



*MINISTRY OF HEALTH*  
*REGIONAL HEALTH AUTHORITIES*



*HUMAN RESOURCES POLICIES & PROCEDURES MANUAL*

**MINISTRY OF HEALTH**  
**REGIONAL HEALTH AUTHORITIES**

**HUMAN RESOURCE POLICIES AND PROCEDURES**  
**AND CONDITIONS OF SERVICE**

**TABLE OF CONTENTS**

Manual updated by: \_\_\_\_\_  
Position: \_\_\_\_\_  
Date: \_\_\_\_\_

<b>1.</b>	<b>INTRODUCTION</b>	<b>1</b>
<b>2.</b>	<b>RESPONSIBILITIES</b>	<b>1</b>
<b>3.</b>	<b>EMPLOYMENT POLICY</b>	<b>2</b>
<b>4.</b>	<b>EMPLOYMENT PROCEDURES</b>	<b>2</b>
4.1	<b>Recruitment</b>	<b>2</b>
4.1.1	Referrals	2
4.1.2	Discrimination	3
4.1.3	Job Descriptions	3
4.1.4	Vacancy Notification	3
4.2	<b>Selection</b>	<b>4</b>
4.2.1.	Application form	4
4.2.2.	Employment Qualifications	4
4.2.3	Rehire of Pensioners	4
4.2.4	Employment of Non-Nationals	5
4.2.5	Part-time Employment	5
4.2.6	Contract Employment	5
4.2.7	Appointments	5
4.2.8	Temporary Appointment	5
4.2.9	Contractual/Temporary Engagements	6
<b>4.3</b>	<b>Medical Examination</b>	<b>6</b>
<b>4.4</b>	<b>Orientation</b>	<b>6</b>
<b>4.5</b>	<b>Probation</b>	<b>7</b>
<b>4.6</b>	<b>Promotions/Demotions</b>	<b>7</b>
<b>4.6</b>	<b>Transfers</b>	<b>8</b>
4.6.1	Intra Regional Transfer	8
4.6.2	Inter Regional Transfer	8

**TABLE OF CONTENTS CONTD.**

<b>5.</b>	<b>CONDITIONS OF EMPLOYMENT</b>	<b>9</b>
<b>5.1</b>	<b>Hours of Work</b>	<b>9</b>
<b>5.1.1</b>	<b>Attendance</b>	<b>10</b>
<b>5.2</b>	<b>Leave</b>	<b>10</b>
<b>5.2.1</b>	<b>Vacation Leave</b>	<b>11</b>
5.2.1.1	Payment of Salary prior to Vacation Leave	11
5.2.1.2	Payment of Salary in lieu of Vacation Leave	11
5.2.1.3	Extension of Vacation Leave	12

Manual updated by: \_\_\_\_\_  
Position: \_\_\_\_\_  
Date: \_\_\_\_\_

5.2.2	<b>Sick Leave</b>	<b>12</b>
	5.2.2.1 Medical Board	12
5.2.3	Departmental Leave	13
5.2.4	Maternity Leave	13
<b>5.2.5</b>	<b>Study Leave</b>	<b>13</b>
	5.2.5.1 Day Release	15
5.2.6	Leave without Pay	15
<b>5.3</b>	<b>COMPENSATION</b>	<b>15</b>
	5.3.1 Incremental Salary Increases- Within the Relevant Scale	15
	5.3.2 Seniority Allowance	16
<b>5.4</b>	<b>HUMAN RESOURCE PLANNING</b>	<b>16</b>
<b>5.5</b>	<b>PERFORMANCE EVALUATIONS AND MANAGEMENT</b>	<b>16</b>
<b>5.6</b>	<b>SUCCESSION PLANNING</b>	<b>17</b>
<b>5.7</b>	<b>PERSONAL INFORMATION AND RECORDS</b>	<b>18</b>
<b>5.8</b>	<b>TERMINATION</b>	<b>18</b>
	5.8.1 Retirement	18
	5.8.2 Resignations	18
	5.8.3 Other Forms of Separation	19

**TABLE OF CONTENTS CONTD.**

	<b>5.9 DISCIPLINE AND GRIEVANCE</b>	<b>19</b>
<b>6</b>	<b>HEALTH AND SAFETY</b>	<b>19</b>
	6.1 INJURY ON THE JOB	19
	6.2 LOSS OR DAMAGE OF EMPLOYEE PROPERTY	19
	6.3 SECURITY	20
	6.3.1 Identification	20
	6.3.2 Searches	20
<b>7</b>	<b>BUSINESS/WORK ETHIC</b>	<b>20</b>
	7.1 CONFIDENTIAL INFORMATION	20
	7.2 DRESS CODE	21
	7.3 POLITICAL ACTIVITY	21
	7.4 HARASSMENT	21
	7.5 EMPLOYMENT OF RELATIVES	22
	7.6 CONFLICT OF INTEREST DECLARATIONS	22
	7.7 ACCEPTANCE OF GIFTS	22

Manual updated by: \_\_\_\_\_  
Position: \_\_\_\_\_  
Date: \_\_\_\_\_

<b>8</b>	<b>EMPLOYEE WELFARE AND DEVELOPMENT</b>	<b>22</b>
8.1	CIVIC DUTIES	23
8.2	VOTING	23
8.3	NATIONAL REPRESENTATION	23
8.4	JURY DUTY	23
8.5	PROFESSIONAL AFFILIATION	24
8.6	UNION MEETINGS	24
<b>9</b>	<b>GRIEVANCE POLICY &amp; PROCEDURES</b>	<b>24</b>
9.1	GRIEVANCE PROCEDURE	25
9.2	DISCIPLINARY PROCEDURES	26
9.3	PROCEDURE FOR CONDUCTING AN ENQUIRY/HEARING	26
9.4	REGULATIONS	27
9.5	APPEALS	27
<b>10.</b>	<b>COMPLIANCE</b>	<b>27</b>
<b>11.</b>	<b>COMMUNICATION</b>	<b>28</b>
<b>12.</b>	<b>EMPLOYMENT OF CONVICTED PERSONS</b>	<b>28</b>

**Appendix 1**

<b>STUDY LEAVE</b>	<b>29</b>	
<b>1</b>	<b>DEFINITION</b>	<b>29</b>
1.1	Category 1 Government Mandated	29
1.2	Category 2 Job Related	29
1.3	Category 3 Future Advancement	29
1.4	Category 4 Personal Interest	29
<b>2.</b>	<b>SUPPORT FOR STUDY LEAVE</b>	<b>29</b>
<b>3.</b>	<b>BONDING</b>	<b>30</b>
<b>4.</b>	<b>DAY RELEASE</b>	<b>30</b>
<b>5.</b>	<b>PART-TIME STUDY COURSES</b>	<b>31</b>
<b>6.</b>	<b>RECREATIONAL LEAVE</b>	<b>31</b>
<b>7.</b>	<b>LIST OF GOVERNMENT MANDATED COURSES</b>	<b>31</b>

**Appendix 2** **33**

**1. DISCIPLINARY CODE**

Manual updated by: \_\_\_\_\_  
 Position: \_\_\_\_\_  
 Date: \_\_\_\_\_

**MINISTRY OF HEALTH  
REGIONAL HEALTH AUTHORITIES**

**HUMAN RESOURCE POLICIES AND PROCEDURES  
AND CONDITIONS OF SERVICE**

**1. INTRODUCTION**

This manual sets out the Human Resource policies and procedures in force within the Regional Health Authorities (RHAs) and the standard practices to be observed by all levels of staff in order to achieve individual, departmental, facility and regional aims and objectives. The provisions do not constitute a contract between the Regional Health Authorities and their employees.

In keeping with the policy of the Ministry of Health, this manual is developed to communicate approved Human Resource (HR) policies, procedures and conditions of service for all levels of staff in the RHAs. It should be used in conjunction with, and should not take precedence over, the Staff Orders for the Public Service (Revised 2004) the Public Service Regulations, 1961, or any other Regulations applicable to the Public Service of Jamaica.

There are seven (7) main components:

- Employment policies and procedures
- Conditions of employment
- Health and Safety
- Business/ Work Ethics
- Employee Welfare and Development
- Grievance policy and procedures
- Communication

**2. RESPONSIBILITIES:**

Manual updated by: \_\_\_\_\_  
Position: \_\_\_\_\_  
Date: \_\_\_\_\_

It is the responsibility of all staff to familiarize themselves with the policies and procedures, as set out in this manual, and any updates or revisions made subsequent to this publication. It is also the responsibility of the employee to ensure these policies and procedures are consistently observed.

It is the responsibility of the Director, Human Resource & Industrial Relations to maintain this manual as an organized and controlled method of storing, classifying, disseminating and preserving policies and procedure, information and instructions relating to the Human Resource activities of the RHAs.

The manual remains the property of the RHA. The document is to be reviewed biennially or as the need may arise. It is the responsibility of the staff member, assigned by the Human Resource Managers in the parish or institution, to insert updates/revisions when they are issued and to keep the manual up to date at all times.

It is the responsibility of the RHA Board to approve and sign-off on all Human Resource Policies & Procedures and revisions, except those issued by the Office of the Services Commission and the Ministry of Finance and Planning. This should be preceded by consultation with the Permanent Secretary, Ministry of Health, to ensure that the proposals are consistent with Government guidelines or statutes.

It is the responsibility of all managers and supervisors to recommend revisions to established Human Resource policies and procedures whenever such revisions are recognized as being desirable and/or necessary. Such recommendations should be presented, in writing, to the Director, Human Resource & Industrial Relations through the office of the Parish Personnel Manager/Officer and appropriate channels.

Any employee of the RHA who desires to recommend an addition or modification to the Human Resource Policy and Procedure Manual may do so through his/her supervisor.

### **3. EMPLOYMENT POLICY**

It is the policy of the RHA to ensure that all vacancies are filled, funds being available. Employment should be based on a fair and open assessment of individual's qualifications, capabilities, and in accordance with standards of professional best practice, thereby aiming to achieve the highest level of performance possible.

It is within the right of the RHA to make private inquiry into the character, professional and criminal history of all persons seeking employment with the Organization.

### **4. EMPLOYMENT PROCEDURES**

#### **4.1 RECRUITMENT**

All vacancies will be advertised internally and/or externally.

##### **4.1.1 Referrals**

Manual updated by: \_\_\_\_\_  
Position: \_\_\_\_\_  
Date: \_\_\_\_\_

Recruitment may be done through personal contact or other types of referral. In all cases, only applicants who have a good record of performance and are of good character may be considered for employment with the RHA.

#### **4.1.2 Discrimination**

The RHA will not discriminate against any person on the basis of race, sex, religion, sexual orientation, marital status, disability or membership in any legitimate organization.

The legitimate ages for employment are between 17 – 65 years of age. No prospective employee shall be discriminated against on the basis of age in relation to any particular position. Consideration may be given to the employment of persons beyond 65 years of age in keeping with existing policy.

#### **4.1.3 Job Descriptions**

Prior to recruitment, a detailed Job Description must be prepared or the existing one reviewed/revised. The classification of this post should be obtained from the Corporate Development Branch, Cabinet Office. This will guide the RHAs in setting salaries, which are in keeping with Government guidelines.

#### **4.1.4 Vacancy Notification**

Where a vacancy exists on the basis of resignation, death, job abandonment, promotion or transfers or any other circumstances, the immediate supervisor must notify the respective Manager **without delay**. The departmental Manager shall be responsible for advice to the Parish or Hospital Human Resource Personnel.

The HR Personnel in Parish/Hospital shall advise the Regional Human Resource Division of the following:

- The facility/department to which the employee is attached.
- Name of the employee
- Position of the employee
- Last date actually worked.
- All leave at credit.
- Date to which salary paid
- Any indebtedness/liability to the government

The Parish/Hospital HR Personnel will ensure that there is a clear vacancy, the post is classified and that all other relevant procedures are adhered to. A staff requisition may then be submitted, to the Director Human Resource & Industrial Relations, for approval by the Regional Director.

Manual updated by: \_\_\_\_\_  
Position: \_\_\_\_\_  
Date: \_\_\_\_\_

**This process must be handled expeditiously.**

## **4.2 SELECTION**

Job applicants short-listed will be interviewed and, where appropriate, tests administered. Except where delegated, according to procedural policy, the conduct of interviews will be the responsibility of the Director Human Resource Management and Industrial Relations along with the relevant Parish Manager, Divisional and/or Departmental Head.

Each applicant who has been interviewed will be informed in writing of the result of the selection process.

### **4.2.1 Application form**

Applicants will be required to complete the designated application form setting out details of his/her personal history, qualifications, experience and other relevant data.

Original certificates and diplomas must be submitted for scrutiny. Where relevant, proof of current registration with the professional organization, should be submitted (e.g Medical Council, Nursing Council, Professions Supplementary to Medicine.)

### **4.2.2 Employment Qualifications**

Qualification requirements for all positions should bear reference to the specifications contained in the relevant Job Description or other existing guidelines.

### **4.2.3 Rehire of Pensioners**

Retired personnel may be rehired on a contractual basis for an initial period not exceeding one (1) year and thereafter renewed subject to:

- (i) The appropriate application
- (ii) A satisfactory performance appraisal and recommendation from the facility of last employ.
- (iii) A satisfactory medical report upon request.
- (iv) The existence of a clear need and/or vacancy at the facility in question.
- (v) The ability to pay.
- (vi) The existence of a succession plan for the position under consideration.

**Employment beyond five years shall be subject to review and approval by the Board.**

Retired personnel rehired shall be compensated:

Manual updated by: \_\_\_\_\_  
Position: \_\_\_\_\_  
Date: \_\_\_\_\_



- (i) In keeping with the remuneration attached to the vacancy to be filled
- (ii) In accordance with the ability to pay

#### **4.2.4 Employment of Non-Nationals**

Employment of non-nationals will require Work Permit, or exemption from the requirements from a Work Permit or marriage exemptions or CARICOM national certificate in keeping with the requirements of the Ministry of Labour and Social Security. Additionally, visa requirements have to be satisfied.

#### **4.2.5 Part-time Employment**

Part time employment may normally be offered for periods of three days in any one week but shall be less than thirty hours in any one week.

#### **4.2.6 Contract Employment**

Where necessary, the Authority may employ persons in established/approved posts, on a contractual basis. Conditions of service for contract employees shall be governed by the existing policy for contract employment.

#### **4.2.7 Appointments**

The selection of persons for appointment to RHA posts will be based not only on academic qualifications and performance, but also on job specifications. Perceived ability to advance to higher levels within the organization shall be taken into consideration. In all cases, the most suitable applicant will be selected.

Each applicant will be informed in writing of the result of the selection process, within three (3) weeks.

#### **4.2.8 Temporary Appointment**

Persons temporarily employed for extended periods will not automatically be subject to permanent appointment. Where a vacant post exists, such persons may be recommended for consideration. All criteria relevant to appointments will then apply.

#### **4.2.9 Contractual/Temporary Engagements**

The RHA may engage persons for a specific duration to execute specific tasks. On the expiration of the period, the employment of such persons will cease, unless further need for their service is established. In the event of an extension, the temporary employment will be extended for a further defined period.

Such persons will not automatically be eligible for continued employment or confirmation, in permanent posts.

**Under no circumstances will open-ended temporary employment be allowed.**

#### **4.3 MEDICAL EXAMINATION**

All persons seeking permanent positions on the staff of the RHA may be required to pass a medical examination in order to be confirmed as permanent employees. The RHA will meet the cost of such medical examination. Persons permanently appointed to positions in the Civil Service will not be required to undergo a medical examination on permanent appointment to the RHA.

#### **4.4 ORIENTATION**

Orientation will be undertaken at the inception of the probationary period, in order to familiarize employees with:

- Vision, mission and strategic objectives of the Ministry of Health and the RHAs
- Organization and staff structure
- Objectives and functions of the RHA
- Terms and conditions of employment
- The relevant facility or facilities
- Staff
- Inter-departmental linkage and general departmental functions.
- Functions and procedures of the job
- Relevant policies and procedures of the RHA
- Business and professional codes of conduct and ethics.
- Other general and special norms and standards, rules and regulations

Relevant manuals should be made available to employees.

#### **4.5 PROBATION**

All new employees will be employed, in the first instance, on a minimum of six months' probation, except where otherwise stated such as in the case of stipulated senior managerial or technical positions.

During the probationary period, the employee's work performance and compliance with stated policies and procedures will be assessed to determine suitability of the individual to the position.

Manual updated by: \_\_\_\_\_  
Position: \_\_\_\_\_  
Date: \_\_\_\_\_

On completion of the probationary period, the employee shall either:

- (a) be confirmed as a permanent member of staff, subject to the receipt of a satisfactory performance evaluation and medical report
- (b) be made to continue on probation for an additional period not exceeding six months; or
- (c) have his/her employment terminated.

Any decision taken must be communicated in writing to the employee.

During the probationary period, the RHA will have complete discretion as to the tenure of employment and may terminate such employment in accordance with the terms and conditions outlined in the letter offering employment with the RHA.

The Regional Board reserves the right to waive all or any portion of the period of probation.

#### **4.6 PROMOTIONS/DEMOTIONS**

Promotions will be based on merit. Factors to be considered include the individual's performance, educational qualifications, relevant training, relevant experience, suitability for the particular position and, all other things being equal, seniority. The recommendations of the individual's supervisor and annual performance evaluation reports are essential.

If an employee does not perform his/her duties satisfactorily and continues to do so after the Authority has made reasonable and adequate arrangements for training and assistance, the management of the Authority may decide to place that employee in another position for which his/her competence level makes him/her suitable. Such employee shall receive the remuneration attached to the post to which s/he has been reassigned.

#### **4.7 TRANSFERS**

##### **4.7.1 Intra Regional Transfer**

Staff may be transferred to varying workstations or assignments within the RHA by request, subject to relevant conditions, or in accordance with the exigencies of the service.

When an officer is on temporary transfer from his/her base, and such transfer necessitates that he/she maintains a residence, in addition to that at his/her substantive location, the officer will in the normal course of events be given at least one month's notice of such transfer. In addition, the officer will be paid a subsistence allowance for a period not exceeding 20 days in the first instance. Any additional period will be compensated at a

Manual updated by: \_\_\_\_\_  
Position: \_\_\_\_\_  
Date: \_\_\_\_\_

rate not exceeding 75% of the rate prescribed and will be subject to approval from the office of the Regional Director or his/her designate. The rate and period of payment will be in accordance with the approved rates in force from time to time. Any exceptions will be addressed on an individual basis and on submission of relevant documents.

The Regional Director will in the exercise of his authority and in the interest of the role and functions to be executed, reassign persons to different positions in any agency within the area of his jurisdiction.

Job rotation will be an important part of management strategy for organizational development.

The selected employee should be apprised, in good time, of the need, the proposed assignment discussed and a movement order, in writing, made to the employee. To the extent possible, the views and preferences of the employee will be taken into account.

#### **4.7.2 Inter Regional Transfer**

Transfer between Regions will be dependent on the approval of the Regional Director and/or the Regional Technical Director of both Authorities and will be subject to factors such as the effect on the Region where the employee is currently employed, the requirements of the proposed Region, the effect of the transfer on the goals of the RHA and the Ministry of Health. The goals, objectives and priorities of the employee, will be taken into account.

Where an officer is transferred to a new location away from his/her substantive RHA, he/she may appeal against such transfer to his/her Regional Board, stating in writing the specific grounds for the appeal. The decision of the Board is final.

When an officer is on temporary transfer from his/her base, and such transfer necessitates that he/she changes residence, the officer will in the normal course of events be given at least one month's notice of such transfer. In addition, the officer will be paid a subsistence allowance for a period not exceeding 20 working days in the first instance. Any additional period will be compensated at a rate not exceeding 75% of the rate prescribed, and will be subject to approval from the office of the Regional Director.

The subsistence allowance is expected to address reasonable expenses incurred for relocation and transport. The rate and period should be in accordance with the approved rates in force from time to time. Any exceptions will be addressed on an individual basis and on submission of relevant documents. Payment of transport expenses and subsistence allowance will be applied to intra regional transfers in similar circumstances.

Manual updated by: \_\_\_\_\_  
Position: \_\_\_\_\_  
Date: \_\_\_\_\_

The Ministry of Health, however, may initiate or require inter-regional transfer of technical staff, where such a decision is in the best interest of the achievement of the Ministry's goals.

In the case of inter-regional transfers, a copy of the employee's file along with a Movement Order is to be sent to the receiving Region.

All transfers should be effected in accordance with procedural guidelines.

For all persons on internship, who need to work on an inter-regional basis, the assignments/transfers are to be made in accordance with the procedures set out in the relevant internship manuals, by the relevant bodies set up in the Ministry and the RHAs.

## **5 CONDITIONS OF EMPLOYMENT**

### **5.1 HOURS OF WORK**

The RHA shall operate facilities offering health services on a twenty-four (24) hour basis, to ensure continuity of quality service to the public. As such, the Board of the RHA reserves the right to review, set and adjust working hours for all categories of staff. The Regional Board reserves the right to apply such measures as may be deemed necessary to certify proof of attendance at work for all categories of staff.

Standard office hours, for administrative staff, are as follows:

Monday to Thursday	-	8.30 a.m. to 5 p.m.
Friday	-	8.30 a.m. to 4:00 p.m.

Employees may be required to work beyond standard working hours from, time to time, in the interest of the work of the RHA as may be determined by the management.

The standard office hours do not apply to employees whose duties require them to work on a shift system. Employees who work on a shift system are required to work for any eight (8) hour period within a twenty-four (24) hour period.

Lunch break will normally be taken for one hour, but the time at which it is taken may be varied as necessary and as determined with the head of the relevant department.

The RHA may also introduce flexible working hours and/or shift systems where this may be considered to be advantageous or necessary for the achievement of organizational objectives and in the best interest of the client.

#### **5.1.1 Attendance**

Where an employee is unable to report for duty for any given shift or scheduled work day, the immediate supervisor is to be contacted, where possible, at least two (2) hours before the scheduled time of reporting. Where not possible, contact

Manual updated by: \_\_\_\_\_  
Position: \_\_\_\_\_  
Date: \_\_\_\_\_

should be made within the first hour of the work period or as soon as possible thereafter.

In the event that telephone or other contact is not made with the immediate Supervisor, a detailed telephone message should be left with the facility's telephone operator, indicating name, department, work shift and expected time of resumption.

## **5.2 LEAVE**

All employees shall be entitled to departmental, sick and vacation leave in keeping with rates approved by Government from time to time.

At the time of a general change in the Government rates, the RHAs will introduce new leave schedules in keeping with the principles under the Human Resource Policy and Procedures.

Applications for leave must be made through the employee's head of department or section and on the approved form in accordance with departmental directives. Vacation and departmental leave are calculated by the number of working days.

### **5.2.1 Vacation Leave**

All employees will be entitled to vacation leave on the completion of each year's service. During the first year of employment vacation leave may be granted, in special cases, on a pro-rated basis.

The Regional Director may at any time require an officer to proceed on such vacation leave as determined, or to which he/she may be entitled. Vacation leave must be applied for in writing, four (4) weeks in advance, except in cases of emergency.

Vacation leave must be taken annually. It is the policy that all employees take the equivalent of their annual leave entitlement. To this end, an annual vacation leave roster is to be submitted in January of each year. The grant of the vacation leave is subject to the exigencies of the service.

The Regional Director may, at any time, request an officer to proceed on such vacation leave as determined, or for which he/she may be eligible. The annual vacation leave entitlement may be accumulated with the permission of the Regional Director, for a maximum period of two (2) years. However, the accumulation of vacation leave is strongly discouraged.

#### **5.2.1.1 Payment of Salary prior to Vacation Leave**

Employees may be paid in advance the salaries and allowances to a maximum of two (2) months, when proceeding on vacation leave, subject to approval via the appropriate offices and the availability of funds.

Manual updated by: \_\_\_\_\_  
Position: \_\_\_\_\_  
Date: \_\_\_\_\_

### **5.2.1.2 Payment of Salary in lieu of Vacation Leave**

Any employee who has been given permission and has accumulated vacation leave entitlement for up to two (2) years beyond the maximum, may apply to be paid salary in lieu of the vacation leave earned for two (2) year or any portion thereof, subject to the availability of funds.

The payment of salary in lieu of leave must be accompanied by an approval for the individual to proceed on vacation leave immediately following the expiration of the period of salary in lieu of leave.

No employee will earn further vacation leave until the amount at credit in respect of the two years accumulated has been taken or payment received in lieu thereof.

### **5.2.1.3 Extension of Vacation Leave**

If an officer who is on vacation leave requires an extension of such leave, he/she must apply at least ten (10) working days prior to the expiration of the approved leave to allow for its consideration and for a reply to be made to him/her before the expiration of the original period of leave.

## **5.2.2 Sick Leave**

Sick leave may be taken at one time or in short periods, provided that a medical certificate from a registered medical practitioner supports any absence of more than three (3) days on any occasion. If a permanent employee has exhausted all his sick leave entitlement and further leave is required for purposes of illness, he/she may utilize any unutilized sick and departmental leave from the previous two (2) years, departmental and up to fifty percent (50%) of vacation leave at credit, for that purpose.

In the event of illness, employees should notify the relevant supervisor/departmental head, within the first and subsequent days of absence, during which a medical certificate is not required. If an employee's illness necessitates a continuous absence that all accumulated sick leave and departmental leave plus fifty percent (50%) of vacation leave are utilized, the Regional Director may grant the employee special sick leave on the advice of the appropriate medical authority.

### **5.2.2.1 Medical Board**

If an employee is absent from work due to illness for a ninety (90) calendar-day period, the Regional Director should request the Chief Medical Officer to consider the appointment of a Medical Board to examine the employee this is with the view to determine the employee's fitness to return to work, or for further service.

Manual updated by: \_\_\_\_\_  
Position: \_\_\_\_\_  
Date: \_\_\_\_\_

The Medical Board should be made up of at least two (2) registered medical practitioners. Leave on full salary will be granted in such circumstances should the illness of this employee necessitate his/her further absence. The Board may grant special sick leave subject to the recommendation of a Medical Practitioner appointed by the RHA.

### **5.2.3 Departmental Leave**

Departmental Leave is not normally granted in excess of five days in any one instance, and is to enable staff to attend to urgent private affairs and to cover periods of illness as stated in section 5.2.2 above.

During the first year of employment departmental leave may be granted, in special cases, on a pro-rated basis.

Application for Departmental Leave should be applied for at least forty eight (48) hours in advance of the time required. Under normal circumstances, Departmental Leave cannot be taken immediately preceding and following vacation leave except in cases of illness.

### **5.2.4 Maternity Leave**

A female employee who has been employed to the RHA for more than fifty-two consecutive weeks, may be granted leave for maternity purposes as follows:

- (a) Forty (40) working days maternity leave on full salary;
- (b) All the vacation leave for which she is eligible;
- (c) Leave without pay not exceeding sixty (60) working days

The grant of paid maternity leave will not be approved to any employee on more than three occasions.

### **5.2.5 Study Leave**

The Board of the RHA must approve all grants of study leave with the exception of the Doctor of Medicine Programme for which the board will make recommendation. Study leave may be granted in accordance with any of the following categories (See Appendix 1):

- Government Mandated
- Job Related
- Future Advancement
- Personal Interest

Manual updated by: \_\_\_\_\_  
Position: \_\_\_\_\_  
Date: \_\_\_\_\_



Employees on government mandatory course who are granted study leave would qualify for full financial support with no forfeit of any vacation leave.

Employees who are selected to pursue job related and future advancement courses of study may receive the equivalent of up to 2 years fully paid leave. The officer would be required to forfeit leave or salary equivalent to 1 years leave entitlement. Any further leave required will be without pay.

Officers who are granted study leave to pursue personal interest courses of study may be granted vacation leave followed by leave without pay at the discretion of the Regional Director.

In normal circumstances, to qualify for study leave, an employee must have been continuously employed for two (2) years, performed satisfactorily, and the course must be related to job functions, or the skill needs of the Health Service. Where, however, there are special manpower needs, to add to or benefit the health service, the qualifying period may be less than two (2) years,

Officers on study leave should return to work during periods of break in the course of study.

The grant of study leave for courses costing in excess of \$25,000 will require recipients to be bonded in accordance with government regulations (see Appendix 1).

A Medical Officer will be granted study leave to pursue postgraduate courses, only after satisfactory completion of a minimum of two (2) years, post registration, in rural service.

If an employee terminates his/her employment before completion of any course of study, or before expiration of the agreed period of employment covered in the agreement above, he/she will be required to refund to the RHA such funds expended, or the amount assessed as relating to the course, except the portion paid in respect of vacation, recalled and recreational leave.

The employee should submit written reports from the Institution of study on his/her performance at the end of each semester, or at the end of the course, whichever is earlier.

Contract Officers will not normally be granted study leave with pay, except in exceptional circumstances.

The Authority is under no obligation to subsequently approve participation in any training programme commenced without prior approval. Disciplinary procedures will be instituted where employees fail to adhere to the stipulated guidelines.

Manual updated by: \_\_\_\_\_  
Position: \_\_\_\_\_  
Date: \_\_\_\_\_

### **5.2.5.1 Day Release**

Day release may be granted to employees who are undertaking job-related courses at an accredited institution and will be limited to employees who have served the Authority for a minimum of twelve consecutive months. Day release may be granted for a maximum of two days per week.

Leave granted for day release will be deducted from vacation leave at credit, up to the day prior to the first day of attendance. However, where persons do not have any vacation leave or if additional leave is required to complete the course, a maximum of 180 days at full pay may be granted.

### **5.2.6 Leave without Pay**

The Regional Director may grant leave without pay to an employee for a maximum period of thirty (30) days in any one calendar year on the grounds of urgent private affairs. Application for no pay leave in excess of thirty (30) days will be referred to the Regional Board for consideration. Periods in excess of 180 days will be referred to the Ministry of Health. Approval of no pay leave is subject to the provision of documentary evidence in support of the request.

## **5.3 COMPENSATION**

Compensation for all permanent positions will be in accordance with the salary scales approved for similar positions by the Minister of Finance and Planning. Where market conditions so determine and to attract scarce skills, the Regional Board may in the exercise of their discretion, recommend to the Minister of Health, the inclusion of special incentives in the compensation package.

Unless otherwise arranged, salaries quoted on an annual basis shall be paid monthly in arrears on the 25<sup>th</sup> day of each month, or the full working day prior to that date where it falls on a weekend or a public holiday.

Wages to weekly and hourly paid personnel shall be paid fortnightly in arrears on Thursdays.

### **5.3.1 Incremental Salary Increases- Within the Relevant Scale**

Incremental salary increases shall fall due on the anniversary date of appointed or confirmed employment status, subject to a satisfactory performance review for the period under consideration .

Increment may be paid to temporary employees in established posts, which are not vacant, subject to fully satisfactory job performance.

Manual updated by: \_\_\_\_\_  
Position: \_\_\_\_\_  
Date: \_\_\_\_\_

The incremental increase to an officer may be suspended/deferred if his service over the period under review is considered to be unsatisfactory.

Where the Regional Director considers that the suspension/deferral of an officer's increment is justified, he should notify the officer in writing at least one month before the date on which the increment is due of the reasons for which he considers that the increment ought not to be granted.

### **5.3.2 Seniority Allowance**

An employee who holds a post to which an annual salary scale is attached, and who has served at the maximum salary of the scale for three (3) years, will be granted seniority allowance at a rate equivalent to one increment at a rate of the highest incremental rate of a salary scale.

A weekly paid employee who has served at the maximum salary of a scale for two (2) years will be granted a seniority allowance, at a rate equivalent to a further increment in the scale. Seniority allowance is to be applied for by the employee.

A second seniority allowance shall become due, three (3) years following eligibility for the first seniority.

Payment of a seniority allowance shall be subject to a satisfactory performance review for the relevant period.

The Regional Board may approve the establishment of incentive schemes for outstanding and meritorious performance.

## **5.4 HUMAN RESOURCE PLANNING**

It is the policy of RHA to plan its human resource requirements for the future and take action to ensure that it has an adequate cadre of persons with the requisite skills, training and experience available at the required time to enable the RHA to achieve its' objectives.

## **5.5 PERFORMANCE EVALUATIONS AND MANAGEMENT**

It is the policy of the RHA to encourage regular dialogue between staff and their managers to provide meaningful feedback on performance achievement and encourage superior performance aligned to corporate objectives.

The Performance of every employee will be evaluated in order to measure how well the employee has executed the roles and functions assigned during the period under review. The performance of all employees on the job will be evaluated based on the targets set and other agreed performance standards, and the level of achievement of those targets and standards.

The objectives for each manager will be based on the overall goals and objectives of the organization. The performance standards by which employees will be

Manual updated by: \_\_\_\_\_  
Position: \_\_\_\_\_  
Date: \_\_\_\_\_

measured will be the same for all persons performing similar jobs so that uniformity of judgement will be achieved and maintained.

Managers should review the performance of their employees on a continuous basis, as part of the day-to-day management process of coaching and guiding employees in their development to achieve superior performance.

The evaluation should identify the employee's strengths and weaknesses, so that appropriate action can be taken to develop the strengths and correct weaknesses. The evaluation of an officer's performance should be a continuous process, but at least once each year, by a date specified by the Board of the RHA, a formal session should be held between the employee and his supervisor to discuss and record the supervisor's formal assessment of the employee's performance.

The report should reflect the results achieved by the employee in relation to the overall work plan of the department or organization and the expected results; volume of work achieved, performance as a supervisor, if applicable, decision making capability, work attitude, ability to plan and organize, ability to work with others, and give a reasonable guide as to the employee's suitability for advancement or retention.

The report of the evaluation should be signed by both parties and form a part of the employee's personal record.

## **5.6 SUCCESSION PLANNING**

It is the policy of the RHA to institute a succession plan, so as to prepare members of staff to meet the Authority's needs for skilled personnel over time. The Authority will identify, assess, develop, compensate and plan for talents that are aligned to the organizational values and competency.

Discussions between the individual and his/her manager during performance appraisal regarding realistic career aspirations should be considered when developing the succession plan and suitable development opportunities identified

The succession planning process must provide equal opportunity to all members of staff subject to performance, competence and merit. There is, however, no guarantee that a member of staff will be selected for a position for which he/she contends, unless he/she is the best candidate.

## **5.7 PERSONAL INFORMATION AND RECORDS**

It is important that accurate and up-to-date personnel records be maintained in respect of each employee. All files must contain a certified copy of the officer's birth certificate, current address and telephone number, a passport size photograph, name, address and telephone number of next of kin, proof of educational achievements, TRN and NIS numbers and where relevant, certified copies of professional licenses.

All changes to personal information relating to the employee's address, telephone

Manual updated by: \_\_\_\_\_  
Position: \_\_\_\_\_  
Date: \_\_\_\_\_

number, next of kin must be provided to the personnel department, which should be notified whenever there are changes. The Personnel Department must also be notified of changes in marital status and educational achievements and provided with certified copies of the relevant documents.

Personnel files are confidential and will not be for general circulation. Officers and/or their legal representatives will, however, have access to personal files, and these will be utilized in the presence of a Senior Officer.

## **5.8 TERMINATION**

The RHA reserves the right to terminate the services of a member of staff in accordance with the provisions of the Disciplinary Code, or as otherwise stipulated in a contract, or for reasons of reorganization or changes in the establishment. In the latter two cases, consultation must be made with staff representatives and the benefits due to relevant employee paid.

### **5.8.1 Retirement**

All permanent employees who are employed to the RHA will be required to retire from the service when they attain the stipulated age of sixty (60) or sixty five (65) years, whichever is applicable. Each employee so retiring will be eligible for a pension based on his or her entitlement under the RHA Pension Scheme, in keeping with Section 4 (3) of the National Health Services Act (1997).

### **5.8.2 Resignations**

An employee may resign his/her job after giving the required notice as stipulated in his/her letter of appointment or contract. There will be an exit interview with the Personnel Manager or his/her designate to determine the employee's reasons for leaving and to gain his/her views on the organization's strengths, weaknesses, opportunities and threats.

### **5.8.3 Other Forms of Separation**

Should there be need for separation for reasons other than those already addressed in this document, this must be done in accordance with the relevant governing legislation, policies and procedures.

## **5.9 DISCIPLINE AND GRIEVANCE**

In the interest of good order and the promotion of harmonious employee relations, the RHA will deal with grievances and matters of discipline in the manner set out in the Grievance and Disciplinary Procedures.

## **6 HEALTH AND SAFETY**

Manual updated by: \_\_\_\_\_  
Position: \_\_\_\_\_  
Date: \_\_\_\_\_

It is the policy of the RHA to provide and maintain a safe and healthy workplace environment for staff, clients and visitors, and also to educate staff on health related matters and promote healthy lifestyles among staff members.

Employees are requested to report all unsafe conditions encountered.

All accidents must be reported immediately and a written account produced.

Employees are required to familiarize themselves with and adhere to the safety and security procedures of the organization.

## **6.1 INJURY ON THE JOB**

When an officer is injured in the discharge of his/her duties, the matter should be treated in the manner prescribed with respect to industrial injuries, as stated in the Factories Act, Workmen's Compensation Act and in accordance with the National Insurance Act. This officer will be afforded free medical treatment in any public health facility.

## **6.2 LOSS OR DAMAGE OF EMPLOYEE PROPERTY**

All claims for personal losses, injury and damage claims, submitted by Officers must be submitted to the Attorney General or other contracted Attorney to determine the liability of the RHA.

These claims should be accompanied by bills/receipts to substantiate costs, as well as written reports from the officer concerned and eyewitnesses where relevant. Compensation should not be granted where loss/damage is due to an Act of God, where the Officer was negligent, or recovery may be obtained through insurance coverage

## **6.3 SECURITY**

### **6.3.1 Identification**

All employees will be provided with appropriate identification showing his/her full name, photograph and signature. Employees are required to display their identification badges when on the RHA premises. The Identification Badge is the property of the RHA and must be returned to the Personnel Department on termination of employment. The loss of an I.D. card must be reported immediately to the HR Department. Employees will be required to pay the cost of replacing lost identification badges.

### **6.3.2 Searches**

The RHA reserves the right to conduct periodic searches (cars, lockers drawers, bags, etc.) of employees.

## **7 BUSINESS/WORK ETHIC**

Manual updated by: \_\_\_\_\_  
Position: \_\_\_\_\_  
Date: \_\_\_\_\_

It is the policy of the RHA to promote and maintain the highest code of conduct in the execution of duties and interaction among staff, professional entities and the general public. All persons undertaking research projects should adhere to the protocols on Ethics emanating from the MOH's Research Ethics Committee. The Research Ethics Committee is chaired by the Chief Medical Officer and functions through the Advisory Panel on Ethics and Medical Legal Affairs. This Panel approves research protocols for studies that are to be conducted locally.

All persons employed to the RHA are expected to be of good character and conform to the highest standards of public behaviour at all times, whether on or off the job. Public and private morality must at all times influence the behaviour of staff members in the performance of their duties, particularly in the making of decisions, which affect other staff members and the public.

#### **7.1 CONFIDENTIAL INFORMATION**

Employees are expected to respect and treat as confidential, organizational information that comes to their knowledge during the course of their duties. Such information should not be repeated or divulged to anyone outside the organization or discussed with other employees except as necessary for the efficient performance of either employee's responsibilities.

Employees are currently governed by the Official Secrets Act, but must be aware of the policy of open Government. They will be governed by the Access to Information Act.

All patient related information is held to be confidential except on a "need to know" basis.

#### **7.2 DRESS CODE**

All employees are expected to observe appropriate code of dress while on the job. Where uniforms are provided, staff is required to wear such uniforms while on the job. If unavoidable circumstances prevent the wearing of uniforms on any or specified days, the employee will be expected to provide a valid reason acceptable to the head of his/her department.

The alternative dress worn will in all material effects conform to the dress code of the RHA. Any breaches of the dress code will result in the possibility of the employee being sent home by departmental supervisors to change into appropriate attire, and may in addition be subject to further disciplinary action.

#### **7.3 POLITICAL ACTIVITY**

In accordance with Staff Order 4.2.6 members of staff are strictly forbidden to engage in active partisan politics. Breaches will be subject to disciplinary action.

#### **7.4 HARASSMENT**

Manual updated by: \_\_\_\_\_  
Position: \_\_\_\_\_  
Date: \_\_\_\_\_

It is the policy of the RHA to provide an environment that is free from harassment related to race, national origin, religion, sexual orientation, gender or of any other nature. It is considered that such conduct seriously undermines the atmosphere of trust and respect, essential to a healthy work environment.

Persons engaging in activity, which constitutes harassment, shall be subject to disciplinary action up to and including dismissal.

Sexual harassment may be deemed to consist of but is not limited to:

- Unwelcome physical contact.
- Language or conduct that is considered to be sexually offensive
- Seeking to use senior reporting or other relationships to influence sexual responses.
- Threat or denial of professional or other advancement opportunities, wages or benefits, in relation to negative responses to sexual advances.
- Display, viewing or distribution of lewd or pornographic material.

For address of matters of harassment, sexual or otherwise, a written report must be submitted. In all instances, the affected employee is advised to ensure that there has been clear and verbalized rejection of the offensive behaviour. Matters of this nature are to be handled with the utmost confidentiality and adherence to a “need to know” basis.

## **7.5 EMPLOYMENT OF RELATIVES**

As a norm, relatives should not be employed in positions with supervisory or audit relationships one to the other, or where such relationship may compromise operating procedures, control systems, financial or any other interest of the Regional Health Authority.

Relationships covered by this policy include but are not limited to: siblings, spouses, parents, grandparents, children, grandchildren, aunts, uncles, nephews, nieces and in-laws.

It is required that all relationships of the above nature be declared at the time of employment. Where such relationships are discovered to exist or evolve, post employment, the matter will be addressed as the circumstance dictates.

## **7.6 CONFLICT OF INTEREST DECLARATIONS**

All persons employed to the RHA are required, under the Anti-corruption Act, to declare, in writing, particulars of any investment or shareholding that he may possess in any company, occupation or undertaking, or any other direct or indirect interest in such organization. This declaration must be made every three (3) years, or as circumstances change, whichever is earlier.

Employees are required to adhere to the tenets of their professional organizations, as well as to guidelines issued from time to time, by the Government through it Ministries and Agencies.

Manual updated by: \_\_\_\_\_  
Position: \_\_\_\_\_  
Date: \_\_\_\_\_



All employees will be treated with justice under a code of fair play, which will ensure that no favouritism or antagonism is shown towards any member of staff, and that there is objectivity and consistency in the treatment of all.

## **7.7 ACCEPTANCE OF GIFTS**

Officers in their official capacity are forbidden to solicit or accept presents or gratuities, whether in the form of money or goods for the performance or neglect of official duties and responsibilities.

## **8 EMPLOYEE WELFARE**

It is the policy of the Regional Health Authority to foster an environment that stimulates the achievement of the highest potential by training and developing staff to enable them to perform efficiently and effectively both on the job and within their communities.

The Regional Health Authority will also encourage and promote an environment that will heighten staff morale and stimulate a harmonious climate at the workplace.

### **8.1 CIVIC DUTIES**

Employees are encouraged to take part in civic, religious and community activities provided such activities do not conflict with job performance. The Regional Health Authority will facilitate such activities wherever possible, since they contribute to the overall development of employees as well as the community in general. In appropriate cases, staff will be released for community work and for important sports training and involvement, which conform with national policy.

### **8.2 VOTING**

All employees are encouraged to fulfill their responsibilities as citizens by being enumerated and voting in local and general elections. The necessary time off will be granted, as stipulated in law.

### **8.3 NATIONAL REPRESENTATION**

Members of staff who are selected by the appropriate authorities:

- to represent Jamaica or the West Indies in international sporting events;
- as an office bearer to represent Jamaica, CARIOM or international professional organisations
- to attend annual training with the Jamaica National Reserves;
- to attend International Cultural Events;
- to attend Scout/Girl Guide Jamborees

will be granted special leave for the duration of the event. Such leave with full pay will be limited to two calendar months in any one year. Formal letters of invitations from relevant organizations should accompany applications. Leave required for these purposes in excess of two months will be treated as vacation leave, if available, or leave without pay. The application must be made at least one month prior to the date of departure.

Manual updated by: \_\_\_\_\_  
Position: \_\_\_\_\_  
Date: \_\_\_\_\_

The Board may in its discretion consider and grant additional leave with pay, in cases where the period required extends beyond two months and a case of hardship is established.

#### **8.4 JURY DUTY**

Government employees are not normally required to perform Jury duty. Officers will be allowed to perform these civic duties, on presentation of evidence of call - up for duty.

#### **8.5 PROFESSIONAL AFFILIATION**

Employees who are professionals have the right to affiliate with their professional organizations and societies.

Executives of Professional Associations may (will) be released to participate in official meetings and seminars of their association at the discretion of the Regional Health Authority and where the exigencies of the service permit.

#### **8.6 UNION MEETINGS**

The Unions, may, with the approval of the RHA, hold meetings of members on the premises of the RHA, at times and locations agreed between the unions and the RHA, provided that the unions give adequate notice of their desire to hold such meetings. Union meetings should not disrupt the normal operations of the facility.

### **9 GRIEVANCE POLICY & PROCEDURES**

The Grievance and Disciplinary Procedures apply to **all** staff of the RHA and are in keeping with the provisions of the Labour Relations and Industrial Disputes Act and the Labour Relations Code. It is the duty of the management of the organization to act to avoid or forestall grievances and to establish an organization culture in which disciplinary situations are rare.

The underlying principle of these procedures is that each member of staff has a right to express grievances, and to a formal, transparent, objective and fair method of having grievances and issues of discipline dealt with in the workplace.

Where disciplinary proceedings progress beyond preliminary hearings, an employee has the right to be represented by a representative of a Union/Association, an Attorney-At-Law or a peer of his/her choosing.

No employee, whether directly or indirectly involved in a matter, should take any action, or enlist the aid of others to take action, that may have the effect of unduly influencing or

Manual updated by: \_\_\_\_\_  
Position: \_\_\_\_\_  
Date: \_\_\_\_\_

thwarting the fair and just handling of a grievance or disciplinary matter in accordance with the procedures herein laid down.

All parties are expected to take all necessary steps to ensure the earliest possible resolution or disposal of grievances or disciplinary matters.

The employee must receive copies of all relevant documentation at each stage of the procedure. Any grievance not presented or carried forward in the specified time limit by the aggrieved, shall be considered abandoned by default unless the parties otherwise agree, or the cause for delay is demonstrably outside of the control of the party concerned.

## **9.1 GRIEVANCE PROCEDURE**

### **Stage 1**

Unless otherwise determined, **in the first instance**, the immediate Supervisor should deal with a reported grievance. It is the responsibility of the Supervisor to take such steps to resolve the matter directly, or to achieve a resolution through those empowered to do so.

### **Stage 2**

If the aggrieved party is not satisfied with the Supervisor's determination, such employee(s) may, within seven (7) working days of the determination, have the matter referred to the Departmental/Divisional Head

### **Stage 3**

If the aggrieved party is not satisfied with the determination by the Departmental/Divisional Head, such employee(s) may, within seven (7) working days of the determination, have the matter referred to the Parish Personnel Manager, or in a Regional Hospital to the Personnel Manager.

### **Stage 4**

Should the matter not be resolved satisfactorily, the employee (s) may refer it to the Director, Human Resource Management and Industrial Relations (HRM & IR). This is to be done within seven (7) days of its disposal by the Parish Manager/CEO. A comprehensive report as well as supporting documents should be submitted to HRM&IR.

### **Stage 5**

Should the matter not be resolved satisfactorily, the employee (s) may refer the matter to the Regional Director. A comprehensive report, along with the supporting documents, should be submitted within seven (7) days of its disposal by the Human Resource & Industrial Relations Division.

### **Stage 6**

Manual updated by: \_\_\_\_\_  
Position: \_\_\_\_\_  
Date: \_\_\_\_\_

If the matter remains unresolved after deliberations by the office of the Regional Director, an appeal may be made to the Regional Board. This Appeal should be in writing and made within fourteen (14) days of its disposal by the Regional Director.

If unresolved, either party may refer the dispute to the Ministry of Labour for conciliation. For seconded employees, this should be done through the Ministry of Health.

## **9.2 DISCIPLINARY PROCEDURES**

Discipline is to be undertaken in accordance with the guidelines set out in the Disciplinary Code attached. Enquiries/hearings must be conducted where disciplinary action is indicated

The immediate Supervisor will investigate allegations of an offence. If the investigation determines that an offence has been committed, and this is a minor offence, the following guidelines will normally apply: -

- i) For the first offence, the immediate supervisor will administer an oral warning or counseling
- ii) Corrective counselling is the responsibility of the departmental Supervisor/Manager. The Parish Personnel Office and ultimately the Regional Human Resource Division functions as an advisory entity in this regard.
- iii) The employee can be reprimanded, suspended or dismissed in keeping with the guidelines set out in the Disciplinary code.
- iv) Where the disciplinary action for an offence is suspension or dismissal, the recommendation supported by the relevant documentation should be referred to the Director, Human Resource Management and Industrial Relations.
- v) Suspension or termination may not be effected without consultation with the Director, Human Resource Management and Industrial Relations.
- vi) Recommendations for the termination of employment, must be referred to the Regional Director.
- vii) Where the matter may progress toward implications for strong disciplinary action, the offices of the Parish Manager, Chief Executive Officer, Regional HRM&IR are to be involved.

## **9.3 PROCEDURE FOR CONDUCTING AN ENQUIRY/HEARING**

If an Enquiry/Hearing is to be conducted, the following procedure should be followed:

- i) The employee(s) must be informed in writing of the charges being laid.
- ii) The employee must be provided with a copy of the evidence to be brought to the Enquiry/Hearing
- iii) If a written response to the charges is to be made, this must be done within seven days of the delivery of the written charges
- iv) Five days' notice of the date of the Enquiry/Hearing must be given to all parties.
- vi) The panel should comprise the immediate supervisor, Departmental

Manual updated by: \_\_\_\_\_  
Position: \_\_\_\_\_  
Date: \_\_\_\_\_

Manager, the Parish/Hospital Personnel Officer/Manager and any other officer so designated.

- vii) Consultation should occur with the Regional Human Resource Office, accompanied by a comprehensive brief and relevant documents/reports concerning the matter.
- viii) The decision taken must be communicated in writing to the employee and his/her representative, the Head of Department, Parish Manager, CEO and the Director, HRM&IR.
- ix) If action is brought against the Regional Director, the panel should comprise the Board Chairman and his/her nominees.

#### **9.4 REGULATIONS**

- i) No report shall be placed on an employee's personal file before it is discussed with him/her.
- ii) No Union Delegate shall be disciplined until the circumstances of the case are fully discussed with a full-time Union official.
- iii) No Supervisor shall have the right to suspend a worker.
- iv) All suspensions should be discussed with the Director, HRM&IR
- v) All dismissals must be authorized by the Director, HRM&IR
- vi) The penalty invoked should take into account the previous record of the employee and should be guided by the Disciplinary Code.
- vii) An officer may be sent on leave to facilitate proper investigation, if deemed necessary.

#### **9.5 APPEALS**

- i) Appeals should be made through the Director, HRM&IR to the Human Resource Committee of the Board. However, members who were intimately involved in any stage of the grievance procedure should not be a part of the appeal committee.
- ii) With respect to seconded/(transferred) officers, Appeals may be made to the Privy Council through the Ministry of Health.
- iii) For direct employees of the Regional Board, recourse may also be had to the Ministry of Health.

### **10. COMPLIANCE**

Member of staff are expected to comply with all instructions given in the course of duty, save and except where those instructions are unlawful in nature or where they implicate life or limb.

In the event of disagreement or difficulty with lawful instructions given, the primary modus operandi is expected to be compliance accompanied by use of the appropriate grievance procedure.

Manual updated by: \_\_\_\_\_  
Position: \_\_\_\_\_  
Date: \_\_\_\_\_

## **11. COMMUNICATION**

It is the policy of the Regional Health Authority to communicate regularly with staff using a range of communication media and encouraging open and meaningful dialogue among staff, management, clients and other external stakeholders.

Designated officers will interface with the media on the approval of the Board of Directors of the Regional Health Authority. Due regard should be given to the Ministry of Health's Strategic Communication Policy.

## **12. EMPLOYMENT OF CONVICTED PERSONS**

The Regional Health Authority may consider the employment of persons who have served prison terms, for rehabilitative purposes and dependant upon the nature of the crime committed.

Employment shall be in accordance with the specifications of the position and provided that the requisite support systems are in place.

---

**Dr. E. Grace Allen-Young**  
**Permanent Secretary**  
**Ministry of Health**

2006 November 01

Manual updated by: \_\_\_\_\_  
Position: \_\_\_\_\_  
Date: \_\_\_\_\_

## Appendix 1

### STUDY LEAVE

#### 1. DEFINITION

Study Leave is a period of absence granted to public employees to pursue courses of study, which may fall, into all of the following categories.

##### 1.1 Category 1 Government Mandated

Programme of study initiated or mandated by the Government and therefore deemed to be in the national interest, e.g. government scholarships and awards to fill critical skill shortage areas, courses to meet future strategic needs, etc.

##### 1.2 Category 2 Job Related

Programme of study undertaken voluntarily by individual public officers to improve their qualifications and skills in areas directly related to current functions.

##### 1.3 Category 3 Future Advancement

- (i) Programmes of study undertaken voluntarily by individual officers to improve their qualifications and/or skills for future career advancement and employability in areas not necessarily related to current Ministry/Department but may be applicable to other Ministries/Departments.
- (ii) Programme of study undertaken voluntarily by individual public officers to improve their qualifications and/or skills for future career advancement and employability in areas not necessarily related to current Ministry/Department but may be applicable to other Ministries/Departments.

##### 1.4 Category 4 Personal Interest

Programme of study undertaken voluntarily by individual public officers for personal interest or for growth and development.

#### 2. SUPPORT FOR STUDY LEAVE

- (i) Officers who are granted Study Leave may be eligible for financial support depending on the category within which the course of study falls.
- (ii) Officers who are selected to pursue Government mandated courses of study (Category 1) would qualify for full financial support from public funds with no forfeiture of any accumulated vacation leave.
- (iii) Officers who are selected to pursue job-related or future advancement courses of study Category 2 or 3 may receive the equivalent of up to two (2) years fully- paid leave. The officer would be required to forfeit leave or salary equivalent to his/her maximum

Manual updated by: \_\_\_\_\_  
Position: \_\_\_\_\_  
Date: \_\_\_\_\_

leave accumulation. Any additional leave required to complete the course of study shall be without pay.

- (iv) Officers who are granted study leave to pursue courses of study under Category 4 may be granted vacation leave followed by leave without pay, at the discretion of the Permanent Secretary or Head of Department.

### **3. BONDING**

Officers who are granted study leave and receive support from the public funds may be required to execute a loan agreement as outlined in sections 5.7 (iii-v), of these Orders.

### **4. DAY RELEASE**

Officers may be granted a combination of day release during the academic year and full time study leave during the summer period to attend any approved tertiary institution. This will only be considered where evening classes are not available for the particular course. The following conditions will apply:

- (i) The officer will cease to earn vacation leave at the commencement of the course until its completion.
- (ii) The officer is expected to attend classes 1or 2 days a week and where necessary on full time for 2 to 4 weeks during the summer period it required by the institution.
- (iii) The day(s) and full time period utilized for the course will be charged to his/her vacation. After the vacation leave has been exhausted, the officer will enter into a period of study leave which may be granted on full salary for a total period of up to 180 days, to be utilized as at (ii).
- (iv) On completion of the course the officer will be credited with vacation leave for the number of days on which he was not in attendance at classes, subject to the provision that vacation leave will not exceed the maximum prescribed.
- (v) Officer granted study leave as above are not entitled to recreational leave.
- (vi) Officers who are granted full time study leave Categories 2 or 3 to run consecutively with the day release should be credited with the vacation leave earned at (iv) prior to the commencement of the full time study leave.

### **5. PART-TIME STUDY COURSES**

- (i) Officers may be granted time-off by the appropriate authority to pursue courses of study at approved institution, on a part-time basis, during established working hours.
- (ii) The application for, and grant of such leave are subject to the conditions established from time by the Ministry with responsibility for the Public Service.

Manual updated by: \_\_\_\_\_  
Position: \_\_\_\_\_  
Date: \_\_\_\_\_



**6. RECREATIONAL LEAVE**

- (i) Officers who have been granted study leave and who have had to forfeit vacation leave and/or salary may be granted a period of absence on full pay upon the successful completion of the course of study.
- (ii) The period of leave granted for this purpose shall in no instance be in excess of fifteen (15) working days.
- (iii) Any leave granted for these purposes must be taken immediately following the completion of the course of study, before resumption of duties and cannot be accumulated.

**Appendix 2**  
**REGIONAL HEALTH AUTHORITIES**  
**DISCIPLINARY CODE**

Manual updated by: \_\_\_\_\_  
Position: \_\_\_\_\_  
Date: \_\_\_\_\_

*Appendix 2*  
**REGIONAL HEALTH AUTHORITIES**  
**DISCIPLINARY CODE**

*Note:*

- a. It is obviously not practicable to specify all offences and the foregoing schedule has been confined to those, which are more or less commonly encountered.
- b. This schedule will be generally followed but Regional Health Authorities reserve the right to treat any offence against these rules and regulations on the merit of the case and the disciplinary record of the offenses as recorded on the delinquent's file.
- c. Depending on gravity of offence the minimum penalty may be applied on the first offence.
- d. Suspension is without pay.

Manual updated by: \_\_\_\_\_  
Position: \_\_\_\_\_  
Date: \_\_\_\_\_

## DISCIPLINARY CODE

No.	TYPES OF OFFENCE	1 <sup>ST</sup> OFFENCE	2 <sup>ND</sup> OFFENCE	3 <sup>RD</sup> OFFENCE	4 <sup>TH</sup> OFFENCE
1.	Absence from duty without permission or a reasonable excuse.	Oral warning and counselling	Written warning and counseling	Suspension (3 days)	Dismissal
2.	Absence without leave for five (5) consecutive days.	Dismissal	N/A	N/A	N/A
3.	Early departure or lateness except where approved by the officer in charge.	Oral warning and counselling	Written warning and counseling	Suspension (3 days)	Dismissal
4.	<b>Causing damage to property:</b> (a) Due to Negligence (b) Malicious intent (c) Failure to report damage	Written warning Suspension/ Dismissal Written warning/ Suspension	Written Warning Dismissal Suspension/Dismissal	Suspension (5-10 days)	Dismissal N/A N/A
5.	Using/Issuing the Regional Health Authorities' property without permission.	Suspension/Dismissal (10 days)	Dismissal	N/A	N/A

Manual updated by: \_\_\_\_\_  
 Position: \_\_\_\_\_  
 Date: \_\_\_\_\_

## DISCIPLINARY CODE

No.	TYPES OF OFFENCE	1 <sup>ST</sup> OFFENCE	2 <sup>ND</sup> OFFENCE	3 <sup>RD</sup> OFFENCE	4 <sup>TH</sup> OFFENCE
6.					
7.	<b>Negligence</b>	Written Warning	Suspension/Dismissal		
8.	Unsatisfactory performance/ workmanship	Counseling	Written warning	Suspension (3-5 days)	Dismissal
9.	'Horse-play' or other similar conduct likely to cause injury to person or property.	Written warning	Suspension	Dismissal	N/A
10.	Fighting whilst on duty or on the premises.	Dismissal		N/A	N/A
11.	Provoking/Inciting to riot or disorder	Suspension (10-15 days)	Dismissal	N/A	N/A
12.	Coming to work under the influence of liquor and/or illegal drugs.	Suspension and professional counseling (10 days)	Dismissal	N/A	N/A
13.	The peddling/use of liquor and/or illegal drugs on the RHA premises.	Dismissal	N/A	N/A	N/A

Manual updated by: \_\_\_\_\_  
 Position: \_\_\_\_\_  
 Date: \_\_\_\_\_

## DISCIPLINARY CODE

No.	TYPES OF OFFENCE	1 <sup>ST</sup> OFFENCE	2 <sup>ND</sup> OFFENCE	3 <sup>RD</sup> OFFENCE	4 <sup>TH</sup> OFFENCE
14.	Illegal possession of a firearm or other lethal weapon on Regional Health Authorities' property or while on the job.	Dismissal	N/A	N/A	N/A
15.	Gambling during working hours or on Regional Health Authorities' premises.	Written warning	Suspension without pay	Dismissal	N/A
16.	Use of Abusive or obscene language.	Written warning/ Suspension (3 days)	Suspension/Dismissal (10 days)	Dismissal	N/A
17.	Issuing of Threats	Suspension (5 days) /Dismissal	Dismissal	N/A	N/A
18.	Assault/Battery	Dismissal	N/A	N/A	N/A
19.	Fraud: - Commission - Aiding and abetting	Dismissal Suspension (10-15 days) /Dismissal			
20.	Sexual harassment	Suspension (15 days)	Dismissal	N/A	N/A
21.	Failure to comply with a reasonable instruction given by a supervising officer	Written warning/ Suspension/Dismissal	Suspension/Dismissal (3-5 days)	Dismissal	N/A

Manual updated by: \_\_\_\_\_  
 Position: \_\_\_\_\_  
 Date: \_\_\_\_\_

## DISCIPLINARY CODE

<b>No.</b>	<b>TYPES OF OFFENCE</b>	<b>1<sup>ST</sup> OFFENCE</b>	<b>2<sup>ND</sup> OFFENCE</b>	<b>3<sup>RD</sup> OFFENCE</b>	<b>4<sup>TH</sup> OFFENCE</b>
<b>22.</b>	Sexual encounters on Regional Health Authorities' premises.	Dismissal	N/A	N/A	N/A
<b>23.</b>	Stealing Regional Health Authorities' property and stealing from fellow workers and clients	Dismissal	N/A	N/A	N/A
<b>24.</b>	Falsification of report or record.	Dismissal	N/A	N/A	N/A
<b>25.</b>	Use or disclosure of confidential information obtained as a result of working at the office.	Suspension./ Dismissal (10-15 days)	Dismissal	N/A	N/A
<b>26.</b>	Acceptance of gifts (monetary and otherwise) in exchange for work-related favours/services	Suspension, without pay	Dismissal	N/A	
<b>27.</b>	Refusing to cooperate with security in the execution of their duties				

Manual updated by: \_\_\_\_\_

Position: \_\_\_\_\_

Date: \_\_\_\_\_



**Note:**

It is obviously not practicable to specify all offences and the foregoing schedule has been confined to those, which are more or less commonly encountered.

This schedule will be generally followed but Regional Health Authorities reserve the right to treat any offence against these rules and regulations on the merit of the case and the disciplinary record of the offenses as recorded on the delinquent's file.

Manual updated by: \_\_\_\_\_

Position: \_\_\_\_\_

Date: \_\_\_\_\_



**REGIONAL HEALTH AUTHORITIES**

**HUMAN RESOURCE POLICIES AND PROCEDURES &  
CONDITIONS OF SERVICE  
GRIEVANCE PROCEDURES  
DISCIPLINARY CODE**

Manual updated by: \_\_\_\_\_  
Position: \_\_\_\_\_  
Date: \_\_\_\_\_