

Section	Administration, Human Resources
Category	

POLICY TITLE: MANAGEMENT STAFF TERMS OF EMPLOYMENT

PURPOSE:

The Dryden Regional Health Centre will make every effort to ensure that all employment experiences will be positive and personally rewarding.

It is the intention of the Dryden Regional Health Centre to:

1. Provide management that is skilled, fair, and concerned about the welfare of employees;
2. Competitively compensate each employee in accordance with assigned responsibilities, professional ability, dedication, and development;
3. Give first consideration to internal applicants for vacancies or new positions;
4. Discuss willingly and frankly any problems, complaints, or questions on Hospital policy;
5. Provide equal opportunity to all applicants and employees regardless of race, color, religion, national origin, gender, age, height, weight, marital status, or disability/handicap.

The information on the following pages is a compilation of the policies, procedures and benefits covering management employees at the Dryden Regional Health Centre. Please become familiar with the Personnel Policy Manual as it was designed to enable you to easily reference the policies affecting your professional life.

The personnel policies adopted by the Senior Leadership Team at the Dryden Regional Health Centre are intended to inform Management and Supervisory employees, and to guide the actions of the Management and Human Resources team in areas specifically addressed by the policy. These policies are not intended to be a complete statement of how the Hospital is to be managed nor are they to be construed as the sole source of administrative authority with respect to personnel matters.

The Hospital will inform covered directors/managers/supervisors of changes, additions, or termination of personnel policies by appropriate means.

This policy supersedes any and all prior policies, understandings, practices, customs, or agreements by the Dryden Regional Health Centre.

PROFESSIONAL DEVELOPMENT STATEMENT

The Dryden Regional Health Centre encourages all staff to stay current in their professional area, to acquire new skills, which support the programmatic emphasis or development of their department, or to retrain themselves to help meet institutional needs.

POLICY:

**A. Conditions of Employment**

This policy manual covers all directors/managers/supervisors who have department management responsibility and will be referred to as 'managers'.

## 1. **Employee Orientation**

All managers/supervisors shall receive a general Hospital orientation, which will include the following topics:

- a. Facilities Tour and Staff Introduction
- b. Organization Mission Statement, Goals and Objectives
- c. Organizational Structure and Function
- d. Hospital Code of Conduct – policies and procedure
- e. Continuous Quality Improvement
- f. Compensation, Employee Benefits and Human Resources Procedures
- g. Patient Confidentiality
- h. WHIMIS and Occupational Health and Safety Program
- i. Policies and Procedures
- j. AODA (Accessibility for Ontarians Disability Act)
- ~~j-k.~~ Employee Health Services

Formatted: Bullets and Numbering

General orientation will take place as soon as is possible following the hiring of the manager/supervisor. Orientation is the responsibility of the Senior Leadership Team.

## 2. **Code of Conduct**

Please refer to the Code of Conduct Policy and procedure through the DHRC Hospital Intranet.

## 3. **Definitions**

*Regular Full-Time Employee* - A manager/supervisor having paid hours of 1950 hours per year.

*Regular Part-Time Employee* – A manager/supervisor having regular paid hours less than 1600 hours per year.

*Term Worker* – A manager/supervisor who works on a regular basis (either full time or part time) but whose employment will have a start and an end date established prior to employment.

## 4. **Flexible Time**

Managers have no set hours of work. They are expected to apply as much time to their work as is required to facilitate the effective and efficient operation of the areas within the scope of their responsibilities. Excessive working hours are discouraged. Each individual manager has a responsibility to the organization and to himself or herself to maintain a reasonable balance between their professional and personal lives so that overall performance is consistent and effective. Managers who are unable to maintain this balance should seek assistance through their senior manager.

It is recognized that managers, by the nature of their positions, are often required to: attend meetings, resolve department problems, work on special projects, meet tight deadlines; and participate in other forums. Occasionally these activities occur on evenings, weekends and holidays. At the same time, when responsibilities permit, a Manager may choose to be absent

on occasion, to attend to personal endeavours with the approval of his/her senior manager. These days are not to be taken in blocks, like vacation and should not conflict with any management responsibilities that are required.

#### **5. Local Business Travel**

If managers/supervisors are required as part of their job duties to travel within the immediate town area, they will be reimbursed for use of their personal vehicle. **Please see Local Travel Policy.**

#### **6. Extended Business Travel**

In order to be reimbursed for expenses incurred while travelling on business, it is necessary to complete a business travel request form. This form is to be authorized by the department head/Senior manager and the Chief Executive Officer/Designate, if greater than \$500.00. After completing the travel, an expense report must be submitted along with the authorized travel request and valid receipts for accommodation, transportation, meals, registration fees and all other expenses, which are to be reimbursed by the Hospital. The expense report must be authorized by the department head/Senior Manager and the Chief Financial Officer/Designate. Personal vehicle use will be paid at the published rate per kilometre. Mileages to common destinations will be fixed based on a table of destinations available in the Business Office.

#### **7. Education Travel**

All leaves for education must be properly authorized as per the Dryden Regional Health Centre's Staff Development and Training Policy. In order to be reimbursed for expenses incurred while travelling for education purposes, it is necessary to complete an education request form. This form is to be authorized by the department head/Senior Manager, and the Chief Executive Officer/Designate, if greater than \$500.00.

After completing the travel, an expense report must be submitted along with the authorized education request and valid receipts for accommodation, transportation, meals, registration fees and all other expenses, which are to be reimbursed by the Hospital. The department head/Senior Manager, and the Chief Financial Officer/Designate must authorize the expense report.

#### **8. Licences and Registrations**

It is the responsibility of the employee to submit proof of all certification and licensure required by the nature of their occupation to the satisfaction of the Hospital. This written documentation will be placed on the personnel file of the individual concerned. Failure to provide the required documentation could mean suspension pending proof of qualifications. Please submit all required documents to the Human Resources Department by March 31<sup>st</sup> each year.

#### **9. Occupational Health and Safety**

The Dryden Regional Health Centre is committed to providing a safe work environment for its managers/supervisors. Managers/supervisors have a responsibility for their own safety as well

as that of their co-workers, in order to help minimize injuries, promote a healthy workforce, and protect the health of patients.

The Dryden Regional Health Centre is committed to a modified work program to help injured workers get back to their pre-injury jobs as soon as possible. Injured workers qualifying for the program will be given work and hours that they can comfortably perform, relative to the nature and seriousness of their injury.

## **B. *Employee Performance Appraisals***

### **1. General Information**

The Dryden Regional Health Centre uses a Performance Development Process (PDP) approach to employee performance appraisals. The process is an opportunity for self-examination. It is a tool to identify your individual strengths, weaknesses and goals. It is also an excellent mechanism to communicate effectively with your department manager/Senior Manager

The process of the PDPs is divided into three steps:

1. The employee completes the PDP independently
2. The department manager/Senior Manager completes the PDP independently
3. The employee and the department manager/Senior Manager meet and together complete the PDP Reconciliation/Summary.

### **2. Appraisal Periods**

Probationary managers/supervisors shall be evaluated once before the end of their three-month (450 hours for an employee whose hours are less than full-time) probationary period, with a PDP, with an interim evaluation at the end of six (6) weeks (225 hours for an employee whose hours are less than full-time). These evaluations are due in the Human Resources Department not later than fifteen (15) calendar days before the end of the probationary period.

All managers/supervisors shall go through the entire PDP process at least once in a two-year period following the end of their three-month probationary period. The long format of the Performance Development Process (PDP) is completed at the first evaluation at three months and the condensed format of the PDP is then utilized. For managers/supervisors who fall under the Merit Pay policy, their performance will be reviewed on a yearly basis. Please see the Merit Pay policy for further information.

## **C. *Compensation***

### **1. Payroll Processing**

#### *a. Time Reporting*

Time for managers/supervisors is reported on forms provided by the Human Resources Department on an exception basis (recording of hours other than those actually worked such as

annual leave, holidays, sick leave, etc.). Managers/supervisors are responsible for accurately filling in and signing time sheets, and having their department manager/designate approve any exception to their schedule.

*b. Pay Schedules*

Employees are paid on the second Thursday following the end of a pay period. Pay periods are two (2) weeks. Paystubs are distributed on alternate Fridays unless that day falls on a holiday, in which case paystubs are normally distributed on the immediately preceding workday. All regular payroll will be paid via direct deposit in the employee's bank account. Employees are responsible for checking the accuracy of deposit slips so that any errors can be corrected prior to the deposit date.

**2. Stand-By and Call-in Pay**

Managers/Supervisors who are required to take formal call as a replacement for a regular technologist or attendant shall be paid at the rate of \$3.20 per hour. Where such standby duty falls on a paid holiday, the manager shall be paid at a rate of \$3.70 per hour. Upon call-in they shall receive a minimum of 4 hours, which is to be banked at straight time and taken as time off.

**3. Shift/Weekend Premium and Banked Overtime (Nursing Supervisors only)**

Evening Premium (1530-2230):

- i. April 1<sup>st</sup>, 2008 \$1.55/hr
- ii. April 1<sup>st</sup>, 2009 \$1.70/hr
- iii. April 1<sup>st</sup>, 2010 \$1.85/hr

Night Premium (2330-0730)

- iv. April 1<sup>st</sup>, 2008 \$1.85/hr
- v. April 1<sup>st</sup>, 2009 \$2.05/hr
- vi. April 1<sup>st</sup>, 2010 \$2.25/hr

Weekend Premium (2330 hrs Friday to 2330 hrs Sunday)

- vii. April 1<sup>st</sup>, 2008 \$2.00/hr
- viii. April 1<sup>st</sup>, 2009 \$2.20./hr
- ix. April 1<sup>st</sup>, 2010 \$2.25/hr

Those hours worked in addition to their regularly scheduled shift may be banked at straight time and compensating time off taken at a mutually agreeable time.

**4. Merit Pay Policy**

The Hospital's merit pay system encourages outstanding individual performance and organizational accomplishments. The merit pay system shall provide for monetary awards to managers/supervisors based on past meritorious service and contribution to the mission and goals of the organization. It is the intention of the policy to improve morale by providing visible job and salary growth and provide positive incentives for outstanding performance.

Merit pay increases are based on the following factors:

- The performance of the employee as reported in the annual PDP Reconciliation/ Summary.
- The appropriate pay level within the range considering the employee's performance in relation to the performance of others in the range.
- Pay increase funds available
- Recommendations of department managers, approved by Senior Management

Please see the Merit Pay Policy for additional information.

#### **D. Employee Benefits**

The following are brief descriptions of the employee benefit plans that are available to managers/supervisors and are subject to change. Detailed descriptions and plan brochures can be found in the Human Resources Department.

##### **1. % in Lieu of Benefits**

All managers/supervisors not employed on a regular full-time basis shall receive 13% of their gross wages earned (9% if a member of the HOOPP) in lieu of fringe benefits.

##### **2. Hospitals of Ontario Pension Plan (HOOPP)**

As a defined benefit plan, HOOPP will provide you with a retirement income based on a formula that takes into account your earnings history and service in the Plan. Your contributions are based on your earnings and the Plan's contribution formula. Please see the Human Resources Department for current contribution amounts and for further information on the HOOPP Plan.

Full time managers/supervisors must join the plan on the first day of employment with the Dryden Regional Health Centre, or upon becoming a full time employee. Part-time and casual managers/supervisors can join into the HOOPP Plan after they have worked a minimum of 700 hours or earned at least 35% of the year's maximum pensionable earnings (YMPE). Please see the Human Resources Department for further information.

##### **3. Hospitals of Ontario Disability Income Plan (HOODIP)**

This plan provides short-term and long-term income protection.

Short Term Sick Plan - This plan offers managers/supervisors up to 75 days of income protection per incident based on a percentage of regular gross salary. If you become totally disabled and are unable to work, you may receive a Sick Pay benefit up to 100% of your earnings (see table below).

<u>Years of Service</u>	<u>Percentage of Regular Gross Salary</u>
at least 3 mos.	66.23%
at least 1 year	70%
at least 2 years	80%
at least 3 years	90%

at least 4 years

100%

#### Long Term Disability Plan

This is a mandatory program for all full-time managers/supervisors after six (6) months of service. Managers/supervisors contribute 25% of the premium for the long-term plan. Disability coverage begins following the short-term sickness period (15 weeks) and UIC disability periods (15 weeks).

#### **4. Extended Health Care**

After 3 months employment, all regular full time managers/supervisors are eligible to enrol in the Extended Health Care benefit, which includes:

- Drug benefit program (equivalent to Blue Cross Drug Formulary #2),
- Vision care benefit in the amount of \$250/every two years, plus one eye exam. This amount includes use of laser surgery. Effective April 1<sup>st</sup>, 2010 the vision benefit increases to \$300.
- Hearing aide coverage to \$500 per person/lifetime
- Physiotherapy, Massage and Chiropractic services – maximum payment of \$350 annually for each service/per insured person.

The Extended Health Care benefit is subject to a \$15-\$25 deductible per year depending on whether the employee elects single or family coverage. The employee pays 25% of the premium cost of the plan.

#### **5. Dental Plan**

After 3 months employment, all regular full time managers/supervisors are eligible to enrol in the Dental Plan, which includes procedures covered under Blue Cross Dental Plan #9 or equivalent, using the current ODA fee guide. There is no deductible for this benefit and the employee can choose single or family coverage. The employee pays 25% of the premium cost of the plan.

The Dental Plan benefits include the following:

- Dentures - Annual maximum of \$1000/50% co-insurance
- Major restorative services – Annual maximum of \$1000/50% co-insurance
- Orthodontic services - \$2000 lifetime maximum/50% co-insurance
- Basic services – recall exams twice/year

#### **6. Semi-Private Hospitalization**

After 3 months employment, all regular full time managers/supervisors are eligible to enrol in the Semi-Private Hospitalization Plan, which includes coverage for acute care semi-private hospital accommodation. There is no deductible and the employee may choose single or family coverage. The Hospital pays 100% of the premium cost of the plan.

#### **7. HOOGLIP Life Insurance Plan**

After 3 months employment, all regular full time managers/supervisors must enrol in the Hospitals of Ontario Group Life Insurance Plan (HOGLIP), which provides life insurance coverage for 2 X salary or basic coverage of \$5,000. The Hospital pays 100% of the premium cost of the plan.

**8. Accidental Death and Dismemberment**

After 3 months employment, all regular full time managers/supervisors must enrol in the Accidental Death and Dismemberment Plan, which provide life and accident insurance coverage. The Hospital pays 100% of the premium cost of the plan.

**9. HOVLIP Life Insurance Plan**

After 3 months employment, all regular full time managers/supervisors may enrol in the Hospitals of Ontario Voluntary Life Insurance Plan, which provides competitive group term life insurance coverage for up to 3X salary. Spousal coverage is also available. Managers/supervisors may be required to submit medical evidence of insurability to the carrier prior to acceptance in the plan. The employee pays 100% of the premium cost of the plan.

**10. Canada Savings Bonds Payroll Deduction/ R.R.S.P. Payroll Deduction**

As a service to managers/supervisors, the hospital offers the purchase of Canada Savings Bonds and RRSPs by payroll deduction. Due to the administrative time required to offer this service, managers/supervisors are reminded to carefully plan for their financial needs. Cancellations, arrears and changes to the deductions are time consuming and may jeopardize the Hospitals ability to offer this service.

**11. Retiree Benefits**

The Hospital offers to all managers/supervisors who retire and have not yet reached age 65 and who are in receipt of the Hospital's pension plan benefits, semi-private, extended health care and dental benefits on the same basis as is provided to active managers/supervisors, as long as the retiree has been a member of the benefit plan for a minimum of three (3) months and pays the Hospital the full amount of the monthly premiums.

**12. Part-time Benefits**

The Hospital offers to all permanent part-time managers/supervisors, semi-private, extended health care and dental benefits on the same basis as is provided to active managers/supervisors. Managers/supervisors pay 100% of the monthly premium, in advance and would continue to receive their in lieu %.

**13. Staff for Staff Payroll Deduction**

The Staff for Staff committee is a committee made up of employees within the hospital who plan and coordinate staff activities. All employees have the option of paying into the Staff for Staff Committee, through payroll deduction, to fund a variety of staff activities, such as BBQ's, staff functions and prizes. A \$5.00/pay contribution gets broken down in the following manner:



<b>Deduction</b>	<b>Amount</b>
Dress Down Sticker	\$2.00
50/50 Payday Draw	\$2.00
Hospital Foundation – money donated to the Foundation goes directly toward the purchase of capital equipment for the Hospital	\$1.00
<b>Total</b>	<b>\$5.00/pay</b>

**E. *Leaves of Absence***

**1. Vacation**

Managers/Supervisors are required to arrange vacation time with their senior manager. All vacation requests will be considered and approved subject to the requirements of the department. Due to the replacement factor of their position, it is suggested that if at all possible, managers limit their vacation time to a maximum of a three-week block.

The Vacation benefit is as follows:

<u>Full Time</u>	<u>Part Time/Casual</u>	<u>Full Time</u>
5 weeks	10%	After one (1) year of service
6 weeks	12%	After fifteen (15) years of service
7 weeks	14%	After eighteen (18) years of service
8 weeks	16%	After twenty-five (25) years of service

Part time manager/supervisors shall advance on the vacation grid following the completion of the equivalent years of service as a full time employee. One (1) year of service equals 1,500 hours.

The vacation year runs from April 1<sup>st</sup> to March 31<sup>st</sup>. Only vacation earned in the previous vacation year may be taken in this period. Vacation payout will only be done upon termination or change in status (full-time to part-time or casual), unless there is written consent from the Chief Executive Officer or designate.

Please refer to the specific vacation request guidelines within your department.

**2. Sick Time**

All employees are required to report their absence due to illness to the Employee Health Nurse and the Human Resources Department. For absences greater than three (3) days, the Employee Health Nurse/designate may require employees to submit a medical certificate as to the nature and extent of their illness or disability during the period of absence.

Where an employee's scheduled vacation is interrupted due to serious illness requiring hospitalization, the period of such hospitalization shall be considered sick leave. Please see the Attendance Support Policy and procedure for more information regarding sick leave.

### **3. Statutory Holidays**

The following days will be observed as Statutory Holidays.

New Year's Day	August Civic Holiday
Family Day	Labour Day
Good Friday	Thanksgiving Day
Victoria Day	Remembrance Day
Second Monday in June	Christmas Day
Canada Day	Boxing Day

Managers/supervisors who work on these days are entitled to a corresponding lieu time to be taken at a mutually agreeable time. Managers/supervisors shall not have more than three (3) Statutory Holidays banked at any particular point in time.

### **4. Bereavement Leave**

In the event of a death in the "Immediate family", (ie. father, mother, brother, sister, spouse, child, father-in-law, mother-in-law, son-in-law, daughter-in-law, brother-in-law, sister-in-law, grand-parent, grandchild, step-mother, step-father, step-child, grandparent of spouse, grandchild of spouse) up to three (3) consecutive working days within seven (7) days of the date of death may be granted with pay. An employee shall be granted one (1) day bereavement leave without loss of regular earnings to attend the funeral or equivalent for his/her aunt, uncle, niece or nephew. If travel is required for the funeral, five (5) consecutive working days will be paid as bereavement leave

Additional time, without pay may be granted at the discretion of the Chief Executive Officer or designate.

Where an employee's scheduled vacation is interrupted due to bereavement, the employee shall be entitled to bereavement leave and will not be deducted from the employee's vacation entitlement.

### **5. Education Leave**

Requests for educational leave should be forwarded to the department manager/Senior Management for consideration on an individual basis. This leave may be paid or unpaid depending on the nature and scope of the education and its application to the employee's current position or future development. Please see the Staff Development and Training Policy for further information.

### **6. Business Leave**

All leaves for conducting hospital business shall be approved by the department head and the Chief Executive Officer.

## **7. Court Attendance**

If a regular full-time or regular part-time employee is required to serve as a juror in any court of law or required by subpoena to attend the court of law in connection with a case arising from duties with the employer, he/she shall not lose his/her regular pay because of such attendance provided that he/she:

- 1) Notifies the employer immediately upon notification that he/she will be required to attend court;
- 2) Presents proof of service requiring his/her attendance;
- 3) Properly repays the amount other than expenses paid to him/her for such attendance to the employer.

## **8. Pregnancy Leave**

Pregnancy leave shall be granted in accordance with the provisions of the Employment Standards Act as amended.

The employee shall give written notification one (1) month prior to the commencement of the leave of her request for leave together with the expected date of return.

The employee shall re-confirm her intent to return to work on the date originally provided to the Hospital by written notification at least four (4) weeks prior thereof.

Vacation entitlement is not earned while on pregnancy leave, however unpaid vacation may be taken as granted.

## **9. Parental Leave**

Parental leave shall be granted in accordance with the provisions of the Employment Standards Act as amended.

The parental leave of an employee who takes a pregnancy leave must begin when the pregnancy leave ends unless the child the child has not yet come into the custody, care or control of the parent for the first time.

Parental leave may begin no more than thirty-five (35) weeks after the day the child is born or comes into the custody, care, or control of a parent for the first time.

The employee shall give written notification one (1) month prior to the commencement of the leave of the request for leave together with the expected date of return. In the case of adoption, the employee shall advise the Hospital as far in advance as possible of having the qualified to adopt a child and shall request the leave in writing upon receipt of confirmation of the pending adoption.

The employee shall re-confirm the intent to return to work on the date originally provided to the Hospital by written notification at least four (4) weeks prior thereof.

Vacation entitlement is not earned while on parental leave, however unpaid vacation may be taken as granted.

## 10. Sub-Plan

### *Pregnancy Leave*

On confirmation by the Employment Insurance Commission of the appropriateness of the Hospital's Supplemental Unemployment Benefit (SUB) Plan, an employee who is on pregnancy leave and has applied for and is in receipt of Employment Insurance pregnancy benefits pursuant to Section 18 of the Employment Insurance Act shall be paid a supplemental employment benefit. That benefit will be equivalent to the difference between eighty-four percent (84%) of her regular weekly earnings and the sum of her weekly Employment Insurance benefits and any other earnings. Such payment shall commence following completion of the two (2) week Employment Insurance waiting period and receipt by the Hospital of the employee's Employment Insurance cheque stub as proof that she is receipt of EI pregnancy benefits. The Hospital SUB plan shall continue for fifteen (15) weeks.

### *Parental Leave*

On confirmation by the Employment Insurance Commission of the appropriateness of the Hospital's Supplemental Unemployment Benefit (SUB) Plan, an employee who is on parental leave and has applied for and is in receipt of Employment Insurance parental benefits pursuant to Section 20 of the Employment Insurance Act shall be paid a supplemental employment benefit. That benefit will be equivalent to the difference between eighty-four percent (84%) of his/her regular weekly earnings and the sum of his/her weekly Employment Insurance benefits and any other earnings. Such payment shall commence following completion of the two (2) week Employment Insurance waiting period and receipt by the Hospital of the employee's Employment Insurance cheque stub as proof that he/she is receipt of EI pregnancy benefits. The Hospital SUB plan shall continue for ten (10) weeks.

The employee does not have any vested right except to receive payments for the covered employment period. The plan provides that payments in respect of guaranteed annual remuneration or in respect of deferred remuneration or severance pay benefits are not reduced or increased by payments received under the plan.

## 11. Worker's Compensation

All workplace injuries are to be reported to the Hospital as soon as is possible following the incident. The employee will be interviewed regarding the accident as part of the policy, which requires that an incident investigation of all workplace accidents must take place as soon as possible so that management action can be taken to help prevent that or a similar type of accident from occurring.

An employee prevented from performing his/her regular work with the Employer due to an occupational accident that is covered by the Workers' Compensation Act and for which he/she has a valid medical certificate shall receive from the Employer, seventy-five percent (75%) of his/her gross salary for a maximum of fifteen (15) weeks or until the claim has been processed, whichever is less. Any difference in monies either from the Employer or the Employee shall be reimbursed.

Failure of the employee to reimburse the Employer for monies owing will result in disciplinary action against the employee including, but not limited to, suspension without pay.

The Hospital shall attempt to find modified work for all managers/supervisors off on Worker's Compensation if possible and practicable.

**12. Extended Leaves of Absence**

If an employee's absence, without pay, from the Hospital exceeds thirty (30) continuous calendar days, he/she will not accumulate service for purposes of vacation entitlement and sick leave benefits for the period of absence. In addition, the employee will become responsible for full payment of all subsidized employee benefits in which he/she is participating, for the period of the absence. The employee must make arrangements with the Hospital to prepay the premiums so that coverage will not be interrupted.

**13. Other Unpaid Leaves of Absence**

Any employee may apply for unpaid leave. Approval of an unpaid leave is at the sole discretion of the department head. Extended leaves beyond 5 working days must be approved by the Chief Executive Officer or designate.



DEPARTMENTAL POLICY