural Resources). Affiliation agreements with First Nations in the region who wish to establish training and educational opportunities will be established.

### *7. College Foundation*

A College Foundation will be established in 1997/98 and will be supported by existing College staff. A plan and targets for fund raising will be established early in the fiscal year. It is intended that the funds raised will be principally devoted to the creation of student bursaries and scholarships and in some cases may be targeted for specific capital projects (e.g., additional computer facilities).

## Administrative Support Services

### *1. Administrative Services*

NWCC will eliminate the position of Institutional Research Officer and will contract the service on a project basis. Support for project based work will be solicited from the newly created Centre for Education & Information Services. The College will

- continue work on an internal review in 1997/98 in preparation for an external review scheduled for 1998. The College will eliminate a part-time data entry clerk position (.6 FTE) and transfer duties of existing staff in administration services to oversee this work. The centre management position at the Queen Charlotte Islands/Haida Gwaii will be eliminated. The centre management positions in Houston, Hazelton, and Kitimat will be restructured to incorporate duties for covering extension and continuing education services.

## *2. Facilities*

The janitorial contract allocation has been reduced and a small savings realized through the establishment of a multi-year contract. A part-time summer grounds and maintenance position in Terrace will be deleted.

## *3. Computer Services*

The College will suspend the implementation of the 'Datatel' project for one year.

## Cost Recovery Services

### *1. Daycare*

The Terrace centre is the only NWCC campus operation which has an on-site childcare facility. The creation of the new Terrace daycare operation and the building which houses it was many years in the making. It is intended to serve both as a student - staff childcare facility and as a laboratory to our Early Childhood Education Program. The current operating subsidy of \$65,000 will be maintained for 1997/98 and will be incrementally reduced to \$0 by 1999/2000. The College will continue to pursue the establishment of community-based (rather than campus-based) childcare services for students in all other College communities.

### *2. Food and Residence Services*

The Terrace centre is the only NWCC college campus which has a cafeteria and residences. Presently, the Terrace residences operate on a full cost-recovery basis and the cafeteria operation is subsidized at \$115,000 per year. This operating subsidy will be reduced over 3 years to \$55,000 through a combination of increased cost-recovery community contracts and by achieving new operational efficiencies. The College will pursue partnerships in all communities to increase the availability of affordable student housing. Central region will investigate the conversion of part of the current Terrace campus residence operation from single to family units.

## **7. In Closing**

The 1997-2000 NWCC operational plan, in the final analysis, outlines a strategy to:

- balance the economic context and our communities needs
- foster stronger and healthier learning communities

- enhance our leadership role in our communities social and economic development
- continue to keep the College learner and learning focused
- set out a viable path to organizational financial health and vitality

Although this plan has met the overall strategic and specific objectives set out by the Board of Governors it is important to note that the work is not yet complete. It is critical that the planning process continue in order to improve upon these changes. This plan is dynamic and we must continually revisit these decisions in order to ensure that they meet the goals and objectives that we have set for our organization. The work of the task forces and planning committees will continue into the new fiscal year to improve and elaborate upon the achievement of the goals and objectives contained in the plan.

This planning exercise has been a difficult one for the entire organization. In some cases, participants disagreed with the goals and assumptions set out by the Board of Governors, particularly where these impacted an area of the College negatively and led to significant change. In general, we have a plan that builds upon our strengths and eliminates a number of weaknesses, however, the process to derive the plan has not been without its share of rancor and disagreement. The organizational health and stability that will be gained by implementing this plan will allow us to continue to address the issue of change both in terms of better serving our communities and in terms of working more closely together to achieve that end. Northwest Community College has and will continue to make significant contributions to the social and economic development of the communities in our region and is committed to meeting the educational needs of the communities we serve.

# APPENDIX A



NORTHWEST COMMUNITY COLLEGE

## DELETION OR RELOCATION OF COLLEGE PROGRAMS POLICY

Policy Number: \_\_\_\_\_

Issue Date: October 26, 1996

Supersedes: \_\_\_\_\_

Motion of the Education Council, and

Motion of the Board of Governors

Approved By

**POLICY: DELETION OR RELOCATION OF COLLEGE PROGRAMS**

General:

Decisions to delete or relocate base-funded programs shall be based on thorough consideration of a comprehensive set of criteria. These criteria shall include educational, social, economic, labour market and financial factors. No program shall be deleted or relocated on the basis of a single criterion. The process for decision-making will be open and inclusionary and decisions will be made in a collaborative manner. This procedure shall be part of the overall procedures relative to the yearly operational plan.

The administration of the College shall recommend program deletion or relocation to the Board of Governors in the form of a twelve-point background paper. The recommendation shall simultaneously be forwarded to Education Council for comment and advice.

Recommendations to the Board shall address the following factors (in no order of priority):

1. The cost of delivering the program.
2. The revenue generated by the program (grants plus tuition)/revenue lost by deleting the program.
3. The staffing profile.
4. Student demand (enrolment trends over the past three years, permanent residence of applicants).
5. Retention rates (completion statistics over the past three years).
6. Labour market relevance (employment of graduates; local, regional and provincial labour market trends/predictions).
7. External endorsement (professional accreditation, articulation agreements, support of potential employers, advisory committees, etc.).
8. Program review recommendations (summary of recommendations from the most recent program review, actions taken to meet the recommendations).
9. The impact of deletion/relocation on:
  - a) students
  - b) staff
  - c) community
  - d) other College programs
  - e) other institutions/agencies.
10. The availability of similar programs in the region/province.
11. The potential for non-traditional delivery or brokering.
12. The consultation process shall be with the individuals and/or stakeholder groups that will be affected.

# APPENDIX B



NORTHWEST COMMUNITY COLLEGE

## 1997 - 2000 OPERATING PLAN

(DETAILED SPREADSHEETS)



## Northwest Community College

## 1997 - 2000 Operational Plan - Summary

	Labour Adjustment Costs	Annual Cost Decreases (Increases)		Staff FTEs			
		1997/98	1999/00		2000/01		
1. Programs	\$325,000	\$707,000	\$679,000	\$659,000	-83.5	71	-5.9
2. Educational Support Services	45,000	(85,000)	(13,000)	(13,000)			-0.4
3. Administrative Support Services	133,000	322,000	337,000	344,000			-3.6
4. Cost Recovery Services	60,000	10,000	35,000	120,000			-3.0
5. Impact of Inflation		(322,000)	(390,000)	(383,000)			
Total	\$563,000	\$632,000	\$648,000	\$727,000	\$717,000	-83.5	71.0
5. Current Annualized Base Program (Deficit)		(725,000)	(725,000)	(725,000)			
6. Adjusted Base Program Surplus (Deficit)		(93,000)	(77,000)	2,000	(8,000)		
7. Sponsored Program Surplus		350,000	375,000	400,000	425,000		
8. Net Surplus (Deficit) from Operations		257,000	298,000	402,000	417,000		
9. One Time Restructuring Costs		493,000	25,000	45,000			
10. Net Surplus (Deficit)		(236,000)	273,000	357,000	417,000		
11. Accumulated Surplus (Deficit):							
Beginning of year		(741,000)	(977,000)	(704,000)	(347,000)		
End of year		(\$977,000)	(\$704,000)	(\$347,000)	\$70,000		

# Northwest Community College (1997 -2000 Operational Plan)

1.0 Programs	Planning Initiative	Labour Adjustment Costs	Annual Cost Decreases (Increases)		2000/01	Student Impacts		Staff FTEs	
			1997/98	1998/99		Capacity	FTEs		
1.1	Natural Resource Program The College is currently offering 140+ student spaces and is funded for 59. The College is seeking an additional 60 FTE funding from Forest Renewal B.C. to maintain and expand the current program. Location and the initiation of a modular program is being reviewed. If the College is not successful in obtaining additional funding the program capacity will be reduced to 84 FTE's over 2 academic years.	\$50,000	\$335,000	\$210,000	\$190,000	\$190,000	32.0	28.0	1.1
1.2	University Credit Program The College is currently offering 208 sections in Terrace, Prince Rupert and Smithers with an average utilization of 45.3%. The College is funded for 286 FTE's which at average personnel costs and instructional workload's translates into 136 sections. The College is proposing to reduce the program to 150 sections while maintaining current student numbers.	165,000	205,000	275,000	275,000	275,000	-121.5	0.0	-5.0
1.3	Health & Social Services Programs This program group includes Early Childhood Education, Community Resource Worker (Addictions & Mental Health), Social Service Worker, and a new proposed Special Teacher Assistants program.  The Colleges is currently engaged in a process of program re-structuring which will core common curriculum and provide for staggered intakes into a new integrated program.  The College will develop a community health program in 1998/99 and offer the program in 1999/2000.	110,000	97,000	139,000	139,000	139,000	-24.0	-15.0	-2.0
1.4	Business & Technology Programs This program group includes Business Administration, Office Administration, and Applied Computer Technology and Applied Technology.  The college is currently offering business programs in four centres and will address increased student demand in this area.		(25,000)	(35,000)	(35,000)	(35,000)	24	20	0.8
1.5	Career & College Prep. (ABE) The college currently offers CCP in all centres but needs to improve the student completion and utilization rates.		50,000	50,000	50,000	50,000	-18.0	18.0	-1.0
1.6	Trades Programs The Trades program will be reduced to better match formula funding. The program mix and location will be reviewed with an intent to decentralize offerings.		40,000	40,000	40,000	40,000			-0.6
1.7	Other Programs A number of program areas including Wilderness Guiding, Cook Training and Nautical will be reviewed. A new Resource Tourism program will be started in partnership with UNBC.		(30,000)	(35,000)	(35,000)	(35,000)	24	20	0.8
1.8	Supplies/Travel Program supplies and travel will be reduced.		35,000	35,000	35,000	35,000			
Total Programs Impact		\$325,000	\$707,000	\$679,000	\$659,000	\$659,000	-83.5	71.0	-6.9



# APPENDIX C



NORTHWEST COMMUNITY COLLEGE

## MEMORANDUM

### HUMAN RESOURCES ADJUSTMENT PLAN

# NORTHWEST COMMUNITY COLLEGE

## MEMORANDUM

**TO:** All employees  
**FROM:** Michael Hill, President  
**DATE:** November 14, 1996  
**RE:** Human Resources Adjustment Plan

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As you are aware, the financial situation at Northwest Community College is in an unfavourable deficit position. As one means of trying to address our fiscal situation, Northwest Community College is introducing a Human Resource Adjustment Plan. The Plan is a series of voluntary employment options intended to:

- restructure the human resources of the College to avoid or minimize lay offs
- maintain a vigorous and high quality work force at the College
- provide employees with alternative jobs or working arrangements
- provide employees with opportunities to pursue new careers or lifestyles

This plan is offered by the College and is endorsed by the Joint Labour Management Committee. The plan is based on several principles: 1) that it is voluntary, 2) it is offered to all employee groups, 3) there is a broad array of options, and 4) options are designed to address the College's financial challenges and to meet employee needs. All options are intended to support the spirit of existing collective agreements.

At this point, the College is asking for an expression of interest by any employees who may wish to pursue the outlined options. These options are meant to allow employees to:

- reconfigure your current job
- retire early
- start a new career or return to school
- start or expand your own business
- leave to pursue personal goals
- work on a temporary basis with another employee
- take a leave to study or travel

The College will have limited amounts of funds for the plan and approval will depend on a number of factors including College and department needs.

The following options are included in the Human Resource Adjustment Plan:

A) Reduced Work Load - This option would allow employees to voluntarily reduce their instructional or support staff working hours on a continuing basis. Employees would work fewer hours and may be able to restrict work to particular periods of the year. Some benefit entitlements would then be prorated based on

the conditions specified in the applicable collective agreement.

B) Job Sharing - This option would allow two or more full-time employees to share a single full-time position. Benefit entitlements would be prorated according to workload and the provisions of the collective agreements.

C) Secondment (full or partial) - This option would involve a Northwest Community College employee working for another employer. The College would then be reimbursed by that employer. During secondment you would remain an employee of Northwest Community College and retain all salary and benefits including seniority. The CUPE collective agreement has language which outlines secondment for their members.

D) Leaves of Absence (full or partial) - This option would allow employees to take a temporary leave of absence from the College to pursue further education, pursue other interests or make a transition to an altered career or lifestyle. These leaves may be granted full or partial for up to two years. Leaves for educational purposes are outlined in both collective agreements and different benefits may apply. Should an employee wish to work part-time and take an educational leave part-time, the College will consider paying the tuition fees.

Leaves of absence would be without pay, however, some benefit coverage could be continued dependent upon the type of leave.

E) Early Retirement - This option is to assist employees to retire earlier than intended. The eligibility for this option and the allowance which would be paid are outlined in both collective agreements. These allowances can be taken in a lump sum less statutory deductions or as an RRSP within statutory limits.

F) Voluntary Severance - This option provides a monetary incentive for employees to pursue a career or lifestyle change. Employees under this option would receive an incentive payment as outlined for severance in the collective agreement. Incentive payments may be paid as a lump sum less statutory deductions or as an RRSP within statutory limits.

G) Other Options - Should employees wish to suggest other options, please bring your ideas forward based on your individual needs and plans. All alternatives will be considered.

Should you have specific questions with respect to these options, please call Sheila McDonald at 638-5413. She plans to be in Houston on November 22nd and 23rd and Hazelton on November 24th and 25th so should any Eastern region employee like an individual appointment please call. Individual appointments can also be arranged for Western region employees. Sheila is in Terrace and Kitimat areas on a regular basis for appointments.

I am requesting that any employees who are interested in these options please express their interest by writing to Sheila McDonald, Director, Human Resources in an expedient a manner as possible. All letters will be kept confidential.