

TOBAGO REGIONAL HEALTH AUTHORITY



HUMAN RESOURCES POLICY AND PROCEDURES MANUAL FOR SALARIED EMPLOYEES

Authorization

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Tobago Regional Health Authority Human Resource Policies and Guidelines For Salaried Employees

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REGIONAL HEALTH AUTHORITIES (CONDUCT) REGULATIONS, 2008**

1.1 APPLICABILITY OF MANUAL

This manual provides a means of formalized and systematic documentation of policies and guidelines approved by the Government of Trinidad and Tobago for the Regional Health Authorities (RHAs).

1.2 EFFECTIVE DATE

This manual will take effect from

1.3 AVAILABILITY OF MANUALS

Manuals will be made available and distributed to each Authority and to Institutions, Administrative Units and Employees, as appropriate.

1.4 UPDATING THE CONTENTS

Additions, Deletions and Revisions

- i. **Approvals:** All additions, deletions or revisions to this manual, require the written approval of the Minister of Health or his duly authorized representative.
- ii. **Responsibilities:** The Human Resource Department of the respective Authorities is charged with the responsibility for ensuring that the review and implementation of policies and procedures are maintained and communicated to staff.
- iii. **Revisions:** Revisions shall be issued by appropriate documentation, which will permit rapid updating of the manual with a minimum of expense and effort. Each revised notification will be numbered in sequence and show clearly the section and subject to which it applies. Instructions for incorporating in the manual will be contained in the notification. The revision will remain in effect until replaced by another formal revision. Policies being replaced shall be identified.

1.5 DEFINITIONS

In the Policy Compendium

- i. “**Authority**” means the Tobago Regional Health Authorities (TRHA).
- ii. “**Employer**” means the Tobago Regional Health Authority in which an employee is employed.
- iii. “**Association**” means any Trade Union recognized by the Registration, Recognition and Certification Board as the bargaining body for monthly paid employees in the TRHA.
- iv. “**Salary**” means Basic Salary.
Allowances shall include COLA, travelling, on call/consultation. These shall be excluded from salary.
- v. “**Shift Worker**” a worker who is required to work on a continuous or non-continuous shift cycle in accordance with the shift roster.

Shift Work means work that is carried out on two or more shifts within an Authority on a continuous or non-continuous basis.

Continuous shift - one in which there is continuous work, twenty four (24) hours per day and seven (7) days per week and where Saturdays and Sundays are normal days of work and days off will be in accordance with the shift roster.

Non-continuous shift – one in which there is continuous work for no more than sixteen (16) hours per day over five (5) days per week and where two (2) days off shall be Saturdays and Sundays.

- vi. “**Re-Assignment**” means official movement of an employee from one workplace to another workplace in a same position within the same Authority.

- vii. **“New Employee”** means any person (temporary or otherwise) employed by the Authority for the first time.
- viii. **“Transfer”** means the permanent movement of an employee from one Authority to another or from the public service, a statutory authority or other similar body, to an Authority or **vice versa**.
- ix. **“Secondment”** means the temporary movement, for a specified period, of a permanent employee in an Authority to another Authority or outside of the service of the Authority to an approved organization. This includes the temporary movement from the service of an approved organization to an Authority.
- x. **“Ministry”** means Ministry of Health and shall be construed to also include the Tobago House of Assembly (THA).
- xi. **“Length of Service”** includes continuous service in the public service and or an Authority immediately prior to transfer to an Authority.
- xii. **“Head of Department”** means the Medical Chief of Staff, the General Managers, Area Administrator or their equivalent.
- xiii. **“Company Property”** means all Company owned or leased property used by employees.
- xiv. **“Drug”** means any chemical substance that produces physical, mental, emotional, or behavioural change in the user.
- xv. **“Drug paraphernalia”** means an equipment, a product, or material that is used or intended for use in concealing an illegal drug, or otherwise introducing into the human body an illegal drug or controlled substance
- xvi. **“Illegal Drug”** means the following:
 - a. Any drug or derivative thereof whose use, possession, sale, transfer, attempted sale or transfer, manufacture, or storage is illegal or regulated under any local law or regulation.

- b. Any drug, including – but not limited to – a prescription drug, used for any reason other than that prescribed by a physician.
- c. Inhalants used illegally

xvii. *"Under the influence"* means a state of not having the normal use of mental or physical faculties resulting from the voluntary introduction into the body of an alcoholic beverage, drug, or substance of abuse.

In this document unless otherwise stated the masculine includes the feminine.

HUMAN RESOURCE PHILOSOPHY AND POLICY FRAMEWORK

TRHA's Human Resource Philosophy

The Regional Health Authorities (RHAs) believe that our human resources constitute our most valuable asset. Physical, financial and time resources are but passive agents in our request to deliver cost effective quality health care to our clients. We recognize that it is our human resources who create the results desired by our internal and external customers by expending their physical and mental energies and productive relationships with plant, equipment, machinery, land, money, systems and time.

As a health care provider the Tobago Regional Health Authority is committed to the concept of employee and stakeholder involvement in the delivery of quality health care. From a Human Resource Management perspective, the Authority from its inception continues to foster harmonious interaction among all categories and levels of staff, and seeks to promote the concept and practices of Wellness throughout the organization. The Authority recognizes the importance of people in all facets of its operations and therefore strives to create an organizational culture that reflects the significance of its human resource as a critical enabler in the realisation of its Vision and Mission.

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Subject:	GENERAL HUMAN RESOURCES POLICY

Given our recognition of the importance of the human resource function in the achievement of the Authority’s Mission and Vision all aspects of our operations must be people focused. Accordingly, the Authority has created a Human Resource System in which the Human Resource Management functions of Organizational Planning, Organizational Development, Employee Services and Industrial Relations is clearly delineated, structured and staffed, to ensure coherent and effective responses to the needs of Management and employees alike so that quality health care can be continuously delivered.

I. Organizational Planning

The Authority will at all times be flexible in responding to changes in its internal and external environments. The structure, functional differentiation and job designs will therefore be kept under constant review and will be seen at all times to be capable of delivering appropriate health care services to our customers.

II. Integration

The Authority recognizes the importance of motivating employees to work. Employee motivation is based largely on our ability to integrate the interest and needs of our employees with the objectives of the RHAs and to create a climate within which employees develop and maintain feelings of belongingness and meaningfulness.

The Authority will therefore ensure that at all times the physical, psychological, social, technical and procedural environments, within which work is performed, are appropriate. Therefore the employees’ range of skills, knowledge and specific competencies will be effectively utilized in achieving our Mandate which is the delivery of affordable, cost effective quality health care.

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Performance will be the major criteria for upward mobility. In addition, the Authority has developed and implemented programmes for ensuring employees' health and welfare are provided for. Therefore every effort will be made to promote recreational, sporting and social developments.

III. Industrial Relations

The Authority recognizes the right of every employee to organize, bargain and be represented by an employee representative body of their choice, subject to the provisions of the Industrial Relations Act. This right however, must be exercised in accordance with the provisions of the RHA Act of 1994.

Notwithstanding the legal and regulatory considerations, we will seek to promote positive and productive relationships with employee representative organizations by creating and maintaining a forum within which employees' participation in decision making at various levels of the organization will become a reality and form the basis on which a good Industrial Relations Climate will be achieved.

IV. Employee Discipline

The Authority regards discipline as an integral component in the achievement of its goals and objectives.

Management will therefore ensure that all employees are familiar with the rules, regulations, conventions, standards of conduct and the corrective measures related to offences committed. These corrective measures must at all times be regarded as progressive discipline aimed

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at ensuring that the offending individual assumes full responsibility for his/her actions and to encourage conformity to acceptable standards of behaviour/performance in the workplace. In keeping with the principles of Natural Justice, employees will be given the opportunity to be heard.

V. Termination

Termination of employment is an inevitable part of Human Resources function within any organization, and many of the reasons for termination are routine. Below are a few examples of some of the most common circumstances under which employment is terminated:

- **Resignation** – voluntary employment termination initiated by an employee.
- **Termination** – involuntary employment termination initiated by the RHAs (See table 1 - Reasons for termination)
- **Layoff** – involuntary employment termination initiated by the RHAs for non-disciplinary reasons.

Any employee who terminates employment with the Authority shall return all materials that are property of the Authority. No final settlement of an employee's pay will be made and all items must be returned in appropriate condition. The cost of replacing non-returned items will be deducted from the employee's final month's salary. Furthermore, any outstanding financial obligations owed to the Authority will also be deducted from the employee's final cheque payment.

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Employee’s benefits will be affected by employment termination in the following manner. All accrued vested benefits that are due and payable at termination will be paid. The employee will be notified of the benefits that may be continued and of the terms, conditions, and limitations.

In the event of termination of employment, employees will be given one (1) month’s notice or payment in lieu of notice, provided that such termination is not for cause. Likewise employees must give the RHAs one month’s notice of their impending departure from the company or payment in lieu of notice.

VI. Delegation of Authority

To ensure the efficient and effective delivery of human resource services at all times, delegation and/or decentralization of the human resource function and authority will be encouraged at all levels of the organization.

VII. Implementation of Policies

Management will take appropriate steps to put the necessary procedures in place to ensure effective policy implementation. The Human Resource Department will ensure that line managers are actively conversant with these policies and related procedures and that managers apply them in keeping with the Principles and Practices of good Industrial Relations. The Authority recognizes its responsibility to ensure that these policies are properly communicated to all staff especially new entrants to the organization.

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VIII. Policy Changes

This Manual supersedes all previous memos that may have been issued from time to time on subjects covered in this Manual.

However, since our business and our organization are subject to change, the Authority reserve the right to interpret, change, suspend, cancel, or dispute with or without notice all or any part of our policies, procedures, and benefits at any time. We will notify all employees of these changes. Changes will be effective on the dates determined by the Authority, and after those dates all superseded policies will be null and void.

IX. Circumvention of Policies

Policies are designed to be mechanisms of compliance. Accordingly, any official or employee of the Authority who intentionally breaches these policies for any reason whatsoever shall be subject to appropriate disciplinary action.

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Subject: CREATION AND CLASSIFICATION OF POSTS	

2.0 CREATION AND CLASSIFICATION OF POSTS

- The Authority may, subject to the approval of the Cabinet, Minister of Health and/or the Tobago House of Assembly create additional permanent and pensionable posts as may be deemed necessary from time to time.
- The Authority may change the organizational structure without reference to the Minister of Health or the Chief Secretary, Tobago House of Assembly as appropriate where such changes will not lead to a net increase in the size of their work force, existing levels of remuneration and increased costs.
- The Authority will maintain its staff levels in accordance with staffing guidelines established by the Government of Trinidad and Tobago. The Authority will be required, after completing its job evaluation/job documentation exercise, to submit proposals to the Minister of Health, or the Minister with responsibility for the Tobago House of Assembly as appropriate, for a review of the existing classification of offices.

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Subject:	PERSONAL FILES

3.0 PERSONAL FILES

- Employee personnel files shall include the following: job application, job description, résumé, records of participation in training programmes, records of disciplinary action and documents related to employee performance reviews, coaching, mentoring and additional certifications.
- Personnel files are the property of the Authority, and access to the information is restricted. Only authorized Management personnel of the Authority who have a legitimate reason to review the file are allowed to do so.
- Employees who wish to review their own file should contact their supervisor or Human Resources Representative. With reasonable advance notice, the employee may review his/her personnel file in Human Resource Department and in the presence of their supervisor or Human Resources Representative.

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Subject:	CLASSIFICATION OF EMPLOYEES

4.0 CLASSIFICATION OF EMPLOYEES

Persons may be employed by the Authority under the following classifications:

a. *Permanent Employee*

A permanent employee is one who is hired to fill a position full-time in the approved staff establishment on a permanent basis. Such an employee is paid by the regular payroll procedures, and enjoys all of the benefits as defined by the employer for such employees.

A permanent employee may also be hired in special circumstances on a part-time basis.

A permanent employee employed full-time is required, as a condition of employment, to join the RHAs contributory pension plan.

b. *Temporary Employee*

A temporary employee is one who is hired:

- i. to fill a position full-time on the approved staff establishment on a temporary basis;
- ii. as a temporary replacement for a permanent employee on approved leave of absence; and
- iii. in a temporary office:

A temporary employee may also be employed on a part-time basis.

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A temporary employee is paid at the approved rate for that position but is not entitled to benefits related to permanent status e.g. membership in the RHAs contributory pension plan.

c. ***Part-Time Employee***

A part-time employee is one who is hired to fill a position in the approved staffing establishment on a temporary basis and is required to work:

- i. reduced hours per week/month;
- ii. reduced days per week/month; and/or
- iii. a combination of reduced hours and days per week or month.

A part-time employee shall not be eligible to become a member of the RHAs pension plan.

The term “***Sessional Employee***” may be applied to this category and used in particular reference to medical and paramedical personnel.

d. ***Contract Employee***

A contract employee is one who is hired on fixed terms and for a fixed period on contract by the Authority. The maximum period for any contract employment shall be three (3) years. Contracts however, may be renewed at the discretion of the Authority.

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Subject:	RECRUITMENT

5.0 RECRUITMENT

The Authority will seek to attract, recruit and retain an adequate complement of suitably qualified personnel by maintaining a good corporate image and a work environment that encourages opportunities for growth and development. All personnel shall be selected in accordance with established criteria, which may be periodically reviewed.

5.1 Authorization to Recruit

Policy

- i. The responsibility for the review and approval of the Authority's overall human resource plan shall rest with the Board of Directors.
- ii. The staffing level shall be reviewed by the Board at least once annually.
- iii. All appointments shall be made within the approved and authorized organizational structure. The Board may delegate in writing certain powers relating to appointments to a Human Resource Committee or Chief Executive Officer.
- iv. Appointments shall be based on merit and where applicable, seniority, and without discrimination for example on grounds of race, religion, gender political affiliation, physical disability or sexual orientation.
- v. Attempts to recruit outside of the approved organization structure, (including advertising and interviewing), shall not be initiated before written authorization is received from the Board or its duly authorized representative.

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- vi. The Human Resource Department of the Authority is responsible for the processing of applications for employment and the initial screening of the applications against the approved job description and specification.
- vii. The final list of candidates for interviews will be agreed upon consultation with the Head of Department/Institution in which the vacancy occurs. (*See section 6.2 on interviews*).
- viii. All applicants short-listed for interviews will be required to complete the Authority's **Application for Employment Form**, which should be submitted with certified copies of the following:
 - Birth Certificate
 - Marriage certificate
 - Academic Certificates
 - Copies of two (2) Testimonials
 - Valid Certificate of Professional Registration, (*where applicable.*)
 - Original certificate of good character, (*where applicable*)

5.2 Regional/ International Recruitment

Where deemed to be practicable and appropriate, the Authority in the recruitment of employees may:

- (i) Seek to recruit regionally and internationally when all efforts to acquire the required expertise locally, have been exhausted.
- (ii) When an employee is recruited from abroad, the Authority may pay the full cost of one (1) return Economy Airfare to Trinidad and Tobago via the shortest possible route.

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- (iii) At the sole discretion of the Board or its delegated representative, the Authority may consider payment of similar airfares as at (ii) above, for a spouse and a maximum of two (2) dependent children, under the age of eighteen (18) years.
- (iv) Employees recruited from abroad will receive a single resettlement grant equivalent to one (1) month's basic salary, at the approved rate, on assumption of duty.
- (v) Employees recruited will be required to undergo a mandatory medical examination and be declared fit for employment by a designated medical officer, prior to signing a contract of employment.
- (vi) Employees recruited from abroad may be entitled to either:
 - a. free housing accommodation or a Housing Allowance at the approved rate per month for family accommodation, for a maximum period of one (1) year; or
 - b. free housing accommodation or a Housing Allowance at the approved rate per month for a maximum period of one (1) year.
- (vii) The Authority will be responsible for obtaining the necessary work permits for non-nationals prior to their assumption of duties.

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Subject:	FILLING OF VACANCIES

6.0 FILLING OF VACANCIES

General

- The Authority will seek to fill all positions with the most qualified and experienced individual. We also believe that promoting from within whenever possible, produces a desirable long term effect on the quality work and the morale of the workforce. Vacancies filled with qualified internal applicants provide employees with an opportunity for development and career advancement. Therefore, as an Authority, we provide for and support an internal job posting system.
 - It is our policy to post positions as they become available for a period not exceeding (14) calendar days.
 - All vacancies will be posted. If the position cannot be filled internally, the Authority will seek and select applications from outside sources.
 - In all cases, the Authority will fill positions (whether through internal or external sources) with the most qualified and experienced applicant without regard to race, sex religion, age sexual orientation disability etc.
- i) The Authority will seek to fill vacancies through the following methods:
- permanent appointments
 - promotions
 - acting appointments
 - temporary appointments

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- ii) When filling vacancies, consideration will be given first, to the suitability of employees already in the establishment;

Suitability shall be determined by:

- proven abilities, experience and qualifications to adequately perform the job, in accordance with the current job description/specification;
- performance of the employee in his current job;
- all other things being equal the length of service of suitable persons to fill the vacancy shall be taken into consideration, including previous service in the Public Service and/or in another Authority.

- iii) The Authority *may* promote an employee without first advertising the position, if the Authority considers, based on the available evidence, that he/she is the most suitable person to fill the vacancy.

The Authority shall select suitable persons to fill all positions without discrimination on grounds of race, religion, gender, political affiliation, physical disability or sexual orientation.

6.1 Advertisements for Vacancies and Positions

- i) Vacancies which cannot be filled by permanent appointments, direct promotions, temporary appointments or temporary/acting arrangements within the Authority in which the vacancy exists, will be advertised in accordance with the procedures outlined below:

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- **Internal Advertisement** within the Public Health Sector in Trinidad and Tobago.
 - If no suitable candidate is found amongst existing employees in the Public Health Sector in Trinidad and Tobago, an **external search** shall be undertaken.
- ii) In special circumstances, the Authority may elect to advertise internally and externally simultaneously.

6.2 Interviews

- i) Save and except for those senior executive positions to which the Board may wish to make special recruitment arrangements, e.g. executive search, the Human Resource Department of the Authority will be responsible for arranging and co-ordinating all interviews.

This shall include advising both interviewers and interviewees of the date, time and venue for interviews as well as ensuring the preparation of all relevant documentation related to the interviews, including recommended selection criteria.

- ii) A minimum of fourteen (14) working days will be required by the Human Resources Department for the scheduling of interviews.
- iii) The interview panel will comprise a minimum of three (3) persons as follows:
- The Head of Department or designated representative.
 - A representative from the Human Resources Department;

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- At least one other person who has the requisite knowledge and skill related to the particular position;
 - For senior positions, the Chief Executive Officer or a nominee may sit and chair the interviews.
- iv) Appropriate procedures for the various steps related to the employment process will be followed by those responsible, and will be reviewed at least once per year.
- v) Each interviewer must independently complete an Interview Assessment Form at the end of each interview.
- vi) The candidate with the highest average score will be the first ranked. In the event of a tie, a new interview panel will be established to interview the candidates with the tied scores. (interviewers should try as best as possible to avoid ties between candidates)
- vii) The Authority shall establish and maintain a merit list for all job categories for which interviews have been held.
- viii) As an interim measure in the case of temporary appointments where interviews have not been held and the pool of eligible candidates have been exhausted an automated listing (record) of suitably qualified applicants shall be accessed. The basis of selection of candidates from the said listing shall be suitability for employment.

6.3 Criteria for Selection

The following criteria shall apply in the selection process:

- educational, professional and technical background, including appropriate qualifications based on the requirements for the position.

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- current registration with appropriate board, council or recognized licensing authority, where relevant.
- previous relevant experience, including length of service.
- proven skills and contemporary knowledge.
- competence and ability.
- references.
- potential for growth and development.

6.4 References

- The Authority shall require that all applicants provide the names, addresses and telephone numbers of two (2) persons as referees, (excluding relatives).
- The Authority may also seek references from previous employers and institutions in the selection process.
- The Authority shall provide job and related information to employees seeking promotion/employment opportunities.

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Subject:	EMPLOYMENT AGE

7.0 EMPLOYMENT AGE ON A PERMANENT BASIS

The Authority may offer permanent employment to anyone not less than seventeen (17) years and not more than fifty-five (55) years, provided that the position to be filled is an established permanent position. This provision however, would not apply in the case of public officers or Government daily rated employees who have been transferred or opt to transfer to a monthly paid position in an Authority or to employees of a Statutory Authority who opt to transfer to a monthly paid position in an Authority.

This policy is guided by Rule 3.1 of the RHA Pension Fund Plan (the Tobago Section of the Rules).

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Subject:	EMPLOYMENT OF RELATIVES

8.0 EMPLOYMENT OF RELATIVES

The intent of this policy is to avoid creating or continuing an employment situation where there is the potential for favouritism and/or conflict of interest.

The Authority will not knowingly employ relatives in a direct supervisory relationship in which one relative has direct influence over a relative's employment through decisions, recommendations or judgments related to such matters as appointment, assessment of performance, salary, career growth and discipline.

Guidelines

The Authority shall be non-discriminatory in their employment practices. However, where the employment of relatives of the Authority's employees is concerned, the following guidelines shall apply:

- a) Employees and their relatives should not be placed in positions where there is direct or indirect involvement in the assessment of the performance of each other or where there is likelihood that they could take action jointly to subvert established organization systems and controls,
- b) No special considerations should be granted related to the scheduling of duty and off-duty time,
- c) A supervisor/subordinate relationship is not created between the direct relatives,
- d) Situation in which the employment of relatives may constitute or be perceived as constituting favoritism or inequity, shall be avoided. However, there are situations where there is a dearth

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- e) of skill and the need to provide essential services to the population and the only available persons are related, the matter should be referred to the Human Resource Committee with relevant justification for approval prior to initiating the employment process of a relative. In relation to conducting the performance appraisal, an independent person at the next level (the supervisor's supervisor), should be present at the performance appraisal interview, to ensure objectivity.
- f) An employee may not participate in the selection process when his/her direct relative is an applicant.

8.1 Responsibilities

As the intent of this policy is to protect both the Authority and individual employees:

- a) each employee has a responsibility to keep his/her supervisor informed of changes relevant to this policy, such as becoming a relative of another employee through marriage;
- b) each supervisor has a responsibility to observe and carry out this policy in a fair and consistent manner,
- c) where the situation is unavoidable as referred to in section 3(d) above, the Officer in charge of the department or unit should evaluate the efficiency of the situation and promptly report to the Human Resource Manager any situation where the established systems and processes of the organization is at risk of being or is being subverted. The Human Resource Department should report to the Human Resource Committee, on a quarterly basis, any existing situations of relatives employed in the same department/unit and the current effectiveness of the situation.

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d) where the reports at (c) above indicate a subverting of the system in any form, the Human Resource Committee can recommend to the Board of Directors who can exercise the option of termination of the services of the employee/employees involved or transfer one party to another department where appropriate.

8.2 Definition of Relatives

Under this Policy, "relatives" are defined as

- Spouses, including common law spouses
- Children, including Stepchildren, Grandchildren
- Parents, including Stepparents and Grandparents
- Siblings, i.e. brothers, sisters, including stepbrothers and stepsisters
- Nephews/Nieces
- Uncles/Aunts
- In-laws (*In-laws is defined as being the employee's sibling's spouses, the employee's children's spouses and the employee's spouses': i) siblings (including the sibling's spouse), and ii) parents.*)

A "direct supervisory relationship" is an employment relationship where one relative has direct influence over a relative's employment through decisions, recommendations or judgments related to such matters as appointment, assessment of performance, salary, career growth and discipline. Accordingly, a "direct supervisory relationship" may exist despite direct intervening levels of supervision between the relatives where the intervening supervision does not have the kind of direct influence previously described.

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Subject:	ORIENTATION

9.0 ORIENTATION OF EMPLOYEES

The Authority recognizes the importance of the new employee's first impressions of the work place and the effect that these first impressions will have on the employee's future performance and loyalty to the Authority. As such, we are therefore committed to conducting planned orientation programmes, which are geared towards:

- welcoming new employees and facilitating their entry.
- fostering a favourable attitude towards the job and the organization.
- communicating to the new employees the standards of performance, code of conduct and behaviours expected.
- providing basic information about the work rules and regulations, benefits and general practices.
- acquainting the new employees with the Authority's mission, vision, core values, legal framework, history, goals, management structure, policies, procedures and services, as appropriate.
- Hours of work.
- Reporting relationships.

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Subject:	ORIENTATION

Guidelines

- a) All new employees with (fixed term contracts) of at least six (6) months will be required to attend a formal orientation session within one month or as soon as possible after the commencement of their employment with the Authority.
- b) Orientation sessions shall provide necessary information concerning the history, programmes or services offered, facilities, major policies of the Authority as well as staff duties and responsibilities, benefits and training opportunities. Where appropriate, Authority would utilise video productions, among other informational material.
- c) To facilitate attendance, formal orientation sessions are held quarterly or as deemed necessary
- d) Heads of Departments or their representatives are responsible for providing each new staff member with the orientation schedules and the necessary on-the-job orientation.

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	Effective Date:
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Subject:	SENIORITY

10.0 SENIORITY

The Authority shall continuously maintain a current seniority list of employees in each category.

- Seniority of an employee shall be determined by the date of his permanent appointment to the particular position in the Authority where he is serving.
- The seniority of employees promoted to the same category with effect from the same date shall be determined by their seniority in their former category.
- Where persons have been employed on the basis of interviews and are permanently appointed to the same category with effect from the same date, the relative seniority of such employees shall be determined according to their performance in such interviews.
- In the case of persons who have been transferred from the Public Service, a Statutory Authority or an RHA:
 - a. Service whether permanent or continuous temporary in a particular office in the Public Service/Statutory Authority/RHA shall be taken into account where such office is similar/equivalent to a position in the present Authority.

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Subject:	PROMOTIONS

PROMOTIONS

All promotions will be conducted through the interview process. Promotions should be granted on the basis of performance, education, skills, job position, suitability and finally, all things being equal, seniority.

- i) In the assessment of merit, factors such as current and potential job performance as evidenced by performance appraisal reports, qualifications, experience and the potential for development to assume positions of greater responsibility in the future, will be taken into account.
- ii) If a suitable employee is not available within the Authority to fill a vacant position by way of promotion, then the position will be advertised by the respective Authority.
- iii) All promotions are subject to approval from the RHA Board, except if so delegated.

Guidelines

- When an opportunity for promotion occurs, the positions should be advertised internally in accordance with the Authority's standard procedures for recruitment and selection. It will be the primary responsibility of the relevant Institutional/Departmental Head to recommend the most suitable candidate(s). The identification of the candidate will be guided by the Authority's policy on promotions. At all stages, advice shall be sought from the Human Resource Department on the identification of the most suitable candidate(s)

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Subject:	PROMOTIONS

- The Human Resources Department will forward the request to the Chief Executive Officer or designated person ensuring that:
 - the request is properly justified;
 - the most suitable candidate available has been identified, taking all related factors into account;
 - a Note is prepared for submission to the Board as appropriate, for its consideration/approval.
- If approved by the Board, the Human Resources Department will take the necessary steps to implement the promotion, including preparation of a promotional letter for the signature of the Chief Executive Officer or duly authorized officer.
- The employee's letter of promotion should be forwarded to him/her through the Head of the Institution/Department to which he is attached and through his immediate supervisor. Copies of the letter must be forwarded to Finance, Human Resource, Pensions and Audit Departments to ensure that changes are made to all relevant records.

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Department: Human Resources	Page#: 1 of 3
	Effective Date:
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Subject:	ACTING APPOINTMENTS

ACTING APPOINTMENTS

Policy

Whenever a vacancy (temporary or permanent) occurs, an acting appointment may be made to the position in order to ensure continuity of operations.

Guidelines

Selection for acting appointments shall be based upon the candidate satisfying prescribed requirements of the position.

In the event of equality of suitability of two or more employees the most senior employees shall be offered the acting appointment.

- When an opportunity for an acting appointment occurs, it will be the primary responsibility of the relevant Institutional/Divisional/Departmental Head to recommend the most suitable candidate from within the particular Institution/Division/Department if appropriate. At all stages, advice shall be sought from the Human Resources Department;
- Acting appointments must be approved by the Board *or duly authorized representative*;
- An acting appointment, unless specifically stated, shall give the employee no special claim for promotion to the position;
- For purposes of performance evaluation, an employee acting in a higher position shall be treated as though he were promoted to the position;

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Subject:	ACTING APPOINTMENTS

- Where an employee is appointed to act in a position higher than his substantive position and acts for a period of not less than twelve continuous months in such higher position or in a position in the same or higher salary class, he shall be eligible, subject to satisfactory performance evaluation, to earn a merit increase, if applicable, in the higher position;
- An acting appointment shall not be considered to have been broken during periods of sick leave and during leave on casual absences from duty not exceeding seven (7) consecutive working days; in such cases acting allowances shall be paid in respect of those periods;
- Where an employee has acted continuously for a period of twelve (12) months in a higher position and he continues to act in such higher position, the period of acting shall not be considered to have been broken if the employee proceeds on annual leave including casual absences or sick leave during the acting appointment.
- An employee who is acting in a higher position shall be paid an acting allowance based on the following principles:
 - a) where the salary in the substantive position is less than the minimum of the salary scale of the higher position, the acting allowance shall be the difference between the substantive salary and the minimum of the salary scale of the higher position;

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Subject:	ACTING APPOINTMENTS

- b) where the salary in the substantive position is more than the minimum of the salary scale of the higher position, the acting allowance shall be the difference between the substantive salary and the next point on the higher salary scale that is higher than his substantive salary.

- Extra duty Allowance:
In extenuating circumstances, where an employee has been granted approval by the Chief Executive Officer to perform additional duties during the absence of a designated officer (or where the job function has been enlarged) such employee may be paid an extra duty allowance. Such payments shall be determined by the Chief Executive Officer upon consultation with the General Manager, Human Resources.

TITLE OF MANUAL: Human Resources Policies and Procedures	Policy No: HRP&P 13
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	Effective Date:
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Subject:	PROBATIONARY PERIOD/CONFIRMATION

PROBATIONARY PERIOD/CONFIRMATION

Policy

13.1 On Promotion

All full-time permanent employees appointed on promotion must serve a probationary period of six (6) months.

- Where an employee is promoted, his substantive position shall not be filled on a permanent basis until he is confirmed in the higher position;
- The probationary period is designed to give the Authority an opportunity to determine whether the employee's performance level is satisfactory. It is also intended to give the employee adequate time to adjust to his new work demands and environment.

Guidelines

- Formal Employees' Performance Appraisals must be prepared by the Department Manager/Supervisor on the appropriate form on completion of six (6) months in the promoted post. An interim performance appraisal shall be prepared on the completion of three (3) months.
- If the final Performance Appraisals are satisfactory the employee shall be confirmed in the position.

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Subject:	PROBATIONARY PERIOD/CONFIRMATION

13.2 If Not Satisfactory:

- If the employee's performance is assessed as unsatisfactory after the first three (3) months in the promoted post, he must be informed and given all possible assistance and guidance to facilitate improved performance during the next three (3) months.
- At the end of the probationary period of six (6) months an employee may be confirmed, or reverted to his substantive position.

13.3 Abatement of Probationary Period

If an employee is promoted to a position in which he has been acting, the aggregate of his service in the acting position in excess of three (3) months may be offset against the period of probation.

13.4 Probationary Period on First Appointment

Policy

The probationary period of an employee on first appointment to the Authority shall be *six (6) months*, which may be subject to extension for an additional *three (3) month* period if the employee's performance is assessed to be unsatisfactory.

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Subject:	PROBATIONARY PERIOD/CONFIRMATION

Guidelines

Formal Employees' Performance Appraisals must be prepared by the **Department Manager/Supervisor** on the appropriate form on completion of three (3) months and six (6) months in the appointed position.

- Where an employee held a continuous temporary appointment in a particular position for more than *six (6) months* prior to his permanent appointment, to that position, the period of temporary service shall be offset against the period of probation.
- An employee selected for appointment shall be required to undergo a medical examination by a Medical Officer designated by the Authority and shall not be confirmed in his appointment until he has been passed as medically fit to do the job.
- If an employee's performance during the probationary period is deemed unsatisfactory but it is felt that this is likely to improve, the employee shall continue on probation for a further three (3) month period upon the recommendation of the Supervisor/Departmental Head to the Human Resource Department.
- In all such instances, the employee must be informed of his shortcomings and offered assistance and guidance during the extended period of probation.
- In no circumstance will an employee remain in a probationary status for more than three (3) months beyond the normal probationary period.

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Subject:	PROBATIONARY PERIOD/CONFIRMATION

- An employee on probation may be confirmed or his employment terminated at the end of the probationary period based on the final performance appraisal.
- An employee on probation is not entitled to any leave benefits. If due to unforeseen circumstances, as in the case of sickness, such leave would be classified as sick leave without pay. In the case of leave requested for exigencies or emergencies, approval would be granted on a case by case bases, each case on its own merit, and would be classified as no-pay leave.

When confirmation or termination is approved by the Chief Executive Officer, a letter of confirmation/termination will be issued to the employee by the Human Resource Department.

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	Effective Date:
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Subject:	PERFORMANCE MANAGEMENT SYSTEM

PERFORMANCE MANAGEMENT SYSTEM

The Authority's performance appraisal system is designed to focus on the employee's performance rather than on traits and characteristics. Towards this end, its emphasis would be on reinforcing strengths, identifying deficiencies and feeding such information back to the employee so that he may improve his performance. Guidance and assistance to facilitate improved performance will be given.

TITLE OF MANUAL: Human Resources Policies and Procedures	Policy No: HRP&P 15
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	Effective Date:
	Review Date:
Subject:	SUCCESSION PLANNING

SUCCESSION PLANNING

The Authority recognises the importance of Succession Planning as a critical enabler to ensure continuity in the delivery of quality health care by staff who possess the requisite knowledge, skills, abilities and attitudes.

In keeping with the Vision and Mission, the Authority will employ strategies to train and develop existing staff and manage the existing talent within the organization to ensure staff who possess the requirements and personal attributes to assume higher office are nurtured and managed. Successful efforts at succession planning would ensure the appropriate availability of the managerial skill to deliver quality health care to our clients on an ongoing basis.

TITLE OF MANUAL: Human Resources Policies and Procedures	Policy No: HRP&P 16
Department: Human Resources	Page#: 1 of 1
	Effective Date:
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Subject:	STAFF RETENTION

STAFF RETENTION

Policy

The availability of human resources with the required knowledge, skills abilities and attitudes are essential to the delivery of quality health care. To facilitate the continuity in delivery of care the Authority would engage in strategies to retain staff through initiatives as follows:

- Opportunities for continuous professional development
- Staff recognition programmes
- Performance based awards incentives

The Authority through its professional development programme would provide funding for staff who wishes to pursue training which can support the organisations strategic initiatives. All requests to access the Professional Development Programme would require the approval of the Authority's Training Advisory Committee (TAC)

Staff recognition programmes held annually are designed to highlight excellent performance of staff which has translated into improvements in the quality of care delivered to our clients. Such excellent performances are recognised through award incentives to be determined by the Board of Directors.

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	Effective Date:
	Review Date:
Subject:	REASSIGNMENT OF DUTIES

17.0 REASSIGNMENT OF DUTIES

Policy

The Authority may, based on its needs, re-assign an employee after giving reasonable notice.

Guidelines

Employees can be reassigned to any Institution, Division, Department or Unit falling under the purview of the Authority. Such employees must be given at least five (5) working days notice of their reassignment where practicable.

17.1 Reassignment while on probation

An employee who is re-assigned prior to the completion of his probationary period will continue to be on probation until he has completed his full period of probation.

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Subject:	TRANSFER

18.0 TRANSFER

An employee may opt to transfer to another Authority on such terms and conditions as agreed to between the individual and the new Authority.

Guidelines

An employee who desires to be transferred from one Authority to another will need to make a written application to the Chief Executive Officer of the Authority to which he wishes to be transferred. This application should be submitted/forwarded through his Supervisor/Departmental Head. The transfer will require the approval of the Boards of both Authorities and duly authorized representative. Such approvals may be undertaken where a vacancy exists or where there is a mutual agreement

- An employee who transfers from one Authority to another and is a member of the Pension Plan will have his accrued service transferred to the other Authority's section of the plan.

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	Effective Date:
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Subject:	SECONDMENT

19.0 SECONDMENT

Policy

A permanent employee in the Authority may, with the approval of the Board consent to be seconded to another Authority, Statutory Authority, or the wider Public Service for a maximum period not exceeding five (5) years.

The maximum period of secondment shall not exceed three (3) years in the first instance and may be extended for further periods as the Board determines.

Upon completion of the maximum period of five (5) years the officer shall:

- Be appointed on transfer to the service of the Authority, subject to the relevant Board approval, on such terms and conditions as are acceptable to him or his trade union and the Authority
- Remain in the employ of the previous Authority
- Retire voluntarily on such terms and conditions as are agreed upon between the person who exercise this option or his trade union and the Authority

Guidelines

Where secondment is effected, the Authority shall make such arrangements as may be necessary to preserve the rights of the seconded employee to any pension, gratuity or other benefits for which he would have been eligible. The employee and the receiving organization shall be responsible for making all relevant contributions to the RHA Pension Plan during the period of secondment.

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Subject:	SECONDMENT

- Where the receiving organization fails to make the necessary
- contributions to the said Plan, the period of secondment shall not be counted for pension purposes. In these circumstances, the responsibility is therefore that of the employee to ensure that the contributions are made on the employees behalf
- Where both contributions are not met the period of secondment shall be treated, for pension purposes, as no pay leave of absence.

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	Review Date:
Subject: CONTRACT EMPLOYMENT	

20.0 CONTRACT EMPLOYMENT

Policy

Persons may be engaged on contract in the following circumstances:

- i. where there is an urgent human resource need in the Authority which cannot be met from its existing and approved establishment and/or which cannot be immediately filled on a permanent pensionable basis;
- ii. where a need has been identified for the specialized services of an individual e.g. a medical specialist or procurement expert and such need cannot be met by the filling of any existing position on the Authority's establishment;
- iii. where special projects or programmes for specified duration are to be executed and monitored by personnel additional to those on the full time/permanent establishment of the Authority.

20.1 Process for Contract Employment

Proposals for the employment of a person on contract shall be submitted for the consideration of the Board by the Chief Executive Officer. The proposals shall:

- i) Justify the need for such contract employment and provide a statement on the proposed terms and conditions applicable to the position;
- ii) Provide the job description and specification as well as performance standards in respect of the particular position;

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Subject:	CONTRACT EMPLOYMENT

- (iii) Identify the source of funds for effecting the relevant contract appointment.
- (iv) Where approval is granted the recruitment shall be in accordance with relevant recruitment provisions.
- (v) Proposals for the creation of a contract position and any extension shall be submitted to the Minister of Health or the Executive Council, Tobago House of Assembly for approval, where applicable.

Guidelines

The terms and conditions of contract employment in the Authority will be guided by Personnel Department Circular Memorandum PD (bm): 12/2/1/ Vol. IV dated May 18, 2006, Board Approvals for specific positions, the recruitment strategies of the Authority and relevant Collective Agreements and subject to further revision.

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	Effective Date:
	Review Date:
Subject:	DRESS CODE/CORPORATE IMAGE

21.0 DRESS CODE/CORPORATE IMAGE

Employees are required to maintain a mode of dressing, grooming, and personal hygiene that is appropriate to the work situation.

- Employees are expected at all times to present a professional, businesslike image to the public. Personal appearance and proper maintenance of work areas are ongoing requirements of employment with the Authority. Radical departures from conventional dress or personal grooming and hygiene standards are not permitted.
- Employees should not wear revealing attire or any other attire that does not present a businesslike appearance.
- Employees who do not have direct contact with the public should follow basic requirements of safety and comfort, but should nonetheless be neat and businesslike as working conditions permit.
- Employees may be required to meet special dressing, grooming, and hygiene standards, depending on the nature of their jobs.
- The Authority may allow employees to dress in a more casual fashion on certain occasions. On these occasions, employees are still expected to present a neat appearance and are not permitted to wear ripped or dishevelled clothing, athletic wear, or similar inappropriate clothing.
- Any employee who does not meet the standards of this policy will be required to take corrective action, which may include leaving the premises. Contract employees will not be compensated for any work time missed because of failure to

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Subject:	DRESS CODE/CORPORATE IMAGE

- comply with this policy.
- Violations of this policy also will result in disciplinary action.
- Where uniforms or protective clothing are provided these must be worn during working hours and in keeping with established policy guidelines.

Each Institutional/Departmental Head is ultimately responsible for ensuring that his staff is appropriately dressed to maintain a professional appearance at all times.

Guidelines

The Dress Code Policy of the Tobago Regional Health Authority is guided by Chief Administrator's Circular Memorandum No. 32 of 2009 dated August 26, 2009, which have been modified and circulated as a separate document and is subject to further revision

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Department: Human Resources	Page#: 1 of 3
	Effective Date:
	Review Date:
Subject:	IDENTIFICATION BADGES

22.0 IDENTIFICATION BADGES

Policy

Employees of the Tobago Regional Health Authority (Hospital, Community Services, Tobago Emergency Medical Services and Administration) are required to wear identification badges indicating their correct name, title, position and photograph issued in accordance with the guidelines below. Identification badges must be worn while working on and off the premises, while performing services relating to the Tobago Regional Health Authority.

The purpose of this policy is to ensure:

- The safety of all employees while engaged in their duties.
- That the Tobago Regional Health Authority maintains compliance as stated in the Patients Charter of Rights and Obligations.
- This policy applies to ALL employees of the Tobago Regional Health Authority who will be issued Identification Badges.
- Consultants, Trainees and Contractors will be issued temporary Identification Badges.

22.1 Description

- i. **Names:** First names will be included on all identification badges as listed at the Human Resource Department. Any change from the listed name will require approval from the Human Resource Department. Initials will not be accepted as a first name unless it is part of the legal name by which the individual is recognized, for example, J. Michael Smith. Surnames are required for all badges.

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Subject:	IDENTIFICATION BADGES

- ii. **Title:** The job title of the individual shall mirror the job title on the Human Resource database, including abbreviations. The Manager, Human Resources must approve any variations.
- iii. The Organization’s Logo is displayed at the front of the Identification Badge.

22.2 Identification Badge Display

Badges are to be worn in a conspicuous location above the waist. Badges worn around the neck should be worn high enough to prevent the badge from becoming a safety hazard and high enough to be viewed. All badges must be worn facing outward with the name, picture, department and title visible. Identification badges shall not be defaced in any way (i.e. with stickers covering require information).

Guidelines

Identification badges are the property of the Tobago Regional Health Authority.

- i. Forms for the issue of identification badges are provided by the Human Resources Department of the Tobago Regional Health Authority. This form is to be signed before an identification badge can be issued.
- ii. Identification badges for new and existing employees may be obtained at the Human Resources Department Monday through Friday. Replacement identification badges are also available on these days.
- iii. Failure to wear the identification badge may result in disciplinary action. The supervisory staff reserves the right to question any individual not wearing an identification badge.

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Subject:	IDENTIFICATION BADGES

- iv. If an employee forgets or loses their identification badge on any given workday, they are required to obtain a replacement prior to assuming (or resuming) their duties at the unit or department. A temporary badge will be issued by the Human Resource Department.
- v. Replacement of lost, stolen or defaced identification badges will be at the expense of the employee.
- vi. All badges must be surrendered to the Human Resources Department or the supervisor of the employee exiting the department prior to leaving the employment of the Tobago Regional Health Authority.

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	Effective Date:
	Review Date:
Subject:	RELEASE OF EMPLOYEE INFORMATION

23.0 RELEASE OF EMPLOYEE INFORMATION

- All employee information will be regarded as confidential unless disclosure is required by Law. Any breach of confidentiality shall be subject to disciplinary action.
- All official requests for information about a current or past employee must be referred to the Human Resources Department of the Authority and is the property of the Authority.
- *The official personnel file for any employee is the file maintained by the Human Resources Department of the Authority.*
- Reasonable care shall be taken to ensure the privacy and confidentiality of employee information. On-line access to employment and appointment information will be limited to authorised users. Level and type of access will be based on information needed by the user to perform work-related duties.
- All requests for recommendations from the Authority on behalf of present or past employees must be referred to the Human Resources Department of the relevant Authority.
- Requests for personal recommendations **must not** be done on the Authority's letterhead.
- Employees within an Authority shall not make recommendations on behalf of employees within the same Authority.

TITLE OF MANUAL: Human Resources Policies and Procedures	Policy No: HRP&P 24
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Subject:	HOURS OF WORK

24.0 HOURS OF WORK

24.1 Non-shift employees:

The normal work day for non-shift employees/staff shall not exceed eight (8) hours per day.

The normal work week shall not exceed a total of forty (40) hours, excluding one (1) hour for lunch which is to be taken at a time mutually agreed between the Authority and the employee.

24.2 Shift employees:

The hours of work for shift workers shall be specific to the particular job category and based on a rostering system but shall not exceed a total of forty (40) hours per week.

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Subject: ATTENDANCE	

25.0 ATTENDANCE

The Authority requires employees to report for work punctually and to work all scheduled hours and any required overtime. Excessive tardiness and poor attendance disrupt work flows and customer service, and is not acceptable.

Each employee shall correctly and promptly enter his time of arrival and departure in the Attendance Register, Time Card, Computerized System or official personal diary upon arrival and departure as provided for by the respective Authority.

The signing of an Attendance Register, the clocking of a Time Card or the swiping of a Card in an Automated System on behalf of another employee/person will be regarded as *an act of misconduct*.

Supervisors should notify employees of their starting, ending and break times. Employees are expected to be engaged in carrying out their duties during all scheduled work times and should be ready to begin working at their scheduled starting times.

Supervisors should record all absences and any tardiness or early departure exceeding ten (10) minutes

Employees should notify their supervisors, as far in advance as possible, whenever they are unable to report for work, know they will be late or must leave early. The notice should include reasons for the absence and an indication of when the employee can be expected to report for work. If the supervisor is unavailable, notification should be made to the Head of Department or the Human Resources Department where the Head of Department is unavailable.

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Subject:	ATTENDANCE

Employees will be compensated during authorized absences in accordance with the leave policies. Failure to notify the Authority properly of any absence may be grounds for disciplinary action.

Employees who report for work without the appropriate safety gears or in improper attire shall not be permitted on the worksite. Also employees who report for work in a condition considered unsuitable for work, because of illness/intoxication or any other reason, will not be allowed in the workplace.

Employees must report to their supervisor after being late, or absent from work, giving a reason for the absence, and where applicable produce a certificate of fitness to return to work. The supervisor must record the information in the employee's file and forward a copy to the Human Resource Department. When appropriate, the supervisor should counsel employees on the importance of good attendance and warn that excessive tardiness or absences will result in disciplinary action taken, up to and including termination.

Employees must obtain permission from their supervisors to leave the Authority's premises during working hours.

An absence is considered to be unauthorized if the employee has not followed proper notification procedures or the absence has not been approved.

Absences in excess of those allowed and tardiness or early departures (i.e. beyond ten minutes of starting or ending time) exceeding three times in a three-month period are grounds for disciplinary action.

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	Review Date:
Subject:	REGULARITY - ABSENCES

26.0 REGULARITY – ABSENCES

- An employee is required to notify his supervisor in advance when he expects to be absent. Where this is not possible, as in the case of sudden illness/emergency, the employee or someone authorized must notify the supervisor as soon as possible giving reasons for his absence and indicating when he expects to return to work.
- An employee shall not be absent without previous permission, without notifying his supervisor or without reasonable excuse.
- Unjustified absences may result in non-payment of salaries for the periods of absence.

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Subject:	PUNCTUALITY - LATENESS

27.0 PUNCTUALITY - LATENESS

- An employee is expected to call at the earliest opportunity if he anticipates arriving late on any particular day. An employee who is unable to inform his supervisor beforehand must, immediately upon arriving late, contact his supervisor and give an explanation for his lateness.
- Notification of lateness caused by unforeseen circumstances (e.g. illness), will be required only if the employee expects to be late by fifteen (15) minutes.
- Employees who are persistently tardy, absent or who leave work without excuse may be *guilty of misconduct*.

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Subject:	PARKING FACILITIES

28.0 PARKING FACILITIES

Parking facilities is not a condition of employment. However parking areas are reserved for authorized personnel. Where parking facilities are generally available on the Authority’s compound, it shall be accessible on a “first in” basis.

The Authority assumes no responsibility for theft or damage to vehicles or theft of articles from vehicles while on its compound.

TITLE OF MANUAL: Human Resources Policies and Procedures	Policy No: HRP&P 29
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	Effective Date:
	Review Date:
Subject:	UNIFORMS AND PROTECTIVE GEAR

29.0 UNIFORMS AND PROTECTIVE GEAR

The Authority will supply protective gear, clothing and other related items for all work areas where specific types of gear, clothing and/or equipment are required, and/or where it is one of the conditions of employment as negotiated and agreed upon by the relevant parties.

Uniforms and protective gear must be worn at all times while on the job. Failure to do so shall constitute misconduct.

Subject to the foregoing, protective gear will normally include:

29.1 Safety Boots

- Safety boots will be issued one (1) per annum under normal circumstances.
- Employees will be required to pay *the full* cost of replacement boots if they are required before reissue.
- Such payment may, with the employee's agreement, be made through salary deductions over a period of not more than three (3) months.
- Used boots must be presented if replacements are requested before the scheduled issue time.

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Subject:	UNIFORMS AND PROTECTIVE GEAR

29.2 Coveralls

- Two (2) coveralls will be issued annually
- *Unserviceable* coveralls must be returned if new ones are being requested before the scheduled issue time.

29.3 Other Protective Gear

- All other protective gear will be issued on the recommendation of the Health and Safety Department.
- Unserviceable gear must be returned before replacements are issued.

29.4 Uniforms

- Uniforms or fabric for uniforms will be issued to eligible employees as appropriate for the various Departments on an initial and subsequent continuous basis.
- Fabric for uniforms will be issued to female employees where appropriate, as an initial issue.
- Fabric for pants and shirts will be issued to male employees where appropriate as an initial issue.
- All subsequent issues of uniforms/fabrics shall be issued on an annual basis.

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Subject:	UNIFORMS AND PROTECTIVE GEAR

29.5 Shoes See Appendix 11

General Guidelines for Uniform and Protective Gears

- On receipt of items, employees should ensure that their personal identification mark or name is affixed where possible.
- Employees are expected to take care of all items received.
- The Authority will not be responsible for replacing items lost or destroyed because of theft, abuse or misuse, before the required period.
- The Authority's uniforms and protective gear remain the property of the Authority and are to be used for performing the Authority's duties only.
- Use of the Authority's property for private purposes shall constitute an act of misconduct.
- All protective gear must be returned to the Authority on termination of employment.

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	Effective Date:
	Review Date:
Subject:	HEALTH AND SAFETY

30.0 HEALTH AND SAFETY

The health and safety of our employees and clients on the Authorities' properties are of the utmost concern to us. It is therefore the policy of the Authority to strive for the highest level of safety in all activities and operations. The Authority will make every effort to provide working conditions which are as healthy and safe as possible and employees are expected to be equally conscientious about work place safety.

Designated Safety and Health Officers will make periodic checks with respect to the physical work environment and ensure compliance by all stakeholders.

The Authorities shall ensure that all provisions as laid out in the *Health and Safety Act of 2004 are observed.*

TITLE OF MANUAL: Human Resources Policies and Procedures	Policy No: HRP&P 31
Department: Human Resources	Page#: 1 of 1
	Effective Date:
	Review Date:
Subject:	SUBSTANCE ABUSE IN THE WORKPLACE

31.0 SUBSTANCE ABUSE IN THE WORKPLACE

The Authority is committed to providing a safe and productive workplace for its employees. In keeping with this commitment, the following rules regarding alcohol and drug abuse have been established for all staff, regardless of rank or position, including both regular, temporary and contract employees. The rules apply during working hours to all employees of the Authority while they are on Authority's premises or elsewhere on official business.

Any of the actions/offences outlined in the Employees' Handbook constitutes a violation of the Authority's policy on drugs and may subject an employee to disciplinary action, up to and including immediate termination.

Guidelines

- In cases where it appears that an employee has or is likely to have a substance abuse problem, the Authority will assist through referral to its Employee Assistance Programme to assist the employee in his rehabilitation.
- The Authority undertakes to arrange training programmes as far as practicable, to enable our managers/supervisors to recognise employees with substance abuse problems.

TITLE OF MANUAL: Human Resources Policies and Procedures	Policy No: HRP&P 32
Department: Human Resources	Page#: 1 of 1
	Effective Date:
	Review Date:
Subject:	HIV/AIDS AT THE WORKPLACE

32.0 HIV/AIDS AT THE WORKPLACE

Policy

The Authority is committed to ensuring that persons infected with HIV/AIDS are not discriminated against in the workplace. The Authority will adhere to the Ministry of Health's programme to treat with HIV/AIDS in the workplace and any other national policy established with respect to HIV/AIDS in the workplace.

TITLE OF MANUAL: Human Resources Policies and Procedures	Policy No: HRP&P 33
Department: Human Resources	Page#: 1 of 1
	Effective Date:
	Review Date:
Subject:	RECEIVING OF GIFTS

33.0 RECEIVING OF GIFTS

An employee shall not accept any monetary gift and or any material gifts, rewards or services from any member of the public or from any organization for services rendered in the course of performing official duties.

Breach of this policy by an employee may constitute an act of misconduct.

Notwithstanding the above, donations/solicitations of small consumer items for specific projects, e.g. Health Promotion month, Sports and Family Day, Competitions, Anniversaries, etc, will be handled directly by the Corporate Communications Department under the permission and advice from the Chief Executive Officer.

Donations/solicitations of large sums of money for specific projects e.g. Open Heart Surgery, Renal Transplantation, etc. will require the approval of the Board. A register of these donations/gifts will be kept by the Secretary to the Board.

Disbursement of these specific funds will be controlled by the CEO and managed by the appropriate financial procedure of TRHA.

The grant of donations shall be done in accordance with the Regional Health Authorities policy guidelines for donations dated May 05, 2004, issued by the Ministry of Health

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	Effective Date:
	Review Date:
Subject:	COMMUNICATION

34.0 COMMUNICATION

Policy

It is the policy of the Authority to maintain communication systems to support and facilitate effective organizational relationships

The Authority is committed to ensuring a two-way communication flow with all employees. The dissemination of information shall be in accordance with the **Freedom of Information Act No. 26 of 1999**.

It is recognized also that employees have a responsibility to contribute to this two-way communication flow by checking the Authority's websites notice boards, reading and forwarding written internal communications.

Guidelines

The Authority's most common method of communicating information relating to staff is through the use of internal circular memoranda, e-mail and bulletins.

The CEO/Administrative Head of Departments/Units shall determine what information should be circulated, and shall facilitate the dissemination of the information to members of staff within his Department.

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	Effective Date:
	Review Date:
Subject:	MEDIA RELATIONS

35.0 MEDIA RELATIONS

Policy

The Authority as a public health agency has a responsibility to ensure that all information shared with the media is accurate.

Guidelines

This policy seeks to ensure that media coverage on the organization is represented in a manner that is deemed official by the Board of Directors and the Chief Executive Officer.

- Staff of the Authority is not authorized to give information to the media on any or all matters relating to:
 - a. The Authority
 - b. Any department within the organization
 - c. A patient's physical mental or behavioural condition, personal or family medical history, or treatment of health care provided to that individual
- Information regarding the Board, employees, equipment and facilities within the Authority is not to be disclosed to the Media/General Public whether in print, indirect interview, recording or photograph;
- All Media inquiries, requests and concerns are to be directed to the Corporate Communications Department. The Department will then draft a response after collaboration with the relevant expertise, and discussions with the Chief Executive Officer for final approval;

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Subject:	MEDIA RELATIONS

- Any member of Staff who divulges information to the Media or ignores the stated communication channel is in breach of the Media Policy and *may be guilty of misconduct.*

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	Effective Date:
	Review Date:
Subject:	PROPERTY LOSS/DAMAGE

36.0 PROPERTY LOSS/DAMAGE

Policy

The Authority is responsible for the protection of its property. That, notwithstanding, it is the responsibility of the employee to ensure the protection of the Authority's property, which is in his possession or control. Where an employee is determined to be negligent and or responsible for the loss this may constitute misconduct:

- On the discovery of a 'break-in' into any building or theft, or damage to property a report should be made immediately through the Department Manager/Supervisor where possible to the most senior Security Officer of the particular Institution/Department, who in turn will inform the Chief Security Officer and Chief Executive Officer. The Chief Executive Officer will immediately report to the Board all instances of breach on the TRHA compound.

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Department: Human Resources	Page#: 1 of 8
	Effective Date:
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Subject:	INDUSTRIAL RELATIONS

37.0 INDUSTRIAL RELATIONS

The Authority undertakes to adhere to the relevant laws and to the principles and practices of good Industrial Relations in accordance with the **Industrial Relation Act Chapter 88:01, The Regional Health Authorities (Conduct) Regulations, 2008 (see attachment), and any Collective Agreement** wherein is outlined the procedure for the exercise of discipline and treatment of grievances within the Authority

37.1 Grievance Procedures

Policy

The Authority is committed to the maintenance of a harmonious working environment that focuses on conflict prevention as far as possible. Where conflict arises, the Authority will emphasize conflict management and resolution to address employees concerns. The Authority has established a grievance handling process as a means of handling problems internally. The process is predicated on the fair and just treatment of employees and the need to handle their concerns promptly.

The Authority specifically recognizes:

- The rights of employees to report a grievance to the Authority's management
- That employees should feel free and uninhibited in raising concerns relating to their work
- That in voicing concerns, the employee should have no fear of intimidation, retaliation or breach in confidence.

The outcome of the process will be binding on the Authority as well as the employee(s).

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Subject:	INDUSTRIAL RELATIONS

Confidentiality is a key element in the process and is extended to all involved employees, witnesses and the entire proceeding. Any violation of confidentiality will lead to disciplinary action.

For the purpose of this policy, a grievance is a complaint by an employee or employer, requiring formal action which must be submitted in writing. However, employee issues can be resolved informally at the source with the relevant supervisor/line manager, without recourse to the official procedure.

Guidelines

Any employee or group of employees may present grievances to the Authority in the following manner:

STAGE 1

An aggrieved Employee may submit a grievance within two (2) working days of the date the issue first gave rise to the grievance with his/her immediate supervisor. The supervisor shall hear the matter within two (2) working days and shall respond in writing subsequently to the aggrieved Employee, informing the employee of his/her decision. The Employee can proceed to Stage 2 if the issue is unresolved at Stage 1.

STAGE 2

Failing a solution at Stage 1, the grievance may thereafter be submitted in writing to the second line Supervisor/Manager/Head of Department, within five (5) working days of the decision of the supervisor.

The line Supervisor/Manager/Head of Department shall hear the matter within five (5) working days of receipt of the grievance, and shall respond in writing subsequently to the aggrieved Employee, informing the employee of his/her decision. The Employee can proceed to Stage 3 if the issue is unresolved at Stage 2.

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STAGE 3

Failing a solution at Stage 2, the grievance may thereafter be submitted in writing to the General Manager responsible for the department to which the employee is assigned, within five (5) working days of the decision of the second line Supervisor/Manager/Head of Department.

The General Manager shall hear the matter within five (5) working day of receipt of the grievance, and shall respond in writing subsequently to the aggrieved Employee, informing the employee of his/her decision. The Employee can proceed to Stage 4 if the issue is unresolved at Stage 3.

STAGE 4

Failing a solution at Stage 3, the grievance may thereafter be submitted in writing to the Manager Human Resources within ten (10) working days of the decision of the General Manager.

The Manager Human Resources or designated officer shall hear the matter within ten (10) working days of receipt of the grievance, and shall respond in writing subsequently to the aggrieved Employee, informing the employee of his/her decision. The Employee can proceed to Stage 5 if the issue is unresolved at Stage 4.

STAGE 5

The Employee may seek a hearing with the Chief Executive Officer or designated officer within ten (10) working days of the decision of the Manager Human Resources, however the request must be submitted in writing to the Manager Human Resources who will make the necessary arrangements within a four (4) week period, and shall respond in writing subsequently to the aggrieved Employee, informing the employee of the final decision.

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STAGE 6

The meeting with the Chief Executive Officer or designated officer is the final stage in the internal grievance procedure. If the employee remains unsatisfied a Dispute is deemed to exist and may be referred, to the Minister of Labour in accordance with the Industrial Relations Act of 1972 Chapter 88.01

For the purpose of this policy the following are relevant:

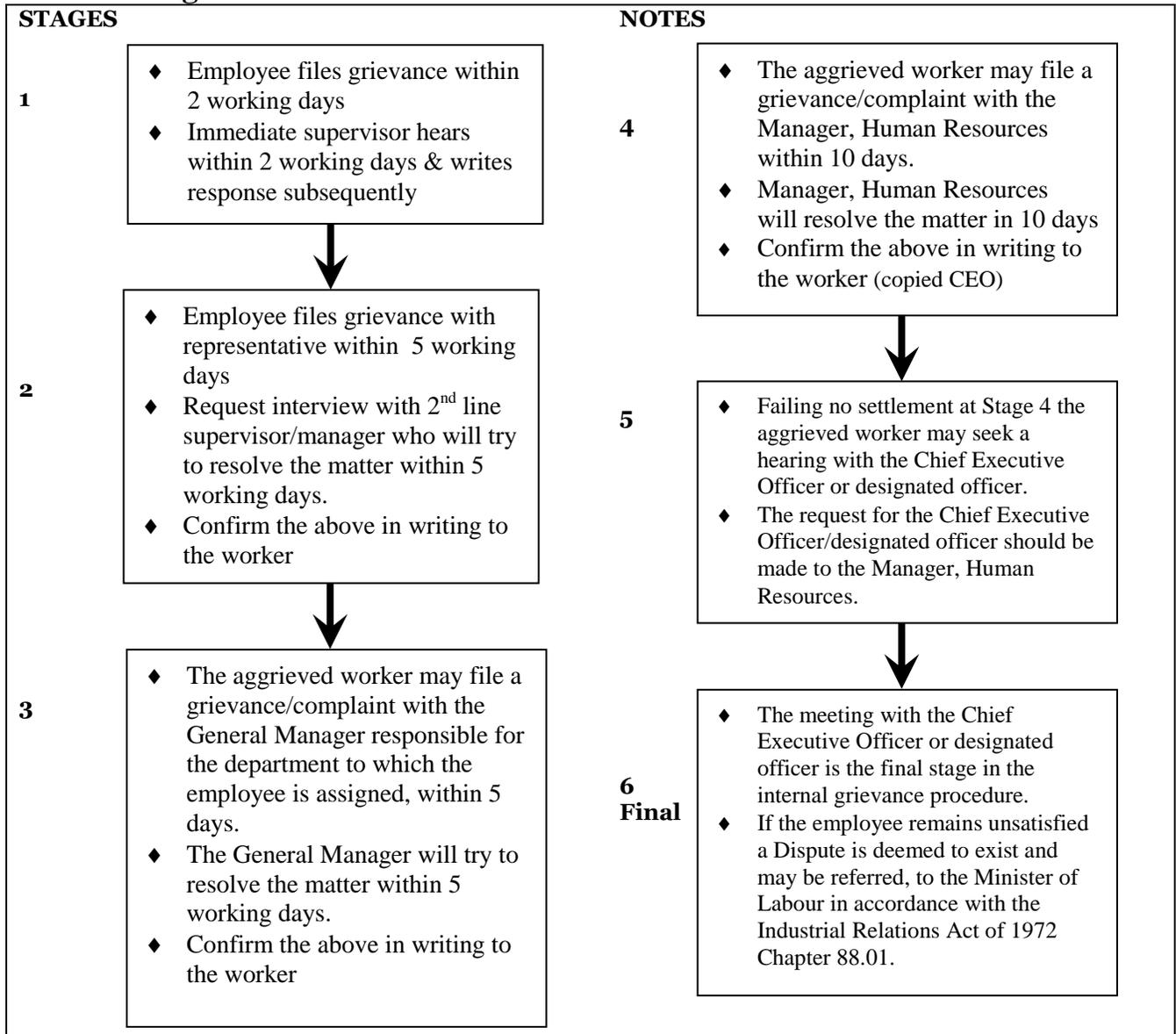
- At stages 1 and 2 of the Grievance Procedure, the Human Resource Department **must** be consulted in an attempt to find a solution.
- Staff are encouraged to have a free and open discussion with their line manager in order to mutually resolve the issue
- The employee may be accompanied by a representative of his choice at all stages of the procedure
- Either party may call on witnesses for evidence to the dispute.
- The employee will receive a response in writing at every stage of the procedure

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Guidelines

The steps in the grievance procedure are shown at Figure 2

Figure 2



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37.2 Disciplinary Guidelines

This item is receiving professional review and would be incorporated subsequently.

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(Appendices IV to IX are specimen to be used when the Disciplinary procedure has been initiated)

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Subject:	MEDICAL EXAMINATION

38.0 Medical Examination

An employee shall be required to undertake a medical examination annually, biennially and/or triennially as directed by the Human Resources Department. Medicals shall be in keeping with the nature of the job and the task assigned.

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Subject:	SALARIES ADMINISTRATION

39.0 SALARIES ADMINISTRATION

39.1 SALARY POLICY

The Authority is committed to equity and fairness in salaries administration. It is the Authority's policy to establish compensation based on recognized compensation principles and in accordance with the governments legal and regulatory framework.

In the case of Unionised, Non-unionised and Contract employees (inclusive of top executives) approval must be sought from the Public Sector Negotiating Committee (PSNC) or the THA's Executive Council and shall be in keeping with the Authority's approved compensation plan.

39.2 PAYMENT OF SALARIES

Salaries to monthly paid employees shall be paid on the working day that precedes the last working day of each month except where otherwise specified.

39.3 SALARY DEDUCTIONS

In the case of persons transferring/seconding from the Public Service or a Statutory Authority, the Authority shall implement a system to ensure that salary deductions are made to satisfy any debts to the Comptroller of Accounts e.g. Motor Vehicle Purchase/Insurance advances.

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Subject:	MEMBERSHIP IN RHA PENSION PLAN

40.0 MEMBERSHIP IN RHA PENSION PLAN

All permanent full-time employees of the Authority are required to join the RHA Pension Plan.

Membership benefits and the structure and management of the Plan are detailed in the Trust Deed and Rules of the Plan. An employee booklet on the RHAs Pension Plan has been developed and is available to each employee from the Human Resources Department.

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	Effective Date:
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Subject:	ANNUAL VACATION LEAVE

41.0 ANNUAL VACATION LEAVE

41.1 Eligibility for annual (vacation) leave

An employee with the exception of contract workers becomes eligible for annual (vacation) leave only after completing twelve (12) months continuous service.

Vacation leave earned shall not be forfeited.

<u>Grade</u>	<u>1-10 Years Service</u>	<u>Over 10 Years Service</u>
Employees in receipt of a Salary equal to or greater than the maximum of Range 24 of the Public Service salary classification	Twenty eight (28) days working days	Thirty five (35) working days
Employees in receipt of a salary less than the maximum of Range 24 of the Public Service salary classification	Twenty-one (21) working days	Twenty-eight(28) working days

41.2 Accumulation of Vacation Leave

All employees are required to proceed on and utilize all annual (vacation) leave prior to their retirement however an employee may be allowed to accumulate annual (vacation) leave to a maximum of sixty (60) working days in offices less than the maximum of Range 24 of the Public Service salary classification and ninety (90) working days in officers greater than the maximum of Range 24 of the Public Service salary classification.

An employee may be allowed to accumulate annual leave (vacation) in excess of the maximum stipulated above on the approval of the CEO and subject to the exigencies of the Authority's operations.

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Subject:	ANNUAL VACATION LEAVE

41.3 The earning of annual (vacation) leave while on leave

An employee shall *not earn annual (vacation) leave while on leave except during periods of:*

- a) Casual absence from duty
- b) Maternity Leave
- c) Normal Sick Leave
- d) Extension of sick leave on full pay not exceeding (6) months
- e) Compensatory Leave
- f) Injury Leave
- g) Special Leave
- h) Special Duty Leave

41.4 Eligibility for annual vacation leave while acting in a higher position

- Where an employee is appointed to act in a position higher than his substantive position and acts for a period of not less than twelve (12) continuous months in such higher position he shall be eligible to earn leave in such higher position;
- On proceeding on annual (vacation) leave earned in such higher office(s) and during the period of such leave, the employee shall be paid the equivalent of the acting allowance which he would have received had he continued to act in such higher office and had not proceeded on leave;
- Where the employee had acted continuously, in several higher offices over the period, the allowance to be paid shall be equivalent to the acting allowance in the lowest of the positions that is higher than his substantive position

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- The twelve (12) months qualifying period referred to above shall apply whenever the employee resumes acting in a higher office following a period of leave other than casual absence(s).

41.5 Treatment of employees who fall ill immediately prior to proceeding on annual (vacation) leave or during annual (vacation) leave

- An employee who falls ill immediately prior to proceeding on annual (vacation) leave may be granted sick leave during the period of his illness and may have his annual (vacation) leave deferred;

Any period during which an employee is certified by a medical practitioner to be ill during his annual (vacation) leave may be classified as sick/extended sick leave. The employee's annual (vacation) leave may therefore resume at termination of such sick leave. If the previously approved vacation leave period extends beyond the period of sick leave/extended sick leave, unless a new approval has been issued, the employee is expected to resume duty at the expiration of the approved vacation leave period.

- The above provisions do not apply to an employee who is on annual (vacation) leave prior to his compulsory retirement from the Authority or where the date of termination of his appointment whether on resignation, retirement or otherwise – has already been determined, for example, in the case of an appointment for a fixed period.

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41.6 Payment of salary in lieu of unutilised annual (vacation) leave to estate of deceased employee

- Where an employee dies before he has utilized his earned annual (vacation) leave his estate shall be credited with a sum equivalent to his final salary for the period of such annual vacation leave.

In addition to salary his estate shall be credited with those allowances that would normally be payable to such employee while on vacation leave.

41.7 Part-time Monthly Paid Employees

A part time employee who does not work each day of the work week is not eligible for vacation leave.

Part-time monthly paid employees who work for at least twenty (20) hours per week for five days per week will be eligible for annual (vacation) leave after twelve (12) months of continuous service as follows:

- a) Employee with 1- 10 years services shall be eligible for- 10 working days
- b) Employees with 10 years and over shall be eligible for - 14 working days. Such leave is to be taken within the contract term.

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Subject:	CASUAL ABSENCES

42.0 CASUAL ABSENCES

Policy

- a) A full-time employee becomes eligible to be allowed casual absences from duty only after he has completed twelve (12) months of continuous service;
- b) Casual absence from work may be granted with the prior approval of the Chief Executive Officer or Head of Department and shall be deducted from annual (vacation) leave;
- c) Casual absence from work without the approval of the Chief Executive Officer or his designated representative or Head of Department may be treated as leave without pay.

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Subject: SICK LEAVE	

43.0 SICK LEAVE

- i) A full-time employee is eligible for fourteen (14) working days sick leave per year.
- ii) An employee who is away from duty due to illness for a period exceeding two days shall be required to tender a medical certificate.
- iii) The Chief Executive Officer may require an employee who habitually stays away from work due to illness to appear before a Medical Board for a medical evaluation.

43.1 Extension of Sick Leave

- A full-time employee, who has exhausted his annual sick leave eligibility of fourteen (14) working days, may be granted an extension of sick leave. Such extension to be granted in consecutive or straight days on full, partial or no pay at the sole discretion of the Chief Executive Officer.
- An employee does not have an entitlement to pay/remuneration in respect of extension of sick leave.

43.2 Eligibility for Extension of Sick Leave

- i. A full-time employee must complete twelve (12) months continuous service in order to qualify for the grant of an extension of sick leave.
- ii. Where a full-time employee who has not completed one year's continuous service, is absent from duty as a consequence of illness, such absence may be classified as leave without pay on grounds of illness. For the purpose of annual vacation leave and

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the grant of increment, the employee shall on resumption be required to serve the unexpired period of his incremental year at the time he proceeded on leave of absence without pay.

- iii. The Chief Executive Officer, or his designated representative, in either's absolute discretion, decides whether an extension of sick leave should be granted with full pay, partial pay or without pay as the circumstances of the individual case may warrant.

In the exercise of this discretion the following criteria shall be used:

- a. The age of the employee
 - b. The length of service
 - c. His sick leave record over the preceding five (5) years
 - d. The nature of illness
 - e. His medical history
 - f. The nature of his job and the specific area in which he functions; and
 - g. The comments/recommendations of the employee's immediate Supervisor.
- iv. With respect to (d) above, the employee may elect whether or not he wishes the nature of his illness to be disclosed on his medical certificate. However, he should be advised that such information facilitates the determination of whether he is granted full pay or otherwise;
- v. The onus rests with the employee to ensure that the medical certificate is properly dated. Undated medical certificates are not acceptable for consideration of the grant of an extension of sick leave; post dated medical certificates are not acceptable for consideration of the grant of an extension of sick leave except

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on the discretion of the Chief Executive Officer or his designated representative;

- vi. Sick leave/extension of sick leave shall commence from the date specified on the medical certificate and continue to the end of the period recommended by the doctor;
- vii. Extensions of sick leave are granted in calendar days;
- viii. Absence from duty on grounds of illness shall normally be debited against an employee's normal sick leave eligibility for the particular year, except where the employee was on an extension of sick leave at December 31st of the preceding year. In which case, his absence shall continue to be treated as an extension of sick leave;
- ix. An employee who continues on an extension of sick leave at the commencement of a new year and resumes duty thereafter, shall be granted his normal sick leave for the current year, in respect of any subsequent periods of illness;
- x. Where an employee is hospitalized and the period is clearly indicated on the medical certificate, but not included in the total number of days so recommended, the period of hospitalization shall be taken into account in determining the employee's period of absence.
- xi. Where an employee's sick leave expires immediately prior to the weekend or public holiday and the officer reports for duty following such weekend of public holiday, the employee should be deemed to have resumed duty on the date after expiration of the period of sick leave recommended by the attending Physician.

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Classification of Illness

No.	Nature of Illness	Classification	Remarks
1	Cancer, Paralysis, Cerebro Vascular Accident; Brain Tumor; Hansen's Disease; HIV related diseases; Pulmonary Tuberculosis; Psychiatric/Mental Illness; Cardio Vascular diseases; Autoimmune diseases e.g. Herpes, Kidney Failure.	Six (6) months with full pay followed by six (6) months on half pay.	After a period of three (3) months arrangements should be made to have the employee examined by a Medical Board to determine his fitness for further employment.
2.(a)	Alcoholism	A maximum of six (6) weeks with full pay followed by six (6) weeks on half pay subject to employee showing documentary evidence that he is receiving treatment for his condition.	Where the employee continues to submit medical certificates beyond a three (3) month period arrangements should be made for him to be examined by a Medical Board to determine his fitness for further service.
2.(a)	Cirrhosis of the liver; Uncontrolled Diabetes and associated complications.	A maximum of three (3) months with full pay followed by three (3) months on half pay.	Where the employee continues to submit medical certificates beyond a three (3) months period arrangements should be made for him to be examined by a Medical Board to determine his fitness for further employment. In addition, the precise nature of the complication should be specified on the medical certificate.
(b)	Chronic Renal Problems;	A maximum of three (3) months with full pay followed by three (3) months on half pay	The specific nature of the problem should be indicated.

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No.	Nature of Illness	Classification	Remarks
2.(c)	Substance Abuse	Two (2) weeks with full pay followed by two (2) weeks on half pay.	Where the employee continues to submit medical certificates beyond a three (3) month period arrangements should be made for him to be examined by a Medical Board to determine his fitness for further employment. Employee should also show documentary evidence that he is receiving treatment at Caura Hospital or a recognized Rehabilitation Centre.
3.	Major Surgery	A maximum of three (3) months with full pay followed by three (3) months on half pay.	Nature of surgery to be specified. The period of three (3) months on half pay shall be subject to a medical report being submitted.
4.(a)	Major Dermatological Problems e.g. Psoriasis	A maximum of three (3) months with full pay followed by three (3) months on half pay.	
(b)	Other Dermatological Problems e.g. Allergies, skin rashes	A maximum of two (2) weeks with full pay.	The nature of the problem must be reflected on the medical certificate submitted.

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No.	Nature of Illness	Classification	Remarks
5. (a)	Major Orthopaedic problem including surgery	A maximum of three (3) months with full pay followed by three (3) months on half pay.	The specific nature of the orthopaedic/surgical problem must be reflected on the medical certificate submitted.
5. (b)	Other Orthopaedic problems; Cervical Spondylosis; Arthritis	A maximum of six (6) weeks with full pay. Additional four (4) weeks with half pay may be granted.	The specific nature of the orthopaedic problem must be reflected on the medical certificate The type of arthritis will also be a major consideration in determining whether the officer is granted additional leave with half-pay.
6.(a)	Complications of pregnancy/obstetric complaint	A maximum of three (3) months with full pay.	An additional period of three (3) months on half pay may be granted subject to a medical report being submitted.
6.(b)	Gynecological problems	A maximum of six (6) weeks with full pay.	The nature of the problem must be reflected on the medical certificate submitted.
7.	Minor Surgery including Dental Surgery	A maximum of two weeks with full pay followed by four (4) weeks on half-pay.	Nature of surgery to be specified.

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No.	Nature of Illness	Classification	Remarks
8. (a)	Measles; Chicken Pox	A maximum of three (3) weeks with full pay.	Depending on the employee's sick leave record.
(b)	Pneumonia, Asthma/Bronchitis; Hypertension; Diabetes	A maximum of four (4) weeks with full pay.	
9.	Anaemia; Conjunctivitis; Dental Problem; Gastro Enteritis; Vertigo	A maximum of fourteen (14) days with full pay.	Depending on the employee's sick leave record.
10.	Viral illness; Sinusitis; Gastritis; Stress; Migraine; Exhaustion; Low Back Pain	Extension of sick leave without pay.	Full pay or half pay may be granted according to the age, sick leave record and medical history of the officer.
11.	Medical Condition and Medical Problem/Ailment	Extension of sick leave without pay.	Employee may be given the option to offset against annual leave depending on age, sick leave record and his medical history.

43.3 Medical Boards

A medical board is a panel of doctors appointed by an Authority to assess illness to determine fitness for employment;

- Where an employee has been absent from duty on account of illness for a continuous period of up to three months, the Chief Executive Officer shall make arrangements for that employee to be examined by a Medical Board to determine his fitness for further employment.

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- An employee who continues to be absent on account of illness, while awaiting a Medical Board examination and assessment, is required to continue submitting medical certificates to cover his absences;
- A medical Board Examination may also be requested for any employee who is habitually absent from duty on grounds of illness, although such absences may not be continuous.

Medical Boards

- 1) Where an employee, has been absent from duty for a continuous period of up to three (3) months, a request shall be made to the Chief Executive Officer for arrangements to be made for that employee to be examined by a Medical Board to determine his fitness for further employment.
- 2) An employee who continues to be absent on account of illness while awaiting a Medical Board is required to continue to cover his absence by the submission of medical certificates.
- 3) A Medical Board Examination may also be requested for any employee who is habitually absent from duty on grounds of illness notwithstanding that such absence may not be continuous.
- 4) The Manager Human Resources or Head of Department/Statutory Authority shall complete the “Request for a Medical Board” form (General 06) and submit it to the Chief Executive Officer together with:
 - i. medical certificates;
 - ii. medical reports, if any;
 - iii. a detailed list of duties of the office which the employee holds.

The form and attachments must be submitted in triplicate.

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- 5) The Chief Executive Officer shall fix the date for the employee to be examined by the Medical Board, and the Department to which he is attached informed accordingly.
- 6) Where the Medical Board recommends that the employee is **fit** for further service, the Chief Executive Officer or Head of Department shall inform the employee and direct him to report for duty immediately.
- 7) Where the Medical Board recommends that the employee is **unfit** for further service, he shall be first informed by the Authority that it proposes to retire him on medical grounds based on the findings of the Medical Board inviting him to make any representations thereon.
- 8) Where the employee is on active duty at the time he is found unfit for continued service, he shall cease to report for duty **immediately**.
- 9) The Authority shall determine the final date of the officer's retirement from the TRHA on grounds of illness. The employee shall be required to proceed on all the accumulated annual leave for which he may be eligible or two (2) months leave as provided for in Regulation 59 of the Public Service Commission Regulations, Chapter 1:01 – whichever is the greater – from the date on which he is notified of his unfitness for further service by the Authority.
- 10) Where an officer is found **unfit**, the Chief Executive Officer or Head of Department may reclassify as an extension of sick leave **with full pay**, such period, **not exceeding six (6) months**, which immediately precedes the date on which the employee is notified of his unfitness for further duty, and which has earlier been classified as an extension of sick leave without pay or on partial pay.

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- 11) Where an employee is found **unfit** for further service and does not submit a further medical certificate, the intervening period between his examination by the Medical Board and the receipt of his final letter from the Authority may be granted as “leave of absence on grounds of illness with full pay”. This may be applied where there are relatively short periods involved or where the employee dies before his retirement on grounds of illness is finalized. In all cases, however, employees should be advised that it is in their interest to continue to submit medical certificates in support of their continued absence from duty until their matter is finally confirmed.
- 12) Where the Medical Board recommends an extension of sick leave or a review within a specified period, the period so recommended would not automatically attract classification as an extension of sick leave with full pay. The employee should continue to submit medical certificates and the periods classified in keeping with these guidelines.
- 13) Where the employee who is found **fit** for continued service, fails to report for duty as directed the matter shall be referred immediately to the Manager Human Resources or the Chief Executive Officer, as the case may be.

43.3 Option to offset absence from duty due to illness against an employee’s annual leave eligibility

- i. Where it is necessary to have an employee’s absence from duty, due to illness, classified as an extension of sick leave, the employee may be given the option of having the period provisionally offset against his earned annual leave eligibility while the application is being determined. Should the employee neglect to exercise such option or where the employee has no annual leave to his credit, the period of absence from duty due

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to illness will be treated as a period of absence without pay pending classification by the Authority.

- ii. An employee who has been granted an extension of sick leave on partial pay or without pay may be allowed to offset such extension of sick leave against his earned annual leave.
- iii. Working days **only** which fall within the period of extension of sick leave shall be deducted from the eligibility of the employee. The amount of annual (vacation) leave to be deducted shall be the number/one-half of the number of working days as the case may be, which falls within the period of sick leave.
- iv. Any annual leave utilised for offsetting as provided at (i) and (ii) above shall in no case attract payment of any allowance/benefit to which the employee might otherwise have been entitled during such period of annual leave and this fact should be brought to the attention of the employee prior to his exercising the option as above.

43.4 Guidelines

- 1. a) Where an officer who works shift e.g. a nurse, is recommended for an extended period of sick leave, such officer is to be taken off the duty roster. He should then be granted the normal sick leave for which he is eligible (being credited with two (2) off days in respect of every seven (7)), and such period of extension of sick leave as has been recommended.

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- b) An officer on such extension of sick leave shall not be entitled to have any off days credited to him, and is expected to resume duty at the expiration of the period of sick leave.
 - c) The officer at (b) above shall be scheduled to commence a new cycle of duty upon his resumption of duty.
2. Applications for the grant of extensions of sick leave have been received from female officers who have had Invitro Fertilization. Invitro Fertilization is **not** considered to be an illness. Therefore, periods of the officer's absence should be classified as absence from duty without pay. The officer may be advised to utilize her annual (vacation) leave eligibility.
 3. Extensions of sick leave shall not be granted to officers who elect to undergo cosmetic surgery except in cases where it is required on medical grounds. The officers shall be required to utilize their annual (vacation) leave or have the period treated as leave of absence without pay.
 4. Certificates from Chiropractors who are not Registered Medical Practitioners under the Medical Board Act, Chapter 29:50 are not acceptable for purposes of the grant of sick and extensions of sick leave. Periods of the officer's absence should be classified as absence from duty without pay.
 5. Dentists are registered under Part II of the Medical Board Act, Chapter 29:50. Medical certificates issued by Dentists for dental problems are therefore acceptable for consideration of the grant of extension of sick leave.

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6. Post-dated medical certificates are generally not acceptable for purposes of classification of absences on grounds of illness i.e. certificates which are dated more than two to four days after commencement of the officer's absence (to take care of cases where weekends are involved). An exception may be made where a reasonable explanation is given by the officer for the submission of such certificates.
7. An officer who wishes to proceed abroad during a period of sick/extension of sick leave is required to obtain the prior approval of the Human Resource Department or his Head of Department.
8. On the submission of a medical certificate/statement from an attending physician (locally) an officer who wishes to seek medical attention abroad may be granted an initial period of 2-3 weeks sick/extension of sick leave to enable him to proceed and commence such treatment. The submission of a statement indicating that the treatment required is not available in Trinidad and Tobago is not necessarily a condition for the grant of such leave.
9. The officer at (8) above is required to submit medical certificates from his physician abroad to cover his absence on account of illness beyond the period approved.
10. Medical Certificates which are issued abroad must be submitted by the officer, for transmission to the Authority through the duly appointed representative of the Government of Trinidad and Tobago who must attest that the signatory of the medical certificate is a registered medical practitioner in the particular country/state and that the medical certificate had in fact been issued by him.

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11. A trend has developed in the Authority, where officers proceed on annual leave at the expiration of which, they do not resume duty but submit, instead, medical certificates to cover their absences from duty. The above guidelines should also apply, however, such medical certificates shall be subject to close scrutiny in order to obviate the abuse of the sick leave facility.
12. Where an officer dies while on sick/extension of sick leave, the period must be classified up to and including the date of death.

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Subject:	JURY DUTY

44.0 JURY DUTY

The Authority shall grant time off with full pay to employees for the purpose of attending Court as a State Witness, Juror, or subpoena. The time off granted for periods of attendance at Court as a state Witness or as a Juror shall not be offset against an employee's annual leave eligibility.

The employee is required to report for duty during the period when he is not actually in attendance at the Court. An application for the grant of time-off for the purpose of attending Court shall be accompanied by documentary proof e.g. writ of subpoena/court summons/summons to juror.

Where an employee is on annual vacation leave and is called upon to serve as a juror, time spent in court shall be restored to him.

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Subject:	MATERNITY LEAVE

45.0 MATERNITY LEAVE

This policy applies to an employee who becomes pregnant and has completed one (1) year's continuous service with the Authority and qualifies for maternity leave under *Section 8 of the Maternity Protection Act 1998*.

45.1 No Pay Leave On Account Of Pregnancy

- i) An employee who has not completed one (1) year's service prior to proceeding on leave shall be granted no pay leave on account of pregnancy;
- ii) The grant of no pay leave on account of pregnancy shall not be a consideration for the termination of the services of an employee;
- iii) Where an employee proceeds on leave on account of pregnancy before she has completed one (1) year continuous service, and the period of such leave extends beyond the date on which the qualifying period would be completed, she shall be paid salary commencing from the day immediately following that of the expiry of the qualifying period of one (1) year's service, at the same rate that she would have been paid for that period, had she proceeded on maternity leave in accordance with *Section 9 (2) of the Maternity Protection Act 1998*;
- iii) Payment shall continue until the end of the employee's maternity leave which, together with the period of no pay leave prior to her qualifying for maternity leave, shall not exceed three (3) months/thirteen (13) weeks.

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Subject:	BEREAVEMENT LEAVE

46.0 BEREAVEMENT LEAVE

Where the death of a member of an employee’s immediate family occurs the employee shall be eligible for Bereavement Leave on submission of a death certificate. The eligibility shall be as follows:

- a) three (3) working days where the death occurs in Trinidad and Tobago; and
- b) four (4) working days where the employee resides in Trinidad and the death occurs in Tobago and the employee actually travels to Trinidad. The Authority reserves the right to request proof of travel.
- c) five (5) working days where the death occurs outside of Trinidad and Tobago and the employee actually travels abroad.

“Immediate family” means the employee’s spouse (including a common law spouse), child (including step child), parents (including step parents), siblings (including step siblings), brother, sister, legal/registered guardian or ward. All these combinations above must be registered with the Authority.

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Subject:	PATERNITY LEAVE

47.0 PATERNITY LEAVE

A male employee who has completed at least one (1) year’s continuous service with the Authority shall be granted Paternity Leave in respect of a birth by his spouse.

For this purpose, an employee shall be required to register within five (5) working days of employment, the name of his spouse. The Human Resources Department must be notified of any subsequent change in marital status within thirty-one (31) days of the change.

Paternity leave of four (4) working days shall be granted to the employee for the birth of his child.

For the purpose of this policy:

- The term “**spouse**” used above shall include a common-law relationship and the employee shall be required to furnish a medical certificate from a registered medical practitioner stating his spouse’s expected date of delivery;
- The employee shall be required to register the name of his spouse with the Authority; and
- The employee shall be required to register with the Authority the name of his common-law spouse.

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Subject:	ADOPTION LEAVE

48.0 ADOPTION LEAVE

An employee who has completed at least one (1) year's continuous service shall be eligible for Adoption Leave. The employee shall be required to provide the Authority with due notice of the adoption prior to the leave request.

A person who adopts a child shall be eligible for three (3) working days Adoption leave.

The employee shall submit proof of the adoption to the Human Resources Department within two (2) weeks of receipt of the necessary original court documents. Failure to do so will result in the employee's leave being classified as 'no pay leave' and may result in disciplinary action.

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Subject:	INJURY LEAVE

49.0 INJURY LEAVE

All accidents are to be reported in accordance with the Authority’s Health and Safety Guidelines. The Authority shall maintain an Accident and Incident register to record all such occurrences.

The Chief Executive Officer shall grant injury leave with full pay to an employee where he is satisfied that the injury arose as a result of/or in the performance of his duties.

If there is uncertainty as to the whether or not a particular injury has arisen as a result of/or in the performance of his duties, the employee’s absence may be treated as sick/extension of sick leave with the necessary adjustments to the records being made immediately when it is decided that the employees had been eligible for injury leave.

The application for injury leave must be supported, on a timely basis, by the following, as appropriate:

- a) a written statement from the employee;
- b) the medical certificates of the attending Physician indicating the nature and the extent of the injury and the period of leave to be granted;
- c) a report from the employee’s supervisor which shall include statements from any witnesses of the incident;
- d) a report from the Authority’s Safety and Health Officer.

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49.1 Payment of Allowances while on Injury Leave

While on approved injury leave, an employee shall generally be paid the allowances that he would have received had he not been on such leave.

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Subject:	NATIONAL LEAVE

50.0 NATIONAL LEAVE

Special leave with full pay, subject to the exigencies of the Authority, may be granted in certain circumstances to an employee who has been selected to:

- participate in a sporting, educational or cultural event approved by the Government, or represent Trinidad and Tobago in a sporting, educational or cultural event;
- represent Trinidad and Tobago abroad at a sporting event or at an educational convention.
- officiate at international sporting events provided that they do not receive any remuneration for their services as a professional.
- The event should be:
 - a) approved by the Government of Trinidad and Tobago;
 - b) organized by a recognized national or international Body/Association such as Trinidad and Tobago Cricket Board of Control, FIFA; and
 - c) of a national or international standard i.e. it should be championship event, e.g. Red Stripe Cup; Pan American Games, World Cup.
- In case of Conferences, the Local Association should be a member of the World Body/Committee/Council.

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Subject:	NATIONAL LEAVE

- Where a National Body is affiliated to the World Commonwealth Association/Committee, National Leave may be granted to an employee who represents the local body at an international level to attend its Annual Convention or its Executive Meeting.
- Where there is doubt as to the status of either Body/Organization or the particular event, the Ministry with responsibility for the specific field of activity involved should be consulted.

General

- Leave granted under this policy shall not affect the employee's entitlement to annual leave.
- All employees whether permanent or temporary are eligible for National Leave.
- Acting allowance is not paid during a period of National Leave.
- The employee should be representing Trinidad and Tobago as a member of an official team/delegation, or as part of the technical/support staff.
- Applications must be submitted, in writing at least three (3) weeks in advance of the commencement date and must be accompanied by supporting documentation from a bona fide/recognised Body/Association indicating the nature of the event, the country in which the event will be held, the status of the employee as a member of the team/delegation; the specific period of the event and the travel time which is required.

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- Where necessary, additional time may be granted to facilitate adjustment to climatic conditions.
- Special leave may also be granted to members of National Teams who are required to engage in build up games/tournaments or attend live-in camps in preparation for international sporting events recognised by Government.

50.1 Circumstances under which special leave may not be granted –

- for the purpose of practice sessions. Administrative discretion may be exercised in allowing employees time-off with full pay to attend such sessions.
- for participation in Carnival events.

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Subject:	SPECIAL DUTY LEAVE

51.0 SPECIAL DUTY LEAVE

The Chief Executive Officer may, subject to the exigencies of the service, grant to an employee a maximum of fourteen (14) straight days per annum, as Special Duty Leave to attend conferences (locally or overseas) as a delegate of an appropriate recognized Association/Union or National Professional Association.

Requests for such leave must be submitted in writing at least two (2) weeks in advance of the commencement date. Requests must be accompanied by supporting documentation from the appropriate association indicating:

- the nature of the conference
- the status of the employee as a delegate of the Association.
- the specific period of the conference and the travel time required

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Subject:	DUTY LEAVE

52.0 DUTY LEAVE

An employee may, on application, be granted Duty Leave with full pay by the Chief Executive Officer where he is a member of the Voluntary Defence Force/Cadet Corps:

- i) when called out for training for a continuous period of eight (8) hours or more
- ii) during annual camp; and
- iii) when called out on temporary service

Requests for duty leave must:

- a) be supported by documentation from the Head of the Trinidad & Tobago Voluntary Defence Force and Tobago Cadet Corps indicating:
 - i) the nature of the services the employee is required to perform;
 - ii) the status of the employee as a representative of the particular organization;
 - iii) the specific period for which the employee's service may be requested;
- b) be submitted in writing at least two weeks in advance.

Duty leave shall not be deducted from the employee's annual (vacation) leave eligibility.

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Subject:	LEAVE OF ABSENCE WITHOUT PAY

53.0 LEAVE OF ABSENCE WITHOUT PAY

The Chief Executive Officer may grant Leave of Absence without pay to permanent employees in the following circumstances:

- a) to accept employment in organizations approved by the Chief Executive Officer such as CAREC, UWI, PAHO or the recognized Association representing employees.
- b) for private reasons
- c) for study purposes
- d) for cultural purposes

Details relating to these requests are outlined in the table as follows:

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Table relating to requests

Reasons/Circumstances	Examples of Supporting docs. Includes but not limited to	Maximum period
1. Employment outside of the Authority		3 years in the first instance and not more than five (5) years in the aggregate
1.1 With an international or regional Government/body which Trinidad & Tobago is a member		2 years in the first instance and not more than five (5) years in the aggregate
1.2 With other organizations the bona fides of which have been established	- firm offer of employment specifying commencement date, period of engagement etc	3 years in the first instance and not more than five (5) years in the aggregate
1.3 With the Government of a Commonwealth Country or Territory or Protectorate	- information on status of organization	3 years in the first instance and not more than five (5) years in the aggregate
1.4. U.W.I Hugh Wooding Law School	- firm offer of employment specifying commencement date, period of engagement etc	3 years in the first instance and not more than six (6) years in the aggregate
1.5. With a majority Union	certification by the association that the employee is (a) an elected full time member of the executive or (b) not being an elected member of the Executive, has been selected for full time employment with the Union	(a) Term of office; (b) 3 years The periods at (a) & (b) may be extended upon certification by the Union

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Table relating to requests continued

Reasons/Circumstances	Examples of Supporting docs. Includes but not limited to	Maximum period
1.6 Professional Bodies allied to Medicine under existing laws	certification by the body that the employee is (a) an elected full time of the executive; or not being an elected member of the executive selected for; (b) certification by the Body that the employee is a full-time with the body.	(a) Term of office; (b) 3 years The periods at (a) & (b) may be extended upon certification by the Body.
<p>2. For private reasons</p> <p>2.1 To facilitate maintenance of the family unit <u>where the spouse</u> of the employee is required to reside in another country for a <u>limited</u> period for the following reasons:</p> <p>a) To pursue a course of training under the full pay study leave or Scholarship and advanced Training Programme, or under the sponsorship of private enterprise, or requiring full time study even though un-sponsored</p>	Proof of relationship e.g. Marriage Certificate; proof of acceptance of spouse for full-time study/scholarship ; full pay study leave	Equivalent to duration of full time study being pursued by the spouse

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Table relating to requests continued

Reasons/Circumstances	Examples of Supporting docs. Includes but not limited to	Maximum period
b) To take up a posting to one of the T&T overseas missions or other overseas posting by government or where a spouse employed in private enterprise is posted to another country on transfer from its T&T operations	Proof of relationship. Proof of spouse's employment with agency etc	Not exceeding duration of posting/transfer of spouse
c) To accept employment with: an international organization/ regional body which Trinidad and Tobago is a member; any other agency approved by the authority	Proof of relationship; proof of spouse's employment with agency	5 years
2.2 to attend to private business	- proof of relationship (marriage certificate, birth certificate) medical reports etc	3 months
3. For cultural purposes		
3.1. to enable employees who have established themselves in the field of culture to promote their talent and their country by undertaking overseas tours	- Request from the Organization endorsed by the relevant Ministry	6 months over a twenty four month period
3.2. to enable officers to participate in festivals/cultural events, at home or overseas	- Request from the Organization endorsed by the relevant Ministry	6 months over a twenty four month period
4. for study purposes (see section on study leave)		

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- Leave of absence from duty without pay is not to be regarded as a term and condition of employment in all cases but rather as a facility afforded by the employer in his discretion;
- Applications/requests for leave of absence from duty without pay should be submitted at least two (2) months in advance;
- Periods granted as leave of absence from duty without pay do not count for pension purposes (except in circumstances where the appropriate contribution is paid to the Authority towards the preservation of the employee's pension benefits);
- During periods of leave of absence from duty without pay, established terms and conditions of employment are suspended and the employee may not be considered for any benefits attaching to his position including the grant of leave of any kind e.g. sick/extension of sick leave or maternity leave, until the employee resumes duty;
- Where the employee becomes eligible for promotion while on leave of absence without pay, the employee shall be required to resume duty within one (1) month of official notification of the promotion;
- The grant of leave of absence without pay does not follow automatically once an application/request is made. The employee must continue to report for duty pending the outcome of his application. Failure to do so could render the employee liable to disciplinary proceedings being instituted against him for the breach;

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- Consideration shall not be given for the grant of leave of absence without pay where disciplinary charges have been preferred or are being contemplated against an employee;
- An employee who is indebted to the Authority/Government is required to make arrangements with the Authority/Comptroller of Accounts regarding the liquidation of such indebtedness. Steps must be taken to ensure that such arrangements are made prior to the employee proceeding on the leave;
- An employee must utilize all annual (vacation leave) for which he is eligible prior to the start of any period of leave of absence without pay;
- An employee who submits an incomplete application should be informed **immediately** that in the absence of all the required information/documents, his application is not approved;
- Where approval is granted for leave of absence without pay to an employee, the terms of the approval (specifying duration, conditions for the preservation of pension benefits or such other conditions as may be deemed necessary e.g. no further extensions would be considered) should be conveyed in writing to the employee;
- Where approval is granted for leave of absence without pay the employee should be informed that he is required:
 - a) To resume duty at the expiration of any period of leave granted.

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Subject:	LEAVE OF ABSENCE WITHOUT PAY

- b) In the case of acceptance of employment outside the Authority, to indicate in writing at least three (3) months before the period of leave expires, whether he intends to return to the Authority or not. In no case should an employee remain in the other organization without approval.
- Where leave of absence without pay is approved, the period of such leave should be up to and including the date immediately preceding the expected date of the employee's resumption of duty. Date of commencement and termination should be specified.

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Subject:	PUBLIC HOLIDAYS

54.0 PUBLIC HOLIDAYS

The Authority recognizes the following as paid holidays for all monthly paid staff.

New Year's Day	Emancipation Day
Shouter Baptist Liberation Day	Independence Day
Good Friday	Republic Day
Easter Monday	Eid-ul-Fitr
Indian Arrival Day	Divali
Corpus Christi	Christmas Day
Labour Day	Boxing Day

In the event the Government of Trinidad and Tobago declares a public holiday, an employee would be remunerated for that day subject to the publication in the Trinidad and Tobago Gazette.

5.16.1 During a vacation period

Public holidays occurring during a vacation period are not counted against vacation time.

5.16.2 Shift Workers

Shift workers will receive a compensatory day off if they are rostered to work on a public holiday.

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Subject:	SEPARATION

55.0 SEPARATION

The Authority treats all separations in a confidential and professional manner. The Supervisor, Line Manager and Human Resource Department will ensure that the separation procedures are consistent with good industrial relations practice.

The Authority recognizes that separation can often-times be a traumatic psychological experience whatever the cause, hence we will seek to have mechanisms in place to:

- prepare employees for separation through for example, counselling sessions;
- ensure that he receives where applicable his separation benefits promptly and that programmes for separation follow-up become an established aspect of the organization's separation procedure framework.

55.1 ABANDONMENT OF OFFICE

An employee may be deemed to have abandoned his position in the Authority where he absents himself from duties for three (3) consecutive days without cause and or without notifying in writing the Chief Executive Officer or duly authorized representative.

The Authority will give the employee a reasonable opportunity to justify his absence.

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Subject:	SEPARATION

55.2 COMPULSORY RETIREMENT

A monthly paid employee must retire on attaining the age of sixty (60) years.

55.3 EMPLOYMENT BEYOND THE NORMAL RETIREMENT DATE

- with the consent of the Authority, an employee may remain in employment after his sixtieth (60th) birthday for a period of not more than five (5) years.
- Employees cease paying contributions to the Pension Plan on their Normal Retirement Date (60th birthday). However pension benefits shall be paid only after actual retirement (*see section 6.2.4 of RHA Pension Fund Plan –Members Booklet*).

55.4 VOLUNTARY RETIREMENT

An employee on attaining the age of fifty-five (55) years, may at any time retire from the Authority after giving appropriate notice to the Authority for permission to retire.

55.5 EARLY RETIREMENT

An employee may at any time after attaining the age of fifty (50) years but before attaining the age of fifty-five (55) years apply to the Authority for permission to retire, stating the reasons on which it is based.

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Subject:	TRAINING POLICY

56.0 TRAINING POLICY

Training and Development in the Health Sector in Trinidad and Tobago will be conducted and managed at three levels:

- Firstly, at the Governmental level such as the Technical Co-operation Unit (TCU).
- Secondly, at the level of the Ministry
- Thirdly, at the level of the Regional Health Authorities (RHAs).

56.1 GOVERNMENT

Employees will equally be able to access training at the Governmental level. In discharging its human resource management functions the Government will provide mainly policy making and advisory services. It will also have responsibility for National Scholarships, Full Pay Study Leave, Technical Assistance Awards and Students Loans.

56.2 MINISTRY

- The Ministry is responsible for the development and management of its Training Plan and Training Vote, as approved from time to time, by the Government of Trinidad and Tobago, as appropriate. The Ministry's Training Vote is utilized for its recurrent training which includes its in-house training programme for staff. Also, the Ministry continues to have either direct or indirect responsibility for a number of training activities which cut across the public health sector such as the Apprenticeship and Basic (NIHERST) Nurse

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Programmes, Post Basic Programmes for Nurses (School of Advanced Nursing), BSc. in Nursing programme, Programmes for Public Health Inspectors (Post Basic), Programmes for training of Dental Nurses, Dental Surgery Assistants and Nursing Assistants.

- In addition to the Ministry's recurrent training, there are special training activities/programmes identified under the Ministry's Health Sector Reform Programme, such as, the Diploma in Family Medicine and District Health Visiting Programmes which are financed through the Public Sector Investment Programme (PSIP). The authority for the approval of training under the PSIP where funding has been provided, is the Minister of Health on the recommendation of the Permanent Secretary.

56.3 REGIONAL HEALTH AUTHORITIES

- Within the framework of the wider policies as aforementioned, the Authority would have direct responsibility for:
 - (i) the management development and all operational training of their own staff.
 - (ii) the development of Inter and Extra Authority consortia for purposes of training and other human resource and management activities.
 - (iii) the development and implementation of short and long term training plans which will inform the annual budgetary process, the Authorities business plans and annual services agreement.

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- (iv) the evaluation of their training activities/programmes, career development needs, and generally for all performance reviews.
- (v) the identification on an Authority wide basis of training needs and the forecasting of their human resources requirements.
- (vi) liaising with the Ministry on training and organizational development activities as well as actively serving on all Human Resource Committees including the established Training Advisory Committee.

56.4 ACCREDITATION OF PROGRAMMES/INSTITUTIONS

The Authority is required to give special attention to the question of accreditation of programmes and institutions. The Ministry/THA will be guided by national policies in this regard. The Authority shall ensure that all programmes of study as accredited by the Accreditation Council of Trinidad and Tobago

56.5 GRANT OF TIME OFF FOR STUDY PURPOSES

- (a) The Authority may grant permanent employees time off for part-time study purposes.
- (b) The time off required should not normally extend beyond a period of more than (2) academic years and *should not exceed ten hours per week (travel time included)*.

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- (c) The employee is required to make good any time off granted for study purposes.
- (d) Any approval given for the grant of time off for study purposes may be withdrawn where the exigencies of the service so require.
- (e) Requests for time-off from employees who have been accepted as **full-time** students at any institution **may not be** considered.
- (f) All applications for time-off for study purposes must be made well in advance of the start of the course of studies to enable proper consideration.
- (g) All applications must be accompanied by:
 - i) letter of acceptance as a part-time student of the particular institution;
 - ii) copy of timetable indicating the hours of classes for which time-off is sought

56.6 NO PAY STUDY LEAVE

- **The grant of no pay study leave will be informed by the priority areas listed at Appendix I (This will be updated from time to time).**
- Subject to the approval of the Board of the TRHA or authorized representative, an employee with no less than three (3) years continuous service would be eligible for the grant of No-pay Study Leave.

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- No Pay Study leave is granted to pursue accredited training programmes on a full-time basis. However, in a limited number of cases, as may be decided by the Board of the TRHA or authorized representative, such leave may be granted to pursue training programmes which are offered on a part-time basis.
- The duration of the No-pay Study Leave shall be determined by the circumstances of each case but shall not normally exceed a period of five (5) years.
- Applications should be submitted on the prescribed form at least two (2) months prior to the commencement date of the proposed programme of study.
- Applications must be accompanied by the following documents:-
 - a) an affidavit of financial support or a bank statement;
 - b) letters of acceptance from the institution of study stating:
 - the programme to be pursued
 - the commencement and completion dates of the programme and the qualification to be obtained on completion
 - fees

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- a letter from the Accreditation Council of Trinidad and Tobago or other appropriate accredited body certifying that the institution and/or the proposed programme of study is or are accredited.
- Employees must advise the Authority of their mailing address or any changes there to.
- Employees shall be required to authorize the institution of study to release their academic results/transcripts/progress reports at the end of each semester.
- Employees who wish to change the programme and or institution of study must submit an application to the Chief Executive Officer at least two (2) months in advance.
- Employees are not allowed to obtain employment outside of the RHA while on No-pay Study leave except where such employment forms a component of the training programme.
- No more than two (2) extensions for a maximum of two (2) years would be granted to an employee to enable him/her to complete the programme of study for which No-pay Study leave was granted.

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- The approved period of No-Pay study leave will terminate at the end of the programme of study for which approval was given. Employees must report for duty within one (1) week for those who pursued programmes in the Caribbean region and within one (1) month in all other cases.
- The permission of the Chief Executive Officer must be obtained for an employee to resume duty before the end of the approved period of No-Pay Study.

56.7 EVALUATING TRAINING AND DEVELOPMENT

All training and development efforts in the Authority will be subject to measurement and evaluation so that the Heads of Departments and other relevant stakeholders would have a basis for making a connection between the investment in training and the performance of the individual and the organization.

The evaluation will:

- (i) determine whether training programmes are fulfilling their objectives.
- (ii) calculate the return on investment in training.
- (iii) determine how such programmes could be improved both in content and methodology.

Heads of Department will be required to submit annually to the Human Resources Department of the Authority explicit reports on their training and development activities to assist it in evaluating and reviewing its policies and programmes. These reports will also help to inform the Ministry's annual budgetary requests and the RHAs in keeping with Government's policy.

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Subject:	Priority Human Resource Requirements

Main Occupational Categories or Specialties

General Medicine

Forensic/Anatomical Pathology

Haematology

Paediatric Surgery

General Surgery

Chemical Pathology

Microbiology

Infectious Diseases

Virology

Forensic Psychiatry

Pathology

Paediatric Psychiatry

Urology

Radiotherapy

Nephrology

Oncology

Immunology

Epidemiology

Ears/Nose/Throat

Cardiovascular Surgery

Pulmonary Medicine

Neurology

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Orthopaedics

Radiology and Sub-Specialty Radiology/Laryngology

Neonatology

Plastics and Burns

Oral Surgery

Dental Nurse

Dental Assistant

Gerontology

Anaesthetics

Physical Medicine

Accident and Emergency

Neurosurgery

Advanced Trauma and Life Support – Certificate

Cardio Pulmonary Resuscitation – Certificate

Ophthalmology

Obstetrics and Gynaecology

Public Health

Health Promotion and Education

Drug Abuse

Maternal and Child Health

Aids Prevention and Care

Family Medicine

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Nutrition and Dietetics

Community Mental Health

Occupational Health

Public Health

Veterinary Public health

Vector Control

Environmental Health

Population Policy, Family Planning and Nutrition

Non-Medical Epidemiology and Biostatistics

Venereal Diseases

Areas Supplementary to Medicine

Physiotherapy

Speech Therapy

Occupational Therapy

Clinical Psychology

Dietetics

Radiotherapy

Radiography

Medical Physics

Medical Library Science

Bio-Chemistry

Drug Residual Analysis

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Medical Social Work

Medical Laboratory Technician

Pharmaceutical Program Management

Paramedicine

Audiologist

Sonography

Nursing

Nursing Administration and Education

Nurse Practitioner

Midwife

Primary Care Nursing

Forensic Nursing

Psychiatric Intensive Care

Operating Theatre

Intensive Care

Paediatric

Oncology

Urology

Mental Health

Health Visiting

Nurse Educators

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Community Mental Health

Neonatal Care

Emergency Care

Nephrology

District Nurse

Enrolled Nursing Assistants

Patient Care Assistants

Information Systems

Management Information Systems

Human Resource Information Systems

Patient Administration Systems

Health Information/Medical Records

Microsoft Certification

Systems/Network Engineering

Communication Specialists

Policy Planning and Finance

Health Policy and Planning

Health Economics

Programme Financing

Financing Health Care

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Project Management/Evaluation

Infrastructure Investment and Financial Analysis

Health Insurance

Contracts/Negotiations/Mediation

Materials Management

General Management / Supervision

Managing Decentralised Health Systems

Hospital Administration

Pensions Administration

Human Resource Management

Organisation Development

Communication and Media Relations

Management Auditing

Strategic Planning and Thinking

Health Services Management

Health Systems Management

Office Services Management

Security Administration

Preventative Maintenance

Biomedical Engineering

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Total Quality Systems

- Quality Practitioners Certification
- Quality Systems Auditing
- Health Service Accreditation
- Health Systems Research
- Clinical Research
- Infection Control Monitoring
- Performance Standards and Measurements

TITLE OF MANUAL: Human Resources Policies and Procedures	HRP&P APPENDIX II
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Subject: Annual Issues of Uniforms in Respect of Certain Categories of Monthly Paid Employees	

Category	Initial Issue	Subsequent Issue
Domestic Supervisor I & II	Shoe Allowance (for 2 pairs shoes) 6 - dresses	Shoe Allowance (for 2 pairs shoes) 4 - dresses
Kitchen Supervisor	<u>Female</u> Shoe Allowance (for 2 pairs shoes) 6 - dresses 3 - coats (protective gear) <u>Male</u> 2 pairs shoes 4 shirt jacs 6 pants	Shoe Allowance (for 2 pairs shoes) 4 - dresses 2 pairs shoes 4 shirt jacs 4 pants
Health Attendant	2 pairs shoes 6 shirt jacs 4 pairs pants	2 pairs shoes 4 shirt jacs 3 pairs pants
Wards maid	2 pairs shoes 6 dresses 6 aprons 6 caps	2 pairs shoes 4 dresses 4 aprons 4 caps

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Subject: Annual Issues of Uniforms in Respect of Certain Categories of Monthly Paid Employees	

Category	Initial Issue	Subsequent Issue
Cooks I, II and III	<p><u>Female</u> 2 pairs shoes 6 dresses 6 aprons 6 caps</p> <p><u>Male</u> 2 pairs shoes 6 shirts 6 pairs pants 6 aprons</p>	<p>2 pairs shoes 4 dresses 6 aprons 6 caps</p> <p>2 pairs shoes 4 shirts 4 pairs pants 6 aprons</p>
Medical Orderly	<p><u>Female</u> 2 pairs shoes 6 dresses</p> <p><u>Male</u> 2 pairs shoes 6 shirts 6 pairs pants</p>	<p>2 pairs shoes 4 dresses</p> <p>2 pairs shoes 4 shirts 4 pairs pants</p>
Sterilizer Operator	2 pairs shoes 6 shirt jacs 6 pairs pants	2 pairs shoes 4 shirt jacs 4 pairs pants
Motor Vehicle Driver	2 pairs shoes 6 shirts 6 pairs pants	2 pairs shoes 4 shirts 4 pairs pants

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Category	Initial Issue	Subsequent Issue
Maid	6 dresses 6 aprons 6 caps 2 pairs shoes	4 dresses 4 aprons 4 caps 2 pairs shoes
Receptionist	2 pairs shoes 6 dresses	2 pairs shoes 4 dresses
Mortuary Attendant	2 pairs shoes 6 shirt jacs 4 pairs pants 6 long coats	2 pairs shoes 4 shirt jacs 3 pairs pants 6 long coats
X-Ray Orderly	2 pairs shoes 6 dresses	2 pairs shoes 6 dresses
Orthopaedic Orderly	2 pairs shoes 6 shirt jacs 4 pairs pants 4 coats	2 pairs shoes 4 shirt jacs 3 pairs pants 4 coats
Laundress I and II	2 pairs shoes 4 dresses 6 aprons 6 caps	2 pairs shoes 4 dresses 6 aprons 6 caps

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Subject: Annual Issues of Uniforms in Respect of Certain Categories of Monthly Paid Employees	

Category	Initial Issue	Subsequent Issue
Dental Assistant	No shoes or Shoe Allowance 4 dress lengths (plus allowance towards cost of making these dresses)	No shoes or Shoe Allowance 4 dress lengths (plus allowance towards cost of making these dresses)
Motor Vehicle Operators I and II	2 pairs shoes 3 pairs pants 3 shirts	2 pairs shoes 2 pairs pants 2 shirts
District Health Visitor	Shoe Allowance (for 2 pairs shoes) 6 dress lengths (plus allowance towards cost of making these dresses)	Shoe Allowance (for 2 pairs shoes) 4 dress lengths (plus allowance towards cost of making these dresses)

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Category	Initial Issue	Subsequent Issue
Staff Nurse, Nurse	<p><u>Female</u> Shoe Allowance (for 2 pairs shoes) 6 dresses</p> <p><u>Male</u> Shoe Allowance (for 2 pairs shoes) 5 shirt jacs 4 pairs pants</p>	<p>Shoe Allowance (for 2 pairs shoes) 4 dresses</p> <p>Shoe Allowance (for 2 pairs shoes) 4 shirt jacs 2 pairs pants</p>
Midwives	<p>Shoe Allowance (for 2 pairs shoes) 6 dresses 3 coats (protective wear)</p>	<p>Shoe Allowance (for 2 pairs shoes) 4 dresses 3 coats (protective wear)</p>
Enrolled Nursing Assistants	<p><u>Female</u> Shoe Allowance (for 2 pairs shoes) 6 dresses</p> <p><u>Male</u> Shoe Allowance (for 2 pairs shoes) 5 shirt jacs 4 pairs pants</p>	<p>Shoe Allowance (for 2 pairs shoes) 4 dresses</p> <p>Shoe Allowance (for 2 pairs shoes) 4 shirt jacs 2 pairs pants</p>

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Subject: Annual Issues of Uniforms in Respect of Certain Categories of Monthly Paid Employees	

Category	Initial Issue	Subsequent Issue
Patient Care Assistants	Shoe Allowance (for 2 pairs shoes) 6 dresses	Shoe Allowance (for 2 pairs shoes) 4 dresses
Ward Sister	Shoe Allowance (for 2 pairs shoes) 6 dresses	Shoe Allowance (for 2 pairs shoes) 4 dresses
Junior Matron	Shoe Allowance (for 2 pairs shoes) 6 dresses	Shoe Allowance (for 2 pairs shoes) 4 dresses
Matron	Shoe Allowance (for 2 pairs shoes) 6 dresses	Shoe Allowance (for 2 pairs shoes) 4 dresses
Boiler Operator I and II	1 pair safety boots 4 overalls	1 pair safety boots 4 overalls
Nursing Instructor I, II & III – Psychiatric Nursing Instructor	Shoe Allowance (for 2 pairs shoes) 6 dresses	Shoe Allowance (for 2 pairs shoes) 4 dresses

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Subject: Annual Issues of Uniforms in Respect of Certain Categories of Monthly Paid Employees	

Category	Initial Issue	Subsequent Issue
County Health Visitor	Shoe Allowance (for 2 pairs shoes) 6 dress lengths (plus allowance towards making these dresses)	Shoe Allowance (for 2 pairs shoes) 4 dress lengths (plus allowance towards making these dresses)
Clinical Instructor	Shoe Allowance (for 2 pairs shoes) 6 dresses	Shoe Allowance (for 2 pairs shoes) 4 dresses
Dietician	6 coats (protective wear) 2 pairs shoes	4 coats (protective wear) 2 pairs shoes
Food Demonstrator	5 dresses 5 pinafores 2 pairs shoes	5 dresses 3 pinafores 2 pairs shoes
Laundry Supervisor/Superintendent	4 dresses 2 pairs shoes	4 dresses 2 pairs shoes

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Subject: Reasons for Termination	

TYPE OF EMPLOYEE	REASONS FOR TERMINATION
PERMANENT	Voluntary retirement
	Redundancy
	Medical Grounds
	Dismissal as a consequence of disciplinary proceedings
TEMPORARY	On the Expiration of an appointment for a specific period.
	Where the office itself is of a temporary nature and is no longer necessary.
	On dismissal or removal as a consequence of disciplinary proceedings
	Ill Health
	Redundancy

The above mentioned reasons for termination in no way prejudice the Authority's right to apply further disciplinary action or take action for just cause, nor do they compromise its right to vary the related penalties depending on extenuating circumstances.

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Subject: Specimen of Charge (To Be Done in Duplicate on Authority's Letterhead)	

John Doe
 Medical Orderly
 Scarborough Regional Hospital
 Fort Street
 Tobago

CHARGE

I wish to inform you that you are hereby charged with the following act (s) of misconduct.

It is alleged that at **(time/date/place)** you **(what was allegedly done)- (identification of offence)**

contrary to Regulation () sub regulation () of the Regional Health Authorities (Conduct) Regulations 2008.

You have the right to respond to the charge (s) above. In your response you must specify whether you –

admit or deny the charge; and give an account or explanation of your actions.

If you admit the charge you may recite any factors in mitigation of your conduct.

A tribunal may be established to hear and determine the matter. However, the Board of Directors of the Authority has the power to dispose of the matter and determine the penalty to be imposed, if you admit your guilt in the matter.

You will be notified if a tribunal is to be appointed and of any information to be forwarded to the tribunal at least five (5) working days before the hearing.

For and on behalf of the Board

Employee must sign duplicate or it must be backed by the serving officer as proof of service

TITLE OF MANUAL: Human Resources Policies and Procedures	HRP&P APPENDIX V
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Subject: Specimen of notice of Hearing (To Be Done in Duplicate on Authority's Letterhead)	

John Doe
 Medical Orderly
 Scarborough Regional Hospital
 Fort Street
 Tobago

I wish to inform you that you that as a result of the charge made against you for the offence of **(Identification of offence) (time/date/place)** you **(what was allegedly done)**-contrary to Regulation () sub regulation () of the Regional Health Authorities (Conduct) Regulations 2008, you are required to attend a Disciplinary Tribunal which is scheduled to sit on **(time/date/place)**

You can conduct your own defence or may be represented by an employee of choice who is a member of the Authority, your staff association or an attorney-at-law.

You are required to notify the Authority of any witnesses you desire to appear at the hearing so that they can be duly informed at least three (3) days before the date of hearing.

You will not be entitled to any leave other than sick, maternity, bereavement or paternity leave, until the expiration of the hearing.

The following information must be submitted to the tribunal at least three (3) days before the date of hearing.

For and on behalf of the Tribunal

Employee must sign duplicate or it must be backed by the serving officer as proof of service

TITLE OF MANUAL: Human Resources Policies and Procedures	HRP&P APPENDIX VI
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Subject: SPECIMEN NOTICE OF APPOINTMENT OF TRIBUNAL	

I wish to inform you that (name of Tribunal member) a three (3)/ five(5) member tribunal chaired by (state name) has been appointed to examine the charge (s) of _____ specified in the Notice of Charge dated() and served on you dated ().

You will be notified by the Tribunal of the first date of hearing into the charge (s) at least five (5) working days before the date of hearing.

Secretary
For and on behalf of the Board

Employee must sign duplicate or it must be backed by the serving officer as proof of service

TITLE OF MANUAL: Human Resources Policies and Procedures	HRP&P APPENDIX VII
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Subject: WITNESS NOTICE TO ATTEND TRIBUNAL (To Be Done in Duplicate on Authority's Letterhead)	

Ken Brown
Scarborough Regional Hospital
Fort Street
Tobago

Dear _____,
You have been invited to attend before a Disciplinary Tribunal at **(date/time/place)** in matter involving **(name of alleged offender)** who it is alleged had committed a breach of conduct to wit, **(date/time/place of the alleged offence)** contrary to Regulation () sub Regulation () of the RHA (CONDUCT) Regulations 2008.
You are asked to attend as a witness to give evidence for **(alleged offender/Authority)**.
Be advised that you will be notified if you would be needed beyond the aforementioned date.

Secretary
For and on behalf of the Tribunal

Employee must sign duplicate or it must be backed by the serving officer as proof of service

TITLE OF MANUAL: Human Resources Policies and Procedures	HRP&P APPENDIX VIII
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Subject: NOTICE OF SUSPENSION (To Be Done in Duplicate on Authority's Letterhead)	

John Doe
 Medical Orderly
 Scarborough Regional Hospital
 Fort Street
 Tobago

SUSPENSION NOTICE

You are hereby suspended from duty with pay with effect from **(date)** until further notice pending the outcome of investigations and enquiry into allegations of misconduct made against you. This action was taken to protect the interest of the public and the reputation of the Authority.

It is alleged that at **(time/date/place)**, you **(what was allegedly done)** **(Investigator)** has been appointed to investigate the matter and you are required to cooperate fully with him/her.

You are not allowed to leave the country without the permission of the Board as this will constitute a breach of conduct. You are therefore required to make yourself available to be at each sitting of the Tribunal until the matter is concluded.

For and on behalf of the Board

Employee must sign duplicate or it must be backed by the serving officer as proof of service

TITLE OF MANUAL: Human Resources Policies and Procedures	HRP&P APPENDIX IX
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	Effective Date:
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Subject: NOTICE OF DECISION OF TRIBUNAL (To Be Done in Duplicate on Authority's Letterhead)	

John Doe
 Medical Orderly
 Scarborough Regional Hospital
 Fort Street
 Tobago

I wish to inform you that you that as a result of the charge made against you for the offence of

(identification of offence) (time/date/place) you (what was allegedly done)- contrary to Regulation () sub regulation () of the Regional Health Authorities (Conduct) Regulations 2008, the Board of Directors of the Tobago Regional Authority has found you not guilty/guilty of the offence and has decided that a penalty of **(state nature and/or duration of penalty)** shall be imposed on you. If you are dissatisfied with this decision and or the penalty imposed you may apply to the Minister of Health to review the decision and/ or the penalty imposed herein. If you wish to do so, please write to the Chief Executive Officer, Tobago Regional Health Authority, Doretta's Court, Mt. Marie, Scarborough, Tobago enclosing a copy of the original notice of charge, a copy of this letter and a statement explaining the reasons or grounds for your application for review. Please note that you must make your application within fourteen (14) days of the date herein. You should include an address and telephone number for correspondence.

The full complaints procedure may be found in the Regional Health Authorities (Conduct) Regulations, 2008 a copy of which was given to you on or after your appointment. Additional copies may be obtained at www.news.gov.tt/E or the Government Printery.

For and on behalf of the Board

Employee must sign duplicate or it must be backed by the serving officer as proof of service